



East Oakland Recompete Partnership

I. Executive Summary

Decades of systemic inequities have created a significant burden for residents of color in East Oakland, California, particularly in historically redlined communities. This burden stems from discriminatory practices, over-policing, predatory lending, and foreclosures that have stripped wealth and limited access to capital for generations. The crack epidemic, gentrification displacing legacy residents, and mass incarceration have fractured families and communities. Furthermore, due to the most recent pandemic's economic fallout, these factors have left many prime-aged adults (25-54) struggling with unemployment, underemployment, and homelessness, 91% of whom are people of color.

The EORP is a **transformative, holistic, four pillar-approach** that centers critical needs of low-income residents while setting them on a trajectory toward economic self-reliance, durable employment, and entrepreneurship. Collectively, EORP has four pillars: 1) holistic wraparound services, including digital literacy training, 2) small business training that will generate new local jobs aligned with these growth sectors; 3) community-based storefront and commercial space to support local entrepreneurs and strengthen the commercial corridor; and 4) coordinated workforce development training aligned with historic federal and other investments in green construction and manufacturing, IT security, and Oakland's expanding healthcare industry, which together generate \$40B in GRP, and lead to well-paying jobs in high-demand fields, to ensure **800 Recompete participants** have the tools they need to succeed. Through unprecedented collaboration between EDA and locally embedded and regional partners, this project will address the primary goals of increasing rates of prime-age employment and per capita wages; reinvesting in the neighborhood's commercial corridor; and transforming the economy.

II. East Oakland's Workforce Engine: Leveling the Playing Field

Decades of disinvestment and redlining have created a crisis of immobility, unemployment, and displacement in East Oakland. This is reflected in the high concentration of prime-aged adults facing significant barriers to stable, well-paying jobs:

- **Limited Opportunities:** 41% of residents in poverty lack a GED, which restricts them to low-wage work and causes them to face discrimination due to degree requirements.
- **Navigating Challenges:** 36% of residents are immigrants, many of whom grapple with language barriers, documentation issues, and the potential for exploitation in informal or illicit economies due to limited options.
- **Housing Instability:** Unhoused residents and those in affordable housing struggle to maintain employment due to the inherent challenges of their circumstances.
- **Reentry and Caregiving:** Long-term unemployed individuals, including single parents and caregivers, often need more recent job experience.
- **Health Concerns:** 36% of residents face physical or mental health challenges that can make maintaining employment difficult.
- **Returning Citizens:** 4% of residents are returning citizens who face significant obstacles during reintegration into the workforce.

The EORP tackles these challenges head-on. Through skilled community navigators based at two central service hubs, Black Cultural Zone in Deep East Oakland and Unity Council in the Fruitvale district, all participants will undergo a comprehensive assessment considering education, work experience, income level, and specific barriers to employment and stability. Through a tiered approach, the EORP workforce and small business development services have been strategically scaffolded to provide **tiered upskilling services**. This ensures we meet residents "where they are" and offer structured pathways for advancement in skills, salaries, and business revenue as they gain experience and confidence.

III. The EORP Powerhouse: Five Interlocking Component Projects

The EORP operates through five strategically designed component projects as an interconnected powerhouse, driving progress toward our goals. These initiatives are overseen by a dedicated Steering Committee composed of stakeholder organizations and representative community members.

Project 1: Empowering Through Wraparound Services (Pillar 1) (Non-construction)

Lead Applicant: Black Cultural Zone Community Development Corporation

Funding Request: \$2.9 Million **Number of People Served:** 800

Building a Bridge to Stability: This wraparound service project, a cornerstone of EORP (Pillar 1), addresses the critical needs of 800 East Oakland residents by creating a seamless network of community-based providers and public services. Utilizing a "no wrong door" approach, the project ensures culturally responsive services that reach even the most hard-to-reach residents. Through comprehensive intake assessments, each participant receives a customized action plan addressing their needs. This plan includes warm handoffs to individualized referrals to partner organizations providing essential support in housing, health and behavioral health care, childcare, food security, transportation, broadband access, and financial services. *Key deliverables and milestones:* intake, assessment, and a custom action plan for each participant; individualized referrals and warm hand-offs to partner organizations offering wraparound supports, and workforce and small business development opportunities.

Project 2: Building Workforce Pathways (Pillar 2) (Non-construction)

Lead Applicant: Kapor Foundation

Funding Request: \$10 Million **Number of People Served:** 640

Empowering Futures Through Skills Development: This workforce development project (Pillar 2) builds upon the foundation of coordinated case management established in Pillar 1. We will leverage the coordinated case management of Pillar 1 to connect participants to the emerging wave of growth and investments in green construction and manufacturing, community health and education, and information technology that are creating and shifting skill development opportunities for workers due to AI/automation impacts. Lead applicant Kapor Foundation will backbone an ecosystem approach with vetted workforce development partners to upskill 800 un/underemployed prime-age adults (80% of EORP participants), and employ 512 (80% placement rate) in durable career paths across three skill tiers offering on average 50% and up to 144% increases in progressive salary gains and credentials to advance generational wealth. *Key deliverables and milestones:* enrolling 640 participants across three workforce skill-tiers and industry tracks, providing essential digital literacy upskilling, and referring participants into GED, ESL, and community college programs for joint credentials.

Project 3: Entrepreneur and Small Business Ecosystem (Pillar 3) (Non-construction)**Lead Applicant:** Black Cultural Zone Community Development Corporation**Funding Request:** \$2.5 Million **Number of People Served:** 160

Empowering Local Ownership: This small business development project fosters a thriving ecosystem for Black and Brown entrepreneurs in East Oakland. We will equip residents with the tools and resources to launch and grow successful businesses. Participants gain business literacy and essential business knowledge through comprehensive training programs, mentorship, and technical assistance connecting entrepreneurs with experienced professionals, and a financial springboard to connect participants with microfinance institutions and Community Development Financial Institutions to access crucial funding leading, to the establishment of at least 130 Black- and Brown-owned businesses and 123 new jobs with opportunities into higher than minimum wage levels. *Key deliverables and milestones:* offering nine cohorts of small business incubator training, providing up to 5 hours of 1:1 coaching to entrepreneurs after training is complete, and investing an average of \$35,000 per participant in seed capital.

Project 4: Rebuilding and Rejuvenating East Oakland (Pillar 4) (Construction)**Project Lead:** Black Cultural Zone Community Development Corporation**Funding Request:** \$2.1 “Non-Construction”; \$5.0 Million “Construction Projects”**New Permanent Jobs Created:** 395

Revitalizing Neighborhood Hubs: This project (Pillar 4) focuses on revitalizing three key East Oakland commercial corridors. Through strategically acquiring and activating four commercial properties, we will create much-needed space for the next generation of local entrepreneurs. Our efforts will develop 100,000 square feet of community-owned commercial real estate to be held by the Liberated Land Trust. We will transform vacant properties into vibrant hubs for local businesses, fostering economic growth and neighborhood revitalization. *Key deliverables and milestones:* This project aims to generate 395 permanent new jobs and connect business owners to at least \$250,000 in seed capital for Black and Brown business owners within the service area. The build-out and operationalization of Liberation Park Market Hall, Arroyo Viejo Food Hub, The Muse Hostel, and the Hook and Net Seafood restaurant, a new Community Hub, and a Welcome Center.

Project 5: Governance and Outcomes Tracking (Non-construction)**Project Lead:** Black Cultural Zone Community Development Corporation**Funding Request:** \$2.5 Million

Guiding the Path to Success: This project serves as the central nervous system of the EORP. BCZ will oversee all aspects of the initiative, ensuring its smooth implementation and delivering impactful outcomes. We will convene partners and manage the EORP Steering Committee, fostering a collaborative environment for success. We will ensure all partners have the training and resources to excel within the EORP framework. Additionally, we will leverage existing data systems from EORP community organizations and government agencies. This comprehensive system will track participant progress and measure community and regional-level outcomes. Regular reporting on key metrics will be provided to all stakeholders, including the EDA. *Key deliverables and milestones:* regularly convening the EORP Steering Committee; overseeing a comprehensive data collection system and ensuring all partners are utilizing it consistently and

effectively; and reporting outcomes to all key stakeholders, including the EDA, and identifying additional funding opportunities to continue to make this sustainable

IV. Complementary Investments, Policy, and Other Commitments

EORP will leverage and integrate with the below city-wide and neighborhood-specific initiatives and investments. See the attached letters of commitment and project narratives for more information on the full range and scale of community commitments.

- **California Governor Gavin Newsom’s Office** has submitted a letter of support for the project praising its alignment with state-level economic and workforce priorities.
- **City of Oakland WDB, Akash Systems** - The City has committed to removing structural barriers to employment in City and County policies, including hiring policies, regulations, and permitting. The WDB has also secured a first-ever comprehensive labor neutrality agreement in the semiconductor industry led by Akash Systems that set a historic new precedent and is on the brink of a \$52 billion allocation of federal CHIPS funding. EORP partner CTWI has been selected by Akash to facilitate job placements.
- **California’s Governor’s Office of Business and Economic Development (GO-BIZ)** has committed \$10 million in financial commitments for the ESO Capital in the Community Fund, of which \$4.4 million will be deployed for Recompete participant small business loans and operational services to support small business development in East Oakland.
- **City of Oakland Chief Resilience Officer**—In support of the City’s ambitious climate resilience goals, will develop building electrification workforce and business development opportunities in East Oakland; engage workforce training providers and small business development services addressing sea level rise along the shoreline adjacent to East Oakland; and leverage federal funding to incubate and implement the development and expansion of Black-owned businesses and Black workforce expansion to implement the goals of the City’s forthcoming 50-year Urban Forest Plan.
- **Port of Oakland**—will include East Oakland residents in their “Upskilling Pathways” program with construction training and preparation programs and place them in jobs in construction and the clean energy sector.

VII. Complementary Initiatives Bolstering East Oakland's Transformation

East Oakland's revitalization is a collaborative effort, and the EORP thrives within a network of impactful, coordinated initiatives:

Rise East is a 10-year, **\$100 million** collective effort (supported by Blue Meridian Partners) to make lasting improvements on the well-being of Black families in an area of East Oakland called the 40x40 (directly overlapping with 8 of the 13 census tracts in EORP's service area), including funding and policy advocacy for small businesses, housing, arts and culture, and education. Led by EORP partners - the 40X40 Council and Oakland Thrives - with strong BCZ and EORP partner involvement, the Rise East plan’s funding and policy advocacy for small businesses, housing, arts, and culture aligns seamlessly with EORP's goals. This collaboration fosters ongoing coalition building, advocacy, and financial investment for a brighter future.

East Oakland Neighborhoods Initiative (EONI) is a partnership between the City of Oakland and community organizations, EONI prioritizes equity-based approaches to reducing greenhouse gasses, preventing displacement, improving public health, and building economic

empowerment. EONI's focus on resident well-being aligns perfectly with the EORP's mission.

East Oakland Black Cultural Zone Collaborative is a coalition of Black-led organizations and businesses, including BCZ and Roots, that fosters innovation and empowers community-driven projects that celebrate and uplift Black culture in East Oakland. The EORP will leverage and connect resources with the BCZ Collaborative to advance shared goals.

Resilient Fruitvale is a collaborative strengthening community resilience by providing vital safety net services to low-income families and people of color disproportionately impacted by the pandemic. Their recent advocacy efforts secured a \$40 million budget request from Alameda County, demonstrating their dedication to the community's well-being. Supported by a \$2 million loan from the San Francisco Foundation's Bay Area Community Impact Fund.

The Unity Council's Juntos Fruitvale project will transform a vacant Masonic Temple into a vibrant hub for artists, social entrepreneurs, nonprofits, and local businesses. This initiative complements EORP's focus on economic empowerment and community development.

California Jobs First Community Economic Resilience Fund (CERF) is the Bay Area regional collaborative working to develop new plans and strategies to diversify the local economies and develop sustainable industries that create high-quality, broadly accessible jobs. Oakland Thrives and the East Bay Economic Development Alliance's participation in CERF ensures alignment with regional economic development efforts while bolstering EORP's workforce development.

VIII. Delivering Equity: Empowering Residents and Transforming East Oakland

EORP prioritizes equity in both process and outcomes, ensuring long-term success for residents and the community.

Culturally Responsive Support: Trusted local partners like Roots and Unity Council deliver wraparound services. These organizations have deep community roots and understand the complex needs of the target population. Their culturally competent and trauma-informed care helps participants address physical and mental health concerns, including substance use and chronic illnesses that can hinder economic mobility.

Locally-Focused Workforce Development: Based on community feedback, the EORP prioritizes local upskilling partners. EORP is engaging vetted upskilling and employment partners like ESO Ventures, which has a small business incubator completion rate of 65% and can provide capital to virtually 100% of program completers, and Cypress Mandela, which has a proven job placement rate of 60%-90% for the Recompete target audience.

Building a Brighter Future: The project not only seeks to provide life-changing opportunities to the Recompete participants, but also to change the economic, social, and environmental conditions of the East Oakland community and the larger regional economy. Shorter-term gains in job skills, employment levels, and business ownership will over time accrue to greater accumulation of wealth and assets, more stable and livable communities, and greater contribution to the economic engines that drive development.

The revitalization of East Oakland's business corridor, with thriving retail opportunities linked to affordable housing and places for the community to congregate, will have a profound impact on residents who have lived without these conditions for decades and foster increased civic engagement across generations that lead to increased public safety, joy, and wellness. Ample input from participants and community members, through EORP's governance systems,

pre- and post-surveys, and ongoing community engagement, will ensure this project stays focused on their needs and adapts appropriately to unexpected outcomes.

IX. Building a Sustainable Future for East Oakland

The City of Oakland has acknowledged a climate emergency and the need for a just transition from an extractive economy to a regenerative economy. Oakland’s history of racial segregation and divestment is responsible for East Oakland being among the communities most impacted by poverty and pollution in California.

EORP is aligned with the City of Oakland’s two key climate strategies: 1) 2030 Equitable Climate Action Plan (ECAP), which highlights actions that the City and partner agencies must take to equitably reduce Oakland’s climate emissions and adapt to a changing climate; and 2) the 2045 Carbon Neutrality Goal, calling for dramatic reductions in Oakland’s greenhouse gas emissions and “deep decarbonization” of the building and transportation sectors by 2045. To this end, EORP partners have been intentional about identifying high-demand, high-wage green job pathways, including skilled jobs in building and construction trades at the intersection of clean energy and sustainability.

Additionally, BCZ was a member of a successful City of Oakland-led proposal for a \$28 million Transformative Climate Communities grant, which established our organization as a Career Navigation Hub and outreach lead focused on climate resilience and anti-displacement. Through EORP, BCZ will lead neighborhood-level revitalization initiatives, including commercial “resiliency hubs” that will not only create a supportive ecosystem for the increasing number of small BIPOC- and collectively owned-businesses, but also serve as resource centers and points of connection to services that will provide residents with local support during climate-related events.

Finally, Oakland is home to an emerging green tech movement as tech companies are establishing headquarters in Oakland and development projects are making way for more. A longtime industrial center and former artists’ colony is now emerging as a hub for tech, advanced manufacturing, biotech, and clean energy; a \$1.2-billion-dollar partnership between the City, State, County, and Port is transforming a 300-acre portion of the former Army Base into a modern logistics center; and the soon-to-be shut down Oakland A’s stadium, which will layoff hundreds of East Oakland residents, has a commitment from the City to develop into a green project. EORP workforce partners are aligned with and will provide on-ramps for Recompete participants to jobs in renewable energy technologies, electrified vehicles and charging networks, chip manufacturing facilities, and other green job opportunities.

X. Building a Thriving East Oakland: Measurable Impact and Long-Term Vision

EORP is designed to deliver transformative change in East Oakland, with clear metrics to track progress toward our three key goals. EORP’s data-driven approach ensures the initiative’s effectiveness can be measured, demonstrating its impact on residents, businesses, and the East Oakland community.

Goal 1: Increase rates of prime-age employment and per capita wages	
Short-term Outputs	Longer-term Outcomes
Comprehensive Needs Assessment: 100% of	Sustainable Employment: 80% of training

<p>participants receive a personalized assessment to identify their employment and support needs.</p> <p>Stabilization and Support: Over 90% of participants connected to essential wraparound services, ensuring their well-being and readiness for training.</p> <p>Workforce Development Pathways: Participants referred to relevant training programs, including:</p> <ul style="list-style-type: none"> ● 640 participants enrolled in workforce programs ● 576 participants completed programs <p>Job Placement and Career Advancement:</p> <ul style="list-style-type: none"> ● 512 participants placed in dignified, well-paying jobs ● 409 workers transition to higher-wage occupations/sectors <p>Skill Development and Credentials:</p> <ul style="list-style-type: none"> ● 480 participants achieved recognized certifications/credentials ● Over 90% of participants demonstrate measurable skill gains 	<p>program graduates are employed within 6 months of program completion.</p> <p>Increased Wages: Wages increase by 50% on average; and up to 144%.</p> <p>Boosted Employment Rate: The employment rate in the service area increases by at least 1.7 percentage points.</p>
<p>Goal 2: Reinvest in the neighborhood’s commercial corridor</p>	
<p>Business Growth Acceleration: 104 entrepreneurs advance from business formalization to revenue growth through EORP support (20-22 per year).</p>	<p>Thriving Black and Brown Businesses: 130 new businesses established by Black and Brown residents.</p> <p>Local Certification: 9 businesses secure the City of Oakland's Small Local Business Enterprise certification.</p> <p>Job Creation: 123 new jobs created by these small businesses.</p> <p>Financial Success: Small business owners annual average revenue increases 150%.</p> <p>Increased Investment: \$3.6 million reinvested in East Oakland businesses through loans (average of \$35K per entrepreneur).</p> <p>Area-Wide Growth: Average wages rise and the employment rate in the service area increases by 0.3 percentage points.</p>

Goal 3: Transform the local economy	
<p>Widespread Opportunity: At least 800 eligible East Oakland residents will receive the skills and support they need to pursue work or entrepreneurship (gradually increasing participation year-over-year). These 800 residents also represent 800 families that based on the Census household average size ultimately will impact 3,200+ residents.</p>	<p>Holistic Wellbeing: Participants report improved self-worth, health, financial security, and agency.</p> <p>Economic Expansion: Average wages rise and the employment rate in the service area increases.</p> <p>Community Wealth Building: 100,000 square feet of property held by the Liberated Land Trust, with 51% Black-owned.</p> <p>Revitalized Neighborhood: Four blighted commercial properties transformed into thriving community hubs.</p> <p>Regional Impact: The EORP contributes significantly to the economic engines of Oakland and the broader region, attracting millions in new investment.</p>

XI. Building Momentum: Progress and Refinements to Date

Since notification of Phase I funding, EORP partners have been meeting regularly to formalize and coordinate pilot components and plan for Phase II. The Recompete Plan Coordinator, Eric Phillips, was hired in March 2024 and is already leading coordination and communication across the Steering Committee and with external partners. The Steering Committee, composed of senior staff from Black Cultural Zone, Kapor Foundation, Cypress Mandela, East Bay Economic Development Alliance, ESO Ventures, Village Connect, and Oakland Thrives—is deeply engaged in strategic visioning, operations, partnership development, securing commitments for a range of public and nonprofit organizations, leveraging funding for maximum impact, and building the referral and service pipeline to launch Phase I initiatives.

The Steering Committee has been meeting weekly, as well as work groups for each of the project components, two design sprints, and two focus groups with community members. Partners have aligned across goals, outcomes, metrics, data sharing, community input, and internal and external communications strategies as outlined in the attached MOU. The workforce development strategy now provides three tiers of employment and training opportunities to accommodate participants’ various levels of readiness. This will allow us to track participants into the most appropriate pathway while creating scaffolded opportunities for higher-paying and more skilled jobs as they gain experience.

New key partners in the coalition include Village Connect (mindset coaching), Unity Council (wraparound services, multi-language), East Bay EDA (economic data and outcomes, regional sustainable funding), and ESO Ventures (small business development that leads to local jobs). These partners were chosen because they contribute specific local knowledge in their respective areas, compared to some of the regional or national service partners we were collaborating with initially.

XII. Identifying Risks and Mitigation

EORP leaders have considered risks to the successful implementation of this project and identified steps to mitigate them. First, we recognize that some participants in Recompete may need significant stabilization before they can be ready for workforce training and being placed in jobs. We have identified partner service providers such as Roots, and Unity Council who have the experience and capacity to provide these services in a culturally competent and trauma-informed manner. Additionally, there are inherent risks in land and property acquisition and construction, especially with fluctuating interest rates in this volatile economy. BCZ's prior experience in successfully navigating this landscape, and their partnerships with nonprofit developers with decades of experience and deep understanding of how the economy can impact projects, will be invaluable for securing favorable rates and terms. Finally, the issue of concern is the extremely poor broadband connectivity in this part of East Oakland. Internet connection in the service area (which has the highest percentage of People of Color) is 10 times slower (15 Mbps) than in Oakland's zip code with the largest population of White residents and is considered "unserved" by California's infrastructure laws. EORP partner Oakland Undivided is working with Governor Newsom's office, State Assembly members, the City of Oakland CIO office, as well as federal agencies, to ensure Broadband Equity Access and Deployment funding to increase affordable, equitable connectivity is prioritized for this region.

XIII. Additional Explanation

Building a Strong Team: EORP Leadership and Partners Key coalition partners include:

Black Cultural Zone Community Development Corporation (BCZ) (lead applicant on EORP, Wraparound Services, Small Business Development, Neighborhood Economic Development, and Governance and Cross-Sector Outcomes Tracking) is a Black- and women-led California nonprofit corporation based in East Oakland, with a budget of \$8M and staff of 40. Since 2014, BCZ has worked with a coalition of residents, government, churches, and grassroots groups to keep Black residents in East Oakland, and forged a consortium of 40+ organizational partners devoted to building cultural and economic prosperity in the area. By constructing and acquiring affordable housing and commercial space, BCZ directs funding to community-driven projects and connects residents to events, safe spaces, affordable housing, career services, and entrepreneurial support. BCZ has experience layering and leveraging multiple sources of funding, such as a \$170 million project for the construction and acquisition of affordable housing and commercial space, and has successfully executed several multi-million dollar public and foundation grants. BCZ will fulfill all of the requirements of the lead applicant—regularly communicating with all key stakeholders and community members, convening regional partners, communicating with and reporting to the EDA, coordinating and braiding funding and other resources, managing the Recompete Plan Coordinator, finalizing MOUs, and managing sub-awards and contracts. BCZ's commitment and responsibilities to leading the Wraparound Services, Small Business Development, Neighborhood Economic Development, and overall project governance.

Sub-awardees include: **Wraparound Services:** Bananas, Roots Community Health, Village Connect, Unity Council, Tech Exchange; **Small Business Development:** ESO Ventures; **Neighborhood Economic Development:** Cypress Mandela; **Governance and Outcomes:** Oakland Thrives, East Bay EDA (see component project narrative and letters of commitment)

Oakland Thrives is a collective impact partnership of nonprofits, community, and philanthropy anchored by an intergovernmental Joint Powers Authority of Alameda County, the City of Oakland, Oakland Unified School District, First 5 Alameda, the Board of Education, and Peralta Community Colleges. OT will support data tracking and outcomes, leverage its partnerships and resources to promote, secure resources, and encourage linkages to the full range of Recompete services, and track community commitments.

Kapor Foundation (lead applicant on Workforce Development) builds a more equitable tech workforce via research, convening, and funding. Its scope in Oakland spans across K-12 to post secondary to entrepreneurship and venture capital. The organization convenes Oakland's *Pathways to Tech* workforce development coalition, composed of 30+ upskilling partners and 20+ employers. For Recompete, Kapor will oversee the workforce development component project and engage related partners. *Sub-awardees*: Bananas, Construction Trades Workforce Initiative, Cypress Mandela, Roots Community Health Center, Unity Council, NPower, Love Never Fails, Tech Exchange (see component project narrative and letters of commitment)

ESO Ventures (ESO) is an Oakland-based entrepreneurial support organization equipping people of color to create new jobs and generate revenue in their distressed communities. They are also a licensed commercial lender with a total of \$18M in financial capital and grants from the State of California. ESO will offer small business incubation-acceleration training, financial services, mentorship, and low-interest, non-asset-backed loans up to \$100K.

East Bay Economic Development Alliance is a 150+ member organization that has served as the regional voice and networking resource for strengthening the economy, building the workforce, and enhancing the quality of life in the East Bay for over 30 years. They will play a critical role in leveraging data across the initiative.

Roots Community Health is a nonprofit organization dedicated to improving the health and well-being of underserved and marginalized communities. Roots delivers a wide range of medical, dental, and mental health services tailored specifically to the needs of the African American community and other vulnerable populations in the Recompete area.

Unity Council was founded in 1964 as a nonprofit community development organization in the Fruitvale District of Oakland. They will provide wraparound support including critical financial assistance, resources, and coaching; workforce opportunities including an environmental pre-apprenticeship, EMT pathways training, and jobs as Community Navigators. Their Peralta Service Corporation (PSC) social enterprise will provide on-the-job training and living wage employment for job-seekers.