



Workforce Investment Board  
*Reaching Business*



## **Oakland Workforce Investment Board**

# **Strategic Workforce Development Plan 2013 – 2017**

Submitted by:  
John R. Bailey  
Executive Director  
Oakland Workforce Investment Board



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## Oakland Workforce Investment Board Strategic Workforce Development Plan 2013 – 2017

### Standard 1: Vision, Economic and Workforce Analysis, Strategic Planning and Implementation

#### 1. Strategic Vision

The Oakland Workforce Investment Board (OWIB) was created as a result of the Workforce Investment Act (WIA) of 1998 designating the local elected official as the fiscal agent responsible for the WIA funds for the City of Oakland. OWIB is appointed by the Mayor to serve as an oversight and policy-making body for federally funded employment and training programs and services in Oakland. The Mayor and OWIB work seamlessly to ensure adherence to WIA policy for the Oakland LWIA in order to provide workforce development solutions to eligible Oakland residents. OWIB's broader mandate is to oversee the integration of all services and programs to meet the needs of employers and job seekers.

There are currently 40 official OWIB members (Attachment1). Current membership is comprised of high-level leaders from government, businesses, labor and workforce development organizations. Most OWIB members are personally vested in Oakland through either personal or professional commitments. OWIB members from the public sector possess program management, fundraising, advocacy, and political experience as well backgrounds in direct service to job seekers and/or employers. OWIB members from the private sector include CEOs, human resources directors, government relations and/or public affairs specialists.

The vision of OWIB as identified in OWIB's Strategic Plan 2012-2014 (Attachment 2) is to:

*“Establish and direct a results-oriented workforce development and business services system that:*

- *Provides job seekers with the education and training needed to achieve self-sufficiency;*
- *Merges public and private sector resources and expertise to create an integrated workforce development and business services system capable of sustaining itself through fee generation;*
- *Creates job opportunities for youth and adults and advancement opportunities for the underemployed through comprehensive business development, retention, and expansion.”*

OWIB's mission is to:

*“Oversee the federally-funded employment and training programs and services in Oakland in order to provide services to help job seekers gain employment and connect businesses with a qualified workforce.”*

OWIB’s work is both important and urgent. As the city’s only public/private entity specifically designed to develop policy and allocate funding that bridges the needs of local job seekers with local businesses, OWIB seeks two related outcomes:

- **Individuals** develop the skills, attain the knowledge and access the resources needed to thrive in careers;
- **Employers** are provided with skilled workers needed to sustain and competitively grow businesses.

## 2. Stakeholders

OWIB will work with the following stakeholders to improve Oakland’s workforce system:

**Primary and secondary schools** are the foundation of the education phase of the human talent development process. Increasingly, the quality of schools is a significant factor in how well a region attracts and retains both employers and individuals. Oakland Unified School District (OUSD) has recently created an Office of Workforce and Economic Development (OWED) as part of its Full Service Community Schools initiative. OWED will work to conduct extensive outreach to employers in Oakland to offer resources, training or work-based learning opportunities to students.

OUSD currently administers 25 Career Pathway programs across all high schools; each program connects to one of 11 industry sectors. The programs vary in their depth and breadth. In 2010, Oakland was one of ten districts in the state of California to be awarded a grant from the California Center for College and Career (ConnectEd), to promote Linked Learning. Linked Learning is an educational approach designed to create partnerships between school districts and local industry leaders in a wide range of fields. A well-designed Linked Learning Program has four components: academic learning, technical learning, work-based learning opportunities, and support services.

OUSD also has an entire high school based on workplace-based learning that can serve as an example for other efforts. MetWest high school is one of forty public high schools around the country pioneering a model of internship-based education. MetWest High Schools prepares students for both college and the world of work through integration of coursework and internships.

Details on how OWIB collaborates with OUSD and its Career Pathway and other Linked Learning programs is provided in detail in Standard 4.

**Community Colleges and the post-secondary education community** are key workforce training providers. Increasingly, federal legislation requires that WIBs and community colleges collaborate on competitive grants to strengthen the connection between employer needs and training. Moreover, the State's Strategic Plan explicitly promotes the alignment of workforce development and community college resources. The Peralta Community College District has almost 50 occupational training programs that include programs in all of the priority sectors identified by OWIB. OWIB plans to develop partnerships with the colleges and state universities for targeted career pathway training and customized training services for employers in these priority sectors. In addition, Oakland and the East Bay have a rich selection of community colleges and world-class universities including the University of California Berkeley, Cal State East Bay, Holy Names University, Mills College, Samuel Merritt University, and Ex'pression College for the Digital Arts.

Many **job training organizations** provide tailored training for Oakland's key industries. These include the ATLAS Program for Transportation, Distribution and Logistics (TDL), which is offered through the College of Alameda, Merritt College and The Unity Council, as well as a Healthcare Sector Initiative offered through a collaboration between The Unity Council, Merritt College, and local healthcare employers. In addition, several pre-apprenticeship training programs are offered through Cypress Mandela Training Center that prepare job seekers for skilled trades, union apprenticeship programs, and "green" industries.

Oakland also offers opportunities for training in entrepreneurship and participation in small business incubators through organizations that include Inner City Advisors, C.E.O. Women, and Women's Initiative for Self-Employment. These organizations also often assist participants with financing and business development and sustainability strategies. OWIB plans to link these programs in a more coordinated fashion through the Employer Strategies Committee to strengthen our sector strategy approach and support employer and job seeker needs. This will include a review of existing programs and partners in key sectors and an identification of ways to increase collaboration, strengthen existing partnerships and identify additional resources, where appropriate.

**Labor unions** are key workforce development community partners in Oakland. Union representatives have experience in shaping the processes of training, matching and retaining employees and are active in the majority of Oakland's workforce initiatives. Labor unions help build the youth pipeline to employment through pre-apprenticeship programs that help young people with barriers to enter into union apprenticeships. Labor also promotes policies and labor agreements that provide wages and benefits that create self-sufficiency and job security. Labor-management agreements, such as the SEIU UHW-West and Joint Employer Education Fund, promote additional training and education opportunities for union members so that they have access to career ladder opportunities. OWIB's membership includes several labor union representatives in sectors that OWIB has identified as key to its strategic plan: United Food and Commercial Workers; International Brotherhood of Teamsters; Building and Construction Trades Council; Pipe Trades Association; and the Alameda Central Labor Council.

The three **neighboring workforce investment boards (WIBs)** in the East Bay are Alameda County WIB, Contra Costa County WIB and the City of Richmond WIB—all of which collaborate with OWIB in co-branding One-Stop Career Centers under the umbrella of East Bay Works. East Bay Works has also established an infrastructure for regional partnerships and collaborations among the four East Bay WIBs. In line with the projections and expectations of the Department of Labor, OWIB will continue to work with neighboring WIBs in order to improve performance and service delivery. As a result of the activities of East Bay Works, clients, business partners, and employers will benefit from the combined resources of all four WIBs that will enhance best practices, promote sector strategy partnerships, and increase access to current labor market information.

**Employers**, particularly those in high-growth/high-demand sectors, are critical partners in an effective workforce system. Integration of employer input is essential at all levels of the system to ensure that training, education and job preparation results in job placements for job seekers and to support a vibrant economy in Oakland. OWIB has secured the participation of its business community board members on each of its committees to inform employer outreach and engagement. The sectors and businesses represented include: Kaiser Permanente (healthcare); Turner Construction, Turner Group Construction and HNTB Corporation (construction); Starbucks, Waterfront Hotel and Oakland Restaurant Association (retail and hospitality); and Matson and Give Something Back (TDL).

### 3. Background to Planning Process

In order to revitalize the workforce community of Oakland and the surrounding region, OWIB engaged in an extensive reorganization which began in January, 2011. Prior to 2011, Oakland Private Industry Council (OPIC) functioned as the System Administrator, One-Stop Comprehensive Center and One-Stop Operator.

To support the transition and to promote system excellence, OWIB began the strategic planning process in May, 2011 in partnership with the National Association of Workforce Boards (NAWB). The planning process and end product benefited from NAWB's expertise and the dialogue involved in the planning process helped to shed light on how to ensure workforce development and job training programs meet the needs of employers.

The planning process resulted in a defined vision and a strategic plan that organized and directed OWIB's work over the next three-year period (2012-14) with an emphasis on: (1) achieving high performance; (2) meeting Oakland's workforce needs; and (3) stakeholder and board member engagement and development.

The development of the 2012-2014 Strategic Plan involved the participation of OWIB as well as other community stakeholders (details of the process and participants are provided below). The Strategic Plan was designed to serve as a 'blueprint' in order to re-organize the City's workforce development system, focus on the integration of services, and strengthen sector partnerships to increase employment and training opportunities. OWIB completed the plan in November, 2011 and implementation began in 2012.

The Strategic Plan 2012-2014 encompasses five specific strategies for the WIB to achieve excellence in its service delivery and system performance:

1. Responsible and effective management of public resources.
2. Administration of a high-performing WIA-mandated workforce development system effectively responding to the needs of job seekers and employers.
3. Support youth in becoming career- and college-ready through an integrated and coordinated youth-serving infrastructure.
4. Implementation of a sector strategies approach to move trained workers into pipelines to growing industries.
5. Provide leadership to catalyze increased impact on and innovation in Oakland's human talent development system.

Since the completion of the OWIB 2012-2014 Strategic Plan, the City of Oakland formally created the Department of Economic and Workforce Development (DEWD), thereby integrating the functions of workforce and economic development into a single entity. This re-organization reflects the Mayor's vision for workforce and economic development that more effectively coordinates resources. It will also mean that what had previously been two separate departments will now collaborate to create policies and strategies that increase the access of local residents to jobs while simultaneously serving the needs of businesses.

In March, 2013, the City of Oakland hired Kelley Kahn as the Director of the Department of Economic and Workforce Development. Ms. Kahn is the former Project Director of the San Francisco Mayor's Office of Economic and Workforce Development and previously served as the senior Project Manager of the San Francisco Redevelopment Agency. Ms. Kahn's knowledge of Oakland extends to her work with former Mayor Jerry Brown's 10K Initiative to bring 10,000 residents to the city's core—a project that played a key role in creating the now vibrant downtown/uptown area of the city. As Oakland's Economic and Workforce Development Director, Ms. Kahn will oversee the development of a plan to coordinate and align activities and resources to continue to build the City's capacity to respond to economic and workforce development opportunities.

The current OWIB Strategic Workforce Development Plan 2013 - 2017 builds upon and expands the plan created for 2012 to 2014. In implementing the 2012 – 2014 plan, the WIB adopted a sector strategies framework, thus creating an 'infrastructure' that could inform the WIB's development of its key sectors, and identifying and coordinating resources needed to implement this strategy.

OWIB has adopted the recommendation of the 2012-14 Plan to strengthen its systems analysis structure by streamlining its evaluation processes. OWIB merged the Quality Assurance and One-Stop Committees into the System Leadership Committee. The System Leadership Committee will expand its work to establish new benchmarks and long-term metrics across the workforce development system in support of the 2013-17 Local Plan.

#### 4. The Planning Process

The OWIB Strategic Plan 2012-14 planning process included focus groups with OWIB and community stakeholders resulting in the development of Conversation Maps which depicted the flow of themes concerning job seeker and employer needs.

OWIB members and stakeholders engaging in focus groups included:

- Employers from Oakland's high-growth/high-demand industries;
- Labor organizations;
- Representatives from OUSD, training providers, community colleges and four-year universities;
- Community-based organizations working with low-income job seekers.

OWIB members and the OWIB staff dedicated significant time and resources to plan for a future that is responsive to community needs and responsible to stakeholders. This process included:

- Review of existing workforce research and analysis of state EDD and census data;
- Stakeholder interviews (board members, city officials, employers, workforce service providers, workforce researchers, education institutions);
- Full day board retreat in July 2011;
- Stakeholder visioning session in July 2011;
- Regular meetings with OWIB staff and board strategic planning ad-hoc committee;
- Final Presentation to board in November 2011.

As a major supporter of the East Bay Economic Development Alliance (East Bay EDA), OWIB utilized data provided by this organization. OWIB also incorporated data development and analysis undertaken by OWIB staff as well as data from other sources to inform the planning process. Sources used included:

- California Employment Development Department;
- California Department of Education;
- California Department of Corrections and Rehabilitation;
- U.S. Department of Justice;
- US Census.

The plan also drew on several publications that profile and analyze labor market and economic trends in the East Bay, Alameda County, and Oakland which included:

- *Taking Stock of Oakland's Economy*. Oakland Chamber of Commerce. 2007.
- *Putting the East Bay to Work: Sustainable Jobs for the Unemployed*. East Bay Community Foundation. 2009.
- *A Scan of the Current Workforce Landscape*. Oakland Workforce Investment Board.

2010.

- *Building on Our Assets: Economic Development and Job Creation in the East Bay*. East Bay EDA. 2011.

In the process to update and expand the 2012-2014 Strategic Plan, OWIB solicited stakeholder input from a number of sources. The process included the integration of community input through the community outreach meetings held to inform OWIB's 2013 RFP process. Meetings also yielded several themes that OWIB has subsequently integrated into its planned strategies including:

- Strengthening the school-to-career pipeline and utilizing best practices to promote a thriving workforce and reduce joblessness.
- Expanding employment opportunities through business development and planning.
- Instituting a data-driven approach for long-term planning for promising employment sectors to develop training and placements.
- Replicating strategies (best practices) that have proved successful in reducing joblessness.
- Increasing partnerships between OUSD and WIA service providers to improve student outcomes and linkages to the career academies.
- Incorporating comprehensive skills assessments and expanding 'soft' skills training and job placement to improve the prospects for successful employment and advancement.
- Expanding 'soft' skills training beyond résumé preparation and job readiness so that job seekers will have the capacity to remain employed and have opportunities for career advancement.
- More directly linking training with employment so that the skills acquired match the available jobs in the local labor market.
- Providing additional comprehensive wrap-around services to eliminate barriers to employment and improve job tenure.
- Creating greater accountability for meeting performance goals.

Stakeholder input into this five-year plan was also solicited from the following:

- Input through OWIB's Employer Services Committee, System Leadership Committee, and Youth Council. Committees, which are made up of representatives of organized labor, employers, community-based organizations, K-12 education, community colleges, and four-year universities.
- OWIB planning and review. As detailed above, OWIB includes representatives from employers from Oakland's high-growth/high-demand industries, labor, K-12 education, training providers, community colleges, four-year universities, and community-based organizations.
- Public review and input through the required 30-day public comment period.

## 5. Economic and Workforce Information Analysis

### a. Data-Gathering Process

The development of the five-year plan included extensive research to include updated economic and labor market information, regional sector updates, and education/job training programs. Sources for data included the following agencies:

- California Employment Development Department
- California Department of Education
- California Department of Corrections and Rehabilitation
- U.S. Department of Justice
- US Census

We also reviewed and integrated information from the following recent reports:

- *East Bay Economic Outlook*. East Bay EDA. 2013.
- *Special Report on the East Bay Workforce*. East Bay EDA. 2013.
- *The Bay Area: A Regional Economic Assessment*. Bay Area Council Economic Institute. 2012

Analysis and planning was also informed by a 2013 Environmental Scan and Asset Mapping Project (Attachment 3) jointly sponsored by the Alameda County Workforce Investment Board, Alameda County Social Services Agency and OWIB. The resulting report<sup>1</sup> is designed to help drive ongoing strategic planning efforts by identifying Alameda County workforce assets, gaps in services, and opportunities to better align workforce assets to increase system throughput and performance. Observations and data from this report are integrated into the OWIB plan and will inform the direction and structure of regional collaborative initiatives.

In addition to these published reports, OWIB used data gathered for specific large-scale projects such as the Oakland Army Base construction and Port-related re-use activities, capital improvement projects by OUSD, Kaiser Permanente, and the Oakland Airport BART-Connector. OWIB also drew on the work of its Employer Strategies Committee with employers and labor unions to develop cross-sector customer service training. This research sought to determine employment trends and skill needs over the next five years in Retail, Hospitality, Contact Centers (Call Centers) as well as a broad range of sectors which also need internal and external customer service skills.

In addition, in an effort to broaden our scope and ensure increased integration with regional workforce, education and training initiatives relevant to the City of Oakland, OWIB identified key relevant initiatives and our role in coordinating with other entities to support Oakland's job seeker and priority industry sectors.

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<sup>1</sup> *Alameda County Environmental Scan and Asset Mapping Final Report*. Public Consulting Group. June 2013.

## **b. The Global and National Context**

Technology and globalization have radically changed the environment for businesses and workers. Just 30 years ago, a worker with high school education could find a job, get trained, and earn a living wage. Prospects for these “middle-skill jobs” (typically requiring more than a high school diploma but less than a four-year college degree, many of which were union jobs), have given way to low-skill (mostly non-union) jobs, and high-skill jobs requiring advanced degrees.

As noted in the recent *Special Report on the East Bay Workforce* by East Bay EDA (Attachment 4), a 2011 study by David Autor<sup>2</sup> showed the changes in the nation's occupational profile. Dr. Autor divided occupations into Tier 1 Occupations (high-paying, high-skill positions that include managers, professional positions and highly skilled technical occupations), Tier 2 Occupations (middle-wage, middle-skill positions such as administrative positions, sales representatives, and machinists—the positions that were considered traditionally middle class and did not necessarily require a four-year degree or higher), and Tier 3 Occupations (low-skill, lower-paying positions that include security guards, child care workers, waiters, and cashiers).

Dr. Autor's research indicates that Tier 2 occupations have been declining considerably since the mid 1970's with many of these jobs having been lost to automation or offshored to less expensive labor markets. The so-called Great Recession only sped up this trend, creating a substantial recent loss of middle-skill jobs and increasing the divide between low-income and high-income occupations. Technology and globalization have both reduced the need for middle-skill positions and increased the need for workers who perform research, complex analytics, design, organizational leadership and decision-making. Exacerbating this loss of middle-income jobs is the growing trend among employers to hire contract workers rather than full-time employees, reducing costs associated with hiring permanent employees, including pensions and benefits.

In addition, web-based and mobile technology has also changed the job search (matching) process itself, making it harder to find employment without computer skills. For example, LinkedIn, an on-line networking tool for networking and job searching, now has over 200 million users<sup>3</sup> who use it to network, publicize jobs and find candidates. Online tools like Elance and LinkedIn represent a fundamental change in the cognitive and social networking skills needed to succeed in a highly fluctuating employment market.

National and state budget politics are also critical to OWIB's operating environment. Currently, the federal government is seeking ways to reduce spending, leading to a high level of uncertainty for WIA funding and other workforce programs. And, while the State of California seems to have weathered the worst of its budget crisis, funding for programs that support workers and families has been dramatically reduced and is unlikely to be

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<sup>2</sup> *The Polarization of Job Opportunities in the US Labor Market; Implications for Employment and Earnings.* April 2010

<sup>3</sup> *Forbes Magazine*, January 2013

restored in the near future. This has resulted in increased demand for employment due to lay-offs, reduced social services, and, as a result of prison system reorganization, an increase in the number of parolees in communities.

While the results of workforce development have long-term impact on income gaps and change economic trends, this strategic plan is not designed to explicitly address them. However, understanding these trends helps OWIB ensure that its services assist individual clients with navigating the modern economy.

### c. The Regional Context

“The Bay Area economy is one of the most productive and prosperous in the country. In 2010, median household income in the Bay Area was \$82,500— 41% higher than in the country as a whole and 37% higher than statewide. This is consistent with the region’s reputation for supporting a large number of innovative, highly productive, frontier technology companies—a reputation that is well deserved and has become increasingly true over time.”

-- *The Bay Area: A Regional Economic Assessment*. Bay Area Council Economic Institute. 2012.

Oakland lies within a dynamic regional economy that offers multiple benefits. However, its location also provides challenges. Even more than in the nation as a whole, San Francisco Bay Area employers are requiring a more skilled and educated workforce. Trends within Bay Area industries are increasingly shifting towards requiring workers with higher levels of education, and Tier 2 occupations are in decline. As described in more detail below, the profile of Oakland’s job seekers places them at a disadvantage within the regional economy since a significant percentage of the city’s population lacks the educational qualifications needed to successfully compete in the Bay Area labor market.

In its 2011 publication, *Building on Our Assets: Economic Development and Job Creation in the East Bay*, East Bay EDA made several notable findings about the East Bay economy that have implications for Oakland job seekers and businesses:

- There is growing innovation in sectors including engineering, scientific research and development, biotechnology, pharmaceuticals, biofuels, and other clean energy activities.
- Professional, scientific and technical services (PSTS) industries are strong and growing.
- Manufacturing—especially advanced manufacturing—still matters in the East Bay. Advanced manufacturing success is linked to the strength in innovative PSTS industries.
- Construction is highly concentrated in the East Bay and likely to grow rapidly as the economy rebounds.
- Regional-serving industries employ half of the East Bay’s workers.
- Healthcare and educational services are poised to grow in the region.
- Business leaders are most concerned about state governance while citing local

regulatory hurdles as a key factor in location and expansion decisions.

- Companies moving in and out contribute little to employment; it is existing businesses that contribute most to job growth.
- Small and mid-sized companies employ the most people in the region.
- Existing manufacturing establishments generate the largest number of new jobs through expansion and destroy the largest number of jobs through contraction.
- Baby boom retirements will create job openings in every occupation but the incoming workforce is not necessarily qualified to fill them.
- Latino populations are growing but currently have low rates of educational attainment.
- High school completion rates are declining and far too few high school graduates are ready for college at the same time that skills requirements are increasing.
- There will be skills shortages and mismatches in the East Bay.

The same report made the following recommendations:

- Focus on ensuring that companies—especially small and medium-sized ones—start, survive and thrive here.
- Work to address regional and statewide regulatory and governance issues.
- Celebrate manufacturing and prepare the advanced manufacturing workforce of tomorrow.
- Make education and ongoing workforce development the region's top economic priority.
- Fully fund public education.
- Expand the population's access to good schools and innovative learning programs.
- Support and expand models like Linked Learning and Career Advancement Academies which enable project-based, school-based enterprise and work-based learning.
- Expand and enhance business involvement with educational institutions at every level but especially with East Bay high schools and community colleges.
- Preserve public dollars for worker retraining.
- Close the remediation gap.

In two more recent reports,<sup>4</sup> East Bay EDA updates its examination of recent economic and workforce trends and reflects on the impact of economic downturn that started in 2008, as well as the upswing that seems to have taken hold since mid-2010. As mentioned above, the Bay Area as a whole weathered the Great Recession relatively well. However, the East Bay suffered larger proportional overall employment losses from 2007 to 2012 than San Francisco, Silicon Valley or even California as a whole. East Bay EDA<sup>5</sup> notes that this is likely due to the fact that the East Bay has a larger relative proportion of Tier 2 occupational employment. As a consequence, East Bay EDA's report on workforce notes that the focus of job training and education strategies should be on teaching job seekers to

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<sup>4</sup> *East Bay Economic Outlook and Special Report on the East Bay Workforce*. East Bay EDA. May 2013.

<sup>5</sup> *Special Report on the East Bay Workforce*. East Bay EDA. May 2013.

continually learn new skills and move into Tier 1 and well-paying Tier 2 Occupations. Despite the national decline in Tier 2 Occupations, there are still Tier 2 Occupations in the East Bay that have strong growth expectations (e.g. technical sales positions, teachers and certain healthcare positions). The need for a focus on Tier 1 and Tier 2 Occupations is further underlined by the fact that the lower-skilled employment sectors have seen some of the biggest job growth in the East Bay in recent years.

East Bay EDA also notes that the Great Recession only exacerbated the growing divide in employment opportunity equality within the East Bay--while lower-income communities like Oakland and Richmond suffer 12% to 13% unemployment rates, more affluent areas like Livermore and San Ramon have an unemployment rate of below 5%. To more effectively address the needs of low-income workers, East Bay EDA recommends increasing educational attainment by expanding the use of appropriate certificate and degree programs that can be completed incrementally and in areas of study that maximize the opportunity for increased wages. It also notes that work-based learning experiences can help students better understand the employment context of their certificate(s) and offer real-world outcomes that can improve their learning outcomes.

East Bay EDA also recommends expanding or creating programs that develop English language skills within the work environment to provide more employment training opportunities for the large and growing immigrant population. The workforce report specifically names the Vocational English as a Second Language (VESL) program of Oakland-based agency, The Unity Council, as a model for this type of approach. In partnership with local community colleges, The Unity Council offers VESL training in the context of larger healthcare and transportation & logistics trainings; OWIB has been a strong supporter of these initiatives.

Another recommendation from East Bay EDA is to increase the connectivity and collaboration within the East Bay and beyond between employers, educators and job seekers. Such efforts recognize that the Bay Area's various sub-regions are part of a larger integrated regional economy and more effectively leverage resources and expertise.

Since the East Bay's economic recovery began in 2010, there have been several positive developments. Among the highlights are:

- The manufacturing sector is expected to change its prior course and show positive growth of 1.9% in 2013.
- The housing market appears to be rebounding quickly, with steep increases in house prices and new construction in 2012. This is fueling an upturn in construction jobs—up 9.9% from March 2012 to March 2013.
- The Healthcare and Social Assistance Sector will continue to grow (though not quite as rapidly as in the past five years), with a forecast increase of 9% by the end of 2018.
- Employment in the Biomedical Manufacturing industry is expected to grow by over 13% from 2012 to 2017 and employment in the Energy and Environment industry

is expected to grow by 3.5% during the same period.

- The East Bay serves as a national hub for entrepreneurship, as well as community enriching and environmentally friendly business.
- The value of goods exported through the Port of Oakland increased by 4.4% between 2011 and 2012 and the East Bay remain a critical gateway for California's agricultural products to reach overseas markets, with almost all those products leaving through the Port of Oakland.
- The office property vacancy rate in the East Bay, at 18.5%, has fallen to its lowest level since 2009 and the Oakland Central Business District holds the lowest vacancy rate at 11.8%.

In the 2013 Asset Mapping Project that OWIB co-sponsored with Alameda County Workforce Investment Board and Alameda County Social Services Agency, some key findings were identified that regional stakeholders should consider in planning future changes in the Alameda County workforce development service delivery system:

- Countywide, the regional employment service assets are frontloaded. That is, a large volume of organizations provide intake, assessment, case management, and skill-building services, but relatively few organizations offer proactive placement services for the region's job seekers and employers.
- While the distribution of workforce assets is aligned and often geographically located in places accessible to job seekers with significant barriers to employment, the distribution of assets is not strategically present in locations that would increase alignment and relevance with economic development strategies, growth employers, or in areas to engage high skilled and highly educated job seekers.
- To continue developing Alameda County's placed-based service delivery model while remaining relevant to the region's employer community, the broader workforce system must invest in the capacity of community-based organizations to diversify its customer pool and employ separate strategies that delineate client-facing services and business-facing services, bifurcating its workforce development system.

These are issues that OWIB will integrate into its collaborative planning and initiatives in Alameda County. Also, as detailed in Standard 2 and 3, OWIB is currently working with Alameda Social Services Agency to align resources in Oakland and to leverage County funding to support Oakland's workforce development services.

Regional Workforce Initiatives that will impact Oakland's economic and workforce landscape include the Bay Area Community College Consortium, Design it—Build It—Ship It (DBS), a regional workforce initiative that focuses on engineering, manufacturing, and transportation and logistics. OWIB may also link with the East Bay Biomedical Manufacturing Network if DEWD sees an emerging need in this area.

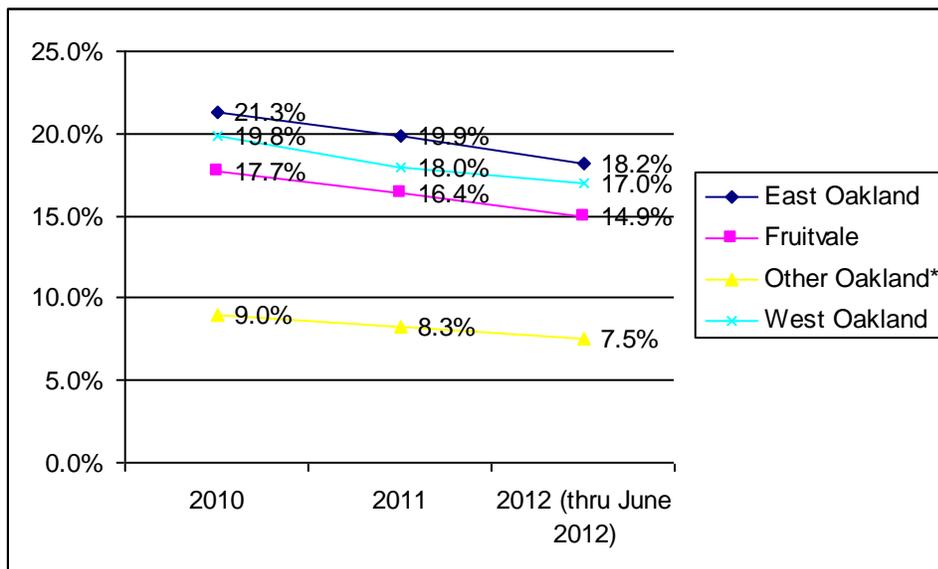
#### d. Oakland: Opportunities and Challenges

OWIB recognizes there are both opportunities and challenges faced by Oakland. The regional economy is dynamic, diverse, and has weathered the Great Recession relatively well compared to other regions in the country. However, while a recovery is clearly apparent, Oakland experienced a higher unemployment rate and significantly higher increases in the unemployment rate than the more wealthy parts of the Bay Area. For example, while Oakland's 2007 annual unemployment rate was 7.3% and climbed more than eight percentage points to 15.6% in 2011, Alameda County's overall annual unemployment rate rose six percentage points from 4.7% in 2007 to 10.4% in 2011.<sup>6</sup>

These inequities continue into the recovery: as of April 2013, Oakland's labor force (those working or seeking work) was 200,600, with 182,100 individuals working and 21,900 seeking employment, making a 10.8% unemployment rate<sup>7</sup>, by far the highest of any city in Alameda County.

As is demonstrated by the chart below, unemployment rates within Oakland itself vary greatly according to geographical area. With the lowest-income areas of the city experiencing far higher unemployment rates than the city overall.<sup>8</sup>

#### OAKLAND ANNUAL AVERAGE UNEMPLOYMENT RATE BY GEOGRAPHIC AREA



\*Other Oakland includes Downtown Oakland/Chinatown

<sup>6</sup> California Employment Development Department.

<sup>7</sup> California Employment Development Department, April 2013:

<http://www.labormarketinfo.edd.ca.gov/Content.asp?pageid=133>

<sup>8</sup> Data collected is by census tract and zip codes. Census tract and zip code labor force data are derived by multiplying current estimates of county employment and unemployment by the employment and unemployment shares (ratios) of each census tract or zip code area at time of the 2000 Census. Census tract and zip code unrounded employment and unemployment are summed to get labor force. Unemployment rate is calculated by dividing unemployment by labor force. Data was provided by EDD-Labor Market Division and was not seasonally adjusted.

Also, in the recent countywide Asset Mapping Project, the Fruitvale neighborhood of Oakland in particular was identified as an under-resourced area lacking workforce development resources relative to the needs of the residents. These geographical inequities within the city reflect the need to ensure that OWIB develops resources and initiatives to target and meet employment and job training needs in areas of the city that experience higher unemployment rates and with a history of lower levels of services. In its recent RFP process, OWIB stipulated that a special emphasis be given to service providers located in neighborhoods that experience the highest levels of unemployment and are home to Oakland's diverse and emerging populations (East Oakland, Fruitvale, and West Oakland.) In awarding funds, OWIB's decisions were deeply informed by these considerations. OWIB continued to support a robust One-Stop Center in the Fruitvale neighborhood and is currently working with a large group of stakeholders to establish a center in West Oakland that addresses the needs of this high poverty, high unemployment area while also supporting employers hiring for the Army Base redevelopment and subsequent Port of Oakland expansion.

In addition, Oakland has a large proportion of job seekers who have multiple barriers to finding and keeping employment. Common barriers include:

- Former incarceration
- Limited English proficiency
- Being young (particularly since the 2008 recession)
- Lack of transportation and large distances to work
- Lack of access to key resources to support employment including affordable child care, stable housing, computer skills, financial services, physical and mental health services
- Undocumented immigration status

When evaluating service providers, OWIB needs to take into account how those providers assist workers with these barriers. In addition, the first three are key barriers that should be addressed through OWIB's investments: former incarceration, limited English proficiency (LEP) and being young while seeking work during the current recession. These barriers have been thoroughly analyzed by East Bay Alliance for a Sustainable Economy (EBASE), East Bay Community Foundation (EBCF), and other organizations. OWIB has drawn on this and additional research in determining its priorities and strategies for 2013 to 2017. These populations were also emphasized in OWIB's recent RFP process, and funding decisions were designed to ensure that the needs of these populations were adequately addressed.

According to informal estimates there are millions of vacant jobs across the United States due to employers being unable to find trained and qualified workers. This suggests that OWIB can create a significant impact through effective and appropriate training of workers for the sectors that are experiencing skills gaps in their workforce. As highlighted in the recent East Bay EDA report, four general strategies to close the skills gap in Oakland are to increase the percentage of:

- High school graduates through supporting retention and support programs;
- Workers with an AA or some college experience by targeting high school graduates interested in training and career advancement opportunities;
- Individuals who have a BA or higher to account for the upcoming exit of baby boomers from the workforce;
- Workers with advanced degrees in science, technology, engineering, and math to remain competitive regionally, nationally, and globally.

There are several opportunities for OWIB to make an impact for Oakland's job seekers. In general, OWIB should look to increase the training, skills, and education of Oakland's workforce to support local and regional employers' employment needs and maintain competitiveness. For individuals with special barriers (e.g. former incarceration and LEP), OWIB can create custom training programs to deal with the unique needs of individuals with these barriers. For youth, OWIB's opportunity is to help youth gain experience, training, and possibly credentials for relevant fields and sectors. Ultimately, training for "hard," "soft," and "basic" skills must be driven by employers' current and future needs as well as skills gaps in their workforce. Simply placing an individual in a low-wage job with no career pathway is no longer adequate. Research data show that earnings of disadvantaged populations increase through participation in sector-focused training.<sup>9</sup> Success will be measured by the extent to which clients move toward self-sufficiency, using the Self-Sufficiency Standard, which OWIB has adopted as part of its support services policy.

Oakland has many advantages that can help to create a thriving economy and workforce. The city's national profile is rising: in 2012, Oakland ranked as the fifth most desirable destination to visit in *The New York Times*; in May 2013 it was named the country's most exciting city by Movoto; and, in a recent survey from the National Venture Capital Association Oakland was ranked eleven on a list of the most attractive U.S. cities for tech startups. In addition, Oakland is also nationally recognized as one of the nation's greenest cities. There are several high-demand/high-growth industries located in or close to Oakland, and several city and regional workforce and economic development measures/projects promise to create new training and job opportunities for Oakland residents.

The Port of Oakland is a critical source of employment opportunities for Oakland residents. It plays a critical role in facilitating international trade, not only for the East Bay but the entire Northern California economy. According to a recent analysis,<sup>10</sup> the Port of Oakland directly accounts for over 10,000 jobs and another 18,000 jobs indirectly result from Port activities. According to EBCF, the Port generates approximately \$2 billion in personal income annually. With the planned Port expansion, this revenue is likely to significantly increase.

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<sup>9</sup> *Tuning In to Local Labor Markets: Findings from the Sectoral Employment Impact Study*. Maguire et al. 2010.

<sup>10</sup> *East Bay Economic Outlook*. East Bay EDA. May 2013.

In addition to the Oakland Army Base redevelopment, there are numerous other planned or in-progress projects that will drive greater economic development and workforce opportunities in Oakland. These include: the Jack London Gateway Center, planned retail redevelopment in downtown and other city commercial corridors, the International Boulevard Sustainable Communities project, the Coliseum City development, the Fruitvale Station Shopping Center Expansion, and the expansion/renovation of Children's Hospital among many others.

## 6. Sector Strategies

Careful and thorough analysis of the above and other economic data resulted in OWIB developing a sector-based strategy focus on the following industry sectors:

- Healthcare
- Construction
- Transportation, Distribution and Logistics
- Digital Arts and Media
- Retail
- Manufacturing, including food Production and Distribution
- "Green" Industries<sup>11</sup>

The general criteria for choosing these sectors were:

- Total sector employment
- Projected sector employment growth
- Availability of entry-level and mid-level jobs.

Employers in the **Healthcare and Social Assistance sector** have employment opportunities at all skill levels (entry-, mid-, and high-level) and provide a wide range of occupations. Depending on the type of job, different levels of "soft" or professional and hard skills are required. A high school diploma or equivalent and some work experience are basic requirements for most entry-level jobs. For individuals with many barriers to employment, this sector may be more difficult to find employment than others. Formerly incarcerated individuals may have difficulty finding work in this sector, and because work hours can be highly variable, parents may have difficulty finding work while finding care for their children. The healthcare and social assistance sector is poised to grow with the aging baby boomer generation, new healthcare legislation, and an increased demand for healthcare in general. Oakland and the East Bay have significant assets in the healthcare and social assistance sector throughout all aspects of this sector's value chain including: research centers, training facilities, medicine, acute care, long term care, specialty care, and

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<sup>11</sup> The Department of Labor defines "green" jobs as either jobs in businesses that produce goods, or provide services that benefit the environment or conserve natural resources or jobs in which workers' duties involve making their establishment's production processes more environmentally friendly or use fewer natural resources. See [www.bls.gov/green/home.htm](http://www.bls.gov/green/home.htm) for detailed definitions.

alternative medicine.

Employers in the **Transportation, Distribution and Logistics sector** have many entry- and mid-level job opportunities and offer meaningful career pathways and opportunities for promotion. Entry-level positions require basic education and skills, which make this sector attractive for individuals with high barriers to employment. Median wages for entry- and mid-level jobs are competitive and suggest that workers can generate long-term, sustainable careers in this field. And, with the Port of Oakland a regional hub for this kind of employment, a focus on this sector for Oakland is a logical priority for OWIB.

While most job creation in Oakland will come from growth in existing employers, the Oakland Army Base Redevelopment presents a once-in-a-generation opportunity to create new, quality jobs in this sector on a large scale. Current estimates of employment opportunities at the former Army Base include several thousand short-term construction jobs and several thousand long-term jobs in logistics, longshoring, railroad, freight, warehousing, maintenance and support. Multi-stakeholder discussions are underway about what type of job training and pipelines will be created as part of the plan. A Neighborhood One-Stop Center will be co-located with the Jobs Resource Center in West Oakland to coordinate employment training and service delivery.

With a rapidly rebounding housing market and an economy in recovery, **construction** in the East Bay is already rebounding and is expected to grow further. In and around Oakland, construction sector growth will also be fueled by a number of major public and private projects expected to commence in the next five years. These include the Army Base Redevelopment, the Oakland Airport BART connector, the Oak to Ninth Development Project, and other projects undertaken by OUSD and Kaiser Permanente, among others.

Employers in the **manufacturing sector** also have a large employment base and a significant number of entry and mid-level job opportunities. Skill requirements are dependent on the type of manufacturing. In some manufacturing sub-sectors, such as food manufacturing and processing, entry-level jobs require basic education and skills, which makes this sector accessible to individuals with high barriers to employment. Promotion opportunities and sustainable career pathways also exist within this sector. Employers face the challenge of high turnover rates, which suggests that training service providers and employers should invest in job-readiness programs and ongoing support.

Employers in the **retail sector** typically have low barriers to entry, a high number of entry-level positions, and require less than high school or high school (or equivalent) degrees. Individuals who have high barriers to employment (e.g., formerly incarcerated individuals) may find easier access to employment in this sector and be able to build work experience. Median wages in this sector are lower than median wages in other sectors in the East Bay and may not help people move out of poverty; however, training for high-value customer service skills can support career mobility both within the retail sector as well as to other sectors requiring these skills. The City of Oakland has also emphasized supporting the retail sector to increase tax revenue by getting more Oakland and outside residents to spend their retail dollars in Oakland.

Oakland's **Digital arts and media** sector is growing as a result of small and large companies establishing their own media departments to develop in-house media tools to compete in the on-line and application-based environments. The video gaming industry is creating local job opportunities as several are based in the East Bay. Hundreds of digital startups are colonizing downtown Oakland and Pandora is now one of Oakland's biggest employers, with 600 workers and an aggressive employee recruitment program underway. In addition, Pixar is located in nearby Emeryville and is expanding beyond film into gaming, television, creating several tiers of digital media occupations.

Long a center of the **Food Production and Distribution** sector, Oakland is enjoying a nationally recognized food renaissance. Oakland's traditional strengths in food processing have evolved from war-time canneries to freshness foods, organic, artisan, and ethnic foods. Oakland is highly competitive in specialty food manufacturing and has distinctive expertise. The city's central location, plentiful industrial facilities and proximity to user-friendly Oakland International Airport and the Port of Oakland make the city an excellent location, especially for smaller producers. Indeed, Oakland has become the center of a thriving East Bay food production economy and is home to numerous up-and-coming new food producers such as Numi Tea, Crunchy Foods, Linden Street Brewery, Voila Juice, Premier Organics, Revolution Foods and Lost Canyon, and JC Cellars wineries.

Oakland is a national center for policy and advocacy for investment in the **green economy**. The City has prioritized green as a core economic development strategy and Oakland is attracting and growing green businesses, creating green jobs, and training local residents to be the workforce of the emerging green economy. Oakland's approach to improving sustainability and growing the green economy has long emphasized partnerships with community, labor and business groups, both locally and regionally.

Oakland is working with partners on several fronts to drive demand for energy retrofits and other green improvements, to attract and grow local green businesses and jobs, and to train local residents to secure and succeed in these jobs. These partnerships are helping to make Oakland a center of green economic development and innovation. Examples include Oakland Green Jobs Corps (operated by the Cypress Mandela Training Center and one of the first initiatives to help disadvantaged community residents transition to green careers), East Bay Green Corridor (a collaborative initiative of eight cities, two world class research institutions and three regional educational systems whose goal is to attract, grow and retain green business and jobs in the East Bay as a center of environmental innovation, emerging green business industry, green jobs, and renewable energy), and the Oakland Partnership Green Tech Cluster (a public-private partnership including the City of Oakland, the Chamber of Commerce, and many local partners who are working to bring emerging green tech and clean tech industries to Oakland and the region).

These coordinated city initiatives, coupled with the growing specialty food sector in Oakland and the Bay Area, means that making "green" a part of OWIB's training strategy leverages significant local resources, employer demand and support from leaders. OWIB is already administering a Department of Labor-funded green jobs grant in partnership with

several local providers, designed to enable scalable collaboration among some of the leading green jobs education and training organizations in the East Bay. Participating partners include Cypress Mandela Construction Training Program, Laney College, Rising Sun Energy Center, Solar Richmond, and Berkeley City College.

The local and regional community colleges, school district and community-based organizations that provide pre-employment skills and 'bridge' program training will be fully integrated into OWIB's sector based approach to address labor market needs for each of these priority sectors and, where such partnerships already exist, OWIB will collaborate with these partnerships to ensure that the workforce system's resources are a part of a larger consortium of employment training funding and resource sharing. In Years 1 and 2 of this plan, the WIB will identify the range of financial, service and training resources available for the development and implementation of career pathways in key sectors where none currently exist, and, where such career pathways partnerships do exist, link WIA resources and the WIB's service providers to those career pathway programs.

The WIB has already begun to develop such a model through the Oakland Army Base Job Resource Training Center (see Standards 2 and 3). Meeting with stakeholders (construction contractors, building trades, pre-apprenticeship training organizations and CBOs) has generated a model for:

- Recruitment and enrollment
- Service delivery (including 'on-ramp' training and pre-employment services, pre-apprenticeship training and access to apprenticeship training) that will be co-located with One-Stop Career Center services
- Data collection and reporting.

The construction at the former Oakland Army Base will expand the rail capacity at the Port of Oakland, allowing development of an intermodal facility to move goods more quickly from ship to rail. It will also create additional warehouse space for distribution centers for regional transportation and shipping. The Jobs Resource Center and the West Oakland One-Stop Career Center will refine and use the above-mentioned model to provide employer services and job seeker assistance for employment at the Port of Oakland's expanded facilities.

OWIB expects that the percentage of job placements through Oakland's workforce system in targeted growth sectors would be:

- 2013-2014: 15%
- 2014-2015: 25%
- 2015-2016: 50%

At the conclusion of 2016, we plan to review accomplishments vis-a-vis these targets and set goals for subsequent years.

OWIB's key challenge and opportunity for serving employers in these and other sectors is articulating the value proposition of the workforce development system and delivering results. Understanding the needs of businesses requires open dialogue directly with hiring managers and other business leaders. It also requires participating in both business organizations where large businesses convene, like chambers of commerce and the Jobs and Housing Coalition, and also where small businesses convene, like the Oakland Merchants Leadership Forum and neighborhood business associations. In the small business and entrepreneurship sectors, OWIB has the opportunity to move job seekers into paths where they themselves can be job creators.

## **7. Activities, Goals and Benchmarks**

### **A. Activities**

OWIB has a multi-pronged approach toward the development and implementation of sector activities. It restructured its committees to reflect the OWIB Strategic Plan with an emphasis on sector development and the utilization of resources to support career pathway opportunities. Restructured committees include: Employer Strategies, System Leadership, and the Youth Council. OWIB has also restructured data reporting and evaluation in order to ensure a continuous improvement process toward meeting State goals and WIA-mandated outcomes. In addition, OWIB will work with its regional WIB partners to share best practices and other research to inform sector development and implementation.

The Oakland WIB's Employer Strategies and System Leadership committees are actively engaged in the development of policies in support of the WIB's Strategic Plan. The adoption by the WIB of policies to support and sustain sector development and system integration and accountability include: (1) Sector Strategies Resource Allocation Model for the Development of Sustainable Jobs and Career Pathways; (2) Support Services for Adults that includes the adoption of the Self-Sufficiency Standard and use of the Self-Sufficiency Calculator; and (3) A Reporting Template for Rapid Response, Dislocated Worker, Adult Services and Employer Services activities and outcomes, and Sector and Occupational Hiring Trends.

#### **Sector Strategies Resource Allocation Model (Attachment 5)**

Adoption of a Sector Strategies Resource Allocation Model outlines the components of services for preparing low-income individuals to enter career pathways and the resources available to support each component. This model will be used by all of the relevant partners and stakeholders to develop a sector approach to service delivery, education and training, and employment and career advancement, as well as a mapping system of relevant resources, funding opportunities and other potential stakeholders to fully implement the WIB's sector strategies.

#### **Training Policy (Attachment 6)**

The Oakland WIB adopted an updated training policy on July 1, 2012. This policy directive

provides guidance on eligibility for training services, financial assistance towards training, and related procedures under the Workforce Investment Act (WIA) Programs.

### **Support Services Policy (Attachment 7)**

Adoption of a Service Delivery policy incorporates the use of the Self-Sufficiency Standard for Alameda County (Attachment 8) as a part of the case management tool for career pathway development toward self-sufficiency. A key component of the WIB's sector strategy approach is to move participants to self-sufficiency using the Self-Sufficiency Calculator to assist in planning for education, career development, and financial literacy and independence.

### **Reporting Template for Rapid Response, Dislocated Worker, Adult Services, Employer Services and Hiring Trends (Attachment 9)**

The OWIB System Leadership and Employer Strategies committees adopted a data collection and reporting format which tracks services and outcomes for Adult and Dislocated Workers, Rapid Response, and hiring trends and OJT and placement by sector, occupation and wage rates. This report captures quarterly outcome data along with hiring trends and will be used to evaluate the system's performance to effectively train, place and advance workers for sector-focused employment. The data will also assist to assess sector strategies in conjunction with LMI and other relevant economic data.

## **B. Goals and Objectives**

OWIB's Policy Goals are as follows:

**Goal A:** Coordination and partnership with community and economic development

**Goal B:** Train Oakland residents for jobs

**Goal C:** Meet and exceed performance goals

**Goal D:** Align employment training programs with Oakland's growth industry sectors

**Goal E:** New funds development to support current and new programs

To reach these goals, OWIB has established the following priorities:

1. Enable clients to obtain full employment and self-sufficiency by incorporating the use of the Self-Sufficiency Calculator.
2. Serve those most in need including unemployed and under-employed including assistance to close the skills gap with industry-recognized credentials, and the requisite work readiness and "soft" skills to efficiently transition to work and productivity.
3. Meet the workforce needs of local employers through industry-driven sector

strategies.

Information and analysis of economic trends in critical industries and creating opportunities to meet the employment needs of those and other businesses are key to better employment outcomes. The ultimate goal of working with employers is to provide industry with a skilled workforce. Sector-based approaches are crucial to economic prosperity over the long-term. Bidders for contracts of WIA services will be expected to demonstrate past experience and proven strategies in order to enhance the WIB's overall sector-driven policy.

4. Create a system that is driven by a results orientation.
5. Create a framework for OWIB that encompasses all public and private workforce development funding and resources available to serve Oakland residents and employers.
6. Serve Oakland's residents, with particular emphasis on the diverse and emerging populations in geographic areas of the City of Oakland that are historically underserved, including West Oakland, East Oakland and Fruitvale.

Oakland WIB's Strategic Plan 2012-14 outlined a number of outcomes, metrics and for implementation that are also relevant for this five-year strategic plan. (Reference Standard 2. Business Service Plan, Partnerships and Sector Strategies for a detailed description of the activities, outcomes, timeline and metrics.)

Below are additional goals and objectives as required for this five-year plan:

BASELINE	BENCHMARKS	METRICS	OUTCOME
RFPs developed and released for OWIB's workforce development system.	Contracts awarded to service providers for adult and youth services.	OWIB uses current demographic and unemployment data by zip code to determine allocation of resources in targeted sections of the city to effectively serve historically under-served populations. OWIB policies for training, sector-based strategies and support services are integrated into RFP.	Majority of RFP process was concluded in early 2013 and awards made for Youth and Adult Services. The Employer Services RFP will be re-bid, as there were fewer than three bids received. The Comprehensive One Stop Center RFP received one bid and a cost/price analysis will be undertaken for this contract.
OWIB adopted a Sector Strategies Framework to guide the implementation of the WIB's sector development work.	Identify promising pathways with entry-level jobs w/advancement potential.  The WIB will solicit bids for expertise in WIB sector implementation. A consultant is hired.	Best practices and lessons learned from national models of sector strategies shared with Board, staff and service providers. Service providers receive ongoing capacity building and TA to effectively implement sector strategies through monthly and/or quarterly meetings Identify relevant actions that agencies can implement to involve employers in hiring, job preparation and job retention and advancement. Provide employer tracking mechanisms for partners to gauge the effectiveness of employer engagement. Provide best practices as well as lessons learned in program design and development. Identify appropriate staff structure and responsibilities for implementing sector strategies. Identify research and planning activities to support adopted initiatives and develop a timeline for completion. Best practices for effective and meaningful approaches to employer involvement including an action plan for ongoing employer engagement.	OWIB members and OWIB staff are prepared to lead and support OWIB's service provider contractors to provide services to adult job seekers, youth and employers using a sector approach.  OWIB implements a successful Sector Strategies Framework that is evaluated on an ongoing basis and results in high rates of job seeker and employer satisfaction, supports recruitment and advancement in local/regional high-growth industries, and results in high job seeker placement and retention rates, access to career advancement opportunities, and increased wages.  The overall economic growth of Oakland and the surrounding region is supported.

## 8. Stakeholder Engagement in Implementation

Currently, 50% of OWIB members are representatives of business/employers (20 representatives), with all of OWIB's priority sectors represented on the board. We are currently engaged in recruiting additional business representatives to the board to meet WIA requirements; the Mayor has identified three highly experienced business candidates and it is expected that she will interview and appoint new business representatives to the board by Q4 2013, thereby meeting or exceeding the mandated number of WIB business membership.

Additional representatives include seven (7) labor union representatives constituting 15.9% of membership. OWIB's current membership also includes representatives from community-based workforce training providers, youth-serving community organizations, educational institutions, and key city, county and state government departments.

Under the OWIB 2012-2014 Strategic Plan, an Annual Performance Review Process was developed that will allow ongoing input into the plan and establish it as a living document to be adjusted and changed to adapt to changing external conditions and to address barriers in attaining the performance outcomes OWIB has developed. The Performance Review Process is as follows:

- Board and Staff convene special meeting to analyze past year's performance and affirm next year's strategic plan.
- Staff performs "deep dive" analysis of how internal processes are impacting actual performance against goals; staff proposes revision of performance measures and goals as needed; and staff proposes adjustment of strategy, strategic initiatives and reallocation of resources.
- Board performs "deep dive" analysis of how internal processes are impacting actual performance against goals; board adopts (as needed) revision of performance measures/metrics, goals, strategy.
- Board provides guidance on strategic initiatives and reallocation of resources.



## **Standard 2: Business Service Plan, Partnerships and Sector Strategies**

### **1. Business Service Plan**

#### **a. OWIB Employer Strategies Committee**

OWIB regards employers as equal customers with job seekers and workers and considers employers to be a pivotal partner to a well-functioning workforce development system. As described under Standard 1, OWIB members include diverse representation from all stakeholders in the workforce system, including 20 employer/business representatives out of a total of 40 board members (with this number soon to be increased to meet WIA requirements). Employer representatives come from a wide range of locally vibrant sectors, including the following priority sectors for Oakland: Construction, Retail, Hospitality and Tourism, Transportation, Distribution and Logistics, Food Production and Distribution, and Healthcare. OWIB members are nominated by the Mayor, with the Oakland Metropolitan Chamber of Commerce playing an important role in recommending OWIB members from the business community to the Mayor.

Under its 2012-2014 Strategic Plan, OWIB determined that one of its key challenges and opportunities for serving employers is articulating the value proposition of the workforce development system to employers and demonstrating the delivery of positive results. This necessitates a strategy through which OWIB communicates its value to employers and activities that translate employer workforce needs into workforce development activities.

Understanding the needs of businesses requires open dialogue directly with hiring managers and other business leaders. It also requires participating in business organizations where large businesses convene, like chambers of commerce and the Jobs and Housing Coalition as well as organizations where small businesses convene, like the Oakland Merchants Leadership Forum and neighborhood business associations.

The 2012-2014 Strategic Plan clarified the role, goals and strategies of what was then the Business Services Committee (renamed the Employer Strategies Committee as one of the outcomes of that plan) and set initial activities and benchmarks for the Committee in line with OWIB's overall strategy of more effectively integrating employer input and direction into the Oakland workforce system and the city's overall economic development activities. The plan also determined that the Employer Strategies Committee should adopt a sector-based approach in order to help expand OWIB's focus from only the WIA-mandated system to the broader workforce development community.

The goal of the Employer Strategies Committee is to serve the talent needs of employers through responsive and coordinated policies and services.

Its responsibilities are:

- Advise OWIB on the performance and impact of services provided to employers through the WIA-mandated system (including the WIA-mandated employer customer feedback);
- Advise and build the goals and infrastructure of OWIB's sector strategies initiatives (reviews key sectors annually, recommends strategies for serving sectors, seeks integration with WIA business services);
- Cultivate relationships with key sectors, educates board/community about those sectors.

Members ideally have experience/knowledge of addressing the talent needs of organizations and have connections with individuals or organizations in priority sectors.

The current 15-member Employer Strategies Committee is comprised of eight employer/business representatives as well as members from labor, education and local community-based organizations.

Following the objectives and benchmarks set out in the OWIB 2012-2014 Strategic Plan, the OWIB Employer Strategies Committee has passed a sector strategies framework policy that has been adopted by OWIB (Attachment 5).

### **b. Collective Impact**

OWIB alone does not have the funding, capabilities or power to meet the needs of Oakland's workforce and employers, nor do OWIB's partners. For this reason, OWIB has elected to lead the creation of a "Collective Impact" strategy for workforce development community in Oakland. Collective Impact is a model framed by FSG Social Impact Advisors, a research and consulting firm, and is summarized as "the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem."

Isolated Impact, the conventional way of addressing social problems, is based on "finding and funding a solution embodied within a single organization, combined with the hope that the most effective organizations will grow or replicate to extend their impact more widely." The result of Isolated Impact is organizations working at odds with each other and dramatically increased the perceived resources needed to address the problem.

FSG defines five essential parts of Collective Impact:<sup>12</sup>

1. A common agenda
2. A shared measurement system
3. Mutual reinforcing activities

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<sup>12</sup> [http://www.ssireview.org/articles/entry/collective\\_impact/](http://www.ssireview.org/articles/entry/collective_impact/)

4. Continuous communication among stakeholders
5. A backbone organization with dedicated staff to support the effort

Collective impact for workforce development inevitably will span the entire workforce development community in Oakland. Discovering and addressing service gaps through the human talent process could produce breakthrough improvements in the trajectories of Oaklanders who otherwise would not make it through education and job transitions. In addition to employers and businesses, OWIB's Collective Impact partners include key City departments, OUSD, labor, local foundations, business representatives, workforce development providers, and large institutions like the County and Port.

To this end, OWIB's goal is to implement shared measurement of workforce development success across Oakland's Workforce Development Community.

Responsibilities:

- Lead creation of a shared infrastructure to coordinate efforts of Oakland's Workforce Development Community, seek resources to fund shared infrastructure.
- Build awareness and relationships with related organizations in Oakland and regionally to build a human talent development framework for the city and region.
- Work with System Leadership Committee to bridge WIA-mandated performance measures to relevant shared metrics for Oakland's entire workforce development community.
- Make recommendations to the board on the necessary communications and advocacy needed to ensure that OWIB's recommended policies and workforce knowledge are adopted across the workforce community.

As part of the newly created Oakland Office of Economic and Workforce Development (DEWD), OWIB is now in a stronger position to build collective impact by working collaboratively with economic development staff to develop a fully integrated approach to business service and sector strategies. This will serve to strengthen OWIB's relationships with employers/businesses, and coordinate workforce development and training needs more closely with the City's overall economic development strategies. The City has a coordinated approach that focuses on economic growth in key industry sectors that largely replicate OWIB's priority sectors. Oakland's overall priority industries are Construction, Clean Tech, Specialty Food Manufacturing, Transportation, Distribution and Logistics, Healthcare, Creative Arts and Media, and Technology. Also, because Oakland exists within a regional labor market, OWIB will prioritize partnerships with regional WIBs and community colleges.

An additional "sector" that OWIB and economic development staff concur should receive special attention is small business, micro-enterprise and entrepreneurship. There is no single definition of small enterprise; they generally are privately owned and employees in the tens or hundreds. Micro-enterprises are small businesses with five or fewer employees and requiring seed capital in the tens of thousands of dollars. Entrepreneurs are those who organize or operate businesses and typically take on a financial risk to do so.

Approximately 70% of East Bay jobs are in businesses with 100 or fewer employees<sup>13</sup> and DEWD reports that 90% of Oakland businesses have 20 employees or fewer.

Small businesses form the backbone of Oakland's neighborhoods and supporting small businesses is a priority for many Oakland leaders. New firms in technology, clean energy, arts and media, and specialty food comprise the heart of this current movement. Small businesses and micro-enterprise often "slip through the cracks" in economic and workforce development strategies but are an innovative and viable way to address unemployment. However, since they are small, micro-enterprises are difficult to measure, analyze, and support since they are spread across industry types and do not carry the capital, assets, and brand awareness of larger companies.

Oakland's economic development staff works with more than 25 business service providers to help address the needs of Oakland businesses of all sizes. These providers include: Women's Initiative for Self-Employment, which supports low-income women to become business owners; Inner City Advisors, which provides small business owners with expert business consulting to support growth and job creation; AnewAmerica, which supports business creation and development for immigrant populations; and numerous other organizations supporting local entrepreneurs. Economic development staff also has excellent relationships with businesses throughout the city and beyond. OWIB plans to leverage these relationships to expand and amplify its reach to the business sector and the further integration of business and employer interests into OWIB's strategy development over time.

In addition, the Oakland Metropolitan Chamber of Commerce has been awarded the region's Small Business Development Center grant. As a key OWIB partner, the Chamber will also work through the Employer Strategies Committee to collaborate in the provision of a complement of services to the small business community.

City of Oakland economic development staff has identified three main barriers to the expansion of local businesses and attracting new businesses to Oakland:

1. Lack of business savvy, knowledge or relevant regulations, and access to resources among Oakland's existing small businesses, particularly those owned by immigrants and people from low-income communities.
2. Lack of appropriate warehouses and other facilities in Oakland that can house new or expanding businesses. (As an older, industrial-based city, Oakland has many buildings that are not useable for modern-day businesses. Also, many property owners are not educated about the current marketplace and opportunities for financing for improvements).
3. Lack of appropriately trained/skilled workers to fill open positions.

Clearly, an approach that simultaneously addresses all three major barriers to business

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<sup>13</sup> *Building on our Assets*, East Bay Economic Development Alliance, October 2011.

growth and development will result in the greatest success for Oakland businesses and economic growth. Now sited within DEWD, OWIB's efforts to address the lack of trained/skilled workers will be coordinated within a larger strategy that seeks to reduce all these major barriers and leverages DEWD's extensive employer relationships.

### **c. OWIB Business Service Plan**

OWIB is using a Sector Strategies approach to develop a Business Service Plan to implement each of the priority sectors for Oakland, incorporating the most current economic data provided by East Bay EDA and any other relevant sources. OWIB and the Employer Strategies Committee plan to fully utilize Sector Strategies to optimize resources and streamline its workforce development efforts, and those of non-OWIB providers. OWIB will use LMI to strategically grow training pipelines in partnership with industry and education/training institutions. As a result, employers will grow in Oakland and the region because they have access to the trained workforce they need; job seekers have the skills and resources they need to move into growing industries. In addition, OWIB, recognizing the significance of employer services to successfully implementing the Strategic Plan, issued a separate RFP for Employer Services.

During Years 1 and 2 of this strategic plan, OWIB's Employer Strategies Committee will prepare a Business Service Plan for the Oakland WIB's approval and implementation. The preparation of this service plan will include WIB members, service providers and other employment training stakeholders who will be participating in the implementation of the plan.

The following table outlines the main priorities for the Business Service Plan development and metrics that will be used to measure implementation impacts:

<b>BASELINE</b>	<b>BENCHMARKS</b>	<b>METRICS</b>	<b>OUTCOME</b>
WIB adopted a Sector Strategies Resource Allocation framework to identify all available resources to implement sector strategies.	Identify relevant local and regional resources for each sector, including those in Alameda County's Asset Mapping Report.	Complete a thorough assessment of training, support services and economic development programs for each WIB-identified sector, including OUSD, community colleges, four-year colleges, CBO training and bridge Programs using the Sector Strategies Resource Allocation framework to align services/training.	Based on assessment, identify strengths and gaps in training and support services. Use completed framework to create a workforce development system-wide map of resources and partnerships for sector-based education, training and social services.
WIB-adopted Sector Strategies framework for career pathway programs in key sectors (TDL, healthcare, construction, 'green', retail/hospitality, digital arts/media)	Identify promising pathways with entry-level jobs w/advancement Potential.	Each priority OWIB sector will have definitive career pathways from entry-level to mid-level/advanced opportunities.	Providers will have appropriate information to share with clients regarding entry- and mid-level jobs and identify any skills gaps that need to be addressed. Link sector pathways to local/regional job opportunities
Co-convened three industry sector summits with OUSD in 2012.	Link industry, education (OUSD and community colleges), and service providers focusing on specific sectors/needs.	Host/co-host two to three multi-stakeholder summits related to key East Bay regional sectors annually.	Educate workforce and education communities on skills and training for different/growing sectors. Employers will gain understanding of training/education resources available and collaborate with faculty to design relevant curriculum
Current WIB membership of business representatives	Prepare a sector analysis of membership. Match current membership with growing/high-demand sectors in local/regional economy	Identify a minimum of four business representatives in key sectors for OWIB membership.	Recruit employers for OWIB from strategic sectors in local/regional economy not currently represented on the Board.
East Bay EDA 2013 reports on workforce development and region's economy.	Review EB EDA and other relevant LMI data annually to update sector information.	Staff will present a report to OWIB on current LMI on an annual basis.	Board and Committee decision-making is informed to improve employment and training outcomes and regional partnerships are sustained.

East Bay Works conducts annual business customer service satisfaction surveys.	Collaborate with EBW to develop user-satisfaction tool and survey businesses by using the City's Business License Center and City's Economic Development Business Services. Provide list of WD resources available when businesses apply/renew license.	Annual surveys provide targeted information on best practices and specific areas for improved service delivery.	Develop and implement improved service delivery and outreach. Increase outreach to local and regional businesses to both inform about available services and collect customer satisfaction data.
Quarterly meetings with East Bay Works partners to improve system capacity.	Identify key areas of service delivery and outcomes for businesses and clients (including dislocated workers) that are most critical for East Bay Works partners.	Quarterly meetings provide best practices and lessons learned that can be applied to East Bay Works partner agencies.	Improve data-driven approach/analysis to service delivery and outcomes for workers and employers.
Provide referrals to an array of service agencies which support entrepreneurship.	Identify all business development resources and other support services to assist job seekers interested in entrepreneurship.	At joint Workforce Development and Economic Development monthly staff meetings, identify resources for small businesses and linkages to other businesses in that sector.	Grow pipeline for job seekers into entrepreneurship and micro-enterprises (which represents the majority of business growth in Oakland).
OWIB funds for service delivery and capacity building are primarily WIA funds	Identify and prioritize additional public and private funding opportunities most relevant to OWIB's sector strategies, capacity building and support activities.	OWIB and its partners apply for public and private funding that supports the work outlined in the OWIB's Local Plan. Monthly progress reports on funding secured and new opportunities for funding and partnerships.	Grow OWIB resources to complement and expand services to job seekers and employers.
Small businesses comprise the bulk of Oakland's employment. Job referrals are made on a one-off basis.	Collaborate with intermediaries such as Inner City Advisors to provide targeted training to meet the needs of small, local businesses and jobs for local residents.	Customized training and OJT funds will be used to support employment for small, local businesses and provide targeted skills for job seekers. Quarterly reports will track numbers of jobs, occupations, wages, and types of training.	Small businesses grow and hire local, trained residents with career pathway opportunities.

At the conclusion of 2014, OWIB and the Employer Strategies Committee will review progress and outcomes. Based on this evaluation and a review of emerging needs and developments, OWIB will develop a revised set of priorities and metrics for 2015 – 2017.

In order to gauge the effectiveness of our business service strategies, OWIB will use the following metrics:

**A. Quarterly review of real-time data on hiring trends by sector to more effectively prepare potential employees as well as to provide information to economic development staff to bolster business services in support of these sectors.**

A draft template for capturing hiring trends on a quarterly basis has been developed by the Employer Strategies Committee. The template is currently under review by the committee and a template will be adopted by OWIB in Q3 2013. The Employer Strategies Committee will use these and other data captured by the workforce system's job development team to assess the system's job placement outcomes, review services provided to employers in sectors where hiring trends are increasing, and recommend any changes that might be necessary to improve service delivery. As a component of the Business Services Plan, the Oakland WIB's service providers' job development teams will meet monthly to review trends and report its outcomes to the Employer Strategies Committee. The System Leadership Committee will also review the data with a focus on overall system performance and benchmarks.

**B. Link hiring trends to other local and regional data to determine sector trends more broadly and identify relevant training and employment services for career pathways.**

Data on economic and workforce development trends for the East Bay region provided through the East Bay EDA and the Bay Area Council will be reviewed alongside quarterly hiring trends to determine if the local workforce system is targeting employers in key sectors and/or if new sectors are emerging. Monthly meetings with One-Stop partners' job placement teams will review placement outcomes and identify particular successes and 'best practices' as well as challenges facing workforce preparation and job placement in key sectors.

**C. Review hiring trends with the City's economic development staff to identify specific business services needs that may be applicable to a group of employers representing a sector and leverage appropriate resources.**

With the recent integration of the City of Oakland's economic and workforce development staff into one department, Office of Economic and Workforce Development (DEWD), monthly meetings will be convened with staff assigned to key economic development sectors to review data collected on hiring trends and employer services such as OJTs and customized training. Moreover, to ensure that current information is provided to the Employer Strategies Committee on the City's economic development activities, a member

of the Economic Development staff will be appointed to the committee. Economic Development staff will also coordinate with the workforce system's Rapid Response Team to provide layoff aversion assistance.

## **2. Partnering with priority industry sector employers and educators in developing regional workforce and economic development networks as a primary strategy.**

As OWIB develops its sector strategy, it will convene OWIB business members and other industry partners related to specific sectors to conduct a review of skills required for entry-level positions, determine any gaps in skills in the current workforce, and identify the types of training required to successfully enter into and advance within a career pathway. OWIB will also play an active role in facilitating and coordinating the creation of employer-driven training programs by bringing relevant K-12, community college, four-year universities, and other training organizations and institutions to the table to engage directly with employers and design appropriate education/training approaches and courses. These activities will be undertaken under the leadership of sector sub-committees approved by the Employer Strategies Committee and will provide the main forum in which additional career pathways for key sectors will be implemented over the next several years.

OWIB anticipates providing capacity building training for OWIB membership, staff and service providers to learn how a sector strategy approach can be effectively implemented and supported through policies and programs, including tools for sector development and evaluation.

These approaches will be linked with regional initiatives. For example, an Alameda County-wide healthcare education network has formed to design career pathways and develop a pipeline for education and training from middle school through community college and four-year institutions; OWIB joined this network. OWIB is also participating in a region-wide community college healthcare career pathway collaboration. This collaborative is a unique approach for community colleges, WIBs and employers, designed to understand and utilize the resources available throughout the region to support career pathway advancement for job seekers and students and *respond as a coordinated system* to the changing demands of the healthcare sector. With OWIB support, several of OWIB's service providers have already been operating successful healthcare career initiatives. Indeed, Oakland is host to one of the first employer-driven healthcare sector trainings in the nation.

In 2003, The Unity Council, a CBO located in Oakland's Fruitvale District embarked upon the Healthcare Sector Career Initiative (HSCI) when it began working with local healthcare employers and the Peralta Community College District (PCCD) to create career training for medical assistants and dental assistants—positions which local clinics, hospitals and other healthcare employers were finding it difficult to fill. Curriculum and training structure was designed collaboratively by employers, community college faculty and workforce managers serving low-income and immigrant populations. The program has proven extremely successful and has expanded to provide training for medical interpreters and chronic care assistants, provides internships and OJT with several healthcare employers (including local

community clinics as well as large employers such as Kaiser Permanente and Alameda County Health Center), and includes VESL components to increase access to training for LEP individuals. The program has also created career ladder training opportunities for incumbent workers. The Unity Council is also working with several agencies serving at-risk youth to create pathways for this population to enter healthcare careers.

Recently, in anticipation of implementation of the federal Patient Protection and Affordable Care Act and to inform OWIB about California healthcare legislation, hiring trends in primary and long-term care, and learn about best practices in healthcare sector development, the Employer Strategies Committee sponsored a panel presentation on healthcare trends in employment and training. The panel represented expertise in sector development (INSIGHT Center/National Network of Sector Partners), career pathway training for incumbent healthcare workers (SEIU-UHW) and long-term care (SEIU-ULTCW).

Building upon this and leveraging OWIB service providers' existing programs, OWIB will work to expand career training in the healthcare sector that is responsive to employer needs while also creating entry-level opportunities and career ladders for job seekers and incumbent workers in the field. Through the Employer Strategies healthcare sector-based subcommittee, employers, educators and trainers will collaborate to provide leadership, design strategies and create a responsive plan.

As outlined in the table above, similar strategies will address OWIB's other priority sectors.

OWIB is a partner in the Design It, Build It, Ship It (TAACCT grant) regional partnership with the community colleges and WIBs for Transportation, Distribution and Logistics (TDL) and Advanced Manufacturing. TDL is a key sector for OWIB, given the proximity to the Port of Oakland and the transportation, distribution and logistics companies located in the area. OWIB, in collaboration with its CBO and community college partners and the City's Economic Development staff, will support the employer outreach and employment goals for this grant. The Port of Oakland's distribution and logistics activities on the former Oakland Army Base are scheduled to begin within approximately two years.

In working to create new employer-responsive employment opportunities for underserved residents in the construction industry, OWIB staff is currently working in partnership with the Building Trades Council of Alameda County and employer representatives to develop a construction-focused referral and placement center located in an area of Oakland with the highest rates of unemployment. The West Oakland Job Resource Center will provide a single point of contact for employers, proactively gather information from employers on job openings, build relationships with contractors and business operators to develop and maintain an effective placement process, refer pre-screened, qualified workers to employers in response to notifications of job opportunities and meet and confer with employers after any large hiring process, and address any placement issues. It will provide retention assistance to employers and workers, coordinate ongoing workshops and trainings for employers to assist with recruitment, management and retention of local workers.

The Job Center is also expected to fully understand and implement the Community Jobs Policies for the Oakland Army Base project regarding the provision of qualified employees for construction and operations positions. It will provide technical support to employers to assist them in complying with the Community Jobs Policies and the Cooperation Agreement.

A key component of the Center is its sector-focused employer and union advisory group that will plan for implementation, review progress in meeting benchmarks and goals, adopt 'course corrections', if needed, and identify ways to improve training opportunities, jobs placements and retention.

Earlier in 2013, OWIB's Employer Strategies Committee supported the development and implementation of a cross-sector skills training and career pathway with customer service as the initial key component for entry-level customer service skills across multiple sectors, including retail, hospitality and tourism, and contact (call)centers. A customer service skills working group has been formed, led by industry employers and labor unions including the Waterfront Hotel, UFCW, Visit Oakland, Starbucks, Oakland Metropolitan Chamber of Commerce/Oakland Restaurant Association, Call Socket, CVS, California Federation of Labor and UNITE-HERE. This group will identify local and regional employer needs for exceptional customer service skills that will have an "Oakland brand" for all entry-level customer service skills. Plans for Years 1 and 2 and continuing through the timeframe of this plan include outreach to employers for hiring needs and requisite skill levels, linking to career pathway opportunities, as well as an identification of other sectors where customer service skills are critical components for internal and external business operations and career advancement opportunities.

This customer service training responds to a growing need among existing Oakland businesses, especially retail, as they seek to grow, as well as companies that are re-shoring customer service centers (call centers) and locating those operations in Oakland. It will also address job seekers' needs for training in these essential skills.

### **3. The Local Board facilitates and/or participates in unified workforce services support to employers within their labor market, integrating with other relevant Local Boards, educators, and other partners.**

#### **a. Unified Workforce Services**

In late 2013, OWIB issued a request for proposals for a citywide Employer Services provider. Since OWIB did not receive the mandatory minimum number of bids as required for this process, the RFP will be reissued in the 4<sup>th</sup> quarter of 2013. A decision on awarding the contract is expected in the 2<sup>nd</sup> quarter of 2014. It is expected that the successful bidder will work in close partnership with OWIB to provide guidance and leadership to Oakland's workforce development system to achieve the following outcomes:

- Deliver a high-quality, consistent set of services to job seeker and employer customers

across sites;

- Ensure a mix of services that allow the system to serve a diverse customer base;
- Coordinate services and funding to support customer access to and success in industry-recognized certificate training, pre-apprenticeship and apprenticeship training, and in post-secondary education;
- Support customer progress toward self-sufficiency using the Self-Sufficiency Calculator;
- Promote industry sectors and employer-driven strategies;
- Maintain and consistently improve the integration of services and service providers within the Oakland workforce development system;
- Ensure high levels of accountability, cost efficiency, and creativity to maximize resources and customer satisfaction;
- Meet or exceed federal common measures and state/local system performance goals;
- Ensure policy implementation and on-going compliance.

The contractor will be expected to undertake the following activities:

### ***Marketing***

- Plan and implement an outreach and marketing strategy to increase employer awareness of available workforce development services;
- Conduct employer outreach and job development assistance for the Mayor's Summer Jobs Program and year-round internships;
- Use business services outcome data to promote 'value-add' of WIB services to employer community;
- Use relevant data to market workforce development assistance to local/regional employer needs.

### ***Technical Assistance***

- Provide technical assistance and training for all WIB-funded service providers and case managers on career pathways and skill and education requirements for job applicants;
- Provide technical services and training that address the staff development and retention needs of businesses for entry-level through skilled professional/technical workers;
- Provide employers information on career pathway training opportunities to advance and retain current employees and meet employees' needs for reaching self-sufficiency.

### ***Coordination and Facilitation***

- Develop a personalized and customized service approach that provides a single point of contact for employers that matches services with needs and maintains a database of employer profiles, ongoing activities, and services provided;
- Identify job openings, and link, where possible, with career pathway opportunities in Oakland's growth sectors, providing case managers of all WIB-funded service providers with additional and related information on education and training requirements for

career advancement and mobility;

- Act as a liaison with service providers' case managers to coordinate referrals and ensure that they are fully apprised of the job requirements;
- Provide retention services, including monitoring and follow-up of provider referrals and coaching on worksite assistance;
- Inform employers about local, state and federal business incentives and services, such as the Enterprise Zone and other tax credit opportunities for new hires, Trade Adjustment Act certification;
- Inform employers about WIA On-the-Job Training and customized training opportunities funds and facilitate access to these resources with OWIB's training providers;
- Coordinate with DEWD staff to identify growth sectors and changes in employer skill needs.

The provider will be expected to evaluate and report on the following:

- Effective and measurable employer involvement in developing, expanding and evaluating services;
- Track and report placements, including highlighting occupations in high growth sectors, and submitting quarterly reports to OWIB that include numbers of WIA job seekers employed by industry, job retention, annual and hourly wages at placement, job/career advancement;
- Employer services outcomes;
- Number of businesses served by sector;
- Jobs created and saved by industry;
- Technical assistance services offered;
- Number of 'repeat business' customers by type of assistance provided;
- Number of new businesses receiving WIB services;
- Taxpayer savings (reduction in UI costs) and other savings (reduction in public assistance benefits, e.g., food stamps).

The Employer Services contractor will also be expected, in consultation with WIB staff, to analyze and use the data gathered to improve service delivery to both job seekers and employers. It is planned that the contract will be issued for three years. As part of OWIB's continuous improvement processes, outcomes will be closely monitored and changes made to the model, as necessary. As OWIB strives to incorporate a more data-driven approach to service delivery, upon completion of this three-year contract there will be a program review to improve the model of service delivery to local and regional employers.

#### **b. Integration with other Local Boards**

OWIB will continue to collaborate with its regional WIB partners to build on existing sector strategies and/or identify new opportunities for career pathway development and

implementation.

East Bay Works (EBW) is the regional workforce development network for the local area WIBs: Oakland, Alameda County, Richmond and Contra Costa County. Through EBW, OWIB works with its regional partners to develop coordinated strategies that will ensure that the workforce skill levels match employer needs across the region. EBW convenes representatives from all the workforce systems in Alameda and Contra Costa counties to share relevant labor market and economic development information, discuss the various WIBs' strategies and to identify potential joint funding opportunities. The EBW Coordinator also organizes joint special events, outreach to employers, and helps improve the effectiveness of all the WIBs' services to businesses.

This network is also in a partnership with the regional community colleges to implement career pathway training and employment in three key regional sectors: TDL (transportation, distribution and logistics), advanced manufacturing and bio-sciences. The regional community colleges have received a grant from the Department of Labor through TAACT for the development and implementation of career pathways and certificates to meet the needs of the regional economy.

**4. The Local Board takes the lead in identifying and obtaining resources to sustain operation of regional workforce and economic development networks over time.**

OWIB is taking the lead in several efforts to obtain resources to sustain the operation of the regional workforce networks. For example, as mentioned above, OWIB is currently administering a multi-partner regional collaborative grant from the Department of Labor to increase training for green jobs. This project will serve as a model for future partnerships with the community colleges and community-based organizations. Best practices from community college, WIB and CBO partners in sector programs will be shared to strengthen the partnership.

OWIB is also a partner in the regional workforce initiative, Design It, Build It, Ship It, a three-county initiative focusing on engineering, manufacturing, and transportation/logistics that plans to train 2,000 individuals by the end of 2016. During the next five years, we plan to continue to collaborate with regional partners to identify funding opportunities and other available resources.

As mentioned in Standard 1, OWIB was included in Alameda County's Environment Scan and Asset Mapping Project (Attachment 3) designed to identify the resources and services available in Alameda County in order to focus and maximize employment service and training investments. The report examined three phases of employment services: Phase 1: Navigator Services and Individual Assessment; Phase 2: Case Management, "Soft" Skill Building, and Job Readiness Training; and Phase 3: Placement Services, Entrepreneurial Services. The report concluded that Oakland has a density of Phase 2 services. According to the report, "[m]uch fewer service sites provide phase 3 placement and entrepreneurial services... this presents an opportunity for the City of Oakland to invest in the capacity in

the high number of CBO's already conducting employment services to provide placement services.”

This report supports the direction that the OWIB is taking toward improving its employer outreach and placement activities through the release of an Employer Services RFP. Previously, these services were subsumed under the contract for the Comprehensive Center. This new approach supports the State WIB's plan for sector strategies and employer engagement as well as the findings presented in this report. The report provides the opportunity for OWIB to plan an alignment of employment and support services resources, focusing on those low-income communities that are under-served. It will also inform OWIB's joint efforts with the Alameda County WIB and other Alameda County agencies to coordinate resources, effectively prioritize regional needs, and obtain resources.

Through our collaboration with Alameda County, OWIB is also working to identify and secure other sources of funding that specifically support Oakland's workforce system. One example is our current effort to work with Alameda County Social Services Agency to co-locate services at the West Oakland Jobs Resource Center, resulting in more efficient and effective delivery of workforce services at this site. We are currently looking for other partners in this effort such as the Alameda County Health Department. We plan to continue this integrated/coordinated approach and evaluate its impacts over time. It is our goal to reduce service duplication, increase service impact, address geographical and other inequities, and increase financial efficiencies.

OWIB is also a partner with the City of Oakland in the Oakland Sustainable Neighborhoods Initiative grant to expand rapid bus transit through the International Boulevard Corridor. This is a multi-agency, multi-jurisdictional project that will result in sustainable development outcomes, including affordable housing, increased public transit ridership, and changes in zoning, building and other local laws to support smart and equitable growth principles. Key stakeholders include Alameda County Public Health and Community Development agencies, the California Endowment, TransForm, AC Transit, and community-based, faith labor, and business groups. This project will integrate WIA funds for job training for residents and employer services for local businesses who will be impacted by this project.

East Bay Works, which is a collaborative of four regional WIBs (Alameda, Contra Costa, Oakland and Richmond), affords the regional WIBs a structure to focus on policy and programs with a regional perspective. Historically, East Bay Works has provided an infrastructure for coordination of administrative activities and service delivery across all four WIBs. The regional WIB directors meet regularly and plan to use East Bay Works as a platform for aligning resources and expanding partnership opportunities. Through OWIB's participation in the regional collaboration for Design It, Build It, Ship It (DBS) and the East Bay Works partnership, greater opportunities will exist within the five-year plan to blend community college resources, WIA funds and social support services.



## **Standard 3: Adult Investments in Training, Skills Development and Career Pathways**

### **1. Coordination of Pre-Apprenticeship and Apprenticeship Training**

As described in Standard I, the construction sector is expected to rebound with a number of major public projects expected to commence in Oakland and around the East Bay in the next five years.

OWIB is in a strong position to strengthen the construction workforce development system to meet the expected demand for trained workers. OWIB has representation from the building trades unions with a representative from the Building Trades Council of Alameda and a representative from the Pipe Trades Council. There is also a representative from Job Corps, which has a strong construction pre-apprenticeship program with many relationships to Division of Apprenticeship Standards-approved apprenticeship programs. OWIB also recently added a representative from the State Division of Apprenticeship Standards to ensure that OWIB's work at the local level meets State standards.

OWIB has been engaged in the development of the West Oakland Job Resource Center, which is a collaborative, construction-focused job referral center. The concept of a West Oakland Job Resource Center was developed as part of the negotiation of community benefits for the Oakland Army Base redevelopment project to prepare and place traditionally disadvantaged Oakland residents. The redevelopment of the Oakland Army Base into a large-scale working waterfront project is a multi-year, multiphase project that will generate short-term construction employment leading to careers in the building trades, as well as long-term employment in the Transportation, Distribution and Logistics sector.

The Job Resource Center has been developed in close collaboration with representatives from the Building Trades Council and major contractor representatives. Currently, there is a Memorandum of Understanding (MOU) with the Cypress Mandela Training Center, a pre-apprenticeship program located in West Oakland with agreements with multiple DAS-approved apprenticeship programs, as well as an MOU with Bringing Underemployed Individuals to Local Developers (BUILD), an organization that works directly with contractors to hire local workers.

The Job Resource Center is the focal point for a larger organizing effort to align various public agencies, leverage resources for training, and strengthen the pipeline of training and support services for the construction trades.

The following table outlines some of the goals and activities for the upcoming five years:

Desired Outcome	Stakeholder Group	Activities
Develop a strong supply of qualified local workers for future construction projects.	Large public agencies in the East Bay with major construction projects, including the Port of Oakland, Oakland Unified School District, Bay Area Rapid Transit (BART), Alameda County Transit, Peralta Community Colleges, Oakland Housing Authority.	<p><b>Year 1:</b> Identify barriers to training, employing and retaining local workers in construction. Barriers will likely include: Lack of GED or at least 8<sup>th</sup> grade math, need for stronger “soft” skills, ability to pass drug tests, criminal record, lack of knowledge/understanding of employer expectations and intensity of the work, reluctance of employers to use workforce placement systems.</p> <p><b>Year 2:</b> Identify resources and funding strategies to address gaps. Strategies could include additional funding for the West Oakland Job Resource Center, development of construction-focused “bridge” or “pre-pre” apprenticeship programs, GED support, employer trainings/workshops on retention, and mentoring programs.</p> <p><b>Year 3:</b> Partner with service providers and other organizations to deliver services. Develop performance benchmarks and evaluation strategies.</p> <p><b>Year 4:</b> Identify other agencies with major projects such as City of Richmond, City of Berkeley, City and County of San Francisco, San Francisco Public Utility Commission.</p>
Adopt a standard curriculum for pre-apprenticeship programs.	Contractors, apprenticeship coordinators, pre-apprenticeship training programs.	<p><b>Year 1:</b> Convene meetings with ad-hoc OWIB Construction Committee including stakeholders. Review local curricula and models such as the Greenways, Jobs for the Future models for community-based organizations. Develop a set of standards for OWIB approval. Review and approve standards in System</p>

		Leadership Committee, Executive Committee and the full OWIB.
Develop MOUs between DAS-approved apprenticeship programs and Laney College.	Laney College administrators, Construction faculty, Apprenticeship Coordinators, Building Trades Council, DAS.	<p><b>Year 1:</b> Orient new OWIB representative from Peralta Community Colleges. Identify likely apprenticeship programs for partnerships.</p> <p><b>Year 2:</b> Convene meetings with Building Trades representatives, Apprenticeship Coordinators, key faculty in Construction at Laney College. Develop MOUs.</p>
Develop construction training programs in one or more OUSD high schools that include agreements for direct entry into DAS-approved apprenticeship programs.	OUSD, high school principals, building trades rep, contractors.	<p><b>Year 1:</b> Coordinate with Building Trades Council on their plans to broker a partnership with OUSD through their Project Labor Agreement for future construction work.</p> <p>Meet with OWIB school board representative, OUSD board members and other administrators to identify schools likely to be interested in hosting a program.</p> <p>Meet with Building Trades representatives and Apprenticeship Coordinators to identify apprenticeship programs likely to partner with high schools.</p> <p><b>Year 2:</b> Convene meetings between key stakeholders at targeted high schools, OUSD administration and specific apprenticeship programs to develop curriculum and funding mechanism.</p> <p><b>Year 3:</b> Open pilot program with oversight committee, clear benchmarks and commitments from apprenticeship programs.</p> <p><b>Year 4:</b> Evaluate past year's performance. Expand to another high school.</p>

## 2. **Prioritizing Training for Occupations in Priority Sectors Resulting in Credentials used by Priority Industry Sector Employers**

### a. **Using Training Funds to Prepare Workers for Occupations in Priority Industries**

OWIB seeks to align workforce development resources to assure that the maximum

number of people successfully enter and complete training in high-demand occupations. As detailed in Standard 1, OWIB undertook a detailed economic and workforce to identify high-demand sectors for our city and region. This analysis determined that the following sectors to be OWIB's priority sectors:

- Healthcare
- Construction
- Transportation, Distribution and Logistics
- Digital Arts and Media
- Retail
- Manufacturing, including food Production and Distribution
- "Green" Industries

OWIB adopted a model to guide resource allocation to serve Oakland employers and residents, particularly those members of vulnerable populations, and develop sustainable jobs, wages and career pathways. Components of this model include:

- *Pre-Employment Services*: Services for, but not limited to, vulnerable populations (i.e., low-income, long-term unemployed, non-English speakers, youth, and formerly incarcerated adults and youth); Self-Sufficiency Calculator to assist those needing to establish financial benchmarks to achieve self-sufficiency
- *Direct Employment*: Entry-level jobs, micro-enterprises, small business development and the Mayor's Summer Jobs Program
- *Sector Training*: Entry-level and some incumbent worker training based on sectors identified by OWIB and Office of Economic and Workforce Development as the City's leading and promising sectors with identifiable career pathways
- *Advanced Sector Training and Employer Services*: Incumbent worker training and targeted business services for employers to improve workforce access to advanced training and employment gains, and job retention and expansion

Each of these components includes a review of available WIA and non-WIA resources as critical to providing services that support the implementation of a sector strategies model and services to improve access to employment leading to self-sufficiency. This model supports the implementation of the best and highest use of all available resources and the identification of best practices in pursuit of these goals. This Resource Allocation Model will also be used as a "Dashboard" for the WIB to evaluate its performance in each of these aforementioned components.

In September 2012, OWIB updated its Training Policy to reflect its new Sector Strategy and which states, "Inasmuch as possible, training services shall be directly linked to occupations that are in demand in the Oakland metropolitan area or in another area to which and adult or dislocated worker receiving training services is willing to relocate. One-Stop and affiliates are expected to abide by current or future policies regarding the expenditure of training funds for occupations determined by the Oakland WIB to be in

sectors of the economy that have a high potential for sustained demand or growth in the Oakland metropolitan area and in meeting the goals for CA SB734. To the greatest extent possible, training should be linked to a career pathway in high-growth sectors that have entry-level and mid-level occupations leading to self-sufficiency. Case managers will use the Self-Sufficiency Standard to assist in determining training and employment goals.

As a complement to the Training Directive, OWIB adopted a sector strategy model and approach that supports the goals and outcomes of this directive. This framework (Resource Allocation Model), incorporates pre-employment skills identification, support services and other resources to assist job seekers to successfully access training and career pathways opportunities. (Attachment 5)

OWIB plans to incorporate “Earn and Learn” into its service delivery model so that there are increased opportunities for job seekers who are unemployed and/or under-employed to gain relevant, sector/employer-specific skills for entry-level jobs and career advancement. Current apprenticeship and pre-apprenticeship and ‘on-ramp’ programs will be evaluated for opportunities as well as linkages with OUSD’s College and Career Readiness Program through the WIB’s Youth Council and Jobs Resource Career Center.

In addition, “Earn and Learn” will be linked to OJT and other customized training services for employers to further link career pathway opportunities. Goals for utilizing the “Earn and Learn” approach will be incorporated into OWIB’s Business Services Plan. OWIB also plans to incorporate this model into capacity building training for service providers during Years 1 and 2 of the Strategic Plan and facilitate ongoing meetings with service providers to review opportunities and best practices and to provide technical assistance and support.

The sectors that OWIB has prioritized during the initial phases of the Local Plan are: construction, healthcare and customer service (cross-sector approach).

As described in Standard 1, OWIB expects that the percentage of job placements through Oakland’s workforce system in targeted growth sectors would be:

- 2013-2014: 15%
- 2014-2015: 25%
- 2015-2016: 50%

At the conclusion of 2016, we plan to review accomplishments vis a vis these targets and set goals for subsequent years.

The OWIB’s updated training policy will serve as a guide for service providers to implement OWIB’s focus on sector strategies. To support these efforts, OWIB will provide capacity building and training to providers. In addition, OWIB staff will hold regularly scheduled meetings with service providers to review best practices and lessons learned for implementing a training policy aligned with sector strategies. This will include developing performance standards for training providers based on placement in sector employment.

The Employer Strategies Committee will continue to incorporate sector sub-committees comprised of OWIB and non-OWIB members, such as its Customer Service (cross-sector) Working Group, to review key skills needed and current career pathways, identify gaps in training, and propose solutions to improve customer service training. Sector sub-committees planned for Years 2 and 3 include Healthcare and Transportation, Distribution and Logistics. These sub-committees will benefit from the work of regional partnerships and collaborations and focus primarily its activities on Oakland, supporting the ongoing work of our service providers.

**b. Engaging Priority Industry Sector Employers to Ascertain what Degrees and Credential are of Value**

As described in Standard 2, OWIB regards employers as equal customers with job seekers and workers and considers employers to be a pivotal partner to a well functioning workforce development system. OWIB members include diverse representation from all stakeholders in the workforce system, including 21 employer/business representatives out of a total of 41 board members. Employer representatives come from a wide range of locally vibrant sectors, including the following priority sectors for Oakland: Construction, Retail, Transportation, Distribution and Logistics, Food Production and Distribution, Healthcare, and Digital Arts and Media.

As detailed in Standard 2, OWIB plans to engage employers in the design and implementation of its sector strategies. These will utilize similar models as two OWIB-supported sector initiatives that have created employer-driven training curriculum that result in credentials for workers that are in high demand:

**I. Healthcare Sector Career Initiative (The Unity Council)**

As described in Standard 2, the Healthcare Sector Career Initiative (HSCI) is a partnership with local community colleges and local health employers that offers affordable trainings in Medical Assisting, Dental Assisting, Medical Interpreting, Chronic Care Assisting and Certified Medical Assisting to eligible community members. The Unity Council worked with local clinics to identify occupations for which they were having difficulty recruiting and then brought those health clinics together with faculty from the Peralta Community Colleges to develop credentialed trainings that were tailored to the needs of employers and low-income residents, while following strict guidelines of the industry and trade. Established in 2003, HSCI is a model job training program that engages employers and community colleges to work together to build a pool of qualified bilingual and bicultural healthcare workers, strengthen job retention, and promote career advancement within the healthcare industry.

The HSCI partnership started with The Unity Council, Merritt College, La Clinica de La Raza, Tiburcio Vasquez Health Center, Asian Health Services and Native American Health Center. Recently the partnerships have expanded to Contra Costa College, UC Berkeley's Tang Center, Lifelong Medical Care, Kaiser Permanente and Alameda County Medical Center.

## **II. Food Manufacturing Sector Initiative (Lao Family Community Development)**

After a three-year planning and development process, the Food Manufacturing Sector Initiative, led by OWIB One-Stop provider, Lao Family Community Development (LFCD), will be launched in 2013 with WIA support. The goals are to meet the hiring needs of employers in the food manufacturing industry and to provide employment and advancement opportunities to higher-skilled residents. The employer partners include Sara Lee, Galaxy Desserts, Just Desserts, Semifreddi's, Sugar Bowl Bakery, Vital Vittles, Zoe's Cookies and Aerotek Staffing. The employers have played a leadership role in working with LFCD to design the training curriculum and structure. LFCD is also partnering with another WIA provider, The English Center, to provide a bridge to a Food Manufacturing 240-hour training module targeted to individuals with less than a high school education and limited English and math skills.

### **c. Meeting Minimum Expenditure Levels**

OWIB has clearly defined strategies to ensure it meets the minimum expenditure levels of their Adult and Dislocated Worker WIA formula allocations on workforce training services as required by WIA. These are:

- 2013-2014: 15%
- 2014-2015: 25%
- 2015-2016: 50%

### **d. High-Quality Training Programs Leading to Credential Attainment and Employment**

OWIB is committed to a strategy for training that encourages credentials for skills that will lead to employment in targeted sectors and family sustaining wages. OWIB proposes a number of strategies to ensure that clients have access to high quality training programs that lead to credential attainment and employment in growing sectors.

Each sector initiative will focus on developing a list of industry-approved training providers that offer credentials or degrees and have a track record of successful placement in that sector. For instance, in the construction sector, OWIB will develop a set of pre-apprenticeship standards for adoption by community-based organizations and educational institutions such as high schools and/or community colleges. Training provider performance will be tracked in order to provide clients with access to the highest-quality programs.

In addition, the System Leadership Committee has proposed that OWIB conduct a review of ETPL to determine training completion rates and placement rates of those completing the training with a focus on demand sectors. In Years 2 and 3, the SL Committee will complete its review and, based on its findings, develop guidelines and policy for ETPL.

- Set training completion as an Employment Training Partner List eligibility

requirement and performance expectation for continued eligibility of its training providers.

- Identify high quality training providers based on credentials attained and relevant employment outcomes for graduates.
- Set the attainment of industry-recognized degrees, credentials or certificates in the priority industry sectors identified in its detailed economic and workforce analysis as a measurable expectation in its training investments.
- Emphasize sustainable-wage jobs and economic security, including utilization of “self-sufficiency” measures that reflect local conditions.

OWIB has adopted the use of the Self-Sufficiency Standard as a part of its supportive services policy (Attachment 8) to assist job seekers in being better prepared to meet their goals and to help case managers to work with job seekers to define goals and options for reaching their goals. Job seekers will determine their career pathway options and credentials needed to achieve self-sufficiency.

### **3. Emphasizing Career Pathways**

OWIB utilizes industry sector partnerships to collaborate with priority sector employers and local K-12 and postsecondary educators to map career pathways within and across those industries.

For example, in its current work on the West Oakland Job Resource Center (detailed in Standard 2), OWIB is partnering with the Building Trades Council of Alameda County and employer representatives to develop a construction-focused referral and placement center located in an area of Oakland with the highest rates of unemployment. As part of this ongoing collaboration, OWIB will work with partners to identify and map career pathways and identify opportunities to develop training opportunities in this sector.

Also described in Standard 2 is OWIB’s initiative to support the development and implementation of a cross-sector skills training and career pathway with customer service as the initial key component for entry-level customer service skills across multiple sectors, including retail, hospitality and tourism, and contact center/customer service/social media. A customer service skills working group has been formed, led by industry employers and labor unions including the Waterfront Hotel, UFCW, Visit Oakland, Starbucks, Oakland Metropolitan Chamber of Commerce/Oakland Restaurant Association, Call Socket, CVS, California Federation of Labor and UNITE-HERE.

This group will identify local and regional employer needs for exceptional customer service skills that will have an “Oakland brand” for all entry-level customer service skills. Plans for Years 1 and 2 include outreach to employers for hiring needs and requisite skill levels, linking it to career pathway opportunities, as well as an identification of other sectors where customer service skills are critical components for internal and external business operations and career advancement opportunities. Also, OWIB is a partner in the “Earn

and Learn” Sector Navigator Program for Retail, Hospitality and Tourism through Skyline Community College which incorporates all of the region’s community colleges.

As part of its emphasis on linked learning and creating a stronger collaborative relationship with K-12 education, OWIB partnered with OUSD in 2012 to co-host three sector events: digital arts and media; social services; and STEM. The events were designed to foster greater collaboration between teachers and industry and build career pathways and partnerships.

OWIB’s participation in the regional TAACCT grant, Design It, Build It, Ship It (DBS), is an example of the type of collaboration expected to continue over the five years of this plan. DBS is a model for linking training and education resources, economic development and industry data, employers and social support services to address career pathways in key local and regional sectors.

OWIB collaborates with educators, One-Stop operators and training providers to ensure that learners can obtain and make effective use of career pathway information. In order to be successful, implementation of career pathways and sector strategies will require capacity building for service providers and educators. In Year 1, OWIB plans to offer capacity building for its workforce development system partners, training agencies and other relevant stakeholders to support the use of a career pathway model for job seekers and employer hiring needs.

#### **4. Partnerships with Employers, Educators, and other Stakeholders to Identify Funding Support Worker Training.**

OWIB is developing partnerships with educational institutions and employers to target and coordinate funding that will improve access to training for career development opportunities and advancement. For example, OWIB plans to partner with OUSD as a part of a regional consortium to improve coordination between K-12 and community colleges. In coordination with the City’s Economic Development staff, OWIB is reaching out to employers who might benefit from ETP funds to upgrade incumbent workers’ skills. The Employer Strategies Committee will also review potential sources of funding and partnerships to support sector programs.

The Mayor (Chief Locally Elected Official—CLEO) has reached out to the community college chancellor to join the OWIB as a resource for partnerships and collaboration for sector training and to explore opportunities for linking WIA-funded activities with community college career pathway efforts. OWIB has had a prior successful partnership with Laney College through a Department of Labor grant for ‘green’ jobs training and plans to explore similar partnerships in priority sectors.

OWIB is also seeking regional collaboration with its East Bay Works partners. A potential project includes technology/digital media skills training and employment through an innovative regional program that assists hard-to-serve populations gain access to skills and

work in successful start-ups.

## Standard 4: Comprehensive Youth Development Strategy

### Overall Vision

As detailed in Standard 1, OWIB recognizes that in today's economy, high school graduation and post-secondary training/education is critical to enabling youth to access living-wage employment and is a vital early step to career advancement and overall economic success. OWIB also recognizes that Oakland faces serious challenges and must collaborate with stakeholders to develop strategies to prevent high school dropouts. OUSD students fail at much higher levels than their peers in other areas of the state: according to the California Department of Education, OUSD's high school drop-out rate in 2010-11 was twice that of California overall; less than 60% of Oakland's high school students graduated in 2010-11.

OWIB embraces programs that support Oakland youth to become career- and college-ready through an integrated youth-service infrastructure. OWIB will work to reinforce partnerships, MOUs, and collaborative efforts with Oakland educational institutions in order to reduce high school dropout rates. OWIB will provide guidance, leadership, and shared resources to ensure its youth service providers collaborate to ensure the greatest opportunities for at-risk youth and the most effective use of available resources.

Under OWIB's 2012-2014 Strategic Plan, the following actions and strategies and goals were adopted to create an effective youth-serving infrastructure in Oakland:

BASELINE	BENCHMARKS	METRICS	OUTCOME
The OWIB Youth Council lacks 3 required members (Youth, Parent of an eligible youth, Probation)	Candidates identified, referred, vetted by OWIB ED, interviewed by the Mayor and sworn in by clerk.	Three empty Youth Council positions filled.	The Oakland Workforce Investment Board Youth Council is fully compliant and has all required members.
Activity outlined in 2012-14 Strategic Plan	Engage employers for year-round youth employment	One "Job Fair" An Oakland Industry Sector Summit Series co-sponsored by OWIB and OUSD	Youth in the Oakland Workforce Training System will have access to opportunities that produce long term employment that enable self-sufficiency.
1200 youth participated in MSJP 2013	2,000 youth enrolled in MSJP	Numbers of youth enrolled scaled up annually. A more robust youth workforce system. At least one other collaborative, youth workforce focused project coordinated between stakeholders in PY 13-14	A youth workforce system that supports youth workers with a broad array of opportunities leaning and work experience, training and internships including ample summer placements and year round work.
Activity related to	Membership assessment	Career Academies	The Linked Learning system in

2012-14 Strategic Plan	of Career Advisory Boards Appointment of Industry Professionals/WIB members Creation of Externships for OUSD teachers.	are well supported by industry professionals. OUSD teachers have access to industry related externships.	Oakland is fully supported by the OWIB and its partner agencies.
Outlined in 2012-14 Strategic Plan.	Systemwide assessment of youth credentials offered and earned by participants will be created and shared.	Credentials will be vetted by industry professionals and if more current/better programs are available, youth providers will be enabled to offer those.	Youth Workforce system will offer industry leading credentialing programs that enable Oakland youth to be competitive for entry level jobs.
<b>BASELINE</b>	<b>BENCHMARKS</b>	<b>METRICS</b>	<b>OUTCOME</b>
Youth budget (inclusive of OHA funding) is \$1,683,950	Assessment of other possible funding sources, Applications submitted to funding sources such as DOJ, TANF, HHS and private foundations such as Silicon Valley Foundation and the Kapor Foundation.	An annual increase of 25% in funding	The Oakland Youth Workforce System will have outside funding that is equal to or greater than the seed funding provided by the WIA.
Activity outlined in 2012-14 Strategic Plan	Study team formed. Research question framed for ed performance, dropouts, youth aspirations	One research study	Completed project that will add to the body of knowledge on youth workforce issues in Oakland, so as to better inform a course of action/cure.
Learning journeys outlined in 2012-14 Strategic Plan	Seven Learning journeys scheduled, one per Youth Service Provider site	One Learning Journey per Service Provider	All Youth Service Provider sites will have Learning Journeys scheduled and executed at their sites
Activity outlined in 2012-14 Strategic Plan	Establishment of a working group with a timeline and budget of event.	One week in 2014 focused on the youth workforce as a kick of the Summer 2014 MSJP.	OWIB sponsors and/or co-sponsors a youth-focused week in late spring that kicks off summer jobs, demonstrates youth capacity, and helps providers achieve goals

To further inform the RFP process and ensure transparency, clearly stated expectations, and goals, OWIB facilitated a series of community outreach meetings with community stakeholders prior to the issuance of the youth services RFP in late 2012. These meetings yielded several key themes:

1. Increased system-level planning to attract businesses, strengthen the school-to-career pipeline and utilize best practices to promote a thriving workforce and

reduce joblessness.

2. Expand employment opportunities through business development and planning.
3. Institute a data-driven approach for long-term planning for promising employment sectors to develop training and placements.
4. Replicate strategies (best practices) which have proved successful to reduce joblessness.
5. Increase partnerships between Oakland Unified School District and WIA service providers to improve student outcomes and linkages to the career academies.
6. Incorporate comprehensive skills assessments and expand 'soft' skills training and job placement to improve the prospects for successful employment and advancement.
7. Expand 'soft' skills training beyond résumé preparation and job readiness so that job seekers will have the capacity to remain employed with career advancement.
8. More directly link training with employment so that the skills acquired match the available jobs in the local labor market.
9. Need for additional comprehensive wrap-around services to eliminate barriers to employment and improve job tenure.
10. Greater accountability for meeting performance goals.

OWIB's comprehensive youth development strategy incorporated community input. This led to the reconstitution of the OWIB Youth Council resulting in significant changes to the Youth Council's make-up. New members include individuals with valuable experience and background in priority industry sectors and the development of innovative youth programs. The Council also includes youth representation. The Youth Council is now in the early stages of developing a comprehensive strategic approach to citywide youth workforce services that will include exciting new partnerships with K-12 and the Peralta Community College District among other key institutions.

### **1. Partnering with K-12 education and others on strategies that reduce high school dropout rates and encourage dropout recovery.**

Youth success is a current priority for the Mayor, OWIB, and community stakeholders across Oakland. The current OUSD strategic plan and the Mayor's Summer Jobs Program (MSJP) are strong platforms upon which OWIB plans to build. While OWIB does not have ultimate control of many of the levers for impact (OUSD, post-secondary institutions), it does plan to play a significant role in creating the needed infrastructure, coordinating information sharing, and championing youth success in the workforce.

As outlined in the table above, OWIB Youth Services is deepening and expanding its partnerships with a variety of local agencies in order to align existing education and training programs and create new opportunities to reduce dropout rates and engage disconnected youth. The Youth Council and OWIB Youth Services continue to partner with the Mayor's Office on initiatives that pertain to youth workforce development, including mentorship programs, summer jobs program, and promise neighborhoods grants. OWIB and the Youth Council will also partner with OUSD, individual schools (including charter schools), community-based organizations, the Peralta Community Colleges, Oakland Parks and Recreation, and public and private employers.

Through defined Memoranda of Understanding with each agency, OWIB will develop a comprehensive plan to meet the needs of youth and ensure that education, career training, and employment opportunities meet the needs of underserved at-risk youth. Additionally, each specific agency will be encouraged to identify representatives to participate as an OWIB member, attend Youth Council meetings, and/or participate in roundtable discussions. These partnerships will ensure all stakeholders are vested in the development and implementation process of serving the at-risk youth of Oakland

One highlight of OWIB's Service Provider network is the innovative dropout recovery program implemented by Youth Uprising in partnership with Castlemont High School. Youth UpRising and Castlemont are located in "deep East Oakland," one of the most economically impacted areas of the city. Their program is a model that OWIB will continue to monitor, assess, and support in order to encourage district-wide replication at all OUSD high schools.

The Youth UpRising (YU) and Castlemont High School multi-pronged approach is outlined below:

- The In-School Suspension Program works with students through a restorative justice approach to improve their behaviors and improve their academic standing.
- The Straight A's Program is an in-school program for juniors and seniors who are severely credit deficient and at high risk of dropout to provide them with contextualized GED-prep instruction. The students attend regular school classes in the morning and GED class in the afternoon to keep them engaged in school and moving towards their high school equivalency.
- YU provides year-round credit recovery classes in the after-school and summer programs for students who are behind in credits and at risk of dropout. YU also facilitates social-emotional health groups for Castlemont students, such as Sister Circle and Man Up. These groups provide students with adult mentorship and peer support to encourage students to complete school.
- In 2013-14, the Castlemont after-school program will also include a one-stop shop targeting the freshman class to provide them with tutoring and mentoring services and ensure that they receive the support they need to successfully stay engaged in school and graduate.

- At the beginning of the 2013-14 year, YU will also receive attendance records from the 2012-13 school year to target outreach for participation in the after-school program to the students at risk of chronic truancy.

In 2010, OUSD was one of ten districts in the State of California awarded a grant from ConnectEd, the California Center for College and Career. The grant supported OUSD's Linked Learning, an educational approach designed to create partnerships between school districts and industry leaders. These partnerships connect strong academics with real-world experience in a wide range of fields and help students gain an advantage in high school, college, and career. Linked Learning has been shown to be a promising strategy in efforts to lowering dropout rates, increasing graduation rates, and developing a well-trained workforce.<sup>14</sup>

Currently, OUSD offers Linked Learning programs in the following fields: Arts, Media and Entertainment; Building Trades and Construction; Education, Child Development and Family; Energy and Utilities; Engineering and Design; Fashion and Interior Design; Health Sciences and Medical Technology; Information Technology; Marketing, Sales and Services; and the Public Services Industry Sector.

In an effort to align OUSD's Linked Learning Programs with OWIB resources, OUSD and OWIB plan to collaborate in order to develop the following:

- Creating OUSD school-site based youth career centers operated by WIB-funded agencies and focused on connecting in-school youth to paid employment opportunities.
- Strengthening the connections between WIB-funded youth service providers and OUSD schools by adding more comprehensive partnership requirement language to the Year-Round RFP that allocates funds to Youth Service Providers. (OWIB's most recent youth RFP stated that "strategies must offer pathways to post-secondary education and careers in partnership with OUSD, Peralta Community College District and other educational institutions that offer long-term self-sufficiency for young people." The RFP also strongly encouraged providers to integrate services with OUSD and PCCD).
- Focusing on targeted services for Continuation High School (ultra high-risk) students.
- Encouraging/requiring service providers to offer more place-based services at OUSD school sites in support of the development of Full-Service Community Schools.
- Partnering in requests to funders to support additional youth employment services based at OUSD school sites, and operated and managed by OWIB-funded and supervised youth service providers.
- Partnering to share employment preparation resources such as the Exploring College and Career Opportunities (ECCO) program, which prepares youth for successful employment and internship experiences.

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<sup>14</sup> [www.linkedlearning.org](http://www.linkedlearning.org)

OWIB is also seeking to more deeply engage representatives from the K-12 and community colleges in oversight and planning. For example, OWIB and the Mayor are currently working to recruit a high-level leader from the local community colleges as a member of OWIB.

In its ongoing partnership with OUSD and other key partners, OWIB will initiate and/or attend school staff meetings, school board meetings, and partner agency meetings to discuss and develop a comprehensive plan to address dropout reduction rates. OWIB will draft dropout reduction rate goals and create timelines to help guide the discussion and will also work to create ongoing opportunities for employers, parents, caregivers and other stakeholders to partner in helping to attain goals.

Because of the high need for assistance and the significant number of high-risk youth in Oakland, OWIB has identified the following populations for particular attention:

- Aged-Out Foster Youth
- High School Dropouts
- Youth formerly adjudicated, under court supervision.

There is significant overlap between these populations (e.g. foster youth are much more likely to be court-involved than the general youth population) and both former foster youth and court-involved youth are at higher risk than the general youth population for school dropout. OWIB's focus on these populations aligns with the Mayor's commitment to focusing resources on the youth who are at highest risk.

Under its recent Youth Services RFP, OWIB required service providers to provide comprehensive services designed to: identify and retain at-risk students in school, connect at-risk students to resources and services, and ensure at-risk youth receive employment opportunities.

## **2. Partnering in developing and executing strategies to re-engage disconnected youth.**

### **a. Partnering with diverse stakeholders to deliver comprehensive services**

OWIB currently partners with an extensive set of partners to re-engage disconnected youth. Partners include Alameda County Social Services Agency, which currently funds several OWIB service providers to offer workforce training and development services to foster youth and court-involved youth through its IVE Waiver program. As described above, OWIB also partners with OUSD to create a comprehensive approach to drop-out reduction and prevention.

In addition, OWIB also currently funds and works in close partnership with local youth service providers that have developed comprehensive models to prevent dropouts and re-engage disconnected youth.

## **b. Collaboration to fund youth re-engagement**

OWIB plans to continue to support and partner closely with organizations taking a comprehensive approach to youth workforce and dropout prevention and with those that closely collaborate and align services with OUSD and other key institutions serving youth.

In Years 2 and 3, OWIB also plans to collaborate with the partners mentioned above to secure funding to support the re-engagement of disconnected youth in education and employment. Toward these efforts, OWIB will identify three members of the Youth Council to form a funding committee to identify new funding resources. OWIB staff will also work with youth service providers to identify and apply for funds to support the system. A current OWIB youth service provider, Youth Employment Partnership, (YEP) works to re-engage youth through a Department of Labor “High Concentration of Youth” grant. YEP serves youth who are formerly adjudicated and under court supervision in addition to recently paroled young adults (Re-entry population.). YEP’s innovative approach and services include solar installation, construction, and retail/customer service. YEP has demonstrated high performance outcomes that exceeded every WIA benchmark by nearly 100 percent.

## **c. Creating Metrics for Success**

As a component of OWIB’s overall plan to create a performance dashboard in Year 2, the Youth Council is planning to work with partners to set metrics for success for youth re-engagement. Likely measures will include youth dropout and high school graduation rates in addition to training completion/graduation, and entry into postsecondary education or apprenticeship programs.

## **d. Innovative strategies resulting in increased youth employment opportunities**

Recent innovative strategies resulting in increased employment opportunities for Oakland youth include OWIB’s new partnership with Youth Radio, an award-winning national leader in the training and successful placement of youth media professionals, and with Civicorps, an organization that is nationally known for working with extremely hard-to-serve young people to help them achieve educational and career success. Youth Radio and Civicorps have strong partnerships with educational institutions and local employers and outstanding fundraising programs. OWIB plans to work with these organizations to integrate their models into service provision and leverage their success and their national profiles to secure new funding for Oakland youth workforce services.

In addition, OWIB is currently working with system partners and the Mayor’s Office to redesign the Mayor’s Summer Jobs Program (MSJP) in order to provide summer youth employment, leverage summer job opportunities, and create year-round internships and employment for Oakland youth. Year 2, will entail a continued plan to align MSJP employment and internship opportunities with OUSD’s Linked Learning programs so that participating youth are engaged in after-school and summer employment with an emphasis

on career assessments to ensure students are appropriately matched to educational/career paths.

### **3. Partnering with employers, educators and others to help youth understand career pathway options.**

#### **a. Partnering in developing career pathway information and tools.**

As described above, OWIB strongly supports the OUSD Linked Learning philosophy and is currently engaged in ongoing activities to align its Sector Strategies and Youth Services with OUSD's Linked Learning programs. This will result in a blending of occupational skills training with academic learning in order to create direct pathways into jobs, internships, and postsecondary career training for Oakland youth. These efforts will support OWIB's overall Sector Strategies, resulting in youth workforce training that is responsive to employer needs and placements in priority sectors identified by LMI high growth indicators.

OWIB will continue to work with OUSD to place OWIB members with relevant experience on OUSD Career Councils and the advisory boards of OUSD's Linked Learning Programs. OWIB plans to engage more industry partners to engage and invest in OUSD's Linked Learning programs, thereby ensuring greater responsiveness to local and regional industry needs.

OWIB will also provide guidance during the formation of the OUSD "Partnership Councils" that assess career pathways/academies in order to: ensure equitable and adequate resources, identify untapped resources, and ensure that workforce demands are met. OWIB has currently identified two key members of the OUSD staff to join the OWIB Youth Council. This will help further strengthen OWIB and OUSD's collaborative partnership to create career pathway tools and increase access to information for youth.

### **4. Encouraging youth to focus on attainment of postsecondary degrees and other credentials important to priority industry sector employers.**

#### **a. A youth-friendly One-Stop system providing information on career pathways in priority sectors.**

OWIB plans to provide regular training and capacity building to all its youth service providers in order to promote of the use of best and model practices. In addition, OWIB plans to facilitate quarterly meetings for youth service providers' line staff and leadership teams. Staff will have the opportunity to share best practices and industry-relevant information, provide updates on training programs in priority sectors, and information on new sources of financial assistance for youth.

#### **b. Publicizing information and research on connections between postsecondary**

**credentials, certificates or degrees with employment rates and wages.**

OWIB service providers have highly trained professional employment counselors and case management staff whose role is to share information on postsecondary credentials, employment rates and wages with the youth. They provide this information by way of regular counseling sessions, seminars, exposing youth to internships and other professional work experience, youth “shadowing” workers, and mentoring.

To further increase provider capability, OWIB circulates information about apprenticeships and OJT to all its service providers.

In Year 1, OWIB will sponsor a study focusing on the training capabilities of the Oakland youth workforce system as it relates to career opportunities in the East Bay. This study will complement and build on the findings of the East Bay EDA study<sup>15</sup> on the youth workforce. The results of this study will be shared on the OWIB website and in community presentations. The OWIB Youth Council will use this information to inform its strategic direction in 2014.

In Year 2, in partnership with OUSD, the business community and its service providers, OWIB will sponsor an “Industry Summit” that will showcase pathways to various careers, and provide workshops and panels with industry professionals. In addition, OWIB plans to sponsor a regular speaker series of professionals that will conduct trainings and workshops on nontraditional career paths.

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<sup>15</sup> *Special Report on the East Bay Workforce*. East Bay EDA. 2013.



## **Standard 5: Administration of the Local Board**

### **1. The Oakland Workforce Investment Board: Structure and Governance**

The Oakland WIB's Chief Locally Elected Official is Mayor Jean Quan; she is responsible for the appointment of board members to OWIB. The Mayor will ensure policy goals related to workforce and economic development are met and adherence to WIA requirements for business, labor and community stakeholders.

During the past year, WIB membership has increased as a result of targeted outreach efforts to the business community. The Oakland board roster (Attachment 1) shows the board representation for Business, including the sectors which the members represent. The Mayor has been actively engaged in the selection process of new members to OWIB and has expanded the board's business representation. She is continuing these activities and, although current business representation on the board is at 50% (20 members), the Mayor has identified three high-level business representatives whom OWIB is in the process of recruiting to the board. It is expected that the Mayor will interview and appoint new business representatives to the board by Q4 2013, thereby meeting or exceeding the mandated number of WIB business membership.

Key employer sectors represented on the WIB include: retail, hospitality, healthcare and transportation, distribution and logistics. New members include a state representative for apprenticeship standards, and representatives from the hospitality, social ventures/entrepreneurship, and retail fields.

There are currently 40 official OWIB members. OWIB Members typically represent high-level leaders from government, businesses, labor or workforce development organizations who possess personal and or professional commitment to Oakland. Many OWIB members from the public sector bring a level of expertise that includes: program management, fundraising, advocacy and political experience. A few representatives work in direct service to job seekers and/or employers. OWIB members from the private sector include CEOs, human resources directors, and government relations and public affairs specialists.

As stated above, 50% of OWIB members are representatives of business/employers (20 representatives), with all of OWIB's priority sectors represented on the board. Additional representatives include seven (7) labor union representatives constituting 17.5% of membership. A requirement of two labor representatives is currently listed in OWIB's bylaws; within the next year, OWIB plans to revise the bylaws to comply with the stated 15% requirement. OWIB's current membership also includes representatives from community-based workforce training providers, youth-serving community organizations, educational institutions, and key city, county and state government departments.

OWIB organizational structure consist of chair, vice-chair and co-chairs for the sub-committees. The OWIB chairperson is responsible for:

- Leading the process of articulating and implementing policies and high-level goals for the organization
- Chairing WIB meetings (setting the agenda, running the meetings)
- Chairing the Executive Committee (staying informed of the work of all the committees)
- Representing the organization publicly at public events, in the media and through the organization's communication strategy

Given the relatively large size of most WIBs (including OWIB), it is imperative that substantive work be done through committees. Under OWIB's 2012-2014 Strategic Plan, OWIB's committee structure underwent some reorganization in order to better achieve OWIB's mission and goals. The current committee structure of OWIB is as follows:

### ***Executive Committee***

Goal: To be the leading body of the board, ensuring that the organization is achieving its goals in a responsible and effective manner.

Responsibilities:

- Work with the Executive Director to advise on the goals and direction of the organization.
- Utilize knowledge from each committee to inform organization's direction and strategy.
- In the first two years of the strategic plan, assume direct oversight of plan implementation.
- Make full board meetings more efficient by vetting meeting content and making recommendations for the full board's approval.
- Work with Executive Director on developing the annual budget; tracks OWIB's financial health.
- Stay current on relevant federal, state and local policy concerns that impact the work of the board.
- Make recommendations in first year of the strategic plan on key partnerships for board implementation.
- Make and receive recommendations on new members for the board.

Membership: The chairpersons of the other standing committees, plus other OWIB members who can add value to the body (it is not recommended that the group grow larger than seven members).

### ***Youth Council***

Goal: To oversee and support an integrated and results-driven youth workforce development system in Oakland. (The Youth Council is the only WIA-mandated committee).

Responsibilities:

- Make recommendations on contracts for WIA Youth funding (includes supporting the RFP process for youth service providers).
- Build relationships with key youth-focused groups, particularly OUSD, Peralta Community College District, to build stronger youth development pathways (including

coordination of funding streams).

- Coordinate with Mayor's office to ensure youth initiatives are aligned.
- Advise board on youth-related policy recommendations (such as relevant credentials).

**Membership:** The Youth Council operates within WIA-mandated membership requirements and includes representatives from the Oakland Housing Authority, Youth-Serving Agencies, a former participant, a parent/guardian of participant, among others. In addition to these requirements, Youth Council members possess knowledge of effective youth development, and/or are employers experienced in hiring large numbers of youth. Members of the Youth Council are considered non-voting members of OWIB (except those who are also OWIB members).

### ***Employer Strategies***

**Goal:** To serve the talent needs of employers through responsive and coordinated policies and services.

**Responsibilities:**

- Guide OWIB on the performance and impact of services provided to employers through the WIA-mandated system (including the WIA-mandated employer customer feedback).
- Guide and build the goals and infrastructure of OWIB's sector strategies initiatives (reviews key sectors annually, recommends strategies for serving sectors, seeks integration with WIA business services).
- Cultivate relationships with key sectors, educates board/community about those sectors.

**Membership:** Members possess experience/knowledge of addressing the talent needs of organizations. Members ideally have connections with individuals or organizations in the key sectors.

### ***System Leadership***

**Goal:** To provide advice on policies that facilitates continual improvement and integration within the WIA-mandated system.

**Responsibilities:**

- Seek to enhance services, improve outcomes, and create efficiencies in the WIA-mandated workforce system.
- Work initially with staff and providers to establish benchmarks and meaningful targets for strategic plan.
- Develop stronger ties with WIA contractors to create feedback loops that make the system more agile.
- Stay current on the needs of Oakland's workforce.
- Develop long-term metrics that reflect quality talent development across systems in Oakland.

**Membership:** Members possess familiarity with WIA requirements and/or performance management. **Explanation for change:** By combining the essential elements of the One-Stop committee and Quality Assurance committee, the committees are streamlined and

governed by central goals to build system capacity and improve services.

## **2. OWIB's Compliance with other Required Elements**

### **a. Memoranda of Understanding with Partners**

OWIB has established MOUs with all the mandatory partners identified in the Workforce Investment Act as well as other local partners supporting One-Stop service operations. (Attachment 10)

### **b. Comprehensive One-Stop Center**

The Comprehensive One-Stop Center is operated by the Oakland Private Industry Council (OPIC).

In late 2013, OWIB developed four requests for proposals for Adult Services, Youth Services, Employer Services and a Comprehensive One Stop Center for contracts beginning Fiscal Year 2013 through Fiscal Year 2015, on an annual contract renewal basis. The RFP reflected OWIB's 2012-2014 Strategic Plan priorities and policies adopted by the WIB to support and develop sector-based strategies, serve historically underserved communities, and increase linkages between the school district and youth-serving organizations for college and career readiness. The RFPs incorporated best-practices for sector-based service delivery and linkages between economic and workforce development.

The majority of the RFP process was concluded in early 2013 and awards made for Youth Services and Adult Services. The Employer Services RFP will be re-bid, as there were fewer than three bids received. The Comprehensive One Stop Center RFP received one bid and a cost/price analysis will be undertaken before the contract is signed.

### **c. Business Service Plan: Employer Strategy Subcommittee**

As described in detail in Standard 2, the responsibilities of OWIB's Employer Strategies Committee include developing and making recommendations to OWIB on its Business Service Plan. The current 13-member Employer Strategies Committee is comprised of eight employer/business representatives as well as members from labor, education and EDD. The committee is currently actively engaged in creating and implementing OWIB's Business Services Plan as outlined in Standard 2.

### **d. Active and Engaged Youth Council**

As described in detail in Standard 4, the OWIB Youth Council is comprised of 13 active and engaged representatives. Members include representatives from the State Apprenticeship Board, local businesses and social entrepreneurs, the Alameda County Social Services

Agency, Oakland Unified School District, labor organizations, and youth-serving community-based organizations.

#### **e. Thirty Percent Expenditure Requirement for Out-of-School Youth**

In September, 2012, the OWIB Youth Council passed a resolution recommending that at least 60% of funding should be devoted to out-of-school youth (adjusted from the previous funding of 50% for out-of-school youth). This was subsequently approved by OWIB and is considered equitable by members given the higher cost of serving out-of-school youth.

#### **f. Corrective Action Plan for Audit Findings**

The Director of Finance is responsible for grant-funded operations and programs and follow-up on the implementation of recommendations made by Federal and State grant auditors. The Director of Finance submits a progress report every six months to the City Manager on the extent of implementation of recommendations by affected City departments. The staffs of the Office of the City Auditor and the Office of Finance will provide assistance where appropriate or needed.

#### **g. Achievement of Negotiated WIA Common Measurement Goals**

OWIB has consistently exceeded its state-level performance goals. For the first three quarters of Program Year 2012-13, Adult WIA Title 1B Common Measures are 85% entered employment, with average earnings of \$24,800. For Dislocated Worker WIA Title 1B Common Measures, 94% entered employment, with average earnings of \$29,600.

For Program Year 2013-14, negotiated performance goals for Oakland Adult WIA Title 1B Common Measures are: 68% entered employment, 78% retention rate, and average earnings of \$11,800. For Dislocated Worker WIA Title 1B Common Measures are: 68.1% entered Employment, 82.6% retention rate, and average earnings of \$16,370.

For Program Year 2013-14 negotiated Performance Goals for Oakland Youth WIA Title 1B Common Measures are: a placement rate of 59.2%, Attainment of credential, 55% and Literacy and Numeracy gains, 25%. Last year, for in-school youth, OWIB's Employment or Postsecondary goals and Attainment goals exceeded the State's mandated goals. For out-of-school youth, OWIB had a 90% success rate for employment or postsecondary goal attainment.

### **3. Continuous Review of Program Performance and Continuous Improvement Strategy**

#### **a. Performance Metrics and Dashboard**

Under OWIB's 2012-1014 Strategic Plan, OWIB designed a series of goals and metrics to ensure that the WIA-mandated workforce development system is performing optimally.

These measures provide robust oversight, and are designed to create a system that consistently meets and exceeds WIA performance measures. OWIB will provide technical assistance, learning communities and innovative ideas, making services for job seekers and employers more effective in addressing customer needs.

Oakland has many assets that support a high-performing workforce system: diverse service providers, engaged political leadership, and a dynamic regional economy. Oakland's workforce system also has several areas needing improvement including better oversight, technical assistance for service providers and employers, transparency in decision-making, data management and clarity of performance in order for continual process improvement.

The performance oversight goals and metrics are outlined in the table below:

<b>BASELINE</b>	<b>BENCHMARK</b>	<b>METRICS</b>	<b>OUTCOME</b>
RFPs written to specify target industries, populations and performance expectations.	RFPs released for three-year contracts to allow for agencies to build capacity.	Agencies reach the goal of placement of job seekers in growth sectors with capacity for career advancement using the % formula outlined in RFP.	OWIB's WD system supports a sector-training, placement and career focused approach to job advancement.
Quality Assurance and One-Stop System committees integrated into System Leadership Committee.	Committee sets performance standards benchmarks for OWIB's WIA system and adopted by OWIB.	System for capturing performance is implemented and quarterly performance reports reviewed.	OWIB's system is accountable with improved performance outcomes.
System Leadership Committee currently reviews performance data on a quarterly basis.	Assess trends in system and address ways to improve service. Use data to drive improvements.	Convene bi-annual meetings with all WIA service providers.	WD system has measurable improvements in service delivery and outcomes.
OWIB has partnered w/regional WIBs to access LMI and other economic development data to inform WIB service activities.	WIB and committees review data to inform planning for WIA service delivery.	Service providers achieve placements in key sectors using the % formula outlined in RFP.	OWIB attains and maintains high performance standards.
OWIB has increased membership of key stakeholders, including OUSD and industry sector representatives.	Incorporate mandated and other partners on the WIB.	Representatives of the community colleges, corrections and other key partners join the WIB	All key sectors and services represented on the WIB that harness the resources to positively impact WD system delivery
OWIB has instituted three-year contracts for WIA services.	Contracts based on performance, including timely quarterly reports. Collect quality data on jobseeker and employer satisfaction.	OWIB will review performance data on a quarterly basis.	System will be more responsive to serving job seeker and employer needs.
OWIB reviews program	Grow board member	Bi-annual site visits	Board will be better

and outcome data quarterly.	knowledge of agency services to target populations.	scheduled for board members.	informed about the agencies' services and outcomes for target populations.
OWIB staff have instituted meetings with service providers to review problems/obstacles	Service providers learn best practices to implement sector-focused service delivery.	Hold regularly scheduled capacity-building workshops for providers.	Service providers are effective in delivering services to improve placements in career pathway jobs and preparing job seekers for jobs that have a pathway toward self-sufficiency.
OWIB Strategic Plan 2012-14 identified ROI as an activity for OWIB to implement its plan.	Year 1 - System Leadership and Employer Services Committees identify specific outcomes to be measured	System Leadership and Employer Services Committees meet quarterly and identify measurements that will be used in ROI.	OWIB will be able to measure and explain the impact of services on job seeker gains and employers served.

The System Leadership Committee currently issues quarterly reports on performance outcomes and expenditures to its members and issues recommendations to the Executive Committee for approval and/or changes to the data reporting process and on to the full OWIB. In addition, this committee develops policies and procedures based on the needs of the community, and according to state and federal guidelines. Areas of non-compliance are reviewed and updated at each meeting. Timely invoicing of payments to providers is reviewed regularly to ensure that providers are able to conduct service delivery. Any and all newly developed policies and other appropriate items passed by a vote of the Committee are forwarded to the OWIB Executive Committee for further review. If the Executive Committee approves the policy it is then forwarded to the full OWIB for potential approval via majority vote.

The System Leadership Committee's quarterly reports will become part of a more formalized dashboard that will track key metrics about program results. It is anticipated that this dashboard will be fully implemented in Year 2 of the plan.

**b. Plan to seek and receive feedback from customers and partners and strategy for responding to their identified issues**

East Bay Works conducts periodic customer surveys to obtain feedback on services obtained through the regional workforce system, including Oakland providers. Currently, the OWIB System Leadership Committee is engaged in developing a plan to obtain and respond to customer feedback. It is anticipated that this plan will be completed, reviewed by OWIB and fully implemented in Years 2 and 3 of this plan.

**c. Engaging public through public comment process in the analysis of workforce information and strategy planning.**

All OWIB meetings and the meetings of its committees are publicly noticed through the City's Clerk's Office, on the City of Oakland website, are open to the public, and devote time on the agenda for public comment. Agendas are posted on the City's website and announcements about OWIB meetings along with the meeting packets are sent out to an email list of approximately 200 stakeholders.

In addition, in its 2012-2014 strategic planning process, OWIB engaged members of the public in focus groups to elicit feedback on the Oakland workforce system and future priorities. This input was integrated into the 2012-2014 Strategic Plan and into this plan.

**d. Mechanism for determining return on investment.**

The performance dashboard described above that OWIB plans to develop will be used to develop a mechanism to determine return on investment for the WIB's performance.

After implementation of the dashboard in Year 2, OWIB will work to create a mechanism for calculating return on investment in Years 3-4. Among the measurements will be:

- Sector-specific outcomes (including the Jobs Resource Center for the Oakland Army Base's construction and operations phases);
- Employer services, incorporating customer satisfaction and service delivery outcomes;
- Reduction in unemployment rates for targeted communities and particular populations within Oakland. These communities and populations were identified in the 2012-13 RFP process for WIA services in order to more effectively focus employment and training services to reduce unemployment, under-employment and move job seekers to self-sufficiency.

OWIB will also research best practices for capturing return on investment from other WIBs both statewide and nationally and incorporate these measurements as appropriate.

**e. Working with regional partners to reduce administrative costs.**

As the regional entity for all the WIBs in Alameda and Contra Costa counties, East Bay Works acts to streamline processes, prevent duplication, and create economies of scale. For example, by using EBW's VOS website as the mainstay of our technology structure, OWIB is able to provide Internet access and resources for both job seekers and employers. The system is maintained by the EBW technology team and because all four WIBs operate under a single license, we are able to save many thousands of dollars in expenses. Similar reductions in administrative costs are made through EBW's provision of training and maintenance of many ADA programs, provision of training for workforce staff from its certified trainers, through its region-wide marketing efforts, and maintenance of an array of other resources accessed by OWIB and the other East Bay WIBs.

**4. Communicating results efforts with the community.**

OWIB plans to communicate the results of its efforts with the local community through the following means:

- OWIB meeting summaries provide information about OWIB's progress in meeting the benchmarks in its strategic plan;
- Information about OWIB's programs and successes will be posted on the OWIB website;
- Following the development of the planned performance dashboard and return on investment indicators, OWIB will post regular performance updates on its website, distribute them widely to stakeholders, and provide presentations to employers, providers and others on performance outcomes.
- OWIB meetings offer an opportunity for community response to proposed and ongoing activities.