



**EAST BAY ALLIANCE FOR A SUSTAINABLE ECONOMY**  
Building Power With Community, Workers & People of Faith

San Francisco Bay Area Regional Prosperity Plan  
**Final Report Outline for Sub-Grantees**

**A. PROJECT PROFILE** (1 page maximum)

Project Name: Revive Oakland, *Making Good Jobs Real*

Lead and Partner Organizations: East Bay Alliance for A Sustainable Economy

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Sub-Grant Program: HUD Regional Prosperity Plan Equity Initiative Housing

Project Type:

Total Grant Amount: \$75,000.00

Total Match (if any):

Geographic Coverage of Project: Oakland/Alameda County

**Brief Description (150 words maximum):**

EBASE convenes the 30 organization strong Revive Oakland Coalition to build grassroots leadership and create public policy in support of good jobs creation for low-income communities of color. Through its leadership in the Revive Oakland Coalition (RO), our work won the landmark 2012 Good Jobs Policy on the City of Oakland’s Oakland Army Base Redevelopment project (OAB) creating a robust good jobs pipeline that will deliver a projected 1500 construction and 1500 goods movement operations jobs for East Bay communities. The West Oakland Job Resource Center (WOJRC) is key to the success of this pipeline and already becoming a national resource and regional model for successful workforce development. Since opening in March 2013, the WOJRC has consistently met its 50% local hire, 25% disadvantaged, and 20% apprentice utilization goals.

**B. PROJECT DESCRIPTION** (1 page maximum)

**1. Goals and Objectives**

The project objectives included the implementation of the Good Jobs Policy on the Oakland Army Base Redevelopment project and its expansion regionally to provide new opportunities for good jobs with career pathways though local and disadvantaged hire requirements, “ban the box” policy to open up opportunities for formerly incarcerated residents, and effective workforce readiness assistance and placement in construction and warehouse jobs. The project goals were to provide a high standard for performance and accountability for the policy through the Community Oversight Commission, on which Revive Oakland has two seats; to ensure the creation of hundreds of quality jobs and training program placements that are accessible to low-income and disadvantaged residents; and, the employment of hundreds of un- and underemployed low-income residents in

family sustaining jobs that help them to make real improvements and investments in their families and neighborhoods. EBASE's work has the goal to increase leadership development of Oakland residents, workers, and youth who will be most impacted by the campaign's success.

The project serves a population of job seekers comprised of predominantly low-income people of color in Oakland, facing barriers to gainful employment that include: long term un- and underemployment; lack of relevant skills to compete for higher wage, career track jobs; and, former incarceration. Our project addresses the need for targeted job readiness and jobs creation in Oakland's communities hardest hit by years of disinvestment and the Great Recession of 2008.

## **2. Work Plan**

The key tasks and deliverables are the: 1) Implementation of the Good Jobs Policy to include convening and coordinating the Revive Oakland coalition to ensure the successful operation of the WOJRC. This task included building consensus among community stakeholders regarding the appointments to the Community Oversight Commission for the Oakland Army Base Jobs Policy. EBASE also would build connections between the WOJRC and community organizations, large employers, service providers, trainers and apprentice program to develop the construction workforce development pipeline. 2) The expansion of the Good Jobs Policy win to other public agencies including Alameda County Transit and the Port of Oakland to improve availability and access to construction jobs. 3) Engage community partners and low-income communities of color in accessing services and training are available to move them into long-term construction work. The tasks for this deliverable include creating education materials that explain the construction careers pipeline and developing recommendations on how the WOJRC can best meet the needs of jobs seekers and partner with community organizations. 4) Promote a regional model by reaching out to other agencies that have publicly-funded construction work, to create and/or improve opportunities for good jobs creation in low-income and under-represented communities.

## **3. Role of Lead and Partners**

EBASE

Revive Oakland Coalition

EBASE convenes the Revive Oakland Coalition to win policies and hiring standards on publicly funded projects that create access to family-sustaining jobs for the region's low-income and disadvantaged residents. EBASE engages with City, Port of Oakland, and other agencies to develop and advance the Coalition's public policy agenda. EBASE and Revive Oakland won and will expand the unprecedented 2012 Good Jobs Policy on the City of Oakland's Oakland Army Base Redevelopment project (OAB). We expanded on that to win a 2013 good jobs agreement on the AC Transit Bus Rapid Transit project impacting communities in Oakland and San Leandro. The Good Jobs Policy sets a mandate for a living wage, 50% local hire and 25% disadvantaged hire, "ban the box" requirement for employers, and created the West Oakland Jobs Resource Center (WOJRC). The WOJRC is building the capacity of low-income workers to meet the demand for skilled workers in construction and warehousing. Our work creates access to quality training and jobs for Oakland's low-income residents and a strong the workforce pipeline. EBASE and Revive Oakland will continue oversight of of the OAB Good Jobs Policy implementation, replicate the

policy on the Port's side of the OAB, and expand the success of the West Oakland Job Resource Center (WOJRC) to include other projects.

### **C. CHALLENGES AND OUTCOMES (1 page maximum)**

#### **4. Challenges**

During the grant period, EBASE and the Revive Oakland Coalition's main challenges were encountered in our work with the Port of Oakland to achieve a good jobs policy on the Port side of the OAB. This work has progressed much more slowly than we projected primarily due to Port leadership transitions and the different structure of accountability for the Port in comparison to the City of Oakland. We are in regular meetings with Port officials to maintain relationships and progress that we need to win similar if not better policies on the Port side of the OAB.

#### **5. Outcomes**

The Good Jobs policy marshals a comprehensive approach to building a robust pipeline that will deliver a projected 1500 construction and 1500 goods movement operations jobs in the first phase of the OAB project. **The crucial valve of this pipeline is the WOJRC that will ultimately serve multiple sector employers and jobs seekers around the East Bay region.** Since its opening in March 2013, WOJRC has already becoming a national resource and regional model for other cities seeking strategies to improve local hires in long term construction careers.

Since Revive Oakland celebrated the November 2013 ground breaking of the Oakland Army Base redevelopment project, the OAB contractors have worked 135,899 construction hours of that 50.8% were performed by Oakland residents, 22.6% of these hours worked by apprentices, and 42.8% of the apprentice hours were performed by disadvantaged workers. Since its opening in March 2013, the WOJRC has served 746 clients, placed 115 in employment and referred 159 for pre-apprenticeship programs and apprenticeships. Approximately eighty-seven percent (87%) of the individuals placed in employment and training programs are African American, approximately 20% are re-entry, and 22% reside in the West Oakland 94607 zip code. In contrast to the historical performance of a majority of City local hire projects, the WOJRC has consistently met its 50% local hire, 25% disadvantaged, and 20% apprentice utilization goals.

Key to the policy's successful implementation is the Community Oversight Commission formed to ensure city and employer compliance with the good jobs policies, address implementation issues as they arise, and accountability to the low-income and people of color communities it serves. Community based advocacy secured City approval to use its revenues from the OAB development project to fund the WOJRC for \$500,000 per year for 2 years, with the expectation for renewal. Since these funds will not be available until 2015, EBASE, in its leadership position in Revive Oakland, secured \$620,000 in gap funding from the City.

EBASE and Revive Oakland are also in negotiations with the Port of Oakland on its portion of the former Army Base redevelopment. The Port has committed to using the City of Oakland's Good Jobs Policy as a baseline and achieving a set of agreements that are "as good as if not better than the City's for the Port's project which will double the total job numbers.

EBASE convenes monthly meetings with Revive Oakland's eight core community, faith, and labor partners to advance the Coalition's goals.

#### **D. REPLICABILITY AND DISSEMINATION (1 page maximum)**

##### **6. Replicability**

Thanks to the vision EBASE spearheaded, the Jobs Resource Center is becoming a national resource and model for other communities looking to boost local resident participation in long term construction careers. Our goal is to not only replicate the policy wins but also expand the WOJRC's scope to other publicly funded projects in the region. To date we have successfully expanded the policy and WOJRC scope to include the Alameda County Transit Bus Rapid Transit Line construction project (in Oakland and San Leandro) and Oakland's multi-million dollar Brooklyn Basin development project (with a community benefits agreement won by EBASE in 2006). In the next 3 years, EBASE plans to build on these outcomes by replicating our good jobs campaign and policy wins to:

- a. Strengthen the Port of Oakland's existing Maritime & Aviation Project Labor Agreement (MAPLA) to create community jobs policies for the approximately 1500 construction jobs and 1800 logistics and warehouse jobs to be created through the Port's OAB project.
- b. Secure wage and benefits standards and create local hire jobs policies for the recycling facilities projects on the OAB, which will generate approximately 200 construction jobs and 200 truck driving, recycling and service sector jobs.
- c. Explore the development of a comprehensive campaign for good jobs agreements on the City of Oakland's proposed Coliseum City Transit Oriented Development Project in East Oakland.

##### **7. Tools and Resources**

With the success of Revive Oakland, EBASE has honed its role and focused our resources in those areas where we bring the most value to the communities we work with and for in our advocacy. Our tools are demonstrated commitment to on-the-ground organizing that builds leadership and advocacy skills among low-wage workers and low-income communities of color; expertise in smart policy development to increase accountability and benefits for low-income residents most impacted by public and private development; and our ability and 15 years of experience that enables us to convene strong, broad-based coalitions. EBASE has set a standard both for waging winning campaigns and building power for tens of thousands of the East Bay's low-income workers, immigrants, and communities of color. We set clear, quantifiable goals to shape public policy that is inclusive and beneficial to low-income residents.

##### **8. Sharing and Dissemination**

EBASE has built a foundation of sustainable and cross-sector partnerships, an engaged base of workers and residents, and public policy wins that are creating and increasing access to good jobs with career pathways for the East Bay's low wage workers and low income communities of color. Our successful coalition building and advocacy work position us to bring a model for good jobs development to a regional scale in 2015 and beyond. We already and will share this model through our community and funding partnerships and networks such as The Marguerite Casey Foundation's national Equal Voices for America campaign, our community and economic development networks

including the national Partnership for Working Families, and local movement building work including our work as a founding member of Oakland Rising.

## **RECOMMENDATIONS AND NEXT STEPS (1 page maximum)**

### **9. Recommendations**

Our efforts have demonstrated that our success in seeing through policy gains on large-scale development projects requires consistent and sustained presence and partnership. The HUD MTC Bay Area Regional Equity funding has enabled us to apply this consistency and adapt our strategies to push through our policy agenda. If that funding had not been in place, we would have had to lessen our efforts to maintain the heavy workload of our Coalition to see through to such unprecedented accomplishment. Our primary recommendations include:

- 1) Create an emphasis on the importance of funding community based advocacy for the effective implementation and enforcement of public policy that creates jobs and access to good jobs for low-income and disadvantaged communities.
- 2) The adoption of goods jobs and workforce development policies as an agency-wide practice by city, county and regional agencies instead of a project by project basis.
- 3) Regular implementation of community-based oversight bodies to ensure that public policy, particularly in jobs creation, is responsive to the needs of residents and low-income communities.
- 4) Analysis of the viability of new development projects, publicly and privately funded, include an assessment of how it can deliver real benefits and opportunities for low-wage workers and low-income communities of color.

### **10. Next Steps**

The need for good jobs and career pathways is still unmet; therefore, we are shaping our 2015 campaign to expand the WOJRC's construction careers pipeline to serve more low-income and disadvantaged communities throughout the East Bay region by winning good jobs policies on other city and regional construction projects. In 2015, EBASE will follow through our wins for good jobs for Oakland residents by:

- 1) Ensuring the success of the WOJRC by supporting its fundraising efforts, expanding its capacity and advocating for the creation of a strategic plan to guide the jobs center's continued partnership with community organizations, employers and labor unions.
- 2) Continuing our role and work on the Oversight Commission.
- 3) Implementing the AC Transit Bus Rapid Transit Construction Careers policy by getting the Oversight Committee established and workforce development money allocated.



# VISION FOR OAKLAND JOBS CENTER:

## *The Heart that Pumps Local Workers Through the Good Jobs Pipeline*

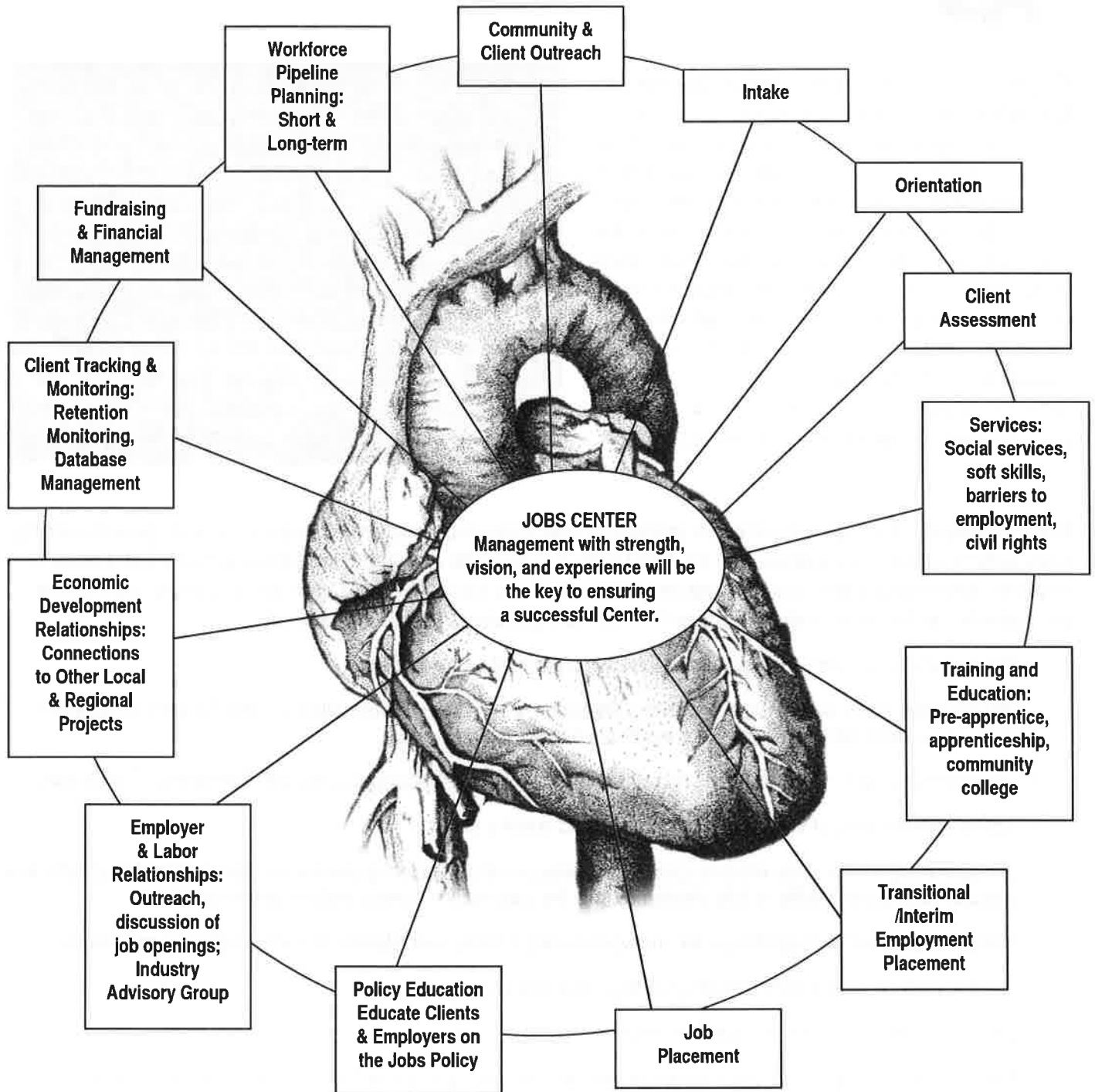
Over the past three years, Revive Oakland has participated in many discussions to develop a successful program for putting Oaklanders to work on the old Army Base. These discussions included a year-long stakeholder process convened by former Council member Brunner which resulted in consensus on the Community Jobs Agreement and the establishment of the Jobs Resource Center. In continuing these workforce development conversations with the City, community stakeholders, and practitioners, we respectfully offer the following vision for the Job Center to continue moving forward our collective goal of creating accessible jobs for Oaklanders.

The vision for the Oakland Jobs Center is to move thousands of workers into family-sustaining careers that contribute to our local economy. The Center will be the regional heart; bringing together job-seekers, labor partners, employers, social service providers, regional agencies, and city staff to pump our community's workforce through this good jobs pipeline of assessment, training and support services, and eventual retention in good jobs. The Center will be innovative and forward-thinking, focusing not only on placing clients in the short-term, but committed to addressing the long-term needs of the community, construction and logistics industries, and the local economy.

With the Oakland Army Base redevelopment breaking ground in December and several major construction projects coming online early next year, it is imperative that the Jobs Center has adequate staffing and an operations model that is ready to serve the community and meet local hire requirements. *The key to a successful Jobs Center will be a strong, experienced, and dedicated center management that shares the vision and possesses the following skill-set:*

- Strong track record and experience in implementing essential center functions.
- Demonstrated ability to understand and serve the needs of low-income communities of color, formerly incarcerated, youth, immigrants, and those with other significant barriers to employment.
- Language capacity to serve targeted populations and limited English speakers (Spanish, Vietnamese, Cantonese).
- Strong understanding of the construction industry and building trades.
- Strong working relationships with pre-apprentice training programs, union apprentice programs, union hiring halls, and signatory contractors. Ability to help clients navigate the construction training and placement process.
- Strong understanding of logistics sector and warehousing industry and relationships with employers and unions.
- Understanding of WIA system including funding guidelines and reporting.
- Capacity for data collection, database management and reporting.
- Ability to secure additional financial resources and allocate funding in a way that maximizes money for client services.
- Willingness and ability to think critically about a long-term workforce pipeline.
- Ability to market the center and connect it with other job-generating public agencies and projects so that it can eventually serve as a regional hub for jobs with a presence in multiple communities in Oakland and surrounding cities.
- Accountable to stakeholder oversight.

**The Jobs Center** - and its management team - are the heart that will pump our community's workforce through the good jobs pipeline. Through partnership with other agencies and providers, the Center should successfully perform the outlined functions in line with the vision with the result of in long-term placements in family-sustaining jobs.



**NEXT STEPS:** It is vital that we promptly move forward to secure a long-term Jobs Center operations structure, recruiting and retaining staff who will develop the Center in line with this vision. There should also be an adequate transitioning process to keep the systems in place that were created by interim center management.