

PERALTA COMMUNITY COLLEGE DISTRICT
Board of Trustees Agenda Report
For the Trustee Meeting Date of June 14, 2016

ITEM TITLE:

Oakland Workforce Development Board selection of Merritt College to serve as a Sector Access Point as part of Oakland's local workforce services delivery system.

SPECIFIC BOARD ACTION REQUESTED:

Accept the Oakland Workforce Development Board's selection of Merritt College to serve as a Sector Access Point as part of Oakland's local workforce services delivery system and related funds: \$127,500 for FY 2016-17.

ITEM SUMMARY:

This represents an opportunity for Merritt College, and the other Peralta Colleges, to help connect more of our students with services and resources from the Workforce Investment Opportunity Act. As part of the OWDB's workforce delivery system, Merritt College will connect our existing students with the services offered at the Comprehensive One Stop Career Center as well as the Business Services provider, also funded by OWDB next year. Those other contractors will also be able to refer prospective students to the Peralta Colleges. The final award will be made on June 21, 2016. Accepting Merritt's selection now allows the College to begin services on July 1, 2016, as required by the award.

SOURCE OF FUNDS (AND FISCAL/BUDGETARY IMPACT):

The source of funds are the federal government, via the Workforce Innovation and Opportunity Act (WIOA) and the City of Oakland, on behalf of the Oakland Workforce Development Board.

BACKGROUND/ANALYSIS:

At their May 25, 2016 meeting, the Oakland Workforce Development Board (OWDB) selected Merritt College to serve as one of two Sector Access Points on behalf of the Board as part of their workforce services delivery system in Oakland. Merritt College applied for this in response to the Board's Request for Proposals process announced earlier this spring. Merritt intends to hire 1.5 Sector Access Point Career Coaches with the funds to connect Oakland residents who are eligible for services under the federal Workforce Innovation and Opportunity Act (WIOA) with relevant career training programs in one of OWDB's key industry sectors: healthcare and information communication technology.

DELIVERABLES AND SCOPE OF WORK:

The following proposal from Merritt for services to be delivered with WIOA funds in FY 2016-17 was accepted by the OWDB:

I. Background

The Peralta Community Colleges are delighted that the Oakland Workforce Development Board (OWDB) is shifting its Service Delivery Model to include Sector Access Points. The four Colleges – Berkeley City College, College of Alameda, Laney College and Merritt College – host some of the region’s best workforce development programs that are perfectly aligned with each of the OWDB’s targeted industry sectors:

- Advanced Manufacturing (Laney College)
- Healthcare (Merritt College and College of Alameda)
- Information Communication Technology (ICT) and Digital Media (all four Colleges)
- Transportation, Distribution & Logistics (College of Alameda)

The Colleges’ Career Technical Education (CTE) programs help students gain access to economic opportunities in high-wage, high-growth industries. Our programs have long been partners with the OWDB and Alameda County WDB: hosting cohorts, aligning industry engagement efforts, building regional infrastructure to support career pathways.

The College of Alameda (COA) has long hosted one of Alameda County WDB’s One Stop Career Centers and currently administers not only the COA One Stop for Alameda County, but also the North Cities One Stop hosted by the Berkeley Adult School. And yet, without the ability to serve Oakland residents, these One Stops are hampered in efficiently serving thousands of potential WIOA customers.

The opportunity for the Peralta Colleges to participate in the OWDB service delivery model creates the potential for all four Colleges to present “no wrong door” to any Oakland resident. Creating Sector Access Points allows all Peralta students (30,000+ students) who are WIOA eligible to gain access to WIOA services while also allowing customers at the Comprehensive One Stop Career Center to access affordable, stackable career pathway programs that can enable their short-term employability as well as their long-term college and career development.

II. Community Colleges as Sector Access Points

Community Colleges are a critical part of any region’s workforce development system. Providing access to basic skills, career technical education (CTE) as well as general education to everyone is a core part of California’s Educational Master Plan. We are in the business of helping all students explore careers, experience work-based learning, and find family-sustaining employment as integral members of our community. We are also in the business of aligning our programs with the needs of industry. State and federal funding requires us to consistently examine Labor Market Information to evaluate and adjust our educational programs.

The Carl D. Perkins Act has long required every CTE program to convene an Industry Advisory Board that help keep our programs current. Among those advising our colleges are: Pixar, Industrial Light and Magic, East Bay Municipal Utility District, Dow Chemical, Lawrence Livermore National Laboratory, Tesla, Toyota, Kaiser, and many more.

Industry looks to us to provide them trained people who have job-ready skills. Our faculty come from industry and

utilizes their industry expertise, knowledge, and alumni networks to continue to engage and revitalize their programs and students. We find that employers recognize the importance of high performing community colleges. They are eager for us to succeed in our mission. As our partners in curriculum and program design, they know what our students have to go through as part of our programs

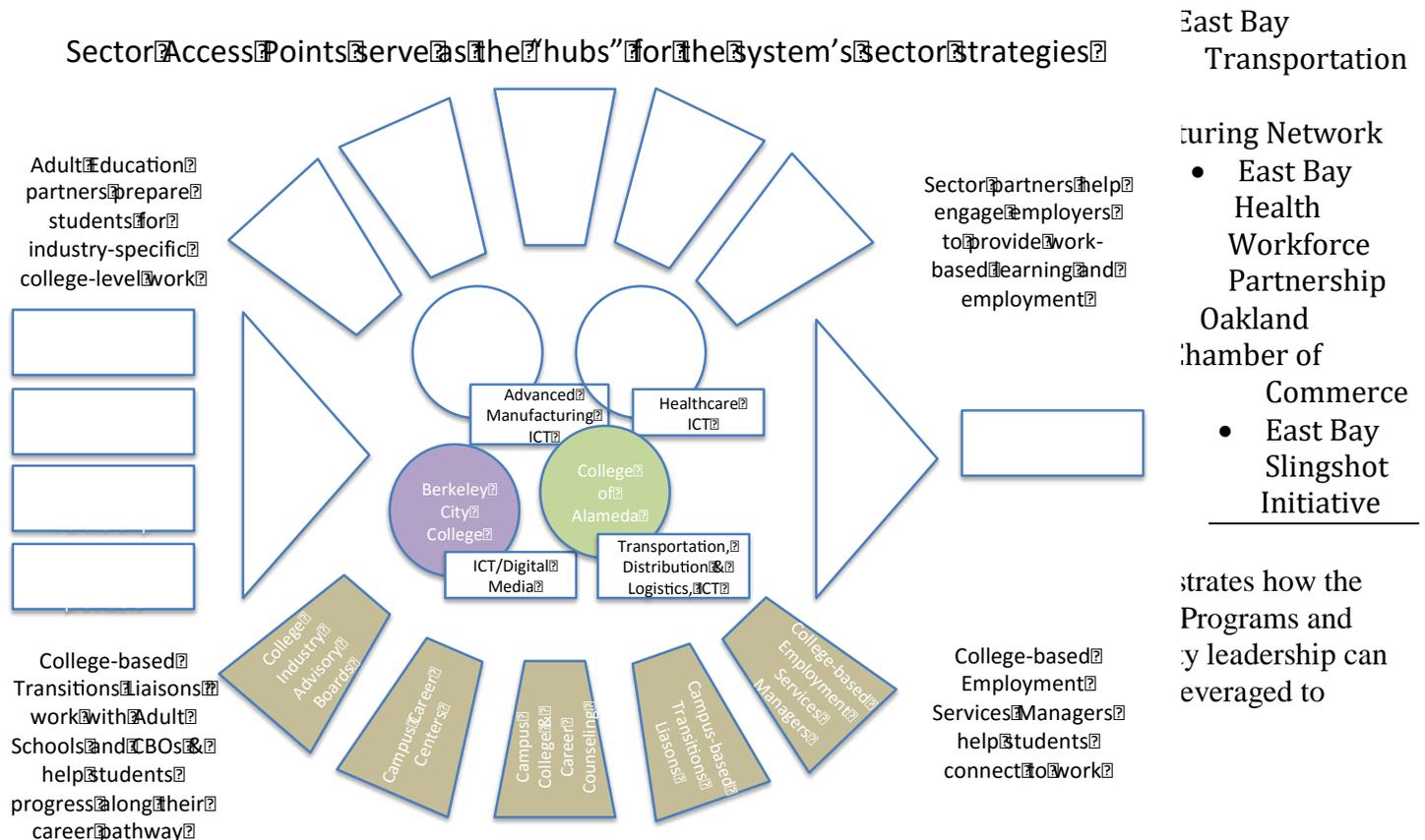
The Doing What Matters for Jobs and the Economy framework established by the California Community College Chancellor’s Office created more resources to improve the connectivity between our CTE faculty and industry. Industry Sector Navigators and Deputy Sector Navigators across the Bay Region support regional industry and community colleges in the four industry sectors targeted by the OWDB. Our application is supported by two of our local DSN’s (there is currently no DSN for Healthcare in the East Bay).

In the East Bay and across the state, industry partnerships are playing a stronger role in issues related to workforce development programs and strengthening the community colleges ability to partner and deliver programs to their employers. Not only have the Peralta Colleges been an essential partner in securing and implementing an East Bay Slingshot Initiative with the California Workforce Development Board, but the Colleges are helping to inform and leverage the various industry sector partnerships that have evolved as a result of both the Slingshot and federally funded Trade Adjustment Assistant Act (TAAA) grants.

The Peralta Colleges enjoy close working relationships with all of these entities and, as Sector Access Points, Laney College and Merritt College will be able to connect and leverage all of these relationships on behalf of the Oakland workforce delivery system. Our application is supported by:

- Deputy Sector Navigator, Advanced Manufacturing
- Deputy Sector Navigator, Global Trade & Logistics
- Northern California Automotive and Machinists Joint Apprenticeship Committees
- California Tolling & Machining Apprenticeship Association

Sector Access Points serve as the “hubs” for the system’s sector strategies



connect all of the regional sector efforts for the benefit of Oakland WIOA clients.

III. Leveraging Career Pathways Trust, Adult Education Block Grants, and Other Resources

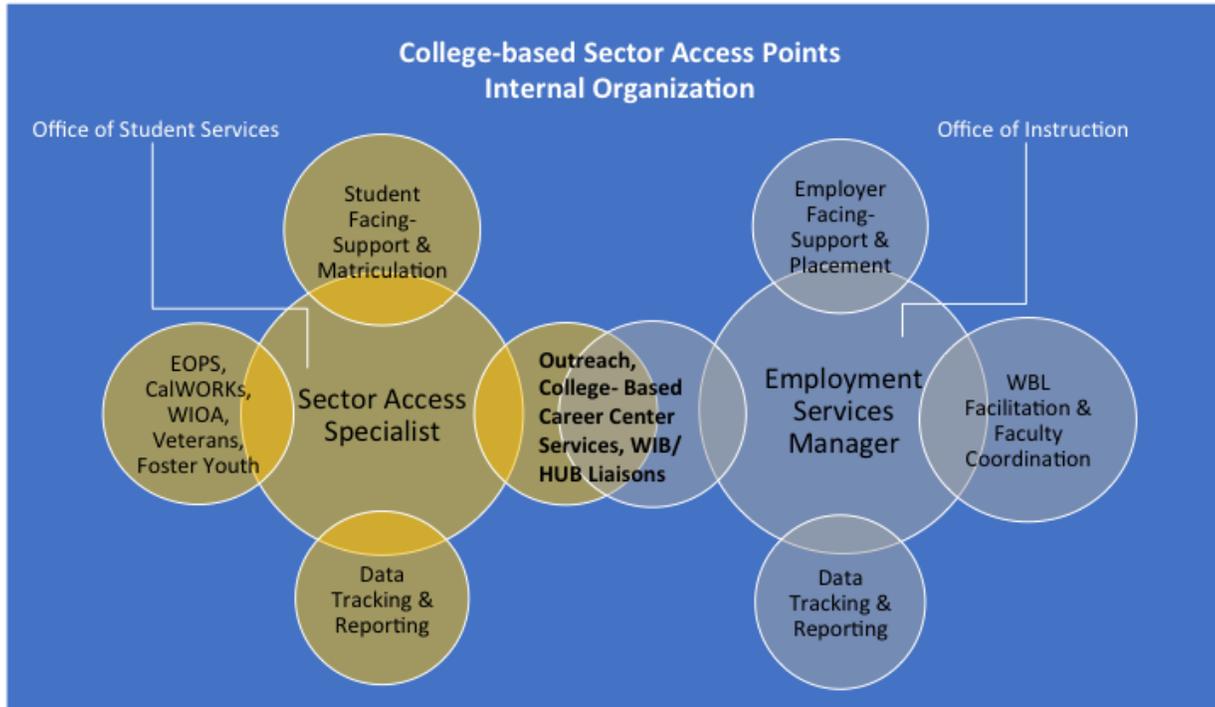
The Peralta Colleges have over 50 years of experience providing workforce development programs to Oakland residents. Over that time, we have touched the lives of more than 1 million East Bay residents and served thousands of employers, large and small. Our colleges annually manage more than \$30 million in grants and other resources that supplement our state funding for Career Technical Education. Recent audits have commended our efforts to manage grant funds effectively, meeting our milestones and delivering outcomes for our students.

Our newly-formed partnership with the Oakland, Berkeley, Alameda, and Piedmont Adult Schools in our newly formed Northern Alameda Consortium for Adult Education (NACAE), for which the Peralta Community College District serves as the fiscal agent for \$7.6 million in annual resources, provides a new avenue through which clients can be identified and served via a robust public partnership creating more seamless career pathway programs – including more robust “on ramps” for students needing additional foundation skills in English or math or a contextualized framework for learning and applying their education to their work environment.

As part of the recently-created Career Pathways Trust (CPT) initiative, administered by the California Department of Education, the Peralta Colleges and 13 of our regional K12 and community college partner districts, received a \$15 million grant through 2018 to strengthen career pathways programs and improve the connection between those programs and the world of work. Also the fiscal agent for these funds, the Peralta Colleges are able to leverage considerable resources and new infrastructure being built with those resources with OWDB dollars on behalf of students and job-seekers. All four of the colleges are hiring Employment Services Managers, initially with CPT funds but sustained with other community college funds after 2018. These new positions will provide leadership and supervision of the Sector Access Specialist that are included in this proposal. The Employment Services Managers will be outward facing, engaging industry and employer partners and increasing the quantity and quality of work and work-based learning experiences for students and WIOA clients. The Sector Access Specialist will serve as the primary contact for WIOA-eligible Peralta students, bringing to bear all of the other on-going federal categorical programs potentially available to them: CalWORKs, CARE, EOPS, DSPS, TANF, AC Transit bus passes, and others.

IV. Service Delivery Model at the Colleges

The Peralta Colleges are proposing to present “no wrong door” to students seeking services. By leveraging a host of other resources (Alameda County WDB-funded One Stops at College of Alameda and Berkeley City College/Adult School, Career Pathways Trust, Adult Education Block Grant funds), the Colleges will be able to organize internally to provide more comprehensive college and career pathway planning, training and employment services.



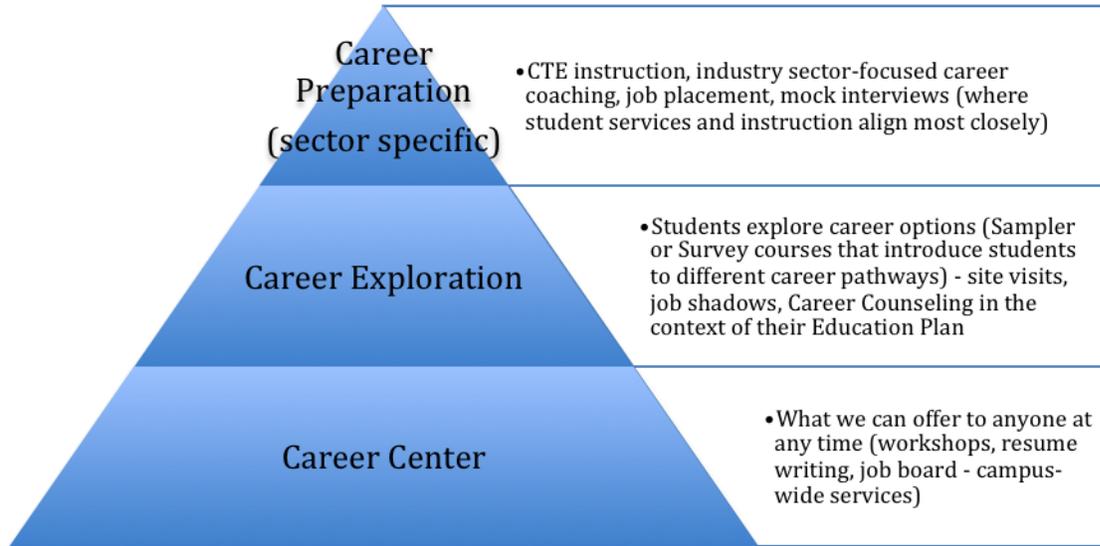
The Employment Services Manager at each campus (paid for by leveraged funds) will run the newly re-instated Career Centers at each campus. These Centers have a prominent location on each campus, located in proximity to the Welcome Center and/or our Student Services offices. The Employment Services Manager connects the colleges' sector programs with industry, leveraging industry sector partnerships. He/she also supports CTE faculty at each campus in scaling the number and improving the quality of industry connections on behalf of students and the program itself. This person:

- Works with employers, the Business Engagement Services provider, industry partnership organizations and others, to determine industry needs.
- Works with faculty in terms of their programs and the alignment of program with industry needs.
- Creates externship opportunities for faculty in industry.
- Creates work and work-based learning opportunities for students and job-seekers.

The Sector Access Specialist position (proposed to be funded by Oakland WDB Sector Access Point funds) is envisioned as a combination of a Job Developer/Case Manager. This person:

- Reaches out to students and potential WIOA clients
- Assesses their needs and enrolls them into WIOA if needed and/or refers them to the Comprehensive One Stop Career Center as needed.
- Connects students with support services, some of which could be directly supported via OWDB funding (books and materials), while others could be leveraged via services offered elsewhere on campus: CalWORKs, CARE, EOPS, DSPS, TANF
- Facilitates career readiness: helps students understand the career options available to them and helps them prepare resumes, interviews, internships via one-on-one coaching as well as providing career readiness workshops.

Together, these positions provide the full-spectrum of services:



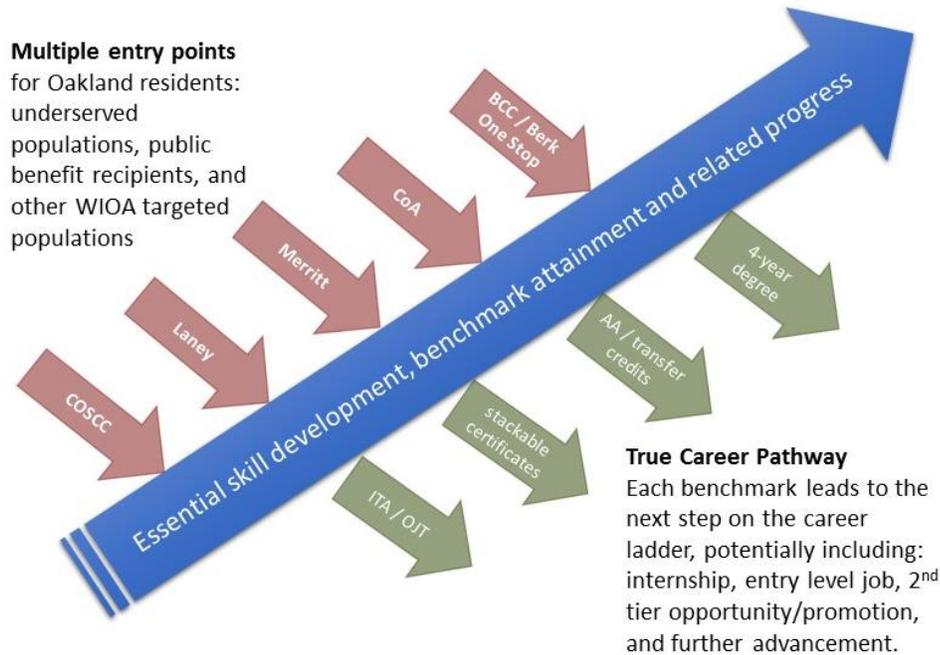
The total staffing at each college would be:

POSITION	FUNDING
Dean of Career Technical Education (Workforce Development)	General Fund
Employment Services Manager	General Fund and CPT
Sector Access Specialist	OWDB Sector Access Point contracts (leverage AC WDB contract as well and Foundation for California Community Colleges' Work-Based Learning grant)
Administrative Assistant - helps with data entry, case management paperwork, CalJOBS, tracking, assist team with organizing and communicating workshops, career fairs, schedules, other events	Adult Education Block Grant, Equity Funds, or CPT
Student Workers	General Fund and CPT

This innovative approach facilitates concurrent WIOA and CTE orientation and enrollment. It also presents the opportunity to provide contextualized sector focused supports (i.e. Individualized Career Services, see "Client Flow Chart" in Appendix D) while they are taking classes or are enrolled in a cohort training program at the colleges.

This is in stark comparison to customary models. Traditionally, a jobseeker customer may work with three separate organizations to complete one activity, including working with different staff at a Community-based Organization (CBO), One Stop Career Center and a third-party training vendor. There can be days or even weeks between each step. Clearly, the traditional approach takes too much time, creates too many handoffs and there are cracks in which the customers can get lost; all of this fosters attrition, lower outcomes and a detached experience for the customer.

“No wrong door” approach



The Sector Access Point model will instead create *full integration* of WIOA Adult and Dislocated Worker services right into the Career Technical Education (CTE) programs within the community college system. Each of the steps from orientation, prep, training, and follow up supports can be performed in one system. These multiple entry points are shown on the “No wrong door” table, above. As interested jobseekers come in to the program, they can enter at several points, including the Comprehensive One Stop Career Center (COSCC), at Laney, Merritt, or several other points where Oakland residents enter the Peralta Community College District (PCCD). This fosters familiarity and connection with the client.

This will allow jobseekers to advance along customized and individualized steps on the career pathway, including:

- 1) **Individual Training Account** – Customers may wish to explore one of the training options available on the Eligible Training Provider List (ETPL);
- 2) **On-the-Job Training / Internship** – For those individuals that are looking for renewed resume experience related to their selected industry an OJT or internship may be an appropriate measure;
- 3) **Stackable certificates** – The vast majority of the customers coming through the Access Point will advance further and obtain industry recognized sector training with certification;

- 4) **Associate's Degree / transfer credits** – The Sector Access Points will serve as a feeder to postsecondary education and/or degree attainment to the four WDB targeted industries;
- 5) **Bachelor's Degree** – Some students in sector bridge models such as this will move forward to transfer their credits and obtain a 4-year degree; and
- 6) **Multi-level employment** – Participants build education, skills and credentials outlined above while concurrently earning income; job placement will be critical for most, including industry-related, entry-level placement during training and coursework. Transition services are also necessary to ensure participants are job-ready and will be successfully placed in unsubsidized sector-related employment upon graduation.

The Peralta Community College District (PCCD) is already uniquely qualified in this area as it has identified areas and implemented system interventions that result in more individuals gaining access to career pathways, completing training and job readiness programs, and attaining employment in growth sectors. Our educational systems assess systemic barriers to learning, address essential skills needs, and provide support through education completion and/or certificate attainment, and provide job placement and retention support.

For many years, one past barrier to enrolling entire cohorts has been the *invisible line* of residency. In our current programs, some of which are funded through the Alameda County Workforce Investment Board (ACWIB), some students in some CTE programs cannot be supported due to funding limitations, and they are often referred to external partners for support. At times, this can create delays and also different levels of service. Under the Sector Access Point model, the invisible line will be eliminated: the ACWIB project will be utilized to serve Alameda County (non-Oakland) residents, and the Oakland WDB project of course will serve Oakland residents. Eradicating the residency problem will assist with outreach efforts, allowing for larger cohorts. This in turn will lead to improved efficiency and greater overall cohort momentum.

Industry Planning and Collaboration – To ensure our CTE programs are employer-driven, meet local and industry labor market needs and are connected to employment opportunities, all Peralta College CTE programs host robust Community Advisory Board (CAB) meetings. As an example, the ATLAS CAB includes: Bay Area Rapid Transit (BART), the Port of Oakland, Bay Ship & Yacht, Surplus Services, Driesbach Enterprises, and PepsiCo, among others. Laney's Machine Technology Program, another example, works with Shell Oil, POSCO Steel, Dow Chemical, East Bay Municipal Utility District, Lawrence Berkeley National Laboratory, Inland Metals, and many other.

As discussed in Section II, the Colleges are excellent focal points for industry attention and collaboration because industry is a partner in shaping and maintaining up-to-date curriculum. As a vested partner in the quality of college programs and as the primary customer for the students exiting those programs, industry does and will continue to connect well with the colleges.

The ability for the Peralta Colleges to leverage Sector Navigators and Deputy Sector Navigators separately funded by the State Chancellor's Office, as well as the California WDB-funded Slingshot Initiative, and our own employer engagement efforts funded by Career Pathways Trust funds, only adds to an already-robust portfolio on sector-based workforce activity and strengthens the Colleges' ability to serve as hubs for the Oakland workforce delivery systems' sector strategies.

V. Proposed Client Services and Flow

Recruitment/Marketing Plan – Outreach efforts would be comprehensive to ensure enrollment benchmarks are met. In addition to the 30,000+ students enrolled in PCCD classes, efforts to reach targeted populations would include:

- ***Comprehensive One Stop Career Center (COSCC)*** – All populations, Adults
- ***Employment Development Department (EDD), Re-Employment Assistance (REA) Workshops, City and County Rapid Response events*** – Dislocated Workers
- ***Veteran’s Administration (VA), EDD Disabled Veteran’s Outreach Program (DVOP)***– Veterans
- Adult schools - basic skills deficient, limited English speakers
- ***Community Based Organizations (CBOs)*** – Public benefit recipients, low income, and other target populations in Oakland.
- ***Alameda County Probation / Parole*** – Reentry / ex-offender

Assessment – A crucial part of the comprehensive services provided to SAP customers, the Sector Access Specialist will assist by providing assessment services including measurement of basic math and reading skills.

Orientation – In-depth industry summaries are provided through Sector Access Points (SAPs). Sector Access Specialists will provide orientations, information and individual assistance to jobseekers on high-growth/high-wage career pathways. Sector Access Points will also provide intensive career awareness training and counseling services from Sector Access Specialists with real experience or advanced knowledge in the industry. All SAPs will also offer work-based learning opportunities for participants that are designed to offer exposure to career pathways information through internships, mentoring and hands-on work experience.

Individualized Career Services – The customer can also advance into Individualized Career Services, which includes: Case Management, Career Counseling, Labor Market Information (LMI) analysis, and ***Individualized Career Plan (ICP)*** development. The ICP should include transition services that provide participants with information and assistance they need to successfully navigate and succeed through next steps following completion of the sector employment program. This may include referring to other needed services with community-based organizations in the area, and/or supportive Services determination and provision

Job Preparation and Placement – Individual and group job preparation will be provided, mock interview skills practice, assistance in preparing a master application and resume. Employment specialists will help SAP participants secure jobs that pay a good wage, including those that need full- and part-time employment so that they can sustain themselves through school and into a career ladder position beyond graduation. We have existing partnerships with quality employers who provide training and opportunity for advancement for the students, including employers in the Alameda County community who hire people with poor work histories.

Follow-Up Services – Job retention counseling occurs throughout the program; coaching is provided to ensure successful transition into the workforce. Industry expectations are explained and reinforced. Regular data entry ensures that the customer’s benchmarks are entered and tracked in CalJOBS. Referrals are made to career ladder advancement opportunities, because sector-trained individuals are more likely to be promoted over time. Follow-up services will also include third-party customer satisfaction surveys in multiple formats (i.e. paper survey in process of program, mailer at end, Survey Monkey for those in ICT, etc.).

Asset building services – Financial coaching assistance will be provided through SparkPoint Oakland, including:

basic banking, budgeting, credit, financial planning and tax assistance, including potentially obtaining earned income tax credit (EITC). Financial coaching will encourage clients to use low-cost banking services, matched savings programs and improve their credit scores.

VI. Outcomes, Data Collection, Reporting and Monitoring

Attachment D details our proposed Performance Outcomes. These are generated, in part, on the basis of our current enrollment in programs relating to OWDB’s targeted industry sectors:

Programs	Enrollment 2015-16
Transportation, Distribution & Logistics	716
Advanced Manufacturing	2,535
Healthcare	4,105
Information Communications Technology & Digital Media	5,098
TOTAL PERALTA ENROLLMENT:	39,144

The Peralta Colleges use a PeopleSoft Enterprise Software System as well as an Oracle-based Business Information (BI) Tool to track enrollment, persistence, completion, and many other data measures for all of our enrolled students. Every year, the District Office of Institutional Research verifies and uploads this data to the California Community College Chancellor’s Office Management Information Systems (MIS) DataMart platform. We also participate in CalPASS Plus which allows us to see and share our aggregated data and how it aligns with our K12 partners. We participate in the National Clearing House data systems, the LaunchBoard, and many other platforms that make our data transparent and verifiable.

Every three years, all of the Peralta CTE programs undergo a Performance Review that is then updated annually. This aligns our programs regularly with regional labor market information, occupational forecasts, and industry input. These continuous improvement strategies will be supplemented with the additional data collection, reporting and monitoring that the Peralta Colleges will implement for the purposes of this contract.

Data Collection – PCCD utilizes CalJOBS for tracking and reporting additional key milestones, including: eligibility determination, enrollment, job readiness, placement and follow up. Demographic information can also be tracked and aggregated in reports. CalJOBS tracks every service provided, and will track customers no matter which of the Peralta colleges or Career Centers they visit. The system reports services delivered from any location, whether the customer is at home, working mobile on the EDD app, or working one-on-one with staff. Services are tracked and measured by individual, event, location, and staff member.

Case Management – Sector Access Specialists can review and determine program eligibility, conduct common intake functions, perform program enrollment, record detailed case notes, assign multiple cases, complete Individual Career Plans (ICPs), provide referrals, track job placement and outcomes, conduct timely follow-ups, and much more.

As seen in our Past/Current performance on similar contracts (see Attachment G), such as our just-closing participation in the U.S. Department of Labor’s Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant program, the Peralta Colleges are accustomed to developing, implementing and utilizing new data tracking, monitoring, and reporting systems.

VII. Sector Access Points as Part of the Oakland Workforce Delivery System

The proposed Peralta College-based Sector Access Points would serve as an integral part of Oakland’s Workforce Delivery System, working seamlessly with partners operating the Comprehensive One Stop Career Center and the Business Engagement Services provider.

ANTICIPATED COMPLETION DATE: JUNE 30, 2017

ALTERNATIVES/OPTIONS: NONE.

EVALUATION AND RECOMMENDED ACTION:

Accept the Oakland Workforce Development Board’s selection of Merritt College to serve as a Sector Access Point as part of Oakland’s local workforce services delivery system and related funds: \$127,500 for FY 2016-17.

OTHER DEPARTMENTS IMPACTED BY THIS ACTION (E.G. INFORMATION TECHNOLOGY):

YES NO

COMMENTS: Merritt College will need to hire 1.5 positions to satisfy the terms of this selection, thus Human Resources and Finance will be affected

WHO WILL BE PRESENTING THIS ITEM AT THE BOARD MEETING? (VICE CHANCELLOR)

(*****Board contract approval is subject to negotiation and execution by the Chancellor.)

DOCUMENT PREPARED BY:

Prepared by: *Karen Engel* Date: 6-2-16
[Dr. Karen Engel, Director of Economic & Workforce Development]

DOCUMENT PRESENTED AND APPROVED BY:

Presented and approved by: *Presenter/Approver Signature Here in Script* Date: _____
[Chief of Staff, Dr. Yashica Crawford]

FINANCE DEPARTMENT REVIEW

Finance review required Finance review *not* required

If Finance review is required, determination is: Approved Not Approved

If not approved, please give reason: _____

Signature: *Ron Little*
Ronald Little, Vice Chancellor for Finance and Administration

GENERAL COUNSEL (Legality and Format/adherence to Education Codes):

Legal review required Legal review *not* required

If Legal review is required, determination is: Approved Not Approved

Signature: _____
Nitasha Sawhney, Acting General Counsel

CHANCELLOR'S OFFICE APPROVAL

Approved, and Place on Agenda Not Approved, but Place on Agenda

Signature: *Jowel C. Laguerre*
Jowel C. Laguerre, Ph.D.