

File ID Number	25-2571
Introduction Date	11/12/25
Enactment Number	
Enactment Date	
By	



**OAKLAND UNIFIED
SCHOOL DISTRICT**
Community Schools, Thriving Students

**OAKLAND UNIFIED SCHOOL DISTRICT
Office of the Board of Education**

November 12, 2025

To: Board of Education

From: Denise Saddler, Interim Superintendent
Sondra Aguilera, Chief Academic Officer
Vanessa Sifuentes, Deputy Chief of Post-Secondary Readiness
Kim Jones, Director, Adult and Career Education Department

Subject: Subgrant Agreement - State of California, Employment Development Department - Workforce
Innovation and Opportunity Act (WIOA) Plan (#AA511069) - Adult and Career Education Department

ACTION REQUESTED:

Approval by the Board of Education of a Subgrant Agreement, No. AA511069, by and between the District and the State of California, Employment Development Department, a pass-through entity, with the latter accepting \$1,940,425.83, to support the Opportunity Young Adult Career Pathway Program, as described in the agreement, via the Adult and Career Education Office, for the period of June 1, 2025 to December 31, 2027, pursuant to the terms and conditions thereof, for grant years, if any.

BACKGROUND:

Subgrant Agreement for OUSD schools for the 2025-2027 fiscal years was submitted for funding as indicated in the chart below. The Grant Face Sheet and grant application packets are attached.

File ID #	Backup Document Included	Type	Recipient	Grant's Purpose	Time Period	Funding Source	Grant Amount
25-2571	Yes	Grant	Oakland Unified School District, Adult and Career Education Office	To support the Opportunity Young Adult Career Pathway Program.	4/1/2025 - 3/31/2027	State of California, Employment Development Department	\$1,940,425.83

DISCUSSION:

The District created a Grant Face sheet process to:

- Review proposed grant projects at OUSD sites and assess their contribution to sustained student achievement
- Identify OUSD resources required for program success

OUSD received a Grant Face Sheet and a completed grant application for the program listed in the chart by the school.

FISCAL IMPACT:

The total amount of grants will be provided to OUSD schools from the funders.

- Grants valued at: \$1,940,425.83

RECOMMENDATION:

Approval by the Board of Education of a Subgrant Agreement for the Adult and Career Education Department for fiscal year 2025-2027, pursuant to the terms and conditions thereof, for the grant years, if any.

ATTACHMENTS:

Grant Face Sheet

Subgrant Agreement #AA511069

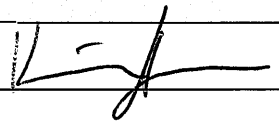
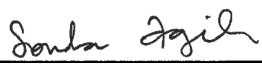
OUSD Grants Management Face Sheet

Title of Grant: Oakland Unified School District for the Opportunity Young Adult Career Pathway Program (OYACPP) Program	Funding Cycle Dates:
Grant's Fiscal Agent: (contact's name, address, phone number, email address) Kim Jones, Director, Oakland Adult & Career Educ. Oakland Unified School District 1011 Union Street Oakland, CA 94607 Kim.jones1@ousd.org	Grant Amount for Full Funding Cycle: \$1,940,425.83
Funding Agency: Employment Development Department (EDD) PO Box 826880 Sacramento, CA 94280-0001 WSBprojectmanagement@edd.ca.gov	Grant Focus: Opportunity Young Adult Career Pathway Program (OYACPP) Program
List all School(s) or Department(s) to be Served: Oakland Adult & Career Education Linked Learning	

Information Needed	School or Department Response
How will this grant contribute to sustained student achievement or academic standards?	This grant supports the existing Highway to Work program through Linked Learning and existing OACE CTE programs. Both programs have been successful at training and placing students in internships and employment.
How will this grant be evaluated for impact upon student achievement? (Customized data design and technical support are provided at 1% of the grant award or at a negotiated fee for a community-based fiscal agent who is not including OUSD's indirect rate of 3.10% in the budget. The 1% or negotiated data fee will be charged according to an Agreement for Grant Administration Related Services payment schedule. This fee should be included in the grant's budget for evaluation.)	EDD has its own evaluation process and we have hired High Road Alliance as a consultant to monitor outcomes and provide guidance on best practices.
Does the grant require any resources from the school(s) or district? If so, describe.	In kind services to match a percentage of the grant ward.
Are services being supported by an OUSD funded grant or by a contractor paid through an OUSD contract or MOU?	Through the grant.

(If yes, include the district's indirect rate of 3.10% for all OUSD site services in the grant's budget for administrative support, evaluation data, or indirect services.)	
Will the proposed program take students out of the classroom for any portion of the school day? (OUSD reserves the right to limit service access to students during the school day to ensure academic attendance continuity.)	No
Who is the contact managing and assuring grant compliance? (Include contact's name, address, phone number, email address.)	Name/Title: Kim Jones, Director Site: Oakland Adult & Career Education Address: 7929 Ney Ave, Oakland, CA 94605 Phone: (510) 879-1400 Email: kim.jones1@ousd.org

Applicant Obtained Approval Signatures:

Entity	Name/s	Signature/s	Date
Principal/Administrator	Kim Jones		5/19/2025
Chief Academic Officer	Sondra Aguilera		10/10/25

Grant Office Obtained Approval Signatures:

Entity	Name/s	Signature/s	Date
Senior Business Officer	Lisa Grant-Dawson		
Superintendent	Kyla Johnson-Trammell		

WIOA SUBGRANT AGREEMENT

Oakland Unified School District

SUBGRANT NO: AA511069
MODIFICATION NO: New
SUBRECIPIENT CODE: OUS
UNIQUE ENTITY NO:
INDIRECT COST RATE: 3.89%

PASS-THROUGH ENTITY:

State of California
Employment Development Dept.
Central Office Workforce
Services Division
P.O.Box 826880, MIC 69
Sacramento, CA 94280-0001

SUBRECIPIENT: Oakland Unified School District
1011 Union Street
Oakland, CA 94607

GOVERNMENTAL
ENTITY: No

This Subgrant Agreement is entered into by and between the State of California, Employment Development Department, hereinafter the Pass-through Entity, and the **Oakland Unified School District**, hereinafter the Subrecipient. The Subrecipient agrees to operate a program in accordance with the provisions of this Subgrant and to have an approved Workforce Innovation and Opportunity Act (WIOA) Plan for the above named Pass-through Entity filed with the Pass-through Entity pursuant to the WIOA. This modification consists of this sheet and those of the following exhibits, which are attached hereto and by this reference made a part hereof:

Funding Detail Chart	
General Provisions	
Opportunity Young Adlt Career Pthwy (OYA) PY 24-25	
1315 Project Narrative	Exhibit A, 15 pages
1315 Budget Summary Plan	Exhibit F, 2 pages
1315 Other Exhibit	Exhibit F2, 8 pages
1315 Supplemental Budget Form	Exhibit G, 1 pages
1315 Project Workplan	Exhibit I, 16 pages
1315 Partner Roles and Responsibilities	Exhibit J, 3 pages
1315 Performance Goals/Benchmark Plan	Exhibit K, 1 pages

ALLOCATION(s) The Pass-through Entity agrees to reimburse the Subrecipient not to exceed the amount listed hereinafter 'TOTAL'	PRIOR AMOUNT INCREASE/DECREASE: TOTAL:	\$0.00 \$1,940,425.83 \$1,940,425.83
TERM OF AGREEMENT From:4/1/2025 To: 3/31/2027	Terms of Exhibits are as designated on each exhibit	
PURPOSE: The purpose of this action is to initiate this new Program Year (PY) 2024-25 subgrant agreement and incorporate WIOA 15% Governor's Discretionary funding to the Opportunity Young Adult Career Pathway Program (OYA) PY 24-25 project into grant code 1315. The term of these funds is April 1, 2025 through March 31, 2027.		
APPROVED FOR PASS-THROUGH ENTITY(EDD) (By Signature)	APPROVED FOR SUBRECIPIENT (By Signature) Kyla Johnson-Trammell  Digitally signed by Kyla Johnson-Trammell Date: 2025.06.24 11:50:45 -07'00'	
Name and Title Maria McNamara Financial Management Unit Manager Central Office Workforce Services Division	Name and Title Dr. Kyla Johnson-Trammell Superintendent	

Approved As To Form By OUSD Legal Department



10/02/25

Roxanne De La Rocha, Staff Attorney

I hereby certify that to my knowledge, the budgeted funds are available for the period and purpose of expenditures as stated herein	This agreement does not fall within the meaning of Section 10295 of Chapter 2 of Part 2 of Division 2 of the Public Contract Code of the State of California and pursuant to 58 OPS Cal. Atty. Gen 586, is exempt from review or approval of the Dept. of General Services and the Dept. of Finance
Signature of EDD Accounting Officer	

Budget item: 7100 Fund: 0869 Budgetary Attachment: Yes
 Chapter: Statute: 2024 FY: 24/25

SUBGRANT AGREEMENT
FUNDING DETAIL SHEET

SUBGRANT NO:AA511069
MODIFICATION NO:New

Oakland Unified School District

I. Allocation

Funding Source	Prior Amount	Increase	Decrease	Adjusted Allocation
WIA/WIOA 15% - Governor's Discretionary				
90775 1315 Opportunity Young Adlt Career Pthwy (OYA) PY 24-25 04/01/2025 to 03/31/2027 Prog/Element 61/40 Ref 001 Fed Catlg 17.258	\$0.00	\$1,940,425.83	\$0.00	\$1,940,425.83
Total WIA/WIOA 15% - Governor's Discretionary	\$0.00	\$1,940,425.83	\$0.00	\$1,940,425.83
Grand Total:	\$0.00	\$1,940,425.83	\$0.00	\$1,940,425.83

NARRATIVE

SUBGRANT NO:AA511069
MODIFICATION NO: 0

SUBRECIPIENT:Oakland Unified School District
FAIN NO: 24A55AT000059
FEDERAL AWARD DATE:
FUNDING SOURCE: Opportunity Young Adlt Career Pthwy (OYA) PY 24-25 - 1315

TERM OF THESE FUNDS: 04/01/2025 - 03/31/2027

Use of funds added by this modification is limited to this period and additionally limited by the recapture provisions applicable to this funding source. The state may at its discretion recapture funds obligated under this exhibit, if expenditure plans are not being met.

PROGRAM NARRATIVE

The purpose of this action is to initiate the new PY 24-25 subgrant agreement and incorporate \$1,940,425.83 of WIOA 15% Governor's Discretionary funding to the Opportunity Youth Adult Career Pathway Program (OYA) PY 24-25 project into grant code 1315. The term of these funds is April 1, 2025, through March 31, 2027. NOTE: By signing this subgrant agreement you agree to all the Term and Conditions issued by the Department of Labor for all WIOA funding for Program Year (PY) 2024. The Terms and Conditions are included in the transmission of this Master Subgrant Agreement.

This exhibit adds to and does not replace the terms and conditions of any other exhibit included in this agreement which terms and conditions remain in full force and effect.

WIOA (2015)

WIOA SUBGRANT AGREEMENT

1. Compliance In performance of this subgrant agreement, Subrecipient will fully comply with: a. The provisions of the Workforce Innovation and Opportunity Act (WIOA), (29 U.S.C. §§ 3101- 3361 (2014), WIOA Final Regulations, and all legislation, regulations, directives, policies, procedures and amendments issued pursuant thereto. b. All State legislation and regulations to the extent permitted by federal law and all policies, directives and/or procedures, which implement WIOA. c. Title 2, Code of Federal Regulations (C.F.R.) part 200 (Office of Management and Budget Guidance) [OMB Guidance]. d. Title 2, C.F.R. Part 2900 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards) [Uniform Requirements]. e. The provisions of the Jobs for Veterans Act (Pub. L. No. 107-288) as the law applies to Department of Labor (DOL) job training programs. f. Subrecipient will ensure diligence in managing programs under this subgrant agreement, including performing appropriate monitoring activities and taking prompt corrective action against known violations of WIOA. 2. Certifications, Assurances, Standards Except as otherwise indicated, the Subrecipient agrees to comply with the certifications, assurances and standards set out in Exhibit A: Certifications and Assurances, Exhibit B: Intellectual Property Provisions and Exhibit C: Confidentiality Requirements. Failure to comply with all requirements of the certifications, assurances and standards may result in suspension of payment under this subgrant agreement or termination of this subgrant agreement or both, and the Subrecipient may be ineligible for award of future state subgrant agreements/contracts if the Pass-through Entity determines that any of the following has occurred: a. false information on the certifications, assurances and standards, or b. violation of the terms of the certifications, assurances and standards by failing to comply with the requirements noted in Exhibits A, B and C. 3. Funding It is mutually understood between the parties that this subgrant agreement may have been written before ascertaining the availability of congressional and legislative appropriation of funds, for the mutual benefit of both parties, in order to avoid program and fiscal delays which would occur if the subgrant agreement was executed after that determination was made. a. This subgrant agreement is valid and enforceable only if i. sufficient funds are made available by the State Budget Act of the appropriate state fiscal years covered by this subgrant agreement for the purposes of this program, and ii. sufficient funds are made available to the state by the United States Government for the fiscal years covered by this subgrant agreement for the purposes of this program. In addition, this subgrant agreement is subject to any additional restrictions, limitations, or conditions enacted by the Congress and Legislature or any statute enacted by the Congress and Legislature which may affect the provisions, terms, or funding of this subgrant agreement in any manner. b. At the expiration of the terms of this subgrant agreement or upon termination prior to the expiration of this subgrant agreement, funds not obligated for the purpose of this subgrant agreement will be immediately remitted to the Pass-through Entity, and no longer available to the Subrecipient. c. The Pass-through Entity retains the right to suspend financial assistance, in whole or in part, to protect the integrity of the funds or to ensure proper operation of the program, providing the Subrecipient is given prompt notice and the opportunity for an informal review of the Pass-through Entity's decision. The EDD Chief Deputy Director or his/her designee will perform this informal review and will issue the final administrative decision within 60 days of receiving the written request for review. Failure on the part of the Subrecipient or a Subcontractor of the Subrecipient to comply with the provisions of this subgrant agreement, or with WIOA or other applicable regulations, when such failure involves fraud or misappropriation of funds, may result in immediate withholding of funds. d. If applicable, the chief elected official (CEO) of a unit of general local government designated as a Local Workforce Development Area shall be liable to the Pass-through Entity for all funds not expended in accordance with WIOA, and shall return to the Pass-through Entity all of those funds. If there is more than one unit of general local government in a local area, the CEO(s) will be the individual(s) designated under an agreement executed by the CEO(s) of the local units of government. The CEO(s) designated under the agreement shall be liable to the Pass-through Entity for all funds not expended in accordance with WIOA, and shall return to the Pass-through Entity all of those funds. 4. Requirement to Provide Certain Information in Public Communications (Steven's Amendment) Pursuant to Public Law 116-260, Division H, Title V, Section 505, when issuing statements, press releases, requests for proposals, bid solicitations and other documents describing projects or programs funded in whole or in part with Federal money, all non-Federal entities receiving Federal funds shall clearly state: a. The percentage of the total costs of the program or project which will be financed with Federal money; b. The dollar amount of Federal funds for the project or program; and c. The percentage and dollar amount of the total costs of the project or program that will be financed by non-governmental sources. 5. Insurance a. Except for city and county governmental entities, Subrecipients must provide the Pass-through Entity evidence of the coverage specified in paragraphs (i), (ii), (iii) and (iv) below. The evidence of coverage shall include the registration number of the subgrant agreement for identification purposes. i. Subrecipient will obtain a fidelity bond in an amount of not less than _____, prior to the receipt of funds under this subgrant agreement. If the bond is canceled or reduced, Subrecipient will immediately notify the Pass-through Entity. In the event the bond is canceled or revised, the Pass-through Entity will make no further disbursements until it is assured that adequate coverage has been obtained. ii. Subrecipient will provide general liability insurance with a combined limit of \$1,000,000, or public liability and property damage coverage with a combined limit of not less than \$1,000,000. iii. Subrecipient will provide

broad form automobile liability coverage with limits as set forth in (ii) above, which applies to both owned/leased and non-owned automobiles used by the Subrecipient or its agents in performance of this subgrant agreement. Or, in the event that the Subrecipient will not utilize owned/leased automobiles but intends to require employees, trainees or other agents to utilize their own automobiles in performance of this subgrant agreement, Subrecipient will secure and maintain on file from all such employees, trainees or agents a self-certification of automobile insurance coverage. iv. Subrecipient will provide workers' compensation insurance, which complies with provisions of the California Labor Code, covering all employees of the Subrecipient and all participants enrolled in work experience programs. Medical and Accident Insurance will be carried for those participants not qualifying as "employee" (§ 3350, et seq. of the California Labor Code) for workers' compensation. v. The Pass-through Entity will be named as "Certificate Holder" of policies secured in compliance with paragraphs (i), (ii), (iii) and (iv) above and will be provided certificates of insurance or insurance company "binders" prior to any disbursement of funds under this subgrant agreement, verifying the insurance requirements have been complied with. The coverage noted in paragraphs (iii) and (iv) above must contain the following clauses: 1. Insurance coverage will not be canceled or changed unless 30 days prior to the effective date of cancellation or change written notice is sent by the Subrecipient to: Employment Development Department, Central Office Workforce Services Division Financial Management Unit, P.O. Box 826880, MIC 69, Sacramento, CA 94280-0001. 2. State of California, its officers, agents, employees, and servants are included as additional insured, but only insofar as the operations under this subgrant agreement are concerned. 3. State of California is not responsible for payment of premiums or assessments on this policy. vi. Subrecipient agrees that the liability insurance herein provided for shall be in effect at all times during the term of this subgrant agreement. In the event said insurance coverage expires at any time or times during the time of this contract, the Subrecipient agrees to provide, at least 30 days before said expiration date, a new certificate of insurance evidencing insurance coverage as provided for herein for not less than the remainder of the term of the subgrant agreement or for a period of not less than one year. New certificates of insurance are subject to the approval of the Pass-through Entity, and the Subrecipient agrees that no work or services shall be performed prior to such approval. The Pass-through Entity may, in addition to any other remedies it may have, terminate this subgrant agreement should Subrecipient fail to comply with these provisions. 6. Resolution A county, city, district or other local public body must provide the state with a copy of a resolution, order, motion, or ordinance of the local governing body which by law has authority to enter into an agreement, authorizing execution of this subgrant agreement. Preferably resolutions should authorize a designated position rather than a named individual. 7. Procurement Standards The Subrecipient must use the methods of procurement in accordance with 2 C.F.R. § 200.320. 8. Grievances and Complaint System Subrecipient will establish and maintain a grievance and complaint procedure in compliance with the WIOA section 181, OMB Guidance, Uniform Requirements, federal regulations and state statutes, regulations and policy. 9. Remedies for Non-Compliance If the Subrecipient fails to comply with Federal statutes, regulations or the terms and conditions of a Federal award, the Pass-through Entity may impose additional conditions, as described in 2 C.F.R. § 200.207, Specific conditions. If the Pass-through Entity determines that noncompliance cannot be remedied by imposing additional conditions, the Pass-through Entity may take one or more of the following actions listed in 2 C.F.R. § 200.338. 10. Disallowed Costs Except to the extent that the state determines it will assume liability, the Subrecipient will be liable for and will repay to the Pass-through Entity, any amounts expended under this subgrant agreement found not to be in accordance with WIOA including, but not limited to, disallowed costs. Such repayment will be from funds (Non- Federal), other than those received under the WIOA. 11. Termination This subgrant agreement may be terminated in whole or in part for either of the two following circumstances: a. Termination for Convenience - Either the Pass-through Entity or the Subrecipient may request a termination, in whole or in part, for convenience. The Subrecipient will give a ninety (90) calendar-day advance notice in writing to the Pass-through Entity. The Pass-through Entity will give a ninety (90) calendar-day advance notice in writing to the Subrecipient. b. Termination for Cause - The Pass-through Entity may terminate this subgrant agreement in whole or in part when it has determined that the Subrecipient has substantially violated a specific provision of the WIOA, regulations, the Uniform Guidance or implementing state legislation and corrective action has not been taken. All notices of termination must be in writing and be delivered personally or by deposit in the U. S. Mail, postage prepaid, "Certified Mail-Return Receipt Requested", and will be deemed to have been given at the time of personal delivery or of the date of postmark by the U. S. Postal Service. Notices to the Subrecipient will be addressed to:

Oakland Unified School District
1011 Union Street
Oakland, CA 94607

Notices to the Pass-through Entity will be addressed to: Employment Development Department Central Office Workforce Services Division Financial Management Unit P.O. Box 826880, MIC 69 Sacramento, CA 94280-0001 12. Audit Requirements a. The Subrecipient will maintain and make available to auditors, at all levels, accounting and program records including supporting source documentation and cooperate with all auditors. All governmental and non-profit organizations must follow the audit requirements (single audit or program-specific audit requirement) of OMB Guidance, and Uniform Requirements. b. The Subrecipient and/or auditors performing monitoring or audits of the Subrecipient or its sub-contracting service providers will immediately report to the Pass-through Entity any

incidents of fraud, abuse or other criminal activity in relation to this subgrant agreement, the WIOA, or its regulations.

13. Entire Agreement This subgrant agreement contains the entire agreement of the parties and supersedes all negotiations, verbal or otherwise and any other agreement between the parties hereto. This subgrant agreement is not intended to and will not be construed to create the relationship of agent, servant, employee, partnership, joint venture or association between the Pass-through Entity and the Subrecipient. Subrecipient represents and warrants it is free to enter into and fully perform this subgrant agreement.

14. Unenforceable Position In the event that any provision of this subgrant agreement is unenforceable or held to be unenforceable, then the parties agree that all other provisions of this subgrant agreement have force and effect and shall not be affected hereby.

15. Accounting and Cash Management

a. Subrecipient will comply with controls, record keeping and fund accounting procedure requirements of WIOA, federal and state regulations, and directives to ensure the proper disbursement of, and accounting for, program funds paid to the Subrecipient and disbursed by the Subrecipient, under this subgrant agreement.

b. Subrecipient will submit requests for cash to coincide with immediate cash needs and assure that no excess cash is on deposit in their accounts or the accounts of any sub-contracting service provider in accordance with procedures established by the Pass-through Entity. Failure to adhere to these provisions may result in suspending cash draw down privileges and providing funds through a reimbursement process.

c. The Pass-through Entity retains the authority to adjust specific amounts of cash requested if the Pass-through Entity's records and subsequent verification with the Subrecipient indicate that the Subrecipient has an excessive amount of cash in its account.

d. Income (including interest income) generated as a result of the receipt of WIOA activities, will be utilized in accordance with policy and procedures established by the Pass-through Entity. Subrecipient will account for any such generated income separately.

e. Subrecipient shall not be required to maintain a separate bank account but shall separately account for WIOA funds on deposit. All funding under this subgrant agreement, will be made by check or wire transfer payable to the Subrecipient for deposit in Subrecipient's bank account or city and county governmental bank accounts. To provide for the necessary and proper internal controls, funds should be withdrawn and disbursed by no less than two representatives of the Subrecipient. The Pass-through Entity will have a lien upon any balance of WIOA funds in these accounts, which will take priority over all other liens or claims.

16. Amendments This subgrant agreement may be unilaterally modified by the Pass-through Entity under the following circumstances:

a. There is an increase or decrease in federal or state funding levels.

b. A modification to the Subgrant is required in order to implement an adjustment to a Subrecipient's plan.

c. Funds awarded to the Subrecipient have not been expended in accordance with the schedule included in the approved Subrecipient's plan. After consultation with the Subrecipient, the Pass-through Entity has determined that funds will not be spent in a timely manner, and such funds are for that reason to the extent permitted by and in a manner consistent with state and federal law, regulations and policies, reverting to the Pass-through Entity.

d. There is a change in state and federal law or regulation requiring a change in the provisions of this subgrant agreement.

e. An amendment is required to change the Subrecipient's name as listed on this subgrant agreement. Upon receipt of legal documentation of the name change, the state will process the amendment. Payment of invoices presented with a new name cannot be paid prior to approval of said amendment. Except as provided above, this subgrant agreement may be amended only in writing by the mutual agreement of both parties.

17. Reporting Subrecipient will compile and submit reports of activities, expenditures, status of cash, and closeout information by the specified dates as prescribed by the Pass-through Entity. All expenditure reports must be submitted upon the accrual basis of accounting. Failure to adhere to the reporting requirements of this agreement will result in funds not being released.

18. Records

a. If participants are served under this subgrant agreement, the Subrecipient will establish a participant data system as prescribed by the Pass-through Entity.

b. Subrecipient will retain all records pertinent to this subgrant agreement for a period of three years from the date of final payment of this subgrant agreement. If, at the end of three years, there is litigation or an audit involving those records, the Subrecipient will retain the records until the resolution of such litigation or audit. Refer to OMB Guidance, Subpart D, Part 200.333-200.337.

c. The Pass-through Entity and/or the DOL, or their designee (refer to OMB Guidance, section 200.336) will have access to and right to examine, monitor and audit all records, documents, conditions and activities related to programs funded by this subgrant agreement. For purposes of this section, "access to" means that the Subrecipient shall at all times maintain within the State of California a complete set of records and documents related to programs funded by this agreement. The Subrecipient shall comply with this requirement regardless of whether it ceases to operate or maintain a presence within the State of California before the expiration of the subgrant. Subrecipient's performance under the terms and conditions herein specified will be subject to an evaluation by the Pass-through Entity of the adequacy of the services performed, timeliness of response and a general impression of the competency of the firm and its staff.

19. Subcontracting

a. Any of the work or services specified in this subgrant agreement which will be performed by other than by the Subrecipient will be evidenced by a written agreement specifying the terms and conditions of such performance.

b. The Subrecipient will maintain and adhere to an appropriate system, consistent with federal, state and local law, for the award and monitoring of contracts which contain acceptable standards for ensuring accountability.

c. The system for awarding contracts will contain safeguards to ensure that the Subrecipient does not contract with any entity whose officers have been convicted of fraud or misappropriation of funds within the last two years.

20. Consultants Fees paid to a consultant, who provides services under a program, shall be limited to \$815 per day (representing an 8 hour work day). Any fees paid in excess of this amount cannot be paid without prior approval from the Grant Officer.

21. Conflicts

a. Subrecipient will cooperate in the resolution of any conflict with the DOL that may occur from the activities funded under this agreement.

b. In the event of a dispute between the Pass-

through Entity and the Subrecipient over any part of this subgrant agreement, the dispute may be submitted to non-binding arbitration upon the consent of both the Pass-through Entity and the Subrecipient. An election for arbitration pursuant to this provision will not preclude either party from pursuing any remedy for relief otherwise available. 22. Indemnification a. The following provision applies only if the Subrecipient is a governmental entity: Pursuant to California Government Code § 895.4, each party agrees to indemnify and hold the other party harmless from all liability for damage to persons or property arising out of or resulting from acts or omissions of the indemnifying party. b. The following provision applies only if the Subrecipient is a non-governmental entity: The Subrecipient agrees to the extent permitted by law, to indemnify, defend and hold harmless the Pass-through Entity, its officers, agents and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, materials persons, laborers and any other persons, firms or corporations, furnishing or supplying work, services, materials, or supplies in connection with the performance of this agreement, and from any and all claims and losses accruing or resulting to any persons, firms or corporations which may be injured or damaged by the Subrecipient in the performance of this subgrant agreement. 23. Signatures This subgrant agreement is of no force and effect until signed by both of the parties hereto. Subrecipient will not commence performance prior to the beginning of this subgrant agreement. Contact information for the awarding official of the Pass-through Entity: Name: Kimberlee Meyer Title: Chief Address: P.O. Box 826880, MIC 50 Sacramento, CA 94280-0001

Exhibit A

Certifications and Assurances

- a. Corporate Registration: The Subrecipient, if it is a corporation, certifies it is registered with the Secretary of the State of California.
- b. Americans with Disabilities Act (ADA): Subrecipient assures that it complies with the ADA of 1990, which prohibits discrimination on the basis of disability, as well as all applicable regulations and guidelines issued pursuant to the ADA. (42 U.S.C. § 12101 et seq.)
- c. Sectarian Activities: The Subrecipient certifies that this subgrant agreement does not provide for the advancement or aid to any religious sect, church or creed, or sectarian purpose nor does it help to support or sustain any school, college, university, hospital or other institution controlled by any religious creed, church, or sectarian denomination whatsoever, as specified by Article XVI, Section 5, of the Constitution, regarding separation of church and state.
- d. National Labor Relations Board certification Subrecipient certifies that no more than one (1) final unappealable finding of contempt of court by a Federal court has been issued against Subrecipient within the immediately preceding two-year period because of Subrecipient's failure to comply with an order of a Federal court, which orders Subrecipient to comply with an order of the National Labor Relations Board. (Pub. Contract Code § 10296) (Not applicable to public entities.)
- e. Federal Funding Accountability and Transparency Act (FFATA): By signing this subgrant agreement, Subrecipient hereby assures and certifies to comply with the provisions of FFATA, which includes requirements on executive compensation, and requirements implementing FFATA at 2 C.F.R. part 25 and 2. C.F.R. part 170.
- f. Prior Findings: Subrecipient, by signing this subgrant agreement, certifies that it has not failed to satisfy any major condition in a current or previous subgrant agreement with the DOL or the State of California and has not failed to satisfy conditions relating to the resolution of a final finding and determination, including repayment of debts.
- g. Drug Free Workplace requirement: Subrecipient will comply with the requirements of the Drug-Free Workplace Act of 1990 and will provide a drug-free workplace by taking the following actions:
 1. Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations.
 2. Establish a Drug-Free Awareness Program to inform employees about:
 - i. the dangers of drug abuse in the workplace;
 - ii. the person's or organization's policy of maintaining a drug-free workplace;
 - iii. any available counseling, rehabilitation and employee assistance programs; and,
 - iv. penalties that may be imposed upon employees for drug abuse violations.

3. Every employee who works on the proposed subgrant agreement will:
 - i. receive a copy of the company's drug-free workplace policy statement; and,
 - ii. agree to abide by the terms of the company's statement as a condition of employment on the subgrant agreement.
4. Failure to comply with these requirements may result in suspension of payments under this subgrant agreement or termination of the subgrant agreement or both and Subrecipient may be ineligible for award of any future subgrant agreements if the Pass-through Entity determines that any of the following has occurred: the Subrecipient has made false certification; or violated the certification by failing to carry out the requirements as noted above. (Gov. Code § 8350 et seq.)
- h. Expatriate Corporations: Subrecipient hereby declares that it is not an expatriate corporation or subsidiary of an expatriate corporation within the meaning of Public Contract Code §§ 10286 and 10286.1, and is eligible to contract with the State of California.
- i. Priority Hiring considerations: If this subgrant agreement includes services in excess of \$200,000, the Subrecipient shall give priority consideration in filling vacancies in positions funded by the subgrant agreement to qualified recipients of aid under Welfare and Institutions Code § 11200 in accordance with Pub. Contract Code § 10353.
- j. Sweatfree Code of Conduct:
 1. All Subrecipients contracting for the procurement or laundering of apparel, garments or corresponding accessories, or the procurement of equipment, materials, or supplies, other than procurement related to a public works contract, declare under penalty of perjury that no apparel, garments or corresponding accessories, equipment, materials, or supplies furnished to the state pursuant to this subgrant agreement have been laundered or produced in whole or in part by sweatshop labor, forced labor, convict labor, indentured labor under penal sanction, abusive forms of child labor or exploitation of children in sweatshop labor, or with the benefit of sweatshop labor, forced labor, convict labor, indentured labor under penal sanction, abusive forms of child labor or exploitation of children in sweatshop labor. The Subrecipient further declares under penalty of perjury that they adhere to the Sweatfree Code of Conduct as set forth on the California Department of Industrial Relations website located at www.dir.ca.gov, and Public Contract Code § 6108.
 2. The Subrecipient agrees to cooperate fully in providing reasonable access to the Subrecipient's records, documents, agents or employees, or premises if reasonably required by authorized officials of the contracting agency, the Department of Industrial Relations, or the Department of Justice to determine the contractor's compliance with the requirements under paragraph (1).
- k. Child Support Compliance: For any Agreement in excess of \$100,000, the Subrecipient acknowledges in accordance with Public Contract Code § 7110, that:
 1. The Subrecipient recognizes the importance of child and family support obligations and shall fully comply with all applicable state and federal laws relating to child and family support enforcement, including, but not limited to, disclosure of information and compliance with earnings assignment orders, as provided in Chapter 8 (commencing with § 5200) of Part 5 of Division 9 of the Family Code; and
 2. The Subrecipient, to the best of its knowledge is fully complying with the earnings assignment orders of all employees and is providing the names of all new employees to the New Hire Registry maintained by the Pass-through Entity.
- l. Air/Water Pollution violation certification: Under the State laws, the Subrecipient shall not be:
 1. in violation of any order or resolution not subject to review promulgated by the State Air Resources Board or an air pollution control district;

2. subject to cease and desist order not subject to review issued pursuant to § 13301 of the Water Code for violation of waste discharge requirements or discharge prohibitions; or
 3. finally determined to be in violation of provisions of federal law relating to air or water pollution.
- m. Clean Air Act: Subrecipient agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. §§ 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. §§ 1251-1387).
- n. Domestic Partners: For contracts over \$100,000 executed or amended after January 1, 2007, the Subrecipient certifies that it is in compliance with Public Contract Code § 10295.3.
- o. Debarment and Suspension Certification: By signing this subgrant agreement, the Subrecipient hereby certifies under penalty of perjury under the laws of the State of California that the Subrecipient will comply with regulations implementing Executive Orders 12549 and 12689, Debarment and Suspension and OMB Guidance 2 CFR Part 180, that the prospective participant (i.e., Subrecipient), to the best of its knowledge and belief, that it and its principals:
1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency.
 2. Have not within a three-year period preceding this subgrant agreement been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, violation of federal or state antitrust statutes, or commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false statements, or receiving stolen property.
 3. Are not presently indicted for or otherwise criminally or civilly charged by a government entity (federal, state or local) with commission of any of the offenses enumerated in Section 2 of this certification.
 4. Have not within a three-year period preceding this subgrant agreement had one or more public transactions (federal, state or local) terminated for cause of default.

Where the Subrecipient is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this agreement.

- p. Lobbying Restrictions: By signing this subgrant agreement, the Subrecipient hereby assures and certifies to the lobbying restrictions in 2 C.F.R. §200.450, 29 CFR Part 93 and in the Byrd Anti-Lobbying Amendment (31 U.S.C. §1352).
1. No federal appropriated funds have been paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress, in connection with this federal contract, grant loan, or cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.
 2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, and officer or employee of Congress, or an employee of a Member of Congress, in connection with this subgrant agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying" in accordance with its instructions.
 3. The undersigned shall require that the language of the lobbying restrictions be included in the award documents for subgrant agreement transactions over \$100,000 (per OMB) at all tiers (including subgrant agreements, contracts and subcontracts, under grants, loan, or cooperative agreements), and that all subrecipients shall certify and disclose accordingly.
 4. This certification is a material representation of fact upon which reliance is

placed when this transaction is executed. Submission of the Lobbying Certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each failure.

q. Nondiscrimination Clause:

1. As a condition to the award of financial assistance from the Department of Labor under Title I of WIOA, the Subrecipient assures that it has the ability to comply with the nondiscrimination and equal opportunity provisions of the following laws and will remain in compliance for the duration of the award of federal financial assistance:
 - i. Section 188 of the Workforce Innovation and Opportunity Act (WIOA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status and gender identity), national origin (limited English proficiency), age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship status or participation in any WIOA Title I-financially assisted program or activity;
 - ii. Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;
 - iii. Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
 - iv. The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
 - v. Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The Subrecipient also assures that, as a recipient of WIOA Title I financial assistance, it will comply with 29 CFR part 38 and all other regulations implementing the laws listed above. This assurance applies to the Subrecipient's operation of the WIOA Title I-financially assisted program or activity, and to all agreements the Subrecipient makes to carry out the WIOA Title I-financially assisted program or activity. The Subrecipient understands that the United States has the right to seek judicial enforcement of this assurance.

- r. Avoidance of Conflict of Economic Interest: An executive or employee of the Subrecipient, an elected official in the area or a member of the Local Board, will not solicit or accept money or any other consideration from a third person, for the performance of an act reimbursed in whole or part by the Subrecipient or Pass-through Entity. Supplies, materials, equipment or services purchased with subgrant agreement funds will be used solely for purposes allowed under this subgrant agreement. No member of the Local Board will cast a vote on the provision of services by that member (or any organization, which that member represents) or vote on any matter which would provide direct financial benefit to that member (or immediate family of the member) or any business or organization which the member directly represents.

Exhibit B

Intellectual Property Provisions

Federal Funding

Pursuant to 2 CFR 200.315, in any subgrant funded in whole or in part by the federal government, Pass-through Entity acquires the title to intangible property, as defined in 2 CFR 200.59 as including Intellectual Property, which results directly or indirectly from the subgrant. The federal government shall have a royalty-free, non-exclusive and irrevocable right to reproduce, publish, or otherwise use the Intellectual Property for Federal purposes, and to authorize others to do so. Additionally, pursuant to 2 CFR 2900.13, Intellectual Property developed under this subgrant will be licensed under a Creative Commons Attribution license, which allows subsequent users to copy, distribute, transmit and adapt the copyrighted work and requires such users to attribute the work in the manner specified by the Pass-through Entity.

Exhibit C

Confidentiality Requirements

The State of California and the Subrecipient will exchange various kinds of information pursuant to this subgrant agreement. That information will include data, applications, program files, and databases. These data and information are confidential when they define an individual or an employing unit or when the disclosure is restricted or prohibited by any provision of law. Confidential information requires special precautions to protect it from unauthorized use, access, disclosure, modification, and destruction. The sources of information may include, but are not limited to, the EDD, the California Department of Social Services, the California Department of Education, the California Department of Corrections and Rehabilitation, the County Welfare Department(s), the County IV-D Directors Office of Child Support, the Office of the District Attorney, the California Department of Mental Health, the California Office of Community Colleges and the Department of Alcohol and Drug Programs.

The Pass-through Entity and Subrecipient agree that:

- a. Each party shall keep all information that is exchanged between them in the strictest confidence and make such information available to their own employees only on a "need-to-know" basis.
- b. Each party shall provide security sufficient to ensure protection of confidential information from improper use and disclosures, including sufficient administrative, physical, and technical safeguards to protect this information from reasonable unanticipated threats to the security or confidentiality of the information.
- c. The Subrecipient agrees that information obtained under this subgrant agreement will not be reproduced, published, sold or released in original or in any other form for any purpose other than those specifically identified in this agreement.
 1. Aggregate Summaries: All reports and/or publications developed by the Subrecipient based on data obtained under this agreement shall contain confidential data in aggregated or statistical summary form only. "Aggregated" refers to a data output that does not allow identification of an individual or employer unit.
 2. Publication: Prior to publication, Subrecipient shall carefully analyze aggregated data outputs to ensure the identity of individuals and/or employer units cannot be inferred pursuant to California Unemployment Insurance Code Section 1094(c). Personal identifiers must be removed. Geographic identifiers should be specified only in large areas and as needed, and variables should be recorded in order to protect confidentiality.
 3. Minimum Data Cell Size: The minimum data cell size or derivation thereof shall be three participants for any data table released to outside parties or to the public.

- d. Each party agrees that no disaggregate data, identifying individuals or employers, shall be released to outside parties or the public.
- e. The Subrecipient shall notify Pass-through Entity's Information Security Office of any actual or attempted information security incidents, within 24 hours of initial detection, by telephone at (916) 654-6231. Information security incidents include, but are not limited to, any event (intentional or unintentional), that causes the loss, damage, or destruction, or unauthorized access, use, modification, or disclosure of information assets.

The Subrecipient shall cooperate with the Pass-through Entity in any investigation of security incidents. The system or device affected by an information security incident and containing confidential data obtained in the administration of this program shall be immediately removed from operation upon confidential data exposure or a known security breach. It shall remain removed from operation until correction and mitigation measures are applied. If the Subrecipient learns of a breach in the security of the system which contains confidential data obtained under this Subgrant, then the Subrecipient must provide notification to individuals pursuant to California Civil Code Section 1798.82.

The Subrecipient shall be responsible for all costs incurred by the Pass-through Entity due to a security incident resulting from the Subrecipient's failure to perform or negligent acts of its personnel, and resulting in an unauthorized disclosure, release, access, review, or destruction; or loss, theft or misuse of an information asset. If the Subrecipient experiences a loss or breach of data, the Subrecipient shall immediately report the loss or breach to the Pass-through Entity. If the Pass-through Entity determines that notice to the individuals whose data has been lost or breached is appropriate, the Subrecipient will bear any and all costs associated with the notice or any mitigation selected by the Pass-through Entity. These costs include, but are not limited to, staff time, material costs, postage, media announcements, and other identifiable costs associated with the breach or loss of data.

- f. The Subrecipient shall provide for the management and control of physical access to information assets (including personal computer systems, computer terminals, mobile computing devices, and various electronic storage media) used in performance of this Subgrant. This shall include, but is not limited to, security measures to physically protect data, systems, and workstations from unauthorized access and malicious activity; the prevention, detection, and suppression of fires; and the prevention, detection, and minimization of water damage.
- g. At no time will confidential data obtained pursuant to this agreement be placed on a mobile computing device, or on any form of removable electronic storage media of any kind unless the data are fully encrypted.
- h. Each party shall provide its employees with access to confidential information with written instructions fully disclosing and explaining the penalties for unauthorized use or disclosure of confidential information found in Section 1798.55 of the California Civil Code, Section 502 of the California Penal Code, Section 2111 of the California Unemployment Insurance Code, Section 10850 of the California Welfare and Institutions Code and other applicable local, state and federal laws.
- i. Each party shall (where it is appropriate) store and process information in electronic format, in such a way that unauthorized persons cannot reasonably retrieve the information by means of a computer.
- j. All Subrecipient staff and subcontractors that are provided access to any data systems of the Pass-through Entity, excluding CalJOBS, are required to complete and sign an Employee Confidentiality Statement (DE 7410).
- k. Each party shall promptly return to the other party confidential information when its use ends, or destroy the confidential information utilizing an approved method of destroying confidential information: shredding, burning, or certified or witnessed destruction. Magnetic media are to be degaussed or returned to the other party.
- l. If the Pass-through Entity or Subrecipient enters into an agreement with a third party to provide WIOA services, the Pass-through Entity or Subrecipient agrees to include these data and security and confidentiality requirements in the agreement with that third party. In no event shall said information be disclosed to any

individual outside of that third party's authorized staff, subcontractor(s), service providers, or employees.

m. The Subrecipient may, in its operation of the America's Job Center of California (AJCC), permit an AJCC Operator to enter into a subcontract to manage confidential information. This subcontract may allow an individual to register for resume distribution services at the same time the individual enrolls in CalJOBS. Subrecipient shall ensure that all such subcontracts comply with the intellectual property requirements of this subgrant agreement, the confidentiality requirements of this subgrant agreement and any other terms of this subgrant agreement that may be applicable. In addition, the following requirements must be included in the subcontracts:

1. All client information submitted over the internet to the subcontractor's databases must be protected, at a minimum, by 128-bit Secure Socket Layer (SSL) encryption. Clients' social security numbers must be stored in a separate database within the subcontractor's network of servers, and protected by a firewall and a secondary database server firewall or AES data encryption. If a subcontractor receives client social security numbers or other confidential information in the course of business, for example a resume-distribution service that provides enrollment in CalJOBS, social security numbers must be destroyed within two days after the client registers for CalJOBS. If a subcontractor obtains confidential information as an agent of the Subrecipient, the subcontract must specifically state the purpose for the data collection and the term of records retention must be stated, and directly related, to the purpose and use of the information. Social security numbers and other client specific information shall not be retained for more than three years after a client completes services.
2. Client information (personal information that identifies a client such as name and social security number) and/or demographic information of a client (such as wage history, address, and previous employment) shall not be used as a basis for commercial solicitation during the time the client or agency is using the subcontractor's services. Client information and/or demographic information shall not be used for any purposes other than those specific program purposes set forth in the subcontract.
3. An AJCC client must still be given the option to use the AJCC's services, including CalJOBS, even if he or she chooses not to use any services of the subcontractor. This option shall be prominently, clearly and immediately communicated to the client upon registration within the AJCC or for CalJOBS, the subcontractor's resume-distribution services, or any other services subcontractor offers to the client or the AJCC Operator.
4. The subcontractor must clearly disclose all of its potential and intended uses of the client's personal and/or demographic information for the services the client seeks and for any other services the subcontractor offers. The subcontractor shall not use a client's personal and/or demographic information without the client's prior permission. A link to the subcontractor's Privacy Policy shall appear prominently on the registration screens that list the potential and intended uses of the client's personal and/or demographic information.
5. When the Pass-through Entity modifies State automated systems such as the State CalJOBS System, it shall provide reasonable notice of such changes to the Subrecipient. The Subrecipient shall be responsible to communicate such changes to the AJCC Operator(s) in the local area.

n. Each party shall designate an employee who shall be responsible for overall security and confidentiality of its data and information systems and each party shall notify the other of any changes in that designation. As of this date, the following are those individuals:

FOR THE PASS-THROUGH ENTITY:

Name: Nicole Laktash
Title: Section Manager
Address: P.O. Box 826880, MIC 50
Sacramento, CA 94280-0001
Telephone: (916) 654-6804
Fax: (916) 654-9586

FOR THE SUBRECIPIENT:

Name: Kim Jones
Title: Oakland Adult & Career Education Director
Telephone: (510) 879 1400
Fax:

Organization Name: Oakland Unified School District
Project Name: Highway to Work

Section I: Statement of Need

I.1. Target Region

The Oakland Highway to Work (HtW) project proposes to demonstrate in one of California's highest-need cities an effective strategy for meeting young people at the moment when they face one of life's greatest challenges: the transition from high school to self-sufficiency in adulthood. Especially for the city's youth who do not graduate from high school, who graduate without plans to transition to postsecondary education or living wage employment, or who must forego college plans for financial reasons, the moment of exiting high school is critical to *preventing* their disconnection from education and work.

The City of Oakland is home to 30,989 young people between the ages of 18 and 24, an estimated 2,572 of whom are neither in school nor at work (based on percentage estimate for Alameda County, 2022 California Opportunity Youth Data Report). Oakland's population is two-thirds people of color, one-quarter foreign-born, and 14.3% (16% of children under 18) living in poverty (U.S. Census). Forty-two percent speak a language other than English. Relevant to this proposal, 15.6% do not have a high school diploma. Many young people face an urgent need for earned income at an early age, often to support their families and help cover basic living expenses. The annual cost of living for a family in Alameda County is over \$122,000 – roughly four times a full-time, minimum wage salary. The added cost of college, and the time it requires that could instead be spent earning money, prevent many youth from seeking or accepting entry to higher education; yet they then remain stuck in low-wage work with limited opportunities for advancement. Education is the key to their future self-sufficiency and career growth, yet it remains out of reach as their high school years fade into the past.

The State of California has invested significant public resources in bridging the gap between high school and the California Community Colleges and state university systems. At the same time, state funding directed through the California Adult Education Program (CAEP) and other grant programs has strengthened the role of the adult education system – i.e. adult schools and noncredit community college programs, providing instruction in career technical education (CTE), basic English and math, English as a second language (ESL), and high school diploma and equivalency programs – in supporting transitions to employment in high-demand industries. In a state where 13.8% of high school students do not achieve a diploma, and where 37.8% of high school graduates do not enroll in college within 12-16 months, we need a strategy to bridge the gap between high school and *adult school* or *short-term career education* (CA Department of Education, 2020-21). When young people leave high school without a diploma, they are nearly four times more likely to be receiving government assistance, twice as likely to have been fired two or more times, and more than three times more likely to have

been arrested since the age of 18 than their peers who graduate. (Lansford, J.E., et al. A Public Health Perspective on School Dropout and Adult Outcomes: A Prospective Study of Risk and Protective Factors from Age 5 to 27. *Journal of Adolescent Health*. 2016 Mar 19;58(6):652–658)

Our strategies to serve opportunity young adults must address the gap between high school and viable next steps for those for whom college is not an immediate option.

I.2. Target Group Description

The Oakland HtW project will serve two priority populations: (1) recent Oakland Unified School District (OUSD) graduates age 18-28 who are not immediately community college or workforce-bound (with a focus on Latinx and Black youth, newcomers, housing insecure, youth with documented learning disabilities, and pregnant and parenting teens) and (2) young people age 18-28 who recently left OUSD without a diploma. All young people enrolled in HtW will meet general eligibility criteria in accordance with the EDD's WIOA Title I Eligibility TA Guide.

OUSD's nine 9-12 and three 6-12 comprehensive high schools, two alternative high schools, three continuing education programs for students at risk of not graduating, and one virtual high school option enroll students who are 92% BIPOC, 12% Newcomers, and 89% Free or Reduced-Price Lunch (FRPL). Students in the alternative education high schools are disproportionately low-income (97.6%) and foster youth (1%). The OUSD cohort graduation rate in 2023-24 was 79.5%, with only 61.6% Newcomers graduating. In 2023, 26% of graduates enrolled in a 2-year college and 36% of graduates enrolled in a 4-year college, for a total of 62% of graduates transitioning to postsecondary within a semester of graduation. OUSD's National Student Clearinghouse (NSCH) data shows college transition rates were lower than average for Black (48%, up from 45% in 2022) and Newcomer (23.4%, up from 17%) students.

As Oakland's adult education provider, Oakland Adult and Career Education (OACE, a division of OUSD) leverages WIOA Title II and CAEP funds to deliver education and training below the college level to 1400 students annually, including more than 500 youth ages 18-28. In 2023-24, OACE served 198 high school diploma or equivalency students, 184 ESL students, and 35 CTE students in this age range. These students are overwhelmingly low-income people of color, with a high proportion of English learners.

Students who leave OUSD with a diploma but without immediate plans to transition to postsecondary education are at high risk of getting stuck in low-wage jobs with limited growth potential. Given the pressures on low-income students to enter the workforce – or, as in the case of many high schoolers living in poverty, continue working to contribute to the household budget or to their own survival – investment of time and money in education can be low priority or simply out of reach. For Newcomer students, added challenges may include limited English, lack of familiarity with the local labor market and education landscape, ineligibility for federal financial aid (until they have lived in the state for 3+ years), and perhaps obligations to pay off debts related to migration or support family in their country of origin. Pregnant and parenting teens – a population that has been growing at OUSD and can face difficulties finishing high school – are, similarly, among those with the greatest need for financial support *and* the greatest barriers to entering college. Housing insecure OUSD students, who may have a limited family support structure, as well as unstable access to food, hygiene, and the quiet conditions needed for study, are especially at risk of leaving high school without a plan for the future.

Students who leave OUSD *without* a diploma may have issues related to any of the barriers named above, *and* they embark on adulthood without the most basic of credentials to

vouch for their employability. Numerous occupations require a high school diploma, if not higher education. College programs typically require a diploma for entry, meaning that students for whom secondary school was a challenge cannot easily bypass it for a more specialized, hands-on, and perhaps engaging postsecondary program that catches their eye. The diploma has also been a requirement for receipt of federal financial aid for college, though California recently secured approval to qualify students by alternative means.

In fact, young people without a high school diploma or without higher education may bring a wealth of life experience, work experience and a strong work ethic, multilingual and multicultural skills, academic and career education gained in high school, and perhaps even college credit earned through dual enrollment. The barrier to applying these assets productively in the job market may be a lack of pathway from the point of leaving high school to the best next step toward gaining skills and experience in an area of career interest.

HtW was designed with just these young people in mind, with the goal of packaging in one highly supportive program the skills training, work experience, wraparound support, financial assistance, and near-immediate earning potential that youth at such a challenging life moment need to succeed. The HtW model is informed by a 2022-2024 pilot project and its external evaluation conducted by High Road Alliance. Lessons learned about the needs of young people in this pilot include: (1) Recruitment must be highly targeted to students with greatest need, who may be least likely to present themselves as candidates. (2) These students typically do not have study skills at the postsecondary level, nor have they developed a resume. (3) Many of these students experience food insecurity after leaving high school, having relied on the FRPL program their entire life. (4) Many of these youth have limited experience navigating public transit to get to their destinations and do not have a car at home. (5) Many of these students would not be able to participate in even short-term training without substantial stipends, as well as assistance with food, transportation, work clothing, etc.

The HtW approach highlights the roles of two key partners, both within OUSD but traditionally not strongly connected: the High School Linked Learning Office (HSLLO), which supports high school students' readiness for college and careers, and OACE, Oakland's adult education provider. HSLLO and OACE are capable of filling a gap between high school instruction and college readiness, and of linking effectively to work experience and employment, including registered apprenticeship (RA). Surprisingly, **this collaborative bridging of high school career pathways and adult career education programs has not been prioritized in California, although it may be the key to the futures of youth who are not college-bound.**

I.3. Target Industry Sector

HtW participants will be trained in two priority industry sectors: Healthcare and Infrastructure. Each of the selected occupations has forecasted job growth and pays a living wage (\$28.55 for a single adult in Alameda County), as shown in the table below.

SOC Code	Occupation	Current Jobs	% Change 2020-2030	Mean Wage	Skill Level
29-2055	Emergency Room Tech.	760	6.50%	\$47.15	Middle
29-2040	Emergency Medical Tech.	2260	17.60%	\$28.00	Middle
31-9097	Phlebotomist	690	20.80%	\$28.40	Below Middle
31-9092	Clinical Medical Assistant	8400	18.80%	\$30.83	Middle

31-1131	Certified Nursing Assistant	5,900	10.70%	\$30.51	Middle
29-2072	Medical Records Specialist	1390	7.40%	\$37.47	Middle
47-2141	Painter	3,100	14.80%	\$34.05	4-yr RA
47-2121	Glazier	820	10.30%	\$39.80	4-yr RA
49-2093-95	Elect. Installers & Repairers	610	12.00%	\$53.50	Middle

Sources: E, DD Oakland-Hayward-Berkeley Metropolitan Division, Occupational Employment and Wage Statistics (OEWS) 2024 Q1 & 2020-2030 Occupational Employment Projections. EMT wage is from Ziprecruiter job postings analysis. Nursing Assistant wage is the starting CNA wage at UCSF.

Each of these occupations with partner employers meets certain quality jobs criteria consistent with the White House Good Jobs Principles: fair evaluation of job applicants, free of discrimination or unfair criteria; living wages; family-sustaining benefits; diversity, equity, inclusion and accessibility (DEIA) policies at work; freedom to join unions and have a say in decisions at work; predictable schedules or stable shift work; monitoring of workplace health and safety; and skill-building and career advancement opportunities.

None of these occupations would be accessible to a young adult upon leaving OUSD without further education and credentialing; however, each is within reach following participation in a structured HtW program inclusive of short-term classroom training, hands-on work experience and industry exposure, case management, and financial support.

Section II: Project Plan

II.1. Outreach/Recruitment

HtW recruits youth into a set of services tailored to their needs: orientation (1-2 week), including industry overview, study skills, job readiness, and communication skills training; short-term (2-10 week), cohort-based occupational training, informed by participating employers; stipended work experience and on-the-job training (9-10 weeks, or up to 4 years RA); industry-recognized credentials (at least 2); case management (at least weekly check-ins); and assisted connection to permanent, paid employment, including RA.

The proposed outreach and recruitment approach builds on methods used during the HtW pilot, while strengthening ties between HSLLO and OACE so that additional training opportunities are marketed, more students can be reached with these messages, and – as a result – fewer students fall through the post-high school gap. Outreach will be conducted primarily by Transition Specialists housed both at HSLLO and at OACE. At the high schools, Transition Specialists use a “Postsecondary Tracker” to identify each student’s college and career interests, goals, and progress toward goals. Students are encouraged by a Transition Specialist to map out goals and action steps to achieve them, whether this involves completing A-G requirements on the pathway to a 4-year university, pursuing dual enrollment to accrue community college credits before graduation, or completing credit recovery courses toward securing the high school diploma. Until 2022, when a student did not identify a goal and action steps to pursue postsecondary education – perhaps because they were a Newcomer to the United States within the past 2-3 months, or they faced financial pressures to work full-time, or they had stopped attending high school classes – HSLLO Transition Specialists had few options

to offer. Beginning in 2022, HtW became a possible path for students who were interested in healthcare careers and prepared to commit to the rigor of the short-term HtW training model.

Under the proposed expansion of HtW as a HSLLO-OACE partnership, Transition Specialists at the high schools will flag any student in the Postsecondary Tracker who does not identify a college plan, or who is at risk of dropping out or already has. Similarly, OACE Transition Specialists will flag OACE students in the targeted age range who are in (or interested in) basic skills classes who do not have a plan for continuing education or employment. These high-priority students will be introduced to the HtW program and the range of training and work experience opportunities offered. An initial interest assessment will be used to evaluate their interest in healthcare, infrastructure, or other careers; their ability to commit to several months of classroom training and work experience; and any potential barriers to their successful completion, such as reliable transportation, housing, food, childcare, and mental and physical health. They may be shown HtW videos and given details on the financial benefits of participation, to provide assurance that HtW is both practically viable and remarkably different from a traditional high school class. This outreach and identification of prospective HtW students will take place on an annual calendar to facilitate immediate transition into HtW, for example prior to mid-year graduation at certain alternative high schools.

HtW outreach will have an equity focus. The Postsecondary Tracker and OACE student records note each student's race and ethnicity, as well as if they are a Newcomer, English language learner, FRPL recipient, unhoused, pregnant or parenting, foster youth, or special education student. The Transition Specialist team is multilingual, multicultural, and highly experienced working with diverse, low-income young people who face the multiplicity of barriers that present themselves in Oakland's neighborhoods. The Postsecondary Tracker and CalJobs will be used to track participation levels of priority populations, with the goal of reaching students with at highest risk of disconnecting after high school.

II.2. Planned Service Approach/Logic Model

As detailed in the Work Plan, the goals of the proposed HtW expansion project are to align OUSD's HSLLO and OACE divisions to better support students who leave high school without college or career plans. This will be accomplished through (1) sustaining pilot HtW training programs, (2) aligning existing OACE training programs with the comprehensive HtW model, (3) together building an additional HtW training programs for the Utility Worker occupation, and – in partnership with Oakland Workforce Development Board (OWDB) and its contracted partners – (4) preparing for the replication and sustainability of HtW through expanded leveraging of public workforce and education funds. The activities described in the Work Plan will address the significant barriers faced by OUSD students who leave high school without the necessary skills to secure living wages, nor with action steps to achieve additional skills, credentials, and work experience. **These activities will be achieved by focusing for the first time on a very deliberate strategy to align HSLLO and OACE around the shared goal of serving this student population, utilizing the HtW model that has demonstrated success over its recent 3-year pilot implementation.**

As stated previously, the 2022-2024 HtW pilot served 51 students and demonstrated best practices that will be scaled through this HtW expansion involving HSLLO, OACE, and partners. Effective program elements validated by the pilot evaluation include: (1) Extensive and sustained case management, including assistance with time management and study skills,

preparing for certification exams, workplace readiness, barrier removal, and navigating steps to permanent employment or RA; (2) an intensive internship or RA, lasting at least 9-10 weeks, that enables the youth to rise to the expectations of a professional work environment; and (3) close coordination with employers and educational partners to ensure that internships run smoothly and HtW participants are considered for permanent hire.

Drawing upon these lessons learned from the HtW pilot evaluation, OUSD will focus the proposed HtW expansion project on refining the program model so that it can most effectively guide these students as they leave high school to overcome potential barriers, increase their marketable skills, enter employment, and embark on a path to career advancement. This expanded, refined program will place even greater emphasis on collaboration with the public workforce and education systems: (a) with OWDB and its contracted career services providers, to leverage WIOA Title I resources and facilitate “warm hand-offs” of young people as they leave HtW, should they need additional support; (b) between HSLLO and OACE, to leverage WIOA Title II and CAEP resources and remove the void after high school for students who are not college bound; (c) with the Peralta Community College District (PCCD), to facilitate HtW students’ progression into continuing education; and (d) with CBOs providing case management.

The ultimate goal of the proposed HtW expansion project is **to demonstrate a scalable, replicable, sustainable model of effective K12 school district - adult education partnership to bridge opportunity youth from high school to living wage employment.** This project will show HtW to be scalable by expanding the model to include new training programs, new partners, and a new industry sector. It will demonstrate HtW’s replicability, since every California community holds its necessary ingredients: public high schools, adult schools, a WIOA-funded workforce system, CBOs, and employers in need of middle-skilled workers. And it will demonstrate sustainability by - increasingly over the two years – pulling in public funding from these systems: WIOA Titles I and II, CA Community Colleges, CAEP, and K12 district funds.

II.3. Career Pathways/Certified Training, Cohort-Based Training, and WBL

OUSD will connect each HtW participant to both a cohort-based, short-term training program and a work-based learning (WBL) component, which may be either an internship or a pre-apprenticeship (PA) hands-on training leading to an RA program. The following training cohorts will be offered to HtW participants, including several already piloted HtW programs, several OACE programs to be adapted for HtW, and one new program:

Status	Occupation	Training Partner	Internship/PA Partner
Piloted	Emergency Room Tech.	Bay Area Medical Academy (BAMA)	U. of California San Francisco (UCSF), Alameda Health System (AHS)
Piloted	EMT	EMS Corps, City EMT	AHS
Piloted	Phlebotomy Technician	OACE/ Cal Regional, BAMA	AHS, Roots Community Clinic, Baywell Health
Adapt	Medical Asst.	OACE/Cal Regional	Roots, Baywell
Adapt	CNA	AHS	UCSF, AHS
Adapt	Medical Records	Cal Regional /OACE	Roots, Baywell
Adapt	Finishing Trades PA	OACE, Intl’ Union of Painters & Allied Trades (IUPAT) DC16	IUPAT signatory employers

New	Utility Worker	Cypress Mandela Training Center	Pacific Gas & Electric (PG&E), Bay Area Rapid Transit (BART), East Bay Municipal Utility District (EBMUD)
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Each HtW training program provider is selected with the involvement of the participating internship employer or union RA, which works with OUSD to identify priority skills, competencies, and certifications and to vet training providers, thus maximizing transitions to employment following training and internships. OUSD Transition Specialists will also be involved in training provider selection to ensure that training content and delivery will be appropriate to the skill levels and backgrounds of HtW students, as well as flexible enough to accommodate schedules, transportation needs, English language learner status, etc. OACE will work with training providers to identify and address needs for supplemental basic skills education, such as a contextualized ESOL or math class.

Following completion of classroom training programs, HtW participants will be assisted by case managers to prepare for exams and secure industry-recognized certifications, including in Healthcare: Certified Phlebotomy Technician-1, Certified Nurse Assistant, Emergency Medical Technician, and Basic Life Support. HtW participants in the Finishing Trades PA program will receive a CA Division of Apprenticeship Standards (DAS) PA certificate, OSHA 10, Fall Protection, Scaffolding Safety, Shop Safety and CPR/First Aid certifications. The Utility Worker training program developed during the grant term will include at least two industry certifications.

Internships lasting 9-10 weeks will be offered by employers with deep, committed partnerships with HtW and will provide each participant with onboarding, mentoring supervision, on-the-job training, formal performance feedback, and stipends for milestones completed (facilitated by OUSD). Each industry partner will be invited to participate in the appropriate HtW Advisory Board, to learn about the program goals and priorities, as well as to guide program decisions. OUSD Industry Liaisons will continuously cultivate relationships with existing and potential new employer partners, addressing any concerns, problem-solving challenges, and ensuring that the programs meet the needs of youth and employers alike. Employers will be prepared to interview HtW graduates for permanent employment.

Among the mix of HtW training programs will be one PA/ RA pathway, with others possibly to be developed. The 4-week Finishing Trades PA offers instruction in building trades basics, construction math, workplace safety, job readiness, and ESOL (as appropriate). Registered with the CA DAS and included on the state's Employment Training Provider List (ETPL), the PA provides participants with \$15 per hour of hands-on training using WIOA Title I funds and five industry certifications. Upon completion, pre-apprentices may apply directly to the IUPAT RA program in five trades – with whom the PA has formal linkage agreements - to participate in full-time employment, on-the-job training, and classroom instruction. HtW aims to develop several OACE PA programs in the future as accessible on-ramps to RAs.

A priority of the HtW program is the development of training+WBL programs that prepare young people for living wage jobs with advancement potential. As demonstrated by the HtW pilot, OUSD forms enduring partnerships with major employers such as UCSF and AHS, and with labor unions such as IUPAT, that offer fair pay, benefits, union membership, and advancement pathways. This emphasis on quality careers will continue to be a priority as HtW develops. Through engagement of HtW participants and alumni in HtW Advisory Boards, OUSD will receive continuous feedback not only on training programs and support services, but also on the jobs these young people enter and the career opportunities that then open to them.

II.4. Wrap-Around Support and Case Management

The U.S. Department of Education (DOE) defines case management as “a school-based intervention in which a social worker or school professional... provides intensive advising to students who are at risk of dropping out and connects them to an array of services to address their academic and nonacademic needs” (U.S. DOE, Issue Brief: Case Management in High Schools, 2017). In the high school context, this role typically supports a student’s progress until graduation, after which the relationship ends as the individual leaves the K-12 system (Fountain, C. (Ed.), Academic advising as a tool for student success and educational equity, 2021). Case management or advising is also used in higher education to support persistence, course success, and degree attainment. In California’s adult education system, a growing number of transition specialists support students’ pathways to college, though the role does not exist in all adult schools (Mollica, J. and Simon, P., CAEP Brief: Supporting Transition from Adult Education to Postsecondary Education and Employment in California, 2021).

The HtW program model, piloted over 2022-2024, has demonstrated the essential role of intensive case management in supporting student success in occupational training, WBL, and transitions to employment, particularly for students who leave high school without college plans. Evaluation of HtW has shown that effective case management (delivered at least weekly over the course of program participation) includes assessment, help with enrollment and certification paperwork, classwork and exam preparation study groups, internship orientation, transportation navigation assistance, work supervisor engagement, job search support (resume and interview preparation), and open hours to troubleshoot issues as they arise. Supportive service needs demonstrated by HtW students have included transportation passes, childcare, work uniforms, other work clothes, textbooks, union fees, and certification/licensure fees.

The proposed HtW expansion will implement a proactive and intensive case management approach, based on educational best practices and lessons learned from the HtW pilot evaluation. Transition Specialists – housed both with HSLLO in the high schools and with OACE in the adult schools – will conduct outreach and recruitment and orient new students. Each student will then be assigned an individual case manager, who may be a Transition Specialist or a youth case manager at a partner CBO or WIOA contractor, depending on the needs of the participant (e.g., Junior Achievement will case manage participants still working toward a GED, Unity Council may case manage a Newcomer participant with limited English, etc.). The case manager will meet with students at least weekly at scheduled times throughout their participation in HtW training, work experience, and transition to permanent employment and/or continuing education. Transition Specialists and partner case managers will be trained to understand the full range of HtW training options available and will aim to communicate these to individuals with highest need. As individuals progress through the HtW program, the case manager will be a steady presence. As needs for supportive services are identified, the case manager will connect the individual to these using grant funds or leveraged resources, such as WIOA Title I resources. For students without a high school diploma or equivalent, the case manager will also support co-enrollment in an OACE GED program.

Transition Specialists and case manager partners will provide case management that is trauma-informed, recognizing the challenging past experiences that may have impacted students’ ability to plan and take steps toward a stable future, and creating a program environment that is safe, empowering, and respectful. For example, case managers will meet with students in safe spaces, where a feeling of trust and collaborative problem-solving can be

fostered. They will acknowledge the challenges students have met in mapping their futures and encourage their sense of resilience and possibility. They will build into the program chances for peer support, while maintaining consistency and reliability in their advisory role.

The proposed HtW expansion will demonstrate several innovations in case management. First, case managers at both high schools, adult schools, and community partners will adopt a uniform approach to reaching and serving opportunity youth through HtW, and they will maintain communication to ensure that each student enrolls in a best-fit training program and receives the support they need. Second, both HSLLO and OACE staff will connect with staff of OWDB's WIOA-funded career services contractors, such as Oakland Private Industry Council, who will help HtW's WIOA-eligible students to co-enroll in WIOA and access training accounts, OJT, supportive services, and job search assistance, as appropriate.

Section III: Performance Goals

III.1. Performance Goals Matrix

Please see the attached Performance Goals Matrix, which shows OUSD's intent to enroll no fewer than 192 opportunity youth in occupational training and work experience over the two-year grant term. Although Section 1.2 proposes to serve two target populations (recent OUSD graduates without college or employment plans, and young people who recently left OUSD without a diploma), these are both included in one Matrix because there is no difference anticipated between the two groups' rates of credential attainment, employment, etc.

The proposed performance goals were determined by building upon OUSD's current capacity to enroll approximately 30 opportunity youth annually in HtW healthcare and finishing trades training. Given the proposal to engage new industry partners and expand into new training pathways, OUSD intends to increase this number served to 86 youth in year 1 and 106 in year 2, for a total of 192 youth served over the two-year grant period. Discussions with committed industry partners UCSF, AHS, IUPAT DC16, PG&E, BART, and EBMUD confirm that open positions are anticipated at this scale, so that all 192 program graduates can have opportunities to transition directly into permanent employment with their internship host or with signatory employers associated with their PA.

III.2. Performance Goal Measurements

OUSD proposes performance goals that are above the state's negotiated WIOA performance goals for PY 24-25 and are realistic based on pilot HtW project evaluation. At least 192 participants will be served and enrolled in a HtW training program; 169 (88%) will attain an industry-recognized credential and exit; 118 (70%) will demonstrate a Measurable Skills Gain (TBD relevant to the program) and be employed with benefits 2nd and 4th quarters after exit, with median earnings 2nd quarter after exit of \$9,000 or more; 82 (49%) will transition to higher education or enroll in a credential program; and 62 (37%) will transition into a next job at a higher wage than the previous job or hourly wages that meet or exceed the MIT living wage standard for Alameda County, or \$28.55 for a single individual. Performance outcomes will be tracked in CalJobs by the HtW Project Coordinator and communicated to EDD in monthly participant reports and in narrative progress reports. Participant outcomes will be documented through communication with training providers, credentialing bodies, employers, participants,

and EDD. OUSD will also validate through communications with HtW partnering employers that job quality standards are met for participants hired by these employers.

To demonstrate impact on participating opportunity youth, OUSD proposes to address the OUSD baseline of 54.9% enrollment in a community college or 4-year college within one semester of graduation. OUSD has set a goal of 100% of HtW participants enrolling in postsecondary education (inclusive of adult school or private vocational school CTE) within one semester of high school graduation, and 80% of HtW graduates enrolling in 2-year or 4-year postsecondary education and/or entering employment within one semester of exit. HtW will also improve upon participating employers' baseline rates of retention of new employees 2 quarters following hire. These baseline and target rates will be established with participating employers during the first 2 quarters of the grant period.

III.3. Performance Goal Effectiveness

The performance goals described in III.2 will have a notable impact on Oakland's opportunity youth and on eight major employers in the Healthcare and Infrastructure sectors. Young people previously without plans for postsecondary education or employment will complete short-term training, gain certification, attain meaningful work experience in a professional setting, and be considered for permanent hire, aiming to enter and retain employment in quality jobs paying a living wage and provide benefits, safe work environments, and predictable work schedules or stable shift work. Employers will gain an opportunity to vet for hire young people who recently completed a training and certification program co-designed by the employers themselves, then demonstrated their ability to apply new skills at the employer's workplace. These goals propose to address the labor market and youth employment needs described in Section 1 through a sustainable and replicable model. Please see III.3 for description of baseline measures and how data will be gathered.

An additional outcome of the proposed HtW expansion project will be strengthened partnerships between HSLLO and OACE within OUSD; and with an ecosystem of partners critical to HtW's success, including employers and labor unions, the public workforce system, training providers, and CBOs. This will represent a significant systemic change for OUSD, where HSLLO's high school career pathways and transition support services have focused primarily on students' graduation and transition to community colleges and 4-year universities, while OACE's basic skills/ESOL, GED/HISET, and career education programs have primarily served adults without a recent connection to the K-12 schools. **These OUSD divisions' systematized collaboration to serve students as they exit high school, and their deepening ties with a wider network of partners prepared to pick up education and supports where OUSD's services end, represent a replicable model for California and an opportunity to *prevent* opportunity youths' disconnection from work and school.**

III.4. Project Sustainability

The definition of a sustainable and replicable HtW model is a goal of the highest importance for this project. In fact, HtW's pilot over the past three summers has demonstrated how effective the training programs are at transitioning OUSD students at immense risk of disconnecting from education and work into meaningful career pathways. Now, what is needed most to assure the project's future is a financial and partnership model that centers HtW beyond the limitations of the K-12 funding structure. This is critical for two reasons: (1)

California's public K-12 schools have no mandate or legal responsibility to serve students who have graduated from high school or have reached age 18 and chosen to leave school. Most of the sources of funding for public high school education cannot be used to serve the HtW priority populations. Therefore, while the role of HSLLO's Transition Specialists is essential to reach students *before* they leave high school, and their services have been extended post-high school using flexible funding, an ideal program design would connect students to a robust case management and training infrastructure *post*-high school, drawing upon the network of H2W partners. (2) From the participating young adult's perspective, HtW should have a strong foundation in the world of work and offer comprehensive services for the length of time necessary for the individual to stabilize in education and employment. The young adult who learns about HtW in high school and then successfully transitions into training and work experience is no longer rooted in the high school environment. In fact, it is vitally important that youth develop broader non-school networks and access the support necessary to navigate the myriad possible venues for continued work, learning, and community-building. Deepening ties between HSLLO's HtW team and other existing case management structures and funding sources will ensure that the project spans the boundaries between high school and life beyond.

Fortunately, OUSD's OACE division can support adult learning from age 18 through adulthood, and existing partnerships with OWDB and its contracted service providers, the Peralta community colleges and private training schools, CBOs such as Junior Achievement and Unity Council, and industry partners offer opportunities to strengthen HtW's roots in the broader community and ensure equitable service access. To continue building HtW during and beyond the grant term, while seeking to identify sustainable funding and leverage appropriate technology and existing resources, OUSD will convene the HtW Healthcare and Infrastructure Advisory Councils as a forum for partnership development, program evaluation, and innovation. OUSD will also meet regularly with OWDB to develop a sustainable funding model using WIOA funds in support of HtW training costs, OJT, supportive services, and employment case management. An external evaluation of the HtW expansion project's lessons learned and opportunities for sustainability will be conducted by High Road Alliance. **Grant deliverable will include a HtW evaluation report, sustainability plan, and collaboration and funding model that remains grounded in HSLLO's ties to students *before* they exit and provides a sustainable structure for training and supports that are tailored to their needs *after* they exit.**

Section IV: Partnerships and Leveraged Resources

IV. 1. Partner Roles and Responsibilities

The Partner Roles and Responsibilities table included in Exhibit J lists the variety of workforce partners, employers and labor unions, education and training providers, and CBOs that are currently committed to HtW and will have a role in its proposed expansion, along with their roles and responsibilities. As described in Sections IV.2 and 3, employers will participate in training program design, training provider selection, participant selection, internship, and hire of training graduates. Training providers will deliver short-term training to HtW participants (eg., BAMA, Cypress Mandela) or will provide pathways to higher education and credentialing, as in the case of the Peralta community colleges. CBOs, including several OWDB contractors, may provide wrap-around case management to HtW participants enrolled in their programs. OWDB and its contractors will facilitate access to WIOA employment services for eligible

participants. If any of the named partners is unable or chooses not to participate in HtW, OUSD will hold responsibility for identifying another partner capable of fulfilling these roles.

IV.2. Employer Outreach/Recruitment

New employer outreach is not the focus of the HtW expansion project, which will instead deepen relationships with existing internship providers and other industry partners. HtW has been successfully piloted with two highly committed industry partners: UCSF (Parnassus and Mission Bay hospitals) and AHS (Highland Hospital). Additionally, OACE has successfully run three cohorts of the Finishing Trades PA with IUPAT DC16 (a labor union with multiple local signatory employers) and has secured clinical placements and employment for its healthcare trainees at Roots and Baywell Health. Under the proposed HtW expansion, HSLLO and OACE will collaborate to deepen relationships with Bay Area Rapid Transit (BART), Pacific Gas & Electric (PG&E), and East Bay Municipal Utility District (EBMUD), which already serve as guest speakers and offer short-term summer jobs to students. All HtW employer partners abide by quality job standards, such as living wages, benefits, and safe workplaces.

To sustain and scale the HtW model, OUSD staff will meet with each industry partner individually to shape the future of its involvement and its plans to hire out of HtW cohorts. This approach has been demonstrated successfully with UCSF and AHS and will be replicated with employers new to HtW. OUSD's Industry Liaisons will contribute to building understanding between industry and education partners about program goals and opportunities.

IV.3. Employer Engagement

As key partners in the expansion and sustainability of HtW, each identified employer and union will be invited to serve on the appropriate HtW Healthcare or Infrastructure Advisory Board. Each Advisory Board will be convened quarterly to share industry needs and employment opportunities, prioritize skills required to succeed in in-demand occupations, and weigh in on program design and curriculum development. As training programs are developed and evaluated, industry partners will also meet individually with HtW staff to co-design program elements, select an appropriate training partner and instructor, prepare to host interns or apprentices, and join in participant selection. Point people at each industry partner will maintain regular contact with HtW staff – including Coordinators, Transition Specialists, and Industry Liaisons – throughout the implementation of each training cohort to co-manage internships, provide feedback, and troubleshoot any issues that may arise. The Advisory Boards will play an important role in HtW project evaluation, including providing on-going feedback and review of periodic data analysis and evaluation reports.

The end goals of HtW industry engagement are two-fold: (1) to meet the needs of local employers for skilled workers in entry-level positions and on career pathways, and (2) to facilitate access among opportunity youth (specifically recent OUSD exiters without immediate plans to enter college or the workforce) to good quality skills training, work experience, employment, and career advancement opportunities. Keys to achieving both these goals include: deep employer and labor union engagement in training program design; collaborative mapping of pathways from short-term training into permanent employment; shared commitment to diversity and inclusion in training and in the workplace; asset-based approach to preparing young people for work through professional development and individualized support; and prioritization of workplace practices such as thorough onboarding, mentorship,

high-quality supervision, and facilitating steps from internship to employment. These key elements of successful HtW industry partnerships have been documented in past evaluation and will be emphasized in all future employer engagement and Advisory Council activities. By holding this approach to deep collaboration with employers and unions at the center of HtW planning and implementation, it may be prioritized as the project is scaled, replicated in other regions, and sustained through industry and public sector commitments.

IV.4. Partnerships and Leveraged Resource Strategies

Partnerships contribute to the replicable HtW model in several important ways: (1) employers and labor unions ensure that training programs prepare opportunity youth for rapid employment and facilitate their direct hire; (2) the public workforce development system – both the local workforce development board and its contracted service providers – directs federal funding to sustain key program elements, such as wage subsidies, short-term job training, and supportive services; (3) education and training providers adapt training programs both to the skill levels of opportunity youth and to the needs of employers, and deliver supplemental basic skills and job readiness education (English, math, ESOL, digital skills); (4) CBOs pick up where OUSD Transition Specialists leave off to support young people’s success at work and as they advance in education and careers. The two HtW Advisory Boards will establish a forum for all of these partners to collaborate with OUSD on the design and delivery of HtW programs, adaptively refining and shaping new programs in response to the needs of industry and of youth. ***By strengthening this network of organizations committed to the City’s highest-need young students and graduates, HtW will work to bridge the gap that’s currently experienced by many who exit high school with nowhere to go.*** The Advisory Council will create opportunities to learn what works for opportunity youth: partners will focus on identifying the barriers faced by these young people – everything from the childcare needs of parenting teens, to the mental health concerns of unaccompanied minor immigrants, to the learning challenges that may prevent a young person in special education from transitioning to college – and developing ways to incorporate solutions into HtW program design, the training classroom, and the internship experience. Ultimately, these lessons learned will not only be incorporated directly into the HtW model; they will also inform EDD and workforce services across California, framing our thinking about the roles of K-12 and adult education and other partners in *preventing* disconnection among our opportunity youth.

Section V: Statement of Capabilities

V.1. Capability and Knowledge

The HtW pilot project has demonstrated success in preparing young people disconnected from school and work for quality jobs with major healthcare employers. During the summers of 2022, 2023 and 2024, HtW exceeded goals by graduating 51 former OUSD students from training in ER Technician, Practice Coordinator, EMT, and Medical Interpreter skills. All 16 students in the 2022 and 2023 ER Technician programs obtained a certification, 44% are employed in healthcare, 19% are in healthcare internships, and 19% are in Nursing education programs. Of the four Medical Interpretation students, two have become certified medical interpreters and one entered a Nursing program. Among the most recent graduates (2024), 6 of the 8 EMT participants remain in courses toward a certificate, and the remaining

two are employed. Of the ten ER Technician graduates, 5 recently interviewed at UCSF or a community clinic for a permanent position and 7 have entered college programs. Notable is the number of past participants who remain in positions in the healthcare field or who have entered healthcare training programs. OUSD collected and reported financial and participant performance data to the Walter and Elise Haas, Sr. Fund and the California Community Colleges Chancellor's Office in fulfillment of grant funding requirements.

Under the proposed HtW expansion project, OUSD has identified several opportunities to build on these successes and expand capabilities to serve more students through a greater variety of HtW training programs. First, through more intentional partnership between HSLLO and OACE, OUSD will learn how to bridge more students without immediate college or employment plans to next-step training and meaningful work experience, leveraging the public adult education and workforce systems. **This will overcome a historic division between the high schools and adult schools, which has left vulnerable 18-year-olds in the gap.** Through the structure of HtW, more high school exiters will be recruited to enter directly into OACE short-term CTE programs – as well as ESOL and GED programs – immediately following graduation (or drop-out). Also, these OACE CTE programs will be enhanced according to the HtW model to more comprehensively meet the needs of opportunity youth through robust case management, deeper employer engagement in training design, and direct linkage to stipended work experience. The HtW case management model will be better defined and documented by the HtW Advisory Groups, by dedicated HSLLO and OACE staff, and through project evaluation. Together, the HtW partners will develop a new Utility Worker training programs. To facilitate this deepening collaboration and ensure that services are effective, HSLLO and OACE will establish shared systems for data collection, analysis, and review.

V.2. Staffing and Organizational Capacity

The proposed project will leverage an existing structure for efficient start-up, while building capacity across HSLLO and OACE to deliver HtW services at greater scale. HSLLO Director Rebecca Lacocque and OACE Director Kim Jones will hold executive oversight over grant compliance and reporting. The HtW Project Coordinator (to be hired or assigned during the first two months of the grant period) will be supervised by the HSLLO Director and will hold responsibility for the oversight of day-to-day project operations, partnership development, coordination of training program activities, supervision of Transition Specialists, CalJobs data collection, and reporting to EDD. Two Industry Consultants – Dr. Emily Frank in Healthcare and Emiliano Sanchez in Infrastructure – will liaise between OUSD and industry partners in support of training and work experience coordination. The HtW Transition Specialists – .5 at HSLLO (high schools) and 1 at OACE (adult schools) – will recruit participants, provide individualized case management to each participant, support the participants' navigation through the programs, communicate with employers about internship activities, coordinate with CBO partners, and contribute to participant data collection. An administrative assistant based at OACE, to be hired, will support data collection, data quality control, and reporting, as well as assist with communication among partners and provide logistical support to project meetings and other activities. OUSD's Office of Equity will be a resource to the entire HtW staff team regarding the implementation of the District's robust DEIA plans and practices.

Each of the named staff members is highly experienced working with HtW priority populations, ensuring that the model can be enhanced and scaled with fidelity to its basic

quality guidelines and principles. With the possible exception of the HtW Project Coordinator to be identified (who may be recruited among existing Transition Specialists), each of the staff has had a role in the HtW pilot project or in other CTE training programs serving opportunity youth in Oakland. Should the need arise to recruit and onboard any new staff members to fill these roles, this will be overseen by the HSLLO and OACE directors.

Among the responsibilities of the HtW staff is the cultivation of community partnerships. The HtW Project Coordinator will be the point of contact with education and workforce partners, while Industry Liaisons will be the main point of contact with industry.

Section VI: Budget Summary Narrative and Plan

VI.1. Budget Summary Narrative and Plan

As shown in Exhibits F, F2 and G, the majority of HtW project costs are allocated to delivering and connecting youth to an impactful mix of training, certification, internships, case management, supportive services, and permanent employment. Leveraged resources from OUSD and CBO partners totaling 23% of the project budget will cover project oversight and case management, effectively bringing the resources of the public education and WIOA systems to bear on participants' success. Not captured in the budget is the extensive commitment of industry partners' staff time – internship supervisors and hiring managers, for example, and union organizers – that result in participants' deepened networks in their fields of study. Additionally, over the course of the grant period, OUSD will work closely with OWDB to identify further opportunities to leverage WIOA Title I funds for ITAs, OJT, supportive services, and career services to the benefit of HtW participants. Each investment of EDD funds is intended to complement partner commitments, therefore, to maximize impact on opportunity youth and demonstrate a replicable model of responsible investment of public and private funds.

VI.2. Budget Cost Effectiveness

As shown in the attached budget documents, grant funds will be dedicated to 4 personnel (1 FT HtW Coordinator, 1 FT OACE Transition Specialist, .5 FT HSLLO Transition Specialist, and .5 FT Administrative Assistant). With the additional contribution of OUSD match in-kind staffing, this will complement the existing and strong OUSD staff team of 15 personnel bridging youth from high school to training and employment, with adequate time to achieve the project's goals and outcomes. The grant will also cover case manager costs at the subrecipients Junior Achievement and Spanish Speaking Unity Council, to extend staff capacity in this area; and \$10,000 in travel costs to attend EDD meetings and TA. Additionally, grant funds will be used to partially cover HtW training costs, student stipends and incentives, supportive services, and transportation passes. These funds will directly benefit HtW participants while demonstrating the effectiveness of adapted OACE training and the new Utility Worker training. In the future, many of these expenses are intended to be covered by OWDB and potentially by employers, through approaches to be discovered through partner engagement and Advisory Board meetings during the grant period.

**Opportunity Young Adult Career Pathway Program
Program Year 2024-25
Budget Summary**

Applicant: Oakland Unified School District

Project Name: Highway to Work

BUDGET SUMMARY

Line Item	Expense Item	Administrative Cost	Program Cost	Amount Leveraged** (If Applicable)	Total Project Budget
A.	Staff Salaries	\$70,000	\$500,000	\$152,048	\$722,048
B.	Number of full-time equivalents ()	0.5	2.0		
C.	Staff Benefit Cost	\$21,000	\$150,000.00	\$45,614	\$261,394.80
D.	Staff Benefit Rate (percent) ()	30%	30%		
E.	Staff Travel	\$0	\$10,000	\$0	\$ 10,000
F.	Operating Expenses	\$0	\$6,000	\$0	\$ 0
G.	Required or Targeted Activities				\$ 908,146
	1. Participant Stipends	\$0	\$80,067.00	\$	
	2. Training/Tuition	\$0	\$355,554.00	\$	
	3. Work-Based Learning	\$0	\$291,627.00	\$	
	4. Supportive Services	\$	\$132,398.00	\$	
	5. Incentives	\$	\$48,500	\$	
H.	Furniture and Equipment				
1.	Small Purchase (unit cost of under \$5,000)	\$	\$ 0	\$	\$ 37,440
2.	Large Purchase (unit cost of over \$5,000)	\$	\$	\$	\$ 0
3.	Equipment Lease	\$	\$	\$	\$ 0

Line Item	Expense Item	Administrative Cost	Program Cost	Amount Leveraged** (If Applicable)	Total Project Budget
I.	Contractual Services <i>(if applicable complete Exhibit G and add cost below)</i>	\$	\$169,840	\$261,600	\$ 180,000
	1. Subrecipients		\$80,000		
	2. Contractors		\$89,840		
J.	Indirect Costs* (complete item 1 below)	\$ 30,724.78	\$0	\$0	\$ 30,724.78
K.	Other (describe)	\$42,776.22	\$0	\$0	\$ 42,776.22
	TOTAL FUNDING**	\$ 164,501	\$ 1,940,426	\$ 459,262	\$ 0
			Total Request***		\$ \$2,589,349

*Indirect Cost Rate must be negotiated and approved by Cognizant Agency, per Appendices III or IV to Uniform Guidance, 2CFR200.

- | |
|--|
| 1. Indicate how indirect costs are determined (Negotiated Indirect Cost Rate Agreement (NICRA), Cost Allocation Plan, or De Minimis): Indirect Cost Rate, determined by CA Department of Education for Oakland Unified School District; based on 4% estimated rate for period of grant |
| 2. Name of Cognizant Agency (if NICRA): Click here to enter text. |

** Right-click and select "Update Field" to populate each Total Funding field. A maximum of 10% of the total project budget will be allowed for **Administrative Costs**.

***All costs must be rounded to the nearest dollar.

The definition of administrative costs is provided in Appendix C of the SFP.



Opportunity Young Adult Career Pathway
Program
Program Year 2024-25
Budget Narrative

Applicant: Oakland Unified School District
Project Name: Highway to Work

A. (A-D) Staff Salaries: Total Salaries Paid + Benefits = \$741,000

Administrative / Program Cost	Position	FTE x Monthly Salary x Time	Benefits	Total (FTE X Salary X Time) + Benefits
Program cost	Transition Specialist - OACE	1 FTE x \$7,083.33/month x 24 months = \$170,000	\$51,000	\$221,000
Program cost	Transition Specialist - HSLLO	.5 FTE x \$7,500/month x 24 months = \$90,000	\$27,000	\$117,000
Administrative Cost	Admin Assistant	.5 FTE x \$5,834/month x 24 months = \$70,000	\$21,000	\$91,000
Program cost	HtW Project Coordinator	1 FTE x \$10,000 x 24 months = \$240,000	\$72,000	\$312,000
TOTALS		3 FTE @ \$570,000	\$ \$171,000	\$ \$741,000

The OACE and HSLLO Transition Specialists will work with eligible OUSD exiters ages 18-28 and serve as crucial connectors between education and job training and potential employers or internship opportunities. They will play a vital role in HtW training programs by providing targeted guidance, support, and resources that help bridge the gap between education and employment. The Transition Specialists will offer personalized coaching to help participants identify their strengths, set career goals, and understand the steps necessary to achieve those goals. They will assist with essential skills like resume building, interview preparation, and job search strategies, empowering young adults with the tools and confidence they need to succeed in today's competitive job market. They will cultivate relationships with HtW employers and industry professionals, which will allow them to facilitate placements in permanent employment and apprenticeships that provide real-world exposure to various career fields. By offering ongoing mentorship and guidance, OUSD Transition Specialists help Opportunity Youth navigate the early stages of their careers, assisting them in overcoming potential obstacles and making informed decisions. This support can significantly improve employment outcomes, ensuring that these young adults not only secure jobs but also establish a solid foundation for long-term career growth and stability. HtW Transition Specialists will be uniquely positioned to serve OUSD graduates and others who have recently left high school.

The Administrative Assistant will be essential to the smooth functioning of HtW, providing the organizational backbone that keeps daily operations running efficiently. The AA will manage essential tasks such as scheduling, record-keeping, and communications, allowing instructors and program staff to focus more directly on case management, partnership relations, and training. By handling these critical logistical details, the AA will ensure that classes and meetings are scheduled accurately, materials are prepared on time, and records are kept meticulously, supporting both compliance and program effectiveness. The AA will manage participant data collection and documentation necessary for reporting outcomes and evaluating the project. The AA will also serve as the first point of contact for program participants, employers, and community partners. By efficiently managing communications with external stakeholders, such as community organizations and employers, the AA will strengthen partnerships that are vital to the success and sustainability of job training programs. In short, the AA role is not only administrative but also relational, making them integral to the program's ability to support students effectively and maintain strong community connections.

The HtW Project Coordinator will serve as a critical bridge between the educational and career aspects of the HtW program, facilitating a holistic approach to student development. They will work with Transition Specialists to provide individualized support, helping students make meaningful connections between their coursework and potential career paths. Through regular communication and coordination, the Project Coordinator and Transition Specialists will identify each student's strengths, challenges, and career goals, then tailor the training experience to meet these needs. The HtW Project Coordinator will also have an understanding of curriculum design and instructional strategies, allowing them to ensure that the program's

educational content aligns closely with industry requirements and workforce skills. Working with Transition Specialists, the Project Coordinator will integrate academic instruction with practical career preparation, such as developing employability skills, job readiness, and understanding workplace expectations. This collaboration will ensure that training programs are not only academically rigorous but also directly relevant to real-world job settings, making young participants more competitive in the labor market.

E. Staff Travel \$ 10,000

The HtW Project Coordinator, Transition Specialists, and/or the HSLLO and/or OACE Director will be available to attend quarterly OYACPP meetings, CoP, and other activities coordinated by EDD-approved TA providers, as appropriate to their roles and responsibilities. HtW staff will be in attendance at all required conferences and meetings. Precise cost calculations will not be done until the schedule and locations of these activities have been confirmed but will be in accordance with OUSD and California mileage rate and per diem regulations.

F. Operating Expenses \$6,000

Expense	Cost	Administrative/Program Cost
Graduation expenses, including certificates, refreshments	6,000	Program Cost

G. Required or Targeted Activities \$ 908,146

Expense	Cost	Administrative/Program Cost
Participant Stipends	\$80,067	Program Cost
Training/Tuition	\$355,554	Program Cost
Work-Based Learning	\$291,627	Program Cost
Supportive Services	\$166,305	Program Cost
Incentives	\$48,500	Program Cost

- **Administrative Cost: \$0**
- **Program Cost: \$908,146**

Providing stipends, incentives, and supportive services to students in job training programs like Highway to Work, is essential for fostering equitable access to education and workforce

development. Many students in OUSD face financial challenges, including limited income, high living expenses, or family responsibilities that may make it difficult for them to prioritize their training. By offering stipends, HtW can reduce the financial burden on students, allowing them to focus on developing their skills and completing their training without the added stress of covering basic needs. Incentives will also help boost motivation and retention; ensuring students remain engaged in their coursework and progress toward achieving their career goals.

Participant and Work-Based Learning Stipends:

OUSD will document the following stipend practices in a formal stipend plan to be distributed to HtW participants and industry partners:

Students will receive participation stipends (and transportation stipends, listed below in Work-Based Learning). The stipend amount is a reflection of the duration of each highway program. The ER Tech clinical hours are 192. Didactics, Phlebotomy, HLTOC course, and Orientation come to 130 hours. ER Tech participants will receive a total of \$35,000. For EMT, the total number of hours is 105, and stipends will be \$2,100 each for 12 students per cohort (this includes a \$100 “bonus”). The K12 CNA program carries 100 clinical hours plus 152 hours in course work, the HLTOC course, career readiness workshops, and orientation; stipends are as follows: \$2,500 each for 15 students per cohort plus an onboarding stipend of \$100 and first-time pass incentive of \$200. OACE’s Phlebotomy includes a total of 162 hours, with 102 in class, 40 in internship, and 20 in career readiness workshops; \$2,000 stipend per student for a cohort of 10 students plus a \$200 incentive for first-time pass of exam. OACE’s Medical Assisting includes 360 hours: 160 in classroom learning; 160 in internship; and 20 in career readiness workshops. Stipends are as follows: \$2,000 each for 10 students per cohort plus a \$100 onboarding incentive and \$200 first-time pass of exam. For Phlebotomy, a total of 210 hours: 100 in classroom (with draws); 30 in HLTOC course; 20 in Orientation; 40 in internship; and 20 in Career Readiness workshops. Stipends are as follows: \$2,000 each for a cohort of 10, plus a \$100 onboarding incentive and \$200 first-time pass of exam. For the Finishing Trades, a total of 216 hours, 160 in classroom (with 40 hours of hands-on) and 20 hours of career readiness workshop. Stipends are as follows: \$2,000 each for 10 students plus a \$200 first-time pass of exam. For High School Equivalency and HS Diploma, total of 60 hours, with stipends as follows: \$2,000 each for 15 students per cohort; a \$100 onboarding incentive and \$200 first-time pass of exam. For Utility Worker, a total of 560 hours, with a \$4,000 stipend per student, as follows: \$1,000 every eight weeks over a period of 32 weeks.

Training/tuition:

With some highway programs, there are tuition costs. The ER Tech and EMT programs include participation in Peralta Institute, which offers affordable EMT courses at Merritt College within a cohorted and supported program, with no costs included in the budget. The K12 CNA includes \$1,650 per student for the CNA Course plus \$100 for the CPR/BLS certification and \$120 for the CNA exam. Total tuition for CNA K12 is \$1,870 per student. OACE’s Phlebotomy includes \$3,500

per student for Cal Regional Phlebotomy course. \$35,000 for a total of 10 students per year. OACE's Medical Assisting includes \$3,500 per student for the Medical Assisting course at Cal Regional. \$35,000 for a total of 10 students per year. Phlebotomy K12 includes tuition for Bay Area Medical Academy's Phlebotomy course, which is \$3,800/student for a cohort of 10 per year, total of \$38,000. For Finishing Trades, tuition of \$2,995 per student for IUPAT D/16 course. 10 students, total of \$29,950 per year. By covering tuition costs, HRTW makes these essential opportunities more accessible to OUSD students who may not have the financial means to pursue career advancement otherwise. Paying for tuition ensures that students can focus on learning and gaining the necessary experience without the added stress of financial strain. This approach not only benefits the students by making high-quality training attainable, but it also strengthens the local workforce by empowering more skilled and job-ready individuals to enter high-demand fields.

Work Based Learning Transportation Allowance:

Work-based learning costs include stipends for internships (listed under Participant Stipends) and transportation to internships. Providing transportation assistance allows students to overcome a common barrier that might otherwise prevent them from completing their programs. For ER Tech, Clipper Cards are provided for Parnassus-based (\$500 each for five) and Highland Hospital-based (\$330 for five) internships. For CNA, Clipper Card is offered for transportation to the internship; total of \$300 per student for 15 students. For EMT, Clipper cards valued at \$10 (Coliseum to Montgomery Station) will be offered to 12 students, and AC Transit bus cards valued at \$81 (31-day local pass) will be offered to 12 students. For Phlebotomy, 10 students will be given Clipper Cards priced at \$250 to reach internship sites. For the Utility Worker program, four \$125 Clipper cards for 20 students, equaling \$10,000.

Supportive Services:

Supportive Services expenses include case management services provided by staff who worked with students while they were in high school, thus allowing for a bridge of case management. These expenses are included in the grant budget for the Phlebotomy program (\$37,414.80), CNA (\$29,538), EMT (\$35,455.60), and ER Tech (\$20,000). Work uniforms, textbooks, drug tests, CPR/BLS certification will be provided (\$33,907). Items will be purchased, not leased

Incentives:

The budget includes \$48,500 as incentives for training participants.

The budget also includes \$10,000 as incentives for the ER Tech program's preceptors and additional educational support for HtW interns assigned roles with more specific skills needs. The rate of pay for case management is \$98.46, which reflects an average, inclusive of benefits.

H. Furniture and Equipment* \$ 01. Small Amount of Equipment and Furniture Total \$ 0

Small Amount of Equipment and Furniture	Cost	Administrative/Program Cost
	\$	

- **Administrative Cost:** \$
- **Program Cost:** \$0

2. Large Amount of Equipment and Furniture Total \$ 0

Large Amount of Equipment and Furniture	Cost	Administrative/Program Cost
	\$	Choose an item.
	\$	Choose an item.

- **Administrative Cost:** \$0
- **Program Cost:** \$0

3. Equipment Lease \$ 0

Equipment Lease	Cost	Administrative/Program Cost
	\$	Choose an item.
	\$	Choose an item.

**Refer to EDD Directives WSD16-16 - WSD16-10 – WSD17-08 for Procurement Guidelines*

- **Administrative Cost:** \$0
- **Program Cost:** \$0

I. Contractual Services \$169,840

OUSD proposes two subrecipients, Spanish Speaking Unity Council and Junior Achievement, that will provide case management to HtW training participants from program orientation through completion of training and internships, and continuing until the young adult has secured and been retained for one year in paid employment. These case management subrecipients will complement the case management of OUSD's Transition Specialists by bridging youth to larger networks of community services. Unity Council is a WIOA-funded contractor of the Oakland Workforce Development Board, thus able to leverage a variety of WIOA Title I resources. Junior Achievement has successfully collaborated with OACE to serve

individuals working toward a high school diploma or equivalency through the organization's intensive case management model. OUSD will allocate \$50,000 to Unity Council and \$30,000 to Junior Achievement for their services to HtW participants over the two-year grant term.

OUSD proposes a \$89,840 contract for a developmental evaluation of the HtW project expansion. The contracted entity is proposed to be High Road Alliance (HRA), which brings deep knowledge of workforce development trends, industry standards, and best practices, which will support designing a program that aligns with current job market demands. Their external perspective and experience can also help identify gaps in existing services, allowing for the creation of targeted interventions that address specific community needs. HRA's involvement will inform planning and implementation, while documenting lessons learned and evaluating the impact of activities conducted over the two-year grant period. Additionally, HRA's documentation and developmental evaluation of the project will contribute to building partnerships with local businesses, community organizations, and government agencies, which are critical for long-term program sustainability. This contract will ensure comprehensive analysis of the program impact and opportunities to maximize sustainability.

J. Indirect Costs \$30,724.78

- **Administrative Cost:** \$30,724.78
- **Program Cost:** \$0

The CA Department of Education's approved indirect rate for OUSD is 3.89%, as documented in the attached Indirect Cost Rate Agreement (ICRA). OUSD incurs a variety of indirect costs associated with managing, administering, and supporting grant-funded initiatives. Indirect costs cover necessary expenses that support the overall infrastructure and operations required for effective program management, such as accounting, payroll processing, human resources, and compliance monitoring. These services ensure that the grant funds are allocated, utilized, and reported accurately, meeting all regulatory requirements. OUSD's role as the fiscal agent also requires maintaining transparent financial records and auditing practices to ensure accountability for the use of grant funds. Additionally, indirect costs include administrative support functions that ensure program staff and students have access to essential resources and services. This includes facilities management, technology support, and general district-wide services that create an environment in which grant-funded programs can operate efficiently. These administrative costs, while not directly tied to program delivery, are crucial for enabling the smooth execution of job training and educational programs under the grant. By covering these indirect expenses, OUSD provides the necessary infrastructure and oversight to maximize the impact of funding, ultimately ensuring that adult education programs are both effective and sustainable.

The CA Department of Education's approved indirect rate for 2024-25 is 3.89%.

K. Other \$42,776.22

- **Administrative Cost: \$42,776.22**
- **Program Cost: \$0**

**Opportunity Young Adult Career Pathway
Program
Program Year 2024-25
Supplemental Budget**

Organization Name: Oakland Unified School District

Project Name: Highway to Work

I. Equipment

Item Description ¹	Quantity	Cost Per Item	Total Cost	Percent Charged to Project	Total Cost Charged to Project
TOTAL²			\$		\$

II. Subrecipients³

Service Provider Name	Subawarded Amount	Deliverables
Junior Achievement	30,000	Case management, job coaching, and mentoring of participants in HtW training programs.
Unity Council	50,000	Case management of participants in HtW training programs.
TOTAL⁴	\$80,000.00	

III. Contractors⁵

Description - Type of Service	Cost	Service Provider If Known
Evaluation of HtW expansion project. Facilitation of partner relationship building. Provision of workforce development expertise.	89,840	High Road Alliance
TOTAL⁶	\$89,840	

**Opportunity Young Adult Career Pathway
Program
Program Year 2024-25
Project Work Plan**

Organization Name: Oakland Unified School District (OUSD)

Project Name: Highway to Work (HtW)

Project Goals:

- Building upon lessons learned from the pilot HtW evaluation, align HSLLO and OACE Transition Specialist outreach and recruitment, assessment, orientation, and case management to support a greater number of HtW participants.
- Continue to offer successful HtW cohort-based training and stipend internships in Emergency Room Technician and Emergency Medical Technician
- Align the OACE/International Union of Painters and Allied Trades (IUPAT) DC16 Finishing Trades Pre-Apprenticeship program with HtW case management.
- Offer new HtW training programs by aligning OACE's short-term training in Certified Nursing Assistant, Phlebotomy, Medical Assistant, and Medical Records Specialist with HtW case management and stipend internships.
- Develop a new HtW training program in Utility Worker, in partnership with Pacific Gas & Electric (PG&E), Bay Area Rapid Transit (BART), and/or East Bay Municipal Utility District (EBMUD).
- Deepen partnership with Oakland Workforce Development Board (OWDB) to (by year 2) leverage WIOA Title I funding for eligible HtW participants.
- Coordinate data collection, analysis, and program evaluation across HSLLO and OACE in support of a sustained, unified HtW program model.

Barriers to Implementation:

Potential barriers to implementation of the proposed two-year HtW project expansion include (a) challenges recruiting interested participants for a growing number of HtW training programs, or (b) challenges securing a sufficient number of high quality, 9-10 week internships for a growing number of HtW training programs, or c) participants' life challenges that may prevent their successful completion of HtW training programs.

(a) will be addressed by coordinated and highly targeted outreach conducted by Transition Specialists, both at the high schools and at OACE, using OUSD's Postsecondary Tracker online tool. (b) will be addressed by employer engagement conducted by the two Industry Liaisons, in healthcare and in infrastructure, building on the demonstrated HtW model which demonstrates positive outcomes for both students and employers. (c) will be addressed through the intensive case management approach that was demonstrated in the HtW pilot evaluation to be absolutely critical to the success of these participants with various barriers to success in training and employment.

Quarter 1

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
Secure OUSD approval of OYACPP grant contract	4/1/25	5/30/25	Complete OUSD legal review Present to OUSD Board	OUSD Board approval of OYACPP contract	OUSD HSLLO/OACE
Hire or assign all positions	4/1/25	6/30/25	New position descriptions approved Hiring processes conducted All positions hired/assigned and onboarded	Staff capacity to coordinate and implement HtW expansion, partnership development, and grant and budget management	OUSD HSLLO/OACE
Define all staff and partner roles and responsibilities	5/1/25	6/30/25	Develop staff role descriptions Convene partners Develop partner role descriptions	Clear roles and responsibilities	OUSD HSLLO/OACE
Develop detailed project work plan	5/1/25	6/30/25	Update Exhibit I as needed Develop more detailed project work plan	Detailed project work plan	OUSD HSLLO/OACE
Execute agreements with subrecipients and contractors	5/1/25	6/30/25		Executed agreements and readiness to implement	OUSD HSLLO/OACE
Enroll participants in first HtW training cohorts	5/1/25	5/30/25	"Highway First Look" recruitment events	47 participants enrolled in first ER Tech, EMT, CNA and Phlebotomy cohorts	OUSD HSLLO/OACE and high school sites

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
Conduct HtW orientation sessions	5/1/25	6/3/25	Onboarding meeting focused on completing hospital clearance, vaccinations, TB tests June orientation on expectations, stipend agreements, training enrollment	HtW participants understand expectations and have met onboarding requirements	OUSD HSLLO/OACE
Deliver healthcare training	7/1/25	8/15/25	HtW participants complete courses in Intro to EMT, Healthcare Communications, Basic Life Support, Stop the Bleed, CNA, Phlebotomy, MA, Medical Records	HtW participants complete course requirements	OACE, BAMA, PCCD
Offer internships in ER Tech, EMT, CNA, Phlebotomy	7/1/25	8/30/25	HtW participants complete internship hours with industry partners	HtW participants gain work experience	OUSD, UCSF, AHS, Baywell, Roots
Attend monthly EDD meetings or Community of Practices (CoPs)	4/1/25	6/30/25	Attendance at 3 monthly meetings	Understanding of EDD requirements and opportunities	OUSD HSLLO/OACE
Submit monthly expenditure reports	5/1/25	6/1/25	Report submitted at end of each month	Compliance with reporting requirements	OUSD HSLLO/OACE
Submit quarterly performance report	6/30/25	6/30/25	Report submitted at end of each quarter	Compliance with reporting requirements	OUSD HSLLO/OACE

Quarter 2

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
Design common HSLLO/OACE HtW assessment and case management approach	7/1/25	7/31/25	HtW Assessment and Case Management Guidance document, including career readiness templates, stipend plan, attendance	Shared approach results in consistent and equitable HtW	OUSD HSLLO/OACE

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
			expectations, dismissal protocols	participant services	
Design protocols for coordination across HSLLO and OACE data collection systems	7/1/25	7/31/25	HtW Data Collection Protocols	Consistent and high quality HtW data collection across divisions	OUSD HSLLO/OACE
Train new staff on HtW training programs, advising approach, and data collection protocols	7/1/25	7/31/25	Transition Specialist trainings	Team equipped to case manage and track data on HtW participants	OUSD HSLLO/OACE
Meet individually with each HtW employer to refine or begin new design of HtW training programs	7/1/25	7/31/25	MOU outlining responsibilities of each partner	Employers prepared to support training that aligns with their hiring needs	OUSD, UCSF, AHS, Baywell, Roots, PG&E, BART, EBMUD
Convene HtW Healthcare and Infrastructure Advisory Boards	8/1/25	8/30/25	HtW Healthcare Advisory Board meeting HtW Infrastructure Advisory Board meeting	Employer, training provider, and CBO input on start of first HtW cohorts	OUSD
Determine baseline rates of each participating employer's retention of new employees 2 quarters following hire	8/15/25	9/15/25	Baseline and target new employee retention rates 2 quarters following hire, for each participating employer.	Capacity to track improvement on a key employer outcome metric	OUSD, with industry partners
Deliver healthcare training	7/1/25	8/15/25	HtW participants complete courses in Intro to EMT, Healthcare Communications, Basic Life Support, Stop the	HtW participants complete course requirements	OACE, BAMA, PCCD

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
			Bleed, CNA, Phlebotomy, MA, Medical Records		
Offer internships in ER Tech, EMT, CNA, Phlebotomy	7/1/25	8/30/25	HtW participants complete internship hours with industry partners	HtW participants gain work experience	OUSD, UCSF, AHS, Baywell, Roots
Provide ongoing case management, barrier removal, and access to supportive services	7/1/25	9/30/25	HtW participant/case management meetings weekly during program participation	HtW participants prepared for successful program completion	OUSD HSLLO/OACE, Junior Achievement, Unity Council, BOSS
Support HtW participants' transition to permanent employment and apprenticeship	7/15/25	ongoing	HtW participant/case manager meetings focused on job readiness, applications and interviews, and transition to employment and apprenticeship	HtW participants secure permanent paid employment	OUSD HSLLO/OACE, Junior Achievement, Unity Council, BOSS, OPIC, IUPAT DC16
Begin regular meetings with OWDB to plan for leveraging of WIOA Title I resources	7/1/25	7/31/25	Monthly or bimonthly meetings with leadership of HSLLO, OACE and OWDB	MOU documenting HtW/OWDB collaboration plan and funding model	OUSD HSLLO/OACE, OWDB
Begin Finishing Trades PA	7/15/25	8/30/25	HtW participants complete pre-apprenticeship classes and hands-on instruction	10 HtW participants receive DAS PA certificate and industry certifications	OACE, IUPAT DC16
Submit monthly financial and participant reports to EDD	7/1/25	9/30/25	Monthly reports	Fulfillment of EDD reporting requirements	OUSD
Attend monthly EDD meetings or Community of Practices (CoPs)	7/1/25	9/30/25	Attendance at 3 monthly meetings	Understanding of EDD requirements and opportunities	OUSD HSLLO/OACE

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
Submit quarterly performance report	9/30/25	9/30/25	Report submitted at end of each quarter	Compliance with reporting requirements	OUSD HSLLO/OACE

Quarter 3

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
Enroll participants in HtW training cohorts	10/1/25	10/15/25	"Highway First Look" recruitment events	35 participants enrolled in MA, Medical Records, and CNA cohorts	OUSD HSLLO/OACE and high school sites
Deliver healthcare training	10/15/25	12/15/25	HtW participants complete courses	HtW participants complete course requirements	OACE, BAMA, PCCD
Offer internships	10/1/25	12/15/25	HtW participants complete internship hours with industry partners	HtW participants gain work experience	OUSD, UCSF, AHS, Baywell, Roots
Provide ongoing case management, barrier removal, and access to supportive services	10/1/25	12/31/25	HtW participant/case management meetings weekly during program participation	HtW participants prepared for successful program completion	OUSD HSLLO/OACE, Junior Achievement, Unity Council, BOSS
Support HtW participants' transition to permanent employment and apprenticeship	11/15/25	ongoing	HtW participant/case manager meetings focused on job readiness, applications and interviews, and transition to employment and apprenticeship	HtW participants secure permanent paid employment	OUSD HSLLO/OACE, Junior Achievement, Unity Council, BOSS, OPIC, IUPAT DC16
Convene HtW Healthcare and Infrastructure Advisory Boards	10/15/25	10/30/25	HtW Healthcare Advisory Board meeting HtW Infrastructure Advisory Board meeting	Employer, training provider, and CBO input on start of first HtW cohorts	OUSD

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
Hold regular meetings with OWDB to plan for leveraging of WIOA Title I resources	10/1/25	12/30/25	Monthly or bimonthly meetings with leadership of HSLLO, OACE and OWDB	MOU documenting HtW/OWDB collaboration plan and funding model	OUSD HSLLO/OACE, OWDB
Begin planning meetings for new HtW Utility Worker training program	10/1/25	12/30/25	Utility Worker planning meetings	Elements of new HtW Utility Worker training program design, partners, curriculum	OUSD HSLLO/OACE, PG&E, BART, EBMUD, Cypress Mandela Training Center, OWDB
Submit monthly financial and participant reports to EDD	10/15/25	12/31/25	Monthly reports	Fulfillment of EDD reporting requirements	OUSD
Attend monthly EDD meetings or Community of Practices (CoPs)	10/1/25	12/31/25	Attendance at 3 monthly meetings	Understanding of EDD requirements and opportunities	OUSD HSLLO/OACE
Submit quarterly performance report	12/31/25	12/31/25	Report submitted at end of each quarter	Compliance with reporting requirements	OUSD HSLLO/OACE

Quarter 4

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
Conduct outreach, recruitment and orientation for HtW training programs (Phlebotomy, MA, CNA)	1/1/26	2/1/26	HtW participants enrolled in HtW training programs	35 HtW participants enroll, understand expectations and have met onboarding requirements	OUSD HSLLO/OACE

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
Deliver HtW training	2/1/26	3/31/26	HtW participants complete training and sit for certification exams	HtW participants complete course requirements and certifications	OACE, BAMA, PCCD
Offer HtW internships	2/15/26	3/31/26	HtW participants complete internships	HtW participants gain work experience	OUSD, UCSF, AHS, Baywell, Roots
Provide ongoing case management, barrier removal, and access to supportive services	1/1/26	3/31/26	HtW participant/case management meetings weekly during program participation	HtW participants prepared for successful program completion	OUSD HSLLO/OACE, Junior Achievement, Unity Council, BOSS
Support HtW participants' transition to permanent employment and apprenticeship	2/15/26	ongoing	HtW participant/case manager meetings focused on job readiness, applications and interviews, and transition to employment and apprenticeship	HtW participants secure permanent paid employment	OUSD HSLLO/OACE, Junior Achievement, Unity Council, BOSS, OPIC, IUPAT DC16
Convene HtW Healthcare and Infrastructure Advisory Boards	2/15/26	3/30/26	HtW Healthcare Advisory Board meeting HtW Infrastructure Advisory Board meeting	Employer, training provider, and CBO input on HtW cohorts	OUSD
Hold regular meetings with OWDB to plan for leveraging of WIOA Title I resources	1/1/26	3/30/26	Monthly or bimonthly meetings with leadership of HSLLO, OACE and OWDB	MOU documenting HtW/OWDB collaboration plan and funding model	OUSD HSLLO/OACE, OWDB
Hold planning meetings with industry and training partners to design new HtW Utility	1/1/26	3/31/26	Utility Worker planning meetings	New HtW Utility Worker training program design,	OUSD HSLLO/OACE, PG&E, BART, EBMUD, Cypress Mandela Training Center, OWDB

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
Worker training program				partners, curriculum	
Submit monthly financial and participant reports to EDD	1/15/26	3/31/26	Monthly reports	Fulfillment of EDD reporting requirements	OUSD
Attend monthly EDD meetings or Community of Practices (CoPs)	1/1/26	3/30/26	Attendance at 3 monthly meetings	Understanding of EDD requirements and opportunities	OUSD HSLLO/OACE
Submit quarterly performance report	3/31/25	3/31/26	Report submitted at end of each quarter	Compliance with reporting requirements	OUSD HSLLO/OACE

Quarter 5

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
Conduct outreach, recruitment and orientation for HtW training programs (Utility Worker, ER Tech, EMT, CNA)	4/20/26	5/7/26	HtW participants enrolled in HtW training programs	45 HtW participants enroll, understand expectations and have met onboarding requirements	OUSD HSLLO/OACE
Deliver HtW training	6/1/26	7/30/26	HtW participants complete training and sit for certification exams	HtW participants complete course requirements and certifications	OACE, BAMA, PCCD, Cypress Mandela
Offer HtW internships	6/20/26	8/30/26	HtW participants complete internships	HtW participants gain work experience	OUSD, UCSF, AHS, Baywell, Roots, PG&E, BART, EBMUD
Provide ongoing case management, barrier removal, and access to	4/1/26	6/30/26	HtW participant/case management meetings weekly during program participation	HtW participants prepared for successful	OUSD HSLLO/OACE, Junior Achievement,

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
supportive services				program completion	Unity Council, BOSS
Support HtW participants' transition to permanent employment and apprenticeship	ongoing	ongoing	HtW participant/case manager meetings focused on job readiness, applications and interviews, and transition to employment and apprenticeship	HtW participants secure permanent paid employment	OUSD HSLLO/OACE, Junior Achievement, Unity Council, BOSS, OPIC, IUPAT DC16
Convene HtW Healthcare and Infrastructure Advisory Boards	4/15/26	6/30/26	HtW Healthcare Advisory Board meeting HtW Infrastructure Advisory Board meeting	Employer, training provider, and CBO input on HtW cohorts	OUSD
Hold regular meetings with OWDB to plan for leveraging of WIOA Title I resources	4/15/26	6/30/26	Monthly or bimonthly meetings with leadership of HSLLO, OACE and OWDB	MOU documenting HtW/OWDB collaboration plan and funding model	OUSD HSLLO/OACE, OWDB
Hold planning meetings with industry and training partners to refine and improve new HtW Utility Worker training program	4/15/26	6/30/26	Utility Worker partner meetings	Improvements to new HtW Utility Worker training program	OUSD HSLLO/OACE, PG&E, BART, EBMUD, Cypress Mandela Training Center, OWDB
Submit monthly financial and participant reports to EDD	4/15/26	6/30/26	Monthly reports	Fulfillment of EDD reporting requirements	OUSD
Conduct data review, interviews and focus groups for external evaluation of HtW expansion	4/15/26	6/30/26	Evaluation data collection and analysis	Understanding of program strengths, challenges, lessons learned, and opportunities for improvement	High Road Alliance

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
				and sustainability	
Begin drafting HtW sustainability plan	5/15/26	11/30/26	HtW sustainability	HtW project has a sustainable funding model and delivery structure	OUSD HSLLO/OACE and all partners
Attend monthly EDD meetings or Community of Practices (CoPs)	4/1/26	6/30/26	Attendance at 3 monthly meetings	Understanding of EDD requirements and opportunities	OUSD HSLLO/OACE
Submit quarterly performance report	6/30/26	6/30/26	Report submitted at end of each quarter	Compliance with reporting requirements	OUSD HSLLO/OACE

Quarter 6

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
Conduct outreach, recruitment and orientation for HtW training programs (Utility Worker, Finishing Trades PA)	7/20/26	8/7/26	HtW participants enrolled in HtW training programs	20 HtW participants enroll, understand expectations and have met onboarding requirements	OUSD HSLLO/OACE
Deliver HtW training	8/20/26	9/30/26	HtW participants complete training and sit for certification exams	HtW participants complete course requirements and certifications	OACE, PCCD, Cypress Mandela, IUPAT DC16
Offer HtW internships	9/1/26	12/31/26	HtW participants complete internships	HtW participants gain work experience	OUSD, PG&E, BART, EBMUD, IUPAT DC16
Provide ongoing case management, barrier removal,	7/1/26	ongoing	HtW participant/case management meetings weekly during program participation	HtW participants prepared for successful	OUSD HSLLO/OACE, Junior Achievement,

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
and access to supportive services				program completion	Unity Council, BOSS
Support HtW participants' transition to permanent employment and apprenticeship	ongoing	ongoing	HtW participant/case manager meetings focused on job readiness, applications and interviews, and transition to employment and apprenticeship	HtW participants secure permanent paid employment	OUSD HSLLO/OACE, Junior Achievement, Unity Council, BOSS, OPIC, IUPAT DC16
Convene HtW Healthcare and Infrastructure Advisory Boards	7/15/26	9/30/26	HtW Healthcare Advisory Board meeting HtW Infrastructure Advisory Board meeting	Employer, training provider, and CBO input on HtW cohorts	OUSD
Hold regular meetings with OWDB to plan for leveraging of WIOA Title I resources	7/1/26	9/30/26	Monthly or bimonthly meetings with leadership of HSLLO, OACE and OWDB	MOU documenting HtW/OWDB collaboration plan and funding model	OUSD HSLLO/OACE, OWDB
Hold planning meetings with industry and training partners to refine and improve new HtW Utility Worker training program	7/1/26	9/30/26	Utility Worker partner meetings	Improvements to new HtW Utility Worker training program	OUSD HSLLO/OACE, PG&E, BART, EBMUD, Cypress Mandela Training Center, OWDB
Submit monthly financial and participant reports to EDD	7/15/26	9/30/26	Monthly reports	Fulfillment of EDD reporting requirements	OUSD
Continue drafting HtW sustainability plan	7/15/26	9/30/26	HtW sustainability plan	HtW project has a sustainable funding model and delivery structure	OUSD HSLLO/OACE and all partners
Complete evaluation data analysis	7/1/26	9/30/26	Evaluation data collection and analysis	Understanding of program strengths,	High Road Alliance

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
				challenges, lessons learned, and opportunities for improvement and sustainability	
Attend monthly EDD meetings or Community of Practices (CoPs)	7/1/26	9/30/26	Attendance at 3 monthly meetings	Understanding of EDD requirements and opportunities	OUSD HSLLO/OACE
Submit quarterly performance report	9/30/26	9/30/26	Report submitted at end of each quarter	Compliance with reporting requirements	OUSD HSLLO/OACE

Quarter 7

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
Provide ongoing case management, barrier removal, and access to supportive services	10/1/26	ongoing	HtW participant/case management meetings weekly during program participation	HtW participants prepared for successful program completion	OUSD HSLLO/OACE, Junior Achievement, Unity Council, BOSS
Support HtW participants' transition to permanent employment and apprenticeship	ongoing	ongoing	HtW participant/case manager meetings focused on job readiness, applications and interviews, and transition to employment and apprenticeship	HtW participants secure permanent paid employment	OUSD HSLLO/OACE, Junior Achievement, Unity Council, BOSS, OPIC, IUPAT DC16
Convene HtW Healthcare and Infrastructure Advisory Boards	10/15/26	12/31/26	HtW Healthcare Advisory Board meeting HtW Infrastructure Advisory Board meeting	Employer, training provider, and CBO input on HtW cohorts	OUSD
Hold regular meetings with OWDB to plan	10/1/26	11/30/26	Monthly or bimonthly meetings with leadership	MOU documenting HtW/OWDB	OUSD HSLLO/OACE, OWDB

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
for leveraging of WIOA Title I resources			of HSLLO, OACE and OWDB	collaboration plan and funding model	
Submit monthly financial and participant reports to EDD	10/15/26	12/31/26	Monthly reports	Fulfillment of EDD reporting requirements	OUSD
Continue drafting HtW sustainability plan	10/15/26	12/31/26	HtW sustainability plan	HtW project has a sustainable funding model and delivery structure	OUSD HSLLO/OACE and all partners
Complete evaluation data analysis	10/1/26	12/31/26	Evaluation data collection and analysis	Understanding of program strengths, challenges, lessons learned, and opportunities for improvement and sustainability	High Road Alliance
Attend monthly EDD meetings or Community of Practices (CoPs)	10/1/26	12/31/26	Attendance at 3 monthly meetings	Understanding of EDD requirements and opportunities	OUSD HSLLO/OACE
Submit quarterly performance report	12/30/26	12/30/26	Report submitted at end of each quarter	Compliance with reporting requirements	OUSD HSLLO/OACE

Quarter 8

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
Provide ongoing case management, barrier removal, and access to supportive services	1/1/27	ongoing	HtW participant/case management meetings weekly during program participation	HtW participants prepared for successful program completion	OUSD HSLLO/OACE, Junior Achievement, Unity Council, BOSS

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
Support HtW participants' transition to permanent employment and apprenticeship	ongoing	ongoing	HtW participant/case manager meetings focused on job readiness, applications and interviews, and transition to employment and apprenticeship	HtW participants secure permanent paid employment	OUSD HSLLO/OACE, Junior Achievement, Unity Council, BOSS, OPIC, IUPAT DC16
Complete HtW expansion evaluation report	1/1/27	3/31/27	Written evaluation report and presentation materials	Final HtW expansion evaluation report available to OUSD and partners	High Road Alliance
Convene HtW Healthcare and Infrastructure Advisory Boards to discuss program evaluation	2/1/27	3/31/27	HtW Healthcare Advisory Board evaluation meeting HtW Infrastructure Advisory Board evaluation meeting	Employer, training provider, and CBO input on HtW cohorts	OUSD, High Road Alliance
Complete HtW sustainability plan, informed by evaluation report and OUSD/OWDB collaboration plan and funding model	2/15/27	3/15/27	HtW sustainability plan	A replicable, sustainable HtW model has been defined and will enable sustainability of HtW in Oakland and replication in other communities	OUSD HSLLO/OACE, OWDB, High Road Alliance
Meet with OWDB to confirm collaboration plan and funding model, informed by evaluation	2/15/27	3/15/27	Meeting with leadership of HSLLO, OACE and OWDB	Final HtW/OWDB collaboration plan and funding model	OUSD HSLLO/OACE, OWDB
Complete final reporting and close-out activities	3/1/27	3/31/27	Final reports to EDD	Grant reporting is complete and timely	OUSD

Activities	Start Date	End Date	Deliverables	Outcomes	Responsible Partner(s)
Attend monthly EDD meetings or Community of Practices (CoPs)	1/1/27	3/31/27	Attendance at 3 monthly meetings	Understanding of EDD requirements and opportunities	OUSD HSLLO/OACE
Conduct any required follow-up on reporting and grant close-out	3/1/27	3/31/27			

STATE USE ONLY	EXHIBIT I
Subgrant Number	
Grant Code	
Initial Plan	
Modification Date	
Subrecipient Code	

Opportunity Young Adult Career Pathway Program
Program Year 2024-25
Partner Roles and Responsibilities

Organization Name:	Oakland Unified School District (OUSD)
Project Name:	Oakland Highway to Work

Partner Organization	Roles and Responsibilities	Cash/In-Kind Contributions	Fund Source*	Partnership Agreement Letter**
Workforce Partners				
Oakland Workforce Development Board	Coordinate linkages between HtW and contracted WIOA career services providers. Meet regularly with OUSD to develop a sustainable funding model for HtW that leverages WIOA Title I funding toward training costs, on-the-job training subsidies, supportive services, and career services case management. Participate in HtW Advisory Boards.		WIOA	MOU to be developed
Spanish Speaking Unity Council	Provide case management to HtW participants enrolled in WIOA to facilitate their successful completion of HtW activities, access to WIOA supportive services and other resources, and transition to permanent paid employment.		WIOA	☒ Yes
Oakland Private Industry Council	Provide case management to HtW participants enrolled in WIOA to facilitate their successful completion of HtW activities, access to WIOA supportive services and other resources, and transition to permanent paid employment.	\$33,600	WIOA	☒ Yes
Employers and Labor Unions				
University of CA, San Francisco	Host Emergency Room Technician and CNA internships; consider interns for interview and permanent hire		Public (State)	☒ Yes
Alameda Health System	Host Emergency Room Technician, EMT, CNA and Phlebotomy Internships; consider interns for interview and permanent hire		Public (State, County)	☒ Yes

Partner Organization	Roles and Responsibilities	Cash/In-Kind Contributions	Fund Source*	Partnership Agreement Letter**
Baywell Health	Host MA, Phlebotomy Technician, and Medical Records Specialist internships; consider interns for interview and permanent hire		Non-profit	☒ Yes
International Union of Painters and Allied Trades, District Council 16	Collaborate on/co-teach with OACE the Finishing Trades Pre-Apprenticeship		Industry	☒ Yes
Pacific Gas & Electric (PG&E)	Collaborate on the design and pilot delivery of a new HtW training and internship program for the Utility Worker occupation, leading to participants' entry into the PG&E Power Pathways program, internships, and permanent hires.		Industry/Public Utility	MOU to be developed
Bay Area Rapid Transit (BART)	Collaborate on the design and pilot delivery of a new HtW training and internship program for the Utility Worker occupation, leading to participants' entry into internships and permanent hires.		Public (Sales Tax, etc.)	MOU to be developed
East Bay Municipal Utility District (EBMUD)	Collaborate on the design and pilot delivery of a new HtW training and internship program for the Utility Worker occupation, leading to participants' entry into internships and permanent hires.		Non-Profit Public Utility	MOU to be developed
Education and Training Providers				
Oakland Unified School District	Lead agency. Support the participation of the High School Linked Learning Office (HSLLO) and Oakland Adult and Career Education (OACE) in leading HtW development and implementation. Provide overall coordination of the grant project, grant management, and oversight of HSLLO and OACE staff committed to program activities. Submit all required EDD reports and participate in TA and evaluation activities.	\$197,662.40	General Fund, California Community College Chancellor's Office K12 Strong Workforce Program, California Adult Education Program, WIOA Title II	☒ Yes
Peralta Community College District	Deliver training in Healthcare Communications, ESL for Healthcare, and other courses required for HtW training programs. Collaborate with OUSD and HtW partners to identify next-step training on career pathways beyond short-term HtW training and facilitate case managers' support of HtW participants' transitions to these programs.		State CCCCO	☒ Yes

Partner Organization	Roles and Responsibilities	Cash/In-Kind Contributions	Fund Source*	Partnership Agreement Letter**
Bay Area Medical Academy	Serve as a training provider for HtW training programs, including Phlebotomy and Emergency Room Technician.		General/State	☒ Yes
Cypress Mandela	Participate in development of a new HtW training program for Utility Workers, in partnership with PG&E, BART and EBMUD, and potentially deliver instruction to HtW participants leading to internships, employment, and/or further training with these employers.		General/State	MOU to be developed
City EMT	Serve as a training provider for HtW's EMT training program		General/State	☒ Yes
EMS Corps	Serve as a training provider for HtW's EMT training program		General/State	☒ Yes
Community-Based, Faith-Based, or Other Non-Profit Organizations				
Junior Achievement	Provide case management for HtW participants, prioritized for participants without a high school diploma or equivalency	80,000	General/State	☒ Yes
Building Opportunities for Self-Sufficiency	Provide case management for HtW participants	148,000	General/State	☒ Yes
	**Total Cash/In-Kind Contributions Funds	\$ 459,262.40		

**Opportunity Young Adult Career Pathway Program
Program Year 2024-25
Performance Goals Matrix**

Organization Name: Oakland Unified School District
Project Name: Highway to Work

Performance Goals Description	Total Participants	Performance Goal Rate (%)*
1. Total Participants to be served	192	Leave Blank
2. Number to be enrolled in certified training and work-based learning (WBL)*	192	100%
3. Number enrolled scheduled for completion of credentials	169	88%
4. Total Participants Exited	169	Leave Blank
5. Employment Rate 2nd Quarter After Exit	118	100%
6. Employment Rate 4th Quarter After Exit	118	70%
7. Credential Attainment within 4 Quarters After Exit	169	100%
8. Median Earnings 2nd Quarter After Exit**	Leave Blank	\$9,000



March 10, 2025

Oakland Unified School District
Dr. Kyla Johnson-Trammell, Superintendent
1011 Union Street
Oakland, CA 94607

Dear Dr. Kyla Johnson-Trammell:

I am pleased to inform you that the proposal submitted by Oakland Unified School District for the Opportunity Young Adult Career Pathway Program (OYACPP) Program Year 2024-25 (PY 24-25) has been selected for funding in the amount of \$1,940,425.83. Awards for this program are sourced from *Workforce Innovation and Opportunity Act* (WIOA) Title I Governor's discretionary funds.

Please note that the requested funding amount has been revised. This adjustment was made in an effort to maximize the impact of our resources.

The EDD Project Management team will contact your organization to assist with exhibit modifications and provide assistance throughout the term of the project. Awardees are required to revise exhibits to reflect the official period of performance, verify accuracy, and ensure all funded activities are allowable under the OYACPP PY 24-25 grant. Modifications must be submitted within the time provided by EDD before subgrant funds will be released.

Please feel free to contact the EDD Project management team, should you need more information or if you have any questions, at WSBprojectmanagement@edd.ca.gov.

Thank you very much for your proposal, and congratulations on your award!

Sincerely,

A handwritten signature in dark ink that reads 'Nancy Farias'.

NANCY FARIAS
Director

Opportunity Young Adult Career Pathway Program
Program Year 2024-25
Logic Model

Organization Name: Oakland Unified School District (OUSD)				
Project Name: Highway to Work				
*PROBLEM/Statement of Need(s)	INPUTS	ACTIVITIES	**OUTPUTS/DELIVERABLES	***OUTCOME
Priority Population: (1) recent Oakland Unified School District (OUSD) graduates age 18+ who are not immediately community college or workforce-bound, with a focus on Latinx and Black youth, newcomers, housing insecure, youth with documented learning disabilities, and pregnant and parenting teens (2) young people age 18+ who recently left OUSD without a diploma. Primary Needs: Young people's barriers to success in training and employment, including lack of relevant occupational training, lack of required or preferred certifications, limited study skills, limited job readiness, lack of relevant work experience, unreliable transportation, food	● Recruitment within OUSD K-12 system ● Existing structure of High School Linked Learning Office (HSLLO) and Oakland Adult and Career Education (OACE) Transition Specialists (case managers) ● Existing employer partners ● Existing training provider partners ● Existing OACE Finishing Trades Pre-apprenticeship program with union (IUPAT DC16) ● WIOA Title I resources (OWDB) ● WIOA Title II resources (OACE)	(1) 1-2 weeks orientation, including industry overview, study skills, job readiness, communication skills (2) cohorts of 2-7 week occupational training that is appropriate for students' academic and technical skill level (3) 9-10 week stipended work opportunity (internship or FT work) scaffolded for students' level of job readiness (4) wraparound support to address needs, especially	Adaptation of OACE training programs to deliver full complement of HtW program elements. Development of new Utility Worker HtW training program. Cohort-based training and case management of HtW participants in ER Tech (20), EMT (24), CNA (48), MA (20), Phlebotomy (30), Medical Records Specialist (10), Finishing Trades PA (20), and Utility Worker (20) A total of 192 participants enroll in, complete, and exit training	Increased numbers of OUSD graduates will transition to postsecondary education and/or employment at wages at or above \$23/hr within one year of exiting the K-12 system - with potential to grow to a living wage above \$28 on these Healthcare and Infrastructure pathways Increased numbers of Oakland residents ages 18-28 who were not previously attached to education, training, or employment with advancement opportunities complete training, secure credentials, and attain employment at or above \$23/hr - with potential to grow to a living wage above \$28 on these Healthcare and Infrastructure pathways

insecurity, lack of communication and customer service skills. Limited paid internship or other “earn and learn” opportunities mean low-income young people must prioritize paid work over training on career pathways. Data of Concern: 14.3% Oakland residents living in poverty. 15.6% Oakland residents age 25+ without a high school diploma. Annual cost of living in Alameda County is four times a full-time, minimum wage salary. OUSD high school students 92% BIPOC, 12% Newcomers, 89% Free or Reduced Price Lunch OUSD cohort graduation rate (2023-24) 79.5% (Newcomers 61.6%) Only 62% OUSD graduates transition to postsecondary within a semester of graduation (only 23.4% of Newcomers, 48% of Black students)	● Highway to Work (HtW) model piloted and evaluated by OUSD K12	related to transportation, food security, and academic tutoring (5) at least two industry certifications required for the career pathway (6) at least weekly check-ins with a case manager to overcome possible barriers to success on the training and employment pathway (7) assistance connecting to permanent employment	169 participants attain industry-recognized certification and/or licensure 169 participants complete stipended internship 118 participants enter employment at or above \$23/hr HtW Healthcare & Infrastructure Advisory Boards meet quarterly OUSD and OWDB meet to develop collaboration plan and funding model using WIOA Title I funds Monthly financial and participant reports, as well as narrative reports, submitted to EDD External evaluation of HtW expansion project successes, challenges, lessons learned, and opportunities for improvement and sustainability	Common HtW case management model among HSLLO, OACE, Junior Achievement, Unity Council, BOSS and OPIC case managers serving HtW participants. HtW Expansion Project Final Evaluation Report and presentation slides HtW OUSD/OWDB Collaboration Plan and Funding Model HtW Sustainability Plan
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Subgrant Number	
Grant Code	
Initial Plan	
Modification Date	
Subrecipient Code	

**Opportunity Young Adult Career Pathway Program
Program Year 2024-25
Partner Roles and Responsibilities**

Organization Name:	Oakland Unified School District (OUSD)
Project Name:	Oakland Highway to Work

Partner Organization	Roles and Responsibilities	Cash/In-Kind Contributions	Fund Source*	Partnership Agreement Letter**
Workforce Partners				
Oakland Workforce Development Board	Coordinate linkages between HtW and contracted WIOA career services providers. Meet regularly with OUSD to develop a sustainable funding model for HtW that leverages WIOA Title I funding toward training costs, on-the-job training subsidies, supportive services, and career services case management. Participate in HtW Advisory Boards.		WIOA	MOU to be developed
Spanish Speaking Unity Council	Provide case management to HtW participants enrolled in WIOA to facilitate their successful completion of HtW activities, access to WIOA supportive services and other resources, and transition to permanent paid employment.		WIOA	X Yes
Oakland Private Industry Council	Provide case management to HtW participants enrolled in WIOA to facilitate their successful completion of HtW activities, access to WIOA supportive services and other resources, and transition to permanent paid employment.	\$33,600	WIOA	X Yes
Employers and Labor Unions				
University of CA, San Francisco	Host Emergency Room Technician and CNA internships; consider interns for interview and permanent hire		Public (State)	X Yes
Alameda Health System	Host Emergency Room Technician, EMT, CNA and Phlebotomy Internships; consider interns for interview and permanent hire		Public (State, County)	X Yes

Partner Organization	Roles and Responsibilities	Cash/In-Kind Contributions	Fund Source*	Partnership Agreement Letter**
Baywell Health	Host MA, Phlebotomy Technician, and Medical Records Specialist internships; consider interns for interview and permanent hire		Non-profit	X Yes
International Union of Painters and Allied Trades, District Council 16	Collaborate on/co-teach with OACE the Finishing Trades Pre-Apprenticeship		Industry	X Yes
Pacific Gas & Electric (PG&E)	Collaborate on the design and pilot delivery of a new HtW training and internship program for the Utility Worker occupation, leading to participants' entry into the PG&E Power Pathways program, internships, and permanent hires.		Industry/Public Utility	MOU to be developed
Bay Area Rapid Transit (BART)	Collaborate on the design and pilot delivery of a new HtW training and internship program for the Utility Worker occupation, leading to participants' entry into internships and permanent hires.		Public (Sales Tax, etc.)	MOU to be developed
East Bay Municipal Utility District (EBMUD)	Collaborate on the design and pilot delivery of a new HtW training and internship program for the Utility Worker occupation, leading to participants' entry into internships and permanent hires.		Non-Profit Public Utility	MOU to be developed
Education and Training Providers				
Oakland Unified School District	Lead agency. Support the participation of the High School Linked Learning Office (HSLLO) and Oakland Adult and Career Education (OACE) in leading HtW development and implementation. Provide overall coordination of the grant project, grant management, and oversight of HSLLO and OACE staff committed to program activities. Submit all required EDD reports and participate in TA and evaluation activities.	\$197,662.40	General Fund, California Community College Chancellor's Office K12 Strong Workforce Program, California Adult Education Program, WIOA Title II	X Yes
Peralta Community College District	Deliver training in Healthcare Communications, ESL for Healthcare, and other courses required for HtW training programs. Collaborate with OUSD and HtW partners to identify next-step training on career pathways beyond short-term HtW training and facilitate case managers' support of HtW participants' transitions to these programs.		State CCCC	X Yes

Partner Organization	Roles and Responsibilities	Cash/In-Kind Contributions	Fund Source*	Partnership Agreement Letter**
Bay Area Medical Academy	Serve as a training provider for HtW training programs, including Phlebotomy and Emergency Room Technician.		General/State	☒ Yes
Cypress Mandela	Participate in development of a new HtW training program for Utility Workers, in partnership with PG&E, BART and EBMUD, and potentially deliver instruction to HtW participants leading to internships, employment, and/or further training with these employers.		General/State	MOU to be developed
City EMT	Serve as a training provider for HtW's EMT training program		General/State	☒ Yes
EMS Corps	Serve as a training provider for HtW's EMT training program		General/State	☒ Yes
Community-Based, Faith-Based, or Other Non-Profit Organizations				
Junior Achievement	Provide case management for HtW participants, prioritized for participants without a high school diploma or equivalency	80,000	General/State	☒ Yes
Building Opportunities for Self-Sufficiency	Provide case management for HtW participants	148,000	General/State	☒ Yes
	**Total Cash/In-Kind Contributions Funds	\$ 459,262.40		

STATE USE ONLY	EXHIBIT J
Subgrant Number	
Grant Code	
Initial Plan	
Modification Date	
Subrecipient Code	



**Opportunity Young Adult Career Pathway Program
Program Year 2024-25
Budget Summary**

Applicant: Oakland Unified School District
Project Name: Highway to Work

BUDGET SUMMARY

Line Item	Expense Item	Administrative Cost	Program Cost	Amount Leveraged** (If Applicable)	Total Project Budget
A.	Staff Salaries	\$70,000	\$500,000	\$152,048	\$722,048
B.	Number of full-time equivalents ()	0.5	2.0		
C.	Staff Benefit Cost	\$21,000	\$150,000.00	\$45,614	\$261,394.80
D.	Staff Benefit Rate (percent) ()	30%	30%		
E.	Staff Travel	\$0	\$10,000	\$0	\$ 10,000
F.	Operating Expenses	\$0	\$0	\$0	\$ 0
G.	Required or Targeted Activities				\$ 908,146
	1. Participant Stipends	\$0	\$80,067.00	\$	
	2. Training/Tuition	\$0	\$355,554.00	\$	
	3. Work-Based Learning	\$0	\$291,627.00	\$	
	4. Supportive Services	\$	\$132,398.00	\$	
	5. Incentives	\$	\$48,500	\$	
H.	Furniture and Equipment				
1.	Small Purchase (unit cost of under \$5,000)	\$	\$ 37,440	\$	\$ 37,440
2.	Large Purchase (unit cost of over \$5,000)	\$	\$	\$	\$ 0
3.	Equipment Lease	\$	\$	\$	\$ 0

Line Item	Expense Item	Administrative Cost	Program Cost	Amount Leveraged** (If Applicable)	Total Project Budget
I.	Contractual Services <i>(if applicable complete Exhibit G and add cost below)</i>	\$	\$169,840	\$261,600	\$ 180,000
	1. Subrecipients		\$80,000		
	2. Contractors		\$89,840		
J.	Indirect Costs* (complete item 1 below)	\$ 74,000	\$0	\$0	\$ 73,501
K.	Other (describe)	\$0	\$0	\$0	\$ 0
	TOTAL FUNDING**	\$ 164,501	\$ 1,940,426	\$ 459,262	\$ 0
			Total Request***		\$ \$2,589,349

*Indirect Cost Rate must be negotiated and approved by Cognizant Agency, per Appendices III or IV to Uniform Guidance, 2CFR200.

1. Indicate how indirect costs are determined (Negotiated Indirect Cost Rate Agreement (NICRA), Cost Allocation Plan, or De Minimis): Indirect Cost Rate, determined by CA Department of Education for Oakland Unified School District; based on 4% estimated rate for period of grant
2. Name of Cognizant Agency (if NICRA): Click here to enter text.

** Right-click and select “Update Field” to populate each Total Funding field. A maximum of 10% of the total project budget will be allowed for **Administrative Costs**.

***All costs must be rounded to the nearest dollar.

The definition of administrative costs is provided in Appendix C of the SFP.

STATE USE ONLY	EXHIBIT F
Subgrant Number	
Grant Code	
Initial Plan	
Modification Date	
Subrecipient Code	



Opportunity Young Adult Career Pathway Program
Program Year 2024-25
Performance Goals Matrix

Organization Name: Oakland Unified School District
Project Name: Highway to Work

Performance Goals Description	Total Participants	Performance Goal Rate (%)*
1. Total Participants to be served	192	Leave Blank
2. Number to be enrolled in certified training and work-based learning (WBL)*	192	100%
3. Number enrolled scheduled for completion of credentials	169	88%
4. Total Participants Exited	169	Leave Blank
5. Employment Rate 2nd Quarter After Exit	118	100%
6. Employment Rate 4th Quarter After Exit	118	70%
7. Credential Attainment within 4 Quarters After Exit	169	100%
8. Median Earnings 2nd Quarter After Exit**	Leave Blank	\$9,000

STATE USE ONLY	EXHIBIT K
Subgrant Number	
Grant Code	
Initial Plan	
Modification Date	
Subrecipient Code	

**Opportunity Young Adult Career Pathway
Program**

Organization Name: Oakland Unified School District

Project Name: Highway to Work

I. Equipment

Item Description ¹	Quantity	Cost Per Item	Total Cost	Percent Charged to Project	Total Cost Charged to Project
Work boots	40	\$ 50	\$ 2,000	100 %	\$ 2,000
Work pants	40	\$ 30	\$ 1,200	100 %	\$ 1,200
Work shorts	80	\$ 30	\$ 2,400	100 %	\$ 2,400
Work cap	20	\$ 20	\$ 400	100 %	\$ 400
Drug tests	80	\$ 45	\$ 3600	100 %	\$ 3600
Graduation materials	9	\$ 500	\$ 4,500	100 %	\$ 4,500
Textbooks and materials	60	\$ 300	\$ 18,000	100 %	\$ 18,000
EMT uniforms	24	\$ 60	\$ 1,440	100 %	\$ 1,440
CPR/Basic Life Support Certification	24	\$ 100	\$ 2,400	100 %	\$ 2,400
ER Tech Scrubs	20	\$ 25	\$ 500	100 %	\$ 500
Program orientation for students (ER Tech)	2	\$ 500	\$ 1,000	100 %	\$ 1,000
TOTAL²			\$ 37,440		\$ 37,440

II. Subrecipients³

Service Provider Name	Subawarded Amount	Deliverables
Junior Achievement	30,000	Case management, job coaching, and mentoring of participants in HtW training programs.
Unity Council	50,000	Case management of participants in HtW training programs.
TOTAL⁴	\$80,000.00	

III. Contractors⁵

OYACPP PY 24-25 SFP

Supplemental Budget Exhibit G Page 1 of 2September 2024

Description - Type of Service	Cost	Service Provider If Known
Evaluation of HtW expansion project. Facilitation of partner relationship building. Provision of workforce development expertise.	100,000	High Road Alliance
TOTAL⁶	\$100,000.00	

STATE USE ONLY	EXHIBIT G
Subgrant Number	
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