April 12, 2017

Honorable Board of Supervisors
Administration Building
Oakland, CA 94612

Dear Board Members:

SUBJECT: APPROVAL OF FOUR-YEAR PLANS FOR EAST BAY REGIONAL PLANNING UNIT AND ALAMEDA COUNTY LOCAL WORKFORCE DEVELOPMENT AREA FOR PROGRAM YEARS 2017-2020, IN COMPLIANCE WITH THE WORKFORCE INNOVATION AND OPPORTUNITY ACT

RECOMMENDATIONS:

A. Approve the East Bay Regional Planning Unit’s Four-Year Regional Plan for program years 2017 to 2020; and

B. Approve and authorize the Board President to sign the Alameda County Local Workforce Development Area’s Four-Year Local Plan for program years 2017 to 2020.

SUMMARY/DISCUSSION:

This letter requests action by your Board to approve the East Bay Regional Planning Unit’s Four-Year Regional Plan and Alameda County Local Workforce Development Area’s Four-Year Local Plan, for program years 2017 to 2020. The Workforce Innovation and Opportunity Act (WIOA) requires Local Workforce Development Boards (LWDBs) to develop both a four-year Regional Plan and a four-year Local Plan, with the goal of articulating efforts LWDBs will make to enhance workforce development activities at both the regional and local level.

The State has assigned the four LWDBs within the EASTBAY Works network (Alameda County, Contra Costa County, the City of Oakland and the City of Richmond) to a Regional Planning Unit (RPU) responsible for determining how they will work together to ensure that they meet the goals and objectives set forth in the Four-Year Regional Plan. The State put forth guidance outlining the required
elements of the Four-Year Regional Plan, and through a series of meetings and feedback sessions, the RPU has worked together to develop the PY 2017-2020 East Bay Regional Plan. The East Bay Regional Plan highlights the RPU’s history and strength in successfully working together as a region for approximately 20 years in the EASTBAY Works network and lifts up its commitment to establish: common operational practices to facilitate seamless services for clients, strategic service alignment to maximize favorable client outcomes, and enhanced regional tracking to facilitate shared commitment and accountability for service outcomes. The East Bay Regional Plan also elucidates other regional efforts for which the East Bay RPU will continue to partner:

1. East Bay SlingShot Initiative (an employer-centric effort to address the key priorities of employers in the East Bay and income mobility strategies for East Bay residents),
2. East Bay Earn-and-Learn model (a campaign in the East Bay to address work-based learning for youth and young adults), and,
3. Strong Workforce Program (an initiative launched by the California Community College system to align college curriculum and programs with labor market information and the demands of the local economy, so students are prepared to fulfill middle-skill and high-growth occupations).

The State also provided guidance on the required elements of the Four-Year Local Plan. The Four-Year Local Plan for Alameda County’s Workforce Development Area was developed in conjunction with multiple stakeholders and reflects a vision and strategy for expanding access to education, training, and supportive services for jobseekers (including individuals with barriers to employment), engaging employers in Alameda County, and leveraging what works in partnership and program design.

The State requires both plans receive approval by the Local Chief Elected Official (CEO), but only requires the Local CEO to sign the Four-Year Local Plan.

**SELECTION CRITERIA AND PROCESS:**

*N/A*

**FINANCING:**

Workforce Innovation and Opportunity Act programs are 100% federally funded and available through the WDB Department 320405 budget, which is part of the approved submitted SSA Agency budget for FY 2017 – 2018. There are no net County costs associated with this recommendation.

Sincerely,

[Signature]

Loft A. Cox
Agency Director

Attachment A – PY 2017-2020 East Bay Regional Plan for Board review and approval
Attachment B - Alameda County Workforce Development Area’s Local Plan- 2017-2020 for Board President’s signature
Table of Contents

1. PY 2017-2020 East Bay Regional Planning Unit Regional Plan
2. PY 2017-2020 Alameda County Local Plan
3. PY 2017-2020 Contra Costa County Local Plan
4. PY 2017-2020 City of Oakland County Local Plan
5. PY 2017-2020 City of Richmond Local Plan
PY 2017-2020 East Bay Regional Plan
March 2017

For the East Bay Region Planning Unit including:

EASTBAYWorks (EBW)
Alameda County Workforce Development Board (ACWDB)
Contra Costa County Workforce Development Board (CCCWDB)
The City of Oakland Workforce Development Board (OWDB)
The City of Richmond Workforce Development Board (RWDB)
Table of Contents

A. Executive Summary .......................................................................................................................................... 1

B. Regional Economic and Background Analysis ................................................................................................ . 6
i. Regional Overview ........................................................................................................................................... 6
ii. Current Regional Demographics ...................................................................................................................... 7
iii. The Economy ................................................................................................................................................... 8
iv. Labor Market Profile ........................................................................................................................................ 10
v. Skills & Knowledge ......................................................................................................................................... 12
vi. Other Workforce Development Activities ........................................................................................................ 13
   a. Regional System Strengths .......................................................................................................................... 13
   b. Regional System Opportunities for Continuous Improvement ........................................................................ 13
C. Regional Sector and Career Pathway Strategies ........................................................................................... 14
   i. Regional Sector Partnerships ......................................................................................................................... 14
   ii. Regional Career Pathways Strategy ............................................................................................................... 24
D. Industry-Valued Post-Secondary Credential Attainment ................................................................................ 28
E. Inclusivity, Accessibility & Job Quality ............................................................................................................ 32
F. Moving Forward: Shared Priorities for the Future .......................................................................................... 37

Appendix I: Public Comment ................................................................................................................................... 41
A. Executive Summary

The East Bay Region of California is a sub-region of the nine county San Francisco Bay Area, one of the most productive and prosperous regions on the planet. The sub-region consists of Alameda and Contra Costa Counties, represented at the local level by the Alameda County Workforce Development Board, Oakland Workforce Development Board, the Richmond Workforce Development Board, and the Workforce Development Board of Contra Costa County.

This area goes as far north as Concord and south to Fremont, which is the northern tip of the Silicon Valley. Easternmost city boundaries include Livermore in Alameda County and Brentwood in Contra Costa County. Both Richmond and Oakland lay on the westernmost boundary of the region.

The two-county region is home to more than 2.5 million residents and has an abundance of natural, physical, and institutional resources, including three national labs, University of California Berkeley, and the Port of Oakland, which alone accounts for 10,000 direct and 18,000 indirect jobs in the region. Combined with high educational attainment levels among its population and an abundance of company headquarters, the sub-region is an economic growth mecca. But amid these assets, the sub-region also has its share of challenges, including infrastructure issues typical of urban communities, the high cost of housing and overall cost of living, mismatches between where services are based and where they are most needed as prosperity results in shifts in where people in need reside, and distressed communities where a disproportionate percentage of the residents lack the skills and knowledge to effectively compete in the labor market.

The East Bay’s four local areas have a long history of collaboration, and created EASTBAYWorks in 1997 as a vehicle to align services and leverage workforce resources across the region. This plan reflects the East Bay regional partners’ ongoing and deep engagement with industry and individual employers; secondary, post-secondary, and adult education systems; organized labor; community-based organizations; economic development; and other partner agencies to ensure the region has the talent required to fuel its growth and residents have access to the skills they require to fulfill their career aspirations. In this way, all partners engaged in the multitude of efforts described in the following pages have been instrumental in shaping this plan and have an important role in implementing it.

The current generation of workforce strategies and initiatives were shaped in part by several years of economic turmoil. The Great Recession had a tremendous adverse impact on the East Bay Region – 10 percent of all jobs were lost, with the construction, real estate, financial services, manufacturing, and
retail industries suffering the most acute losses. Recognizing that a true economic recovery would require active and aligned interventions from government, education, economic development, industry and workforce development, enlightened leaders from across those sectors began planning for the future even as the recession continued unabated. The goal was two-fold: first, to lead the East Bay Region toward economic recovery and, second, to future-proof the economy so the region could better withstand inevitable ups and downs. These efforts were bolstered by trends in workforce development, particularly emerging work in sector partnerships and career pathways, and education reform that focused on industry-valued and stackable credentials, student persistence, and competency attainment.

Today, the East Bay Region has a coordinated workforce strategy anchored by five broad-based sector partnerships, several interconnected career pathway initiatives, and a network of 14 American Job Centers. To support the regional alignment of the East Bay workforce system, the local workforce boards have co-invested in a Regional Coordinator to represent the collective interests of the boards in regional initiatives, expand strategic capacity, ensure service alignment, accelerate the region-wide implementation of best practices, and manage the EASTBAYWorks brand. Specifically, the Regional Coordinator:

- Engages with economic development, K12, community college and adult education systems, metropolitan planning organizations, community based organizations and other stakeholders to identify opportunities, trends, and concerns; facilitates strategic connections; and represents the EASTBAYWorks brand regionally, at the state level, and nationally.
- Supports EASTBAYWorks network of America’s Job Center of California (AJCC) through a range of tools, including a hot jobs listserv and shared web site, as well as through quarterly meetings of the site managers to exchange information, share promising practices, and identify opportunities for collaboration and continuous improvement.
- Facilitates a dynamic communications infrastructure that connects professionals across the workforce service system, including those working within the AJCCs, community based contractors, K12, community college and adult education providers, and other service providers.
- Supports a seamless interface with businesses and industries throughout the region through quarterly meetings of business service leads, hosted by leading employers in the region, to exchange information, share promising practices, and identify opportunities for collaboration and continuous improvement.
- Convenes operational leads from the four local boards to elevate any issues identified, as well as to address any new opportunities or emerging trends identified in the quarter.
- Convenes workforce board directors for ongoing strategic planning and coordination.
- Manages region-wide efforts, such as scaled procurements, marketing and communications, development and deployment of professional development and efforts to link, align, and leverage public systems.

Among the myriad benefits of the EASTBAY Works partnership is the ability to pilot efforts locally and then replicate them regionally through an established process of cross-training and shared resources.

At the heart of EASTBAY Works are the 14 American Job Centers located in the region, collectively serving over 80,000 job seekers and nearly 2,000 employers each year. A major focus of the collaborative work of the region has been and will continue to be aligning and strengthening services across the centers, and ensuring that staff have the latest intelligence and best possible resources available to connect job seekers to employment, and employers with the talent they require to grow and flourish in the East Bay Region.

Sector-driven partnerships, which are described in more depth in subsequent sections, are a primary strategy leveraged by the East Bay regional partners to inform the region’s workforce development efforts. Under the brand East Bay SlingShot,² the partners are actively working with industry, economic development, education, organized labor, and community partners to design and implement employer-informed strategies that move workers into growth industries with opportunities for advancement. Five sectors are currently targeted within this model:

- Advanced Manufacturing, represented by the East Bay Advanced Manufacturing Partnership. This partnership has recently connected to The Manufacturing Institute’s Dream It. Do It. initiative, bringing national resources to the efforts of connecting young people to jobs in this critical industry sector.
- Healthcare, represented by the East Bay Health Workforce Partnership.
- Transportation and Logistics, represented by the East Bay Transportation and Logistics Partnership.
- Information and Communications Technologies, represented by the East Bay Information and Communications Technology Partnership.

In addition, the regional partners, with the leadership of the Contra Costa Workforce Development Board, have been active in the creation of the Biomedical Manufacturing Network, which in addition to education and training focuses on providing business assistance, technology transfer, and industry-related economic development.

Over 90 percent of businesses in the East Bay region have less than 100 employees, and collectively employ a third of the region’s workforce. The partners invite and value the participation and perspective of those businesses on their workforce boards, and consider it a shared priority to connect them to the workforce resources that are essential to their growth. The boards all have long standing relationships with the East Bay Economic Development Agency (EDA), and the boards’ leaders participate on the EDA committee dedicated to small business development. Additionally, both Richmond and Oakland host newly formed Contractors’ Resource Centers to support skills development for contractors aspiring to get licensed to do business in the region’s construction industry, the Contra Costa Workforce Board hosts the county’s Small Business Development Center, and the Alameda Workforce Board recently held its first annual Small Business Resource Symposium to

² SlingShot is a California Workforce Development Board-sponsored statewide initiative that seeds collaborative efforts by employers and industry, government, workforce and economic development, and education stakeholders within a region to identify and then work to solve employment challenges that slow California’s economic engine.
connect companies to state and local resources, educate them about tax incentives and applicable laws, and assist them with their workforce needs.

In addition to sector partnerships and support for small and emerging businesses, several other aligned efforts inform the East Bay Region’s collective workforce development priorities, and contribute to the range of services offered to support economic mobility for individuals and spur economic growth for businesses. Primary among these is the Strong Workforce Program, led by the Bay Area Community College Consortium. This regional planning effort engages the colleges, local workforce boards, adult education, and other partners to identify training requirements across industry sectors. As part of this work, nearly sixty (60) regional joint ventures have been identified, primarily focused on enhancing training in areas where there is a concentration of both data-informed, employer validated need and an opportunity to support a career pathway for individuals currently outside the economic mainstream.

Another major regional strategy is career pathways, which aligns education and industry in support of economic mobility strategies for youth and adults. Under the brand Earn & Learn East Bay, the regional partners have created a coordinated network that engages hundreds of employers in providing a wide range of work-based learning experiences to East Bay residents. This work, and its impact, is more fully described within this plan.

The East Bay Region partners also recognize there are individuals with barriers to employment that go beyond technical skills, and have been working in their local areas and collectively to enhance services for those individuals. To this end, in addition to the region-wide efforts outlined above, there are several projects underway that encompass one or more of the local workforce boards in the East Bay Region. These projects engage a range of partners including: K-12 and postsecondary education systems, community-based organizations, probation and parole offices, advocacy coalitions, and other groups. These partners are part of the complex ecosystem committed to creating and delivering solutions that help individuals meet their career goals and business connect to the talent they require to flourish – to ameliorate a wide range of workforce challenges faced by individuals in the region.

While developing this summary of their collaborative work, the partners came together to consider the next phase of their joint efforts. They have identified three broad areas where they will focus their attention regionally, which are described in more detail in the final section of this report:

- **Common operational practices** to support a more seamless customer experience and facilitate economies of scale.
- **Strategic service alignment** to maximize program participation and completion rates, credential attainment, and employment outcomes for in-need populations, as well as better coordinate employer services.
- **Enhanced regional tracking** to monitor and improve workforce development activities, with the goal of creating an unprecedented level of community-wide accountability and shared commitment for outcomes for all partners.

Additionally, the four workforce boards in the East Bay Region are developing their individual local plans simultaneously with this regional plan. As part of those efforts, they are conducting a range of
focus groups and engaging in other collaborative processes that will likely result in additional local strategies that will be considered for regional expansion during the life of this plan.
B. Regional Economic and Background Analysis

i. Regional Overview

By all major economic indicators, today the East Bay Region is thriving. This was not the case in the relatively recent past: the region’s economy was heavily affected by the Great Recession, particularly impacted by the failure in the housing market and a dramatic rise in the unemployment rate. The region lost 10 percent of its jobs between 2008-2011. The construction industry lost 40 percent of its jobs, and a fourth of the jobs in real estate and financial services also were lost. The ripple effect was crippling, with substantial reductions in government, retail, and manufacturing jobs, and a specific blow occurring in the auto manufacturing industry. For example, when the NUMMI Regional Plant closed in 2010, the economic impact was felt throughout the region. The last automobile manufacturing plant this side of the Mississippi, its closure impacted 4,700 permanents, high-wage workers, 47 parts suppliers and more than 1,000 other suppliers in 35 California counties, and an aggregate of 18,800 jobs and over $1.4 billion in annual wages.

Both despite and because of this profound economic upheaval, East Bay leaders in economic development, education, and workforce development emerged from the crisis with a sense of shared purpose. They began aligning their efforts with greater intentionality, with the goal of maximizing the region’s competitive strengths to, in the short term, revitalize the region’s economy, and in the longer term, support ongoing business and job growth. In October 2011, the East Bay Economic Development Alliance (East Bay EDA) in partnership with the Alameda Workforce Development Board, East Bay Community Foundation, Oakland Workforce Development Board, and the Workforce Development Board of Contra Costa County commissioned a regional economic analysis titled *Building on our Assets: Economic Development and Job Creation in the East Bay.*

As described in *Building on Our Assets,* regional strengths include:

- A highly diversified labor force
- World-class research and development institutions
- Growing innovation industries
- A central location and extensive physical infrastructure
- A wide variety of communities providing diverse housing options

Leveraging and amplifying these strengths has characterized the work in each of the four local workforce areas in the East Bay, as well as their discrete collaborative efforts and the projects and initiatives they collectively pursue with industry, economic development, education, and community partners. Through this broader lens, they have committed to ensuring that all job seekers, regardless of whether they are served through EASTBAYWorks, have access to the information, programs of study, and certifications that will enable them to meet their economic and career goals.

By 2012, the East Bay region had not only rebounded from the Great Recession but reemerged as a formidable economic force. Nevertheless, the partners recognized that although the crisis was over in the broader sense, businesses were still struggling to find the talent they require to grow and flourish,
and there remained many thousands of residents who require a wide range of workforce services to become a part of the East Bay’s thriving economy. They again turned to the East Bay EDA to commission the *Special Report on the East Bay Workforce*. A companion to the 2013 Annual East Bay Economic Outlook, this study delved “deeper into the fundamental questions driving the nexus of employment, education and the economy in the [post-recession] East Bay.”³ This report provided the blueprint for the current generation of workforce initiatives – not the least of which was the focus on the five industries represented by the region’s sector partnerships (advanced manufacturing, biomedical manufacturing, healthcare, information and communications technologies, and transportation and logistics). The partners continue to rely on East Bay EDA’s Annual Economic Outlooks – as well as data produced by the California Economic Development Department, the California Community College’ Center of Excellence, the region’s local community college districts, other economic development partners, industry groups, sector partnerships, and through their own work with employers and job seekers – to shape strategies that address the immediate and longer term challenges experienced by individuals striving for economic independence and by businesses seeking the talent required for them to compete.

ii. **Current Regional Demographics**

The East Bay Region’s age demographics are consistent with the nation’s. The current workforce comprises nearly two-thirds of the region’s population. 43 percent of those individuals are between 25-54 years old, representing over a million people who may require training or retraining before they reach retirement. Over a fifth of the region’s population is under 18, and another tenth are 18-24 - combined, a third of the population represents the emerging workforce.

Table #1: Regional Population by Age⁴

<table>
<thead>
<tr>
<th>Age</th>
<th>Population</th>
<th>Percent Share of Total Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 18</td>
<td>602,270</td>
<td>22.9%</td>
</tr>
<tr>
<td>18 to 24 Years</td>
<td>242,189</td>
<td>9.2%</td>
</tr>
<tr>
<td>25 to 54 Years</td>
<td>1,145,079</td>
<td>43.4%</td>
</tr>
<tr>
<td>55 to 64 Years</td>
<td>322,392</td>
<td>12.2%</td>
</tr>
<tr>
<td>65 Years and Older</td>
<td>328,610</td>
<td>12.5%</td>
</tr>
<tr>
<td>Total</td>
<td>2,640,540</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates

*The region has experienced growth in median income earnings in recent year, signaling growing economic prosperity for its inhabitants.* The median annual household income for the East Bay Region is $76,787, which is $14,969 higher than the 2015 California median household income of $61,818⁵. Alameda and Contra Costa County both have higher median household incomes than the state. Contra Costa County has the highest median annual household income in the region of $79,799, which is $6,024 higher than Alameda County’s median annual household income of $73,775.

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⁵ [http://www.census.gov/quickfacts/table/PST045215/06](http://www.census.gov/quickfacts/table/PST045215/06)
Table #2: Regional and County Median Household Income

<table>
<thead>
<tr>
<th>Median Household Income by County</th>
<th>Median Household Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alameda</td>
<td>$73,775</td>
</tr>
<tr>
<td>Contra Costa</td>
<td>$79,799</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Median Household Income by Region</th>
<th>Median Household Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Bay</td>
<td>$76,787</td>
</tr>
</tbody>
</table>


East Bay has a lower percentage of its population living below the poverty level than the rest of the state; however, median incomes are just about at the self-sufficiency levels for a family of 4 living in the region. In 2014, 16.4 percent of Californians were earning less than $24,000 (the federal poverty level) compared with 12 percent in the East Bay region. (See Table #3.) However, a very different story emerges when wages are compared to the self-sufficiency standard for a family of four calculated by the United Way of the Bay Area in 2015. In Alameda County, the self-sufficiency income in $72,820 and in Contra Costa it is $71,711. In both counties, nearly half the households have incomes below the self-sufficiency standard. United Way’s analysis further explored the characteristics of individuals who were living below the standard, and found – not surprisingly – that they are likely to lack a post-secondary credential.

Table #3: Regional Population by Poverty Status

<table>
<thead>
<tr>
<th>Poverty Status</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income in the Past 12 Months Below Poverty Level</td>
<td>311,362</td>
<td>12.0%</td>
</tr>
<tr>
<td>Income in the Past 12 Months at or Above Poverty Level</td>
<td>2,291,779</td>
<td>88.0%</td>
</tr>
<tr>
<td>Total</td>
<td>2,603,141</td>
<td>100.0%</td>
</tr>
</tbody>
</table>


iii. The Economy

Growth in industry sectors and the overall economy is a key indicator showing recovery from the financial crisis of 2007 and 2008. Trade, Healthcare, Manufacturing, and Construction have seen slow but steady growth. The total employment in all industries in the East Bay Region in May 2016 (preliminarily) was 1,121,900 individuals, rising by 11.2 percent (113,400 jobs) since May 2012. This strong job growth bodes well for the region and its workforce, as high-wage industries are the primary drivers. The top growth industries sectors by employment as of May 2016 in the East Bay Region are:

- Trade, Transportation and Utilities, employing 201,700 individuals, 12.9% growth since May 2012;
- Educational and Health Services, employing 185,600 individuals, 12.6% growth since May 2012;
- Professional and Business Services, employing 183,300 individuals, 11.1% growth since May 2012;
- Manufacturing, employing 87,000 individuals, 8.8% growth since May 2012; and,
- Construction, employing 66,700 individuals, 31% growth since May 2012.

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6 http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf Regional Planning Unit: East Bay Page 5
7 http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf Regional Planning Unit: East Bay Page 6
Currently, the Workforce Boards are actively collaborating in five industry sectors to support the growth of jobs in those industries; align education and training to meet growing demand; and connect untapped labor markets, young people, and the under-employed to these emerging career opportunities. These sectors are advanced manufacturing, healthcare, transportation and logistics, information and communications technology, and biomedical/biotechnology.

**Occupations**

*The top middle-skill, middle (or higher) wage occupations in the region are projected to add significant job growth, strengthen the economy, and bring more individuals in the region to satisfying careers and economic security.* The top 5 in-demand occupations in the East Bay region are:

- **Registered Nurses**: 8,571 projected job openings through 2022, with a 2016 median wage of $130,271
- **Heavy and Tractor Trailer Truck Drivers**: 2,234 projected job openings through 2022, with a 2016 median wage of $46,012
- **Licensed Practical and Licensed Vocational Nurses**: 1,923 projected job openings through 2022, with a 2016 median wage of $59,751
- **Computer User Support Specialists**: 1,673 projected job openings through 2022, with a 2016 median wage of $62,307
- **Medical Assistants**: 1,537 projected job openings through 2022, with a 2016 median wage of $44,584

These jobs are all reflected in one of the five active sector initiatives in the region; additionally, a majority of the top 25 middle-skill jobs (see Table #4) fall into one of those five sectors.

**Table #4: Top 25 Middle-Skill, Middle-Wage or Higher Occupations**

<table>
<thead>
<tr>
<th>Top 25 Middle-Skill, Middle-Wage or Higher Occupations</th>
<th>Total Projected Job Openings 2012-2022</th>
<th>HWOL Job Ads (See source)</th>
<th>Median Annual Wage 2016 1st Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered Nurses</td>
<td>8,571</td>
<td>4,147</td>
<td>$130,271</td>
</tr>
<tr>
<td>Heavy and Tractor-Trailer Truck Drivers</td>
<td>2,324</td>
<td>2,212</td>
<td>$46,012</td>
</tr>
<tr>
<td>Licensed Practical and Licensed Vocational Nurses</td>
<td>1,923</td>
<td>862</td>
<td>$59,751</td>
</tr>
<tr>
<td>Computer User Support Specialists</td>
<td>1,673</td>
<td>1,426</td>
<td>$62,307</td>
</tr>
<tr>
<td>Medical Assistants</td>
<td>1,537</td>
<td>576</td>
<td>$44,548</td>
</tr>
<tr>
<td>Dental Assistants</td>
<td>1,040</td>
<td>843</td>
<td>$39,614</td>
</tr>
<tr>
<td>Web Developers</td>
<td>746</td>
<td>1,607</td>
<td>$76,438</td>
</tr>
<tr>
<td>First-Line Supervisors of Production and Operating Workers</td>
<td>676</td>
<td>912</td>
<td>$61,863</td>
</tr>
<tr>
<td>Dental Hygienists</td>
<td>670</td>
<td>153</td>
<td>$105,798</td>
</tr>
<tr>
<td>Library Technicians</td>
<td>668</td>
<td>8</td>
<td>$44,258</td>
</tr>
<tr>
<td>Heating, Air Conditioning, and Refrigeration Mechanics and Installers</td>
<td>640</td>
<td>262</td>
<td>$58,139</td>
</tr>
</tbody>
</table>

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8 http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf Regional Planning Unit: East Bay Page 3

Data Note: Middle-skill occupations typically require more than a high school diploma but less than a Bachelor’s degree. Middle-wage occupations make at least 80 percent of the area’s median annual wage ($48,154).
Medical and Clinical Laboratory Technicians 568 83 $53,052
Firefighters 499 3 $90,852
Paralegals and Legal Assistants 493 367 $59,376
Medical Records and Health Information Technicians 478 233 $54,859
Respiratory Therapists 455 83 $90,096
Electrical and Electronics Engineering Technicians 410 231 $77,304
Radiologic Technologists 373 136 $96,837
Computer Network Support Specialists 332 22 $78,841
Telecommunications Equipment Installers and Repairers, Except Line Installers 302 258 $66,527
Environmental Science and Protection Technicians, Including Health 299 196 $50,182
Chemical Technicians 295 107 $50,471
Phlebotomists 248 65 $42,673
Surgical Technologists 239 130 $71,083
Diagnostic Medical Sonographers 225 73 $118,860


iv. Labor Market Profile

The East Bay Region has a lower unemployment rate than the nation, and a significantly lower rate than the State of California. The East Bay labor market includes 1,372,800 individuals. As the economy strengthens, the unemployment rate continues to drop. As of December 2016, Alameda and Contra Costa Counties had a 4.0 percent and 4.1 percent unemployment rate, respectively. The nation’s unemployment rate in December was 4.7 percent, and the State of California had a rate of 5.3 percent. However, there are at least 300,000 residents in the region 18-64 not counted in the labor force, or nearly 20 percent of the region’s population. This presents a unique challenge and opportunity in a region with dropping unemployment rates and increasing demand for workers as the economy continues to grow.

In a year over year comparison – comparing May 2015 to May 2016 – the Employment Development Department (EDD) reported a slight decrease (0.3 percent) in the labor market, a small gain (0.6 percent) in the number of people employed, and a more significant (0.8 percent) drop in the unemployment rate. (Table #5.)

Table #5: Regional Labor Market Profile

<table>
<thead>
<tr>
<th>May 2016</th>
<th>May 2015</th>
<th>Change</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor Market</td>
<td>1,372,800</td>
<td>1,376,300</td>
<td>-3,500</td>
</tr>
<tr>
<td>Employed</td>
<td>1,319,600</td>
<td>1,311,300</td>
<td>8,300</td>
</tr>
<tr>
<td>Unemployed</td>
<td>53,200</td>
<td>65,100</td>
<td>-11,900</td>
</tr>
<tr>
<td>Unemployment Rate</td>
<td>3.9%</td>
<td>4.7%</td>
<td>-0.8%</td>
</tr>
</tbody>
</table>

Source: Employment Development Department, Labor Market Information Division.

9 http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports EAST-BAY-RPU-Summary.pdf Regional Planning Unit: East Bay Page 2
Data Note: Numbers may not add due to rounding.
In 2014, 2,107,347 individuals participated in the East Bay Regional Labor Force. 59.4% or 1,252,079 individuals in the East Bay Region are currently employed or in the armed forces. 6.4% or 133,818 individuals are unemployed in the region. 34.2% or 721,450 individuals are not currently participating in the labor force in the region.

Table #6: Regional Labor Force Participation

<table>
<thead>
<tr>
<th>Labor Force Participation</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed or in Armed Forces</td>
<td>1,252,079</td>
<td>59.4%</td>
</tr>
<tr>
<td>Unemployed</td>
<td>133,818</td>
<td>6.4%</td>
</tr>
<tr>
<td>Not in labor force</td>
<td>721,450</td>
<td>34.2%</td>
</tr>
<tr>
<td>Total</td>
<td>2,107,347</td>
<td>100.0%</td>
</tr>
</tbody>
</table>


In 2014, nearly one-tenth (9.7 percent) of the region’s population identified as living with a disability. While regional data is not available, in California the unemployment rate for individuals with disabilities is 64 percent, slightly lower than the national average but nonetheless of great concern to the regional partners. Currently, they are actively collaborating with the California Department of Rehabilitation in their local areas to identify and pilot strategies to increase the employment rate among this population, and anticipate regionalizing any such strategies that are demonstrated to be effective.

Table #7: Regional Disability Status

<table>
<thead>
<tr>
<th>Disability Status</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>With Any Disability</td>
<td>255,091</td>
<td>9.7%</td>
</tr>
<tr>
<td>No Disability</td>
<td>2,367,403</td>
<td>90.3%</td>
</tr>
<tr>
<td>Total</td>
<td>2,622,494</td>
<td>100.0%</td>
</tr>
</tbody>
</table>


The East Bay Region’s population is well-educated, with nearly 45 percent of the population having acquired an Associate’s degree or higher. Conversely, 55 percent, or over 1.1 million residents, have no post-secondary credential. (See Table #8s.) As unemployment rates continue to trend downward, the regional partners recognize there is both an opportunity and an imperative to enhance their focus on ensuring that residents have expanded access to training that results in post-secondary credentials. In addition to the partners’ ongoing collaboration with their community colleges both locally and through the Bay Area Community College Consortium, they are currently tracking emerging efforts by the Alameda and Contra Costa Workforce Boards to introduce on-line learning strategies that result in post-secondary credentials as a potential scalable regional strategy.

Table #8: Regional Educational Attainment

<table>
<thead>
<tr>
<th>Educational Attainment</th>
<th>Male</th>
<th>Percentage</th>
<th>Female</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 9th grade</td>
<td>57,813</td>
<td>5.9%</td>
<td>65,613</td>
<td>6.2%</td>
</tr>
<tr>
<td>9th to 12th grade, no diploma</td>
<td>67,222</td>
<td>6.8%</td>
<td>61,244</td>
<td>5.8%</td>
</tr>
<tr>
<td>High school graduate (includes equivalency)</td>
<td>202,126</td>
<td>20.6%</td>
<td>200,405</td>
<td>19.0%</td>
</tr>
</tbody>
</table>

10 http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf Regional Planning Unit: East Bay Page 7
11 http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf Regional Planning Unit: East Bay Page 7
12 http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/East-Bay-RPU-Summary.pdf Regional Planning Unit: East Bay Page 7
### Skills & Knowledge

Regional workforce development efforts are intelligence-driven, starting with data available from the state and federal government and validating and refining that data through intensive collaboration with employers.

The California Economic Development Department (EDD) provides regular reports on regional trends – among the most important of these for the region’s workforce system is information used to ensure training and education programs result in the basic and technical competencies employers required. This information also provides a foundation for the discourse with the region’s employers, resulting in further refinement of programs to facilitate the best possible alignment between the skills of job seekers and the needs of employers.

In an analysis of the skill requirements for top 25 middle-skill, middle wage jobs in the region, EDD, using the US Department of Labor’s Occupational Information Network (O*NET) found that each one requires active listening, critical thinking and reading comprehension. Nearly all of them require active learning, coordination, monitoring, speaking and writing. The top 5 in-demand occupations in the region (Registered Nurses, Heavy and Tractor Trailer Truck Drivers, Licensed Practical and Licensed Vocational Nurses, Computer User Support Specialists, and Medical Assistants) all share four skills: operation monitoring, speaking, critical thinking, and active listening. Four out of five of these occupations also share these skills: complex problem solving, coordination, and service orientation.13

EDD also compared O*NET knowledge requirement data to the region’s top 25 jobs. Here, the only knowledge requirement shared by all 25 are customer & personal service and English language. The top 5 in-demand occupations also share education and training. Four out of five in-demand occupations (excluding Medical Assistant) require knowledge in mathematics, and four out of five (excluding Heavy and Tractor Truck Drivers) require knowledge in clerical work. Other knowledge widely valued across the top jobs include administration & management and computers & electronics.14

These data are an important starting place in the collaboration with employers. The collaborative efforts in each individual area and through the regional sector partnerships, is central to the East Bay Region’s strategy to ensure businesses have access to the rightly skilled workers they require to flourish. Additionally, the individuals acquire the education, training, and certifications necessary to attain both their career and income aspirations.

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vi. Other Workforce Development Activities

The East Bay region has a wealth of education and training providers, including 38 school districts, five community college districts, 12 community colleges, and a broad range of community based organizations providing adult education and occupational skills training. The East Bay Works web site provides a portal to the region’s workforce development activities.

a. Regional System Strengths

The East Bay regional partners have a long standing shared commitment to collaboration; one that predates any legislative requirement. Among the region’s strengths is its EASTBAYWorks, which connects 14 America’s Job Centers (AJCs) for both employer and job seeker customers and facilitates collaboration between the region’s workforce system and key partners in industry, education, and economic development. This collaborative has accelerated the implementation of sector and career pathway strategies within the AJCs; aligned training and development efforts for direct service staff; and facilitated the continuous evolution of the system as labor market dynamics and employer needs have shifted. Other regional workforce development efforts include, but are not limited to, the Strong Workforce Program led by the Bay Area Community College Consortium and the sector-driven partnerships in advanced manufacturing, healthcare, transportation and logistics, information and communications technology, and biomedical/biotechnology. Additionally, California’s Adult Education Block Grant supports four consortia of adult education providers in the East Bay Region: the Contra Costa Adult Education Consortium, the Northern Alameda Consortium for Adult Education, the Chabot-Las Positas/Mid-Alameda County Consortium, and the Southern Alameda County Consortium. Collectively, these consortia are working to ensure all adult education students acquire the knowledge required to make a successful transition to post-secondary education, credential programs, and/or the workforce.

b. Regional System Opportunities for Continuous Improvement

The East Bay regional partners are committed to continuous improvement of outcomes for their customers. They have identified three shared priorities – common operational practices, strategic service alignment, and enhanced regional tracking – that they are organizing to pursue in 2017. Local efforts that have the potential for regional scaling include pilots that explore how human-centered design strategies can enhance the way services are delivered. In addition to the efforts noted above to enhance employment outcomes for individuals with disabilities and to increase the educational attainment rates for the 1.1 million residents who currently lack a post-secondary credential, the region recognizes the need to provide a broader range of services to others who have persistent barriers to employment, including the re-entry population, as well as to develop new strategies so the system can best serve Gig Economy (1099) employees. Finally, the region recognizes an opportunity to expand professional development activities beyond EASTBAYWorks staff to its community-based and other service delivery partners.
C. Regional Sector and Career Pathway Strategies

In 2013, the East Bay Economic Development Alliance, in partnership with Alameda County Workforce Investment Board, Contra Costa Community College District, Peralta Community College District, Oakland Workforce Development Board, Richmond Workforce Development Board, and the Workforce Development Board of Contra Costa County, commissioned a Special Report on the East Bay Workforce. This study, a follow up to 2011’s Building on Our Assets, looked at the workforce in the context of East Bay’s post-recession economic recovery. The goal of the report was to help the boards and their community college partners “understand and adapt to these [economic] shifts and to be better connected with regional employers to ensure a dynamic, adaptive, workforce system that ensures the competitiveness of workers and employers alike.”

This research and analysis served as the foundation for the current generation of regional sector and career pathway initiatives, augmented by intelligence gathered directly from employer partners and bolstered by the ongoing data that is generated by the partner boards, the State of California, and through myriad collaborative efforts that support strengthening the East Bay region’s workforce and economic prosperity.

i. Regional Sector Partnerships

Among the legacies of the Special Report are the five (5) regional sector initiatives currently operating in East Bay focusing on: advanced manufacturing, healthcare, information communications technology, transportation and logistics, and biomedical manufacturing. This sector-focused work provides the framework to:

- Actively engage employers in defining the workforce education and training required to support growth in their respective industries;
- Create workforce initiatives that align to business needs, and assess their impact in full partnership with industry employers, as well as education and training partners;
- Develop tools and resources that support education, training, and social service providers, as well as EASTBAYWorks staff, in helping their customers navigate the region’s complex labor market; and
- Provide a foundation to leverage public and private resources to impact the region’s economic future.

Each partnership has its own identity, rather than existing as a project or initiative of a larger organization. Another important characteristic of each partnership is the individual selected to staff and guide it – and in each case, that person has credibility in the sector, a network of strong relationships essential to effectively carry out the work, a commitment to working collaboratively, and a passion for the mission of their partnership.

Each sector partnership has evolved on its own unique trajectory, evolving based on the needs and priorities of the employers that drive it. This evolution is assured by the Collaborative Economics model the region has embraced to launch and support partnerships with clusters of companies at their center.

**Collaborative Economics sector convening model**

Because of their shared genesis, the
partnerships are all moving forward along a common continuum:

The following tables briefly summarize the work of the individual sector partnerships in each of these phases. These partnerships have all launched in the last three years, with East Bay Health Workforce Partnership and the Information and Communications Technologies Partnership launched in 2016. Of note, the Biomedical Manufacturing Network is somewhat unique in that it focuses on providing business assistance and technology transfer in addition to workforce development; the other partnerships are more directly focused on the workforce issues experienced by their industry partners. Additionally, each partnership is connected to a college-based sector navigator, supported by the California Community College’s Doing What Matters for the Jobs and the Economy Initiative.

16 These synopses do not do justice to the full scope of work being carried out by each of these partnerships. For a more complete picture, please visit their respective websites.
<table>
<thead>
<tr>
<th>Partnership</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>East Bay Advanced Manufacturing Partnership</strong></td>
<td>The East Bay Advanced Manufacturing Partnership (EBAMP) convenes manufacturing leaders who are committed to leveraging advanced skills, technologies, and creativity to ensure continuing competitiveness and growth for East Bay manufacturing. As of December 2016, there were 722 individual members – a 20 percent increase over December 2015. The partnership credits its growth to the Make it! Move it! Summit (which it hosted in collaboration with the EBTLP – see below), greater visibility overall over the past year, their commitment to employer driven sector partnerships, and to being able to understand the employer context and employer history within an industry and build stronger more valuable relationships.</td>
</tr>
<tr>
<td><strong>East Bay Health Workforce Partnership</strong></td>
<td>The East Bay Health Workforce Partnership (EBHWP) works with regional employers, and community and education leaders to meet the workforce needs of employers, expand opportunity for residents, and strengthen the regional economy. The EBHWP’s core are the 14 major healthcare employers in the region, and is beginning to work with specialized providers in the region to ensure there is a qualified workforce available to ensure quality care in all aspects of the health continuum.</td>
</tr>
<tr>
<td><strong>East Bay Information Communication Technology Partnership</strong></td>
<td>The East Bay Information Communication Technology partnership (EBICTP) is comprised of regional business leaders and community partners working together to increase economic growth and prosperity in the East Bay region. This partnership is the newest of the five and was officially launched in January 2016. The industry is both complex and diverse, requiring an intentional engagement strategy. Currently, there are 19 employer partners, all of whom represent companies that (1) dominate their respective field and (2) are committed to acting as civic entrepreneurs and industry champions for the partnership and its initiatives.</td>
</tr>
<tr>
<td><strong>East Bay Transportation and Logistics Partnership</strong></td>
<td>The East Bay Transportation and Logistics Partnership (EBTLP) mission is to serve as a platform for companies involved in transportation and logistics to jointly set priorities, and work together with public sector partners to take action to address regional workforce needs in the industry. The EBLTP “envisions the East Bay of the San Francisco Bay Region as part of a globally competitive manufacturing and distribution center that is supported by a talented workforce, world-class infrastructure, and public policies that support efficient goods movement.” The EBLTP’s vision and mission allows the partnership attract and engage top industry employers and serves as a basis for engagement in roundtable discussions to identify industry priorities and collaborate to reach solutions. The EBTLP is currently comprised of 100 transportation and logistics companies, and about 80 organizations committed to the EBTLP mission.</td>
</tr>
</tbody>
</table>
The Biomedical Manufacturing Network (BMN) is convened by a partnership of regional entities focused on building a biomedical manufacturing network for business assistance, technology transfer, education and training, and economic development. The BMN is unique among the five current partnerships in that it provides direct business services to its partner companies. Of the over 700 such biomedical companies in the region, the BMN has collected information on all of the companies and has provided some level of services to over 200 of these companies. An important activity for the BMN is hosting “meet ups” to bring the sector together. These events have been highly successful in enabling connections between companies, employees, and the public sector.

The Power of Partners

*Founded in 2016, the East Bay Information and Communication Technologies Partnership has engaged with leading business and community partners to create a comprehensive workforce strategy for this complex sector. As of January 2017, there are 50 active members in the partnership.*
<table>
<thead>
<tr>
<th>Partnership</th>
<th>Summary</th>
</tr>
</thead>
</table>
| East Bay Advanced Manufacturing Partnership    | The EBAMP has published three studies about advanced manufacturing in the East Bay region, which guide current strategy:  
  - *Made in the East Bay: A Study of Advanced Manufacturing in Alameda County*  
  - *Advancing Manufacturing in Contra Costa County, 2013*  
  - *Job Opportunities in Advanced Manufacturing, Contra Costa County, 2013*                                                                 |
| East Bay Health Workforce Partnership           | EBHWP, launched in 2016, consulted two primary reports in shaping its work:  
  - East Bay EDA 2016 Health Care Patterns and Project in the East Bay, which can be accessed at [https://www.ebhwp.org/research](https://www.ebhwp.org/research)  
  - *California Hospital Association: Roadmap for Creating a Healthcare Work-Based Learning Program Report*  
  This foundational information was further refined through surveys and interviews with the 14 core members of the partnership. Three groups of employees were identified as being the most in-demand positions in the industry: Primary Care Physicians, Mental Health Workers and Medical Assistants and Community Health Workers. This work is captured in *The East Bay Health Workforce and Diversity Needs: Summary of Employer Interviews*, produced in late 2016. |
| East Bay Information Communication Technology Partnership | To best understand the diverse nature of sectors that fall under the ICT umbrella, the EBICTP has collaborated with the California Community Colleges Economic and Workforce Development Center of Excellence based at San Francisco City College to access Burning Glass data. This labor market information is then validated and enhanced by partnership member companies to inform strategy. |
| East Bay Transportation and Logistics Partnership | In 2015, EBTLP published *Keeping East Bay Moving: A Study of Transportation and Logistics Sector*. This report scoped the full impact of the industry on the region (144,000 jobs, representing about 12 percent of the regional economy), and included a comprehensive set of workforce strategies to be pursued by the partnership. In addition, the EBTLP collects qualitative anecdotal employer feedback on an ongoing basis through surveys, interviews, and individual check-in calls with employers. |
| Biomedical Manufacturing Network                | In 2014, the BMN and the BayBio and Biocom Institutes published *Talent Integration: California Workforce Trends in the Life Science Industry* to guide workforce activities in the sector. BMN, in its work directly with companies, regularly translates workforce information into actionable intelligence, and collaborates with the region’s workforce boards and educational institutions to develop appropriate interventions to address the specific workforce needs of East Bay employers. |
Table #3– Strategy Development

<table>
<thead>
<tr>
<th>Partnership</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Bay Advanced Manufacturing Partnership</td>
<td>EBAMP has three goals: growing and sustaining the partnership, enriching the applicant pool, and improving long-term sector growth. As outlined above, the partnership ended 2016 with 722 members, as well as a sustainability plan. To enrich the applicant pool, EBAMP has worked with a range of providers (including those serving veterans) to enhance recruitment, training, internship and apprenticeship programs, as well as supported the development of new training programs endorsed by partnership companies. EBAMP was also instrumental in launching the second Dream It, Do It, chapter in California, which exposes young people to careers in the industry. Additionally, with the EBITCP, EBAMP co-produced Make It &amp; Move It: East Bay Manufacturing and Logistics Summit.</td>
</tr>
<tr>
<td>East Bay Health Workforce Partnership</td>
<td>The EBHWP was established in 2016, and has recently identified three in-demand career pathways: primary care physician, medical assistants and community health workers, and mental health workers. Work groups have been organized to address each of these pathways; the groups focused on the first two began work in late 2016 and the group focused on mental health workers will commence in early 2017. These work groups will develop strategies to begin ameliorating challenges the industry is experiencing in finding and retaining rightly skilled talent in these three areas.</td>
</tr>
<tr>
<td>East Bay Information Communication Technology Partnership</td>
<td>The EBITCP was launched in 2016, in its inaugural year had focused on raising awareness and creating a foundation for employer-led action teams to guide the development of strategies. While specific strategies are still under development, the EBITCP has begun more general work to document career pathways, with a specific focus on connecting disadvantaged populations and youth to the industry and supporting these efforts through collaboration with the EASTBAYWorks, community based organizations, community colleges, and other institutions/organizations that serve job seekers who might not traditionally be exposed to the career opportunities in the ICT sector.</td>
</tr>
<tr>
<td>East Bay Transportation and Logistics Partnership</td>
<td>The EBTLSP leverages two business-led Action Team to develop strategies involving advancing infrastructure and talent priorities in industry. The Infrastructure and Public Policy Team works with policymakers to exercise leadership in making the East Bay and surrounding mega-region a globally competitive hub of manufacturing and distribution, supported with necessary land, road, rail and water freight corridors. This goal is supported by the Partnership’s co-production (with EBAMP) of the Make It! Move It! Summit. The Talent Team focuses on growing the sector’s workforce, with increasing awareness of the career pathways into and up through the industry. The Talent Team is currently developing a logistics career awareness program for young adults (ages 16-24) in the Oakland Unified School District, and anticipates having the program in place by June 30, 2017.</td>
</tr>
</tbody>
</table>
BMN has a multi-pronged approach to strengthening the industry in the East Bay. Related to education and training, in January 2017 the Partnership compiled the top 10 skills for entry-level biomedical engineers, which came out of over 100 interviews with managers throughout 2016. This insight is being shared with workforce and education partners, with the long-term goal of ensuring all programs that are feeders into the industry include these critical competencies.

**Table #4 - Implementation**

<table>
<thead>
<tr>
<th>Partnership</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biomedical Manufacturing Network</td>
<td>BMN has a multi-pronged approach to strengthening the industry in the East Bay. Related to education and training, in January 2017 the Partnership compiled the top 10 skills for entry-level biomedical engineers, which came out of over 100 interviews with managers throughout 2016. This insight is being shared with workforce and education partners, with the long-term goal of ensuring all programs that are feeders into the industry include these critical competencies.</td>
</tr>
<tr>
<td>East Bay Advanced Manufacturing Partnership</td>
<td>In 2017, EBAMP will build on its strong foundation to successfully implement Dream It. Do It. (DIDI) To date, nearly a dozen companies have committed to serving as DIDI Ambassadors to inspire young people to pursue careers in the industry. Another priority is to build closer collaborations with other organizations that are committed to the industry in ways that are complementary to EBAMP’s.</td>
</tr>
<tr>
<td>East Bay Health Workforce Partnership</td>
<td>The EBHWP has accomplished a great deal in its first year, including: documenting priority regional workforce needs; bringing employers together to collaborate to address persistent, shared workforce issues; connecting with Earn &amp; Learn East Bay to introduce young people to the industry; holding its first “Fishbowl” event where industry employers share their workforce needs with education partners; leading an effort to streamline the on-boarding and clearance process to reduce the time it has traditionally taken from the hire date to the start date to benefit both employers and workers; and connecting to and learning from the region’s other sector partnerships and career pathways programs.</td>
</tr>
<tr>
<td>East Bay Information Communication Technology Partnership</td>
<td>The EBITCP launched two action teams in November 2016. The first action team is focused on building opportunities for experiential learning, and is working to create a model with clear standards for candidate incoming skills, expectations for workplace learning impact, and launching pilot programs with an eye toward scale and replication. The second action team is focused on building community awareness of ITC careers and enabling connections between job seekers and employers, and will work on identifying event-based strategies to bring together job seekers and industry employers and identifying digital platforms that connect job seekers to regional opportunities for internships and job shadowing.</td>
</tr>
<tr>
<td>East Bay Transportation and Logistics Partnership</td>
<td>The EBLTP’s Talent Action Team has worked with education and public agencies, including the region’s workforce boards, to embed employer-defined competencies into training curricula; connect employers to benefits, such as tax credits, that encourage them to hire disconnected populations such as ex-offenders and individuals on public assistance; and to expose young people to careers in the sector.</td>
</tr>
<tr>
<td>Partnership</td>
<td>Summary</td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Biomedical Manufacturing Network</td>
<td>The BMN is currently partnering with California State University – East Bay to introduce women of color to the industry through internships and UC Berkley to continue its successful bio manufacturing-to-market internship program. In 2017, BMN anticipates partnering with educational institutions with biomedical engineering programs to ensure curricula develops student competencies in the 10 skill areas managers identified. (See “Data” above.)</td>
</tr>
</tbody>
</table>

Table #5 - Evaluation

<table>
<thead>
<tr>
<th>Partnership</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Bay Advanced Manufacturing Partnership</td>
<td>As of this writing, EBAMP is considering five goals (stated as “desired states”) with a range of evaluative measures – for example, “manufacturers are hiring enough qualified candidates for open positions” would be measured by utilization of training funds, positions filled compared to openings, and Veterans hired. Similar metrics are proposed for the other four strategies. Additionally, the annual Make It! Move It! Summit is designed to, in part, gather qualitative feedback about the collective impact of both EBAMP and EBITC-inspired or led initiatives.</td>
</tr>
<tr>
<td>East Bay Health Workforce Partnership</td>
<td>The EBHWP has the benefit of a concentrated group of employers providing most of the healthcare jobs in the region, and has thus far found that employer feedback through interviews, surveys, and meetings to be an effective strategy to collect evaluative information. As the Partnership begins to shape and implement strategies, it anticipates it will use more formal methods to collect qualitative and quantitative data to assess impact, and to guide continuous improvement.</td>
</tr>
<tr>
<td>East Bay Information Communication Technology Partnership</td>
<td>EBITCP anticipates developing a formal evaluation strategy in 2017, and expects it will include assessment of the impact of its work on employers’ talent pipelines, as well as how effective it has been in connecting disadvantaged populations – and particularly opportunity youth – to careers in the industry.</td>
</tr>
<tr>
<td>East Bay Transportation and Logistics Partnership</td>
<td>The EBTLP currently assesses its own effectiveness through qualitative anecdotal employer feedback through surveys, interviews, and individual check-in calls with Partnership members. As it implements new strategies, such as the Talent Team’s career awareness program slated to be implemented by June 30, 2017, it will begin gathering more quantitative data. Additionally, the annual Make It! Move It! Summit is designed to, in part, gather qualitative feedback about the collective impact of both EBAMP and EBITC-inspired or led initiatives.</td>
</tr>
</tbody>
</table>
### Partnership Summary

| Biomedical Manufacturing Network | The Biomedical Manufacturing Network (BMN) evaluates its work at the company and partnership levels. At the company level, BMN assesses: funding the Network has helped the company raise (or funding the company raised because of BMN assistance); employment growth as a result of BMN assistance; and revenue growth as a result of BMN assistance. In the aggregate, BMN assesses overall job growth among the businesses it has assisted; the number of introductions to capital investors; and the number of connections it has facilitated between biomedical manufacturing companies and potential customers. |

#### ii. Regional Career Pathways Strategy

In addition to the sector partnerships, the East Bay Region is home to another signature model: Earn & Learn East Bay (E&LEB).

E&LEB is a brand that serves as an umbrella to organize and maximize the impact of the region’s work-based learning activities; the overall purpose of these programs is to align education and industry in support of economic mobility strategies for youth and young adults. It takes collaboration to a new level, creating alignment between eight workforce and economic development initiatives, ten school districts, and a university. Under the auspices of E&LEB, a regional work-based learning system is being implementing among all twenty-five partners through three key strategies.
1. Integration of multiple youth-focused programs across multiple partners and process.
2. Marrying extensive work already accomplished in talent pipelines with new career pathways initiatives designed to minimize redundancy and maximize effectiveness.
3. Organizing workforce resources to increase the number of meaningful work-based learning opportunities with the region’s employers, who previously had no single point of contact with the system to engage in youth-focused initiatives.

The development of the Earn & Learn East Bay (ELEB) model was spearheaded by the Workforce Development Board of Contra Costa County, which acts as the employer-facing intermediary for the Diablo Gateways to Innovation Consortium, funded by the Career Pathways Trust (CPT) and further described below. Earn & Learn East Bay started as the name of an event, designed to engage employers in providing work-based learning experiences for youth. Over time, the ELEB brand became synonymous with employer-based opportunities for youth in the region, and a way to braid together several youth-focused funding streams to provide multiple engagement points for employers and access points for young people. Under the DGI, a group of 40 connectors was created to implement consistent standards of practice, and organize resources at their respective institutions (primarily school districts, college, and community organizations) to scale the program. This groundbreaking work enabled more seamless implementation of other CPT grants in the region, and ultimately to a set of shared definitions, standards of practice, and indicators of success. Now a region-wide effort, the basic employer and youth-facing infrastructure is being implemented under two additional CPT grants – the East Bay Career Pathways Consortium and R4 – as well as supported by other significant investments.

- The Diablo Gateways to Innovation Consortium is focused on implementing a regional approach to Career and Technical Education (CTE) that benefits students and employers, as well as expanding and strengthening partnerships among K-12, community colleges, workforce boards, and employers in support of career pathways. The consortium is comprised of 10 school districts across three counties, CSU East
Bay, and Alameda and Contra Costa Offices of Education. The goal of the work is to strengthen career pathways into the advanced manufacturing, information and communication technology, and health and bioscience industries. *The Contra Costa Workforce Development Board is the employer-facing intermediary for this work.*

- The **East Bay Career Pathways Consortium** (EBCPC) is focused on reshaping the East Bay K-14 educational system around four career pathways: information communications technology and digital media, health and biosciences, advanced manufacturing and engineering, and public services and law. Partners include 11 school districts, six community colleges, two regional occupational programs, the Alameda County Office of Education, business partners, and the region’s four workforce boards. The EBCPC supports interlocking regional communities of practice that build and strengthen career pathways; develop sequences of work-based learning experiences and engage a larger number of employer partners; and foster more seamless transitions from K-12 to college and from college to work. This project is managed by the Peralta Community College District, and *the Oakland board is the employer-facing intermediary for this work.*

- The EBCPC has expanded its work with a second grant – **R4** (also sometimes referred to as CPT2) – designed to link court-involved youth, as well as attending community and alternative schools, to the career pathways developed by the East Bay Regional Consortium. The focus of the R4 Consortium is to create an aligned system so that every youth in Alameda County has multiple entry points into career pathways. The R4 Consortium supports *Project Pathways.* Project Pathways’ mission is to build accessible, engaging, accelerated Career and College Pathways that are aligned with regional employment needs to ensure the success of all members of the R4 community. The Alameda County Office of Education is the fiscal lead for R4, which is led by an Executive Operating Board that includes representatives from secondary education, post-secondary education, probation, social services, community based organizations, industry, and the EBCPC, as well as the workforce development boards. *Contra Costa is providing the technical assistance and support for this project.*

Earn & Learn East Bay has served as a catalyst for collaboration, to the benefit of the region’s youth, employers, educators, and providers:

- With the three CPT grants, the staff teams are actively partnering and learning from one another, sharing and implementing the highest-impact strategies.

- This aligned regional strategy has significantly reduced the complexity for regional sector partnerships interested in engaging in youth-focused programming; for example, ELEB has received funding from employers and business organizations to manage internships in

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**Leveraged Investments**

There are several programs that have been brought into the E&LEB model, enhancing the benefit to employers and the outcomes for young people. Below are two examples.

**Phillips 66:** Thanks to a generous donation from the company’s refinery in Rodeo (Contra Costa County), 20 local teens annually participate in E&LEB, gaining work-based learning experience as interns with East Bay’s Regional Parks and Municipal Utility Districts, and public libraries.

**Oakland Housing Authority:** Each year, OHA grants the Oakland Workforce Development Board $450,000 to provide over 250 OHA residents ages 16-21 with a blend of E&LEB-informed services, including work-based learning experiences and wrap-around pre-employment and workplace skills training.
the advanced manufacturing sector, in collaboration with the EBAMP.

- Career pathways that have been mapped by industry through the sector partnerships are informing the ELEB work, and vice versa.

- The employers involved in sector partnerships can seamlessly engage with ELEB to provide work-based learning experiences, and employers involved in ELEB can be referred to the appropriate sector partnership should they be interested in deepening their contributions to the region’s economic growth.

- The Bay Area Community College Consortium has pledged to help sustain and grow ELEB by aligning its Strong Workforce work with the ELEB model.

The success of the five regional sector partnerships and Earn & Learn East Bay are possible because of the region’s workforce boards’ deep commitment to working together, leveraging resources, and sharing and scaling practices that maximize the workforce system’s impact on the growth and prosperity of the East Bay Region, its residents, and its businesses.

**Earn & Learn East Bay & Salesforce**

To support the E&LEB campaign, a Customer Relationship Management (CRM) has been developed using the Salesforce platform to better engage and track employer involvement. The goals are to move toward having a single point of contact for employers; improve the distribution of work-based learning opportunities among schools, colleges and community organizations and provide more precise data on activities and outcomes.
D. Industry-Valued Post-Secondary Credential Attainment

In the East Bay Region, 55 percent of residents have not yet acquired a post-secondary credential, which hinders their economic mobility and restricts the supply of rightly skilled workers necessary for industries to grow. The partners recognize significantly increasing the percentage of older youth and adults with such a credential is at the core of any systemic workforce solution, and are pursuing the achievement of this goal on several fronts.

- **Employer-defined competencies.** As described elsewhere in this report, industry is leading region-wide work in five leading sectors: advanced manufacturing, healthcare, information and communications technologies, transportation and logistics, and biomedical. These efforts all involve the identification of the core competencies required by those industries, starting with the jobs where there is the most acute demand. Additionally, these partnerships all work with a community college-based Deputy Sector Navigator who is explicitly charged to ensure those core competencies are embedded in career and technical education and degree-granting programs.

- **Employer-validated competencies.** There are several other regional efforts underway, including the Career Pathway Trust projects and Strong Workforce, that have identified occupations and job clusters through data analysis that are not connected to – or current priorities of – the sector partnerships. For example, the East Bay Career Pathways Consortium is focusing on public service and law among its occupational clusters, which is in demand but falls outside the five sector partnerships. The Strong Workforce Regional Joint Ventures Partnership identifies pockets of unmet need and brings together workforce and education partners with industry experts to address those needs in real time. In these cases, employers are convened specifically to validate the competencies suggested by the data.

Labor market information suggested an unmet demand for medical assistant training, with over 1,300 job openings with an average hourly wage of nearly $30/hour. **Jewish Vocational Services** validated this data with **John Muir Health** and partnered with the Contra Costa Workforce Development Board to deliver training customized to John Muir Health’s specific needs. Slots in this program were made available to the other workforce boards in the region.

The nine-week program is followed by a four-month paid internship at John Muir Health. Graduates are employed an average of 38.4 hours a week, and earning an average starting wage of $20.60/hour.

The project started its fourth cycle in January 2017.
• **Informed Choice.** Much has been documented regarding the flow of information among employers, workforce development, education partners, economic development, and community organizations. However, individual choice is a fundamental principal of the workforce development system, and the partners recognize that the individual must have access to consumable and actionable labor market intelligence to make the informed choices that will enable them to acquire the right credential for them. To this end, **EASTBAYWorks** is at the nexus of the region’s service delivery strategy, and the regional infrastructure established and maintained by the four partner workforce boards is the vehicle that ensures system customers have access to the tools they need to select the appropriate pathway for them. The Alameda County Workforce Board is implementing the Industry Sector & Occupational Framework (ISOF – see graphic to the right) to support **EASTBAYWorks** staff in helping their customers select an in-demand career pathway, which has the potential to be used as a tool throughout the region.

• **Accessibility.** Education and training providers are closely connected to the sector partnerships. Their role in those partnerships is to translate employer competency requirements into program offerings that result in the attainment of the knowledge, skills and abilities employers require. In addition to offering such programs through traditional education and training providers, the partners are piloting on-line options available through national providers that result in validated industry certifications. The partners also recognize that residents will acquire knowledge, skills, and abilities through a range of programs and experiences. For example, through Earn & Learn East Bay thousands of young people are engaged in work-based learning. There is strong regional interest in expanding other blended learning approaches, including apprenticeships. The common thread for these and all other investments made by the regional partners is they are driven by real-time demand articulated and validated by employers.

• **Upward Mobility.** The region is fortunate to have a strong system of adult education, supported by California’s Adult Education Block Grant (AEBG). In addition to deep local partnerships among the workforce boards and their respective AEBG providers, those providers are actively engaged in the sector partnership work and the Strong Workforce initiative. These levels of engagement ensure adult education providers have the most current intelligence on the competencies valued by employers, and can embed those competencies – where appropriate – into curricula design and program delivery.
• **Stackable Credentials.** Among the major recommendations in 2013’s *Special Report on the East Bay Workforce* is the expansion of programs that can be completed incrementally. This strategy is particularly important in high unemployment communities where it is not always reasonable to expect a job seeker to have the resources necessary to commit to the longer courses of study that may be required to attain fully self-sufficient wages in their chosen field. Therefore, shorter-term programs that result in good jobs with the option to later pursue another credential or post-secondary degree provide an excellent alternative.

• **Continued Relevance.** Finally, the partners appreciate the economy can change rapidly – in-demand skills this year can become outdated next year, and new competencies required for jobs we have not heard of yet could mean an unanticipated and real-time shortage of rightly skilled workers. The close consultation with employers through the industry-driven sector partnerships is the best strategy to stay ahead of the curve; however, this work will continue to be supported by thorough and regular regional data analysis.

Currently, the partners track credential attainment supported with their core workforce funds administered in each local area, as well as through any other grants they manage. However, as the work around credentialing continues to mature, modalities of delivery expand to include on-line options and employer-based programs, and investments in credential programs are increasingly leveraged through other public and private sources – attracted by the work of the sector partnerships, career pathways initiatives, the Bay Area Community College Consortium’s Strong Workforce initiative, and other local and regional efforts – the partners are aligned in their intent to explore ways they can

**Metrix Learning** is an online learning management system being piloted by both the Alameda and Contra Costa Workforce Development Boards, with an eye toward full regional implementation depending on customer utilization and employment outcomes. Metrix offers 5,000 self-paced training courses in 10 different career pathways. The system also offers several nationally recognized credentials, including Cisco, CompTIA, Microsoft Office Specialist, Microsoft Certified Technology Specialist, Oracle, Professional in Human Resources, Quick Books, and Six Sigma Black Belt/Green Belt.

**Stackable Credentials in Action: Growing the Engineering Technology Workforce.**

Las Positas College and its partners (Lawrence Livermore National Laboratory, NASA Ames, and the Alameda County Workforce Development Board) have developed a program in Engineering Technology specifically to meet local demand for high-skilled workers in that field. The program is designed for those who want a hands-on engineering career with a focus on mechanical technology in an applied setting, emphasizing mechanical engineering applications and developing an understanding of how engineering, technology and manufacturing principles are applied in practice. The program provides students with foundational knowledge in mathematics, critical thinking, problem solving, and engineering design, as well as skills in manufacturing, fabrication, and welding so that students can adapt to the ever-changing modern industrial workplace. Graduates of the program may assume employment as mechanical technicians, mechanical technologists, stationary engineers, or in other applied engineering fields and collaborate with scientists, engineers, designers and manufacturing professionals. Students may also choose to continue their education towards a degree in a related engineering discipline.

work with their counterparts in education to begin capturing regional data on credential attainment, regardless of how that credential is underwritten or delivered.
E. Inclusivity, Accessibility & Job Quality

The region’s approach to connecting East Bay’s population with those sectors and related pathways has been shaped – and continues to evolve – based on the unique issues and challenges faced by the individuals who are part of the region’s untapped labor pool. This includes those who have not had the opportunity of fully realize their potential, such as the unemployed, those who have not yet acquired marketable or industry-recognized credentials or degrees, those who are struggling economically, Veterans who would benefit from assistance to make a transition to the civilian labor market, individuals with disabilities, non-English speakers and others who have not attained literacy levels necessary for economic success, youth and others who would benefit from work experiences to make career and education decisions, ex-offenders, and other groups that have traditionally experienced challenges successfully navigating a complex and rapidly evolving labor market.

Below is a snapshot showing the scope for the challenge in the East Bay Region:

- Nearly 125,000 youth between 18-24 have less than a 9th grade education, and over a quarter million adults in the region lack a high school diploma.
- Over 150,000 individuals live in a single-parent household.
- Over 400,000 residents speak English less than “very well.”
- In Alameda County alone, over 375,000 residents have a criminal record. In Contra Costa County, there are 3,200 residents currently on probation.
- Over 3,000 youth are in foster care in the region.

Fortunately, one of the region’s greatest assets is the rich tapestry of community based organizations with the commitment to and success in supporting high-need and historically disadvantaged groups to attain their career aspirations. Such groups are a key part of the sector partnerships and career pathways programs described in the previous section, and have played a leading role in both informing and developing service strategies that are an integral part of the region’s approach to workforce development services. At the programmatic level, the region’s community based organizations are oriented toward delivering services at the local level, which is practical for two primary reasons: (1) with few exceptions, the region’s community based organizations have a geographic focus that do not encompass the full East Bay region, making it logistically impractical for clients or students living across the region to be served in a single program and (2) funding and contracting for workforce programs is the responsibility of each local area. Each of the four local areas support and/or collaborate with programs focused on the unique workforce development needs of opportunity youth (18-24), foster-care youth, youth with disabilities, ex-offenders, adults with disabilities, and Veterans. Additionally, Contra Costa closely collaborates with programs that assist migrant and seasonal farmworkers.

While the boards fund locally, there are region-wide service partners. An important example of this in the East Bay are the four SparkPoint Centers operated by the United Way Bay Area, and underwritten by several major corporations. The centers are service hubs, created in 2009 with the mission to reduce poverty and help individuals achieve financial security. These centers – located in Bay Point (Contra Costa County), Fremont (Alameda County), Oakland and Richmond, as well as in other places across the Bay Area – are critical points of contact for individuals to becomes connected to workforce resources, including regional sector and career pathways programs.
In addition to the local areas’ partnerships with SparkPoint Centers, there are several key strategies East Bay’s regional partners leverage to ensure that all in-need populations have access to the best possible service strategies, regardless of where they reside.

- **Sector Strategies.** Community-based organizations are actively engaged in individual sector partnerships. These groups are central to bringing the voice of the region’s residents into the discourse about how to develop the skilled labor pool necessary to the region’s growth, as well as being ideally positioned to link their clients to the credential programs that best meet their needs. In fact, the East Bay Information and Communications Technology Partnership is convened by the Executive Director of the Stride Center, a non-profit organization that aims to train and prepare low-income individuals for careers in the technology field. Further, as each sector partnership evolves, they are beginning to pursue strategies that focus on sub-groups of the population. For example, the East Bay Advanced Manufacturing Partnership has focused on creating workforce development programs that specifically target veterans, and with the launch of Dream It! Do It! is expanding its core work to engage young people in manufacturing careers.

- **Earn & Learn East Bay.** Connecting young people – particularly those that are at-risk – to meaningful work experiences is a central tenet of the Career Pathways Trust-funded initiatives, as well as the other investments that fall under the umbrella of Earn & Learn East Bay. Scores of community and education partners are engaged to ensure vulnerable young people are identified – at their schools, in the community, or in placement – and connected to the right opportunity to help them get the right start along a career pathway.

- **EASTBAYWorks Network of American Job Centers.** EASTBAYWorks is the region’s network of 14 America’s Job Centers of California, and comes together regularly to share best practices, align services, and share data to ensure all job seekers have access to the programs and services that best address their individual needs and help them achieve their career aspirations. Currently, the Operations Managers from across all four local areas in the region have begun work on a shared database of programs, and will begin piloting a cross-referral strategy in 2017 to connect customers, where appropriate, to programs in other local areas within the regional network. The Centers also are the central point of service for individuals enrolled in CalWorks (California Work Opportunity and Responsibility to Kids), a statewide, county-operated program that supports intensive workforce development services for adults receiving public benefits. A benefit of this structure is that CalWorks participants can be seamlessly connected to the most appropriate career-oriented training or education program following their CalWorks participation.
• **Best Practice Replication.** All the regional partners are currently engaged at the local level in a range of efforts to address the unique workforce needs of targeted groups, including individuals with disabilities in collaboration with local Department of Rehabilitation partners. Another area where there has been a great deal of focus is on the re-entry population – as noted in the Career Pathways description, one of those grants (R4, also known as CPT2) is organized to serve that population regionally. The sidebar describes local efforts to develop and test strategies to better serve this group, with an eye toward sharing the most effective practices region-wide.

An example of a locally based programming strand that is closely connected to and aligned with regional strategies is adult education. There are four Adult Education Consortia in the East Bay Region (three in Alameda and one in Contra Costa), funded by California’s Adult Education Block Grant with the purpose of implementing regional plans for adult education. In the case of these consortia, the regions are defined differently than the region is defined for workforce development. Therefore, the partnerships are with the respective local areas, who help inform the individual consortia’s planning process using the labor market intelligence derived from regional sector and career pathway efforts. Additionally, all the consortia in the East Bay region are actively engaged, along with the region’s workforce boards, in the Bay Area Community College Consortium’s Strong Workforce initiative.

The East Bay Region’s current generation of workforce-related initiatives are focused on ensuring all residents the opportunity to acquire the skills, knowledge, and credentials required to attain economic self-sufficiency. For the vast majority of East Bay residents, ultimately achieving this requires full-time employment, equitable wages, and benefits. The Regional Economic and Background Analysis section of this plan includes data on the average median household income ($76,787) compared to the self-sufficiency standard for a family of four (2 working adults, 2 children), which is $72,820 in Alameda County and $71,711 in Contra Costa County, as calculated by the United Way of the Bay Area in 2015.

The opportunity, therefore, is to focus on developing on-ramps and upward mobility in industries and with employers, where attaining a true living wage in the East Bay is not just possible, but probable. Additionally, these jobs – at least those on the first rung – must be attainable with a credential or Associate’s degree, rather than years of post-secondary education.
2013’s *Special Report on the East Bay Workforce* brought the concept of occupational tiers into the region’s discourse, and provided a framework to explore issues of job quality and advancement. The East Bay region has a plurality of Tier 2 occupations – that is, those that have historically provided most middle-wage, middle skill positions. Across the US, and in the East Bay, these occupations have been declining for the last several decades due to automation and outsourcing, but nonetheless provide substantial opportunity for job seekers in the region. This is particularly true as replacement jobs in the East Bay outpace new job creation 3 to 2. Therefore, even occupations that are not growing or are even in slight decline still offer pathways to economic independence for thousands of job seekers each year. About a quarter of all jobs are in Tier 1 (highest-paying, highest-skilled jobs) occupations and another quarter are in Tier 3 occupations (lower-skilled service positions). About 10 percent of all jobs in the region do not fall into an occupational tier.

In alignment with *Special Report’s* findings related to job opportunity and job quality, the East Bay Region has organized its sector work in five industries: advanced manufacturing, transportation & logistics, healthcare, biomedical technology, and information and technology communications. These sectors have the following core attributes in common:

- They are growing in the East Bay Region;
- They include a substantial number of employers, representing a statistically significant percentage of jobs in the sector, who have committed to devoting time and resources to addressing the region’s workforce challenges; and
- They encompass a diverse range of high-quality (Tier 2 and Tier 1) jobs, with clear pathways for advancement.

Wages in these sectors are competitive, and in some instances, far above the national average. In 2013, the average wage in advanced manufacturing was $80,185. In 2014, the average wage in transportation and logistics was $71,677. In 2016, middle skill healthcare jobs paid an average hourly wage of $45.70 – or $95,056 annualized without including any overtime pay. Biomedical engineers have a starting salary in the East Bay of $110,000 and those pursuing digital media jobs can expect salaries averaging $98,000, about 30 percent higher than the national average according to Indeed.com.

In addition to the five sector partnerships and the one-to-one connections between employers and EASTBAYWorks business service staff, *Earn & Learn East Bay* and *Dream It! Do It!* are important assets in the region’s efforts to promote high quality jobs. The former engages employers in providing internships and work-based learning experiences, creating deep relationships with individual businesses and a forum to share and promote practices that support worker retention and mobility. *Dream It! Do It!* is taking employers into schools and the community as ambassadors, substantially strengthening their engagement with their talent pipeline – creating a two-way dialogue about how their companies can best recruit and retain their future workforce.

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As documented throughout this narrative, the regional partners have been intentional in pursuing joint work that advances the interest of industry, individual businesses, and the populations that require services. They also are intentional about abandoning strategies that do not advance these interests. An example of this is collective purchasing of assistive technology and equipment to facilitate services to individuals with disabilities. While a promising idea, when implemented it became clear that it would be far more efficient and cost-effective — as counterintuitive as that may seem — for local areas to handle such purchases at the local level. This experience, and others like it in the nearly 20 years the region has been formally collaborating, has demonstrated to the partners that the most important and impactful work they can do regionally is around program alignment, a shared sector and career pathway focus, and the expansion of best practices across the region — as was demonstrated with Earn & Learn East Bay.

As the collaborative work in the region continues to deepen and mature, the region’s workforce boards see the opportunity to explore new areas where they can align to better meet the workforce needs of the East Bay community. The following section outlines their collective priorities for the future.
F. Moving Forward: Shared Priorities for the Future

In January 2017, the regional partners met to develop a plan of action to advance their collective work. They identified several opportunities to further coordinate their respective portfolios to enhance services and outcomes for job seekers and employers alike, building on the strong foundation and amplifying the impact of the EASTBAYWorks network of American Job Centers, the five sector partnerships, and career pathways projects aligned under the Earn & Learn East Bay brand. To support this plan of action, the regional partners are developing a new Memorandum of Understanding, which is anticipated to be executed by August 1, 2017.

- **Common Operational Practices.** The partners recognize that as workforce development activities become more regional through the evolution of their anchor strategies – specifically, sector partnerships and career pathways projects – there will be great benefit to developing and implementing shared protocols for the way in which the 14 American Job Centers that comprise EASTBAYWorks work with customers. At the point of initial service, aligned operational practices – such as intake, assessment, and referral – would result in a more seamless customer experience, and create economies of scale related to staff development and purchasing of shared tools.

  Intake and assessment are both central to understanding the needs of and developing service strategies for job seekers. As such, the partners agree these areas will be priority topics for exploration. In 2017, the operational leads in each of the four areas, who are actively collaborating through the regional structure, will identify common practices and those that are not currently aligned. For those that are not aligned, they will explore tactics such as identifying common tools, region-wide training, and other steps to achieve greater consistency in the ways they collect information from system customers, learn about their needs, and develop appropriate service strategies to move job seekers toward their career goals and to ensure employers are connected to the talent they require.

  The partners further believe that it would be of benefit to their adult education and college partners if they created common referral practices, standardizing the way in which clients are connected to services and clarifying the role each partner will play in supporting customer success in training and, ultimately, employment. The boards, through the regional collaborative structure, look forward to exploring this possibility with those partners and working with them to standardize referral protocols if they concur such standardization will result in better outcomes.

- **Strategic Service Alignment.** The partners are striving toward a regional workforce system that maximizes program participation and completion rates, credential attainment, and employment outcomes for in-need populations. By design, there are myriad doors through which job seekers connect to workforce development and training programs. This model, which facilitates access and inclusivity, also adds a level of complexity to the goal of ensuring all individuals benefit from the full range of services for which they are eligible and may require to attain employment, as well as retain their jobs and advance along their chosen career
The regional partners intend to explore several tactics in 2017 to better ensure job seekers fully benefit from the workforce development and education programs available to them, including the feasibility of developing and implementing a common intake system across EASTBAY Works as described above, as well as increasing regional staff development opportunities and developing formal regional partnerships with partners who have expertise in serving individuals with specific barriers to employment. The partners believe this approach will allow them to better assess and fill any service or referral gaps that may exist, enabling for a more seamless experience and better outcomes for job seekers, including but not limited to individuals with limited English proficiency, the chronically unemployed or underemployed, and those in career pathway and sector-specific training programs. Related to this area, the region’s workforce boards will explore where they can more closely align their policies in support of customer success, such as supportive services.

Service alignment also presents opportunities to enhance the impact of the region’s employer-facing services. As has been suggested by the early work in Earn & Learn East Bay, there is great value in aligning the way in which employers engage with the workforce development system. The partners concur that developing standard regional protocol for working with employers should be explored, which would help coordinate the business service activities across local areas. This topic will be addressed through the existing regional collaboration framework, which includes regular sessions with all the business services leads from the four partner workforce boards.

- **Enhanced Regional Tracking.** The partners recognize the importance of growing their capacity and support systems to give them the ability to monitor and enhance workforce development activities, with the goal of creating an unprecedented level of community-wide accountability and shared commitment for outcomes for all partners. At a minimum, the partners wish to better understand the extent to which those who receive training and/or education services in the East Bay region are obtaining, retaining, and advancing in occupations or sectors directly related to their programs of study. Currently, the partners have mechanisms in place for sharing outcomes related to activities supported by funds appropriated under Titles I (adults, youth, and dislocated workers) and II (adult education and literacy) of the Workforce Innovation and Opportunity Act; however, they recognize that to achieve their aspirations related to tracking, they require the ability to organize that data by sector – including training and employment placements, particularly as they relate to priority sectors, industries, and occupations – as well as expand the activity captured to other funding streams.

In 2017, the boards intend to leverage their existing regional infrastructure to develop tactics among the four local areas to establish common goals across the EASTBAY Works network of American Job Centers and identify opportunities to support sector partnerships and Earn & Learn East Bay programs with regional data.

A longer-term strategy they will be exploring to enhance regional tracking is creating a shared database across the four boards and their partners to capture data that would support better service alignment and program-related decision making, recognizing that there will be several issues to consider, not the least of which are fidelity of the data, bandwidth available at the
boards and among their partners to enter data consistently, the cost of developing and maintaining such a data base, and how to ensure data can be accessed and used by all partners.

In addition to the actions described above, the regional partners anticipate the capacity building and technical support, organized through the California Workforce Association, will support and bolster these efforts.

Collectively, the workforce boards of Alameda County, Contra Costa County, Oakland and Richmond look forward to advancing their collaborative work together and with their partners across the education, workforce, community, labor, and government spectrums in support of individuals as they move toward economic self-sufficiency; of employers as they grow and strive to remain competitive; and of the East Bay economy as it continues its dynamic evolution.
Appendix I: Public Comment

The 30-day public comment period for this plan was from February 3, 2017 - March 4, 2017. The plan was posted on the EASTBAYWorks web site, along with a mechanism to electronically submit comments on the plan. Hard copies of the plan could also be requested.

Three organizations – The Greenlining Institute, the Vietnamese American Community Center of the East Bay, and the Alameda County Probation Department – provided public comments. Below are brief summaries of these comments, and how the East Bay Region will take them into consideration as they move forward with their work.

The Greenlining Institute made several recommendations to better promote employment and economic mobility for the region’s most vulnerable residents, including immigrants. The East Bay region’s workforce system intends to explore these recommendations and, where feasible and viable, will look to incorporate them into practice.

The Vietnamese American Community Center of East Bay generally concurred with the plan, but raised the issue of funds being dispersed at the local level, rather than regionally. The partners appreciate the challenge faced by organizations that provide services region wide, and will keep this issue in mind in the work to increase operational alignment.

The Alameda County Probation Department noted the need, supported by the data in the regional plan, to continue to grow in both breadth and scale the programs devoted to individuals residing in the county with criminal records, including work with employers to educate and address hiring practices that negatively impact those with a criminal record. The region’s workforce system concurs that individuals with criminal records are particularly vulnerable, and is committed to exploring the expansion of promising strategies – such as the Second Chance Summit hosted by the Workforce Development Board of Contra Costa County in December 2016 – to ameliorate the barriers to employment faced by this and other vulnerable populations.
Summary

The Bay Region Collaborative Workforce Development Plan 0.1 took shape over a series of meetings that engaged representatives of the region’s 28 Community Colleges, 16 Adult Education Collaboratives, 13 Workforce Development Boards (4 Workforce Development Board Regional Planning Units) as well as, representatives of organizations such as the Association of Bay Area Governments (ABAG) and community based organizations. It is a work in progress, describing goals and a set of strategies that are being implemented as they are being developed. The plan will evolve to a version 1.0 to be completed by May 31, 2017 as we receive comments on this draft from our stakeholders, review similar plans being developed across our stakeholders’ systems, and gain experience with the strategies.

The plan outlines the motivations for a collaborative regional approach to workforce development and the assumptions that underlie the plan’s approach to facilitating improved alignment of large, decentralized, and diverse workforce development systems with the needs of the region’s labor market. The goals, metrics, and strategies to be employed to meet those goals are summarized below and described in greater detail in the body of the plan.

BACCC Strong Workforce Program Goals/Metrics

Goal A: Meet the needs of employers for well-qualified candidates for middle-skill positions that pay livable wages

Metrics

1. Labor Market Priorities Skills Gaps
2. Employed in the second fiscal quarter after exit
3. Employed in the fourth fiscal quarter after exit
4. Median earnings in the second fiscal quarter after exit
5. Median change in earnings
6. Attained a living wage

Goal B: Provide pathways that enable all Bay area residents to find employment and advance to livable wages

Metrics

1. Number of course enrollments
2. FTES generated versus College caps
3. Number of students who got a degree or certificate
4. Number of students who transferred
5. Job closely related to field of study
6. Median earnings in the second fiscal quarter after exit
7. Median change in earnings
8. Attained a living wage

**Goal C: Ensure equity in participation, completion, and employment**

**Metrics**
- Breakout of above metrics by ethnicity, gender, other special populations

**BACCC Strong Workforce Program Strategies**

Our region has adopted the following strategies for achieving our three goals.

**Strategy A: Provide Actionable Labor Market Information**

Provide an accessible framework of actionable labor market information that motivates and informs the independent and collaborative efforts of workforce development providers to meet the needs of the Bay region’s labor market. This framework to include the following elements:

**System Overviews**
- Descriptions of workforce development providers that motivate and inform exploration of potential mutually beneficial partnerships between providers

**Labor Market Priorities**

Gather, develop and disseminate labor market information that enables providers to better respond both independently and collaboratively to high priority workforce development needs and opportunities. Collaborate with other producers and consumers of labor market information to better leverage each other’s investments. Utilize the following four perspectives to organize and present labor market information that is curated for its potential to lead to action.

**Demand Side Perspectives**

1. **Industry Sectors** that drive the region’s economy and that would particularly benefit from sector-focused investments
2. **Occupations, Occupational Clusters and Career Pathways** where supply and demand are not in equilibrium, that pay livable wages or provide a proven pathway to livable wages
3. **Skills** that are in demand across multiple occupations and for which there is greater demand than apparent supply

**Supply Side Perspective**

4. **Populations** that would have improved outcomes in the labor market from focused attention on their unique sets of needs and assets
Strategy B: Facilitate the Formation and Operation of Regional Joint Ventures

Develop an infrastructure or platform that supports the formation and operation of collaborative partnerships between workforce development providers. Elements of this include:

- Identification of regional labor market priorities combined with identification of those organizations that have an interest in addressing the priorities
- Regional convenings that bring potential partners together to understand each other’s interests and identify intersections of those interests that might provide the basis for mutually beneficial partnerships.
- Internet based platforms (such as the Regional Joint Venture Index, rjv.baccc.net) that facilitate the formation of partnerships where organizations have reason to believe they can be more successful through collaborative effort
- Utilization of Strong Workforce Program funds to support partnerships that have the potential to address labor market priorities
- Provision of other services that are found to be critical to the ongoing success of partnerships and that can be sustainably provided by BACCC or other stakeholders

Strategy C: Partner with Industry to Convene Regional Occupational Councils

Partner with the Bay Area Council and other business intermediaries to develop a system for convening employers and workforce development providers to work together to match the quantity and qualifications of graduates with the needs of employers. Elements of this strategy include:

- Utilize labor market information and direct employer input to determine the occupations or occupational clusters to be the focus of each council.
- Council members to include:
  - Employer representatives who have detailed knowledge of the knowledge, skills and abilities required of the occupation
  - Faculty and other providers who are responsible for developing the curriculum and delivering the instruction that prepares students for this career
  - Other stakeholders who have a critical role in the success of students on the pathway to this occupation
- Convene council members in person and electronically to identify the actions that members are willing to commit to undertake to improve outcomes
- Provide project management support to councils to facilitate the execution of mutually agreed upon courses of action
- Councils to review labor market data and system performance data such as enrollments, completions, job placement rates, and student demographic
information to periodically assess the effectiveness of its efforts in improving outcomes

- Work with employers to develop the capacity for identifying when graduates have been hired and to provide feedback about their level of preparation
- As capacity permits and demand warrants, add new councils on an annual basis

Table of Contents

Legislative Mandate — Address Demand & Supply Sides of Labor Market

Legislative Mandate — Collaborate
  - California’s Strategic Workforce Development Plan — Policy Objectives
  - Workforce Plan Policy Goal – 1M Credentials
  - Workforce Plan Policy Framework for Program Alignment
  - Strong Workforce Task Force Recommendations

Bay Region Planning Premises

BACCC Strong Workforce Program Goals/Metrics
  - Goal A: Meet the needs of employers for well-qualified candidates for middle-skill positions that pay livable wages
  - Goal B: Provide pathways that enable all Bay area residents to find employment and advance to livable wages
  - Goal C: Ensure equity in participation, completion, and employment

BACCC Strong Workforce Program Strategies

Strategy A: Provide Actionable Labor Market Information
  - System Overviews
  - Labor Market Priorities
  - Industry Sector Perspective
  - Occupation/Occupational Cluster/Career Pathway Perspective
  - Skills
  - Populations

Strategy B: Facilitate the Formation and Operation of Regional Joint Ventures

Strategy C: Partner with Industry to Convene Regional Occupational Councils
Agreements about future engagement

Process for annual update

Process for new plan every 4 years

Regional Consortium Regional Workforce Development Plan Outline

Legislative Mandate — Address Demand & Supply Sides of Labor Market

We understand the Legislature’s motivations for the Strong Workforce Program to be the following:

- Workforce Needs of California’s Regional Economies
  - California’s economy is driven by powerful regional economies
  - The industries driving these regional economies are dependent on the skills of the workforce
  - Employers across the state have expressed growing concern about the increasing difficulty of finding qualified candidates for middle-skills positions
  - At our current rate of production we will fall well short of providing the one million middle-skill credentialed workers that are estimated to be needed between 2017 and 2027

- The Need to Provide Pathways to Prosperity
  - While the state is currently enjoying a low unemployment rate, there are areas of the state and sub-populations that still have high rates of unemployment and a lack of economic mobility
  - Areas of high employment often also have high costs of living, requiring higher skills to obtain livable wages
  - Industry-valued middle-skills credentials are important gateways on these paths to greater prosperity
  - For many, no one institution can provide the complete pathway from their current knowledge and skill level to what is required for a more prosperous future
  - The state is making substantial investments in K–12, Community Colleges, Adult Ed, and Workforce Development Boards, each of which serves a segment of the workforce development pathway, but these systems are not well connected with each other such that students can traverse them easily

In essence, these two needs reflect the demand and supply sides of the labor market. A perfectly working labor market provides the demand side — employers — with sufficient number of qualified candidates to fill all of their labor requirements. Equally importantly, it provides the supply side — workers and
potential workers — with opportunities to find, after needed education, employment that pays at least livable wages.

The state’s interest in meeting the needs of both the supply and demand sides of the labor market is evident in the funding formula, which allocates one-third of the funds to community college districts on the basis of job openings, a strong signal of industry’s labor market demand, and one-third on the basis of unemployment rates, a measure of where existing pathways into the labor market are not sufficiently effective.

**Legislative Mandate — Collaborate**

While the funds attached to the Strong Workforce Program are directed to community colleges, much of the legislation is directed at aligning the efforts of multiple state-funded systems towards meeting the needs of these two sides of the labor market.

There are two challenges: 1) alignment across systems to provide pathways that enable students to move between systems to obtain the instruction and workforce development services they need from the source that best fits their needs, capabilities and circumstances at any given time; and 2) regional alignment and coordination within and across systems to better respond to the needs of regional economies.

**California’s Strategic Workforce Development Plan — Policy Objectives**

To facilitate this alignment the legislation calls for compliance with California’s Strategic Workforce Development Plan. This plan specifies three policy objectives:
• **Fostering “demand-driven skills attainment”**. Workforce and education programs need to align program content with the state’s industry sector needs so as to provide California's employers and businesses with the skilled workforce necessary to compete in the global economy.

• **Enabling upward mobility for all Californians**, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills, and is able to access the level of education necessary to get a good job that ensures both long-term economic self-sufficiency and economic security.

• **Aligning, coordinating, and integrating programs and services** to economize limited resources to achieve scale and impact, while also providing the right services to clients, based on each client's particular and potentially unique needs, including any needs for skills-development.

*Workforce Plan Policy Goal - 1M Credentials*

The Strategic Workforce Plan and the Strong Workforce Program set a goal of producing the “million middle-skill industry-valued and recognized postsecondary credentials” estimated to be required by the state’s economy between 2017 and 2027. The State Plan describes this goal as “aspirational in nature” and “based on the need for workforce and education programs to calibrate the production of credentials to labor market trends.” The Plan calls for regions to set their own goals through a process of systematic engagement with industry.

*Workforce Plan Policy Framework for Program Alignment*

The Unified Plan outlines “seven policy strategies that frame, align, and guide program coordination at the state, local, and regional levels.” The first three of which are given special emphasis as being key to alignment at the regional level.
● **Sector strategies**: aligning workforce and education programs with leading and emergent industry sectors’ skills needs. The success of these efforts will depend on the depth of industry engagement.

● **Career pathways**: enabling of progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development corresponds with labor market gains for those being trained or educated. These pathways should be flexibly designed and include, where necessary, remedial programming, and English as a Second Language training, so as to allow those with basic skills deficiencies the ability to participate.

● **Regional partnerships**: building partnerships between industry leaders, including organized labor, workforce professionals, education and training providers, and economic development leaders to develop workforce and education policies that support regional economic growth. The success of these efforts will depend on the depth of industry engagement.

● **“Earn and learn”**—using training and education best practices that combine applied learning opportunities with material compensation while facilitating skills development in the context of actual labor market participation. The success of earn and learn programs depends on sustained employer engagement, and where appropriate, the involvement of organized labor, especially as this pertains to the development of partnerships with labor-management apprenticeship, pre-apprenticeship, and nontraditional apprenticeship programs.

● **Supportive services**: providing ancillary services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses.

● **Creating cross-system data capacity**: using diagnostic labor market data to assess where to invest, and also, the use performance data to assess the value of those investments.

● **Integrated service delivery**: braiding resources and coordinating services at the local level to meet client needs.

**Strong Workforce Task Force Recommendations**

The Strong Workforce Program legislation also references the [Task Force on Workforce, Job Creation, and a Strong Economy](http://example.com) and mandates implementation of its 25 recommendations. These recommendations span seven areas of focus: **Student Success, Career Pathways, Workforce Data and Outcomes, Curriculum, CTE Faculty, Regional Coordination, and Funding.** The following Task Force recommendations are particularly relevant to the development of a regional...
workforce development strategy and resonate with the State Workforce Plan elements focused on regional planning and coordination.

**Career Pathways**

3. Develop and broadly publicize industry-informed career pathways that prepare students for jobs needed within the regional labor market.

**Workforce Data and Outcomes**

4. Create common workforce metrics for all state funded CTE programs and expand the definition of student success to better reflect the wide array of CTE outcomes of community college students.

5. Establish a student identifier for high school students and those enrolled in postsecondary education and training programs to enable California to track workforce progress and outcomes for students across institutions and programs.

6. Improve the quality, accessibility and utility of student outcome and labor market data to support students, educators, colleges, regions, employers, local workforce investment boards, and the state in CTE program development and improvement efforts.

**Curriculum**

10. Facilitate curricular portability across institutions.

11. Develop, identify and disseminate effective CTE practices.

**Regional Coordination**

17. Strengthen communication, coordination, and decision-making between regional CTE efforts and the colleges to meet regional labor market needs.

18. Clarify and modify, as appropriate, state regulations to allow colleges to regionalize course articulation along career pathways utilizing regional or state curriculum models.

19. Develop regional leadership and operational partnerships among community college, industry, labor, and other workforce and economic development entities to improve the delivery of all CTE efforts.

20. Develop robust connections between community colleges, business and industry representatives, labor and other regional workforce development partners to align college programs with regional and industry needs and provide support for CTE programs.

21. Create a sustained, public outreach campaign to industry, high school students, counselors, parents, faculty, staff, and the community at large to promote career development and attainment and the value of career technical education.

**Funding**
22. Establish a sustained, funding source to increase community colleges’ capacity to create, adapt, and maintain quality CTE courses and programs that are responsive to regional labor market needs.

23. Create a predictable, targeted, and sustained funding stream that leverages multiple local, state, and federal CTE and workforce funds to support an infrastructure for collaboration at the state, regional and local levels; establish regional funding of program start-up and innovation; and develop other coordination activities.

Bay Region Planning Premises

The Strong Workforce Program, the State Strategic Workforce Development Plan and the Strong Workforce Task Force call for collaboration within the community college system, between our system and other state funded education and workforce development systems, and between these systems and private industry, labor, civic, and community-based organizations. In the Bay region, we have 28 community colleges, 13 Workforce Development Boards, 62 Adult Education Centers organized with the 28 colleges into 16 Adult Ed Consortia, and 189 High Schools. The entities within these systems have their own governance structures, locally elected or appointed boards, and responsibilities to the local communities they serve.

What kind of planning process and what kind of regional organization has a chance of making a significant difference given the scale and diversity of these systems? We found it useful to ask that question at the beginning and throughout our planning process. Those questions led to the following premises or theory of change.

- Workforce development is provided by a large number of relatively independent organizations rather than large monolithic systems
- These individual organizations have similar missions and many have complementary assets and increasingly similar metrics for measuring outcomes. There are many reasons that have been identified in the Strong Workforce Program legislation and the plans it references for these systems to collaborate
- Strategies that require alignment of these parties around commonly adopted priorities would be logistically difficult, if not impossible, to successfully and meaningfully execute. In addition, a strategy that requires massive alignment even if it were possible, may not be wise. Our loosely coupled structure enables a very healthy level of responsiveness, flexibility, and resilience
- All of these organizations are highly motivated to serve their communities.
• There should be no tension between serving local and regional economies. What is good for the local economy is generally good for the regional economy and vice versa. If increasing alignment of effort and leveraging of scale enables these organizations to better serve their constituencies, they will move in that direction. To the extent that efforts to align regionally don’t serve an organization’s mission, it is reasonable for it to be reluctant to expend energy in this direction.

• Regional alignment often comes about by autonomous, independently initiated efforts, perhaps more quickly and more robustly than is possible through a process of large scale convening and consensus seeking. Supporting this autonomous alignment should be a core element of a strategy that seeks to accelerate regional alignment.

• Regional alignment also comes about when subsets of stakeholders join together because collective action is a better way to achieve their individual goals than is independent action. Over the years a number of these “joint ventures” have been successful at aligning multiple institutions to meet a regional scale workforce development need.

• There are a number of reasons why facilitating autonomous alignment and regional joint ventures might be a more productive use of limited resources than attempting to gain consensus across the region on a unified set of common goals.
  
  ○ The opportunities for collaboration are legion. No comprehensive effort can comprehend, let alone address them all. Multiple, simultaneous, independent or loosely coupled efforts will move us more quickly in the right directions.

  ○ If the responsibility for regional alignment is centralized, the scope of that effort is inevitably constrained by the capacity of the leadership to whom the responsibility is delegated. A strategy that facilitates multiple independent or loosely coupled efforts may avoid that bottleneck.

  ○ A centralized strategy provides only a limited number of opportunities for leadership. The Bay region has a wealth of leaders. The facilitation of the formation of regional joint ventures will provide more venues for leadership to surface and to be practiced than would be possible with a more centralized approach.

• Data about student employment outcomes is key to all efforts to improve CTE whether at the local or the regional level. This is a long-held assumption of BACCC. Our region piloted, and in collaboration with the RP Group and Santa Rosa Junior College, led the effort to scale up adoption of the CTE Employment Outcomes Survey, which is now, as part of the Strong
Workforce Program, being conducted for all colleges in the state. The region has repeatedly affirmed the value of this data and the value of sharing it openly with each other and with our stakeholders. We have found that it provides the impetus for powerful conversations about improvement efforts, informs change efforts, and motivates action.

- Providing better data about outcomes and making this data easier to retrieve and to understand, both at the local and the regional level can motivate, inform, and support independent and autonomous action. We look forward to the use of Launchboard as a mechanism for aggregating and displaying workforce development data, and cheer the expansion of this to include Adult Ed data.

- Access to good, actionable information about labor market demand and supply is essential to informing efforts of workforce development providers to adjust their portfolios to better align with the needs of the labor market.

- There are many producers of labor market information in the Bay region. In addition to our truly excellent Center of Excellence for Labor Market Information, the Workforce Development Boards, economic development agencies, and organizations such as the Bay Area Council, the Bay Area Economic Institute, and the Association of Bay Area Governments all devote resources to collecting and analyzing labor market information. By partnering with these organizations we can reduce duplication of effort, leverage each other’s strengths and better understand how our different organizations use data to direct our efforts.

This analysis was developed, critiqued, and refined in multiple small and large planning sessions with our stakeholders including our 28 colleges, Adult Ed Block Grant Consortia, Workforce Development Boards, Business Organizations, our BACCC Consultation Council, our CTE Leadership Group and in our two all-stakeholder planning sessions.

The above analysis lead us to the following plan.

**BACCC Strong Workforce Program Goals/Metrics**

**Goal A: Meet the needs of employers for well-qualified candidates for middle-skill positions that pay livable wages**

This goal is focused on meeting the needs of the demand side of the labor market. To meet this goal we must improve our capacities to identify the needs of employers, to identify those occupations, occupational clusters, career pathways that offer or lead to livable wages, understand the specific knowledge, skills, and
abilities needed by employers, and to then build and improve pathways that enable the region’s residents to acquire the education necessary to fill these jobs.

Metrics

1. Labor Market Priorities Skills Gaps
2. Employed in the second fiscal quarter after exit
3. Employed in the fourth fiscal quarter after exit
4. Median earnings in the second fiscal quarter after exit
5. Median change in earnings
6. Attained a living wage

Our first metric is a measurement of the region’s labor market gaps. We are working with the Bay Area Council, to develop an annual process of using primary and secondary information to identify the most critical labor market gaps. We hope this will be a primary signal to our ecosystem of workforce development providers as they seek to adjust their CTE portfolios to meet the region’s needs.

The rest of the metrics for this goal are mandated by the Strong Workforce Program. Metrics 2 and 3 are measures of our success at meeting the needs of employers. Are we filling positions, and are people persisting in employment. We hope to be able to supplement these metrics with data from employers or students so that we can determine whether we are closing the identified gaps with our students.

The final three measures focus on evaluating whether the jobs students are obtaining are paying livable wages. This metric is an especially important one in the Bay region where the cost of living, especially housing, is so high.

Goal B: Provide pathways that enable all Bay area residents to find employment and advance to livable wages

This goal is focused on meeting the needs of the supply side of the labor market. To meet this goal we must improve our collective capacity to provide pathways that incorporate guidance, instruction, and support services that enable larger numbers of students to enter, persist, transition to employment, and in many cases return to advance to yet higher skills and wages. The gap between the knowledge and skills of many of our unemployed and underemployed residents and what is required by the labor market for livable wages, is too great for any of our institutions to bridge on its own. The promise of better regional alignment is that we can align services in such a way that students can traverse multiple institutions on a seamless path that leads to greater prosperity.

Metrics

1. Number of course enrollments
2. FTES generated versus College caps
3. Number of students who got a degree or certificate
4. Number of students who transferred 
5. Job closely related to field of study 
6. Median earnings in the second fiscal quarter after exit 
7. Median change in earnings 
8. Attained a living wage 

All but #2 are required Strong Workforce Program metrics. The first is a measure of instruction that we are providing. In keeping with the Strong Workforce Program goal of More CTE, we will strive to increase that year over year. The second is a measure of our capacity for growth. Many of our colleges in the Bay region are below their FTES cap. This figure represents potential revenue that could be generated by new programs or expansion of existing programs in areas where there is a labor market gap.

#3 measures completion, an outcome that in some programs is tantamount to a job, in others it is less clearly linked, with many students finding work without having found it necessary to complete a degree. We hope to have more students complete and also to establish a tighter link between completion and job placement.

Metrics 5 through 8 are external measures of our students success. These are the metrics most important to our students and the best measures of how well our pathways are working.

**Goal C: Ensure equity in participation, completion, and employment**

Equity is a value held deeply across all of our workforce development stakeholders. Our employer partners have voiced particular concerns about this issue. Many of them recognize that their workforces are not reflective of either the Bay region’s diversity or of the diversity of their customer base. Some see the disparity as impairing their ability to serve their increasingly diverse customer base, and some see the disparity as impacting their standing in the communities within which they are located.

**Metrics**

- Breakout of above metrics by ethnicity, gender, other special populations

The Launchboard provides a breakout by ethnicity and gender of many of the Strong Workforce Program metrics. Under our Labor Market Priorities strategy we will be identifying populations often characterized by ethnicity that are not benefiting from the current high rate of employment and in combination with our Regional Joint Ventures strategy seeking to facilitate regional collaborative responses.

**BACCC Strong Workforce Program Strategies**

Our region has adopted the following strategies for achieving our three goals.
Strategy A: Provide Actionable Labor Market Information

Strategy B: Facilitate the Formation and Operation of Regional Joint Ventures

Strategy C: Partner with Industry to Convene Regional Occupational Councils

**Strategy A: Provide Actionable Labor Market Information**

We seek to develop the capacity to gather, organize, and disseminate labor market information that motivates and informs efforts to better align our workforce development portfolios with the needs of the region’s economy. We see this as an ongoing, dynamic effort rather than a once a year setting of region wide priorities.

This strategy has two elements: System Overviews are focused on assisting the primary workforce development systems to better understand each other with the goal of accelerating the process of finding ways in which better outcomes can be obtained by partnering in various ways; Labor Market Priorities are focused on providing actionable labor market information organized into different perspectives.

**System Overviews**

We are developing system overviews for the major workforce development systems. These are in various stages of development. The links below point to the live documents.

- [Overview to Community Colleges](#)
- [Overview to K-12](#)
- [Overview to Workforce Development Boards](#)
- [Overview to Adult Education Consortia](#)

These documents are intended to articulate the “value proposition” that each system may represent to the other systems. We have found that there is a surprising lack of understanding of what each other’s systems do, who they serve, the scale of the system, the metrics by which it measures success, and how it generates income. This understanding can lead to the discovery of ways in which partnership can be mutually beneficial.

Workforce Development Boards, for example, seek to enroll their clients in relatively short-term programs that can enable them to acquire in-demand skills that have a high probability of leading to employment. Cost is a critical factor in determining how many clients they can serve. Community colleges offer very low-cost, high-quality instruction. If a WDB can enroll students in credit classes that meet their criteria, the cost-savings can enable them to serve more clients or to provide their existing clients with more support services. Community colleges don’t always have the classes in the format that would best meet the needs of the WDB. However many of our colleges are below their revenue caps. If the WDB can
provide a full cohort of students, colleges may be eager to develop and offer the
courses in the needed formats. We use this example because we have seen it work
in the Monterey Bay region. It came about only because the involved WDBs and
community colleges developed an understanding of each other’s “business
models” and realized that they could each be more successful through this kind of
partnership.

We expect these documents to evolve through use as we find out what information
is particularly useful for starting these conversations.

**Labor Market Priorities**

In almost all of our regional planning meetings we have used the following
nautical metaphor to describe our approach to achieving better alignment.

The Bay region is massive, and we sometimes talk about systems of this size as
being very large ships which by their nature are slow to maneuver. A more
accurate metaphor would be to describe us as a very large and heterogeneous
flotilla, composed of boats of all sizes and capabilities, each steered more or less
(usually more) independently by its own crew. For transporting people from one
place to another, a flotilla can accomplish much the same work as a large cruise
ship, and perhaps do it more efficiently and more responsively. However, flotillas
can be much more difficult to direct. In fact, it may be counterproductive to
attempt to direct the entire flotilla. Perhaps a better strategy is to provide them all
with good charts, help signal where passengers are and where they wish to go, and
provide good information about what each other is doing and who each other is
serving, so they each can figure out how to use their craft to best advantage.

Another metaphor that seems applicable relates to right sizing the quantity of
information. Flocks of starlings demonstrate a remarkable dynamic cohesiveness.
Tens of thousands of these birds move about the sky in rapidly and gracefully
changing formations, and they do so without apparent leaders. How do they
maintain these formations? A recent study found that each bird pays attention to
about seven data points. More information than that, and it apparently surpasses a
bird’s ability to integrate information and act. Less data than that is not enough to
maintain the tight cohesion.

Our goal is to develop a way of providing labor market information that gives just
the right amount of information to enable coordinated efforts and to provide it in
ways that recognize the idea that different entities will need different kinds of
information. Included in this is not just the typical supply and demand data, but
also information about who else is serving a particular labor market. We also seek
to provide information that is appropriate to the kinds of decisions that can be
made. To achieve this goal, we are building tools for presenting labor market
information from four different perspectives: Industry Sectors,
Occupations/Occupational Clusters/Career Pathways, Skills, and Populations.
Industry Sector Perspective
This perspective is intended to identify the industry sectors that are the most important to the Bay region economy. There are two questions that we see this perspective helping answer:

- Which sectors are so important to the Bay Area economy and so in need of better aligned workforce development that we should have staff (for example, a Deputy Sector Navigator) assigned to this work.
- In which sectors should we attempt to engage in regular, structured, sector focused dialog with employers. (As opposed to dialog more focused on individual occupations or occupational clusters). For these sectors, what information is essential to motivating and to informing the discussion.

As with all our perspectives, this is a work in progress. Below is a link to the spreadsheet in which we are collecting and organizing this perspective. We most often will pull a subset of data from the perspective for public use. Few would find the entire data set useful.

Industry Sector Perspective
The following is an example of how we are currently using this perspective. A number of our colleges are interested in joining together to develop pathways into the Information and Communication Technologies sector for underrepresented populations. We are gathering information about the number of middle skills jobs, what information we can about the diversity within those jobs, and comparing that to the demographics of the region, to get a measure of how out of alignment the industry is with the community. We are also assembling information about the programs we offer and the diversity within the programs and at completion.

Occupation/Occupational Cluster Perspective
Our most productive efforts at regional alignment have each been focused on a specific occupation or on a cluster of closely related occupations. Most of our CTE programs are focused on occupations rather than entire sectors. Faculty find regional dialog with each other and with employers more rewarding when it is focused on the specific occupations they are preparing students to enter.

The purposes of this perspective include:

- Identifying occupations that are not being served
  Our workforce development providers are better able to pay attention to the needs of employers in industries and occupations in which they already have programs. Consequently, new occupations may not be visible to providers. One of our goals with Occupation Perspective is to identify occupations that are not being served and to provide the information about the demand that will enable workforce development providers who have the capacity to expand services to recognize that it might be a fit with their
capabilities. 
Over time we will seek to better understand what information providers need to move into a new area, so that our data collection and dissemination becomes more helpful in developing our collective responsiveness to emerging labor market needs.

One important element of this particular perspective is identifying who all is moving to meet new demands and helping them to be aware of each other’s efforts. We have experienced boom and bust cycles in the past when multiple providers all started programs to meet a new demand, oversaturating the market and we have avoided these by inventorizing the capacity of programs operating and under development, comparing this to projected demand, and signaling to those considering entering the market when equilibrium appeared to be imminent.

- **Identifying occupations that cross multiple sectors**
  Our labor market information generally focuses on industry sectors. There are many good reasons for doing so, but one consequence is that the size of occupations that cross multiple sectors is not evident. Office workers are an example of this.
  
  Virtually every industry employs people to do various kinds of office work. The occupation is not a substantial part of any industry’s workforce nor is the work fundamental to the services or products the industry provides. Yet these positions are essential to the efficient operation of the organizations they are part of. When this cluster of occupations is aggregated across all industries, it turns out to be the largest single occupational cluster in our region. When we compare supply and demand it would also appear that it is our most underserved occupation. This is also an occupation in which the ability to effectively utilize new technology is key to job retention and career advancement, indicating that there should be a substantial market for courses that develop these skills for incumbent workers.
  
  We hope with this perspective to make these cross sector positions more visible, to enable the region to determine whether there is value to investing in growing capacity to meet the needs of these occupations, and where that capacity is already present, but perhaps not recognized by students and employers, to make it more visible.

- **Public sector occupational clusters**
  There are occupational clusters in the public sector which provide significant employment opportunities and provide services important to the economy and the health of our communities. PK-12 teachers and public safety providers are two examples. Early childhood education and criminal justice programs have some of the highest enrollments across the Bay region community colleges. We will use the occupational cluster perspective
to inform two emerging conversations about the value of working regionally to align efforts across workforce development providers to meet the needs of these two clusters.

- **Informing Occupational Council strategy**
  
  Our third strategy, Occupational Councils, seeks to develop a regional system for engaging employers and workforce development providers in a systematic, annual process of reviewing the fit between the pipeline of programs preparing students for the occupation and the needs of employers of that occupation. This perspective will inform the selection of those occupations and will also provide an on-going stream of data to inform the work of the councils.

- **Informing portfolio management**
  
  One of our overarching premises is that with better information about the labor market, and better information about what each other is doing, workforce development providers will be better able to manage their portfolios to optimize outcomes. We will be seeking to provide information that is truly helpful for this purpose. One dataset that we believe will become an increasingly important signal is the Employment Outcomes Survey. 27 of our colleges participated in the survey this last year and 28 will participate this year. The survey can tell us whether students, both completers and leavers, are getting employed, whether it is in the field of study, the specific occupations they are employed in, whether they are working fulltime or part-time, and their wages. Colleges that have used this data have found it very valuable for assessing a program’s fit with the needs of employers and for motivating adjustments.

The link below points to a spreadsheet that contains data that will be utilized for generating views from this perspective. It is a work in progress and does not contain all of the information that will be utilized. We will pull subsets of this data combined with other sources for public use. Few would find the entire data set useful.

- **Occupation/Occupational Cluster Perspective**

**Skills**

Some of our employer partners have encouraged us to look at skill sets in addition to the industry sector and occupation perspectives. They point out that there are skills that are important across multiple occupations and multiple industries, and that graduates who lack some of these will find it difficult to obtain or retain employment. Conversely, acquiring some specific in-demand skills can significantly increase job and career advancement opportunities.
This perspective has been significantly enabled by new labor market information tools that scrape the web for job announcements and then analyze the postings for the required skills. For example, according to EMSI, Excel is the skill most in demand with 124,000 job postings listing Excel in the Bay region last year. This is a 50% increase over two years ago. The community colleges and the adult education programs offer Excel courses. Given this level of demand might there be value in a region-wide partnership to better understand the level of Excel knowledge needed, to see how offerings align with that need, and to market what is available? Perhaps there is the possibility of a partnership with the Workforce Development Boards to develop something that is specifically tailored to the needs of dislocated workers for whom the addition of Excel to their resume could hasten their return to work?

Project management is another example of how this perspective can yield labor market information that might not be visible through the occupation or industry sector views. It showed up as a required or desired skill in 11% of the job postings. We could find very little evidence of project management being taught across the Bay region’s community colleges. Project management classes could be an important addition to a variety of programs as well as being a valuable offering for skills builders.

We will be developing our capacity to provide a skills perspective on the labor market with a particular attention to how this perspective can most effective at assisting workforce development providers to respond to the needs and opportunities that this perspective illuminates.

- Skills Data

*Populations*

The previous perspectives are focused on the demand side of the labor market. In our regional planning meetings it became apparent that we would also benefit from a supply side perspective focused on populations that have special needs and assets. Programs that focus on removing barriers and leveraging assets that are shared by a subpopulation can improve success rates. A recurring theme in our planning meetings was that organizations seeking to better serve these populations, feel they would benefit from better linkages with other organizations doing the same work or complementary work. Some of the benefits they hoped for included: learning effective practices from each other, taking advantage of economies of scale for such things as professional development, and forming partnerships that took advantage of complementary assets.

We are just beginning to develop this perspective. Some of the candidate populations include: communities characterized by ethnicity and socioeconomic status that have high rates of unemployment; English language learners with
limited basic skills; immigrant English language learners with high skills; those working in the contingent/gig economy; single working parents; and recent high school graduates.

Our first step is simply characterizing these populations and gathering what data is easily available to help quantify the size and distribution of these populations. This information will help guide the selection of a few to study more closely. This perspective emerged from planning process participants talking about the value of connecting similar efforts across the region, so the data we collect and how we share it will be directed towards the goal of facilitating productive connection making between those serving a particular population.

Our first pass at identifying the candidate populations is available at this link.

**Strategy B: Facilitate the Formation and Operation of Regional Joint Ventures**

The Strong Workforce Program legislation, the California Strategic Workforce Development Plan, and the Strong Workforce Task Force all make clear the reasons and mandate for collaboration between institutions within and across workforce development systems. Our own experience in the Bay region over the last 8 years has led us to a commitment to facilitating collaboration as one of our two core strategies. Strategy B represents an evolution of that strategy based on what we have learned and experiments that we have conducted as part of our planning process.

Our experience has taught us that collaborations are most effective when the value proposition for working together is quite clear to each of the participants. This is more likely to happen when the focus of the collaboration is narrow rather than broad: occupation rather than industry sector; immediate rather than long-term: we need more qualified candidates now; and action oriented rather than process oriented: we meet to get something done, rather than to meet.

We have also found that there are many more opportunities for collaboration than we had the capacity to convene. That led us to consider how we might facilitate others taking the lead in convening. In December we tried an experiment, inviting participants in our regional planning meetings to identify and propose regional joint ventures that they would be interested in taking a lead role in exploring and developing. We provided a simple, clunky mechanism for posting regional joint venture ideas to a Regional Joint Venture Index, a website where potential participants can review the possibilities and sign on to those that are of interest.

To date over 60 regional joint ventures (RJVs) have been posted, with anywhere from 1 to 33 participants (32 with 10 or more, 13 with 20 or more participants), representing community colleges, adult education programs, Workforce Development Boards, and community based organizations. This response
substantially exceeded expectations and we believe is an indication that some mechanism for people to relatively efficiently put forward ideas for collaboration, to view other’s ideas, and to join up for those, seems to have promise.

Many of the RJVs have received commitments of Strong Workforce Program funds from participating colleges and the BACCC member colleges have created a $1M RJV fund that RJVs can apply for, to support those costs that span multiple partners.

With this promising start our plan now is to support the continued development of new and evolution of nascent RJVs as one of our primary mechanisms for fostering alignment through collaboration by stakeholders. We see this as involving the following:

- Inspiring the formation of new RJVs and informing their development and evolution by providing labor market information as described in Strategy A: Provide Actionable Labor Market Information.
- Evolving the web based platform to better support the formation of RJVs. This may extend to providing some logistical and technological support to support both face-to-face and electronic communication between RJV members.
- Continuing to convene meetings that engage people from multiple systems. We think the meetings convened as part of our regional planning process may have been an important precursor to the formation of the RJVs.
- Tracking the evolution of the RJVs and paying attention to which succeed and which do not and applying what we learn to improving this platform.

The RJV Index can be viewed at [rjv.baccc.net](http://rjv.baccc.net). Each RJV has a link to its own page which contains a brief overview of the idea for the RJV and a list of those who have joined.

Strategy C:

**Partner with Industry to Convene Regional Occupational Councils**

Our most effective means of achieving better alignment between community college programs and the employers of graduates of those programs has been through what we in the Bay area have called *marketplaces*. These bring employer representatives who have a deep knowledge of what a particular occupation requires together with the faculty from the programs that prepare people for those jobs. Over eight years of experience with this model have led us to identify the following success factors:

- **Having multiple employers and multiple colleges participate brings greater value to all parties.** For employers the opportunity to connect with multiple
programs at once is far more efficient than attending meetings with each program separately. Employers often also report that these meetings offer a rare opportunity to compare notes with their competitors. For many colleges these marketplaces provide a higher quality of engagement with employers than they are able to obtain through their local advisory committees. Faculty also routinely report that the marketplaces help establish a much valued community of practice among their colleagues.

- **A narrower focus on occupations and occupational clusters is more productive than an industry level focus.** At the industry level the concerns and interests are too broad and diffuse and the participants on both sides are too removed from where the work needs to be done for the conversations to be very productive. Focusing at the occupational level and bringing those who have a hands-on understanding of the issues at the employer side and the educator side results in dialog that both sides feel is productive.

- **The marketplaces are interest based.** They are generally convened because employers are experiencing some pain with regard to meeting their workforce development needs and are motivated to work with programs to address them. Employers and faculty are asked to bring their needs to these marketplaces. The meetings are organized to bring these needs forward, ensure they are understood, and then to seek intersections of interests that employers and faculty desire to work together to address. When there is no compelling intersection, marketplaces are disbanded.

- Data about demand for the occupation and the available supply is a useful starting point for marketplaces, but **the most energizing data is that which accurately reflects student placement rates within the occupation.**

- **Effective marketplaces require skilled facilitation** and careful preparation.

- **Follow up, between meeting work, where the real value of marketplaces is produced, is facilitated by lightweight project management.** Having someone who helps convene working groups, remind people of their commitments, connects and integrates, but does not do the work of the stakeholders, significantly increases the productivity of marketplaces.

The greatest challenge for us in conducting the marketplaces has been bringing the employers to the first meeting. It has been difficult for us to engage employers in areas where there isn’t an existing network that allows efficient outreach to a critical mass of employers. We have long wished there was an organization of employers that could play a similar intermediary role with respect to employers that we play with respect to community colleges.

We are exploring such a partnership with the Bay Area Council (BAC). They survey their 275+ members annually to identify and prioritize the issues they should be
working on. The 2015 and 2016 surveys gave high priority to workforce development for middle skills positions. We’ve agreed to partner on the development of a more systematic approach to scaling up our marketplace approach.

The essential elements of this plan are:

- **Annual process for identifying the most critical labor market gaps**
  Bay Area Council is developing the methodology for matching labor market demand data with supply data obtained from the CCCCO Datamart and displaying this on a website. This and direct employer input will be utilized to identify occupations to be considered for marketplaces.

- **Selection of Occupations**
  Candidate occupations are evaluated and prioritized according to employers willingness to commit resources to participating in the marketplaces and providers willingness and ability to work on addressing the gap.

- **Data Collection and Analysis**
  For each selected occupation information is gathered about the demand for that occupation and the supply. Data is also gathered about the performance of the organizations supplying the demand. This might include enrollments, persistence, completion, job placement, retention, and wage data.

- **Convening of Employers and Providers**
  Employer and workforce development providers are brought together for a facilitated process that includes the following elements:
    - Review and assessment of the data regarding the demand and supply for the occupation
    - Employers identification of their most pressing needs and interests
    - Providers identification of their most pressing needs and interests
    - Identification of the intersections of interests that the group, or a significant subset of the group, is interested in working together to address
    - Identification of specific objectives and commitments of teams or individuals to accomplish those objectives
    - Lightweight project management of teams and individuals to facilitate progress towards completion of the objectives

  This work will usually begin with face-to-face meetings, but may shift to conference calls or possibly electronic forums. Convenings may involve employers and providers or providers only, depending on the work to be done.
• **Annual Review of Progress Made/Determination of Whether to Continue**  
  Each year the data about demand and supply is refreshed. Data about job placements and persistence is carefully monitored to assess whether the work of the council is having the desired impact. A critical part of the annual assessment is a determination of whether the parties are obtaining sufficient value to commit to another year of engagement.

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**Agreements about future engagement**

**Process for annual update**

BACCC will convene stakeholder meetings throughout the year to facilitate the implementation of SWP priorities with a strong focus on the metrics. An example of this – on Feb 8, 2017 we re-convened the 16 AEBG Consortia across the region to work on the goal of aligning the collection and use of data to inform student
outcomes across the region and plans are underway for a SWP strategy meeting between colleges and K–12 sometime in April. A June 8, 2017 meeting of the CTE Leadership Group will be dedicated to getting an early start on 2nd year SWP planning.

**Process for new plan every 4 years**

BACCC will convene ongoing meetings of all SWP stakeholders in 2017 to continue to evolve and implement this work. It was agreed a next meeting of all stakeholders would be held after March 2017 when both the SWP and WIOA Regional Plans have been submitted. One task at that meeting, now that we have been through a first cycle of SWP regional planning, will be to map out a cadence of planning that works well for all stakeholders. There is general agreement we would like to get an earlier start for the 2nd year SWP allocation with external stakeholder planning beginning just as soon as Regional Plans are submitted and internal planning with college leadership kicking off on June 8, 2017.

BACCC will convene all SWP Stakeholders to facilitate the process for ensuring an updated plan every 4 years.
Regional Consortium Workforce Development Plan Outline

In addition to the above Regional Collaborative Workforce Development Plan, the Strong Workforce Program legislation requires that regional consortia provide the following information with respect to management of the Strong Workforce Program funds allocated to the region and the colleges in the region.

1. Names of community college districts participating in the consortium
   - Cabrillo Community College District
   - Chabot–Las Positas Community College District
   - Contra Costa Community College District
   - Fiscal agent for the consortium
   - Foothill–De Anza Community College District
   - Gavilan Community College District
   - Hartnell Community College District
   - Marin Community College District
   - Monterey Peninsula Community College District
   - Napa Valley Community College District
   - Ohlone Community College District
   - Peralta Community College District
   - San Francisco Community College District
   - San Jose Evergreen Community College District
   - San Mateo Community College District
   - Solano Community College District
   - Sonoma County Junior College District
   - West Valley–Mission Community College District

2. Fiscal agent for the consortium
   - Cabrillo Community College District

3. Governance model for the consortium – please see links below
   - Governance Structure
   - Governance & Decision Making process

4. Local Share Investment Overview – This information is not yet available

5. Regionally prioritized projects
   - Spending Plan
     For the 2016–17 allocation the Bay region allocated 85% of the regional funds to our member districts as described in the Spending Plan document. BACCC operations and fiscal agency responsibilities are funded with 5%. The remaining 10% ($1,667,590) was allocated to NetLab $400,000, Regional Marketing $200,000, and $1,067,590
for a Regional Joint Venture Fund. This fund will be allocated by the region in late March to support Regional Joint Ventures (RJVs): collaborative, regional-scale projects involving multiple colleges as well as other stakeholders.

○ Work Plan
The work plans for regionally funded, college-initiated projects, and RJVs funded by a combination of 85% funds committed by colleges and the RJV fund committed by the region, will not be finalized until the end of March. A summary of these plans will be included in the May 31, 2017 revision of this plan.
Appendix III: East Bay Region Adult Education Consortia Regional Plans

- Northern Alameda County Adult Education Consortia Regional Plan
- Mid-Alameda County Adult Education Consortia Regional Plan
- Southern Alameda County Adult Education Consortia Regional Plan
- Contra Costa County Adult Education Consortia Regional Plan
Alameda County Workforce Development Board

Local Plan - 2017 to 2020

For the Alameda County Local Workforce Development Area
Executive Summary

Alameda County Workforce Development Board

The Alameda County Workforce Development Board (ACWDB) is a 27-member business-led group, appointed by the County of Alameda Board of Supervisor and legislated through the Workforce Innovation and Opportunity Act (WIOA). ACWDB is charged with strengthening workforce development efforts in Alameda County (outside the city of Oakland), setting program policies in alignment with WIOA, and providing administrative oversight of service providers responsible for implementing programs for youth, adult, dislocated and incumbent workers, and employers in Alameda County.

ACWDB’s Mission and Strategic Direction

ACWDB’s mission statement is: “To provide employers and job seekers with universal access to tools, resources and services that assist them with obtaining their employment and business goals.”1 ACWDB sets the strategic direction for workforce development in Alameda County and convenes employers, workforce development professionals, economic development partners, educational partners and providers, and other related stakeholders to set and implement local priorities that contribute to workforce development. Through its America’s Jobs Centers of California (AJCC), ACWDB provides direct support to jobseekers through a wide array of employment, training, and referral services, and utilizes the workforce development system to engage local employers, understand their hiring needs, and pipeline talented candidates into local businesses. Through its many discretionary grants and initiatives, ACWDB’s legacy of success continues to distinguish itself in addressing the special needs of industry/employers as well as the Veterans, long-term unemployed, and the returning citizens’ populations.

Standing firm on its commitment to a job-driven system, ACWDB provides business services through a unique two-tiered structure designed to engage employers in Alameda County. An internal and dedicated Business Services Unit (BSU) provides Tier I services. The BSU offers customized and cost-effective solutions such as: providing opportunities for customized trainings to meet the needs of employers, Business Assistance Program for advanced manufacturing companies, Rapid Response and Lay-Off Aversion Services, access to regional and economic development information, including Labor Market Information (LMI), business referrals and networking opportunities. The Alameda County Business Development Group (ACBDG) provides Tier II services on the behalf of ACWDB as the Employer Services Hub (ESH), and provides full scope business services to employers in Alameda County. ACBDG facilitates access to tax incentives, such as the Workforce Opportunity Tax Credit (WOTC), On-the-Job Training (OJT) and Customized Training (CT) opportunities and coordinates with AJCCs to create a venue for on-site recruitments, and business-to-business networking opportunities.

Furthering its commitment to employers and industry partnerships in the region, ACWDB is an ongoing and dedicated partner of the East Bay SlingShot Initiative (EBSSI), in partnership with the Workforce Development Board of Contra Costa County and the other local workforce development boards (LWDBs) in the region. EBSSI aims to strengthen regional economic prosperity and improve income mobility by creating stronger relationships between employers and community partners in the region’s key industries: Health Care, Information Communications Technology (ICT), Biomedical, Advanced Manufacturing and Transportation/Logistics.

Regional Context

ACWDB and the neighboring WDBs (in Contra Costa County, the City of Oakland, and the City of Richmond), together constitute the East Bay Regional Planning Unit (RPU). In this booming part of the San Francisco Bay Area, multiple industries are projected to exponentially grow over the next eight to ten years, including

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Construction and Information Services.² Job openings are projected to increase in Health Care and technical trades. While the East Bay expects this growth, it also foresees challenges in serving its diverse population. The region is incredibly diverse in its racial composition and boasts high educational attainment levels (49.9% of individuals have a Bachelor’s degree or higher).

However, ACWDB faces multiple challenges to serving individuals with barriers to employment. 28.0% of Alameda County’s population consists of immigrants and 16.7% of the population, speaks English less than “very well.”³ These figures bring implications for how cultural sensitivity and translation services must be integrated into service delivery strategies. Over 72,000 households receive cash public assistance or food stamps and 12% of individuals live below the poverty level. Given the increasing cost of living and growing skills and knowledge requirements for jobs, the approximately 400,000 individuals with only a High School diploma may face barriers to obtaining livable wage jobs. ACWDB is tasked with aligning employment and training services to fit the individual needs of jobseekers and to support local employers with talent. It is through this Local Plan that ACWDB provides the strategies and insights needed to further close the gap to employment and continue to boost economic growth across Alameda County and the East Bay region.

Vision of the Local Plan
This 4-year Local Plan serves as a strategic road map to develop a job-driven workforce system in Alameda County. It aligns with the strategies set forth in the East Bay Regional Plan to support economic growth, while facilitating increased access to training and workforce development programs across the East Bay. It is ACWDB’s aim to utilize this plan to further drive income mobility to jobseekers, dislocated and incumbent workers, and individuals with barriers to employment. ACWDB will also utilize the Local Plan as a foundation for proactively engaging employers in Alameda County to facilitate growth and an active supply of qualified workers.

This Local Plan articulates ACWDB’s strategies to implement the State’s three primary policy objectives articulated in California’s Unified Strategic Workforce Development Plan. These objectives are as follows:⁴

1. **Fostering “demand-driven skills attainment”** – Workforce and education programs need to align program content with the State’s industry sector needs so as to provide California’s employers and businesses with the skilled workforce necessary to compete in the global economy.

2. **Enabling upward mobility for all Californians**, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills, and is able to access the level of education necessary to get a good job that ensures both economic self-sufficiency and economic security.

3. **Aligning, coordinating, and integrating programs and services to economize limited resources to achieve scale and impact**, while also providing the right services to clients, based on each client’s particular and potentially unique needs, including any needs for skills development.

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⁴ These policy objectives can be found in Chapter 3: Comprehensive Overview of Policy Strategies (Corresponding to Strategic Planning Elements Required Under WIOA Sec. 102(b)(1)(D-E)) of the California State Unified Strategic Workforce Development Plan on page 73.
# TABLE OF CONTENTS

A. Vision, Goals, and Strategy ................................................................................................................................. 6
  i. Strategic Vision for Regional Economic Growth and Self-Sufficiency ................................................................. 6
  ii. Core Programs and Alignment of Resources .......................................................................................................... 9
B. Local Program Alignment to Implement State Plan Policy Strategies .................................................................... 10
  i. Description of the Local Workforce Development System .................................................................................. 10
  ii. Local Board Support of Seven State Policy Strategies .................................................................................... 12
C. Specified Services and Service Delivery Strategies .............................................................................................. 13
  i. Core Programs and Access to Employment, Training, Education, and Supportive Services ............................... 13
  ii. Career Pathways Development and Co-Enrollment in Core Programs .............................................................. 14
  iii. Post-Secondary Credentials and Industry-Recognized Certifications ............................................................... 15
  iv. Employer Engagement in Workforce Development Programs ........................................................................ 16
  v. Meeting the Needs of Local Business .................................................................................................................. 18
  vi. Coordination between Workforce Development with Economic Development ............................................. 19
  vii. Strengthen Linkages with Unemployment Insurance Programs ..................................................................... 20
D. America’s Job Centers of California℠ (AJCC) ....................................................................................................... 20
  i. Continuous Improvement of Eligible Service Providers ..................................................................................... 20
  ii. Service Delivery in Remote Areas through Use of Technology ....................................................................... 21
  iii. Compliance with Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) ...................................... 22
  iv. Roles and Resource Contributions of the AJCC partners .................................................................................. 23
  v. Executed MOUs and Cooperative Agreements ................................................................................................... 24
  vi. Strategies to provide Indian and Native Americans with Equal Access to AJCC services (WIOA Section 166) .. 24
  vii. Strategies to Provide Migrant Seasonal Farmworkers Equal Access to AJCC services (WIOA Section 167) ... 25
  viii. AJCCs as an On-Ramp for the Regional Sector Pathways .......................................................................... 25
E. Programs, Populations, and Partners .................................................................................................................... 26
  i. Coordination of Workforce and Economic Development Activities and Promotion of Entrepreneurial Skills Training and Microenterprise Services ................................................................. 26
  ii. Adult and Dislocated Worker Employment and Training Activities .................................................................. 27
  iii. Coordination of Rapid Response (RR) Activities .............................................................................................. 28
  iv. Youth Workforce Development Activities ........................................................................................................ 29
  v. Coordination of Education and Workforce Development Activities ............................................................... 30
  vi. Supportive Services .............................................................................................................................................. 31
  vii. Maximizing Coordination with Wagner-Peyser Act Services ....................................................................... 32
  viii. Title I Coordination with Title II Adult Education and Family Literacy Activities ...................................... 33
  ix. Services for Limited English Proficient Individuals ...................................................................................... 34
F. Grants and Grant Administration .......................................................................................................................... 34
  i. Disbursal of Grant Funds ....................................................................................................................................... 34
  ii. Competitive Process to Award Sub-Grants and Contracts .................................................................................. 35
G. Performance Goals ................................................................................................................................................ 35
  i. Negotiated Levels of Performance ...................................................................................................................... 35
A. Vision, Goals, and Strategy

i. Strategic Vision for Regional Economic Growth and Self-Sufficiency

The Alameda County Workforce Development Board (ACWDB) is a business-led organization appointed by the County of Alameda Board of Supervisors that aims to execute and enhance workforce development efforts in Alameda County (outside the City of Oakland), within the East Bay of the San Francisco Bay Area (East Bay). ACWDB develops program policies in alignment with the Workforce Innovation and Opportunity Act (WIOA) and provides administrative oversight of the contractors who provide services to youth, adult, dislocated, and incumbent workers as well as employers in Alameda County. ACWDB’s vision is to create, ‘The best workforce development system that benefits both employers and jobseekers.’

Alameda County boasts a population of over 1.6 million individuals and a median household income of $75,619. As of 2015, Alameda County businesses continue to grow, with projected growth of 50,395 jobs between 2017 and 2022 and an unemployment rate of 4.4%. The dynamic economies of the Silicon Valley, San Francisco County and other surrounding regions, influence the local economy in Alameda County, with advances in technology and dynamic start-up companies. While the economy is increasingly expanding and growing, the high cost of living and high educational benchmarks needed to obtain and maintain local employment present barriers to employment for many in Alameda County and contribute to longer commutes as some relocate in search of more affordable housing. Wage stagnation also affects workers in the East Bay, causing many to linger in a financial holding pattern while the cost of living steadily increases. Consequently, jobseekers and incumbent workers are in need of upskilling and training opportunities that lead to industry-recognized credentials and job placement within local high-growth industries and occupations, to keep at pace with the ever-evolving and dynamic economy in the East Bay economy.

To address these needs under WIOA, ACWDB will continue to: develop service delivery strategies that address jobseekers’ varied employment and training needs regionally and sub-regionally; convene stakeholders in discussions, programs and initiatives that create a robust service delivery network; engage local employers in growing industries by providing them with qualified pools of job candidates; and provide direction for Alameda County to support economic prosperity for all of its residents. The following section details how key elements of the Local Plan that pertain to ACWDB’s vision and strategies to support regional growth and self-sufficiency across Alameda County:

1. Industry Sector and Occupation Prioritization: This effort allows ACWDB to target key employers in Alameda County and align jobseekers to high growth industries and occupations, while also providing quality services to key employers. ACWDB believes that by prioritizing key industries and occupations, it can foster a “demand-driven skills attainment” agenda and enable upward mobility for its residents. ACWDB has worked tirelessly to re-examine and re-define “priority industries and occupations.” In 2015 and in preparation for this 4-year Local Plan, ACWDB conducted a regional labor market study within Alameda County between 2017 and 2022. The study resulted in the formation of the Industry Sector and Occupational Framework (ISOF), which prioritized local industries and occupations in alignment with WIOA and the California Workforce Development Board’s (CWDB) Unified Strategic Workforce Development Plan (State Plan). ACWDB developed the ISOF model using sound research practices as well as qualitative interviews with key stakeholders. In recognition of the changes in cost of living in the Bay Area, ACWDB included wage criterion in the framework as well. The wage criterion for the prioritization of occupations in relation to existing contracts requires that the AJCC prioritize training for clients within occupations that exceed $19.20/hour. This is consistent with the State Board’s

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7 California’s Unified Strategic Workforce Development Plan, under WIOA Program Years 2016-2020. The State Plan references low wage jobs in California were wages that were below $19.20/hr. ACWDB has a local policy within the ISOF that calls for occupations to exceed that wage threshold in relation to ITA's and OJT's within the AJCC programs. The ACWDB does not require that all occupations in the ISOF exceed 19.20/hr. to account for the
Strategic Plan in 2016. It is a goal of ACWDB to use the ISOF to prioritize middle skill occupations in the On-the-Job Training (OJT) and Individual Training Account (ITA) programs in the AJCCs that lead to industry-recognized certificates and credentials. Additionally, employer services [implemented by ACWDB’s contractor, the Alameda County Business Development Group (ACBDG)], also engages employers within the ISOF model to assist employers in meeting their talent needs and in developing OJT opportunities for jobseekers within the AJCCs, to develop a more seamless fit of employers and jobseekers.

To implement the model, ACWDB provides in-service trainings to incorporate the ISOF model in the field with both jobseeker and employer clients. The ISOF was designed to recognize that Alameda County is geographically diverse and that the dynamics of industries vary based upon their location. Therefore, ISOF reflects the growth within the four distinct geographic areas in ACWDB’s LWDA. These sub-regions are as follows:

<table>
<thead>
<tr>
<th>Sub-region</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tri-Valley Area</td>
<td>Expected to add 9,991 jobs to the region between 2017 and 2022, with the highest growth in Health Care and Social Assistance, Professional, Scientific, and Technical Services (PSTS), Retail Trade, and Construction. The cities include Dublin, Pleasanton, Livermore, and Sunol.</td>
</tr>
<tr>
<td>Eden Area</td>
<td>Expected to add 10,802 jobs to the region between 2017 and 2022, with the highest growth in Health Care and Social Assistance, Construction, Retail, and PSTS. The cities include Hayward, Castro Valley, San Leandro, San Lorenzo and unincorporated areas of Ashland, Cherryland, and Fairview.</td>
</tr>
<tr>
<td>Tri-Cities Area</td>
<td>Expected to add 9,500 jobs to the region between 2017 and 2020, with the highest growth in PSTS, Health Care and Social Assistance, Retail trade, and Construction. The cities include Newark, Fremont, and Union City.</td>
</tr>
<tr>
<td>North Cities Area</td>
<td>Projected to add 9,420 jobs between 2017 and 2022, the highest growth in Health Care and Social Assistance, PSTS, Accommodation and Food Services, and Government. The cities include Alameda, Berkeley, Albany, Emeryville, and Piedmont.</td>
</tr>
</tbody>
</table>

In each sub-region, ACWDB has and will continue to build workforce development strategies around these key industries and occupations. This includes examining each industry’s potential positive impact (using LMI to predict economic growth), considering the addition of each industry to the ISOF, and developing targeted strategies to engage industry-specific employers and training providers to craft pathways that funnel into industries and high-growth occupations.

2. America’s Job Center of California Service Delivery: The purpose of the local America’s Job Centers of California (AJCC), dispersed throughout the aforementioned sub-regions system is to advance the economic vitality of the ACWDB’s LWDA by developing and maintaining a high quality workforce that is responsive to the local economic conditions and dually responsive to the sub-regional communities. It provides a mechanism through which ACWDB provides services to jobseekers (in a coordinated fashion with core partners) and access to training programs that lead to industry-recognized credentials and certificates (designed to aide clients in reaching self-sufficiency). The AJCC system defines its strategic vision, mission, and goals based on local community needs, and is charged with integrating a workforce system that is flexible, seamless, and responsive to the needs of both jobseekers and workers.

In order to benefit AJCC clients, ACWDB is working towards greater coordination and integration of core partners within the comprehensive AJCC. ACWDB leverages the resources of the mandated partners and other funding sources to achieve its goals and has successfully facilitated the State’s requirement for a Memoranda of Understanding (MOU) Phase 1 process, which included a commitment to the strategic vision outlined in State Plan: fostering “demand-driven skills attainment”; enabling upward mobility for all Californians; and aligning, coordinating, and integrating programs and services. See Attachment H- the One-Stop Seamless Access Partner Planning Guide which represents the various partners and commitments to collaborate and share resources with the AJCCs.

fact that people will need entry-level on-ramps and paths as they move along their career’s trajectory, giving the ISOF some flexibility to engage with a variety of clients with different needs.
The AJCCs serve as central and physical locations for the delivery of jobseeker services. The AJCCs in Alameda County are essential in executing industry and occupation-driven strategies at the local level. ACWDB provides oversight of AJCCs, enabling continuous quality improvement, which is foundational for assisting jobseekers and workers reach self-sufficiency and gain career and technical training leading to industry-recognized certificates and credentials. Access to AJCC system services also extends beyond building walls through online linkages to services, as well as referrals to partner entities [e.g. Adult School Consortia, local community colleges, housing agencies, and community-based organizations (CBOs)] to address unique customer needs. In addition, the Alameda County AJCC system is part of a unique partnership called EASTBAY Works, a regional network of four (4) local WDBs in the East Bay that provides connections to each WDB’s partnerships with public entities, non-profit agencies, education agencies, and private organizations. Collectively, EASTBAY Works provides regional employment, Labor Market Information (LMI), education, and training services to both individuals and employers.

Other planned enhancements to the AJCC system include: updates in technology platforms (including online WIOA orientations), a streamlined application process to reduce complications for prospective clients, and greater access to services through the use of marketing and technology, and enhanced client survey tools to gauge customer satisfaction.

3. Continuous Improvement of the Local Workforce System: ACWDB recognizes the opportunity in this local planning process, and the subsequent implementation period, to enhance its local workforce development system and services. Over the next four years, ACWDB will continuously evaluate its systems, policies, and processes to ensure they support the best possible outcomes for employers, jobseekers, and incumbent workers. ACWDB will identify opportunities for improvement through evaluation of program outcomes and processes, as well as feedback from system staff, employers, customers, and partners. Assessment of local system practices and policies will be based on both federal and state guidance and directives to identify best practices recognized by the other LWDAs in California and nationally. To accomplish this, ACWDB will engage in the following practices:

3a. Leveraging Performance Data
3b. System Improvements
3c. Community and Stakeholder Input

3a. Leveraging Performance Data: As ACWDB implements WIOA, it recognizes the need to enhance strategies to support regional economic growth and self-sufficiency. ACWDB will utilize and embrace the spirit of continuous improvement in relation to its service to adult and dislocated workers (A/DW), youth, and employers. In alignment with WIOA, all performance measures will be reflected in contracts for Adults, Dislocated Workers and youth services beginning in Program Year 2017-2018:

1. Employment Rate at 2nd Quarter After Exit (Employment or Placement for Youth);
2. Employment Rate at 4th Quarter After Exit (Employment or Placement for Youth);
3. Median Earnings at 2nd Quarter After Exit; and
4. Credential Attainment within 4 Quarters After Exit.

In addition to the WIOA Common measures for A/DW and youth, ACWDB is currently measuring the following business services measurements:

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>How much did we do?</td>
<td># New Business Registration, # of Job Orders Reported, # of OJT Training Referrals, # Customized Training Referrals</td>
</tr>
<tr>
<td>How well did we do?</td>
<td>% Business that are repeat customers, % of Businesses satisfied with services, % Businesses registered are in a Priority Sector</td>
</tr>
<tr>
<td>Is anyone better off?</td>
<td>% Job Orders at Livable Wage (1 adult), % Job Orders at Livable Wage (1 adult and 1 child)</td>
</tr>
</tbody>
</table>

ACWDB is also tracking and reporting AJCC outcomes that align with the ISOF. This framework was developed to align outcomes with sector driven strategies. ACWDB plans to align its existing measures with the State’s proposed business services measurements. During the State’s pilot of employer baseline data collection, ACWDB is considering measuring employer penetration rate and repeat business customers. ACWDB is already collecting “Repeat Business Customers” data and is on track with collecting data that
serves as a proxy for “Employer Penetration Rate” data, and will utilize these metrics to drive system improvement for all jobseekers and businesses in Alameda County and will also continue to track “customer satisfaction.”

3b. System Improvements: In preparing for this Local Plan, ACWDB convened a Board Retreat in November 2016 to establish a strategy for increased board engagement, solidify ACWDB’s vision for the next five years, and determine the priorities to be addressed in the plan in alignment with the 13 roles of WDBs per WIOA. ACWDB members agreed to the following strategies:

1. Develop strategic partnerships and a shared commitment to serve individuals with disabilities and educate employers to dispel myths and create more meaningful employment opportunities;
2. Leverage technology to increase ease of utilization of the system for jobseekers; and,
3. Engage employers through increased marketing strategies that highlight the success of the system and the clients within the system.

3c. Community and Stakeholder Input: ACWDB engaged various stakeholders in the development of the Local Plan and has gathered feedback from WIOA/CalWORKs clients, local employers, partner agencies, and CBOs. Their recommendations are as follows:

1. Foster demand-driven skills attainment and enable upward mobility for all clients in the system, including those with barriers to employment;
2. Develop direct career pathways for youth through training and credential initiatives;
3. Utilize ISOF to provide training and credential opportunities that lead to sustainable wages within in-demand industries;
4. Produce strategies within ISOF to increase employer engagement through partnerships, trainings, and credential completion to creating a “pipeline of talent” into these industries;
5. Strengthen strategic partnerships to better serve individuals with barriers to employment;
6. Continue to work with key stakeholders, CBOs, and agencies providing supportive services to appropriately serve all clients in Alameda County; and
7. Utilize existing partnerships to coordinate and integrate programs and services to economize limited resources and achieve scale, while also providing the right services to clients, based on each client’s particular and potentially unique needs.

The Local Plan further demonstrates ACWDB’s commitment to these strategies, the three policy objectives, and the seven policy priorities outlined in the State Plan. In line with the State Plan and the East Bay Regional Plan, the Local Plan builds upon these key elements (industry and occupational sector prioritization, AJCC services, and continuous improvement efforts) and will further detail the strategies needed to further guide ACWDB in becoming a leader in workforce development.

ii. Core Programs and Alignment of Resources

ACWDB understands the vital need for strong programmatic and fiscal partnerships to align local resources and collaboration to achieve workforce development goals. In order to enhance collaboration among mandated partners, the development of a Memorandum of Understanding (MOU) is a requirement of WIOA that serves as a visionary plan for how the partners will work together as an integrated service delivery system. As stated in ACWDB’s Phase I MOU, the comprehensive AJCC is required to have signed MOUs with each of the core, mandated partners. For a copy of the Phase I MOU, refer to Attachment H and for the partners in the Comprehensive AJCC please see Attachment B. The Phase I MOU includes the following partners who provide Basic Career Services and/or Individualized Career Services within the local workforce development system:

<table>
<thead>
<tr>
<th>System Partners (as per Phase I MOU)</th>
<th>Basic Career Services and/or Individualized Career Services Provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>AJCC partners and Contractors (including EASTBAY Works)</td>
<td>Adult, Dislocated Worker, and Youth services</td>
</tr>
<tr>
<td>Adult Schools: Mid-Alameda County Consortium (MACC), Southern Alameda County Consortium and Northern Alameda Consortium for Adult Education (NACAE)</td>
<td>Adult Education and Literacy services, and Career Technical Education (CTE) programs</td>
</tr>
<tr>
<td>Employment Development Department (EDD)</td>
<td>Wagner-Peyser, Trade Adjustment Assistance (TAA), and Unemployment Compensation services</td>
</tr>
</tbody>
</table>
ACWDB is currently penning the Phase II MOU in alignment with the State’s timeline. Phase II of the MOU describes the resource sharing agreements between the Comprehensive One-Stop/America’s Job Centers of California (AJCC) and each mandated partner. Phase II also describes the cost allocation plan regarding the current costs involved for operating the Comprehensive One-Stop/AJCC within our Local Area. Sustainability of the service delivery system, under the existing MOU, rests upon resource sharing and the use of joint infrastructure cost funding agreements. ACWDB and its mandated partners are making timely progress in MOU Phase II.

B. Local Program Alignment to Implement State Plan Policy Strategies

i. Description of the Local Workforce Development System

The local workforce development system delivers services through a network of AJCC centers and partnerships with government entities, adult schools, community colleges, and community-based organizations (CBOs). The system offers a range of services aimed at serving jobseekers at any point in their career development and provides business clients with employer services. The following services are the key pillars of the Alameda County workforce development system, with the primary goal to align the regional system and fulfill the seven policies identified in the State Plan.

**System Structure - AJCC and Youth Programs**: Easily accessible services are available through each of the six (6) AJCCs. The following lists the AJCCs in the region, location and population served:

<table>
<thead>
<tr>
<th>Service Delivery Area</th>
<th>Service Provider</th>
<th>AJCC Location or Service Area</th>
<th>Cities Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 EDEN</td>
<td>Adult/DW</td>
<td>Rubicon Inc.</td>
<td>Hayward</td>
</tr>
<tr>
<td></td>
<td>Youth Services</td>
<td>Hayward</td>
<td>Hayward</td>
</tr>
<tr>
<td>2 NORTH CITIES</td>
<td>Adult/DW</td>
<td>Peralta Community College</td>
<td>Alameda &amp; Alameda, Berkeley Berkeley, Berkeley, Albany, Emeryville and Piedmont</td>
</tr>
<tr>
<td></td>
<td>Youth Services</td>
<td>Berkeley Youth Alternatives</td>
<td>Berkeley</td>
</tr>
<tr>
<td>3 TRI-CITIES</td>
<td>Adult/DW</td>
<td>Ohlone Community College</td>
<td>Newark &amp; Newark, Fremont and Union Fremont City</td>
</tr>
<tr>
<td></td>
<td>Youth Services</td>
<td>La Familia/East Bay Community Services</td>
<td>Fremont</td>
</tr>
<tr>
<td>4 TRI-VALLEY</td>
<td>Adult/DW</td>
<td>Las Positas Community College College District</td>
<td>Dublin</td>
</tr>
<tr>
<td></td>
<td>Youth Services</td>
<td>La Familia/East Bay Community Services</td>
<td>Livermore Livermore and Sunol</td>
</tr>
</tbody>
</table>

**Jobseeker Services**: Jobseeker services are designed to meet the requirements of WIOA. Each AJCC provides four levels of service based on the jobseeker’s needs and employment goals:
Youth Services: Services to youth are in alignment with the State Plan and in partnership with education, community colleges, and local service providers. Priorities include: fostering in-demand skills attainment; enabling upward mobility; aligning, coordinating, and integrating programs; and providing equal access to services for youth with barriers to employment. In-school youth (ISY) are made aware of career pathway opportunities and are connected to the appropriate post-secondary education institutions and work-based learning opportunities aligned with high-need and high-growth sectors. In addition to the Youth Career Readiness Program, ACWDB supports ISY and out-of-school youth (OSY) through the East Bay Career Pathway Trust (CPT) Programs. ACWDB’s CPT opportunities include:

<table>
<thead>
<tr>
<th>CPT Program Effort</th>
<th>Description CPT Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPT-I - Peralta College: East Bay Career Pathways</td>
<td>ACWDB, as a sub-contractor to Oakland Workforce Development Board (OWDB), acts as Employer-Education Liaison for Peralta Community College District’s North Cities sub-region for program years 2015-2018. ACWDB and OWDB facilitate the project’s Work-Based Learning component, engaging businesses in four priority industry sectors to interact with K-12 students through activities such as: job shadowing, worksite visits, career fairs, and WIOA internships.</td>
</tr>
<tr>
<td>CPT-II - Alameda County Office of Education (ACOE) Project Pathways-Resilient Youth</td>
<td>ACWDB is partnering with ACOE from 2015-2019 to facilitate a strategic role in sharing regional sector work in the priority industry sectors. CPT-II builds on the CPT-I infrastructure to create seamless college and career pathways for disengaged, disconnected youth ages 16-24. Youth are offered multiple entry and exit points to access education and career pathways and to build skills for high wage careers in Education/Early Child Education, Building and Trades/Energy, and Hospitality and Tourism.</td>
</tr>
<tr>
<td>CPT-II – San Jose Evergreen Community College District (SJECCD) Workforce Institute</td>
<td>ACWDB has a MOU with SJECCD to serve as a planning partner for 2016-2018 in the Tri-Cities and Tri-Valley areas. ACWDB will assist with the connectivity between employers and the classroom through facilitating developmentally appropriate work-based learning activities and support through the transition from secondary to post-secondary enrollment and employment.</td>
</tr>
<tr>
<td>CPT-II Supportive Partner</td>
<td>ACWDB acts as a supportive partner to other CPT-II initiatives in the region including Livermore Unified School District (LUSD), the Diablo Gateway Initiative (DGI), and the Eden Area Regional Occupational Center’s (ROP) employer engagement efforts in their CPT-II grant for the Eden Mid-County Area.</td>
</tr>
</tbody>
</table>

Business Services: ACWDB’s Business Services operates under a two-tiered structure designed to engage employers. This includes a dedicated Business Services Unit (BSU) to provide Tier I services, and a contractor, KRA Corporation [dba the Alameda County Business Development Group (ACBDG)] to provide Tier II services, acting as the local workforce development area’s (LWDA), Employer Services Hub (ESH), delivering full scope business services.

Tier I services through the BSU offers customized and cost-effective solutions to engage all businesses within Alameda County. Services include:

- Developing industry partnerships;
- Designing customized certificated skills training to meet employers hiring needs;
- Providing Rapid Response and Lay-Off Aversion Services, including rapid re-employment services;
- Offering a Business Assistance Program for advanced manufacturing Companies;
- Linking incumbent workers to education and skills upgrade opportunities to ensure competitiveness;
- Providing access to regional and economic development information including LMI and regional research and advocacy for business development and workforce planning;
- Providing assistance to and executing Employment Training Panel (ETP) grants;
• Collaborating with economic development departments, Employment Development Department (EDD), and Trade Adjustment Act (TAA); and,
• Referring businesses to recruitment and training resources through regional connections, the Employer Services Hub, or training vendors.

The Employer Services Hub (Tier II) provides a range of employment, education, training, and retention services in their outreach to businesses. Services include information on:

• **Employee Recruitment** – Posting of job openings, resume review, pre-screening and referral of qualified jobseekers;
• **Business Incentives** - Tax credit information, On-the-Job Training and Customized Training funding;
• **Coordination with AJCCs** - On-Site Recruitment events and On-The-Job Training Agreements;
• **Employer Resources and Tools** - Online CalJOBS job posting, candidate recruitment database, labor law compliance information, and directory of services and resources that affect employers;
• **Intensive Employer Services** - Job profiling, individual recruitment plans, group and individual counseling, skills assessment, occupational profiling, and employer seminars; and
• **Employer Focused Events** - Employer assistance to identify resources, partners and opportunities.

**ii. Local Board Support of Seven State Policy Strategies**

ACWDB’s strategic direction aligns with and supports the execution of the seven policies outlined in the State Plan through the following:

**Policy 1 - Sector Strategies:** ACWDB will use its ISOF model and its partnerships with education providers to target employers within in-demand industries and will target opportunities within in-demand occupations. Sector strategies are promoted through the ISOF model, which provides service providers with information on growing industry sectors and occupational groups. This enables them to design programs and curricula that serve the demands of the labor market and to direct participants to in-demand occupations. ACWDB is also a committed partner to the East Bay SlingShot Initiative (EBSSI), which establishes regional sector partnerships with employers in Advanced Manufacturing, Information Communications and Technology, Transportation and Logistics, Bio-Technology, and Health Care. The EBSSI has proven to be an effective regional strategy at engaging employers regularly to develop goals and priorities that employers care about the most, contributing to the regional labor landscape and economy.

**Policy 2 - Career Pathways:** ACWDB is actively involved in Career Pathways I (CPT I) and (CPTII) and Earn and Learn of the East Bay, in an effort to enhance career pathways within the prioritized industries. ACWDB staff regularly share LMI to several Adult School partners in the AB 86/104 Adult School Consortia, assisting partners in the development of career pathways. ACWDB is an active partner in the Community College District’s *Strong Workforce Program (SWP)* to develop CTE programs.

**Policy 3 - Earn and Learn and Apprenticeships:** ACWDB will engage employers and organized labor to create opportunities to combine applied learning with compensated work experience and support skills attainment among those with barriers to employment. The Earn and Learn Campaign will be scaled to meet the needs of Alameda County’s career pathway partners and schools involved. The campaign will provide:

1. Proven tools and processes to support work-based learning and employer engagement to structure experiences, which support the needs of employers;
2. Increased sector-driven work experiences;
3. Marketing tools to engage employers in a larger campaign with their industry peers;
4. An opportunity for employers through a variety of media to identify their interest in working with schools in providing work-based internship opportunities; and
5. Regional marketing efforts to heighten visibility and association with a brand that stands for quality.

**Pre-apprenticeships and Apprenticeships:** A designated ACWDB staff provides leadership and guidance on the development of pre-apprenticeship and apprenticeship programs, who is currently working with an internal team of staff to design the system and foundation for rolling out apprenticeships across the county. ACWDB
will also work toward aligning the Local Plan with the State Plan and Directives related to apprenticeship programs, and ensure that service provides are given the appropriate guidance on establishing and/or enhancing apprenticeship programs for clients (including for individuals with disabilities and other barriers to employment), focusing primarily on middle-skilled occupations within the ISOF that align well with an apprenticeship model.

**Policy 4 - Regional Organization:** ACWDB will expand established relationships between core partners and representatives of industry, workforce, education, and economic development with the goal of developing synergistic partnerships to support regional growth. EASTBAY Works is a regional partnership established in 1998 between the WDBs serving Alameda County, Contra Costa County, Richmond, and Oakland. The result of this partnership is a uniform system which promotes a similar customer experience across all AJCCs in the region. ACWDB will align its regional goals with the goals in the PY 2017-2020 East Bay Regional Plan. Broadly, the PY 2017-2020 East Bay Regional Plan articulates that the East Bay Regional Planning Unit (RPU) will work toward the following efforts: (1) establishing common operational practices to promote seamless customer experience (2) developing strategic service alignment to maximize program participation and completion rates, credential attainment, and employment outcomes for in-need populations, as well as better coordinate employer services and (3) facilitating enhanced regional tracking to monitor and improve workforce development activities, with the goal of creating an unprecedented level of community-wide accountability and shared commitment for outcomes for all partners.

**Policy 5 - Supportive Service Provision:** To address the multiple barriers that jobseekers face outside of obtaining training and case management, ACWDB seeks to provide supportive services to meet participant's ancillary needs. These include child care, transportation support, and support such as training materials or professional clothing. During the series of focus groups launched to support the local planning process, community agencies and clients recognized a need to fill the 'gap' which exists in the provision of supportive services. Focus group participant agencies also committed to working more closely with ACWDB to meet those needs.

**Policy 6 - Cross-System Data Capacity:** ACWDB will use diagnostic and performance data to direct workforce development activities towards growing industries and occupations and measure outcomes for individuals receiving workforce services. A limitation exists in the current system for tracking services provided to customers who have not yet applied for or enrolled in WIOA funded services. This function currently is reserved within the current CaJOBS system for participation in Wagner-Peyser programs. CaJOBS allows WIOA staff to access reports that reflect the number of individuals who utilize the CaJOBS system based on residency within the Local Area. The State, in collaboration with CaJOBS developer, Geographic Solutions, Inc. (GSI), will determine how mandated partner programs will utilize the system for tracking and reporting. In the release of “California Performs” system, developed by Future Works, training is expected in 2017. ACWDB’s Business Services HUB is also utilizing the CaJOBS system for tracking services to employers.

**Policy 7 - Integrated Services and Braided Resources:** ACWDB has convened negotiations with several required partners in an effort to facilitate program alignment within the workforce system, and promote accessibility into varying programs utilizing a unified service delivery system. ACWDB’s completion of Phase II of the MOU has established an agreement with several required partners to braid resources and offset the infrastructure costs involved in operating a Comprehensive One-Stop/AJCC. The MOU stipulates that partners will commit resources on the basis of the benefits received from partnering with the Comprehensive One-Stop/AJCC. As the designated convener, ACWDB will continue to maintain an ongoing dialogue with its partners to identify collaborative opportunities. Moreover, additional partnerships with other agencies will continue to be developed, as well, in an attempt to further integrate the workforce development system.

C. Specified Services and Service Delivery Strategies

i. **Core Programs and Access to Employment, Training, Education, and Supportive Services**

ACWDB will utilize an integrated service delivery (ISD) model to facilitate increased access to the full spectrum of workforce services, including employment, training, education, and supportive services for all jobseekers, including those experiencing barriers to employment. The focus of first engagement will be to identify and
understand the needs of each customer and direct them to the appropriate staff person or program to meet those needs. This will allow for seamless service delivery from the customer’s perspective across adult, dislocated worker, youth, Wagner-Peyser, and Vocational Rehabilitation programs. Populations with barriers to employment will receive dedicated services to meet their specific needs, by leveraging referrals to other agencies. ACWDB will use the following innovations to expand access to services, especially for those with barriers to employment:

**Partnerships to Increase Physical and Programmatic Access:** ACWDB will continue to work with partners in the community to develop innovative programs and services that address the unique challenges of those with barriers to employment. At a recent ACWDB retreat, board members committed to exploring and expanding access to employment opportunities for individuals with disabilities. ACWDB noted that the East Bay Innovations Partnership dedicates its efforts to integrating individuals with disabilities into the workforce and addresses wage and capacity building for workers. ACWDB has provided resources in a “Train the Trainer” program designed to support workers to more effectively work with individuals with disabilities. ACWDB staff also participates on the Disability Task Force in partnership with the Alameda County Public Health Department and are working with the Adult School to develop opportunities to transition adults with disabilities from training and education to employment. ACWDB is expanding access to services in remote areas through partnerships with local transit authorities to provide discounted transit options or vouchers to jobseekers to allow them to travel to AJCCs. Other strategies include partnerships with local libraries, K-12 schools, and other supportive service providers to use their facilities as access points to AJCC services. Other strategies and plans will be discussed and put in place on an ongoing basis to address the needs of WIOA target groups: the formerly incarcerated, older adults, Veterans, foster youth, English Language Learners (ELL), single parents, migrant and seasonal workers, homeless individuals and the long-term unemployed.

**Employer Engagement through Marketing to Expand Knowledge of Services:** ACWDB is developing marketing materials to refine its brand and expand awareness of the workforce development system to the public. AJCC partners have agreed to a collaborative marketing strategy to inform employers, jobseekers, incumbent workers, and the community about the services and resources available through the AJCC and EASTBAY Works regional partnership. Other strategies include connecting with small business, developing value-added employer services, and creating a marketing campaign for employer services. Enhanced marketing efforts will serve both employers and jobseekers; employers can recruit talent from and network in the workforce development system, while jobseekers can be identified for employment opportunities with small and large companies in Alameda County.

**Technology and Data Sharing Practices:** The core programs utilize technology to expand access to employment, training, education, and supportive services beyond the use of the CalJOBS system. ACWDB is exploring a variety of strategies to create efficiencies in the workforce system, including: a virtual service delivery platform; an online orientation for WIOA programs; exploring a LinkedIn platform pilot; and the development of a “technology assessment triage tool” to gauge client comfort and knowledge of technology. This tool will help determine the value of technology in accessing programs and supportive services and will contribute to expanding access to WIOA programs and partner services.

**Career Pathways Development and Co-Enrollment in Core Programs**

ACWDB is building career pathways with a focus on demand-driven skills attainment and enabling upward mobility for all Californians, as outlined in the California State Plan. In developing and promoting these opportunities throughout Alameda County, the following strategies are being employed:

**ACWDB Efforts to Co-Enroll Customers:** ACWDB will encourage the co-enrollment in Title II Adult Basic Education services, TANF/CalWORKS, and other programs for WIOA participants. ACWDB is currently working to co-enroll participants in Youth Career Readiness Programs and WIOA Adult programs to provide needs-based services to WIOA eligible youth who are 18 years of age or older. ACWDB will provide technical assistance and resources to AJCC staff and leadership to ensure the co-enrollment of OSY in WIOA Adult programs. ACWDB will also support the use of Individual Training Accounts (ITAs) for youth ages 18 and older.
and further combine these with work-based learning opportunities. Youth involved in CPT I and II will also be co-enrolled in WIOA. ACWDB also works with both Title II and Title III providers to co-enroll participants.

**Training Provider Partnerships:** ACWDB is working to strengthen relationships with training providers and employers to develop well-defined career pathways, particularly in priority industries such as Health Care and Social Assistance; Professional, Scientific and Technical Services; Construction; and Advanced Manufacturing/Transportation and Warehousing. ACWDB partners with Adult School Bridge Transition Programs and community colleges to seamlessly transition adult school learners onto college campuses through training and education that will lead to sustainable careers. ACWDB has also prioritized the Strong Workforce Initiative through the California Community College District and has been an active participant in developing a labor market framework.

Additionally, ACWDB spearheaded the Veterans Engineering Technology Program Cohort Model, a partnership with the Las Positas/Chabot community college district and the Lawrence Livermore National Laboratory (LLNL), which has gained national attention and press coverage, to develop Veterans’ skills for entry-level engineering technology positions through an applied curriculum that incorporates compensated work experience. The program is a cohort model that creates a career pathway for Veterans transitioning to engineering-related careers. ACWDB has also established a Health Care Information Technology (IT) and Security cohort program in collaboration with the Tri-Cities AJCC and Ohlone College, which is an accelerated one-year certificated program for the long-term unemployed, Adult and Dislocated Workers, seeking to adequately prepare students for employment opportunities in Health Care IT and Security. ACWDB anticipates building off the success of these cohort models and establish replication, with additional target populations.

**Employer-Driven Partnerships:** ACWDB has established an Employer Services Hub (ESH) to centralize employer services administered by a single entity. The provider, KRA Corporation, referred to as the Alameda County Business Development Group (ACBDG), is responsible for marketing to Alameda County businesses. The ESH model provides a centralized local service area effort to promote employer services, focus on growth industry sectors, and maximize business partnerships. ACBDG is developing a strategic plan to take business services to the next level, which will include a countywide career expo, industry panels, and Career Pathways Trust (CPT) involvement. ACBDG’s services focus on: OJT, Customized Training (CT), recruitment assistance, and links to other County departments with incentives to improve results for local businesses. Employer engagement strategies are proving to be a solution which is benefitting both jobseekers and employers. Along these same lines, ACWDB will work toward identifying employers interested in apprenticeship models, as a proven method that is mutually beneficial for both employers and jobseekers.

**East Bay Earn-and-Learn Initiative:**
The ACWDB Youth Committee (YC) has adopted the East Bay Earn-and-Learn Initiative as a means to engage employers in the development of internships, pre-apprenticeships, and apprenticeships for WIOA youth. Similar to WIOA Adult and DW programs, ACWDB intends to develop career pathways for youth through employer-driven partnerships, including training opportunities that lead to stackable certificates and credentials and sustainable employment at each level of training achieved. In addition to East Bay Earn and Learn, ACWDB is already an active partner in CPT I & II initiatives. See Section B.1 for more information.

### iii. Post-Secondary Credentials and Industry-Recognized Certifications

The goal of the California State Plan is to create one million “middle-skill” industry-valued and recognized post-secondary credentials between 2017 and 2027. ACWDB will continue to work and partner with the community colleges to increase access to industry-recognized credentials and degrees. Three of the AJCCs within ACWDB’s LWDA are community college-based, offering an advantage to ACWDB and close connections with the community college. ACWDB is also an active partner in the Strong Workforce Program (SWP), which was created to expand the availability of workforce development and community college CTE programs, pathways,

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courses, degrees, credentials, and certificates. As part of the Bay Area Community College Consortium (BACCC), ACWDB contributes to regional efforts to invest in quality educational programs that provide direct linkages to employment via the obtainment of industry-recognized certificates. ACWDB is also a partner to the local community colleges through a statewide STEM Core initiative and through the three Adult School Consortiums which provide transitional bridge programs to community colleges and their respective CTE programs. The following section further details ACWDB’s efforts to increase post-secondary credentials and industry-recognized certifications through these partnerships.

**Adult Schools and Community College District Partnerships:** ACWDB has a legacy of solid collaborative relationships with its three community college districts which are now organized into three Adult School Consortia. The consortia collaborated to plan for its roll out and for both the Adult Education and Family Literacy Act (AEFLA) and the Chancellor’s SWP. The consortia work on creating programs that articulate with the community college system by presenting labor market research and reports, advising on CTE programming, and participating on the Consortia sub-committees for targeted groups/services (e.g. Adults with Disabilities, English Language Learners, pre-apprenticeships, etc.). The ACWDB Director sits on two Consortia leadership committees and several industry advisory councils. ACWDB will also approve the Consortia’s AEFLA Plan documents to ensure alignment with the Local Plan and is participating in the SWP planning at the community colleges. Discussions focus on leveraging the insights of the respective data leads in the East Bay Region, to build consensus on a comprehensive framework for CTE planning and for determining criteria for occupations that take priority in the region. Discussions on data sharing and performance are ongoing. The community college-based AJCCs present a unique opportunity for continued planning with the SWP and consortia principals, as an influx of grants to expand career pathways and career and technical education programs is anticipated.

**AJCC and Youth Readiness Programs:** ACWDB will align ITAs and OJTs with the ACWDB’s ISOF to inform areas in which dollars should be invested within the AJCC programs and Youth Work Readiness programs. The ISOF is comprehensive and reflects vetted industries and occupations with projected growth of at least 50 jobs over a five-year period (2017 - 2022), with emphasis on high-growth industries and occupations. ACWDB will focus its programs on high-growth, middle skill occupations within the ISOF. ACWDB utilizes Table 1 in Attachment I to strategically align funding and investments in educational programs within ISOF industries and occupations. All AJCC managers and staff are trained on this framework and utilize it to guide clients to training and education programs. Clients are encouraged to pursue career pathways which lead to sustainable careers with livable wages.

ACWDB will also implement training policies to ensure that AJCC provides services that lead to self-sufficiency and a livable wage, in keeping with the established living wage standard in Alameda County. ACWDB will encourage and train AJCC staff to utilize “customer choice” to drive training selection within these growth fields by using the ISOF. Since the ISOF is a tiered system that prioritizes industries in Tier I, occupations in Tier II, and customer choice of occupation in Tier III, jobseekers can choose an occupation of choice using established criteria. This will certify that training selections are made in line with LMI trends observed through the wealth of ACWDB’s LMI research tools. Refer to Attachment J for more information.

**iv. Employer Engagement in Workforce Development Programs**

ACWDB believes that employers’ needs must be communicated and shared across the local and regional workforce system in a streamlined approach. To achieve this, ACWDB will expand upon existing efforts to engage employers within in-demand industry sectors and occupations reflected in the ISOF and the East Bay SlingShot Initiative (EBSSI). The following examples highlight continued efforts to facilitate employer engagement, specifically for small businesses and employers within in-demand sectors and occupations.

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Messaging and Marketing Strategies: ACWDB is developing strategies to target and engage employers that best align with the goals of the greater workforce system. Strategies will be designed to engage employers who are most in need of hiring. ACWDB will focus on the messaging of its services, including preparing descriptions of the jobseeker and business services offered by workforce system. This information will be provided clearly and concisely, utilizing client success stories. ACWDB will distribute printed marketing materials directly to employers through the use of social and traditional media platforms to publicize the benefits of collaborating with ACWDB and any upcoming employer events.

Business Services Unit (BSU): The BSU is an internal employer-focused unit and provides customized incumbent worker trainings to businesses of all sizes throughout Alameda County. The training program serves the interests of workers and employers by supporting access to high-quality, market-driven education and skills training. The program provides assistance to employers confronted with the need for new and upgraded worker skills to maintain or increase their competitiveness in the local, regional and global economies. Incumbent workers develop portable skills that benefit their employers, that facilitate transition between jobs, and that enhance their potential for increased earnings.

BSU staff continue to be active partners in the EBSSI, support industry events (such as National Manufacturing Day), and work closely with Adult School, Community College, Economic Development, and State partners to address the specific talent and training needs of employers. The BSU has expanded staff to include a full-time Work-Based Learning Coordinator to focus on connecting in-demand employers with K-12 students and disconnected youth through Career Pathways.

The BSU will continue to partner with MANEX, the Corporation for Manufacturing Excellence, to identify small manufacturing businesses in Alameda County who are in need of business assistance to streamline operations, promote growth, and avoid layoffs. This award-winning program has saved dozens of small businesses over the past several years, and is a model that can be replicated in other in-demand industries. ACWDB is planning to expand to new industries in the future. ACWDB also supports the development of small businesses within Alameda County and will continue to host events, like the Small Business Symposium, to encourage small business development and share resources to retain small business in Alameda County.

Employer Services Hub (ESH): ACWDB has invested in employer engagement in a unique way, focused on Business to Business (B2B) engagement, ensuring that employers receive relevant business services and that employers’ talent and supply needs are met, proving to be a solution that works to the benefit of jobseekers and employers. ACWDB established an ESH in 2014 to centralize employer services to be administered by a single entity. Employer services are overseen by the Alameda County Business Development Group (ACBDG), who communicates available services to employers and to the AJCCs across the system. ACBDG’s employer outreach connects employers to the local workforce development system at no cost to employers, and supports ACWDB’s aim to connect jobseekers to in-demand sectors and occupations.

By conducting a thorough employer needs assessment, ACBDG takes stock of the knowledge and skills that prospective employees need to have on their first day of employment. ACWDB gathers employer feedback that focuses on priority industry trends, gaps in the talent pool, and credentials currently required by employers. This is communicated to ACWDB staff through the Systems and Strategies and Organizational Effectiveness Committees of the ACWDB and to the AJCCs throughout the LWDA, to ensure that AJCC staff can prepare jobseekers for the real-time employment needs of employers. ACBDG has also hosted a county-wide Career Expo to assist employers in finding talent and continues to provide comprehensive services to employers.

Pre-apprenticeships and Apprenticeships: A designated ACWDB staff has a role in establishing and identifying opportunities for pre-apprenticeships and apprenticeships and helps to direct and identify opportunities for rolling out these programs in the County. ACWDB will continue efforts to expand pre-apprenticeship and apprenticeship opportunities, and will also work to identify employers who may take interest in these models, focusing primarily on middle-skilled occupations within the ISOF that align well with an apprenticeship model.
Industry Sector and Occupational Framework (ISOF): ACWDB’s ISOF is a larger strategic initiative to target small, medium, and large employers in the LWDA. The ISOF is a tiered industry and occupational framework with both wage and growth criteria, to assist ACWDB contracted service providers determine priorities for employer engagement, ITAs, OJTs, and Youth Career Pathways. Many small cities in Alameda County are home to small businesses, and ACWDB recognizes the employment pipelines to build and connect local jobseekers to employment.

Earn and Learn of the East Bay: As an employer engagement campaign, ACWDB is engaged in working with education partners to develop “Earn-and-Learn” work-based learning activities (e.g. year round and summer jobs, internships and apprenticeships, or industry-led summer learning experiences) among multiple regional organizations. This allows for greater coordination, alignment, and scale to better connect students and young adults with meaningful work experience. The campaign facilitates employer participation on Industry Advisory Boards to advise and assist educators in creating career pathway programs and serving as guest speakers in high school and community college classrooms.

Sector Partnerships, Employer Discussions, Panels, and Events: ACWDB is a regional partner to the EBSSI, which is a regional effort to engage employers within high-growth industries in both Alameda and Contra Costa Counties (see).

ACWDB convenes employer and industry panels to design services that align with the needs of the business community. These panels focus on advanced manufacturing, information technology, health care, bio-medical devices, and transportation and logistics industries and occupational clusters. The goal of these panels is to increase and improve employer engagement throughout the County.

ACWDB is also a member of the Greater Bay Area Rapid Response Roundtable (GBARRR). GBARRR creates a forum for the Greater Bay Area to focus on coordinating services to dislocated workers, planning effective layoffs and other employer activities. The Roundtable’s vision is to promote and build capacity and share best practices in service delivery. ACWDB’s Business Assistance Program (BAP) in partnership with MANEX, is a promising practice, developed in response to the layoffs throughout supply chains following the closure of several large manufacturers. The BAP partnership is a true resource for employers within the manufacturing industry and provides supports and resources to employers in business retention and growth. ACWDB’s goal is to help local business develop a strong workforce through a demand driven and comprehensive approach to train, sustain, and enhance workers.

v. Meeting the Needs of Local Business

ACWDB’s efforts to engage local business, understand their talent needs, and train and provide suitable candidates manifest in multiple initiatives. The following section details ACWDB’s initiatives, partnerships, and strategies to support a system that meets local business needs:

Focus on Employer Engagement Goals: ACWDB decided to prioritize employer engagement for the upcoming years, aligning with the thirteen priority functions of local WDBs under WIOA as a logical and initial area of focus. ACWDB has also designated on the Organizational Effectiveness (OE) Committee to focus on the continuous improvement of the system, including the engagement of local businesses. The OE Committee is responsible for evaluating and recommending improvements around customer satisfaction of employers, employer measurements, market penetration, LMI data utility, and outreach strategies and evaluation. The OE Committee and the ACWDB approve performance goals for the ESH and monitor performance on an on-going basis. ACBDG provides a robust array of services to employers, including recruitment services, business incentives (e.g. Work Opportunity Tax Credit), LMI, research and advocacy services for business development and workforce planning, and employer resources and tools.
ACWDB utilizes the Results-Based Accountability (RBA) framework, initially adopted by the Alameda County Social Services Agency (ACSSA)\(^{11}\), to assess the quality and quantity of service to local employers. The RBA framework determines performance by addressing three areas around quantity, quality and outcomes, couched within three crucial yet simple questions: “How much was done?”, “How well was it done?”, and “Is anyone better off?” ACBDG is required to demonstrate that their work incorporates best or promising practices that will lead to meeting the performance measurements in the RBA framework, and in meeting the needs of employers. ACBDG aims to strategically enhance business services, including continuing a countywide career exposition, leading industry panels, increasing involvement in CPT, and working closely with AJCC and ACWDB staff.

**Employer Forums to Design Services:** The local AJCCs conduct career forums composed of employers within the ISOF to engage jobseekers in learning about industry growth and career opportunities. These gatherings aim to convene employers and design services that align with the needs of the business community. Panels focus on the industries and occupational clusters within Advanced Manufacturing, Transportation and Logistics, Professional, Scientific and Technical Services, Healthcare, and Construction. AJCCs meet with ACDBG on a weekly basis to discuss employment opportunities within the ISOF for jobseekers and to discuss the needs of employers within the ISOF to ensure that services are aligned to local employer need.

**Participation in Earn and Learn of the East Bay and Career Pathways Trust:** ACWDB collaborates with multiple partners as part of the “Earn and Learn of the East Bay” employer engagement campaign to meet the needs of local businesses. ACWDB works with education partners to develop “Earn and Learn” work-based learning activities among multiple regional organizations. The campaign will be scaled on the needs and opportunities of local career pathway partners and the school districts involved. For schools and employers, programs will provide: 1) proven tools and processes to support work-based learning and employer engagement; 2) increased sector-driven work experiences; 3) marketing tools in engaging employers; 4) an opportunity for local employers to identify their interest to work with schools and/or multiple school districts for student work-based internship opportunities; and 5) participation in a regional marketing effort.

**Innovative Strategies for Layoff Aversion and Rapid Re-Employment:** ACWDB’s robust layoff aversion and rapid re-employment strategies facilitate proactive layoff prevention by using data to identify vulnerable local companies. This provides a mechanism through which staff can conduct direct outreach to encourage utilization of services such as the Business Assistance Program, which aims to customize solutions to the needs of employers. This program offers assistance to manufacturing firms through business process re-engineering to address workforce issues. ACWDB partners with Manufacturing Excellence (MANEX) and works closely with the Employment Training Panel (ETP), to identify opportunities to create customized training programs with local employers.

**Employer Research Studies:** ACWDB conducted a comprehensive research study in 2015 known as the “Anchor Institutions Initiative.” In partnership with the Alameda County Social Services Agency (ACSSA), ACWDB and its contractors surveyed and interviewed five large, local anchor institutions to understand their hiring needs, local procurement practices, and community engagement efforts. Findings highlighted the education, training, and work experiences needed in each anchors’ workforce. ACWDB will build off of the findings in this study to create actionable strategies in working with Anchor Institutions that may provide job opportunities for adult, dislocated worker, and youth participants.

**vi. Coordination between Workforce Development with Economic Development**

ACWDB aims to develop stronger ties between elected officials, economic development, and workforce development partners to present a unified approach to workforce and economic development activities in the regions. ACWDB leverages strong relationships across stakeholder groups to carry out workforce activities, in partnership with economic development agencies. As a long-standing member of the East Bay Economic Development Alliance (EBEDA), ACWDB attends events regularly hosted by EBEDA that focus on the local

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and regional economies. ACWDB will continue to pursue opportunities to work in conjunction with (via its membership in and partnership with) the EBEDA, Economic Development Council and local economic development agencies, to gain and shed insights on the labor market that may enhance workforce activities. ACWDB will continue to host and co-host employer forums with these partners. ACWDB staff will also continue to contribute to EBEDA’s “Data and Research Group” to ensure that internal knowledge of employment trends can inform day-to-day AJCC services.

ACWDB also has a long-standing relationship with local economic development agencies and works closely with the various economic development agencies within the various cities in Alameda County to share labor market information and information about various employer events. These partnerships focus on developing a regional economic strategy to better coordinate efforts. This includes addressing: the need to develop a system for continuously upgrading the quality of the workforce; the skills gap as evidenced by the growing local population of retiring baby boomers and implications on educational needs of job candidates; the continued flow of local venture capital that is expanding the advanced medical/bioscience manufacturing sectors; job growth in key industries (Health Care, Engineering, Advanced Manufacturing, Transportation and Logistics, Construction, Energy, and Information and Communication Technologies); the role of Advanced Medical/Biosciences Manufacturing Pipeline for Economic Development (AM2PED) in integrating local business incubation and job creation strategies; and the growing demand for Professional Scientific and Technical Services (PSTS) workers.

vii. Strengthen Linkages with Unemployment Insurance Programs

ACWDB works closely with Employment Development Department (EDD) partners including Wagner-Peyser, Unemployment Insurance, and the Veterans Employment Program. Wagner-Peyser delivers services through the AJCC system, and includes information sharing on Unemployment Insurance (UI). Wagner-Peyser funded staff are co-located in some AJCC offices in Alameda County. The Fremont site is managed by the Local EDD Job Services Office and the Hayward site or the Eden Area Comprehensive Career Center offers integrated services with the local EDD Job Services Office. All sites utilize the Labor Exchange System and provide access to CalJOBS for job search and resume posting. The AJCCs partner with EDD by providing information to participants regarding UI eligibility and the claims filing process. Any individual may file a UI claim either by phone or online. A dedicated telephone line and internet are available in the AJCC resource room so that the claims process and required follow-up may be completed. The dedicated phone line provides instant access to the UI Call Center and serves to better serve customers, reducing wait time and providing individual service.

It is ACWDB’s goal to ensure that all jobseekers are connected with the services which they are eligible such as employment, training, and education available through the AJCC, as well as access to information on UI. UI recipients are encouraged to enroll in WIOA through the AJCC to benefit from re-employment programs and services available to them, including job search orientation and workshops, development of an individual work search and employment plan, access to LMI, education and training services, individual counseling, and case management. The AJCCs work to integrate services such as Job Services, Older Worker programs, Vocational Education, Social Services, Vocational Rehabilitation, Business Development, and Youth services through partnerships with local, state, and national partners. Multilingual staff are available to English Language Learners in filing for UI benefits and meeting their employment needs. During the MOU Phase II development and negotiation process, the partnership between ACWDB and Wagner-Peyser and UI programs will further be solidified and strengthened. ACWDB has worked closely with EDD in MOU I and continues to do so in the second phase of the MOU process, to strengthen the ongoing partnership and determine how to share costs and refer clients between both programs.

D. America’s Job Centers of CaliforniaSM (AJCC)

i. Continuous Improvement of Eligible Service Providers

ACWDB provides comprehensive oversight and guidance to assist system providers with accomplishing Local Area performance goals and encourage continuous improvement in service delivery. At the federal level, the U.S. Departments of Education and Labor and other related agencies provide the tools and technical assistance with which WDBs can work toward continuous improvement in services to youth and adults with
barriers to employment. Performance measures, in particular, drive continuous improvement efforts at the local level. As noted in WIOA, AJCCs are evaluated by their ability to accomplish performance goals, integrate services, and meet local jobseeker needs, while continuously improving their efforts over time. WIOA serves as a catalyst for innovation to improve system performance, as local areas are provided with flexibility to continuously improve their systems. To embrace this goal, ACWDB is constantly challenging itself to exceed performance and utilize innovation, technology, and communication strategies to better connect jobseekers and employers in the broader workforce and economic development system.

**Board Committee Performance and Program Monitoring:** ACWDB employs performance measures for all programs and provides regular performance and program monitoring to understand the strengths, weaknesses, and opportunities for improvement in service delivery. ACWDB designates the Organizational Effectiveness Committee to focus on the continuous improvement of the system, monitoring customer satisfaction of jobseekers and employers.

**Continuous Improvement of Service Providers:** ACWDB is currently monitoring the success of the fairly new ESH in its implementation, to ensure that proper coordination takes place between the ACBDG and the local AJCCs to facilitate communication of both the supply and demand side of the workforce development system. By separating the efforts on “supply” and “demand,” ACWDB can more easily monitor system progress and allow for “checks and balances” of each side of the system. This involves ensuring consistent communication between both sides to guarantee that jobseeker services are tailored to fit local employers’ needs. Since its implementation, the ESH strategy has required several strategic planning meetings hosted by the ACBDG and/or ACWDB; training of staff on the online business tracking software; clarification of roles and responsibilities; and continued clarification of how the performance metrics will be tracked and reported. ACBDG continues to meet and exceed expectations in measuring the quality of services delivered and the engagement of employers to assist the AJCCs with placement of individuals in livable wage sustainable employment.

**Additional Continuous Improvement Efforts:** ACWDB was awarded $500,000 by DOLETA in June 2015 as part of the “Linking to Employment Activities Pre-Release (LEAP)” Initiative, which provides start-up capital needed to develop a specialized AJCC at Santa Rita Jail (SRJ). Locally, the “Alameda County Beyond the Gates (ACBG)” project offers comprehensive approaches that support sustainable employment, economic mobility, and pro-social choices for those re-entering the community from incarceration and performance is shared with ACWDB staff and communicated regularly to the ACWDB and appropriate committees. Youth Career Readiness Programs are also monitored for performance in relation to the WIOA common measures for WIOA Youth, as a function of the Youth Committee and the OE Committee of the ACWDB. ACWDB will also engage in reinforcing customer satisfaction surveys to get a real sense from the customer’s perspective, the quality of service delivery in the AJCCs. Along the same lines, ACWDB will assess how services are being marketed to Universal Customers to understand current levels of engagement and adapt and/or develop strategies accordingly. This information will be aligned with the Local Area performance measurements.

**ii. Service Delivery in Remote Areas through Use of Technology**

ACWDB currently utilizes CalJOBS to facilitate case management, customer tracking, and performance outcomes. This also includes a new Customer Relationship Management (CRM) component to better engage customers. ACWDB also utilizes Metrix, an online training tool, to increase remote access to educational programs and attainment of online certificates. The 2-1-1 community service information provider, Eden Information and Referral (Eden I&R), is also leveraged to connect customers to a wider array of services. The following section details additional strategies to facilitate access to services through the AJCC system as well as the plan for using technology to enhance customer service.

**Exploration of Virtual Service Delivery Platforms and Related Technologies:** ACWDB will utilize technology to add efficiency to the workforce system by diverting those that do not require in-person interaction to a virtual service delivery platform. ACWDB is considering the development of a screening tool at intake to establish customers’ needs and comfort with technology, enabling staff to triage customers into segments and meet their technology needs. In addition to a virtual platform, ACWDB will explore potential technology practices to
increase access for customers, including: an online orientation for WIOA programs; use of its current library partnership for access basic education certifications and other workforce services; a LinkedIn platform pilot; expansion of the use of technology to increase access to supportive services; and use procurement practices to further engage technology in the system. Multiple partners have expressed interest in collaborating on these efforts, including public libraries, AJCC service providers, community centers, EDD, employers, education providers, and social service agencies. ACWDB will also employ effective strategies to market and publicize the improvements made in the technologies that facilitate greater access for jobseekers in the local workforce development area (LWDA), therefore heightening awareness of AJCC and workforce development services.

**Increased Partnerships to Reach Remote Areas:** ACWDB will develop strategies to expand access to services in remote areas through partnerships. ACWDB will strategically address challenges such as: limited availability of services to widely dispersed customers, especially for clients living in more remote parts of Alameda County, significant transportation barriers related to the lack of public transportation, and the lack of telecommunications infrastructure, including internet services, in remote areas. ACWDB will address these challenges by exploring partnerships with local transit authorities, like Bay Area Rapid Transit (BART), AC Transit, and/or other local transit lines, to provide discounted transit options to jobseekers to allow them to travel to AJCCs, training programs, or employers.

In partnership with the educational entities, ACWDB will enhance its efforts to bear light on short and mid-length online programs that lead to industry recognized credentials and certificates, through its existing partnership with the adult schools and community colleges. ACWDB will collaborate with local libraries, K-12 schools, and other supportive service providers to explore the use of their “brick and mortar” facilities as access points to AJCC services and as connections to computers and internet access.

**iii. Compliance with Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.)**

Alameda County’s AJCCs have been regularly monitored by the State of California to ensure compliance with Equal Employment Opportunity (EEO) requirements. These assessments specifically address the availability of services for individuals with disabilities. ACWDB will work to ensure that AJCC staff has the proper training to specifically serve individuals with disabilities. AJCC partners agree to not discriminate, harass or allow harassment against any person because of age, race, culture, religious or political affiliation, gender, national origin, ancestry, physical or mental disability, medical condition, veteran status, marital status, or sexual orientation. Therefore, all partners in the AJCC system agree to comply with section 188 of WIOA in relation to the American with Disabilities Act of 1990 and receive training on the specifics of the act related to the provision of services and accessibility. AJCC partners agree to plan towards developing innovative ways to increase customer access through center locations, referrals, and use of technology. Creative access planning will include exploration of co-location, direct linkages, cross-training, and referrals as outlined in a forthcoming planning guide. The following section details specific strategies utilized to serve individuals with disabilities and the actions ACWDB will take to expand services to them and other special populations.

**Engagement of Employers for Individuals with Disabilities:** ACWDB has prioritized facilitating and expanding programmatic access for individuals with disabilities, including engaging employers to ensure integrated employment opportunities. ACWDB staff participates on a Disability Task Force to facilitate rapport with disability advocates and stakeholders and to better position ACWDB for partnerships and opportunities to collaborate. A Department of Rehabilitation (DOR) representative is also a member of the WDB and has led to enhanced coordination in the MOU process. ACWDB is also involved in the East Bay Innovations Partnership, which is dedicated to integrating people with disabilities into the workforce and addressing wage and capacity building for support workers. ACWDB has provided resources for the “Train-the-Trainer” program, designed to support workers and counselors to work more effectively with individuals with disabilities in 2014. ACWDB’s youth service provider, La Familia, also initiated a cohort for students with disabilities, a model that ACWDB anticipates expanding. ACWDB staff has provided LMI data to the Southern Alameda County Consortia CTE, Adults with Disabilities work group, and has explored potential partnership with Ability Now Bay Area for their remarkable small business center, serving people with disabilities.
ACWDB will work with employers to hire individuals with disabilities and will provide staff training to increase knowledge on legal issues when hiring individuals with disabilities. ACWDB plans on developing an educational workshop to familiarize employers with the benefits of hiring individuals with disabilities and clarify any questions regarding perceived risks. ACWDB will implement a pilot program designed to place individuals with disabilities in employment while providing support to employers. This will alleviate concerns with hiring individuals with disabilities and position employers as leaders for accessibility in the business community.

**Engagement of Relevant Stakeholders:** ACWDB has identified multiple stakeholders to engage in these efforts, including the Department of Rehabilitation, and Alameda County Health System. Additionally, ACWDB plans to engage advocacy groups, including: Emotional/Behavioral Disabilities Network; Deaf Counseling, Advocacy, and Referral Agency; National Alliance on Mental Illness; and LightHouse for the Blind and Visually Impaired. ACWDB also identified additional community or special interest organizations, including the Alameda Chamber of Commerce, local rotary groups, and the Society for Human Resources Management.

**iv. Roles and Resource Contributions of the AJCC partners**

As noted in the *Memorandum of Understanding between The Alameda County Workforce Development Board and the Workforce Innovation and Opportunity Act Mandated Partners*, ACWDB collaborates with AJCC partners to provide service delivery that is integrated, accessible, comprehensive, customer focused, and performance-based. The AJCC system is coordinated through sub-contractors, who operate the six (6) AJCC centers, in partnership with government and CBOs.

**Shared Roles and Services of AJCC Partners:** Phase I of the MOU process provides a comprehensive description of services delivered in the workforce system. The agreement coordinates services to ensure that customers can access the workforce system from any entry point. Phase II of the MOU process is the Resource Sharing Agreement, which allows ACWDB and other partners to share in infrastructure and system costs. Phase I is complete and Phase II will be completed by June 30, 2017. Phase II will confirm plans for infrastructure cost sharing and identify on-site partners, including WIOA, TANF, Title V Senior Services, and DOR. Phase II will involve all mandated partners with staff located in an AJCC to provide funds or in-kind resources for the infrastructure (e.g. rent, equipment, or technology) of the physical location. All mandated partners that are not located in the comprehensive AJCC will contribute their proportionate share to sustain the workforce system (e.g. personnel costs or services). ACWDB will align with the State guidance to determine which mandated partners will provide which resources.

Jobseeker services provided through the AJCC system include: Universal Services, Adult Basic Career Services, Individualized Career Services, and Training Services. Mandated partner agencies include: ACWDB (WIOA Title 1 Adult, Dislocated Worker, Youth), Alameda County Adult School Consortiums (WIOA Title II Adult Education and Family Literacy Act, Carl Perkins Career Technical Education), Employment Development Department (WIOA Title III Wagner-Peyser, Trade Adjustment Assistance Act, Unemployment Insurance), California Department of Rehabilitation (WIOA Title IV Vocational Rehabilitation), Alameda County Social Services Agency/Workforce and Benefits Administration (Temporary Assistance for Needy Families/CalWORKs), Alameda County Social Services Agency/ Department of Adult and Aging Services, Area Agency on Aging (Title V Older Americans Act, Veterans); United Indian Nations (Native American Programs); Oakland/Alameda County Community Action Agency (Community Services Block Grant); and Housing Authority of the County of Alameda (Housing and Urban Development).

AJCC partners agree to continue to provide services, per their agency goals, that support the AJCCs. Each has agreed to share responsibilities to strengthen the capacity and effectiveness of the AJCCs in achieving service goals for jobseekers, employers, and employees. Partners agree to: 1) Participate in joint planning, plan development, and modification of activities to accomplish the following: a). Make planned services available, b). Continuous partnership building, c). Continuous planning in response to state and federal requirements, d). Responsiveness to local and economic conditions, including employer needs, and e).

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Partnership in the development of common data collection and reporting needs; 2) Make applicable service(s) available to customers through the AJCC system delivery system; 3) Participate in the operation of the AJCC system, consistent with the terms of the MOU and requirements of authorized laws; and 4) Participate in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained.

_**Resource Contributions:**_ AJCC partners agree to share in the operating costs of the AJCC system, either in cash or through in-kind services. The cost of services, operating costs, and infrastructure costs will be funded by all AJCC partners, based on proportionate use, through separately negotiated cost sharing agreements, and based on an agreed upon formula. For those mandated partners who do co-locate with an AJCC, a Cost Allocation Plan, based on staff hours and operating costs, will be completed by each mandated partner able to co-locate. The Cost Allocation Plan will be developed in cooperation with the individual AJCC center’s local partners, and will be appropriately referenced in the Local MOU agreements in operation at the comprehensive AJCC. AJCC partners will ensure that shared costs are supported by accurate data, consistently applied over time, and the methodology used to determine the shared costs are reflected in a separate Cost Allocation Plan that will be negotiated in good faith and implemented by December 31, 2017 or as required by the State of California Employment Development Department. Current Cost Allocation Plans will remain in effect with AJCC partners until new plans are executed.

**v. Executed MOUs and Cooperative Agreements**

Please refer to _Attachment C_ for copies of the executed Phase I MOU and cooperative agreements. ACWDB is in the process of writing the Phase II MOU, with a targeted completion of June 30, 2017.

**vi. Strategies to provide Indian and Native Americans with Equal Access to AJCC services (WIOA Section 166)**

ACWDB recognizes the unique employment barriers that Native Americans face in today’s economy. ACWDB will work to formalize a written policy and strategy to increase access for Native Americans to local AJCC services and partners. ACWDB will collect and analyze demographic data on the local Native American population to determine their place of residence, educational attainment, and unemployment. Through partnership with the United Indian Nations, Inc. (UIN), ACWDB will work to understand local Native Americans’ service needs and discuss strategies to provide them with appropriate services, especially if individuals live in remote areas and need access to services virtually. ACWDB will then work on a plan to address the needs of Native Americans. Training will also be provided to staff on cultural sensitivity to ensure communication is appropriate and respectful of customers.

The Comprehensive One-Stop Career Center (COSCC), operated by Rubicon Programs Inc. (Rubicon), received a Letter of Commitment from the UIN as a supporting partner of the comprehensive AJCC. According to this letter, effective February 1, 2016, UIN will, “…work closely with Rubicon to ensure success of UIN referred clients by sharing resources and information to identify and alleviate employment barriers…refer eligible clients for appropriate COSCC services…disseminate COSCC program information to program participants and constituents…accept eligible referrals of One-Stop customers from COSCC staff to UIN services as appropriate.” As referenced in the MOU, UIN is contracted to provide AJCC services including: Basic Career Services (Outreach, Intake, Orientation; Initial Assessment; Labor Exchange, Job Search Assistance; Referrals to One-Stop Partners; Labor Market Information; Support Service Information; Unemployment Info and Assistance; and Financial Aid Information) and Individualized Career Services (Comprehensive Assessment; Career Plan, Counseling; Short-Term Pre-Vocational Services; Internships, Work Experience; and Workforce Preparation/CTE Training). Refer to _Attachment C_ for the Phase I MOU, which details this partnership. ACWDB is also interested in exploring partnership with the Native American communities.

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vii. Strategies to Provide Migrant Seasonal Farmworkers with Equal Access to AJCC services (WIOA Section 167)

ACWDB utilizes data and LMI to enhance service delivery, including demographic data, collected and analyzed to enhance service delivery. ACWDB provides staff with tools and training on cultural sensitivity to ensure that staff communicates appropriately with all customers. ACWDB will work closer with the local Adult Schools to get a better understanding of the needs of ELL and Migrant Seasonal Farmworkers and formalize plans to better meet their needs. Similarly, ACWDB will work with its youth services provider, La Familia, as MSFW have been identified in the Youth Career Readiness Programs. ACWDB will first assess the existence and capacity of AJCC and partner programs to service MSFW and immigrant populations. The ACWDB youth services provider, La Familia, is designated to provide services in the Tri-Valley Area of Alameda County (including the City of Livermore and Sunol). ACWDB has noted that a small group of clients from the migrant community, refugees, and unaccompanied youth have sought services with La Familia program. These customers most often connect to their agency through the “Cultura y Bienestar Program,” a Vocational English as a Second Language (VESL) program and their Unaccompanied Immigrant Youth (UIY) programs. The Tri-Valley AJCC, on the other hand, has not experienced a high volume of immigrant customers into the center. Though this AJCC collaborates with partners in the Livermore and Pleasanton communities to help serve immigrant populations, ACWDB has observed that immigrant clients do not often physically enter the AJCC for services. Recently, the Adult School resumed service delivery in the Tri-Valley area, which would prove as an asset to immigrant adults.

ACWDB will discuss the possibility of committing staff to conduct outreach to MSFW during their work season either at their places of work or at partner sites. ACWDB will also explore the formation of partnerships or MOUs with local MSFW and immigrant-facing service providers (e.g. Migrant Education Even Start). Depending on customer need, ACWDB will also craft strategies to increase partnership with ELL providers to serve immigrant communities in which English is not the native language. In addition, ACWDB will develop strategies to collaborate with employers for short-term OJTs to provide learning opportunities to these skilled clients. ACWDB will explore the potential to leverage the Social Services Agency’s Language Access programs and expertise in serving ELL communities to explore multi-generational/two-generational approaches to serve both MSFW/immigrants and their children.

viii. AJCCs as an On-Ramp for the Regional Sector Pathways

ACWDB recognizes the key elements of the East Bay’s successful sector partnerships, that they are: employer-driven, involve work groups based on priority, place responsibility on employers to expand the table, encourage education and workforce development partners to participate as jobseeker issues come about, place workforce as the highest or second-highest priority, and utilize additional funds to achieve goals (e.g. East Bay SlingShot and SB1070 CTE Pathways).14

**Participation in East Bay SlingShot Initiative:** ACWDB participates in the East Bay SlingShot Initiative (EBSSI), a regional industry-sector partnership between four local WDBs in the East Bay. The initiative is aimed at building regional industry sector partnerships between business, economic development, education, and workforce development organizations in five key industry sectors.15 It focuses on five priority industry sectors (Advanced Manufacturing, Biomedical/Biotechnology, Healthcare, Information Communication Technology, and Transportation & Logistics), in which the participating WDBs must focus strengthening the jobseeker pool with all of the information that surfaces as a result of engaging employers. ACWDB will receive funds in PY 2016-2017 to cover staff costs for coordinating with the WDB of Contra Costa County and other partners in the East Bay to develop and support regional industry sector partnerships with business, economic development, education, and labor to create a coordinated, industry-driven system.

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**AJCC Services**: ACWDB will leverage the AJCC as an on-ramp for the jobseeker by aligning the EBSSI with the ISOF and ensuring that information about the EBSSI is made available to the AJCC operators to integrate with existing programs and initiatives. AJCC leadership, management, and staff will communicate and meet regularly to ensure that all jobseeker and business-facing activities (including in-person case management, employer outreach, and onsite recruitment activities) reflect the industry needs prioritized in ISOF and in the EBSSI. ACWDB can then work to align the goals of EBSSI, with the goals and performance of AJCCs.

**Involvement in EASTBAY Works**: ACWDB will also continue to collaborate with other partners involved in EASTBAY Works to help develop regional sector pathways, as described in the regional plan, and share best practices for ramping AJCC customers into the regional sector pathways.

**E. Programs, Populations, and Partners**

i. **Coordination of Workforce and Economic Development Activities and Promotion of Entrepreneurial Skills Training and Microenterprise Services**

ACWDB designs its AJCC services to accommodate jobseekers across the entire employment continuum, which includes the delivery of or connection to entrepreneurial skills training and microenterprise services. ACWDB will work to increase entrepreneurial skills training and microenterprise services in the AJCCs through its existing partnerships with local economic development agencies and East Bay Economic Development Agency (EBEDA). ACWDB will leverage its existing community college partnerships to ensure that AJCC customers are aware of business courses and certificates offered on campus or online. ACWDB also facilitates ongoing support to small businesses in Alameda County and will continue to connect small business owners to resources and training opportunities.

**Expansion of Jail-Based AJCC**: ACWDB’s jail-based AJCC offers training in entrepreneurship for participants, pre-release. This provides another avenue for formerly incarcerated individuals, as they may face barriers in re-entering the workforce upon release. The model has been successful and ACWDB anticipates expansion of the efforts to serve other populations.

**Programming with Partners**: Furthermore, ACWDB will provide AJCC management and staff with the training and resources needed to connect small business, entrepreneurs and aspiring entrepreneurs to such local supports. These include partner programs such as the Alameda County’s Small, Local, and Emerging Business (SLEB) program, which provides a 10% bid preference on eligible contracts to these business and expands their opportunities for local procurement and contracting. ACWDB will also work to convene key partners that provide appropriate training and supports to entrepreneurs and small businesses, especially the Alameda County Small Business Development Center (SBDC), which provides training and networking supports to small local businesses. ACWDB will engage the local SBDC and other economic development partners, such as EBEDA and Economic Development Council, to better integrate their efforts to breed economic growth in Alameda County. In doing so, ACWDB may work with these partners to organize forums with local employers to provide them with direct linkages to qualified jobseekers. This will expand economic growth by filling employment gaps in all types of organizations, which provides even more potential job opportunities to jobseekers.

**Creation of Educational Programs**: ACWDB will collaborate with local adult schools, trade associations, and anchor institutions to implement programs that will best serve entrepreneurs and small businesses. By engaging local adult schools in this conversation, ACWDB can connect jobseekers to “just-in-time” training, which can be customized to the needs of small employers. Additionally, ACWDB will ensure that trade associations are involved in strategic decision-making around how AJCCs can pipeline jobseekers into careers at smaller trade-based employers. ACWDB may prioritize small businesses that align with the ISOF framework industries to connect with national associations for those industries, such as the National Association of Manufacturing or Associated Builders and Contractors, Inc. By partnering with these trade associations,

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ACWDB will work to understand the unique needs of small employers within these industries and work to connect them to the appropriate local resources.

**Purchasing Policies:** As noted in ACWDB’s Anchor Institution Initiative research report in 2015, multiple large, local anchor institutions noted their interest in partnering with ACWDB to create a purchasing policy to incentivize their procurement of goods and services from local small businesses. ACWDB may involve these institutions, as well as its key economic development partners, to craft formal strategies that support the growth of these local small employers and expand economic growth across the county.\(^{17}\)

**ii. Adult and Dislocated Worker Employment and Training Activities**

ACWDB contracts with service providers in Alameda County to offer employment and training services to support jobseekers through all phases of their employment process, as detailed below.

**AJCC On-Site Resources:** AJCCs provide onsite resources including the following: a career services resource room, access to computers and the internet, office equipment (e.g. copiers, fax and telephones), access to business resources and interview rooms, individualized career assistance and career counseling, referral to career training, GED and ESP programs, access to LMI, and assistance with program placement. ACWDB addresses employers’ skills needs for their current and future workforce by working with training providers as they design and implement training programs. Training providers will involve employers to provide input into the design of relevant training, as well as offer feedback on the effectiveness of the training. This coordinated approach will ensure that trainers are providing “just in time,” relevant training. ACWDB and training providers will utilize industry cluster studies and labor market data on growth occupations, as well as the State’s online Eligible Training Provider List (ETPL), to align curriculum with in-demand skills needs.

**AJCC Career and Training Services:** Basic Career Services, or “universal access,” are made available to all participants in an effort to meet a variety of needs of both adult and dislocated workers. ACWDB provides Career Services under the categories of universal services, basic career services, individualized career services, training, and follow-up services. The service delivery approach allows for maximum flexibility in service provision while meeting participant needs. The following list details specific services provided within this category:

<table>
<thead>
<tr>
<th>Specific Services</th>
<th>Description of Services</th>
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</thead>
<tbody>
<tr>
<td><strong>Basic Career Services</strong></td>
<td>Initial assessment of skill levels such as literacy and English language proficiency; Labor exchange services including job search and placement assistance; provision of information on in-demand industry sectors and occupations and non-traditional employment; provisions of referrals to programs and services; provision of labor market employment statistics; provision of training provider program cost and training services; information and referral to supportive services including child care, transportation, and housing; assistance with establishing financial aid; and assistance in filing UI claims.</td>
</tr>
<tr>
<td><strong>Individualized Career Services</strong></td>
<td>Comprehensive and specialized assessments; development of Individual Employment Plans (IEP) to identify employment goals; provision of group and or individual counseling; career planning; short-term pre-vocational services and workshops; workforce preparation activities; job search assistance; and English language acquisition services referral.</td>
</tr>
<tr>
<td><strong>Follow-up Services</strong></td>
<td>Provided after participants are placed into unsubsidized employment and may include career services transition guidance and support.</td>
</tr>
<tr>
<td><strong>Training Services</strong></td>
<td>Individual Training funded through WIOA Adult and Dislocated Worker funding; CalWORKS specific Job Search and Job Readiness training; and Work-based Learning Environment Training. Additional training for youth include: Career Readiness Program for Youth’s Work Experience; Basic Skills Acquisition; and reconnection to education.</td>
</tr>
<tr>
<td><strong>Employer Identified- and Work-Based Training</strong></td>
<td>Customized Training; On-the-Job Training opportunities; Internships; Pre-Apprenticeships and Apprenticeship Training; and Incumbent worker training for workers/jobseekers, aimed at increasing skill levels.</td>
</tr>
<tr>
<td><strong>Vocational Training and Job Placement</strong></td>
<td>Aligns training within assigned priority sectors and occupations to meet the needs of industry. The training leads to industry-valued credentials and as appropriate, these programs are</td>
</tr>
</tbody>
</table>

blended with soft skill training to fully prepare trainees for success in the workplace.

| Entrepreneurship or Sole-Proprietorship Training: | Offered in the AJCC in the Santa Rita Jail facility on key sectors as well as entrepreneurship. Further training for the AJCCs is being planned for participants interested in new business start-up, as well as those seeking self-employment, freelance consulting or sub-contractor work. |
| Discretionary Training Programs | Adult and Dislocated Worker services at Ohlone College provided under the H1-B, Ready-to-Work grant are intended to fill high level jobs within the IT sector. This also includes a DOL Grant, Linking to Employment Activities Pre-Release (LEAP) training, which provides funds for participants in the Santa Rita Jail AJCC. |

In addition, in examining ITAs and OJTs more closely, ACWDB developed the ISOF, which elevated priority to a new group of industry sectors and occupations. As a standard set by ISOF, a percent of ITAs and OJTs must be dedicated to ISOF industries and occupations, thereby increasing aligning training efforts with the growth in the economy. In the area of Youth funds, 90% of these funds are dedicated to OSY for job readiness, reconnection to training and education, which represents an increase of 15% over the federal mandate of 75%.

### iii. Coordination of Rapid Response (RR) Activities

ACWDB’s nationally recognized Rapid Response strategies are designed to be pro-active and business-focused while meeting the needs of both business and impacted employees. Historically the ACWDB’s investment, policies, and coordinated network of providers have benefitted a multitude of workers and employers, large and small, in its service area. Case studies have been developed in and around Alameda County’s legacy of plant closures, base closures, and mass layoffs. Each Rapid Response is specifically designed to include strategies and activities to respond quickly to an announcement of a closure or layoff which results in a mass job loss. An experienced coordinator, together with a team of professionals, effectively mobilizes the network of partners to launch planning and pre-layoff activities, with the goal of mitigating the number of jobs lost and/or reducing the amount of time employees remain unemployed. ACWDB employs a “rapid-reemployment” principle in its design framework and draws on the ISOF and industry sector partnerships to assess the industry attributes and worker skills that would be relevant to reemployment. Engagement of the business industry is essential to the rapid reemployment strategy.

**Rapid Response Planning Team:** Under the direction of the Rapid Response Coordinator, a planning committee comprised of key workforce partners may convene, which includes representatives from EDD, the nearest AJCC, labor representatives, and other support services providers (including mental health professionals, if needed). A representative from the Department of Labor’s Wage and Benefits Administration is also on the team to discuss COBRA and ERISSA laws. Often the planning committee includes other RR Coordinators from the region. The partners work to ensure that the system implements a strategic and comprehensive approach to address area dislocations. The convening of these partners lays the foundation for the coordination of services to affected dislocated workers and leads to resource and information sharing to maximize use of public resources to support workers in rapid re-employment.

**Coordination of Greater Bay Area Rapid Response Roundtable:** ACWDB Director Patti Castro has served as one of the Co-Founders of the Greater Bay Area Rapid Response Roundtable (GBARRR), facilitating meetings and best practice forums while providing statewide leadership over Rapid Response activities. ACWDB hosts and coordinates the GBARRR focused on a business engagement model, services to dislocated workers, layoff aversion, and identification of supportive services. Regional collaboration is an important element for setting regional standards for quality services, leveraging resources and providing maximum service to the dislocated workers, in that employees often reside outside of the county in which they are employed. The GBARRR consists of members from Alameda, Oakland, Richmond, Contra Costa, Napa, Marin, Solano, Santa Cruz, San Benito, Stanislaus, San Joaquin, San Jose region (both NOVA and Work 2 Future), San Francisco, and the Peninsula. Membership also included staff from the CA Labor Federation. Guests include staff from the State Workforce Development Board and EDD. ACWDB participates in the Statewide Rapid Response Roundtable and invests time in planning with the CA Labor Federation’s Building Workforce Partnerships annual conference.
ACWDB Regional Coordination for Rapid Responses: ACWDB works to meet the needs of employers and supports economic growth through the coordination, collaboration, and communication with employers, economic development entities, and service providers, in the following areas: SlingShot sector partnerships; customized training, including training for incumbent workers; Industry Sector Occupational Framework (ISOF); labor market analysis; lay-off aversion; membership in and partnership with East Bay Economic Development Alliance; membership in and partnership with Economic Development Council; and partnerships with the CA Labor Federation and the AC Central Labor Council. ACWDB will continue to collaborate and coordinate with the State of California, Chief Elected Officials, and other key stakeholders to respond to employers’ mass layoffs, plant closings, and other events that adversely impact workers. ACWDB continues to enhance its partnerships in both the public and private sectors to effectively support layoff aversion and reemployment activities, but does so as part of its business engagement focus.

As discussed by the ACWDB during its Board Retreat, some of the priorities which ACWDB will address around the Rapid Response system include: enhancing communication regarding career pathways across the workforce system; improving the matching of jobseekers to employers in CalJOBS; building greater capacity and expertise on Rapid Response internally; and using the Customer Relationship Management (CRM) software within the CalJOBS system to better drive decisions during the Rapid Response.

iv. Youth Workforce Development Activities

A central priority of ACWDB is to ensure that the workforce needs of youth are met. The needs of youth in Alameda County are diverse and include a variety of critical services in the areas of life skills, transition services, job and career advice, communication, time management, GED programs, and bilingual education. Youth often need assistance addressing learning disabilities, dealing with mental health issues, coping with homelessness, and navigating the foster system. Many of these issues must be addressed prior to the youth becoming and remaining employable. Through its nearly 20 (from Eden I&R’s 211 database) youth provider programs in the local area, ACWDB seeks to find ways to address the above issues as well as to provide job readiness, placement, and retention services to assist youth in career path and skills development. The following section examines ACWDB’s priorities and strategies around youth workforce development activities in Alameda County.

Focus on Work-Based Learning: ACWDB has a focus on work-based and contextualized learning opportunities and seeks to support a variety of youth including those emancipating from the foster care system, dropping out of school, living with disabilities, and others at risk. Work-based learning or work-based competencies can be defined as an educational strategy that links school-based instruction with activity that has consequences beyond the class or valued beyond success in school. Work-based activities allow a continuum that can begin with career exploration activities and progress to career preparation activities, such as apprenticeships, beyond high school.

Efforts of ACWDB Youth Committee: ACWDB aims to provide funding for services that support youth programs and training that lead to credentials, certificates and/or degrees. ACWDB is guided in this area by a Youth Committee (YC) which maintains as its core the following: recommend eligible providers of youth activities to be awarded grants or contracts by the WDB to carry out youth activities; conduct oversight of such providers; coordinate youth activities under WIOA and other duties deemed to be appropriate; and development of policy planning and local initiatives. As a best practice, the YC works to align policies, programs and resources to develop a high functioning career pathway network and work-based learning business engagement system. The YC is planning to use provisions of WIOA to target workforce development funds for proven strategies such as intensive job training and career pathways programming for lower-skilled, older youth and low-income youth.

Through the efforts of the YC, ACWDB has built important partnerships with education, economic development, adult education, local universities and community colleges, and local business leaders to effectively meet a number of challenges which youth face. ACWDB, through its funding and programming efforts, strives to provide every youth with personal support and employment services which helps them in their chosen career pathway. This includes the following strategic focuses to serve youth:
• **A strong emphasis on career pathways** – WIOA requires WDBs to convene their local partners in designing local and regional career pathways that encourage cross-program partnerships. They are also engaged to develop Integrated Education and Training (IET) programs which, when combined with support services, can be the foundation for robust career pathways initiatives.

• **A focus on services that lead to a recognized postsecondary credential** – This strategic focuses involves measuring programs’ performance based (in part) on WIOA participants’ credential attainment.

• **Priority of service policies for WIOA Title I Adult Funds** – This stance requires that priority be given to recipients of public assistance, other low-income individuals, and individuals with basic skills deficiencies and can be leveraged to support older youth with co-enrollment strategies between the Youth Career Readiness program and WIOA Title I.

The YC is prioritizing strengthening Career Readiness Programs to include career pathway models by providing an array of activities listed below:

• **Continue with Career Readiness “Bridge Programs”** – This will continue to provide innovative remedial education models to prepare students for postsecondary options;

• **Develop instructional approaches to deliver educational activities** – This will innovate methods used to help individuals obtain a GED, understand credit recovery, and engage in alternative educational environments to complete a secondary school degree;

• **Continue summer employment programs**; and

• **Expand activities and/or behavior change that address negative behaviors** – This will help ACWDB ensure successful completion of education/training and offer strategies for overcoming these barriers.

**Youth Career Readiness Program:** Youth services are delivered through competitively-procured youth service providers. Service providers are required to develop a preparation strategy focused on college readiness and career pathway instruction that includes work skills for in-demand sectors and occupations. Providers’ programs and services offer regional LMI, advanced training, and skills development opportunities. Training includes access to paid and unpaid work experiences and related employment workshops and employment activities. Youth service providers receiving WIOA youth funding are required to make available the following program design elements:

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<tr>
<th>Youth Program Design Elements</th>
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<tr>
<td>Tutoring and study skills training</td>
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<tr>
<td>Dropout recovery services</td>
</tr>
<tr>
<td>Paid and unpaid work experiences (which may include summer employment opportunities and other employment opportunities, pre-apprenticeship programs, internships and job shadowing) and work-based training opportunities</td>
</tr>
<tr>
<td>Occupational skill training aligned with in-demand industry sectors or occupations in the local area</td>
</tr>
<tr>
<td>Education and training for a specific occupation</td>
</tr>
<tr>
<td>Community service and peer-centered activities</td>
</tr>
<tr>
<td>Supportive services</td>
</tr>
<tr>
<td>Mentoring</td>
</tr>
<tr>
<td>Labor market and employment information about in-demand industry sectors or occupations available in the local area</td>
</tr>
<tr>
<td>Activities that help youth prepare for and transition to post-secondary education and training</td>
</tr>
<tr>
<td>Follow-up services</td>
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<tr>
<td>Comprehensive guidance and counseling</td>
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ACWDB’s youth programs are model programs which offer many of the above activities and practices. Assessments are offered to youth participants to determine which components are essential to their personal and career growth. The Individual Assessment helps to establish the individual service strategy. The overarching goal of the service strategy is to connect the young adult with employment, education, and the supportive services which they require to obtain a viable career pathway, as well as successfully leveraging the larger system to achieve educational and work opportunities. This is especially important for youth with disabilities, as the AJCC can connect them with essential supportive services necessary to obtain employment (e.g. job accommodation services). The individualized approach has been highly successful in the local area and has served to better connect youth to employment and training.

v. **Coordination of Education and Workforce Development Activities**

ACWDB is working to coordinate relevant secondary and post-secondary education programs with workforce development activities as a method to coordinate strategies, enhance services, and avoid duplication of efforts.
The following section details multiple partnerships and collaborations through which ACWDB will coordinate educational programs to enhance service delivery capacity and increase credentialing of jobseekers.

**Involvement in Collaborative Partnerships:** ACWDB has developed several collaborative partnerships in an effort to coordinate educational strategies including the Strong Workforce Program Regional Planning effort, which includes collaboration between workforce development, Adult Education, K-12 education, and other educational programs. The collaboration serves to strengthen the relationships between 28 local community colleges, 13 WDBs, 62 Adult Education Centers, 28 colleges, 16 Adult Education Consortia, and 189 high schools. Another collaboration involves the Bay Area Community College Consortium (BACCC), which involves representatives from 28 colleges serving over 328,000 students and 95,000 CTE students of which are a part of over 200 unique CTE programs. The BACCC is highly involved in the WIOA regional planning process and is working to ensure that each of the respective systems are working together to meet labor market priorities and regional joint ventures focused on new CTE certificate programs. The BACCC and its partners’ work will inform sector strategies, occupational cluster identification, career pathway development, and strategies to address skills deficits.

**Relationships with Higher Education:** ACWDB maintains working relationships with a large number of institutions of higher learning including community college and universities. The AJCCs meet regularly with the educational organizations to develop strategies that assist individuals to move through employment towards gainful employment and sustainable careers. Four of the six AJCCs are located on college campuses, which bring a number of new opportunities to align career pathway programs, new CTE classes, and job prep activities under the Strong Workforce Program (SWP). In particular, California State University, East Bay (CSUEB) hosted the East Bay STEM Institute, co-sponsored by ACWDB, which plans county-wide or district-wide STEM activities. In addition, the institute supports specialty programs like Biotech Partners in ACWDB’s north cities sub-region’s high schools. CSUEB is an anchor institution in Alameda County, and ACWDB acknowledges opportunities to utilize employer engagement strategies with this anchor institution and align with its workforce activities and training.

**Partnerships with K-12 Education:** K-12 education, higher education, adult education, and K-12 representatives, are engaged in planning discussions on the Youth Committee of ACWDB, which include addressing youth employment, dropout prevention and recovery, and college participation and success. Together, stakeholders assist in the coordination of education and workforce activities, as well in the design of model programs which support education and career preparation, for both in and out-of-school youth. As a part of ACWDB’s regional workforce and economic development networks, a strong emphasis has been placed on support of career pathways. ACWDB participates in the East Bay Career Pathways Consortium, a reform effort supported by the California Department of Education (CDE), specifically in CPT I and CPT II.

**Collaboration with Carl T. Perkins, Career Technical Education (CTE):** ACWDB has established ways in which it facilitates a closer alignment with Carl D Perkins Technical Education (CTE) programs offered via the Adult School Consortia (which includes colleges as co-leads). Each of these three collaborative efforts are supported by staff assigned to a sub-region cluster of Adult Schools, community colleges, AJCCs, youth providers, and libraries. These networks focus on CTE skill attainment to build a strong, systemic approach to building career pathways. ACWDB presents the latest data regularly to these networks that in turn, enables decisions based on relevant job market information. ACWDB shares the ISOF as a model that CTE partners can adopt to counsel jobseekers and assist with the individual decision-making. Staff participated in the latest rounds of CTE planning at both the Adult School Consortia meetings and at individual colleges.

**vi. Supportive Services**

Service providers, on the behalf of ACWDB, ensure that information is provided to their WIOA participants regarding the availability of supportive services and make appropriate referrals to those services and assistance. Most notably, service providers to adult, dislocated workers, and youth participants, rely on the partnerships they form with CBOs and on the Eden I&R Database to facilitate referrals to the vast network of supportive services. This includes providing support to those who are unemployed, underemployed, and those anticipating layoff by providing information about Unemployment Insurance and AJCC services. It also includes
referrals to services such as child care, transportation, counseling, child health assistance, free tax preparation assistance, housing programs, food banks, and other supportive services to facilitate program completion.

The AJCCs and Youth Service Providers work with community partners to identify and locate child and or dependent care; transportation; cash assistance for auto repair and other automobile-related costs, uniforms, tools, or other items required for employment; and emergency services, such as utilities, food, and health and medical services. Customers in need are regularly referred to local community partners to address supportive service needs and to ensure those needs do not become a future barrier to training or work. The following supportive services are provided to participants in accordance with state and federal regulations:

<table>
<thead>
<tr>
<th>Service</th>
<th>Description</th>
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<tbody>
<tr>
<td>Transportation</td>
<td>The AJCCs and Youth Service Providers work to provide individual bus tickets or train passes to clients requiring transportation to attend training or job interviews.</td>
</tr>
<tr>
<td>Child Care</td>
<td>Customers are screened for eligibility for CalWORKS funded supportive services, including transitional child care.</td>
</tr>
<tr>
<td>Housing</td>
<td>Housing works to support participants in securing permanent housing, and other supportive housing services through rental assistance programs, security deposit assistance, and utility assistance.</td>
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ACWDB ensures that service providers facilitate helpful and reliable information and referral of services to community organizations in order to avoid duplication of resources. Service providers assess participant supportive service needs, record those needs in each case management file, and assist in meeting those needs in order to ensure full participation in job search and training activities and to avoid further barriers to employment. ACWDB will strengthen supportive services through oversight and assisting contracted service providers in identifying the unmet needs of clients and forming further partnerships with CBOs and businesses within the local community, to assist WIOA Title I clients.

vii. Maximizing Coordination with Wagner-Peyser Act Services

The Employment Development Department (EDD) serves as a core partner in the AJCC. EDD provides Basic Career Services, which fall under Labor Exchange services, to all eligible customers, including WIOA Title I (Adult, Dislocated Worker, and Youth formula) programs, Title II Adult Education and Literacy Act programs, and Title III Wagner-Peyser (WP) Act employment services. Basic Career Services may involve activities such as outreach, intake, and orientation to the AJCC system. Other services may also be provided by WP staff such as job preparation, referral to programs and services, provision of LMI, referral to supportive services, assistance in establishing financial aid for training purposes, and provision of information on unemployment insurance programs.

ACWDB acknowledges that the collaboration between WIOA adult and dislocated worker funding programs and WP employment services is critical to the success of the AJCC system. AJCC staff work closely with WP partners to offer seamless delivery of programs and services such as job search workshops, assistance in identifying jobs and training opportunities, interview preparation, and resume writing. WP staff collaborate with AJCC staff to make available additional jobseeker resources such as tools to assist in job identification, which include LMI, O*NET Online, and other career exploration tools (e.g. California Occupational Guides, mySkills, myFuture, and My Next Move). In the ISD model, services and activities are designed to encourage coordination, improve employment outcomes, and eliminate duplication of services among system partners. Services are regularly adapted to meet the needs of special populations, including Veterans and jobseekers age 55 and above.

WP-funded EDD staff are co-located at some of the AJCC locations in the local service area. Staff oversight and service delivery responsibilities are shared. Of the six (6) AJCCs located in Alameda County, the Fremont site is managed by the local EDD Job Services Office and the Hayward site, currently operated by Rubicon Inc., has integrated the local EDD Job Services Office within the AJCC facility. EDD shares job listings through CalJOBS throughout the EASTBAY Works system, which includes both Alameda County and Contra Costa County.
viii. Title I Coordination with Title II Adult Education and Family Literacy Activities

ACWDB will continue to offer strategies for coordinated delivery of adult education and literacy services in collaboration with the Adult School Consortia and in conjunction with WIOA Title I. ACWDB is actively engaged in strengthening efforts and building systems between Title I and Title II programs to provide education and employment opportunities jobseekers who may benefit from co-enrollment in WIOA Title II and vice versa. It is anticipated that the leveraging of training resources will benefit participants of both program systems, increase certifications and credentialing in growth industries, and contribute to expanding a cadre of middle class workers. The following section describes ACWDB’s engagements with adult education and literacy providers in line with this plan.

Collaboration with Adult Schools and Consortia: ACWDB continues to provide leadership in policy development, program coordination, and alignment with local education stakeholders including K-12 education, Adult School Consortia, and Community Colleges for their “Strong Workforce Initiative.” ACWDB has been a contributing partner to the Adult School Consortia within Alameda County by providing LMI, advising on CTE offerings, implementing ISOF, and offering opportunities for continued and expanded partnership. ACWDB has organized its operations sub-regionally aligning the three (3) Consortia (including colleges) around the appropriate AJCCs, youth providers, libraries, and other community-based organizations to encourage Title I and II program collaboration. These networks will consider resource sharing, co-enrollment, policies for support services, student success, and transfers to higher education or entry into employment. Basic skills and literacy are the first ramp into a career pathway, thus access points can be at any of the network’s entry points. Communication around adult literacy offerings and strategies are more likely to be effective if the networks are robust, aligned, and resourced. Many of the County libraries are now offering basic skills (Math and English), therefore, the addition of their partnerships can help expand services in basic skills and literacy offerings.

MOUs with Adult Basic Education Providers: ACWDB has included also developed a formal MOU with each of the Adult Basic Education (ABE) providers in its MOU. This will assist in the development of service provision strategies for adults with barriers to employment, improve customer service and service provision, and support shared organizational efforts. Consistent with federal WIOA guidelines, ACWDB is proactively coordinating with the WIOA Title II Adult Basic Education providers during the preparation of the Local Plan and in the Title II application process. ACWDB has ensured the providers’ activities and services are in alignment with the strategy and goals of this Local Plan. This includes collaborative approaches to developing career pathways which lead to employment.

Title II Grant Application Process: It is planned that the Title II Adult Education and Family Literacy Act (AEFLA) grant applications will be submitted online. ACWDB will then review all AEFLA applications submitted to the California Department of Education (CDE). The review process will serve to determine whether the applications are consistent with the Local Plan. Upon completing this review, AWDB must submit a recommendation to the CDE to promote alignment with the Local Plan. The application review process will take place between May 17, 2017 and May 31, 2017. The CDE will consider the recommendations of the LWDB in making grant awards to the Title II providers. In review of the application, ACWDB will consider the alignment of the application’s approach with the content of the Local Plan and consider if the application meets the needs of Alameda County residents. The review process will include:

- Staff review of state guidelines and of the Local Plan to create a process to consider alignment with local strategies;
- Establishment of a review team to provide written feedback of the Title II Adult Education and Literacy Providers applications; and
- Compiled, written feedback and recommendations which may be incorporated into the Title II applications.

ACWDB is highly committed to ensuring on-going collaboration and partnership with the Title II providers and anticipates that this process will greatly benefit the residents of Alameda County through a co-located and streamlined service delivery process.
ix. Services for Limited English Proficient Individuals

Alameda County has a population of approximately 1.6 million residents and is incredibly ethnically and culturally diverse (with 13.3% of the population being Black or African American, 17.6% being Latino, and 5.6% being Asian).\(^\text{18}\) Approximately 13.2% of the County’s population is foreign-born and 21.0% of families speak a language other than English in the home.\(^\text{19}\) This rich cultural diversity has implications on the way that the local workforce development system serves its customers, largely in the way that AJCCs provide services that are culturally sensitive and that are in languages other than English. In particular, ACWDB acknowledges the challenges immigrants experience with overcoming language barriers and its criticality to social and cultural adjustment to life in the United States. With this in mind, ACWDB will continue to provide enhanced services to Limited English Proficient (LEP) individuals.

ACWDB is fortunately embedded within the Social Services Agency that has invested in a Language Access programs that ACWDB can leverage for WIOA clients. This includes access to translated forms and documents, language interpreters, and other services upon request. AWDB aims for all individuals seeking employment services and support receive equal access to the services offered. The AJCC provides translated written materials into a variety of languages including Spanish, Vietnamese, Chinese, Cambodian, Farsi, and Tagalog. This ensures that there is an effective exchange of information between staff and participants while services are being provided.

It is ACWDB’s plan to provide, Limited, or Non-English speaking individuals with equal services from the AJCC and to ensure information about services and benefits are communicated to non-English speaking and LEP individuals in a language which they understand. A client will be considered LEP if he or she is not able to speak, read, write, or understand the English language that allows for effective interaction with the workforce system staff. LEP individuals will be made aware of the availability of free interpretive services and translation services when it appears that the individual is not able to communicate effectively in English. Such services will be provided during all normal business hours, without unnecessary delay. Notice of availability of free interpretive services is available and visible in the form of signage at primary points of contact in the reception and waiting areas. As agreed to in the Phase I MOU process, all AJCC partners will ensure LEP jobseekers are provided with accessible services and communications. Partners have agreed to support referral plans for jobseekers whose language needs cannot be accommodated at the AJCC. Partners will provide: high quality language accessible services; service related marketing and educational materials in a variety of appropriate languages; staff training and instruction on how to effectively refer LEP clients to appropriate resources and arrange for interpretation services; access to the Language Line Services, a 24-hour telephone translation service; and staff training. ACWDB will also work toward partnering with CBOs that serve under-served LEP/ELL clients, to bring awareness of programs and services.

During the course of the provision of services to individuals with basic skills challenges, the AJCC will coordinate the need to address any skills gaps which exist with the Adult Education providers. The training providers within the Adult Education system, serves LEP clients on an on-going basis. ACWDB will continue to work with Local Adult Schools to understand LEP client need, leverage the demographic data being collected by the Adult Schools, and will also establish a plan to work closer with more CBOs serving LEP clients to further integrate LEP clients in the workforce development system. ACWDB will also seek ways to partner with entities serving refugee and immigrant communities, to understand how to best provide access to basic skill and employment needs.

F. Grants and Grant Administration
   i. Disbursal of Grant Funds

The Alameda County Auditor-Controller’s Office formulates the County’s accounting policies and procedures related to the disbursal of WIOA funds. The County of Alameda Board of Supervisors is the Local Chief Elected Official (CEO) and is therefore responsible for grant disbursals under WIOA allocated to the ACWDB.

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\(^\text{19}\) Ibid.
for workforce development activities within the LWDA. The Alameda County Auditor-Controller’s Office is responsible for the accounting policies and procedures related to the disbursal of WIOA funds, but the Local CEO, is responsible for the disbursal of funds for WIOA.

ii. Competitive Process to Award Sub-Grants and Contracts

Adult and Dislocated Worker formula funds are allocated by the full membership of the WDB for the delivery of WIOA services through the area’s six AJCCs. One of the six AJCC locations was “grandfathered” as a comprehensive AJCC operation with all co-located partners present, as required by WIOA. The comprehensive AJCC was still competitively procured and Rubicon Programs won the competitive process. For the remaining AJCCs, ACWDB utilizes a competitive Request for Proposal (RFP) process to select the operators for a three-year cycle. ACWDB staff manages the RFP process from start-to-finish and ensures a rating panel is assembled in a manner that is free from conflict of interest. Recommendations for AJCC providers are reviewed and initial approval is determined by the Systems and Strategies Committee (formerly the Workforce Systems Committee) before presentation to the full WDB for approval.

For the disbursal of WIOA youth formula dollars for the delivery of WIOA Youth Work Readiness programs, ACWDB utilizes a competitive RFP process to select providers for the Youth Work Readiness program model established by the Youth Committee (formerly the Youth Advisory Council) and approved by the full membership of the WDB. The RFP seeks service providers for a three-year cycle of service delivery. ACWDB staff manages the RFP process from start-to-finish and ensures a rating panel is assembled in a manner that is free from conflict of interest. Recommendations for Youth service providers are reviewed and initial approval is determined by the Youth Committee before presentation to the full WDB for approval. All other grants and sub-grants are awarded utilizing a competitive RFP process.

G. Performance Goals

i. Negotiated Levels of Performance

ACWDB aims to achieve state and federal performance accountability measures. A variety of strategies will be enacted to ensure that the local workforce development area obtains employment with sustainable wages.

PY 2017/2018 Local Area Performance Negotiations: The State mandated that Local Areas negotiate performance for PY 2017/2018 prior to the September 30, 2016 deadline. ACWDB did submit a proposal that was accepted by the State. However, during negotiations, the State indicated that PY 2017/2018 would be renegotiated during the 3rd or 4th quarter of this program year (between January 1, 2017 and June 30, 2017). There is anticipation that there will be minimal flexibility going forward due to the introduction of a tool [Statistical Adjustment Model (SAM)] that will be used to measure past performance and calculate future performance levels. Adjustments to performance levels may be made during negotiations in order to account for expected economic conditions and characteristics of individuals to be served in the local area.

Performance under WIOA: ACWDB has negotiated the following local area performance measures/goals for PY 2017-18, with the State and the Local CEO, consistent with WIOA Section 116(c). Local Area Performance Measures/Goals have been approved and include the following measures for all WIOA Formula populations (Adults and Dislocated Workers and Youth):

<table>
<thead>
<tr>
<th>PY 2017-18 Proposed Performance Goals</th>
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<tbody>
<tr>
<td></td>
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<tr>
<td><strong>Employment Rate 2nd Quarter After Exit</strong></td>
</tr>
<tr>
<td>Adults</td>
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<tr>
<td>65.5%</td>
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</tbody>
</table>

Employment or Placement Rate 2nd Quarter After Exit

Employment or Placement Rate 4th Quarter After Exit
NOTE: Employment rate at 2nd and 4th Quarter After Exit for youth includes “Placement” in Employment, Advanced Training, Post-Secondary Education; or the Military.

H. High Performance Board (HPB) Efforts
   i. Compliance with State Issued AJCC Policies

ACWDB is in compliance with all state-issued AJCC policies including the Priority of Service (POS), WIOA Phase I MOU, and WIOA Phase II MOU. In that the next HPB certification process will take place mid-way through the Local Plan, ACWDB will await formal guidance on certification and continue to adopt statutory best practices involving planning efforts with partners and alignment with regional labor market needs. ACWDB will continue to monitor the implementation of the priority of service policy within the AJCC and keep the MOU Phase II moving along a trajectory that aligns with the processes and deadlines set by the State. ACWDB looks forward to the State’s formal release of high-performing board criteria in 2019. In the meantime, consistent with the State’s WIOA Combined Plan, ACWDB is aligning its efforts both locally and regionally with the State’s following three priority policies.

WIOA Adult Program Priority of Service (POS): ACWDB has implemented and updated its POS policy through an Action Bulletin, which reinforces the EDD Directive WSD 15-14 and confirms the updates effective September 16, 2016 regarding the POS Policy for Adult funded WIOA career and training services. The Board may establish additional priority groups for the local area (e.g. individuals with disabilities, formerly incarcerated, etc.). Action Bulletins are similar to directives, in that they call on service providers to take action on programmatic policies, usually in conjunction with State policy. Priority has been established with respect to funds allocated for adult and training activities. In alignment with the POS issued by the State, AJCCs must provide priority to recipients of public assistance, other low-income individuals, Veterans and individuals who are basic skills deficient, therefore prioritizing individuals with barriers to employment. Priority is provided in the following order:

1. Covered persons (Veterans and all eligible spouses) for WIOA Adult formula funds. This refers to Veterans and eligible spouses who are low-income and recipients of public assistance. They receive first priority with Adult formula funds.
2. Second are non-covered persons who are low-income or recipients of public assistance. They are then given priority for Adult formula funds.
3. Third, when eligibility requirements are met and all other statuses are equal, veterans, and eligible spouses will receive priority over individuals who do not meet priority of services definition.
4. Fourth are other individuals not included in WIOA’s targeted priority populations. POS may be applied across three different types of programs: 1) universal access; 2) discretionary targeting programs; and 3) statutory targeting programs, like National Emergency Grant (NEG) or others.

WIOA Phase I Memorandum of Understanding: The overall MOU development process is taking place in two phases. ACWDB has established MOUs with each of its partners in the comprehensive center. Phase I of each completed MOU addresses service coordination and collaboration amongst the partners, and the Chairperson of the ACWDB, Local CEO, and AJCC partner(s) have signed it. During the Phase I Service Coordination, all required partners in the local area have agreed to share roles in the service provision to customers of the AJCC system. The completed MOU will serve as a foundation for ACWDB and the AJCC partners to create a unified service delivery system that meets the needs of shared customers. The major components of ACWDB’s MOU address shared customers, shared services, and shared costs, including joint infrastructure funding. The MOU development process included defining the mission and vision of the AJCC, identifying the partners to be included in the MOU process, defining the system and its design, and describing the services to
be offered by each of the partners for shared customers. Each of the required partners has also agreed to contribute toward the shared maintenance of the AJCC system, which is a customer-focused approach to service delivery.

**WIOA Phase II Memorandum of Understanding:** Phase II, which is now in process, addresses how to functionally and fiscally sustain the unified system described in Phase I through the use of resource sharing and joint infrastructure costs. The State has compiled a matrix of the AJCC required partners at the state and local level, as well as the preferred points of contact for MOU negotiations and signatures, which ACWDB has met. Phase II of the MOU is referred to as the Resource Sharing Agreement. This agreement will be established to determine shared infrastructure and system costs. This will allow all partners to benefit from having the AJCC as a physical location available for use by clients. There are currently two levels of support:

1. All mandated partners with staff located (full time, part time, intermittently) must pay with funds or in-kind resources for the infrastructure of the physical location. This cannot be personnel costs, but should be items such as rent, equipment, or technology which supports the site infrastructure.
2. All mandated partners that are not located in the Comprehensive AJCC must contribute their proportionate share to sustain the workforce system. This can be personnel costs, services, or other non-infrastructure costs. The State is currently gathering data to determine the guidelines for those mandated partners to share resources. ACWDB has been asked to identify how many funds the partners are contributing to the system through their own funding. ACWDB will await further guidance from the State as to how to utilize the resource information. Phase II of each MOU will be completed no later than June 30, 2017.

I. Training Activities and Services (WIOA Section 134)

i. Individual Training Accounts and Customer Choice

Training services are an important part of workforce development and addressing barriers to employment. Training provides the opportunity to prepare jobseekers to obtain industry-valued credentials and to obtain skills which are in-demand and meet the needs of employers. ACWDB offers access to various training opportunities through its contracted providers: occupational skills training, OJTs, ITAs, incumbent worker training, Metrix Online Training, access to entrepreneurial training, and customized trainings initiated by employers. This section explains ACWDB's coordination of training services to ensure customer choice.

**Eligible Training Provider List:** WIOA clients accessing training opportunities must select a training provider from the Eligible Training Provider List (ETPL). California’s ETPL is disseminated publicly through the AJCC system and its partner programs. At the comprehensive AJCC, 70% of ITAs and OJTs must be within ACWDB’s ISOF to ensure that clients are entering a thriving or high-growth industry or occupation. The workforce development system established under WIOA emphasizes Informed Consumer Choice, job-driven training, provider performance, and continuous improvement. The quality and selection of providers and programs of training services, including Registered Apprenticeship programs and others, is vital to achieving these core principles. Therefore, ACWDB will continue to expand the number of training providers on the ETPL, including the number of registered apprenticeships, and will focus on training providers that offer industry recognized credentials and certificates within ACWDB’s ISOF and offering a variety of career and training services to the local area. ACWDB will continue to work to ensure the listing contains an ample amount of providers with expertise in assisting individuals with disabilities and adults in need of education and literacy activities in order to offer the maximum level of consumer choice.

**Additional ACWDB Responsibilities:** ACWDB has several functions around training providers including: making determinations on the initial eligibility of entities providing a program of training services; renewing the eligibility of providers; and considering the possible termination of an eligible provider due to the provider’s submission of inaccurate eligibility and performance information or the provider’s substantial violation of WIOA. ACWDB also maintains the authority to set additional eligibility criteria, information requirements, and minimum performance levels for local providers beyond what is required by the Governor’s procedure.

ACWDB also makes ITAs available as the primary method for procuring training services under WIOA. A training contract may be made available in other situations, such as with OJT opportunities, if there is interest
by employers to initiate an OJT. ACBDG markets the OJT to all employers and facilitates the connection of the employer to the jobseeker for an OJT opportunity, through the collaboration and coordination with AJCC staff. The selection of training services and providers are offered in order to offer customer choice, and is linked to an in-demand occupation, which is informed by positive performance ratings of training providers and coordinated with other sources of financial assistance. Specialized training services are available through the AJCC system for veterans, spouses of veterans, English language learners, low-income individuals, youth and adults with disabilities, and participants with special needs and or barriers to employment.

**Participant Requirements:** ACWDB adopts the best practice of requiring participants to complete the “Steps to Success” prior to referral for training. Steps to Success are tasks to be completed prior to consideration for participation in WIOA funded programs. As each of the steps or tasks are completed, an AJCC staff member verifies the successful completion of the steps.

Participants interested in receiving training must complete an objective assessment and individual employment plan which determines their priority sector interest. They must also establish that they have been unable to obtain employment that leads to self-sufficiency through intensive services. This determination may be made by demonstrating a lack of adequate job skills; insufficient education for the job they are pursuing; lack of job orders; lack of transferrable skills; lack of work readiness skills; economic conditions in workforce area; and the fact that the industry may be restructuring. If these conditions are met and the participant can demonstrate that they have participated in case management, completed an objective assessment, developed an individual employment plan, received counseling and career planning, and other intensive services, then they may seek enrollment in training.

Prior to enrolling in training, WIOA requires that the individual apply for financial aid, including PELL grants, complete a performance appraisal of one or more schools, and conduct an informational interview or job shadow an individual in a priority sector. Participants must also complete LMI research, which provides an analysis to ensure the link between in-demand jobs and the appropriate training connection is made. They must also complete an incumbent interview in the field of interest. The training program and or school of choice must be visited, the facility toured, and conversations held with other current students. Then finally, the family finances must be reviewed with the jobseeker to ensure family has assessed self-sufficiency while in training.

ACWDB will work toward eliminating the sequence of services in alignment with WIOA, while still keeping intact eligibility criteria to ensure that WIOA clients have access to training within in-demand and high-growth industries and occupations.

**J. Public Transparency, Accessibility and Inclusivity**

i. **Public Comment Period**

ACWDB engaged relevant stakeholders throughout the planning process, including the public comment period. To date, ACWDB has convened ACWDB members, leadership, staff and relevant stakeholders, including representatives from Adult Education, Community Colleges, Vocational Rehabilitation, system contractors, local CBOs, WIOA and CalWORKs clients, and employers, throughout the strategic planning process. Their feedback was garnered through focus groups, interviews, electronic surveys, and other forms of communication (e.g. email, phone calls). Additionally, ACWDB held community presentations to kick-off the 30 day public comment period, at the Castro Valley Library and Berkeley Public library and included EEO information on all flyers. ACWDB staff also requested Spanish-to-English Interpretation services, provided by Excel Interpretation Services. The presentations were open to the general public. During the entire process, the process for commenting on and accessing the Local Plan was explained, as well as ways to access the Local Plan ([ACWDB’s website](#), social media and hard copies available upon request).

All participants that participated in the focus groups as well as those who participated in the 30-day comment period, representing the various target populations and the workforce development system, were invited and encouraged to share with their networks. Notice of this publication and comment period were announced through the website and social media outlets (Facebook and Twitter). Email notices were also distributed to the County of Alameda Board Supervisors and all board members of ACWDB. ACWDB staff also alerted the
system that meetings are always open to the public and invited, and people could also attend the committees and the WDB meeting to weigh-in on the Local Plan.

The following organizations and groups were invited to and/or participated in the development of the Local Plan and/or 30-day public comment period: WIOA and CalWORKs clients; Alameda County Housing and Urban Development; Community Child Care Council (4C’s) of Alameda County; all of the MOU phase I and II partners (please see Attachment H); Alameda County Library; Alameda County Public Health Department-Developmental Disabilities Council; Ability Now Bay Area; Abode Services, Bay Area Rapid Transit (BART), Beyond Emancipation, Rubicon Programs; all AJCCs and youth service providers in the ACWDB’s local workforce development area, including La Familia, Berkeley Youth Alternatives and Youth Enrichment Services; KRA, Social Services Agency (SSA); Eden Information & Referral (I&R); Alameda County Probation, Mid-Alameda County Consortium; Hayward Unified School District; Eden Area ROP, Tri-Valley ROP; Unity Council; San Leandro Adult School; Las Positas College; Tri-Valley ROP; Vietnamese American Community Center of the East Bay; Alameda Point Collaborative, Day Labor Center; California School for the Blind and Deaf, East Bay Innovations; Lighthouse for the Blind and Visually Impaired; Alameda County Sheriff’s Office; Building Opportunities for Self Sufficiency; Five Keys Charter School; Fremont Family Resource Center; Department of Rehabilitation; Department of Children and Family Services; United Indian Nations; EDD; California Labor Federation; Adult and Aging- Social Services; Alameda County Transportation Commission; San Lorenzo Adult School, the Board of Supervisors and their respective staff; community members at large, and employers across key industries. Additionally, the Local Plan was made available on ACWDB’s website and Facebook. Information on how to access the Local Plan was also communicated. The posting period began on January 11, 2017 and ended on February 15, 2017. Public comments were directed to Latoya Reed, Management Analyst at ACWDB at Latoya.Reed@acgov.org and will be submitted to the State, according to the WIOA Final Local Plan Guidance as highlighted in Attachment G.

K. Common Intake and Case Management Efforts
   i. Current Intake Processes and Allowance for Co-Enrollment

ACWDB currently tracks intake and case management through use of the State's CalJOBS system. Early intervention and co-enrollment in TAA is a high priority and in maintaining state and federal compliance. Typically, TAA/Co-enrollment begins through the Rapid Response process and thereby ensuring all partners and resources are available to participants. As per the California State Plan, EDD in partnership with the AJCCs has pledged to continue pursuit of more collaborative co-enrollment policies between WIOA Title I Section 167 (Migrant and Seasonal Farmworkers) and other WIOA funded programs that will assist the WIOA Title I network provide mutual farmworker customers with an enhanced and accessible range of services. The effort will be augmented by the mutual use of the State’s CalJOBS system. Cross referral to programs will also take place. The below chart represents the Individualized Career Services committed to managing co-enrolled participants in Attachment H.

<table>
<thead>
<tr>
<th>Program Title</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Title I – Workforce Innovation and Opportunity Act</strong></td>
<td><strong>Overview</strong></td>
</tr>
<tr>
<td><strong>Services for Shared Customers</strong></td>
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Overview
The connections between adult education, postsecondary education and the Local area will be strengthened. A strong emphasis will be placed on ensuring the local area offers adult education and skills development, including Career Pathways, to accelerate achievement of diplomas and credentials, but most importantly, to become a partner in their children’s education and improving their family's economic futures.

Services for Shared Customers
Short term Pre-Vocational Services, Internships, Work Experience, Financial Literacy, English Language Acquisition, Workforce Preparation/CTE Training, and AB 104 Program Areas.

Overview
A closer alignment will take place in performance metrics and there will be an increased connection between job training and employment services, the workforce system, and the Unemployment Insurance system.

Services for Shared Customers
Out of Area Job Search, Workforce Preparation/CTE Training, Veterans Services

Overview
Efforts will be made to continue to help individuals with disabilities acquire the skills they need to be successful in the workplace, including vocational rehabilitation training and services. The main activity to support individuals with disabilities in WIOA is integrated employment opportunities. Young people with disabilities will gain many more opportunities to improve their career prospects and gain employment transition services.

Services for Shared Customers
Comprehensive Assessment, Individual Employment Plan, Career Plan, Counseling, Short Term Pre-Vocational Services, Workforce Preparation/CTE Training, Assistive Devices for persons with disabilities

L. Other Miscellaneous Information

i. Title II Program Applicant Access to the Local Plan

Title II applicants have begun writing their applications, and staff have provided applicants access to the current Local Plan, which is set to expire in 2017. Title II programs will submit their applications through an online system to the California Department of Education (CDE). CDE will provide Local Area Administrators with access to the online Adult Education and Family Literacy Act (AEFLA) applications. Local Administrators will then complete their review and submit recommendations through the online system during the May 17, 2017 through May 31, 2017 review process period. CDE will then consider the results of the review by Local Boards in their award making process.

Consistent with the EDD Information Notice released December 27, 2016 on the Local Board Review of WIOA Title II AEFLA applications, ACWDB is working to coordinate activities with the education and training providers in the local area. ACWDB will further review the WIOA Title II applications submitted to CDE from eligible providers within the local area to ensure consistency with the areas Local Plan. The Board will review will be based on the State determined 14 considerations that providers must respond, most importantly the Needs Assessment, Alignment with One-Stop Partners, Learning in Context, Partnership and Support Services for Development of Career Pathways, and Alignment with the Local Workforce Development Board Plan.

ii. Priority of Service

The ACWDB will ensure priority of services for veterans, their spouses, recipients of public assistance, other low-income individuals, and basic skills deficient individuals for career and training services within the WIOA Adult funding stream. In particular, the Alameda County AJCC system seeks to ensure access and priority to veterans and eligible spouses and individuals (both adults and youth) with barriers to employment. For individuals who express an interest in services, staff will assess their needs, document their barriers, and tailor services to support and remediate barriers. Services may include direct referral to partner agencies that have experience in the area identified. Professional development and training will be provided to staff to ensure, not only sensitivity to the needs of these unique populations, but cross-training of competencies in areas of client
need. Enrollments will be tracked to monitor and ensure services are provided to those with barriers to employment.

iii. Portions of the Local Plan in the Regional Plan Narrative

Multiple sections of the ACWDB local plan are being exclusively handled in the narrative content of the East Bay regional plan or are reflected in both plans. These sections are as follows:

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Regional Economic and Background Analysis</strong></td>
<td>This includes an economic analysis, skill needs analysis, regional labor force analysis, workforce activities analysis, and the method used to assess industry workforce needs. This is being handled exclusively in the regional plan.</td>
</tr>
<tr>
<td><strong>Information on Regional Sector Pathways</strong></td>
<td>This includes the method used to determine the alignment of education and training to regional needs, existing career pathways, and existing efforts to further develop career pathways.</td>
</tr>
<tr>
<td><strong>Information on Industry-Valued Post-Secondary Credential Attainment</strong></td>
<td>This includes a method to determine recognized credentials, a method to ensure credentials’ future relevance, a method to determine the value of credentials, training providers, and goals and local contributions for credentials. This aligns with section C-iii in the ACWDB local plan.</td>
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<tr>
<td><strong>Information on Accessibility and Inclusivity</strong></td>
<td>This includes the involvement of stakeholders representing target populations, participation of Adult Basic Education Consortia, basic skills needs, the integration of basic skills in pathway programs, the streamlining of intake of basic skills needs, ensuring accessibility for individuals with disabilities in pathway programs, involving TANF participants in pathway programs, the delivery of supportive services with pathway programs, the role of CBOs in pathway programs, and a method to retain participants.</td>
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The regional plan also provides the following additional content: Regional Partners who are party to the plan; Job Quality Considerations; Regional Assessment; Additional Federal Requirements; Regional Memorandum of Understanding(s) or Cooperative Service Agreements; and Community College and AEBG Related Attachments.
M. Local Board Assurances – (CWDB Attachment 4)
   Refer to Attachment A

N. Comprehensive One-Stops and AJCC Partners in the Local Area
   Refer to Attachment B

O. AJCC Memorandums of Understanding (MOU)
   Refer to Attachment C

P. Local Area Grant Recipient Listing – (CWDB Attachment 5)
   Refer to Attachment D

Q. Local Board Bylaws – (CWDB Attachment 6)
   Refer to Attachment E

R. Administration Designee and Plan Signatures – (CWDB Attachment 7)
   Refer to Attachment F

S. Summary of Public Comments – (CWDB Attachment 10)
   Refer to Attachment G

ATTACHMENTS
Attachment A – Local Board Assurances
Attachment B – Comprehensive One-Stops and AJCC Partners in the Local Area
Attachment C – AJCC Memorandums of Understanding (MOU)
Attachment D – Local Area Grant Recipient Listing
Attachment E – Local Board Bylaws
Attachment F – Administration Designee and Plan Signatures
Attachment G – Summary of Public Comments
Attachment H – Phase I MOU (Between ACWDB and WIOA Mandated Partners)
Attachment I – Table 1: ISOF Tier I Industries
Attachment J – ISOF as a Tiered System (graphic)
Attachment A – Local Board Assurances

Local Board Assurances

Through PY 2017-20, the Local Workforce Development Board (Local Board) assures the following:

A. The Local Board assures that it will comply with the uniform administrative requirements referred to in the *Workforce Innovation and Opportunity Act* (WIOA) Section 184(a)(3).

B. The Local Board assures that no funds received under the Workforce Development Act will be used to assist, promote, or deter union organizing (WIOA Section 181[b][7]).

C. The Local Board assures that the board will comply with the nondiscrimination provisions of WIOA Section 188.

D. The Local Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA Section 188.

E. The Local Board assures that funds will be spent in accordance with the WIOA, written Department of Labor guidance, and other applicable federal and state laws and regulations.

F. The Local Board assures it will comply with future State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under Federal law or policy, including the WIOA or state legislation.

G. The Local Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. (WIOA Section 134[c][3][E], and CUIC Section 14230[a][6])

H. The Local Board certifies that its America’s Job Center of California™ (AJCC) location(s) will recognize and comply with applicable labor agreements affecting represented employees located in the AJCC(s). This shall include the right to access by state labor organization representatives pursuant to the *Ralph Dills Act* (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code, and CUIC Section 14233).

I. The Local Board assures that state employees who are located at the AJCC(s) shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including, but not limited to, hiring, promotion, discipline, and grievance procedures.

J. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues
to the State employee’s civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the *California Fair Employment and Housing Act* (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning state employees, and state employee misconduct.

K. The Local Board assures that it will select the One-Stop Operator with the agreement of the CEO, through a competitive process, or with approval from the local elected official and the Governor’s Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.

**SIGNATURE PAGE**

**Instructions**

The Local Board chairperson and local CEO must sign and date this form. Include the original signatures with the request.

By signing below, the local CEO and Local Board chair agree to abide by the Local Area assurances included in this document.

**Local Workforce Development Board Chair**

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**Chief Elected Official**

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<td>Alameda County Library</td>
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<td>City of Hayward Economic Development</td>
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<td>Castro Valley Adult &amp; Career Education</td>
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<td>Eden I&amp;R</td>
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<td>Family Emergency Shelter Coalition</td>
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<td>Housing Authority of the County of Alameda</td>
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<td>Job Corps</td>
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<td>Hayward Center for Education and Careers</td>
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<td>BEE Program</td>
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<td>United Indian Nation</td>
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Attachment C – AJCC Memorandums of Understanding (MOU)

Please see Attachment H
### STATE of CALIFORNIA

### LOCAL AREA GRANT RECIPIENT LISTING

[WIOA Sections 107(d)(12)(B)(i)]

#### Alameda County Workforce Development Board

(Name of Local Workforce Development Area)

<table>
<thead>
<tr>
<th>Entity</th>
<th>ORGANIZATION</th>
<th>CONTACT (NAME/TITLE)</th>
<th>Mailing Address (STREET, CITY, ZIP)</th>
<th>Telephone, Fax, E-Mail</th>
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</thead>
<tbody>
<tr>
<td>Grant Recipient (or Sub-recipient if applicable)</td>
<td>Alameda County Workforce Development Board</td>
<td>Wilma Chan, President of the Board of Supervisors</td>
<td>1221 Oak Street, Suite 536 Oakland, CA 94612</td>
<td>(510) 272-6693 (510) 268-8004 <a href="http://acgov.org/board/district3/contactus.htm">http://acgov.org/board/district3/contactus.htm</a></td>
</tr>
<tr>
<td>Fiscal Agent</td>
<td>Alameda County Social Services</td>
<td>Lori Cox</td>
<td>2000 San Pablo Avenue, Oakland, CA 94612</td>
<td>(510) 271-9100 <a href="mailto:lori.cox@acgov.org">lori.cox@acgov.org</a></td>
</tr>
<tr>
<td>Local Area Administrator</td>
<td>Alameda County Workforce Development Board</td>
<td>Patti Castro</td>
<td>24100 Amador Street, Suite 610c, Hayward, CA 94544</td>
<td>(510) 259-3843 (510) 259-3845 <a href="mailto:pcastro@acgov.org">pcastro@acgov.org</a></td>
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<tr>
<td>Local Area Administrator Alternate</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td>None</td>
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</tbody>
</table>

Signature: ___________________________ ___________________________  
Chief Elected Official  Date

If a Local Grant Sub-recipient has been designated, please submit a copy of the agreement between the Chief Elected Official and the Sub-recipient. The agreement should delineate roles and responsibilities of each, including signature authority.
Local Workforce Development Board Bylaws

The Local Workforce Development Board is required to submit a copy of their Bylaws as an attachment to the local plan. Include the Bylaws under this cover page.
ALAMEDA COUNTY WORKFORCE DEVELOPMENT BOARD
BYLAWS

ARTICLE I: NAME AND LOCAL WORKFORCE DEVELOPMENT AREA

1.1 Name. The name of the organization is the Alameda County Workforce Development Board (hereinafter “WDB”). These Bylaws shall govern the WDB.

1.2 Local Workforce Development Area. The WDB serves a Local Workforce Development Area (hereinafter “LWDA”) consisting of Alameda County, excluding the City of Oakland.

ARTICLE II: PURPOSE, GOALS AND RESPONSIBILITIES

2.1 Purpose. Pursuant to the Workforce Innovation and Opportunity Act (hereinafter “WIOA”) Section 107 (29 USC Sec. 3122), the purpose of the WDB is to develop a workforce development system that increases access and opportunities to employment, education and training, and supports the retention, earnings, and occupational skill attainment of participants. The WDB will ensure that the workforce development system is responsive to the needs of employers in local businesses, and improves the quality of the workforce, mitigates welfare dependency, and enhances the productivity and competitiveness of the local economy.

2.2 Goals. The goals of the WDB shall be as defined in the Local Plan adopted by the WDB.

2.3 Responsibilities. In accordance with the WIOA, Section 107(d), the responsibilities of the WDB shall include the following:

2.3.1 In partnership with the Alameda County Board of Supervisors, Local Chief Elected Official, to develop a four year Local Plan that is consistent with WIOA Section 108;

2.3.2 Carries out the analysis of the regional labor market and economic conditions, assist in the development of a state-wide workforce and labor market information system and conduct other research as necessary, in order to develop and implement the Local Plan;

2.3.3 Convenes, brokers and leverages the stakeholders in the local workforce development system, in the development of the Local Plan, and identifies expertise and resources to leverage support for workforce development activities;

2.3.4 Leads efforts to engage with a diverse range of employers to promote business representation on the WDB, and to develop linkages of employers for the utilization of the local workforce development system;

2.3.5 Ensures that workforce development activities meet the needs of employers and support economic growth in the region, through the enhancement of communication and coordination among employers, economic development and service providers, in order to ensure jobseeker skill development for in-demand industries and occupations;

2.3.6 Leads efforts with secondary and post-secondary education programs to develop and implement career pathways for adults, youth and individuals with barriers to employment;
2.3.7 Leads efforts to identify, promote and disseminate information on proven and promising strategies for meeting the needs of employers, workers and jobseekers (including individuals with barriers to employment), in the local workforce development system;

2.3.8 Develops strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers and jobseekers;

2.3.9 In partnership with the Board of Supervisors, provides oversight of the One-Stop and youth delivery systems and ensures the appropriate use and management of the funds and the system to maximize performance outcomes;

2.3.10 In agreement with the Board of Supervisors, negotiates local performance accountability measures;

2.3.11 In agreement with the Board of Supervisors, selects operators of One-Stop Career Centers and selects operators of providers of youth services;

2.3.12 Identifies eligible providers of training services and career services;

2.3.13 Ensures that consumer choice requirements are met by ensuring that there are sufficient providers of career and training services in the LWDA, including eligible providers with expertise in serving individuals with disabilities;

2.3.14 In the workforce development system, coordinates with education providers, Adult Schools, Vocational Rehabilitation and providers of Career and Technical Education, as defined by the Carl D. Perkins Education Act of 2006;

2.3.15 Conducts oversight of local programs;

2.3.16 Develops a budget for the activities in the LWDA that are consistent with the Local Plan, subject to the approval of the Board of Supervisors;

2.3.17 Annually assess the physical and programmatic accessibility in alignment with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act (ADA).

ARTICLE III: MEMBERSHIP OF WDB

3.1 Appointments. Members of the WDB shall be appointed by the Alameda County Board of Supervisors. Whenever possible, the appointment process shall consider the geographic, demographic and industrial makeup of the business community and workforce of the LWDA. Each WDB member must have optimum policy-making responsibility within his/her organization or business. The WDB shall be subject to certification by the Governor as set forth in the WIOA Section 107(c)(2).

3.2 Number and Composition The number of members and composition of the WDB shall be determined by the Board of Supervisors, subject to the requirements set forth below. Resolutions of the Board of Supervisors determining the number and composition of the WDB are incorporated in these Bylaws by reference.

3.2.1 The WDB must include all representatives required by the WIOA Section 107(b)(2), as amended from time-to-time;
3.2.2 The WDB must include all representatives required by the Governor and the State of California Workforce Development Board;

3.2.3 The WDB may include additional members who are not currently WDB members as determined by the Board of Supervisors, pursuant to the WIOA Section 107(4)(A);

3.2.4 Fifty-one percent (51%) of WDB membership must be representatives of private sector business, nominated by local business organizations and/or business trade associations;

3.2.5 Twenty percent (20%) of the WDB membership must be representatives from workforce organizations;

3.2.6 Fifteen percent (15%) of the WDB membership must be representatives from labor organizations;

3.2.7 Pursuant to the WIOA Section 107(b)(2)(C), the WDB must also have representation from Higher Education and Economic and Community Development.

3.3 Term of WDB. Each WDB member shall be appointed to serve a two-year term. No member may serve more than four (4) complete terms, except as specified below.

3.3.1 In order to prevent a situation where the membership of the entire WDB expires on the same date, WDB members appointed prior to July 1, 2012 shall serve a regular two year term. WDB members appointed after July 1, 2012 will serve a special initial three year term, before having their term length return to two year durations.

3.3.2 Terms shall begin on July 1 of the year of appointment or upon special appointment by the Board of Supervisors and end on the respective June 30 of the respective year, except if a member is appointed to fill a vacancy created by the termination of a member before the normal expiration of his/her term. In this situation, the term of such successor shall be the remaining term of the member vacating the position.

3.3.3 Members appointed prior to July 1, 2012 may serve not more than six (6) terms.

3.4 Designees. Pursuant to the WIOA Section 107(4)(A), members of standing committees may include members of the WDB and shall include other individuals appointed by the WDB who are not members of the WDB, but who the WDB determines has appropriate experience and expertise. A designee may attend meetings of the committee for which s/he is a designee, and may vote on matters before that committee.

3.5 Resignation. Any WDB member may resign by submitting written or oral notice to the WDB Chairperson and WDB Director. The WDB Director shall provide written notice of all resignations to the Board of Supervisors and the County Administrator’s Office.

3.6 Removal of Members. A WDB member’s appointment may be terminated by resignation, death, incapacity, or removal. The WDB Executive Committee may remove a member for failure to regularly attend scheduled meetings of the WDB or for conduct detrimental to the interests of the WDB, including, but not limited to, conduct forbidden by a Code of Conduct duly adopted by the WDB.

3.7 Failure to attend meetings. A WDB member may be terminated for failure to attend three-fourths of the meetings during a twelve (12) month period, or failure to attend three (3) regular meetings, consecutively. The
WDB Chairperson shall have the authority to excuse not more than two absences, per member, per year, upon finding extraordinary circumstances.

3.8 Procedure for removal. The WDB Executive Committee may remove a WDB member based on the criteria defined above. To remove a member, the Executive Committee shall follow the following procedure:

3.8.1 The member in question shall be given notice not less than fourteen (14) days prior to the meeting at which the Executive Committee will vote on his/her removal. This notice shall be:

3.8.1.1 In writing, detailing the time and place of the meeting where such action will be taken; and

3.8.1.2 Mailed to the member in question with a return receipt requested.

3.8.2 The member in question shall be given reasonable opportunity to speak before the Executive Committee; however, failure to appear before the Executive Committee shall not be an impediment to the removal action.

3.8.3 A member may be removed by a majority vote of the Executive Committee members present, provided that a quorum is present, and that the quorum includes the WDB Chairperson or Vice-Chairperson. If the member is not present, the WDB Chairperson shall inform the member in writing of the committee’s decision within five (5) calendar days of the meeting.

3.8.4 A member who is removed by the Executive Committee may ask the full WDB to review his/her removal. To do so, the member must, within ten (10) calendar days of the decision, make a written request that the WDB review his/her removal at its next regular meeting. The member shall be given a reasonable opportunity to speak. Unless a majority of a quorum of the WDB (not counting the member whose continued membership is at issue) ratifies the decision of the Executive Committee, the member may complete his/her term as a WDB member. If the member is not present, the WDB Chairperson shall inform the member in writing of the WDB’s decision within five (5) calendar days of the meeting.

3.8.5 If the WDB ratifies removal of a member, the member may ask the Board of Supervisors to review the WDB’s decision. To do so, the member must, within ten (10) calendar days of the decision, make a written request that the Board of Supervisors review his/her removal at its next regular meeting of the Board of Supervisors. Unless the Board of Supervisors ratifies the WDB’s decision by majority vote, the member may complete his/her term as a WDB member.

3.9 Vacancies. Whenever a vacancy occurs on the WDB, the WDB Chairperson shall request that the Board of Supervisors fill the vacancy as soon as possible using the appointment process described in Section 3.1 of these Bylaws.

3.10 Expenses. Members of the WDB shall serve without salary or compensation. In the event the WDB requests that a member incur expenses as a result of service to the WDB, the member may be reimbursed for said expenses in a manner approved by Alameda County. For purposes of this section, the term “service” does not include attendance at regular or special WDB meetings or committee meetings. Notwithstanding this paragraph, the WDB may provide that a stipend be paid to youth ages 14 through 21 who participate in meetings or activities of the Youth Committee.
ARTICLE IV. MEETINGS.

4.1 Quorum. Unless a quorum is present, no business requiring a vote of the WDB, or the Executive Committee may be transacted. A quorum shall be the number of members equal to, or greater than, 50% of the appointed voting members of the WDB and the Executive Committee.

4.2 Public Meetings. The WDB shall comply with the rules established by the Ralph M. Brown Act (Government Code Sections 54950 et seq.) (hereinafter “Brown Act”) in conducting all meetings. Pursuant to the WIOA Section 107(e), the WDB shall make available to the public, on a regular basis through open meetings and website postings, information about its activities, including information about the Local Plan before it is submitted, the membership, designation and certification of One-Stop Career Center operators, and the award of grants or contracts to eligible providers of youth activities. The WDB shall also make available to the public, on request, minutes of its meetings.

4.3 Agendas. The agenda for WDB regular meetings, special meetings, and meetings of standing committees shall specify the time and place of the meeting and shall contain a brief description of each item of business to be transacted at the meeting, including items to be discussed in closed session. At least seven (7) days before a meeting, copies of the agenda shall be mailed to members of the WDB (or to standing committee members in the case of a committee meeting); posted in a place freely accessible to the general public; mailed to any radio station, television station, or newspaper of general circulation that has made a written request for notice of special meetings; and mailed to any other person who has made a written request for such notice during the current calendar year. Emergency meetings shall be noticed in compliance with the Brown Act.

4.4 Regular Meetings.

4.4.1 Regular Meetings of the WDB. Regular meetings of the WDB shall be held on the second Thursday of March, May, September, and December of each calendar year. The WDB shall set the date, time, and place of regular meetings by resolution and shall state the date, time and place of each meeting in the agenda to be posted for that meeting.

4.4.2 Regular Meetings of Standing Committees. Regular meetings of standing committees of the WDB shall be held as frequently as the committee Chairperson deems necessary. Each committee shall set the date, time, and place of regular meetings by resolution and shall state the date, time and place of each meeting in the agenda to be posted for that meeting.

4.5 Special Meetings. Special meetings of the WDB may be called at the discretion of the WDB or at the written request of a majority of WDB members\textsuperscript{20}. A minimum of seven (7) days written notice to all members shall be required to call for a special meeting\textsuperscript{21}.

4.6 Adjourned Meetings. Regular, special and committee meetings of the WDB may be adjourned in compliance with the Brown Act.

4.6.1 All persons who were entitled to notice of the adjourned meeting shall receive notice of the date, time and place to which the meeting is adjourned, or of the next meeting at which items on the agenda of the adjourned meeting will be considered. A notice of adjournment shall be posted in the place where the meeting would have been held, and in a place accessible to the general public, stating the date, time and place of the next meeting. In the case of a cancelled committee meeting, the notice should state

\textsuperscript{20} Brown Act, Government Code §§ 54950 et seq.

\textsuperscript{21} Although the Brown Act requires notice be received by members 24 hours before the special meeting. The Local Plan states that the WDB requires 7 days’ notice for meetings.
whether the agenda items will be considered at the next committee meeting or at a meeting of the full WDB.

4.7 Closed sessions. Closed sessions shall be conducted in accordance with the Brown Act.

4.8 Voting. Each member of the WDB shall have one (1) vote. Every decision or act made by a majority of the WDB members present at any meeting where a quorum is present shall be regarded as the official action of the WDB. The only exception to this rule is that a two-thirds majority of the WDB is required to modify these Bylaws or to remove a WDB officer for cause. See Section 6.3.

4.9 Accessibility. All WDB meetings shall be accessible to persons with disabilities in compliance with the ADA.

4.10 Conduct of Meetings. All questions not provided for under the Brown Act or in these Bylaws shall be decided in accordance with the most current edition of The Standard Code of Parliamentary Procedure by Alice Sturgis.

ARTICLE V. COMMITTEES.

5.1 Standing Committees of the WDB.

5.1.1 Standing Committees. The standing committees of the WDB shall be the Executive Committee, Organizational Effectiveness Committee, Systems and Strategies Committee and Youth Committee. The WDB may create additional standing committees by majority vote. Additional standing committees shall be subject to the same rules and procedures as the standing committees created in these Bylaws. The standing committees shall make recommendations to the full WDB. The action of all committees is subject to the approval of the full WDB.

5.1.2 Appointment of WDB Standing Committee Members and Chairpersons. Pursuant to the WIOA Section 107 (4)(A), the WDB standing committees must be chaired by a member of the WDB, may include other WDB members and shall include other individuals who are not members of the WDB but the WDB determines has appropriate experience and expertise. The WDB Chairperson shall appoint the chairpersons of the standing committees and shall approve the membership of the committees. All committees shall select a Vice-Chairperson from among the members of that committee.

5.1.3 Committee Membership and Quorum. Each standing committee shall have a minimum of five (5) members. There is no quorum requirement for standing committees, except that, for the Executive Committee to act on behalf of the WDB, its quorum must include either the WDB Chairperson or WDB Vice-Chairperson and meet the 50% quorum requirement set forth in Section 4.1.

5.1.4 Chairperson as Non-voting member. The WDB Chairperson is a non-voting member of all standing committees other than the Executive Committee.

5.2 Failure to attend meetings. A member of a standing committee of the WDB may be removed from the committee if s/he (or his/her designee) fails to attend two-thirds of the meetings during a twelve (12) month period, or fails to attend three (3) consecutive meetings. Although absences will not normally be excused, the committee Chairperson may exercise the authority to approve absences in extraordinary circumstances. The
WDB Chairperson, at his/her discretion, may permit the member so removed to rejoin the same committee or
another committee.

5.3 Ad Hoc Committees. The WDB Chairperson may appoint ad hoc committees, as necessary, to deal with
items not usually reviewed by standing committees.

5.4 Executive Committee of the WDB.

5.4.1 A majority of the Executive Committee shall be representatives of private sector business. The
minimum number of members of the Executive Committee is five (5), and the maximum number is
seven (7). The members of the Executive Committee shall be the Chairperson and Vice-Chairperson of
the WDB; the chairperson of each of the other standing committees; and an additional member(s) if
necessary to maintain a private sector majority. Such additional member(s), if needed, may be a
Chairperson of an ad hoc committee or a member-at-large. The Chairperson of the WDB shall be the
Chairperson of the Executive Committee, and shall be authorized to appoint such additional member(s).

5.4.2 The primary responsibilities of the Executive Committee include coordination of the other
committees’ work, administrative issues, budget review and approval, legislative and governmental
affairs, marketing and branding, and personnel matters. The Executive Committee shall have the power
to act on behalf of the WDB at any time, provided that the Executive Committee quorum includes either
the WDB Chairperson or WDB Vice-Chairperson and meets the 50% quorum requirement set for in
Section 4.1. Any action taken by the Executive Committee on behalf of the WDB must be ratified by the
WDB at its next regularly scheduled meeting.

5.4.3 The quorum necessary for the Executive Committee to recommend actions to the WDB shall be
50% of the membership of the committee. No officers need to be present at the WDB meeting for the
Executive Committee to recommend actions to the WDB. Vacancies occurring on the Executive
Committee shall be filled as soon as possible in the manner provided by these Bylaws.

5.4.4 Should the Chairperson of any standing committee not be able to attend the Executive Committee,
the Vice-Chairperson of that committee may attend the Executive Committee meeting and vote on
behalf of the absent member. The presence of a committee Vice-Chairperson will count as part of the
quorum only in the absence of the regular Executive Committee member.

5.5 Organizational Effectiveness Committee of the WDB. The Organizational Effectiveness Committee
(hereinafter “OEC”) aims to develop a proactive approach to organizational performance and provides
performance oversight that informs the other standing committees of the WDB of processes and techniques that
continually improve services and efficient practice. The OEC ensures ongoing review of customer satisfaction
of jobseekers and employers, Labor Market Information (LMI), performance, contract renewals, outreach
strategies, metrics and measurements.

5.6 Systems and Strategies Committee of the WDB. The Systems and Strategies Committee (hereinafter
“SSC”) aims to assist staff in developing sound policies in implementing operational changes to the workforce
development system in the LWDA. The SSC examines the comprehensive workforce development system,
identifies braided and leveraged funding opportunities, employer engagement strategies, sector strategies,
regional initiatives and local trends, and assists in the development of partnerships, career pathways and the
Local Plan. The SSC also recommends the contracted service providers for One-Stop Career Center operations
and business services, and determines innovative service models for target groups, including individuals with
disabilities and oversees the allocation of funds to contracted service providers.
5.7 Youth Committee of the WDB. The Youth Committee (hereinafter “YC”) is a standing committee of the WDB pursuant to the WIOA Section (4)(A)(iii). The YC recommends eligible contracted providers of WIOA youth services, provides oversight of said contracted providers of WIOA youth services, coordinates WIOA youth activities and develops the portion of the Local Plan related to youth who are eligible for services under the WIOA. The YC may also assist in policy planning, local initiatives, and other duties deemed to be appropriate for the YC. The YC shall have a joint meeting with the SSC at least once per year, to elevate youth related initiatives and efforts.

ARTICLE VI. OFFICERS.

6.1 Officers. The officers of the WDB shall consist of a Chairperson and Vice-Chairperson. The WDB Chairperson shall be a WDB member representing private sector business.

6.2 Election and Term of WDB Officers. The WDB shall elect its Chairperson and Vice-Chairperson during the second quarter meeting of every even numbered year. The term of office shall be two years. The WDB Chairperson and Vice-Chairperson shall serve until a successor is elected, or until death, resignation, or removal from office for cause. A vacancy in an office shall be filled promptly by vote of the WDB. An officer selected to fill a vacancy shall serve for the balance of the term of the individual whose vacancy s/he is selected to fill.

6.3 Removal. The WDB Chairperson or Vice-Chairperson may be removed for cause by a two-thirds vote of a quorum of the Executive Committee meeting (excluding the officer in question from the quorum). Cause for removal shall include conduct detrimental to the WDB; failure to attend three (3) consecutive WDB meetings (whether 3 consecutive regular, 3 consecutive special or 3 consecutive Executive Committee meetings) or two-thirds of such meetings during a twelve-month period; or failure to carry out the duties assigned by these Bylaws or by the WDB. Notice of impending removal, opportunity to speak, and opportunity to ask the full WDB for review shall be given in the same manner as required for removal of a member, as set forth in Section 3.8 of these Bylaws, except that a vote of two-thirds of a quorum of the WDB is required to ratify an Executive Committee decision to remove an officer. The decision of the full WDB to remove an officer is not subject to review by the Board of Supervisors.

6.4 WDB Chairperson. The WDB Chairperson shall be the presiding officer of the WDB and of the Executive Committee. The WDB Chairperson shall be a voting member of the WDB and the Executive Committee, and shall serve as an ex-officio, non-voting member of all standing committees. The WDB Chairperson’s duties shall include:

6.4.1 Appoints all committee chairpersons and committee members; including members of ad hoc committees;

6.4.2 Acts as a liaison to the Board of Supervisors and representing the WDB to the Board of Supervisors and the general public;

6.4.3 Requests the appropriate parties to initiate the process for filling vacancies on the WDB as they occur;

6.4.4 Communicates to the WDB membership pertinent matters that affect the WDB’s operations, such as: informing WDB membership of processes to amend bylaws, electing new WDB officers, etc.;

6.4.5 Signs applications and documents required by the California State Workforce Development Board, as necessary;
6.4.6 Appoints a Parliamentarian, who shall advise the WDB Chairperson on matters of parliamentary procedure;

6.4.7 At the WDB Chairperson’s discretion, proposes a Code of Conduct for WDB members, to be effective upon adoption by a majority of the WDB;

6.4.8 Determines portions of the Local Plan that are to be developed by the Youth Committee because those portions related to WIOA eligible youth;

6.4.9 Additional powers and duties as may be assigned from time-to-time by the WDB.

6.5 Vice-Chairperson. The WDB Vice-Chairperson shall perform such duties, and have such responsibilities, as the WDB may from time-to-time assign or delegate. In the absence of the Chairperson, the Vice-Chairperson shall perform all the duties of the Chairperson.

6.6 Acting Chairperson. In the absence of the Chairperson and Vice-Chairperson at a meeting, the most senior private sector WDB member present shall perform all duties of the WDB Chairperson for that meeting.

ARTICLE VII. STAFF.

7.1 Staff. The WDB shall be provided with staff support by the administrative entity for the Alameda County Local Workforce Development Area, which is the WDB Department of the Alameda County Social Services Agency. Staff of the WDB shall maintain all minutes and other documents of the WDB.

ARTICLE VIII. CONFLICT OF INTEREST POLICY.

8.1 Conflict of Interest Policy. The WDB shall adopt a conflict of interest policy for its members and staff, in compliance with state and federal laws and regulations, and subject to the approval of the Board of Supervisors. The WDB shall revise the conflict of interest policy from time-to-time, subject to the approval of the Board of Supervisors, if changes in circumstances or changes in applicable law or regulations warrant such revision. The WDB Chairperson shall ensure that each WDB member and each staff person who is either subject to the conflict of interest policy or is responsible for investigating possible conflicts of interest on the part of WDB members or staff shall receive a copy of the current version of the conflict of interest policy.

ARTICLE IX. AMENDMENT OF BYLAWS

9.1 Procedures. The WDB Chairperson or Vice-Chairperson shall direct WDB staff to mail proposed amendments of these Bylaws to all WDB members at least ten (10) calendar days before the WDB meeting at which the WDB will vote on the proposed amendments. Amendment of the Bylaws requires a two-thirds vote of the members present at a meeting where a quorum is present. Approved amendments shall take effect immediately. Any amendments to the proposed amendments shall be handled according to the same procedures as the original amendments.

ARTICLE X. SEVERABILITY

10.1 Severability. If any part of these Bylaws is held to be null and/or void, the validity of the remaining portion of the Bylaws shall not be affected.
Approved as to form:
Donna Ziegler, County Counsel

By: _____________________________
Date: ___________________________
PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This local plan represents the Alameda County Workforce Development Board’s efforts to maximize and coordinate resources available under Title I of the Workforce Innovation and Opportunity Act.

This local plan is submitted for the period of July 1, 2017 through June 30, 2021 in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair

Signature

Dan Walters

Name

Chairperson of ACWDB

Title

July 12, 2017

Date

Chief Elected Official

Signature

Wilma Chan

Name

President-
County of Alameda, Board of Supervisors

Title

Date
## Attachment G – Summary of Public Comments

### Local Board Record of Comments

Section 108 of the *Workforce Innovation and Opportunity Act* (WIOA) requires the Local Boards to publish the local plan for public comment. The Local Workforce Development Board (Local Board) should include with their local plan submittal, all comments that have been received that disagree with the local plan, how the Local Board considered that input and its impact on the narrative in the local plan. **Please provide these comments in the following format:**

<table>
<thead>
<tr>
<th>Local Plan Section</th>
<th>Comment/Response</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Comment 1.</strong></td>
<td><strong>Comment</strong>: One commenter wanted to understand why marketing efforts will only be limited employers and not jobseekers</td>
</tr>
<tr>
<td><strong>Section:</strong></td>
<td><strong>Local Board Response</strong>: ACWDB identified at their Board Retreat in early November 2016, that in relation to the thirteen (13) roles they are responsible for under WIOA, employer engagement would be amongst their top three (3) priorities. Board members arrived at marketing as a strategy to reach and engage more employers, in an effort to increase employer utilization of services provided by ACWDB and its service providers. It is not the intention of the Board to limit marketing to employers, as marketing to jobseekers is an existing strategy employed by service providers working on the behalf of ACWDB. To this point, ACWDB is also committed to effective marketing to jobseekers. ACWDB has articulated in Section D.2. of the Local Plan, its plan to expand access to jobseekers through the use of technology. Such expansion requires effective marketing strategies. To this end, ACWDB has added the following in Section D.2 of the Local Plan: <strong>“ACWDB will employ effective strategies to market and publicize the improvements made in the technologies that facilitate greater access for jobseekers in the local workforce development area (LWDA).”</strong></td>
</tr>
<tr>
<td><strong>Comment 2.</strong></td>
<td><strong>Comment</strong>: Two commenters expressed concern that the Local Plan seems to focus on individuals with barriers to employment, which seems to be a paradox to the agenda of a job-driven system, which puts the employer in the driver seat and requires a skilled workforce. Along the same lines, another commenter expressed concern that funding may be diverted to CBOs to serve people with barriers to employment, leaving more middle class people without services.</td>
</tr>
<tr>
<td><strong>Section:</strong></td>
<td><strong>Local Board Response</strong>: ACWDB is aware that employers lead the demand for required skills, and at the same time understands that WIOA is inclusive of individuals with barriers to employment. To reconcile this gap ACWDB has articulated in the Local Plan, efforts to establish or continue effective and promising practices to serve individuals with barriers to employment so that they are prepared to meet employer demand. These efforts include: continue to utilize sector strategies, continue and expand partnerships with community-based organizations (CBOs) and agencies serving WIOA target groups to identify and serve individuals with barriers to employers, and to continue to position the Local AJCCs as access points to regional sector pathway programs and training opportunities within high-growth occupations. The Local Plan is also inclusive of other groups too: employers, youth, dislocated and incumbent workers, and does not singularly focus on WIOA target groups. However, serving people with barriers to employment is a provision of WIOA, and ACWDB will uphold its commitment to fully implementing WIOA with direction provided from the State. The Local Plan does not state that that ACWDB will divert funding away from the AJCC to CBOs, but rather, will work on forming closer partnership with CBOs to facilitate promising strategies and better access to the support services for all jobseekers.</td>
</tr>
<tr>
<td>Local Plan Section</td>
<td>Comment/Response</td>
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| **Comment 3.**  
**Section: General**  
**Comment** | **Comment:** One commenter expressed that the America’s Job Centers of California (AJCC) need to serve a larger volume of clients so that clients are well-positioned to meet the wage criteria set in ACWDB’s Industry Sector and Occupational Framework (ISOF) model as service providers aren’t meeting ISOF wage criteria. The commenter expressed that Universal Customers should be thoughtfully engaged and ramped into services to better meet performance goals, particularly in achieving better wages. The commenter also suggested that stronger collaboration between partners and more staff assistance in promoting and facilitating the use of services, is needed to ensure that jobseekers (including Universal Customers) are aware of all of the services in the AJCC, including online certificate programs, like Metrix.  
**Local Board Response:** Board’s Response: The ISOF model was approved by the ACWBD and effective on July 1, 2016. The ISOF model prioritizes industry and occupational growth, as well as wages, for driving decisions around training services and workforce program development. The Organizational Effectiveness Committee of the ACWDB is committed to reviewing performance data and ensuring that service providers meet performance goals, including those related to the ISOF model. Being a relatively new approach, service providers are already meeting and/or exceeding their contract performance goals related to the ISOF model. The Local Plan articulates a vision for expanding access to jobseekers, dislocated and incumbent workers but will include the following: **“ACWDB will assess how services are being marketed to Universal Customers (UCs) to understand current levels of engagement and adapt and/or develop strategies accordingly.”** |
| **Comment 4.**  
**Section: General**  
**Comment** | **Comment:** One commenter mentioned that the Local Plan should include language around cohort training opportunities in the AJCC.  
**Local Board Response:** The AJCCs are currently using cohort training models in their programs, particularly AJCCs tied to the local community colleges, and identifying WIOA clients as participants for those cohort models. Language in the Local Plan has been added to capture current efforts of cohort models in conjunction with the AJCC. |
| **Comment 5.**  
**Section: General**  
**Comment** | **Comment:** One commenter expressed that AJCC operators are not fully utilizing the CalJOBS system to identify job seekers or to post job orders.  
**Local Board Response:** AJCCs are highly encouraged and make use of the CalJOBS system, and ACWDB has also contracted with the Business Development Group (BDG) to identify job leads and engage employers in Alameda County, with specific WIOA funding. These efforts are comprehensive. BDG is currently exceeding their contract performance for posting job orders in CalJOBS. There is no evidence that suggests that the AJCC operators are not using CalJOBS to identify jobseekers and employers. AJCC operators employ various outreach strategies to recruit and attract jobseekers and employers in AJCC programs and services. |
| Comment 6.  
Section: General Comment | **Comment**: One commenter expressed how well sector partnerships are working within the EASTBAY Works network, but that small businesses need to be included in the effort. The same commenter also mentioned that sector partnerships seem to have greater presence within EASTBAY Works than within the Local Workforce Development Area (LWDA).  
**Local Board Response**: The sector partnership effort in EASTBAY Works is commonly referred to as East Bay SlingShot Initiative (EBSSI), and is open and welcoming of participation from employers of all sizes. Information for participation is available to employers on the respective sector partnership websites. EBSSI is also a regional effort focused on five high-growth industries between both Alameda and Contra Costa counties, so the effort is not tied to just one particular local workforce development area (LWDA). As a partner to the EBSSI and as a member of EASTBAY Works, ACWDB is an active participant at the EBSSI and contributes to its ongoing success. |
| --- | --- |
| Comment 7.  
Section: General Comment | **Comment**: One commenter expressed that stackable credentials aren’t in alignment with the clients they currently serve, because many are already professional clients over the age of 50 who don’t necessarily need credentials, as they sometimes get overlooked for having too many credentials.  
**Local Board Response**: ACWDB will uphold its goal of stackable credentials as it is in alignment with the State Plan, and remains a promising strategy to ensure that people can compete in California’s economy. With more of California’s economy requiring middle-skilled abilities and credentials, ACWDB is committed to assisting more Californians obtain middle-skilled industry-recognized credentials so they can stay competitive in the future economy. In addressing clients with different needs, AJCCs need to ensure that clients receive a tailored approach in accessing the appropriate services to help them toward their employment goals. |
| Comment 8.  
Section: General Comment | **Comment**: One commenter expressed concern that the aspiration to reach online enrollment in the Local Plan, may be at odds with the rules and regulations of WIOA and take away the human-to-human interaction that an AJCC staff can provide to a client.  
**Local Board Response**: ACWDB wants to offer online enrollment/orientation, as a strategy to reach jobseekers who may have limited ability to access an AJCC because of transportation costs or because a person lives in a more remote part of the County. ACWDB intends to offer this as an alternative to in-person enrollment/orientation, but does not plan to eliminate in-person enrollment/orientation. |
| Comment 9.  
Section: General Comment | **Comment**: One commenter expressed concern that Rapid Response events don’t seem to work well in a recovering economy, as a recruitment strategy for WIOA programs.  
**Local Board Response**: Rapid Response is a statutory requirement under the law and ACWDB will continue to require that AJCC staff assist in providing information about WIOA programs to laid-off and affected workers at layoff aversion and other related events. |
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<tr>
<th>Local Plan Section</th>
<th>Comment/Response</th>
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| **Comment 10.**  
**Section: E.IX- Paragraph 3** | **Comment:** One commenter suggested that ACWDB add the following to the end of the third paragraph in section E.IX: “ACWDB will also work with community-based organizations that serve under-served and hard to reach communities to assure information about services and benefits are reaching them and that they are availing themselves of these services and benefits proportionate to their respective population.”  
**Local Board Response:** ACWDB will add the following to the end of Section E.IX: “ACWDB will work toward partnering with community-based organizations that serve under-served LEP clients to bring awareness of programs and services.” |
| **Comment 11.**  
**Section: E. IX- Paragraph 4, Sentence 1** | **Comment:** One commenter suggested that ACWDB adds the following language to the fourth paragraph in section E.IX: “…most especially community-based non-profits that serve refugee and immigrant communities.”  
**Local Board Response:** The beginning of the first sentence in Section E. IX in the fourth paragraph is as follows: “During the course of provision of services to individuals with basic skills challenges, the AJCC will coordinate the need to address any skill gaps which exist with the Adult Education providers.” ACWDB will add the following: “…and will seek ways to partner with entities serving refugee and immigrant communities.” |
| **Comment 12.**  
**Section: E. IX- Paragraph 4, Sentence 2** | **Comment:** One commenter would like ACWDB to add the following to the end of the second sentence in the fourth paragraph in Section E. IX: “…and to identify necessary funding to execute the plan once devised to assure refugees and immigrants are adequately supported.”  
**Local Board Response:** The second sentence in the fourth paragraph in Section E. IX is as follows: “The training providers of Adult Education serve LEP clients on an on-going basis and the ACWDB will continue to work with Local Adult Schools to understand LEP client need and will also establish a plan to work closer with more CBOs serving LEP clients to further integrate LEP clients in the workforce development system.”  
The sentence in the Local Plan will remain the same. WIOA requires ACWDB to fund career services through the AJCC system. The identification of funding for target populations could be a shared stakeholder responsibility, for which ACWDB is happy to partner. ACWDB recognizes that when funding is an issue on the table with partners, it is the collective responsibility of the partners to set an agenda for developing and achieving funding goals. |
| **Comment 13.**  
**Section: E. IX.** | **Comment:** One commenter suggested that the following paragraph be added to the end of section E.IX: “In order to help the LEP community better, we need to identify and be more precise in counting the different refugee and immigrant communities (e.g., recent immigrants, permanent residents, refugees, asylees, etc.) in the City of Oakland and County of Alameda. Each LEP community has unique cultural characteristics (e.g. Southeast Asians within Asian category) that require different strategies to move them towards gainful employment. By counting these communities and having more refined breakouts of who they are, we can create specific solutions to their respective employment challenges.”  
**Local Board Response:** The section will remain the same. ACWDB is responsible for counting and tracking WIOA enrollments and WIOA program performance. Many programs keep a pulse on the demographics of the people they serve and sometimes assign staff to examine and analyze demographic data on a more macro level. It may be helpful for agencies to undertake the most appropriate data analyses required for their respective programs and populations. ACWDB can work with partners and collectively arrive at solutions together. |
MEMORANDUM OF UNDERSTANDING

BETWEEN

THE ALAMEDA COUNTY WORKFORCE DEVELOPMENT BOARD AND THE WORKFORCE INNOVATION AND OPPORTUNITY ACT MANDATED AJCC PARTNERS

July 1, 2016 – June 30, 2019
Memorandum of Understanding between The Alameda County Workforce Development Board and the Workforce Innovation and Opportunity Act Mandated Partners

I. Purpose of Memorandum of Understanding (MOU):

The purpose of this MOU is:

A. To define and reinforce cooperative working relationships between the Alameda County Workforce Development Board (ACWDB) and the designated One-Stop/America’s Job Center of California (One-Stop/AJCC) partner agencies in accordance with the requirements of Workforce Innovation and Opportunity Act (WIOA);

B. To define the roles and responsibilities of these entities, in the performance of their combined goal of establishing a workforce development system through a One-Stop method of service delivery that is:
   1. Integrated
      • Offering as many employment, training, and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills;
   2. Accessible
      • Offering coordinated, “universal access” to the system overall. Embracing a “no wrong door” approach for customer access to all partner services through comprehensive and affiliate sites;
   3. Comprehensive
      • Offering a large array of useful information with wide and easy access to needed services;
   4. Customer Focused
      • Providing a client-centered approach and the means for customers to judge the quality of services and make informed choices; and
   5. Performance-Based
      • Identifying clear, mutually-negotiated outcomes to be achieved as well as the methods and means for measurements, including the attainment of customer satisfaction.

C. To commit to data-driven, informed decision-making and adoption of evidence-based practices in service delivery planning.

D. To describe how costs of services and the operating cost of the system will be funded.

II. Strategic Vision

The Alameda County Workforce Development Board coordinates the One-Stop/AJCC system through sub-contractors, which operate four (4) One-Stop/AJCC centers in Alameda County, and in partnership with other government and community-based organizations. The One-Stop/AJCC system defines its strategic vision, mission, and goals based on local community needs, and is charged with integrating a workforce system that is flexible, seamless, and responsive to the needs of both jobseekers and employers and leverages the resources of the mandated partners and other funding sources.

Strategic Vision

“The purpose of the Alameda County One-Stop/America’s Job Center of California system is to advance the economic vitality of the Alameda County Local Workforce Development Area (Local Area) by developing and maintaining a high quality workforce that is responsive to the local economic
conditions. This will be accomplished through the delivery of integrated workforce services, education, and career/technical certificated training.”

III. Compliance with the Workforce Innovation and Opportunity Act of 2014

In the spirit of cooperation and collaboration, this MOU is entered into, by the ACWDB, in partnership with the Alameda County Board of Supervisors, the Alameda County One-Stop/AJCC system, and the mandated partners identified under the WIOA of 2014. The AJCCs that are operating in ACWDB’s Local Workforce Development Area (Local Area) includes thirteen (13) cities and the County’s unincorporated areas, excluding the City of Oakland.

The WIOA empowers the One-Stop/AJCC system to be customer-focused; to help Americans access the tools they need to manage their careers through information and high quality services; and to help U.S. companies find skilled workers. The system is built on six (6) broad principles:

1. Increase access to education, training and employment for individuals with barriers to employment;
2. Align systems in support of a comprehensive, accessible and a high quality workforce development system;
3. Improve relevance to local and regional labor market to secure employment with sustaining wages;
4. Promote improvement of the services and system design to address employment and skill needs of workers, jobseekers, and employers;
5. Increase prosperity of workers and employers; and
6. Increase employment retention and attainment of post-secondary credentials to prepare a workforce for a competitive economy.

<table>
<thead>
<tr>
<th>Required Partner Agency</th>
<th>WIOA Program Areas</th>
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</table>
| Alameda County Workforce Development Board | • WIOA Title 1 Adult  
• Dislocated Worker  
• Youth |
| Employment Development Department | • WIOA Title III Wagner-Peyser  
• Trade Adjustment Assistance Act  
• Unemployment Compensation |
| California Department of Rehabilitation | • WIOA Title IV Vocational Rehabilitation |
| Alameda County Social Services Agency/Workforce and Benefits Administration | • Temporary Assistance for Needy Families (TANF)/CalWORKs |
| Alameda County Adult School Consortiums | • WIOA Title II Adult Education and Literacy  
• Carl Perkins Career Technical Education |
| Alameda County Social Services Agency/Department of Adult and Aging Services, Area Agency on Aging | • Title V Older Americans Act  
• Veterans |
| United Indian Nations | • Native American Programs |
| Oakland/Alameda County Community Action Agency | • Community Services Block Grant |
| Housing Authority of the County of Alameda | • Housing and Urban Development |
V. Services provided through the One-Stop/AJCC system
The local One-Stop/AJCC system is a comprehensive system designed to meet the needs of jobseekers and employers in Alameda County, authorized under WIOA. The One-Stop/AJCC system has one Comprehensive Career Center (which is inclusive of all WIOA mandated partners) and affiliate sites. Both the Comprehensive Career Center and affiliate sites are physical One-Stop/AJCCs. In addition, the service delivery strategy includes an Employer Services Hub, called the Alameda County Business Development Group (ACBDG), which provides services directly to employers throughout the county. A more detailed description of the One-Stop/AJCC system, services and partners is provided in One-Stop/America’s Job Center of California System Overview.

V.A. Job-Seeker services provided through the One-Stop/AJCC system include:

<table>
<thead>
<tr>
<th>Universal Services</th>
<th>Adult Basic Career Services</th>
<th>Individualized Career Services</th>
<th>Training Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Vacancy Postings</td>
<td>WIOA Eligibility Screening/Determination</td>
<td>Comprehensive Assessment of Skills</td>
<td>Individual Training Accounts</td>
</tr>
<tr>
<td>Computer lab with internet access for the job search / training program search</td>
<td>Initial Assessment of Skills</td>
<td>Development of Individual Employment Plan</td>
<td>Vocational Training</td>
</tr>
<tr>
<td>Labor Market Information</td>
<td>Job Search Assistance/Placement</td>
<td>Career Guidance</td>
<td>On-the-Job Training</td>
</tr>
<tr>
<td>Phone Banks</td>
<td>Job Vacancy Listings</td>
<td>Short Term Pre-Vocational Training</td>
<td>Customized Training</td>
</tr>
<tr>
<td>Software for resume development</td>
<td>Unemployment Info</td>
<td>Group Counseling</td>
<td>Occupational Skills Training</td>
</tr>
<tr>
<td>One Stop/AJCC Services Orientation</td>
<td>Financial Aid Info</td>
<td>Individual Counseling</td>
<td>Workplace training and related instruction</td>
</tr>
<tr>
<td></td>
<td>Referrals/coordination to/ with service organizations</td>
<td></td>
<td>Skills Upgrading and Retraining</td>
</tr>
<tr>
<td></td>
<td>CalJOBS Database Access</td>
<td></td>
<td>Job Readiness Training</td>
</tr>
</tbody>
</table>

V.B. Employee services provided through the One-Stop/AJCC system include:
- Employee Recruitment Services
- Business and Tax Incentives
- Rapid Response and Lay-Off Aversion Services
- Regional and Economic Development, including Labor Market Information (LMI)
- Employer Resources and Tools, including the on-line CalJOBS job posting and candidate recruitment database
- Directory of Services and resources on issues that affect employers

VI. Role of the One-Stop/AJCC Partners
The One-Stop/AJCC Partners agree to continue to provide services, per their agency goals, that support the One-Stop/AJCCs. In the development of this MOU, partners met and identified services offered by each agency. Services provided by partners that are available to support the One-Stop/AJCC system are outlined in Attachment C: One-Stop Seamless Access Partner Planning Grid, which will be developed into a planning guide and provided in Phase II of the MOU development.

In addition, the One-Stop/AJCC Partners agree to carry out the following shared responsibilities in order to strengthen the capacity and effectiveness of the Alameda County One-Stop/AJCCs in achieving their service goals for job-seekers, employers and employees. Partners agree to:

1. Participate in joint planning, plan development, and modification of activities to accomplish the following:
   a. Make planned services available.
   b. Continuous partnership building.
   c. Continuous planning in response to state and federal requirements.
   d. Responsiveness to local and economic conditions, including employer needs.
   e. Partnership in the development of common data collection and reporting needs.

2. Make applicable service(s) available to customers through the One-Stop/AJCC system delivery system.

3. Participate in the operation of the One-Stop/AJCC system, consistent with the terms of the MOU and requirements of authorized laws.
4. Participate in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained.

VII. Phase 1: Service Coordination with One-Stop/AJCC Partners

VII.A. Accessible Services
In compliance with WIOA mandates, ACWDB has contracted with service providers to operate one “comprehensive” and “affiliate” One-Stop/AJCC centers. The “comprehensive” One-Stop/AJCC is a physical location where jobseekers and employers have access to the programs, services, and activities of all the WIOA mandated AJCC Partners. “Affiliate” sites offer additional center locations throughout Alameda County and provide One-Stop/AJCC services.

One-Stop/AJCC Partners agree to provide access through the comprehensive One-Stop/AJCC. According to the State of California Employment Development Department (EDD) Directive WSD15-12 dated January 20, 2016, the following is stated:

“The term “access” refers to providing services that are accessible to all AJCC customers, including those with disabilities, through one of the following methods:

• Co-location – Program staff from each partner are physically present at the AJCC.
• Cross information sharing – Staff physically present at the AJCC are properly trained to provide information about all programs, services, and activities that may be available to the customer through other partners.
• Direct access through real-time technology – Access through two-way communication and interaction between customers and AJCC Partners that result in services being provided. Examples may include the following:
  - Email or instant messaging.
  - Live chat via Skype or Facetime.
  - Identification of a single point of contact for service delivery at each partner program.
  - Establishment of an internet portal linking all of the partners.

Given new WIOA requirements, One-Stop/AJCC Partners agree to plan towards innovative ways to increase customer access through center locations, referrals, and/or use of modern technology. Creative access planning will include exploration of co-location, direct linkages, cross-training and referrals as outlined in a forthcoming planning guide. This document serves as a starting point for on-going access planning and system improvement.

VII.B. Co-Locating in Local One-Stop/AJCCs
To the extent possible, mandated partners are encouraged to co-locate with the Comprehensive One-Stop/AJCC or of the other affiliate One-Stop/AJCCs in the Local Area to facilitate provision of services to our joint customers. One-Stop/AJCC Partners that co-locate or co-enroll participants with the One-Stop/AJCC system will be given the opportunity to utilize the online case management and client tracking system, CalJOBS at https://www.CalJOBS.ca.gov.

VII.C. Methods for Referring Customers
One-Stop/AJCC Partners agree to commit to mutually implement processes for the referral of customers to services. All parties to this MOU agree to:
1. Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service;
2. Ensure that general information regarding AJCC partner programs, services, activities and resources shall be made available to customers as appropriate; and
3. Provide information to streamline the customer referral processes and provide direct links for access to and for use by all AJCC partner staff.

VII.D. Timeliness of Services
It is mutually agreed that the goal of providing streamlined and efficient services will not contain any unnecessary barriers, which would delay the provision of services while still complying with all statutory and regulatory eligibility criteria.
VII.E. Performance
One-Stop/AJCC Partners agree to participate in performance measures requirements authorized by applicable laws and regulations. In addition, partners will assist in developing and implementing customer satisfaction surveys and needs assessments.

VII.F. Access for Individuals with Barriers to Employment
The Alameda County One-Stop/AJCC system seeks to ensure access and priority to veterans and eligible spouses and individuals (adults and youth) with barriers to employment.

In accordance with California State Law in Assembly Bill No. 1270 California Workforce Innovation and Opportunity Act, Chapter 94, the definition for an “Individual with employment barriers” is provided below:

“(j) “Individual with employment barriers” means an individual with any characteristic that substantially limits an individual’s ability to obtain employment… including members of all of the following groups:

(1) Displaced homemakers.
(2) Low-income individuals.
(3) Indians, Alaska Natives, and Native Hawaiians, as those terms are defined in Section 3221 of Title 29 of the United States Code.
(4) Individuals with disabilities, including youths who are individuals with disabilities.
(5) Older individuals.
(6) Ex-offenders.
(7) Homeless individuals, as defined in Section 14043e-2(6) of Title 42 of the United States Code, or homeless children and youths, as defined in Section 11434a(2) of Title 42 of the United States Code.
(8) Youth who are in, or have aged out of, the foster care system.
(9) Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers.
(10) Eligible migrant and seasonal farmworkers, as defined in Section 3322(i) of Title 29 of the United States Code.
(11) Individuals within two years of exhausting lifetime eligibility under Part A of Title IV of the Social Security Act (42 U.S.C. Sec. 601 et seq.).
(12) Single parents, including single, pregnant women.
(13) Long-term unemployed individuals.
(14) Any other groups as the Governor determines to have barriers to employment.”

Individuals who express an interest in services will be assessed to determine and document the identified barrier, and services will be tailored to support and remediate barriers. Services may include direct referral to partner agencies that have experience in the area identified. Professional development and training will be provided to staff to ensure, not only sensitivity, but cross-training competencies in areas of client need. Enrollments will be tracked to monitor and ensure services are provided to those with barriers to employment.

VII.G. Americans with Disability Act Compliance
One-Stop/AJCC Partners agree to ensure that policies, procedures, programs, and services are in compliance with the Americans with Disabilities Act of 1990 and its amendments, in order to provide equal access to all customers with disabilities.

VII.H. Business Services
The ACWDB coordinates business and employer services primarily through the Employer Services Hub strategy. A subcontractor provides employer outreach and business engagement services as the “Alameda County Business Development Group (ACBDG)” and plays a coordination role in the local system with the ACWDB Business Services staff, One-Stop/AJCC job development staff, and other partner agencies to ensure responsiveness within the WIOA demand-driven system.

The One-Stop/AJCC Partners agree to work collaboratively with the Employer Services Hub sub-contractor and/or ACWDB Business Services staff to assist local businesses, in an ongoing effort, to grow and develop the skills of our local workforce, and to meet the competitive demands of the 21st Century Workplace.

VII.I. Marketing and Branding
One-Stop/AJCC Partners in this MOU agree to use a collaborative marketing strategy defined by the ACWDB and is consistent with mandated partner policies to inform employers, jobseekers, incumbent workers, and the community at
large about the services and resources available through the One-Stop/AJCC system collectively as part of the EASTBAY Works regional partnership.

VIII. Phase 2: Resource Coordination with One-Stop/AJCC Partners

VIII.A. Resource Sharing Agreements with the Comprehensive One-Stop/AJCC
The comprehensive One-Stop/AJCC is required, as a full service One-Stop/AJCC, to have signed MOUs with each of the core, mandated partners. The MOU outlines the agreement of the One-Stop/AJCC and the mandated partner to share resources and participate in regular partnerships meeting in accordance with MOU for their respective organizations. It is expressly understood that this MOU does not constitute a binding financial commitment, but rather an intention to commit specific resources as the parties’ allocations and budgets are known from year-to-year.

VIII.B. Cost Allocation Plans
One-Stop/AJCC Partners agree to share in the operating costs of the One-Stop/AJCC system, either in cash or through in-kind services. The cost of services, operating cost, and infrastructure cost of the system will be funded by all One-Stop/AJCC Partners, based on proportionate use, through a separately negotiated cost sharing agreements, and based on an agreed upon formula or plan.
For those mandated partners who do co-locate with a One-Stop/AJCC, a Cost Allocation Plan, based on staff hours and operating costs, will be completed by each mandated partner able to co-locate. The Cost Allocation Plan will be developed in cooperation with the individual One-Stop/AJCC center’s local partners, and will be appropriately referenced in the Local MOU agreements in operation at the comprehensive One-Stop/AJCC.
One-Stop/AJCC Partners will ensure that the shared costs are supported by accurate data, the shared costs are consistently applied over time, and the methodology used to determine the shared costs are reflected in a separate Cost Allocation Plan that will be negotiated in good faith and implemented by December 31, 2017 or as required by the State of California Employment Development Department. Current Cost Allocation Plans will remain in effect with on-site One-Stop/AJCC Partners until new plans are executed.

IX. GENERAL AGREEMENTS

IX.A. Non-discrimination
One-Stop/AJCC Partners, during the performance of this MOU, agree to not discriminate, harass or allow harassment against any person because of age, race, culture, religious or political affiliation, gender, national origin, ancestry, physical or mental disability, medical condition, veteran status, marital status, or sexual orientation. The AJCC partner agrees to comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations.

IX.B. Language Access Responsibilities
One-Stop/AJCC Partners will ensure their Limited English proficient (LEP) jobseekers are provided with language accessible services and communications. The service capabilities should reflect the needs of the populations served by the individual One-Stop/AJCCs. Partners agree to help support referral plans for jobseekers whose language needs cannot be accommodated at the One-Stop/AJCCs. Partners will support through:
- High quality language accessible services within each local One-Stop.
- Service-related marketing materials, event promotions, and educational materials in a variety of appropriate languages.
- Staff training and instruction on how to effectively refer LEP clients to appropriate resources and arrange for interpretation services.
- Access the Language Line Services – a 24-hour telephone translation service offered by the Social Service Agency partner.
- Convene staff training as needed.

IX.C. Confidentiality
One-Stop/AJCC Partners acknowledges and agrees that, in the course of its engagement with a customer, the partner may receive or have access to personal information. The Uniform Guidance requires that all sub-recipients of federal funds safeguard Personally Identifiable Information (PII) of individuals receiving services. PII means information that can
be used to distinguish or trace an individual's identity, either alone or when combined with other personal or identifying information that is linked or linkable to a specific individual.

One-Stop/AJCC Partners agree to comply with all federal, state and local requirements in its collection, receipt, transmission, storage, disposal, use and disclosure of such personal information and be responsible for the unauthorized collection, receipt, transmission, access, storage, disposal, use and disclosure of personal information under its control or in its possession by all authorized employees/authorized persons

Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the One-Stop/AJCC Partners collecting, receiving or sharing information. One-Stop/AJCC Partners agree to adhere to the following:

- To handle client information with the strictest degree of confidentiality during and after involvement within the One-Stop/AJCC system.
- To make client information available to employees on a "need-to-know" basis only.
- As appropriate, to store and process information in the electronic format, in such a way that unauthorized persons cannot reasonably retrieve the information.
- To use confidential information solely for the purpose of providing services.

**IX.D. Dispute Resolution / Grievance Procedures**

The One-Stop/AJCC Partners agree to communicate openly and directly to resolve any problems or disputes related to provision of services in a cooperative manner and at the lowest level of intervention possible. If disputes cannot be resolved at the One-Stop/AJCC level, the issue will be brought to the attention of the ACWDB Program Liaison who will attempt to mediate. Issues will be brought to the appropriate principals of the mandated partners as a last resort.

**IX.E. Non-Financial Agreement**

This agreement is non-financial in nature, and binds no party or partner to financial obligations to any other. Specific studies, activities, programs or projects which involve the transfer or expenditure by any party of any money, services, or property will require execution of separate agreements or contracts.

**IX.F. Insurance**

Each party, at its own expense, shall carry and maintain statutory Worker's Compensation Insurance for each of its employees operating in the One-Stop/AJCC. The State of California is self-insured. Bonafide contractors, who are also mandated partners, must comply with all insurance requirements set by Alameda County.

**IX.G. Mutual Indemnification**

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorney fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorney fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

**IX.H. Notices**

All notices to be given to any of the parties under this MOU shall be given by email, or deposited in the United States mail, first-class postage prepaid, addressed to the applicable party. Notices given by mail shall be deemed served three (3) days after deposit in the United States mail, or when received, whichever is sooner.
IX.I. Modifications and Revisions
This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

IX.J. Termination
The parties understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a part of this MOU, said entity shall notify the other parties, in writing, 60 days in advance of that intention. Notices of withdrawal shall be submitted to the ACWDB. Should any partner agency withdraw, this MOU shall remain in effect with respect to the other remaining One-Stop/AJCC Partners.

IX.K. Term of Agreement
This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall be for three (3) years, commencing July 1, 2016. This MOU shall remain in effect until terminated in writing. The MOU will be reviewed and updated, at a minimum, every three (3) years in order to ensure it contains up to date information regarding funding, delivery of services, and changes in the signatory official of the Local Board, CEO, or One-Stop/AJCC Partners.

IX.L. Attachments
- Addendum A: (A1- A10) Addendum Partner Signature Pages
- Attachment B1: One-Stop/America's Job Center of California System Overview

Signatures:

Scott Haggerty, President
County of Alameda, Board of Supervisors

Date

James Paxson, Chair
Alameda County Workforce Development Board

Date
System Overview

The Alameda County One-Stop/America’s Job Center of California System (One-Stop/AJCC) works in alignment with Workforce Innovation and Opportunity Act (WIOA). The WIOA calls for greater alignment between workforce, employers, and educational systems and aims to prepare jobseekers, including individuals with barriers to employment, to obtain industry-valued credentials and skills that meet the demands of local business.

The Alameda County One-Stop/AJCC System delivers services through a network of One-Stop/AJCC centers and partnerships with government entities, community colleges, community-based organizations. Collectively, the system offers a range of jobseeker and business services. Many of the centers integrate programs from multiple partners such as Unemployment Insurance, Job Services, Older Workers, Vocational Education, Social Services, Vocational Rehabilitation, Business Development and Youth Services through a partnership with local, state and national partners.

Services are easily accessible through the One-Stop/AJCC System. There are One-Stop/AJCC centers located throughout the county (Tri-Valley, Eden, Tri-Cities, and North Cities). These locations serve as central and physical locations for the delivery of job-seeker and employer services. Access to One-Stop/AJCC System services extends beyond building walls through on-line linkages to services, as well as referrals to partner entities to best address unique customer needs.

In addition, the Alameda County One-Stop/AJCC System is part of a unique partnership called EASTBAY Works which is a regional network of made up of four (4) Local Workforce Development Boards, conveniently located One-Stop/AJCCs in the East Bay, public entities, non-profit agencies, education agencies and private organizations. Collectively, EASTBAY Works provides regional employment, labor market information, education, and training services to both individuals and employers.

One-Stop/AJCC Partners

The Alameda County One-Stop/AJCC System is coordinated by Alameda County Workforce Development Board (ACWDB) and is actively supported through many partners who work collaboratively to deliver services and leverage resources for jobseekers and the business community.

The ACWDB has established formal partnerships with the following entities: Employment Development Department, California Department of Rehabilitation, Alameda County Social Services through TANF/CalWORKs and Department of Adult and Aging Services, Alameda County Adult School Consortiums, United Indian Nations, Oakland/Alameda County Community Action Agency, and the Housing Authority of the County of Alameda.
Partners share a joint vision and commitment to a service delivery that is: Integrated, Accessible, Comprehensive, Customer Focused, and Performance Based.

Jobseeker Services

The services that are available to jobseekers at each One-Stop Career Center/AJCC are designed to meet the requirements of the Workforce Innovation and Opportunity Act (WIOA). Each of the One-Stops/AJCCs provides four levels of service based on the jobseeker’s ability to obtain employment.

<table>
<thead>
<tr>
<th>Universal Services</th>
<th>Adult Basic Career Services</th>
<th>Individualized Career Services</th>
<th>Training Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Job Vacancy Postings</td>
<td>• WIOA Eligibility Screening/Determination</td>
<td>• Comprehensive Assessment of Skills</td>
<td>• Individual Training Accounts</td>
</tr>
<tr>
<td>• Computer lab with internet access for the job search / training program search</td>
<td>• Initial Assessment of Skills</td>
<td>• Development of Individual Employment Plan</td>
<td>• Vocational Training</td>
</tr>
<tr>
<td>• Labor Market Information</td>
<td>• Job Search Assistance/Placement</td>
<td>• Career Guidance</td>
<td>• On-The –Job Training</td>
</tr>
<tr>
<td>• Phone Banks</td>
<td>• Job Vacancy Listings</td>
<td>• Short Term Pre-Vocational Training</td>
<td>• Customized Training</td>
</tr>
<tr>
<td>• Software for resume development</td>
<td>• Unemployment Info</td>
<td>• Group Counseling</td>
<td>• Occupational Skills Training</td>
</tr>
<tr>
<td>• One Stop/AJCC Services Orientation</td>
<td>• Financial Aid Info</td>
<td>• Individual Counseling</td>
<td>• Workplace training and related instruction</td>
</tr>
<tr>
<td></td>
<td>• Referrals/coordination to/with service organizations</td>
<td></td>
<td>• Skills Upgrading and Retraining</td>
</tr>
<tr>
<td></td>
<td>• CalJOBS Database Access</td>
<td></td>
<td>• Job Readiness Training</td>
</tr>
</tbody>
</table>

Universal Services

Universal services are open to everyone. Customers do not have to be registered under WIOA to access these services. Universal services are available online at www.CalJOBS.ca.gov or in a One-Stop/AJCC Career Center Resource Room. Everyone has access to the following Universal services:

- **Self-Directed assessment and career planning tools** – Including interest and skill inventories, informational videos on career choices, software to help write resumes and perform job searches, and information about available services
- **Labor Market Information** – Including unemployment rates and projected employment trends within the area, state and nationally; current and projected wages for specific occupational fields; and listings of employers in specific industries
- **Job listings** – Either online or posted hard copy
- **Electronic resume banks** – Post and store up to 10 resumes online for viewing by employers
- **Information about education and training providers** – Including libraries that contain brochures, course catalogues and applications for educational institutions in your area. Many centers also provide information about institutions that provide training for specific careers.
- **Tutorial programs** – Including computer-based instruction in skills such as typing, or using computer software programs
- **Office support products and services** – Such as telephones, copiers, fax machines, computers and printers, enabling users to find and respond to job leads
**Adult Basic Career Services**
Adult Basic Career Services are conducted primarily by the jobseeker with minimal staff involvement and usually in group settings. These services include staff assisted:
- Job search & career counseling
- Job referrals
- Resume development
- Workshops and job clubs

**Individualized Career Services**
Individualized Career Services are conducted with substantial staff involvement and is individualized to meet the specific needs of the jobseeker. These services include:
- Comprehensive and/or Specialized skills assessment(s)
- Development of an Individual Employment Plan
- Individualized Career Counseling and Planning
- Short-term pre-vocational services
- Support Services
- Follow Up Services

**Training Services:**
Training services are an important part of workforce development. A goal of WIOA is to prepare jobseekers to obtain industry-valued credentials and skills that meet the demands of employers. Training services are available if a jobseeker requires training or retraining to gain marketable skills that lead to employment or upgrading skills to improve a worker’s wages. Training services include:
- Occupational skills training
- On-the-job training
- Pre-apprenticeship training
- Customized training (i.e. Incumbent Worker Training to update skills, etc.)
- Combined workplace and classroom training
- Skills upgrading and re-training

*The One-Stop/AJCCs may also have specialized services and equipment for veterans, spouses of veterans, English language learners, low income individuals, youth and adults with disabilities, and customers with special needs and/or barriers to employment.*

**Business Services**
Business and Employer Services assists local business with workforce solutions through a sub-contractor, focusing on employer outreach and engagement services, and also through Workforce Board staff, and partner agencies. Services are offered at no cost to employers and outlined below.

| **Employee Recruitment Services** | • Posting job openings, then receiving and forwarding applicant resumes  
• Prescreening and referral of qualified jobseekers |
|---|---|
| **Business Incentives** | • Tax credit information and other incentive programs  
• On-the-Job Training and Customized Training funding opportunities |
| **Rapid Response and Lay-Off Aversion Services** | • Employer support: options to reduce or avoid lay-offs or employee transition planning  
• Dislocated Worker support: resume support & connections to One-Stop/AJCC and community resources  
• Rapid-reemployment services such as on-site job fairs and recruitment events |
| Regional and Economic Development | • Labor Market Information (LMI)  
<table>
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<tbody>
<tr>
<td></td>
<td>• Regional research and advocacy for business development and workforce planning</td>
</tr>
<tr>
<td>Employer Resources and Tools</td>
<td>• On-Line CalJOBS job posting and candidate recruitment database</td>
</tr>
<tr>
<td></td>
<td>• Labor law compliance information</td>
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<tr>
<td></td>
<td>• Directory of Services and resources on issues that affect employers</td>
</tr>
</tbody>
</table>

Intensive employer services may also be provided and may include: job profiling, individual recruitment plans, group and individual counseling, skill assessment and occupational profiling, and employer seminars.
**Alameda County One-Stop/AJCC System Map**  
(America’s Job Centers of California)

<table>
<thead>
<tr>
<th>Service Delivery Area</th>
<th>One-Stop/ AJCC Service Provider</th>
<th>One-Stop/AJCC Career Center Location</th>
<th>Cities Served in Delivery Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 EDEN</td>
<td>Rubicon Inc.</td>
<td>Hayward</td>
<td>Hayward, Castro Valley, San Leandro, San Lorenzo and unincorporated areas: Ashland, Cherryland and Fairview</td>
</tr>
<tr>
<td></td>
<td>• Youth Services</td>
<td>Hayward Adult School</td>
<td></td>
</tr>
<tr>
<td>2 NORTH CITIES</td>
<td>Peralta Community College District</td>
<td>Alameda &amp; Berkeley</td>
<td>Alameda, Berkeley, Albany, Emeryville and Piedmont</td>
</tr>
<tr>
<td></td>
<td>• Youth Services</td>
<td>Berkeley Youth Alternatives</td>
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<tr>
<td>3 TRI-CITIES</td>
<td>Ohlone Community College</td>
<td>Newark &amp; Fremont</td>
<td>Newark, Fremont and Union City</td>
</tr>
<tr>
<td></td>
<td>• Youth Services</td>
<td>La Familia/East Bay Community Services</td>
<td></td>
</tr>
<tr>
<td>4 TRI-VALLEY</td>
<td>Las Positas Community College District</td>
<td>Dublin</td>
<td>Dublin, Pleasanton, Livermore and Sunol</td>
</tr>
<tr>
<td></td>
<td>• Youth Services</td>
<td>La Familia/East Bay Community Services</td>
<td></td>
</tr>
</tbody>
</table>
## Mandated Partner Agencies Identified in the Workforce Innovation and Opportunity Act

<table>
<thead>
<tr>
<th>Required Partner Agency</th>
<th>WIOA Program Areas</th>
</tr>
</thead>
</table>
| Alameda County Workforce Development Board | • WIOA Title 1 Adult  
• Dislocated Worker  
• Youth |
| Employment Development Department | • WIOA Title III Wagner-Peyser  
• Trade Adjustment Assistance Act  
• Unemployment Compensation |
| California Department of Rehabilitation | • WIOA Title IV Vocational Rehabilitation |
| Alameda County Social Services Agency/Workforce and Benefits Administration | • Temporary Assistance for Needy Families (TANF)/CalWORKs |
| Alameda County Adult School Consortiums | • WIOA Title II Adult Education and Literacy  
Carl Perkins Career Technical Education |
| Alameda County Social Services Agency/Department of Adult and Aging Services, Area Agency on Aging | • Title V Older Americans Act  
• Veterans |
| United Indian Nations | • Native American Programs |
| Oakland/Alameda County Community Action Agency | • Community Services Block Grant |
| Housing Authority of the County of Alameda | • Housing and Urban Development |
### Sharing Services for Shared Customers Summary – One Stop Partner Coordination

**Which Career Services Are Applicable to Each One-Stop Partner?**

A) Take snapshot of services, by partners,  
B) Identify common service areas,  
C) Plan for a “seamless” customer experience and leveraged knowledge & resources

<table>
<thead>
<tr>
<th>Partner/Providers or Contractors</th>
<th>Adult / DW</th>
<th>Youth</th>
<th>AEL</th>
<th>WP/ TAA &amp; UC</th>
<th>VR</th>
<th>TANF</th>
<th>Title V &amp; Vets</th>
<th>Nat. Amer</th>
<th>CSBG</th>
<th>HUD</th>
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<tr>
<td>ACWIB (One-Stop services)</td>
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<tr>
<td>ACWIB (Career Readiness/ Partnership)</td>
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<td>Adult Schools (MACC)</td>
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<td>Adult Schools (NACC)</td>
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<td>DOR (Job Placemen t Services)</td>
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<td>SSA/ CalWORK s (Welfare to Work)</td>
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<td>SSA/ Dept of Adult &amp; Aging Srvs</td>
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<td>United Indian Nations (Employment Education Training)</td>
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<td>Oak/Alameda CCAA</td>
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<td>Housing Authority (Family Self Sufficiency)</td>
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</table>

#### BASIC CAREER SERVICES

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<tr>
<th>Title I Program Eligibility</th>
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<th>X</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Outreach, Intake, Orientation</td>
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<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>Initial Assessment</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Labor Exchange, Job Search Assistance</td>
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<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Referrals to One-Stop Partners</td>
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<td>X</td>
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<td>Labor Market Information</td>
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<tr>
<td>Performance and Cost Information</td>
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<tr>
<td>Support Service Information</td>
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<td>Unemployment Info &amp; Assistance</td>
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<td>X</td>
<td>X</td>
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</tbody>
</table>
For Housing Authority of Alameda County (HACA) customers only. HACA has its own scholarship program. 5 year goals.

<table>
<thead>
<tr>
<th>Financial Aid Information</th>
<th>Adult/DW</th>
<th>Youth</th>
<th>AEL</th>
<th>WP/TA &amp; UC</th>
<th>VR</th>
<th>TANF</th>
<th>Title V &amp; Vets</th>
<th>Nat. American</th>
<th>CSBG</th>
<th>HUD</th>
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<tr>
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<td>Individual Employment Plan</td>
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<td></td>
<td>Career Plan, Counseling</td>
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<td>Short-Term Pre-Voc Services</td>
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<td>Internships, Work Experience</td>
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<td>Out-of-Area Job Search</td>
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<td>Financial Literacy</td>
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<td>X through our partnership with participant</td>
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<tr>
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<td>English Language Acquisition</td>
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<td>Workforce Preparation/CTE Training</td>
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<tr>
<td>Assistive Devices for persons w/ disabilities</td>
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<tr>
<td>All of our onsite workshops are conducted/facilitated by CBO's (our partners) on site at the HACA</td>
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**Abbreviations:**
Adult/Adult Services, DW/Dislocated Worker, Youth/Youth Services, AEL/Adult Education and Literacy, WP/Wagner-Peyser, TAA/Trade Adjustment Assistance Act, UC/Unemployment Compensation, VR/Vocational Rehabilitation, TANF/Temporary Assistance to Needy Families, Title V Older Americans Act, Vets/Veterans, Nat. American/Native American Programs, CSBG/Community Services Block Grant, HUD/Housing and Urban Development
MOU ADDENDUM A-4

AGREEMENT OF PARTNERSHIP BY
THE WORKFORCE INNOVATION AND OPPORTUNITY ACT
ONE-STOP/AMERICA'S JOB CENTER OF CALIFORNIA
MANDATED PARTNER

MID-ALAMEDA COUNTY
ADULT EDUCATION CONSORTIUM

In addition to the agreements identified in the main body of this MOU, this addendum outlines the mandated partner contact information and federal funding stream as a party to this agreement.

**Mandated partner contact information:**

1. **Mandated Partner:** Mid Alameda County Adult Education Consortium
2. **Mandated Partner Contact Person:** Susan Passeggi, Consortium Lead Director, Castro Valley Adult & Career Education
3. **Mandated Partner Address:** 4430 Alma Ave., Castro Valley, CA 94546
4. **Phone Number:** (510) 886-1000
5. **E-mail address:** spasseggi@cv.k12.ca.us

**Mandated Partner Federal Funding Stream for WIOA Partnership:**

WIOA Title II Adult Education & Literacy
Carl Perkins Career Technical Education

**Signature:**
The authorized representative of the partner listed above agrees upon the Memorandum of Understanding (MOU) for the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Act commencing July 1, 2016 **with the following changes** agreed upon by the Mid-Alameda County Consortium (MACC) specifically:

Replace paragraph one, Section VIII. Phase 2: Resource Coordination with One-Stop/AJCC Partners. VIII.B. Cost Allocation Plans: “By December, 2017, One-Stop/AJCC Partners agree to enter into a cost-sharing agreement, to be negotiated and approved by each school district within the MACC, and the One-Stop/AJCC. Cost-sharing may be in the form of cash or through in-kind services”.

**See attached addendum for signatures from each of the adult school members of the Mid Alameda County consortium.**

[Signature]

Susan Passeggi, Director
Mid Alameda County Adult Education Consortium Lead
Castro Valley Adult & Career Education

[Date]  6/13/16
MOU ADDENDUM A-4.1
ADDENDUM TO AGREEMENT OF PARTNERSHIP BY
THE WORKFORCE INNOVATION AND OPPORTUNITY ACT
ONE-STOP/AMERICA’S JOB CENTER OF CALIFORNIA
MANDATED PARTNER

MID-ALAMEDA COUNTY
ADULT EDUCATION CONSORTIUM

The following Adult School Partner signatures attest to agreement of the MOU between the Mid-Alameda County Adult Education Consortium (MACC), the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Act commencing July 1, 2016, with the changes noted on the MACC mandated partner signature page.

Adult School Partners of the Mid-Alameda County Consortium:

<table>
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<tr>
<th>School District/Adult School</th>
<th>Name, Authorized Representative</th>
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<tbody>
<tr>
<td>Castro Valley Unified School District/ Castro Valley Adult &amp; Career Education</td>
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<tr>
<td>Dublin Unified School District/ Dublin Adult School</td>
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<tr>
<td>Hayward Unified School District/ The Hayward Center</td>
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<tr>
<td>Livermore Unified School District/ Livermore Adult Community Education</td>
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<td>New Haven Unified School District/ New Haven Adult Education</td>
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<td>Pleasanton Unified School District/ Pleasanton Adult &amp; Career Education</td>
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<td>San Leandro Unified School District/ San Leandro Adult School</td>
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<tr>
<td>San Lorenzo Unified School District/ San Lorenzo Adult School</td>
<td>Sara Walke</td>
<td></td>
</tr>
</tbody>
</table>

Mandated Partner Federal Funding Stream for WIOA Partnership:

- WIOA Title II Adult Education & Literacy
- Carl Perkins Career Technical Education
MOU ADDENDUM A-4.1

ADDENDUM TO AGREEMENT OF PARTNERSHIP BY
THE WORKFORCE INNOVATION AND OPPORTUNITY ACT
ONE-STOP/AMERICA'S JOB CENTER OF CALIFORNIA
MANDATED PARTNER

MID-ALAMEDA COUNTY
ADULT EDUCATION CONSORTIUM

The following Adult School Partner signatures attest to agreement of the MOU between the Mid-Alameda County Adult Education Consortium (MACC), the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Act commencing July 1, 2016, with the changes noted on the MACC mandated partner signature page.

**Adult School Partners of the Mid-Alameda County Consortium:**

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<tr>
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<td>Castro Valley Adult &amp; Career Education</td>
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<td>Hayward Unified School District/ The Hayward Center</td>
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<td>Livermore Unified School District/ Livermore Adult Community Education</td>
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<td>New Haven Unified School District/ New Haven Adult Education</td>
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<tr>
<td>Pleasanton Unified School District/ Pleasanton Adult &amp; Career Education</td>
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<tr>
<td>San Leandro Unified School District/ San Leandro Adult School</td>
<td>Bradley Frazier</td>
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<tr>
<td>San Lorenzo Unified School District/ San Lorenzo Adult School</td>
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</tbody>
</table>

**Mandated Partner Federal Funding Stream for WIOA Partnership:**

- WIOA Title II Adult Education & Literacy
- Carl Perkins Career Technical Education
MOU ADDENDUM A-4.1

ADDENDUM TO AGREEMENT OF PARTNERSHIP BY THE WORKFORCE INNOVATION AND OPPORTUNITY ACT ONE-STOP/AMERICA’S JOB CENTER OF CALIFORNIA MANDATED PARTNER

MID-ALAMEDA COUNTY ADULT EDUCATION CONSORTIUM

The following Adult School Partner signatures attest to agreement of the MOU between the Mid-Alameda County Adult Education Consortium (MACC), the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Act commencing July 1, 2016, with the changes noted on the MACC mandated partner signature page.

Adult School Partners of the Mid-Alameda County Consortium:

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<td>Hayward Unified School District/ The Hayward Center</td>
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<td>Livermore Unified School District/ Livermore Adult Community Education</td>
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<tr>
<td>New Haven Unified School District/ New Haven Adult Education</td>
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<tr>
<td>Pleasanton Unified School District/ Pleasanton Adult &amp; Career Education</td>
<td>Assistant Superintendent Odell, Douglas, Ed.D.</td>
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<tr>
<td>San Leandro Unified School District/ San Leandro Adult School</td>
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<td>San Lorenzo Unified School District/ San Lorenzo Adult School</td>
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Mandated Partner Federal Funding Stream for WIOA Partnership:

WIOA Title II Adult Education & Literacy
Carl Perkins Career Technical Education
MOU ADDENDUM A-4.1

ADDENDUM TO AGREEMENT OF PARTNERSHIP BY
THE WORKFORCE INNOVATION AND OPPORTUNITY ACT
ONE-STOP/AMERICA'S JOB CENTER OF CALIFORNIA
MANDATED PARTNER

MID-ALAMEDA COUNTY
ADULT EDUCATION CONSORTIUM

The following Adult School Partner signatures attest to agreement of the MOU between the Mid-Alameda County Adult Education Consortium (MACC), the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Act commencing July 1, 2016, with the changes noted on the MACC mandated partner signature page.

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<td>Livermore Unified School District/ Livermore Adult Community Education</td>
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<tr>
<td>New Haven Unified School District/ New Haven Adult Education</td>
<td><strong>Jessica Wilder</strong></td>
<td>![Signature]</td>
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<tr>
<td>Pleasanton Unified School District/ Pleasanton Adult &amp; Career Education</td>
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Mandated Partner Federal Funding Stream for WIOA Partnership:

WIOA Title II Adult Education & Literacy
Carl Perkins Career Technical Education
MID-ALAMEDA COUNTY  
ADULT EDUCATION CONSORTIUM

The following Adult School Partner signatures attest to agreement of the MOU between the Mid-Alameda County Adult Education Consortium (MACC), the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Act commencing July 1, 2016, with the changes noted on the MACC mandated partner signature page.

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Mandated Partner Federal Funding Stream for WIOA Partnership:

WIOA Title II Adult Education & Literacy  
Carl Perkins Career Technical Education
MOU ADDENDUM A-4.1

ADDENDUM TO AGREEMENT OF PARTNERSHIP BY
THE WORKFORCE INNOVATION AND OPPORTUNITY ACT
ONE-STOP/AMERICA’S JOB CENTER OF CALIFORNIA
MANDATED PARTNER

MID-ALAMEDA COUNTY
ADULT EDUCATION CONSORTIUM

The following Adult School Partner signatures attest to agreement of the MOU between the Mid-Alameda County Adult Education Consortium (MACC), the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Act commencing July 1, 2016, with the changes noted on the MACC mandated partner signature page.

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Mandated Partner Federal Funding Stream for WIOA Partnership:

- WIOA Title II Adult Education & Literacy
- Carl Perkins Career Technical Education
MOU ADDENDUM A-4.1

ADDENDUM TO AGREEMENT OF PARTNERSHIP BY
THE WORKFORCE INNOVATION AND OPPORTUNITY ACT
ONE-STOP/AMERICA’S JOB CENTER OF CALIFORNIA
MANDATED PARTNER

MID-ALAMEDA COUNTY
ADULT EDUCATION CONSORTIUM

The following Adult School Partner signatures attest to agreement of the MOU between the Mid-Alameda County Adult Education Consortium (MACC), the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Act commencing July 1, 2016, with the changes noted on the MACC mandated partner signature page.

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<td>Hayward Unified School District/ The Hayward Center</td>
<td>Dr. Guy ‘Zak’ Zakrevsky, Director of Alternative Education</td>
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Mandated Partner Federal Funding Stream for WIOA Partnership:

- WIOA Title II Adult Education & Literacy
- Carl Perkins Career Technical Education
MOU ADDENDUM A-4.1

ADDENDUM TO AGREEMENT OF PARTNERSHIP BY
THE WORKFORCE INNOVATION AND OPPORTUNITY ACT
ONE-STOP/AMERICA'S JOB CENTER OF CALIFORNIA
MANDATED PARTNER

MID-ALAMEDA COUNTY
ADULT EDUCATION CONSORTIUM

The following Adult School Partner signatures attest to agreement of the MOU between the Mid-Alameda County Adult Education Consortium (MACC), the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Act commencing July 1, 2016, with the changes noted on the MACC mandated partner signature page.

Adult School Partners of the Mid-Alameda County Consortium:

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<tr>
<td>Dublin Unified School District/ Dublin Adult School</td>
<td>William Branca</td>
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<tr>
<td>Hayward Unified School District/ The Hayward Center</td>
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Mandated Partner Federal Funding Stream for WIOA Partnership:

- WIOA Title II Adult Education & Literacy
- Carl Perkins Career Technical Education
MOU ADDENDUM A-4.1

ADDENDUM TO AGREEMENT OF PARTNERSHIP BY THE WORKFORCE INNOVATION AND OPPORTUNITY ACT ONE-STOP/AMERICA’S JOB CENTER OF CALIFORNIA MANDATED PARTNER

MID-ALAMEDA COUNTY
ADULT EDUCATION CONSORTIUM

The following Adult School Partner signatures attest to agreement of the MOU between the Mid-Alameda County Adult Education Consortium (MACC), the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Act commencing July 1, 2016, with the changes noted on the MACC mandated partner signature page.

Adult School Partners of the Mid-Alameda County Consortium:

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<tbody>
<tr>
<td>Castro Valley Unified School District/ Castro Valley Adult &amp; Career Education</td>
<td><em>Susan Passaggi</em>, Director</td>
<td></td>
</tr>
<tr>
<td>Dublin Unified School District/ Dublin Adult School</td>
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<tr>
<td>Hayward Unified School District/ The Hayward Center</td>
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Mandated Partner Federal Funding Stream for WIOA Partnership:

WIOA Title II Adult Education & Literacy
Carl Perkins Career Technical Education
MOU ADDENDUM A-3

AGREEMENT OF PARTNERSHIP BY
THE WORKFORCE INNOVATION AND OPPORTUNITY ACT
ONE-STOP/AMERICA’S JOB CENTER OF CALIFORNIA
MANDATED PARTNER

ALAMEDA COUNTY SOCIAL SERVICES AGENCY
WORKFORCE and BENEFITS ADMINISTRATION DEPARTMENT

In addition to the agreements identified in the main body of this MOU, this addendum outlines the mandated partner contact information and federal funding stream as a party to this agreement.

Mandated Partner contact information:

1. Mandated Partner: Alameda County Social Services Agency (SSA), Workforce and Benefits Administration (WBA)
2. Mandated Partner Contact Person: Andrea Ford, Assistant Agency Director
3. Mandated Partner Address: 24100 Amador St., 6th Floor., Hayward, CA 94544
4. Phone Number: (510) 259-3838
5. E-mail Address: AAFord@acgov.org

Mandated Partner Federal Funding Stream for WIOA Partnership:

TANF
CalWORKs

Signature:

The authorized representative(s) of the partner listed below agrees upon the Memorandum of Understanding (MOU) for the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Act commencing July 1, 2016.

Lori A. Cox, Director
Alameda County Social Services Agency

06/15/16
Date
MOU ADDENDUM A-5

AGREEMENT OF PARTNERSHIP BY
THE WORKFORCE INNOVATION AND OPPORTUNITY ACT
ONE-STOP/AMERICA'S JOB CENTER OF CALIFORNIA
MANDATED PARTNER

SOUTHERN ALAMEDA COUNTY
ADULT SCHOOL CONSORTIUM

In addition to the agreements identified in the main body of this MOU, this addendum outlines the mandated partner contact information and federal funding stream as a party to this agreement.

Mandated partner contact information:

1. Mandated Partner: New Haven Adult School
2. Mandated Partner Contact Person: Jessica Wilder, Principal of Adult Education
3. Mandated Partner Address: 600 G Street, Union City, CA 94587
4. Phone Number: (510) 489-2185 x. 205
5. E-mail address and web site: jwilder@nhusd.k12.ca.us

Mandated Partner Federal Funding Stream for WIOA Partnership:

WIOA Title II Adult Education & Literacy
Carl Perkins Career Technical Education

Signature:

The authorized representative(s) of the partner listed below agrees upon the Memorandum of Understanding (MOU) for the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Act commencing July 1, 2016.

[Signature]
Jessica Wilder, Principal of Adult Education
Adult Education Consortium Lead
New Haven Unified School District

6/13/2016
Date
MOU ADDENDUM A-7

AGREEMENT OF PARTNERSHIP BY
THE WORKFORCE INNOVATION AND OPPORTUNITY ACT
ONE-STOP/AMERICA'S JOB CENTER OF CALIFORNIA
MANDATED PARTNER

ALAMEDA COUNTY SOCIAL SERVICES AGENCY
DEPARTMENT OF ADULT AND AGING SERVICES,
AREA AGENCY ON AGING

In addition to the agreements identified in the main body of this MOU, this addendum outlines the mandated partner contact information and federal funding stream as a party to this agreement.

Mandated partner contact information:

1. Mandated Partner: Alameda County Social Services Agency, Department of Adult and Aging Services, Area Agency on Aging

2. Mandated Partner Contact Person: Tracy Murray, Program Manager

3. Mandated Partner Address: 6955 Foothill Boulevard, Suite 300, Oakland, CA 94605-2409

4. Phone Number: (510) 577-1966

5. E-mail address: TMurray@acgov.org

Mandated Partner Federal Funding Stream for WIOA Partnership:

Title V Older Workers Program

Signature:

The authorized representative(s) of the partner listed below agrees upon the Memorandum of Understanding (MOU) for the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Actcommencing July 1, 2016.

[Signature]
Lori A. Cox, Director
Alameda County Social Services Agency

[Signature]
Date
6/20/16
MOU ADDENDUM A-8

AGREEMENT OF PARTNERSHIP BY
THE WORKFORCE INNOVATION AND OPPORTUNITY ACT
ONE-STOP/AMERICA’S JOB CENTER OF CALIFORNIA
MANDATED PARTNER

UNITED INDIAN NATIONS

In addition to the agreements identified in the main body of this MOU, this addendum outlines the mandated partner contact information and federal funding stream as a party to this agreement.

Mandated partner contact information:

1. Mandated Partner: United Indian Nations, Inc.
2. Mandated Partner Contact Person: Sally Gallegos, Executive Director
3. Mandated Partner Address: 1436 Clarke Street #B, San Leandro, CA 94577
4. Phone Number: (510) 352-4510
5. E-mail address: Sally@uininc.org

Mandated Partner Federal Funding Stream for WIA Partnership:

Indian and Native American funding under Section 166 of the Workforce Innovation and Opportunity Act (WIOA)

Signature:

The authorized representative(s) of the partner listed below agrees upon the Memorandum of Understanding (MOU) for the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Act commencing July 1, 2016.

Sally Gallegos, Executive Director
United Indian Nations, Inc.

Date
6-13-16
MOU ADDENDUM A-6

AGREEMENT OF PARTNERSHIP BY
THE WORKFORCE INNOVATION AND OPPORTUNITY ACT
ONE-STOP/AMERICA’S JOB CENTER OF CALIFORNIA
MANDATED PARTNER

NORTHERN ALAMEDA COUNTY
ADULT SCHOOL CONSORTIUM

In addition to the agreements identified in the main body of this MOU, this addendum outlines the mandated partner contact information and federal funding stream as a party to this agreement.

Mandated partner contact information:

1. Mandated Partner: Piedmont Adult
2. Mandated Partner Contact Person: Michael Brady, Director Adult and Alternative Education
3. Mandated Partner Address: 760 Magnolia Ave., Piedmont, CA 94611
4. Phone Number: (510) 594-2717
5. E-mail address and web site: mbrady@piedmont.k12.ca.us

Mandated Partner Federal Funding Stream for WIOA Partnership:

WIOA Title II Adult Education & Literacy
Carl Perkins Career Technical Education

Signature:
The authorized representative(s) of the partner listed below agrees upon the Memorandum of Understanding (MOU) for the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Act commencing July 1, 2016.

Michael Brady, Director Adult & Alternative Education
Adult Education Consortium Lead
Adult & Alternative Education

Date 6/18/16
MOU ADDENDUM A-10

AGREEMENT OF PARTNERSHIP BY
THE WORKFORCE INNOVATION AND OPPORTUNITY ACT
ONE-STOP/AMERICA’S JOB CENTER OF CALIFORNIA
MANDATED PARTNER

HOUSING AUTHORITY OF THE COUNTY OF ALAMEDA

In addition to the agreements identified in the main body of this MOU, this addendum outlines the mandated partner contact information and federal funding stream as a party to this agreement.

Mandated partner contact information:

1. **Mandated Partner:** Housing Authority of the County of Alameda

2. **Mandated Partner Contact Person:** Christine Gouig, Executive Director
   Linda Evans, FSS Lead worker/Coordinator

3. **Mandated Partner Address:** 22941 Atherton St., Hayward, CA 94541

4. **Phone Number:**
   Christine Gouig (510) 727-8513
   Linda Evans (510) 727-8589

   1. **E-mail address:**
      chrisg@haca.net
      lindae@haca.net

Mandated Partner Federal Funding Stream for WIOA Partnership:

Housing & Urban Developments

Signature:

The authorized representative(s) of the partner listed below agrees upon the Memorandum of Understanding (MOU) for the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Act commencing July 1, 2016.

Christine Gouig, Executive Director
Housing Authority of the County of Alameda

Date

6-13-16
MOU ADDENDUM A-1

AGREEMENT OF PARTNERSHIP BY
THE WORKFORCE INNOVATION AND OPPORTUNITY ACT
ONE-STOP/AMERICA'S JOB CENTER OF CALIFORNIA
MANDATED PARTNER

EMPLOYMENT DEVELOPMENT DEPARTMENT

In addition to the agreements identified in the main body of this MOU, this addendum outlines the mandated partner contact information and federal funding stream as a party to this agreement.

Mandated partner contact information:

1. Mandated Partner: Employment Development Department
2. Mandated Partner Contact Person: Rick Deraiche, Deputy Division Chief
   Tammy Johnson, Employment Development Administrator
3. Mandated Partner Address: 2045 40th Ave., Capitola, CA 95010
4. Phone Number: Rick Deraiche (831) 464-4370;
   Tammy Johnson (510) 622-1589
5. E-mail address: Rick.deraiche@edd.ca.gov;
   Tammy.johnson@edd.ca.gov

Mandated Partner Federal Funding Stream for WIOA Partnership:

NAFTA/ATA
Veterans Employment Program
Wagner/Peyser
Unemployment Insurance

Signatures:

The authorized representative(s) of the partner listed below agrees upon the Memorandum of Understanding (MOU) for the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Act commencing July 1, 2016.

Rick Deraiche, Deputy Division Chief
Employment Development Department

Tammy Johnson, Employment Development Administrator
Employment Development Department

[Signatures with dates]
MOU ADDENDUM A-2

AGREEMENT OF PARTNERSHIP BY
THE WORKFORCE INNOVATION AND OPPORTUNITY ACT
ONE-STOP/AMERICA’S JOB CENTER OF CALIFORNIA
MANDATED PARTNER

STATE DEPARTMENT OF REHABILITATION

In addition to the agreements identified in the main body of this MOU, this addendum outlines the mandated partner contact information and federal funding stream as a party to this agreement.

Mandated partner contact information:

1. Mandated Partner: California State Department of Rehabilitation
2. Mandated Partner Contact Person: Brian Salem, Staff Services Manager I
3. Mandated Partner Address: 1515 Clay Street #119 Oakland, CA 94612
4. Phone Number: (510) 622-2776
5. E-mail address: BSalem@dor.ca.gov

Mandated Partner Federal Funding Stream for WIOA Partnership:

WIOA Title IV Vocational Rehabilitation

Signature:

The authorized representative(s) of the partner listed below agrees upon the Memorandum of Understanding (MOU) for the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Act commencing July 1, 2016.

Carol Asch, Staff Services Manager II
California State Department of Rehabilitation

Date
MOU ADDENDUM A-9

AGREEMENT OF PARTNERSHIP BY
THE WORKFORCE INNOVATION AND OPPORTUNITY ACT
ONE-STOP/AMERICA'S JOB CENTER OF CALIFORNIA
MANDATED PARTNER

OAKLAND/ALAMEDA COUNTY COMMUNITY ACTION AGENCY

In addition to the agreements identified in the main body of this MOU, this addendum outlines the mandated partner contact information and federal funding stream as a party to this agreement.

Mandated partner contact information:

1. Mandated Partner: Alameda County – Oakland Community Action Partnership (AC-OCAP) Agency
2. Mandated Partner Contact Person: Estelle Clemons, Manager
3. Mandated Partner Address: 150 Frank H. Ogawa Plaza, Oakland, CA 94612
4. Phone Number: (510) 238-3597
5. E-mail address: eclemons@oaklandnet.com

Mandated Partner Federal Funding Stream for WIOA Partnership:

Community Services Block Grant

Signature:

The authorized representative(s) of the partner listed below agrees upon the Memorandum of Understanding (MOU) for the Alameda County Workforce Development Board and the One-Stop/America’s Job Centers of California System under the Workforce Innovation and Opportunity Act commencing July 1, 2016.

Estelle Clemons, Manager
Alameda County – Oakland Community Action Partnership Agency
**Attachment I – Table 1: ISOF Tier I Industries**

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<th>Eden</th>
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Industry Sector & Occupational Framework (ISOF)

Tier I
ACWDB's Industry Sector Priorities
- Health Care/Social Assistance
- Professional Scientific Technical Services
- Construction
- Advanced Manufacturing/Transportation/Warehousing

Tier II
ACWDB's Occupational Priorities
- Secretaries/Admin Asst
- Gen’l Oper Managers
- Teachers
- Customer Service Reps
- 1st Line Supv of Food Prep Wkrs
- Management Analysts

Tier III
Participant Choice
Occupations in Tier II exceed $19.20/hr, demonstrate growth, and are based on the ISOF Framework

Tier III includes:
Occupations or industries that are outside of Tiers I and II, but are supported with acceptable evidence of wage exceeding $19.20/hr and that industry/occupation is growing or projected to grow. Evidence may come from various LMI sources.
WORKFORCE DEVELOPMENT BOARD OF CONTRA COSTA COUNTY LOCAL PLAN

For the CCCWDB and Contra Costa County Local Area (2017-2020)

FEBRUARY 1, 2017
CONTRA COSTA COUNTY
## Table of Contents

Executive Summary ........................................................................................................................................... 4

A. Vision, Goals, and Strategy .................................................................................................................. 6
   i. Strategic Vision for Regional Economic Growth and Self-Sufficiency ................................................. 6
   ii. Core Programs and Alignment of Resources ...................................................................................... 7

B. Local Program Alignment to Implement State Plan Policy Strategies .................................................. 9
   i. Description of Local Workforce Development System .................................................................. 9
   ii. Local Board Support of Seven State Policy Strategies ................................................................. 11

C. Specified Services and Service Delivery Strategies ......................................................................... 13
   i. Core Program and Access to Employment, Training, Education and Supportive Services ............... 13
   ii. Career Pathways Development and Co-Enrollment in Core Programs ........................................... 14
   iii. Post-Secondary Credentials and Industry Recognized Certifications .............................................. 15
   iv. Employer Engagement in Workforce Development Programs ..................................................... 16
   v. Meeting the Needs of Local Business ............................................................................................... 17
   vi. Coordination between Workforce Development and Economic Development .................................. 17
   vii. Strengthen Linkages with Unemployment Insurance Programs .................................................. 18

D. America’s Job Centers of California℠ (AJCC) ...................................................................................... 19
   i. Continuous Improvement of Eligible Service Providers .................................................................... 19
   ii. Service Delivery in Remote Areas through Use of Technology (WIOA Section 188) ....................... 19
   iii. Compliance with Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) ....................... 19
   iv. Roles and Resource Contributions of the AJCC Partners .................................................................. 20
   v. Executed MOU’s and Cooperative Agreements ................................................................................. 20
   vi. Strategies to Provide Native Americans with Equal Access to AJCC Services (WIOA Section 166) ........................................................................................................................................ 20
   vii. Strategies to Provide Migrant Seasonal Farmworkers with Equal Access to AJCC Services (WIOA Section 167) ......................................................................................................................................... 20
   viii. AJCCs as an On-Ramp for the Regional Sector Pathways .............................................................. 20

E. Programs, Populations and Partners ..................................................................................................... 21
   i. Coordination of Workforce and Economic Development Activities ................................................. 21
   ii. Adult and Dislocated Worker Employment and Training Activities ............................................... 22
   iii. Coordination of Rapid Response Activities ...................................................................................... 23
   iv. Youth Workforce Development Activities ...................................................................................... 24
   v. Coordination of Education and Workforce Development Activities .............................................. 26
   vi. Supportive Services ............................................................................................................................. 27
   vii. Maximizing Coordination with Wagner-Peyser Act Services ....................................................... 28
viii. Title I Coordination with Title II Adult Education and Literacy Activities .................................. 28
ix. Services for Limited English Proficient Individuals .............................................................. 29

F. Grants and Grant Administration ................................................................................................. 30
   i. Disbursal of Grant Funds ........................................................................................................... 30
   ii. Competitive Process to Award Sub-Grants and Contracts .................................................. 30

G. Performance Goals ....................................................................................................................... 30
   i. Negotiated Levels of Performance ......................................................................................... 30

H. High Performance Board (HPB) Efforts ......................................................................................... 32
   i. Compliance with State Issued AJCC Policies ......................................................................... 32

I. Training Activities and Services (WIOA Section 134) .................................................................. 34
   i. Individual Training Accounts and Customer Choice ............................................................ 34

J. Public Transparency, Accessibility and Inclusivity ........................................................................ 35
   i. Public Comment Period ........................................................................................................... 35

K. Common Intake and Case Management Efforts ......................................................................... 36
   i. Current Intake Processes and Allowance for Co-Enrollment ............................................... 36

L. Other Miscellaneous Information ................................................................................................ 38
   i. Title II Program Applicant Access to the Local Plan ............................................................ 38
   ii. Priority of Service .................................................................................................................. 38
   iii. Portions of Local Plan in the Regional Plan Narrative ......................................................... 39

M. Local Board Assurances ............................................................................................................. 39

N. Comprehensive One-Stops and AJCC Partners in the Local Area ............................................. 39

O. AJCC Memorandums of Understanding (MOU) – Attachment C ............................................ 39

P. Local Area Grant Recipient Listing ............................................................................................ 39

Q. Local Board Bylaws ...................................................................................................................... 39

R. Program Administration Designee and Plan Signatures ............................................................. 39

S. Summary of Public Comments .................................................................................................... 39

Attachment A: Local Board Assurance ............................................................................................ 40

Attachment B: List of Comprehensive One-Stops and AJCC Partners in the Local Area ............. 43

Attachment C: AJCC Memorandums of Understanding (MOU) ...................................................... 47

Attachment D: Local Area Grant Recipient Listing ........................................................................ 59

Attachment E: Local Board Bylaws .................................................................................................. 60

Attachment F: Program Administration Designee and Plan Signatures ........................................ 68

Attachment E: Summary of Public Comments ................................................................................ 69
Executive Summary

The Workforce Development Board of Contra Costa County (WDBCCC), whose jurisdiction includes the entire County with the exception of Richmond City, connects employers to a skilled workforce and helps individuals develop the skills needed to thrive in the workplace. The WDBCCC is a 25-member board comprised of business leaders, and representatives from economic development, education, labor, community-based organizations, and public agencies. Appointed by the Contra Costa County Board of Supervisors, members of the Workforce Development Board (WDB) are charged with shaping and strengthening local and regional workforce development efforts, and aligning assets and resources to support the enhancement of a competitive workforce.

Under the Workforce Innovation and Opportunity Act (WIOA), the WDBCCC is tasked with developing a four-year local plan to provide an overview of the local workforce system and describe the strategies that will be used to achieve specific goals, including fostering strategic alignment, improving service integration among workforce partners, and ensuring the workforce system is industry-relevant. This local plan, in concert with a regional plan jointly developed with the other local areas in the East Bay region, will serve as the strategic roadmap for the implementation of WIOA. Strategic priorities have been identified for the four-year time frame within which it will be in effect, and the framework under which the local workforce system will operate.

These priorities align with the State’s three primary policy objectives articulated in California’s Unified Strategic Workforce Development Plan. These objectives are as follows:

1. **Fostering “demand-driven skills attainment”** – Workforce and education programs need to align program content with the State’s industry sector needs so as to provide California’s employers and businesses with the skilled workforce necessary to compete in the global economy.

2. **Enabling upward mobility for all Californians**, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills, and is able to access the level of education necessary to get a good job that ensures both economic self-sufficiency and economic security.

3. **Aligning, coordinating, and integrating programs and services to economize limited resources to achieve scale and impact**, while also providing the right services to clients, based on each client’s particular and potentially unique needs, including any needs for skills development.

Regional Context

WDBCCC and its neighboring WDBs (in Alameda County, the City of Oakland, and the City of Richmond) together constitute the Eastbay region. This region is home to a population of 2.1 million and a labor market of 1.3 million in the broader Bay Area region. It is one of the most geographically concentrated areas of technology and research clusters in the world. With the second and third most populous counties in the Bay Area, Eastbay proves to be one of the largest economic drivers in the region. Relative to the larger Bay Area, Eastbay will make up an average of 28% of each of the projected total job openings in the San Francisco Bay Area Economic Market between 2012-2022.

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1 These policy objectives can be found in Chapter 3: Comprehensive Overview of Policy Strategies (Corresponding to Strategic Planning Elements Required Under WIOA Sec. 102(b)(1)(D-E)) of the California State Unified Strategic Workforce Development Plan on page 73.
Contra Costa County benefits from a distinct advantage geographically due to the strength of the economy of the region. Its proximity to San Francisco, Silicon Valley, and some of the top educational institutions in the country provide access to premier research and technological resources. The county’s top in-demand private industries in terms of employment are as follows: Trade, Transportation, and Utilities; Educational and Health Services; Professional and Business Services; Goods Producing (of which 40% is in Manufacturing and 60% is in Mining, Logging, and Construction); and Leisure and Hospitality.

As the third largest county in the Bay Area, Contra Costa carries an estimated population of 1.1 million residents. Nearly 14.5% of households in Contra Costa live below the federal poverty line. US Census Bureau estimates show that 24% of the population is foreign-born, with 34% of the population five years and older speaking a language other than English in the household. Of foreign-born residents, most are from Asia (44.7%) or Latin America (40.7%). Resultantly, of the 34% of the population speaking a foreign language, 52% speak Spanish, 28.4% speak Asian and Pacific Islander languages.

**WDBCCC’s Vision, Mission and Strategic Direction**

The Workforce Innovation and Opportunity Act (WIOA) encourages local boards to provide leadership and to deliver on strategies that support business competitiveness and growth, as well as strategies that assist our residents to acquire skills valued in the labor market. The WDBCCC is embracing this vision and has leveraged the creation of this local plan to develop a roadmap that will result in an aligned and responsive set of seamless services to employers and job seekers and support the economic growth and prosperity of Contra Costa County. It is the vision of the WDBCCC to support a network that creates and promotes dynamic education systems, high-performing business, and a prosperous local economy with an abundance of high-quality jobs and skilled workers to fill them. The WDBCCC mission is to promote a workforce development system that meets the needs of businesses, job seekers, and workers to support a strong and vibrant economy in Contra Costa County.

To meet the objectives set forth by the organizational vision and mission, the WDBCCC staff identified specific goals in four strategic areas: Business Services, Adult Strategies, Youth Strategies, and Administration. These goals, listed below, support the preparation of an educated and skilled workforce.

<table>
<thead>
<tr>
<th>Business Services Goal</th>
<th>Enhance the competitiveness of local businesses with an emphasis on meeting the workforce needs of entrepreneurs and employers in high-demand sectors in the local and regional economy by identifying, designing, and implementing training and educational opportunities targeted to those with barriers to traditional employment to close skill gaps and enhance economic competitiveness.</th>
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<tbody>
<tr>
<td>Adult Strategies Goal</td>
<td>Increase the number of Contra Costa County residents who obtain marketable and industry-recognized credentials or degrees, with a special emphasis on those who are unemployed, low skilled, low-income, veterans, individuals with disabilities, and other in-need populations.</td>
</tr>
<tr>
<td>Youth Strategies Goal</td>
<td>Increase the number of youth and young adults who are well prepared for postsecondary vocational training, further education, and/or a career, with an emphasis on vulnerable and underserved populations and those from low-income communities.</td>
</tr>
<tr>
<td>Administration Goal</td>
<td>Support system alignment, service integration, and continuous improvement, using data to advance evidence-based policymaking.</td>
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</table>
A. Vision, Goals, and Strategy
   i. Strategic Vision for Regional Economic Growth and Self-Sufficiency

The Workforce Development Board of Contra Costa County (WDBCCC) is a unique body convening individuals representing employers and businesses, labor organizations, education providers, and economic development agencies to provide oversight for federally funded workforce programs in Contra Costa County, excluding the City of Richmond. The board focuses on local and regional workforce development and related community issues.

In accordance with the Workforce Innovation and Opportunities Act (WIOA), the WDBCCC has developed this plan to guide the county toward fostering a dynamic, sustainable, and balanced workforce. It is the vision of the WDBCCC to support a network that creates and promotes dynamic education systems, high-performing businesses, and a prosperous local economy with an abundance of high quality jobs and skilled workers to fill them. Our mission is to promote a workforce development system that meets the needs of businesses, job seekers, and workers, to support a strong and vibrant economy in Contra Costa County.

This plan will pursue prosperity in the WDBCCC’s four strategic goal areas: Business Services, Adult Strategies, Youth Strategies and Administration. These goals listed below support the preparation of an educated and skilled workforce.

<table>
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</tr>
<tr>
<td>Youth Strategies Goal</td>
<td>Increase the number of youth and young adults, 16-24, who are well prepared for postsecondary vocational training, further education, and/or a career, with an emphasis on serving the most vulnerable and underserved populations and those from low-income communities.</td>
</tr>
<tr>
<td>Administration Goal</td>
<td>Support system alignment, service integration, and continuous improvement, using data to advance evidence-based policymaking.</td>
</tr>
</tbody>
</table>

To ensure alignment of its vision, mission, and goals, the WDBCCC identified strategies to prioritize workforce system efforts, committing to the completion of regional and local economic analyses to identify the skill needs of high-demand industries, while continuing to: develop and expand relationships with prominent businesses and industries; leverage the WDBCCC’s assets, resources, and networks; and promote the development of regional workforce intermediary organizations. The WDBCCC will focus on building skilled workers through investment in preparation programs for long-term career development in high-demand industries, narrowing the gap between high and low-skilled labor. The WDBCCC will continue to monitor the labor market for shifting workforce needs, as demographic data indicates that the County will inevitably experience more job openings in middle skill labor markets as current openings fluctuate due to attrition and baby boomer retirements.
The WDBCCC will collaborate with industry and education to identify opportunities to expand the number of career pathway programs in priority industry sectors while expanding the availability of apprenticeships, On-The-Job Training (OJT), and customized training to enable jobseekers to develop skills while earning compensation through work-based learning. The WDBCCC will aim to increase the number of students successfully transitioning to post-secondary education, training, or employment, as well as increase the number of under-prepared job seekers and displaced workers entering and completing education/training in high-demand industries.

The post-secondary educational attainment levels of young people are lower than what is required to meet the needs of the local economy. To address this gap, the WDBCCC will collaborate with partner efforts to support K-16 educational achievement for increasing numbers of youth and young adults. This will include developing and implementing strategies to increase access to vulnerable populations, and directing WIOA and other resources to serve and support youth and young adults experiencing the greatest need. The WDBCCC will further strengthen partnerships with education and industry partners to develop systems for employers to provide career development and work-based learning opportunities for youth and young adults to learn, explore, and prepare for different careers.

Industry trends show that future economic growth will be driven largely by the professional, scientific, and technical services, advanced manufacturing, clean energy and biotechnology, construction, health care and educational services, and leisure and hospitality industries. The WDBCCC has identified advanced manufacturing, health and life sciences, energy, information communications technology, and construction as priority sectors. Many of the new jobs created by these industries will require post-secondary education, specifically scientific and technical skills knowledge. Therefore, the WDBCCC will continue to develop educational and career pathways in STEM (Science, Technology Engineering, Math) fields. Collaboration with regional industry and education partners and fostering relationships with the East Bay Economic Development Alliance, University of California at Berkeley, Laney College, The Corporation for Manufacturing Excellence, and the Northern California Small Business Development Center through federally funded programs, such as the Advanced Manufacturing Jobs and Innovation Accelerator Challenge, will remain a priority. The WDBCCC will work with key partners on the development of an East Bay workforce intermediary network to effectively link, align, and leverage funding and resources through increasing the training and advising capacity of the Small Business Development Center (SBDC).

ii. Core Programs and Alignment of Resources

The WDBCCC will work with its One-Stop/AJCC partners to address the identified strategic goals and economic issues the County will encounter, and in conjunction with the One-Stop/AJCC partners, will provide WIOA basic services to all customers, including those with barriers to employment. As stated in the One-Stop Partner MOU, through joint planning, plan development, and modification of activities, partners will:

- Maintain continuous partnership building
- Maintain continuous planning in response to state and federal requirements
- Respond to local and economic conditions, including employer needs
- Adhere to common data collection and reporting needs
- Make services provided by partner programs available to eligible customers through the one-stop delivery system
Participate in the operation of the one-stop system, consistent with the terms of the MOU and requirements of authorized laws

Participate in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained

The WDBCCC will expand partnerships to include other regional workforce development boards aligning local strategies and goals with regional strategies and economic needs. In the 2015 Contra Costa Asset Mapping Report commissioned by the WDBCCC, it was noted that there is a lack of supporting assets in the East sub-region of the county to serve the current population. An estimated 91 workforce assets are located outside of Contra Costa County, with the majority located in neighboring Alameda County. To address this discrepancy, the WDBCCC and its One-Stop/AJCC partners will aim to diversify their workforce services to establish a more balanced, multi-service approach by increasing employment services and vocational education and training, and will work to continuously collaborate, develop relationships, and leverage resources with adjoining workforce boards. Additionally, the WDBCCC will continue to participate in collaborative efforts to support the growth of local community-based organizations, with the goal of promoting expanded service delivery in East County. For example, the WDBCCC is working with the East Contra Costa County Collaboration, a group of funders that are sponsoring training and capacity building to improve the sustainability community-based organizations in East County. WDBCCC partners Compass Point and LeaderSpring are offering trainings supported by this collaboration. These efforts will result in the expansion of the type and accessibility of services located in East County.

To directly impact the Business Services Goal, each AJCC will focus on a minimum of one of the priority sectors identified by the WDBCCC. Each AJCC is then responsible for researching the sector/s and developing workshops for both staff and customers that include information about: employers in the area, jobs available in the sector, salaries, work climate, career pathways to these jobs, and training programs that support these pathways. Employers are not limited to going to the site for their sector for assistance; all staff are trained in all sectors and the goal is to offer all workshops at all sites.

In support of the Adult and Youth goals to serve individuals with barriers to employment with equal access to One-Stop/AJCC services, the WDBCCC and each AJCC will partner with: EDD to cross-train staff on Veteran Service Navigator processes; the California Department of Rehabilitation (DOR) to plan in-service trainings for AJCC staff on how to make better referrals and on what happens to clients once referrals are made; and the County Probation Department to serve returning citizens (reentry). To serve customers with Limited English Proficiency, the AJCCs maintain a library of career materials in non-English languages, have a subscription to the Language Line translation service and regularly recruit for staff with non-English language skills. As Spanish is most needed, there is always a Spanish speaker in each center. The AJCCs also provide direct linkages to organizations that serve foreign-born or LEP customers, such as Lao Family Community Development (Asian languages) and Monument Impact (Spanish). To assist low-income customers to access our services, we partner with TANF/CalWORKs. Some centers have a regular presence of TANF/CalWORKs counselors and others bring each cohort of CalWORKs Job Search participants to the nearest career center. CCWORKs, Contra Costa’s subsidized employment component, is housed in the Workforce Development Bureau to ensure optimum coordination with units serving low-income, low-skilled populations.

Additionally, the WDBCCC will work with its One-Stop/AJCC partners to develop technological enhancements, which will allow for the efficient maintenance of all AJCC customer records, sharing and reporting of information, and optimizing system security provisions, all of which will
comply with WIOA, the Welfare and Institutions Code, California Education Code, Rehabilitation Act, and other appropriate requirements. The WDBCCC recognizes that WIOA and other statutes require each AJCC partner to comply with strict confidentiality practices where customer records will be examined solely for purposes related to delivery of services, enrollment, or referral, and not published, or disclosed without voluntary customer consent. Any information necessary for administration of programs/services will be adhered to under the appropriate legal regulations. As stated in the One-Stop Partner MOU, information sharing in this regard may be required for assessment, universal intake, program or training referrals, job development or placement activities, and any other services as needed for employment or program support purposes.

B. Local Program Alignment to Implement State Plan Policy Strategies

i. Description of Local Workforce Development System

The WDBCCC is a 25-member body that convenes local leaders representing business, labor, education, economic and community development, government agencies, and other stakeholders to align resources and organizations to enhance the competitiveness of the local workforce and support economic vitality in the East Bay region. The WBDCCC offers programs supporting job seekers, employers, small businesses, and youth.

Jobseeker Services

Services to jobseekers are delivered through America’s Job Centers of California/EASTBAY Works, which provide assistance to individuals seeking employment. With locations in Antioch, Brentwood, Concord, and San Pablo, the America’s Job Centers of California (AJCCs) provide access to a variety of services to support job seekers, including: career planning and assessment, job training, and transition solutions to re-enter the workforce. Workshops designed to help job seekers become strong applicants are offered on basic computer skills, social networking, job search, resume development, and interviewing. Job seekers can also learn about opportunities in priority industries by receiving information on which employers are present in the area, the types of jobs available, typical salaries, education and training requirements for career pathways in the industry, and how to access industry-valued training in the preferred area. Additionally, the AJCCs provide access to the tools required to conduct a productive job search, including: high-speed Internet access, photocopiers, fax, and telephones.

Job seekers can also access individualized career services, such as in-depth career assessments, comprehensive case-management, the development of individual employment plans tailored to the person’s needs, on-the-job training, work experience, and individual training accounts.

WDBCCC is also fortunate to partner with SparkPoint in our community. SparkPoint Centers are financial education centers that help individuals & families who are struggling financially. SparkPoint strives to help individuals build financial stability by bringing together high quality resources and empowering people to improve credit, increase income, and build/preserve savings and assets.” SparkPoint Contra Costa (SPCC) is integrated into the Employment and Human Services department under the Workforce Development Board and supports the operation of their site in Bay Point. The Executive Director currently serves as the Co-Lead for the SPCC Steering Committee along with the Richmond Community Foundation. Contra Costa County has two full service sites, 1 in Richmond and 1 in Bay Point, and a satellite site on the Contra Costa College campus. SparkPoint services are emerging as a best practice that supports the financial growth and stability of clients, additionally studies are emerging that show SparkPoint helps persistence
at Community Colleges. Financial coaching, job coaching and vocational training are impactful services that in combination, lead to a greater likelihood of achieving positive long-term outcomes. Therefore, WDBCCC is capable of providing financial literacy services to our customers through SparkPoint and is on track to fulfilling the WIOA financial literacy requirement.

The Bay Point Community Career Center is the primary SparkPoint partner in providing services as an Affiliate Site for the EASTBAY Works AJCC. The Bay Point Community Center is under the direction of the One-Stop Administrator and is integrated into the AJCC system and is an active participant in the WIN. The SparkPoint Director also participates in the WIN in both East and West Contra Costa County, working with our San Pablo AJCC in West County. AJCC staff and SparkPoint both provide workshops as well as provide direct referrals reciprocally.

To provide for additional opportunities, the WDBCCC has partnered with the Contra Costa Community College District (CCCCD) and local employers to identify and develop career pathways into priority sectors, including the Industrial Maintenance/Mechanic (IMMM) and the Pre-Apprenticeship in the Trades programs at Diablo Valley College and the Process Technology (PTEC) AND Electrical and Instrumentation Tech (ETEC) programs at Los Medanos College.

**Employers and Small Businesses**

The AJCCs also provides assistance to employers interested in expanding their workforce by offering access to qualified candidates and facilitating recruitment through customized events. As a service, AJCCs will conduct skills assessments of new hires and incumbent workers, and provide financial assistance for the training of new employees. The AJCCs support companies seeking to make informed workforce decisions by providing access to labor market information, as well as information on unemployment and disability insurance. For employers facing contraction, the AJCCs provide assistance for transitioning displaced workers, either by transferring their skills to similar positions or by connecting them to training opportunities to enter a new industry and occupation.

The WDBCCC also houses the Small Business Development Center (SBDC), which delivers individualized advising and training to small business owners, the self-employed, and emerging entrepreneurs seeking assistance in starting, growing, or managing their operations. The SBDC partners with organizations representing the public, private, and non-profit sectors to support the small business community of Contra Costa.

Beyond the AJCCs and the SBDC, the WDBCCC collaborates with other WDBs comprising the East Bay Regional Planning Unit and economic development, education, and labor organizations to execute the East Bay Region Slingshot initiative, aimed at strengthening relationships with employers and community partners in five key industry sectors: Healthcare, Advanced Manufacturing, Biomedical, Transportation & Logistics, and Information & Communications Technology. The local board has also identified Construction as a key industry, and develops strategies around career pathways outside the regional Slingshot initiative targeting this sector. The goal of the Slingshot initiative is to provide local businesses with the resources they require to generate high quality employment opportunities in the region, while preparing residents to fill these hiring needs, increasing the overall prosperity of both the workforce and the target industries.

**Youth Services**
The WDBCCC provides year-round services to youth and young adults between the ages of 16 and 24, helping them overcome barriers to educational attainment and employment. In-School and Out-of-School Youth services provide work experience, mentoring, academic support, and career development assistance to help youth acquire the skills necessary to succeed in their educational or career goals. Earn & Learn East Bay, a program targeted at youth, connects students and out-of-school youth to summer and year-round jobs, internships, and other high-quality work-based learning experiences, including industry-led summer camps.

ii. Local Board Support of Seven State Policy Strategies

The seven policy strategies outlined in the State Plan were selected to advance the State's overall objectives, which include: fostering demand-driven skills attainment; enabling upward mobility for all Californians; and aligning, coordinating, and integrating programs and services. To pursue these objectives, the WDBCCC will focus on each of the seven policy strategies in the manner discussed below:

Policy 1: Sector Strategies

The WDBCCC has identified several priority sectors through the regional Slingshot initiative, which is designed to engage employers in a sector partnership model to illuminate employer priorities and goals. These priority sectors, which include Healthcare, Advanced Manufacturing, Biomedical, Transportation & Logistics, Construction, and Information & Communication Technology, will be the focus of workforce investment designed to develop the talent necessary to fill the needs of expanding employers. Sectors are prioritized based on the capacity to provide high quality jobs offering livable wages along clearly articulated and accessible career pathways. Each AJCC will focus on a minimum of one of the priority sectors identified by the WDBCCC, and then be responsible for researching the sector/s and developing workshops for both staff and customers that includes information about: employers in the area, jobs available in the sector, salaries, work climate, career pathways to these jobs, and training programs that support these pathways.

Policy 2: Career Pathways

In addition to the career pathway programs developed in conjunction with the CCCCD, the WDBCCC is working at the regional level to develop career pathways through participation in the Bay Area Community College Consortium (BACCC), funded by the Carl D. Perkins Vocational and Technical Education Act. The BACCC, which includes 26 colleges and ten economic and workforce development organizations in the Bay Area, seeks to promote academic skills attainment among vocational and technical education students to prepare individuals for in-demand occupations in healthcare and information communication technology (ICT). Additionally, the WDBCCC’s work with the K-12 education system and adult education providers through the California Career Pathways (CCPT) Trust Initiative has facilitated the development and improvement of career pathway programs for youth and adults.

Policy 3: Organizing Regionally

The WDBCCC will continue to serve as a primary partner of EASTBAY Works, a collaborative of Bay Area Workforce Development Boards (WDBs) that includes the City of Richmond WDB, the Alameda County WDB, and the City of Oakland WDB, to convene regional partners in education, economic development, and social services. The WDBCCC will work to ensure that all regional
organizing is conducted through value-added partnerships, which rely on each program’s core competencies to achieve synergistic collaboration through specialization, recognizing that each partner brings a unique set of skills to the table and leveraging these skills to better serve the community.

Policy 4: Earn and Learn

Earn and learn programs facilitate participant success by providing compensation throughout training, resulting in the acquisition of skills or credentials that enable job seekers to advance along career pathways. The Earn & Learn East Bay is an engagement and recruitment campaign coordinated by the WDBCCC, the Contra Costa Economic Partnership and Diablo Gateways to Innovation (DGI). DGI is a collaborative effort among a wide range of educational and workforce partners actively supporting career pathways for youth and young adults in our region. The Earn & Learn East Bay initiative provides compensated work-based learning opportunities to youth through meaningful workplace experiences, summer and year-round placement, internships and apprenticeships, or in industry-led summer learning experiences. Moving forward, the WDBCCC will continue to facilitate employer participation on Industry Advisory Boards to advise and assist educators with career pathway programs, and as guest speakers in high school and community college classrooms. The WDBCCC will also support teachers by helping them gain a deeper understanding of industry needs and by arranging externships in which teachers directly experience the workplace.

Policy 5: Supportive Services

Following the implementation of WIOA, the WDBCCC has focused on redesigning service delivery to transition to a human-centered design (HCD) model, with the goal of increasing the quality and efficiency of services, including supportive services, to meet the needs of customers. The HCD model will enable staff to better understand the barriers experienced by customers, leading to better referrals and improved outcomes. The WDBCCC will work continuously to ensure that the menu of services available through the AJCCs are responsive to the needs of the job seeker community, and identify partners to provide additional supportive services as necessary.

Policy 6: Cross-System Data Capacity

The WDBCCC is committed to using both diagnostic and performance data to design and evaluate workforce programming. To achieve this, the WDBCCC will work with workforce and education partners at the state, local, and regional level to identify opportunities to share valuable data, including the use of common data systems such as CalJOBS where possible. The WDBCCC is working with adult education and community college partners to provide training on the use of the CalJOBS platform so that this tool can be utilized robustly across systems. All partners are encouraged to register customers into CalJOBS. To facilitate this, partners are provided with training, technical assistance, and labor market information as necessary. As a part of this effort, the WDBCCC provided technical assistance and training to Diablo Valley College as they deployed CalJOBS access to all students under their Career Café Portal on the college’s website. The WDBCCC is also working to assist the other two colleges in the Contra Costa Community College District to support similar integration projects.

Policy 7: Integrated Services
Integrating service delivery and braiding resources with key partners will enable the workforce system to align efforts with local and regional organizations and minimize duplicative efforts. The WDBCCC is working toward service integration with core partners in the AJCCs through a transition to the Human Centered Design model of service delivery, which will empower all staff with the program knowledge necessary to serve any jobseeker, either directly or through informed referrals, regardless of their needs. Additionally, the WDBCCC has developed Workforce Integration Networks (WIN) within each geographic region of Contra Costa County: East, Central, and West. The WINs, comprised of government agencies and community-based organizations, working collaboratively with the WDBCCC to facilitate the leveraging of public and private resources, increasing the accessibility of services across the networks to the customers of each organization, and improving outcomes for individuals utilizing the networks. Service integration is also enhanced by the co-location of the AJCC location in Concord with EDD and TANF/WIOA centers.

C. Specified Services and Service Delivery Strategies
   i. Core Program and Access to Employment, Training, Education and Supportive Services

The WDBCCC is committed to reaching all eligible individuals with barriers to employment in Contra Costa County, providing services that are efficient, relevant, and seamless, particularly to those belonging to target populations under WIOA. To expand access to all relevant services, i.e. employment, training, education, and supportive services, the WDBCCC will pursue the following strategies:

Utilization of a Human Centered Design Approach

As discussed previously in Section B, the WDBCCC is implementing a Human Centered Design (HCD) approach in the AJCCs to facilitate expanded access to workforce services, including employment, training, education, and supportive services, for all eligible individuals with barriers to employment. The HCD approach will utilize an integrated referral process designed to address the immediate needs of each customer, ensuring seamless service delivery across Adult, Dislocated Worker, Youth, Wagner-Peyser, and Vocational Rehabilitation programs for co-enrolled job seekers.

Referrals through the Workforce Investment Networks (WINs)

To better serve customers across the service delivery area, the HCD referral system will expand to include the Workforce Integrated Networks (WINs). The WINs, convened by the WDBCCC and comprised of human services agencies, education providers, economic development groups, and community-based organizations, are committed to working collaboratively to enhance the relevancy and accessibility of workforce services in Contra Costa County. Currently, WINs operate in East, Central, and West Contra Costa County, and include diverse partners serving a variety of missions focused on specific populations, including youth, individuals with disabilities, formerly incarcerated individuals, limited English proficient individuals, Native Americans, and others facing barriers to employment. WIN organizations enhance WDBCCC service delivery by providing training, education, and supportive services for individuals in need of assistance. As the WDBCCC transitions to the HCD model, it will develop a process to formalize referrals between WIN organizations and the AJCCs.

Design Programs to Serve Populations with Specific Needs
In addition to developing partnerships in the community to provide timely and relevant services to individuals with specific needs, the WDBCCC will continue to develop programs in-house to serve target populations and others with barriers to employment. For example, the WDBCCC uses AB109 and AB2060 grants to serve currently and formerly incarcerated individuals. The WDBCCC developed a small pilot program that employed the HCD approach to inform broader initiatives to better serve and address the needs of the re-entry population. The pilot provides tailored workforce services as well as necessary supportive services including: assistance obtaining valid identification; information on available workforce services, comprising career counseling and resume assistance; and items to help recently released individuals access services and obtain employment, i.e. a basic smartphone, Clipper Card, and Walmart gift card. Feedback from the pilot will be incorporated by the WDBCCC to better serve incarcerated and re-entry populations, as well as develop HCD programs targeting the specific needs of other populations.

ii. Career Pathways Development and Co-Enrollment in Core Programs

The WDBCCC recognizes the development of career pathways, one of the seven policy strategies prioritized by the State in California’s Unified Strategic Workforce Development Plan, as an essential tool to promote access to sustainable employment that provides livable wages for families in Contra Costa County. As the California State Plan also prioritizes regional coordination and partnership, the WDBCCC has engaged with the community college district and local K-12 systems to support the East Bay’s regional Slingshot effort, which emphasizes sector strategies in five in-demand industries: Advanced Manufacturing, Biomedical, Healthcare, Information Communication Technology (ICT), and Transportation and Logistics. This regional collaboration, coupled with local partnership with the K-12 and community college systems, has enabled the WDBCCC to design strong career pathway programs serving both youth and adults. To continue these efforts and facilitate the development of career pathways, the WDBCCC will implement the following strategies:

Partnership with Local Employers and Training Providers

Successful career pathway programs must be relevant to the needs of local employers. To ensure that these programs are developing a workforce suitable to the needs of in-demand industries, the WDBCCC will continue to partner with businesses and training providers, including the K-12 education systems, the community college district, and adult basic education, to identify and develop the skills required by employers. The WDBCCC will facilitate collaboration among the AJCCs, education and training providers, and employers to design pathways that are understandable and navigable, particularly to those with barriers to employment, to increase the number of Contra Costa County residents that are able to obtain the skills that enable access to living wage jobs.

Expand and Develop Cohorts in In-Demand Industries

Currently, the WDBCCC aligns funding to support training cohorts for career pathways in in-demand industries such as healthcare and construction. Under this model, participants enroll in training as a group, engaging in both class-based and compensated work-based learning. The WDBCCC will continue to create additional opportunities for cohort-based training in in-demand industries, focusing next on the development of a career pathway program in Transportation & Logistics.
Continue to Develop Career Pathway Opportunities for Youth

The WDBCCC is committed to providing youth aged 16-24 with the training and experience required to access high-skill, high-wage careers in in-demand industries. Partnering with K-12 and adult education systems under the California Career Pathways Trust (CCPT) initiative, the WDBCCC has worked to enhance the worker pipeline and deepen community and business engagement with career pathway activities for youth through the Earn & Learn East Bay initiative, which provides youth with year-round and summer work experience, and other programs designed to align the skills of the upcoming workforce with the needs of local employers.

In order to ensure that all customers receive the support and services they require to advance along career pathways, the WDBCCC will work to increase co-enrollment across core programs for those that are eligible, including co-enrollment of eligible youth in adult programs as well as co-enrollment of adults and dislocated workers in other services administered by the County’s Employment and Human Services Department (EHSD) for which they may be eligible, including CalWORKS. Co-enrollment mitigates barriers to employment by facilitating increased access to programs and services designed to meet the specific needs of individual customers based on their own unique circumstances. In order to increase co-enrollment in core programs where appropriate, the WDBCCC will initiate the following:

Formalize Case Management and Referral Processes to Support Co-Enrollment

Facilitating co-enrollment is a top priority for the WDBCCC. As the WDBCCC makes the transition to the HCD model at the service delivery level, it will implement case management procedures in the AJCCs to ensure that individuals who are eligible for co-enrollment are enrolled or referred appropriately via formalized eligibility screening upon intake. This initiative will include cross-training among staff to ensure that all case managers are prepared to recognize opportunities for co-enrollment.

iii. Post-Secondary Credentials and Industry Recognized Certifications

Certificate programs are a valuable opportunity for job seekers to obtain the skills necessary to succeed in in-demand industries. Additionally, certifications can serve as an important signal to employers that a candidate is prepared to meet their needs as an employee. Currently, the AJCCs provide seamless referrals to Contra Costa’s adult schools, which offer numerous high quality CTE credentials and serve job seekers with barriers to traditional training programs, including those with limited reading or math skills and those that are English language learners.

In order to improve access to activities leading to a recognized post-secondary credential, the WDBCCC will pursue the following strategies:

Educate Job Seekers on Training Opportunities

The WDBCCC will use the AJCC orientation to transmit information about available training programs offered by eligible providers, including those leading to industry-valued certifications. To ensure that job seekers have access to all of the information they require, training providers will be invited to attend orientations and answer participant questions.

Cross-Train Staff on Programs Available Locally
Additionally, case managers will be provided with the resources necessary to guide job seekers as they decide among training options. This will include training for staff on enrollment in the community college system, as well as an overview of the programs offered through the colleges. The WDBCCC will work with partners in the community to identify bridge programs designed to help job seekers access the community college system and navigate the transition to classroom learning. To promote participant success, AJCC staff will be trained to refer job seekers to these bridge programs as appropriate. Additionally, the WDBCCC will develop strategies to market community college offerings in the AJCC to ensure these programs are taken advantage of, and that job seekers do not miss important deadlines for applications and enrollment.

Create Alternative Access Points

For those that require alternatives to traditional training programs, the WDBCCC is finalizing development of an online learning platform, which will deliver training to job seekers in a self-paced format on their own devices, offering maximum flexibility for those with schedule or transportation constraints. The online platform will offer approximately 5,000 courses in 10 different career pathways, leading to industry-recognized credentials for those that complete programs. Affiliate sites and partner programs, including adult education providers, also serve as alternative pathways into the system through strong referral networks.

iv. Employer Engagement in Workforce Development Programs

Employer engagement is critical to ensuring that local businesses utilize the broad spectrum of services available through the workforce development system. In order to facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industries, the WDBCCC will employ the following methods:

Utilize Partners in the Business Community to Access Employers

The WDBCCC is and will continue to be active partners of various business-serving organizations, including local Chambers of Commerce and economic development agencies. Additionally, the Contra Costa County Employer Advisory Council offers workshops in conjunction with the California Employment Development Department, which the WDBCCC utilizes as a venue for outreach. Accessing employers in these venues allows WDBCCC staff to share information on local and regional incentives for businesses hiring career center candidates.

Further Integrate Outreach to Streamline Interaction with Employers

The WDBCCC is working to further coordinate communication with businesses so that employers interact with a single point of contact across the integrated public workforce system, which includes job seekers enrolled in various programs. This will reduce duplicative efforts on the part of workforce system staff and simplify communication for employers, promoting increased engagement and utilization of services.

Cross-Train Staff to Create Workforce System Ambassadors

As part of the initiative to integrate outreach discussed above, staff will be cross-trained on the various benefits of all programs, so that each staff member can serve as an ambassador to the entire workforce system, regardless of the specific program they represent. For example, staff will
be cross-trained on both CCWORKS and WIOA programs. CCWORKS is an employment program that provides training, subsidized work experience, and supportive services to CalWORKs job seekers. This cross-training is a step toward aligning WIOA and TANF programs in Contra Costa County.

In addition to cross-training staff on WIOA and CCWORKS programs, business-facing AJCC staff are trained on the service offerings of the Small Business Development Center, which offers services specifically to small employers. Staff are encouraged to refer businesses to the SBDC as appropriate.

Direct Outreach to Small Businesses

The WDBCCC houses the Small Business Development Center (SBDC). As discussed above, the SBDC provides no cost small businesses advising and training on the topic of small business loans, operations and financial management, government contracting and procurement, and exporting assistance, among others. The SBDC engages in direct outreach to small businesses and entrepreneurs, offering technical assistance tailored to their specific circumstances.

v. Meeting the Needs of Local Business

The WDBCCC will continue to utilize employer input to improve service offerings and tailor the workforce development system to the needs of local businesses. In addition to engaging local employers for the purpose of educating them on program offerings, the WDBCCC will utilize each of the outreach strategies listed in the previous section to collect the feedback required to ensure that the workforce development system is providing services that meet the needs of local businesses. The WDBCCC will also incorporate employer input through the following strategies:

Engage Key Industries Through Regional Partnership

The WDBCCC will continue to engage businesses in the area through the regional East Bay Slingshot Initiative, a partnership between employers, educators, and the community convened by the workforce system to promote prosperity in East Bay by ensuring residents are prepared to access employment opportunities created by growing industries. The Slingshot Initiative is focused on Healthcare, Advanced Manufacturing, Biomedical, Transportation & Logistics, and Information & Communications Technology. Within each of these in-demand industry clusters, the WDBCCC will work together with other local workforce development boards and with regional business leaders, economic development, and education providers to design and implement regional workforce strategies that support the needs of employers. These strategies will include the development of customized training programs, including work-based learning components, designed to meet the needs of each industry.

vi. Coordination between Workforce Development and Economic Development

Coordination between the workforce development system and local and regional economic development activities is essential to ensure that employers and jobseekers receive the maximum benefit from these investments. To improve coordination with economic development, the WDBCCC will commit to the following:

Continue Engaging Economic Development Leadership through Organizational Outreach
The WDBCCC is an active member of several local and regional economic development organizations, which allows the workforce system to engage in advocacy and strategy development on issues related to economic growth. This involvement includes membership in the East Bay Leadership Council, whose task forces advocate for various economic development initiatives at the local, regional, and state level. Additionally, the WDBCCC is a member of the East Bay Economic Development Alliance, which includes representatives of regional businesses and industries, local government, education providers, and community-based organizations and advocates for a strong workforce and economy. The Executive Director of the WDBCCC’s Small Business Development Center also serves as the chair of the Alliance’s Economic Development Directors’ Council, which convenes regional economic development leaders and stakeholders to identify strategies and initiatives to promote economic growth. In order to improve coordination of workforce and economic development activities, the WDBCCC will continue to seek additional opportunities to engage with economic development leaders and stakeholders through involvement with key organizations.

**Conduct Direct City-Level Outreach to Economic Development Managers**

In addition to membership with economic development missions, the WDBCCC conducts direct outreach to economic development managers of local governments throughout Contra Costa County to collect information on city-level economic development initiatives and priorities. This strategy enables the WDBCCC to offer resources to support these initiatives and meet the needs of each constituent city. Additionally, this level of outreach allows the WDBCCC to be informed of new employers entering the area, which creates an opportunity to reach these businesses with workforce services at the hiring stage. The WDBCCC will continue to work in close partnership with Contra Costa cities with the goal of improving coordination with economic development activities at the local level.

vii. **Strengthen Linkages with Unemployment Insurance Programs**

The WDBCCC is committed to ensuring that jobseekers accessing workforce services have access to all the resources available to them, including unemployment insurance programs. In order to strengthen linkages between the one-stop service delivery system and these programs, the WDBCCC will take the following actions:

**Make Unemployment Insurance Representatives Accessible at the AJCCs**

Unemployment insurance programs are fully integrated with the workforce development system at the service delivery level, with a program representative sharing resources at the front desk at most center locations throughout the County. AJCC staff are cross-trained to provide seamless service delivery from the customer’s perspective. Job seekers are provided the same service regardless of whether they are speaking to a WIOA or EDD staff member at the AJCCs. The WDBCCC will continue to make these resources available at the AJCCs, and seek opportunities to expand the presence of unemployment insurance representatives across all centers.

**Educate Employers on Unemployment Benefits**

In addition to increasing the availability of unemployment information for jobseekers, the WDBCCC will continue to work with California’s Employment Development Department to cross-promote workshops for employers and business owners on how they are affected by unemployment claims.
D. America’s Job Centers of California℠ (AJCC)

i. Continuous Improvement of Eligible Service Providers

The WDBCCC will ensure that continual coordination between local AJCCs and employers occurs in order to meet the needs of the dynamic local economy. This facilitation for continuous improvement of service delivery will better allow for the proper matching of labor supply and employer demand in the County’s workforce development system. In order to address this, WDBCCC can gather funding for providers to attend conferences in order to maintain communication and coordination. The WDBCCC will also provide technical assistance around precise data entry on case management in order to maintain performance measures on its providers. Additionally, the WDBCCC will conduct capacity building with CBOs and youth providers around policy changes on the implementation of WIOA. The WDBCCC can also utilize EDD’s CalJobs enrollment for posting and CalJobs support to fulfill the diverse needs of different contracts while also focusing on contracting more specialized providers by allowing RFP bids on individual elements of contracts. The WDBCCC will additionally look to diversify the type of services provided by training staff and partners on mental health first aid and by also offering training to staff and partners on trauma-informed case management.

ii. Service Delivery in Remote Areas through Use of Technology (WIOA Section 188)

WDBCCC currently relies on the CalJobs network to facilitate access to One-Stop/AJCC services. AJCC partners currently do not have a significant inventory of technological resources for facilitation of access. Currently, an online training platform is in development along with the recent launching of an online registration platform. WDBCCC will continue to develop online training platforms and virtual-one stop systems. This will aid the WDBCCC and its partners in reaching customers in previously difficult to engage areas.

iii. Compliance with Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.)

The WDBCCC will ensure its One-Stop/AJCC partners comply with WIOA Section 188 and the Americans with Disabilities Act to support physical and programmatic accessibility of facilities and services for individuals with disabilities. The WDBCCC will continue to utilize partnerships with School for the Blind to provide assessment for students. The assessment involves an audio-based KeyTrain assessment capable of being offered through an AJCC center screen reader software. The WDBCCC will also ensure that AJCC centers have a counselor from the Deaf Counseling and Referral Agency present to serve those with hearing challenges. Additionally, AJCC partner, Mount Diablo Adult Education, also carries the ability to provide customer service certification and testing assistance. The WDBCCC will continue to provide co-enrollment services with the Department of Rehabilitation (DOR). Currently, all One-Stop/AJCC centers have ADA compliant assistive technology.
iv. Roles and Resource Contributions of the AJCC Partners

The AJCC partners will provide the crucial role of implementing strategies that the WDBCCC developed throughout the county by engaging as many individuals as possible in order to maximize employment training and meet local business needs. AJCC partners importantly connect in-demand industry employers with job seekers. The AJCC partners will also derive business support provided by the Employment Training Panel, Governor’s Office of Business and Economic Development (GoBiz), and the Corporation for Manufacturing Excellence (Manex). Additional coordination between AJCC partner and economic development will be achieved through partnering with the County’s Workforce Investment Networks (WINs) and for the WDBCCC to participate in business attraction meetings to analyze Labor Market Information.

v. Executed MOU’s and Cooperative Agreements

Please refer to Attachment C for copies of MOUs and cooperative agreements, both executed and in progress.

vi. Strategies to Provide Native Americans with Equal Access to AJCC Services (WIOA Section 166)

The WDBCCC will maintain and develop partnership with Scott’s Valley Tribal TANF (SVTT), which seeks to provide job training and economic self-sufficiency to Native American citizens of the County. WDBCCC will also ensure that organizations like SVTT participate in regional WIN meetings.

vii. Strategies to Provide Migrant Seasonal Farmworkers with Equal Access to AJCC Services (WIOA Section 167)

The WDBCCC will ensure that the AJCC location in Brentwood is providing services to the Migrant Seasonal Farmworkers population at a minimum of once a week.

viii. AJCCs as an On-Ramp for the Regional Sector Pathways

The WDBCCC will aim to improve the AJCC line staff in order to meet the regional requirements of serving as an on-ramp for regional sector pathways. This will involve aligning with integration of multiple youth-focused programs across partners, marrying extensive work already accomplished in talent pipelines with new career pathway initiatives, and organizing workforce resources to increase the number of meaningful work-based learning opportunities with the region’s employers. Currently, Business Service Representatives of the WDBCCC provide most of the work in this area. The WDBCCC and its One-Stop/AJCC partners will provide sector workshops to educate customers on available opportunities. The WDBCCC and its partners have revised polices, such as On-The-Job Training, requiring that OJT placements pay a minimum wage of $15 and that 75% of OJT investments are made in priority sectors. The WDBCCC will develop an LMI brief and train frontline staff so that customers are aware of the Board’s goals. Also, Business Service Reps will conduct outreach to target sectors, to be filtered down at the AJCC staff levels. LMI reports will be monthly and will focus on emphasizing employment in high-demand sectors.
E. Programs, Populations and Partners
   i. Coordination of Workforce and Economic Development Activities

WIOA recognizes the coordination of workforce activities with economic development as an essential step toward maximizing the impact of these investments. As such, the WDBCCC is committed to coordination with economic development activities at both local and regional levels. Regionally, the WDBCCC has relationships with the East Bay Leadership Council and the East Bay Economic Development Alliance. Further coordination with economic development at the regional level is achieved through partnership with neighboring workforce boards, such as the East Bay Region Slingshot Initiative, which convenes stakeholders from industry, economic development, education, and labor to advance strategies that will expand employment opportunities in East Bay.

In addition to efforts to engage in regional coordination with economic development, the WDBCCC recognizes the value of small business development and as drivers of growth in Contra Costa County. The WDBCCC will pursue the following strategies to promote entrepreneurial skills training and provide microenterprise services:

Support entrepreneurship through the Small Business Development Center (SBDC).

WDBCCC hosts the Small Business Development Center (SBDC), which provides resources and advising services to entrepreneurs. The Contra Costa SBDC delivers about 200 no-cost trainings to 1,000-2,000 individuals annually on starting, growing, and managing small businesses and microenterprises in Pleasant Hill and in underserved portions of the County including Antioch, Richmond, San Pablo, and Pittsburg/Bay Point. The Center targets low-to-moderate income residents of the County and those with barriers to employment, including returning citizens and military veterans. The SBDC will pilot essential skills workshops in 2017, with the goal of expansion into an incumbent worker/management preparation program in career pathway industries in 2018. Key partnerships include the Contra Costa Adult Education Consortium, which will facilitate evening workshops, fundamental to training mostly daytime workers.

The SBDC also partners with private, nonprofit and public sector business-serving organizations at federal, state and local levels to offer the latest technical assistance, events, and cross-referrals. These partnerships include a relationship with the California Association of Microenterprise Organizations (CAMEO), which provides services, including training and loans, to entrepreneurs and start-ups launching micro-businesses – firms that were launched with less than $50,000 in capital and employee five or fewer workers. The WDBCC is currently working with CAMEO to develop training for AJCC staff to provide services to self-employed and independent workers, including how to identify, support, and capture outcomes for this significant and growing portion of the local workforce. The WDBCCC will continue to seek opportunities to collaborate with this and other organizations serving entrepreneurs and microenterprises through the SBDC.

Incorporate entrepreneurial skills training in youth programs.

Currently, the WDBCCC’s Earn & Learn East Bay initiative is collaborating with organizations such as the Network for Teaching Entrepreneurship (NFTE) to build the capacity of education providers to teach entrepreneurship in local schools. Current school-based entrepreneurship training supported by the WDBCCC includes a program at Mount Diablo High School in Concord,
where students grow lettuce in hydroponic towers to supply salad bar ingredients to the school and collaborating partners.

In addition to these school-based entrepreneurial skills training programs, the WDBCCC will explore opportunities to reach out-of-school youth and youth that are incarcerated.

ii. Adult and Dislocated Worker Employment and Training Activities

The WDBCCC offers employment and training services to support adult job seekers and dislocated workers in Contra Costa County. The WDBCCC oversees four America's Job Center of California (AJCC)/EASTBAY Works locations, all of which offer individualized career services, training services, and adult basic career services. Adult basic career services are made available to all individual seeking services. Individualized career services and training services are subject to some eligibility constraints, including the WDBCCC priority of service policy for adult participants. Services available under each of these policies are summarized in the below:

**Individualized Career Services** include:
1. Comprehensive and specialized assessments of skill levels and service needs such as use of assessment tools or in-depth interviewing to identify employment barriers and appropriate employment goals
2. Development of individual employment plans with achievement objectives and services for the achievement of goals
3. Counseling and/or mentoring
4. Career planning (case management)
5. Short-term pre-vocational skills including communication skills, interviewing skills, punctuality, professional conduct, etc.
6. Internships/Work Experience that are linked to careers
7. Workforce Preparation activities that include a combination of basic academic skills and skills necessary for successful completion of post-secondary education, training, or employment.
8. Financial literacy
9. English language acquisition and integrated education and training programs

**Training Services** include:
1. Occupational skills training including training for non-traditional employment
2. On-the-Job Training
3. Incumbent Worker Training
4. Programs that combine workplace training with related instruction
5. Training programs operated by the private sector
6. Skill upgrading and retraining
7. Entrepreneurial training
8. Transitional jobs
9. Job readiness combined with another training service
10. Adult Education and literacy activities provided in combination with another training service
11. Customized training conducted with a commitment by employer/s to employ individual/s upon successful completion

**Adult Basic Career Services** include:

1. Eligibility determination for the Adult, Dislocated Worker, or Youth programs
2. Outreach, intake, orientation to one-stop delivery system
3. Initial Assessment of skill levels as well as aptitudes and supportive service needs
4. Labor exchange services
5. Referrals and coordination of activities with other programs and services
6. Provision of labor market information
7. Provision of information (performance & cost) of eligible training providers
8. Local Area performance and one-stop delivery system performance
9. Availability of supportive services and referrals
10. Assistance establishing financial aid eligibility for training and education not provided under WIOA
11. Provision of information and meaningful assistance with filing UI claims

The WDBCCC’s goal in delivering employment and training services to adults and dislocated workers is to increase the number of Contra Costa residents who obtain marketable and industry-recognized credentials or degrees, with a special emphasis on those who are unemployed, low skilled, low-income, veterans, individuals with disabilities, returning citizens, and other in-need populations. To achieve this goal, the WDBCCC will work with key partners and education providers to increase the number of career pathways in priority industry sectors. Additionally, the WDBCCC will work with the community colleges and adult schools to increase the number of adult basic education students who successfully transition to post-secondary education, training, or employment. The WDBCCC also recognizes the need to work with education partners to increase the number of under-prepared job seekers and displaced workers who enter and successfully complete education or training programs in in-demand industries. Finally, the WDBCCC seeks to expand the availability of apprenticeships, OJT, and other customized training programs that enable workers to further develop their skills through work-based learning.

iii. **Coordination of Rapid Response Activities**

The WDBCCC provides outplacement services customized to the needs of employers in transition through its Rapid Response Team. The goal of the WDBCCC is to work proactively with cities and other entities in the region in advance of any anticipated business downsizing or closure events to leverage the resources of local governments for layoff prevention. If this is not possible, the WDBCCC will coordinate activities to achieve rapid reemployment for the impacted workforce. To achieve these goals, the WDBCCC will take the following steps to coordinate Rapid Response activities in the local area:

**Build a Proactive Layoff Aversion Strategy**

In the event of downsizing or closures, the WDBCCC will engage key partners, including local and regional economic development agencies and industry trade associations, to develop an understanding of business supply chains and potentially impacted industries, with the goal of acting preemptively to prevent additional layoff events following the loss of a single employer. To
mitigate the impact of layoffs across supply chains, the WDBCCC will promote the use of the federal Work Share program and other incentives to help businesses reduce the number of employees affected. In addition to responding to layoffs proactively, the WDBCCC will seek to implement effective data collection and analysis to establish early warning systems. The WDBCCC will strengthen these efforts by educating staff on the resources available to prevent layoffs, so that they can share this information with the employers they serve. Resources available include training to increase the skills and efficiency of the incumbent workforce. Combining this type of training with available federal resources like the Work Share program will allow businesses to withstand economic contraction without shedding their workforce, enabling them to take full advantage of future growth opportunities.

The WDBCCC will also collaborate with the SBDC to target training and consulting services, including workshops, technical assistance, and coaching, to small businesses in high priority industries to facilitate access to information or workforce services to promote business stabilization and growth. This type of training can be used by entrepreneurs and small business owners to improve their business practices and prevent job loss.

Provide Timely Coordinated Services to Impacted Workers

The WDBCCC will also leverage its partnerships with the business community to facilitate the swift re-employment of laid-off workers in positions requiring similar skills at other local or regional employers. Following the receipt of a Worker Adjustment and Retraining Notification (WARN), the WDBCCC will work with businesses to profile the skill sets of employees at risk of being laid off in order to identify opportunities to transfer these skills into similar positions in priority industry sectors. For example, following news of the forthcoming closure of the Doctors Medical Center in West Contra Costa in April, 2015, the Rapid Response Team collaborated with key partners in the healthcare industry and other stakeholders across the region, including labor unions and neighboring Workforce Development Boards to host a job fair on-site at the closing hospital. The result was the rapid reemployment of all impacted workers in related positions throughout the East Bay.

To make this type of response possible, the WDBCCC utilizes all resources and connections available to respond to closures. This includes the coordination of rapid response activities with EDD, Covered California, and other AJCC and workforce system partners. Upon receipt of a warn notice, Business Service Representatives contact the business to discuss the services available and to schedule a transition orientation for the impacted workers. Employer liaisons and EDD partners will travel to layoff or closure sites or another location convenient to the workforce to deliver the orientation, which includes a panel of representatives that provide information on workforce services, unemployment insurance, and other resources available to dislocated workers.

For individuals eligible for Trade Adjustment Assistance (TAA), the WDBCCC will provide assessments, transition, training, and access to AJCC and other services to facilitate a rapid transition to new employment, including career counseling, job search assistance, resume preparation, interviewing skills workshops, and information about the local labor market, unemployment insurance, and local education and training information.

iv. Youth Workforce Development Activities
The WDBCCC collaborates with key partners representing both industry and education to support K-16 educational achievement for increasing numbers of youth and young adults in Contra Costa County. Local youth, particularly youth in some communities in West and East Contra Costa County, face significant barriers to completing the education and training they need to obtain and retain sustainable employment. As a result, youth in these communities experience higher unemployment rates than is average across Contra Costa County. For example, youth age 16-19 in the West County community of Richmond experienced unemployment at a rate of 43.3%, much higher than the Contra Costa County average youth unemployment rate of 26.9%. Similarly, youth in the East County community of Antioch experienced unemployment at the elevated rate of 32.8%. To address these challenges and serve youth throughout the county, the WDBCCC employs the following strategies:

Develop and implement strategies to direct WIOA and other resources to serve youth and young adults most in need and support their success in training.

The WDBCCC and its Youth Committee are committed to pursuing common approaches, expanded partnerships, and strengthened connections across agencies and programs so that youth are able to access meaningful and impactful services. This effort includes the provision of competitively-procured contracted youth services to in-school and out-of-school youth and young adults year-round in East, Central, and West Contra Costa County. Under WIOA, youth service providers are required to incorporate access to the following program elements, even if they are not directly providing them:

1. Tutoring and study skills training
2. Alternative secondary school or dropout recovery services
3. Paid and unpaid work experiences
4. Occupational skills training
5. Education concurrent with workforce preparation
6. Leadership development
7. Supportive services
8. Adult mentoring
9. Follow-up services
10. Comprehensive guidance and counseling
11. Financial literacy education
12. Entrepreneurial skills training
13. Provision of labor market and employment information

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2 Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates
14. Preparation to transition to post-secondary education

Youth services available in Contra Costa County include the Reconnecting Youth to their Future (RYTF) program, which assists out-of-school youth with school re-engagement, diploma/GED attainment, and advanced training, and the Supporting Student Success (SSS) program, which provides high school students with academic monitoring, post-secondary preparation, and financial aid information, among others. Work-based learning is a major component of both the in-school and out-of-school youth programs.

**Work with education and industry partners to develop systems that effectively engage employers in providing career development and work-based learning opportunities for youth and young adults to learn about, explore, and prepare for careers.**

In partnership with the Contra Costa Economic Partnership and the Diablo Gateways to Innovation consortium, the WDBCCC launched Earn & Learn East Bay, which places youth and young adults in compensated work-based learning, including year-round and summer jobs, internships, and work-based learning experiences. The goal of Earn & Learn East Bay is to facilitate the attainment of relevant, real-world employment experience for participating youth. Earn & Learn East Bay engages employers through participation on Industry Advisory Boards, which collaborate with educators to design career pathway programs. This partnership strengthens the talent pipeline by increasing communication between industry and education providers on the skills students require to thrive in the 21st century workplace. Currently, Earn & Learn East Bay funds programs in 10 local school districts and the community colleges.

**Work with education and others to increase access to vulnerable populations in Career Pathways.**

In addition to the Earn & Learn East Bay program discussed above, youth in Contra Costa County can also access career pathway programs through Future Build. A partnership of the Pittsburg Power Company, the WDBCCC, the Pittsburg Adult Education Center, the Contra Costa Building and Construction Trades Council and other key stakeholders, Future Build provides pre-apprenticeship training to low-income young adults in the building trades, followed by four months of follow-up services including career exploration, job coaching and referrals, workshops, and case management. Successful graduates receive seven certificates recognized and valued in construction, an in-demand industry recognized as a priority sector by the WDBCCC. Future Build has high success rates, with an overall 85% employment rate.

### v. Coordination of Education and Workforce Development Activities

The WDBCCC recognizes secondary and post-secondary education providers as vital partners in the development of a strong workforce qualified to meet the needs of local employers. As such, the WDBCCC is working to coordinate relevant education and training programs with workforce development activities, with the goal of aligning strategies, enhancing the quality of services, and avoiding duplicative efforts. To achieve these goals, the WDBCCC will pursue the following strategies:

**Collaborate to identify and meet the needs of priority industries.**
Meeting the skills needs of priority sectors and closing skills gaps will require alignment and coordination on the part of industry, education, and the WDBCCC. Students must be prepared with increasingly technical skills, including strong backgrounds in science and math. To strengthen the talent pipeline, the WDBCCC will serve as the convener of education providers and priority industries to help these groups work together to identify gaps in the availability of training to meet employer needs and develop programs to mitigate them. Current and recent efforts include work with local employers and the Contra Costa Community College District to develop curricula for career pathway programs in priority sectors, including the Industrial Maintenance/Mechanic and the Pre-Apprenticeship in the Trades program at Diablo Valley College, and the Process Technology and Electrical Instrumentation Technology programs at Los Medanos College. The Earn & Learn East Bay program is also convening employers and education providers to develop career pathway programs for youth.

At the regional level, the WDBCCC collaborates with education providers to carry out this strategy through participation in the Bay Area Community College Consortium (BACCC), comprised of local colleges and economic and workforce development initiatives in the Bay and Interior Bay Region. The BACCC seeks to improve the academic skills of vocational and technical education students, prioritizing several in-demand industries, including healthcare and information communication technology (ICT), which the WDBCCC has also identified as priority sectors. The WDBCCC will continue to collaborate with this network to develop new sector pathway training programs.

**Increase collaboration and alignment and improve service delivery through co-enrollment.**

Increasing enrollment in and completion of post-secondary programs is a goal of the WDBCCC. To increase opportunities for post-secondary enrollment, the WDBCCC will collaborate with community colleges to develop or expand offerings that are accessible to working adults. To increase the likelihood that individuals are able to complete programs to attain a degree or credential, the WDBCCC will continue to work with public education partners to help them develop programs that encourage participants to seek support from the AJCCs through co-enrollment. The WDBCCC will work with education partners to increase awareness of co-enrollment opportunities and advantages and to develop a cross-system referral process. Co-enrollment can offer high-risk students financial support for school materials, a cohort of similar students, a network of mentors through the AJCCs, and access to tailored services and workshops designed to help participants market their new skills to attain employment.

**Continue to seek opportunities to collaborate through the WINs and other forums.**

There are representatives of K-12 and adult education, community colleges, and the Contra Costa County Office of Education involved in the Workforce Innovation Networks (WINs) of East, Central, and West Contra Costa County. Convened monthly by the WDBCCC, the WINs provide an opportunity for the workforce system and its partners to come together to discuss service delivery and invite partnership on various initiatives. The WINs provide a forum for continuous communication between the WDBCCC and its education partners.

**vi. Supportive Services**

The WDBCCC recognizes that the provision of supportive services is essential to ensuring that jobseekers have the resources they require to complete training programs and execute their job search. AJCC staff work with participants to identify any supportive service requirements during
their initial assessment. Supportive services accessible through the AJCCs (either through referral or directly provided) include transportation assistance, clothing or tools required for employment, educational testing, child care assistance, medical treatment, books or other post-secondary academic materials, counseling, legal assistance, criminal records expungement, and housing, among others.

To ensure that participants are able to access these services, AJCC staff are trained to make warm referrals, connecting jobseekers directly with the services they require. These referrals are made primarily to community-based organizations and other partners participating in the Workforce Innovation Networks (WINs). The WDBCCC coordinates with these organizations to provide non-duplicative supportive services that enable job seekers to take the steps needed to retain sustainable employment. The WINs convene on a monthly basis to ensure the referral process is functioning efficiently and that WIOA customers have continued access to the services they require. Staff are cross-trained on the eligibility of multiple programs, including CalWORKs and Unemployment Insurance, to ensure that WIOA participants receive all of the support for which they qualify.

vii. Maximizing Coordination with Wagner-Peyser Act Services

The Employment Development Department (EDD) is the WDBCCC’s core partner for the Wagner-Peyser Act. Regional EDD staff members are based at each of the AJCCs, and provide regular workshops for Unemployment Insurance (UI) claimants and Trade Adjustment Assistance (TAA) service recipients.

Unemployment insurance workshops are provided on a weekly basis, along with the opportunity for claimants to meet individually with staff from EDD. WIOA and EDD AJCC staff members have regular meetings to ensure that they are working together strategically to serve UI and TAA recipients. Where permissible, staff from both EDD and WIOA share participant data and other relevant information to help support not only information-sharing, but also to leverage service delivery and resources to support job seekers. WIOA and EDD staff members also help support each other when conducting participant outreach, promoting specific service options in the One-Stops, and helping to provide placement services. WIOA and EDD staff are cross-trained to reduce duplication of services and to ensure that customers experience seamless support from the AJCCs. Additionally, staff enroll both WIOA and Wagner-Peyser customers using the CalJOBS case management system, facilitating co-enrollment and tracking of customer progress across funding streams.

viii. Title I Coordination with Title II Adult Education and Literacy Activities

The WDBCCC will collaborate with adult education, including the Contra Costa County Adult Education Consortium, and literacy providers to coordinate WIOA Title I and Title II activities in order to strengthen the provision of education and employment services to help individuals develop the basic skills and literacy proficiency required to thrive in sustainable employment. To achieve this coordination, the WDBCCC will pursue the following strategies:

Continued partnership with Adult Basic Education providers

As mandated by WIOA, the WDBCCC’s board membership includes a representative of an adult education and literacy provider under WIOA Title II. Additionally, the WDBCCC maintains
longstanding relationships with adult schools throughout Contra Costa County. Mt. Diablo Adult Education coordinates the operation of all assessment centers for the four AJCC locations. Each assessment center is connected to the local adult school and provides services to that AJCC. Adult school partners proctor the assessment, and customers are referred directly to other support services as identified by the proctor. This arrangement will facilitate coordination between WIOA Title I and Title II activities by facilitating the co-enrollment of Title I customers in Title II programs as necessary following the assessment.

Additionally, the WDBCCC will continue to coordinate with partners to engage adults in literacy programs provided by organizations, such as Mt. Diablo Adult Education, which offers adult literacy and English as a second language programs. The WDBCCC maintains a strong relationship with adult schools referring staff to aid with training offerings. Adult Education organizational staff have a strong presence on the local board, which provides seamless information sharing and efficiency towards service needs.

Adult school partners also provide a number of workshops and customer service trainings to customers at the AJCC sites. The WDBCCC also has formal Memorandums of Understanding (MOUs) with other adult education providers for the delivery of other training and education services on-site at the AJCCs and at adult school locations.

**Title II Grant Application Process**

The WDBCCC will review all Title II Adult Education and Family Literacy Act (AEFLA) grant applications that are submitted through the online process with the California Department of Education (CDE). This review process will serve to determine whether the applications are consistent with the WDBCCC Local Plan. This review process will include:

- The development of a methodology for a staff review and comparison of state guidelines and WDBCCC Local Plan to identify alignment, or lack thereof, with local strategies;
- Establishment of a review team to develop written feedback of the Title II Adult Education and Literacy Providers applications; and,
- Compiled feedback and recommendations, which may be incorporated into the Title II applications to promote stronger alignment with the WDBCCC Local Plan.

Upon completion of the review, the WDBCCC will submit a recommendation to the CDE. The application review process will take place between May 17, 2017 to June 17, 2017. The CDE will consider the recommendations of the LWDB to make grant awards for Title II providers.

**ix. Services for Limited English Proficient Individuals**

The WDBCCC will provide Spanish speaking orientations along with resume and interview technique workshops to meet this need given that a majority of the population in Contra Costa speak Spanish (52%). The WDBCCC will ensure that job application support for Spanish speakers is also available. The WDBCCC will ensure that unemployment insurance services remain bi-lingual, and that where possible all physical and electronic information on services will have translation lines. The WDBCCC and its partners will also ensure that similar steps are taken to cater towards Asian and Pacific Islander and Indo-European languages, which are spoken in 28% and 16.7% of households respectively. The WDBCCC will rely on its One-Stop/AJCC partners to provide basic skills, to include computer skills, to limited English proficient individuals.
This also includes referrals to English classes with Monument Impact at English centers in the County.

F. Grants and Grant Administration
   i. Disbursal of Grant Funds

The Contra Costa County Employment and Human Services Department formulates the County’s accounting policies and procedures related to the disbursal of WIOA funds through the Contracts and Grants Unit. Contra Costa County’s Board of Supervisors is the Local Chief Elected Official (CEO) and is therefore responsible for grant disbursals under WIOA allocated to the WDBCCC for workforce development activities within the Local Workforce Development Area (LWDA).

   ii. Competitive Process to Award Sub-Grants and Contracts

WIOA funds for Adults, Dislocated Workers, and Youth are awarded according to the process prescribed by Contra Costa County. All requests for information (RFIs) and requests for proposals (RFPs) are issued through the Contracts and Grants Unit of the Administrative Services Bureau within the Employment and Human Services Department (EHSD). RFPs and RFIs are published online on the EHSD’s website and the Contra Costa County Purchasing Portal and are also distributed via the WDBCCC mailing list. RFI and RFP documents clearly indicate the response due date and criteria for qualified responses. There is a required bidder’s conference for RFPs. Responses to questions are posted on EHSD website. RFP responses are reviewed by an evaluation panel consisting of workforce board staff and others. Proposed budgets are evaluated by the EHSD Fiscal Unit. Evaluators assess responses based on a matrix designed to ensure that criteria are applied consistently to all proposals. Based on this evaluation, the committee makes a recommendation for approval by the WDBCCC. All grants and sub-grants are awarded utilizing a competitive RFI, RFQ or RFP process.

G. Performance Goals
   i. Negotiated Levels of Performance

The WDBCCC is committed to delivering the highest possible quality of services to its customers, both employers and job seekers. The success of these efforts are measured by the WDBCCC’s achievement of performance accountability measures under WIOA. The performance goals were negotiated with the State and chief elected official, as prescribed by WIOA Section 116(c). The WDBCCC’s proposal for Local Area Performance Goals was developed based on past performance, including WIOA performance projections based on WIA program outcomes, along with State performance levels negotiated with DOL. A worksheet was then provided to submit proposed goals along with any rationale, and a conference call with State officials was held; levels were negotiated and then accepted. Although local areas were given the option to accept the State negotiated standards, the WDBCCC negotiated higher benchmarks in six of the 12 measures, taking recent performance into consideration. The local area performance measures under WIOA and the negotiated levels for PY 2016-17 are reflected in the table below:

<table>
<thead>
<tr>
<th>PY 2016-17 Performance Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adults</td>
</tr>
<tr>
<td>------</td>
</tr>
</tbody>
</table>

30
It should be noted that PY 2017/2018 performance levels will be renegotiated during Quarter 3 or 4 of the current program year (January 1, 2017 to June 30, 2017) using a new statistical method that will calculate future performance levels based on past performance. This may result in adjustments to the current levels negotiated for the 2017-2018 Program Year. Future performance negotiations based on this tool will take into account the economic conditions of the local area, as well as the demographic characteristics of the workforce. Future conversations on performance planning will expand the conversation to include relevant stakeholders and elected officials prior to the initiation of negotiations. The local area performance measures under WIOA and the negotiated levels for PY 2017-18 are reflected in the table below:

<table>
<thead>
<tr>
<th>Employment Rate 2nd Quarter After Exit</th>
<th>65%</th>
<th>75%</th>
<th>62.4%</th>
<th>Employment or Placement Rate 2nd Quarter After Exit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Rate 4th Quarter After Exit</td>
<td>74%</td>
<td>75%</td>
<td>64.2%</td>
<td>Employment or Placement Rate 4th Quarter After Exit</td>
</tr>
<tr>
<td>Median Earnings 2nd Quarter After Exit</td>
<td>5485</td>
<td>8192</td>
<td>BASELINE</td>
<td>Median Earnings</td>
</tr>
<tr>
<td>Credential Attainment within 4 Quarters After Exit</td>
<td>45%</td>
<td>67%</td>
<td>50%</td>
<td>Credential Attainment within 4 Quarters After Exit</td>
</tr>
</tbody>
</table>

It is noted that the number of people the WDBCCC serves with substantial barriers to employment and education has increased since PY 13, as summarized below:

- Adult:
  - Low Income +33%
- Youth:
  - Dropouts +10%
  - Disabled +10%
  - Homeless +19%
  - Foster Youth +10%

As an additional performance goal for the Employment and Human Services Department (EHSD), the WDBCCC will serve 12,500 registered individuals at America’s Job Centers of California (AJCCs) per year and have 552 WIOA participants placed in employment per year (per MIS & AJCCs).

For credential rates, it is noted that the number of people the WDBCCC serves with substantial barriers to employment and education has increased since PY 13, as summarized below:

- Adult:
  - Low Income +33%
- Youth:
  - Dropouts +10%
  - Disabled +10%
  - Homeless +19%
  - Foster Youth +10%
o Low Income +16% (for a total of 92%)

H. High Performance Board (HPB) Efforts

i. Compliance with State Issued AJCC Policies

WDBCCC currently meets Local Board requirements for HPB status in accordance with WIOA Section 107 (b) across Business, Workforce, Education and Training, Governmental and Economic and Community Development areas. WDBCCC exceeds the WIOA requirement for a majority of members representing businesses in the County, two of which must represent small businesses. Currently 52% of the WDBCCC (13 members) are business representatives. WDBCCC also meets the required minimum of 20% members representing the local workforce with 15% of the local board representing labor organizations. WDBCCC currently meets the workforce compliance percentage with five representatives on the local board and five labor organization representatives making up 20% of the entire board. Additionally, the WDBCCC ensures that at least one of its board members represent an eligible provider of adult education and literacy activities, and one representing an institution of higher education. In order to finalize compliance with WIOA Section 107 (b), WDBCCC includes the one minimum representatives from economic and community development entities, the state Employment Service Office, and from programs under title I of the Rehabilitation Act of 1973.

For PYs 2016-2018, WDBCCC will assure compliance with WIOA Section 184 [a][2] and [3] through its procurement procedures, avoiding acquisition of unnecessary or duplicative items, software, and subscriptions, and its maintenance and provision of accounting and program records, including supporting source documentation to all auditors. WDBCCC will also ensure that financial reporting will comply with WSD 12-3 and close out reports will comply with WSD09-12. WDBCCC will expend a minimum of 30 percent of combined total of adult and dislocated worker formula fund allocations on training services complying with state Senate Bill 734. Additionally, the WDBCCC will not use funds to assist, promote, or deter union organizing. The WDBCCC will select AJCC operators competitively, maintain data in accordance with CalJOBS reporting requirements and deadlines, comply with nondiscrimination provisions of WIOA Section 188, and with State Board policies and guidelines. WDBCCC will meet all priority of service requirements and will ensure that local members receive ethics training every two years as state in Assembly Bill 1234. Finally, WDBCCC will comply with the conflict of interest provisions of WIOA Section 107(h).

Overall, the WDBCCC has met performance goals in the annual periods between 2013-2015 with employment and retention rates increasing among Adults, Dislocated Workers, and Youth (14-21), with the exception of the 2014-2015 Adult employment retention rate. Average earnings have increased across all three demographic groups.

Between 2013-14 and 2014-15, WDBCCC has fully complied with WIA requirements and maintained fiscal integrity. Likewise, under the first implementation year of WIOA (PY 15-16), compliance and fiscal integrity were fully maintained. WDBCCC also certifies that it has not been found in violation of gross negligence or in failure to observe accepted standards of administrations, which include:

1. Timely reporting of WIA participant and expenditure data
2. Timely completion and submission of the required annual single audit
3. No placement on cash hold longer than 30 days.
WSD15-14 – WIOA Adult Program Priority of Service

WDBCCC has updated its priority of service directive to ensure compliance with WIOA guidelines, granting priority of service to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, as well as veterans and eligible spouses. The WDBCCC will also grant priority of service to individuals with disabilities and the re-entry population, as the local board has designated these priority populations in addition to those required by WIOA.

WSD15-12 – WIOA Phase I Memorandums of Understanding (MOU)

WDBCCC has established an MOU with each of its AJCC partners through Workforce Integration Networks (WINs) across the county. WDBCCC seeks to establish an integrated customer-centric system of workforce services with the goal of creating a more accessible and efficient workforce system. In addition, the WINs around the county aim to better interconnect AJCC partners to enhance collective service delivery.

The AJCC partners are in the process of signing MOUs, which when finalized will allow WDBCCC and its partners to optimize service coordination. The WDBCCC and its AJCC partners agree to create a unified customer-centric system focused on:

1. Shared Technology and System Security
2. Confidentiality
3. Shared Services, Customers, and Costs

WDBCCC will develop new services through the establishment of AJCC workgroups focused each on one of five identified priority sectors. This will allow for efficient development of career pathways and training programs. WDBCCC has established strong collaborations with adult schools, where all assessment centers are connected to the AJCC services and local adult schools. Additionally, WDBCCC collaborates with CCWORKS, SparkPoint, Re-entry Center, and Child Support Services. WDBCCC is also creating innovative workforce development strategies through Adult Basic Career enrollment, collaboration with the Community College District, and improving responsiveness to customers with barriers to employment. WDBCCC will conduct additional service delivery redesign focused on technology, workshops, and partnerships.

WDBCCC has met the 75% expenditure requirement pertaining to Youth Provider contracts, specifically targeting out-of-school youth. The WDBCCC has provided guidance on the 20% Work Experience expenditure requirement and established guidelines and security measures to safeguard PII, avoid COIs, and purchase order policies and review meeting uniform guideline compliance measures. WDBCCC has consistently developed sector initiatives and career pathways through demand-side and supply-side strategies, such as the Slingshot and Design It-Build It-Ship It (DBS) programs respectively. Additionally, WDBCCC has established extensive partnership with K-12 education, community college, and adult education systems through programs, such as Earn & Learn, FLOW project, and IMMM programs. WDBCCC has incorporated AJCC’s logo into all WDBCCC EASTBAY Works in order to promote the AJCC brand.

WSDD-151 – WIOA Phase II Memorandums of Understanding

Phase II is currently in process and will require WDBCCC to develop an MOU with all AJCC required partners in order to determine a Resource Sharing Agreement (RSA). The Agreement
will establish the distribution of infrastructure and system costs between WDBCCC and its AJCC partners. WDBCCC has yet to meet the requirement of finalizing a Phase I MOU containing a matrix of AJCC required partners, but once completed will be able to finalize the RSA.

Resources will be shared within two levels:

1. Infrastructure- Comprehensive AJCCs identified in Phase I will have specific budgets to include all non-personnel costs in an "Access and Accommodation" line item. This will include rental, equipment, utilities and maintenance, and facilitation technology costs. In accordance with Uniform Guidance, infrastructure costs will be shouldered by partners physically collocated at the job centers.

2. AJCC partners not located in a Comprehensive AJCC will be required to contribute to the sustenance of the workforce system costs, such as applicable career services, and to sign both budget agreements. Currently non-collocated partners are not required to contribute to infrastructure costs, however, once a data-tracking system is implemented statewide, non-collocated partners will be required to contribute their proportionate share of infrastructure costs. WDBCCC will be required to complete phase II of each MOU no later than June 30, 2017.

I. Training Activities and Services (WIOA Section 134)

i. Individual Training Accounts and Customer Choice

Given the highly skilled workforce of the East Bay region, education and training programs are an important investment in the success of jobseekers in a competitive labor market. Training allows jobseekers to attain the skills valued by local employers, making sustainable employment accessible in an industry and occupation that offers livable wages. The WDBCCC connects youth and adults to various types of training through its contracted providers and partners, including on-the-job training (OJT), occupational skills training, customized training, skills upgrading, job readiness training, basic skills training, and adult education.

The majority of the WDBCCC’s investment in training happens through the Individual Training Account (ITA) process. Jobseekers eligible to access ITAs are Youth, Adults, and Dislocated Workers enrolled in WIOA programs. To receive an ITA, an individual job seeker is required to review and present labor market information to a case manager to provide validation of demand for employment in the area that they are requesting training. The AJCC provides job seekers with access to the most up-to-date labor market information as it becomes available. Job seekers also have access to performance and program cost information for all training providers. Access to this information and guidance from a case manager ensure informed customer choice in the selection of training programs.

As part of this process, individuals must also review the Eligible Training Provider List (ETPL) to identify an eligible provider that offers relevant coursework. The ETPL offers a wide range of educational programs, including classroom, correspondence, Internet, broadcast, and apprenticeship programs. Finally, job seekers must demonstrate commitment to completing the training program that they are requesting support for enrollment and tuition. Once this work is completed, supervisory staff review and approve or deny requests for ITA funds.

ITA training can be combined and sequential to on the job training (OJT), training by an employer that is provided to a paid participant while engaged in productive work. OJT is provided under a contract with an employer in the public non-profit, or private sector. Through the OJT contract, occupational training is provided for the WIOA participant in exchange for reimbursement ranging
from 50-75% of the wage rate to compensate for the employer’s extraordinary costs. Combining ITA training with OJT does not require a specific waiver from the One-Stop Operator Administrator as long as the combined maximum total does not exceed $8,000 (the $5,000 OJT payment cap plus the $3,000 ITA payment cap). All OJT contracts and payment services are processed through the Fiscal unit of the Employment and Human Services Department using standard forms and procedures.

Although workforce investments through the ITA process are not limited to priority industries, the WDBCCC is in the process of revising training policies to be aligned with sector strategies. Currently, a significant portion of ITA funds are used to enroll job seekers in health care related training programs, one of the five key industries prioritized by the East Bay Region Slingshot Initiative. One such program is delivered through the WDBCCC partnership with Jewish Vocational Services (JVS) and John Muir Health to deliver a medical training cohort to train East Bay Medical Administrative Assistants (EBMAA). The cohort, formed in 2014, is both sector focused and based on the identified needs of employers who partnered with the WDB. Training participants complete a nine-week instructional program followed by a four-month paid internship. Graduates of the program have been successfully placed in full-time positions, earning average wages higher than $20 per hour. This collaboration is a successful model that the WDBCCC will seek to develop in other in-demand industries.

ITAs are also currently funding training in Transportation and Logistics, and Information and Communications Technology, two other regional priority sectors. Given the emphasis on sector strategies in California’s Unified Strategic Workforce Development Plan, the WDBCCC will continue to explore strategies to increase training investment across all priority sectors.

J. Public Transparency, Accessibility and Inclusivity
   i. Public Comment Period

The WDBCCC acknowledges the contributions of the various groups that participated in the development of this plan either through feedback in focus group sessions, one on one interviews, document sharing or via the online employer outreach survey.

Specific groups involved the Contra Costa Adult Education Planning Consortium, whose Steering Committee convened for a focus group session. This session, which allowed the WDBCCC to develop strategies for aligning workforce and education activities, involved leaders representing local school districts, the Contra Costa Community College District and its constituent colleges, and the Contra Costa County Office of Education. The WDBCCC also convened a separate focus group targeting community based organizations and AJCC customers. For this session, the WDBCCC invited participation from members of the Workforce Innovation Networks, community partners working in conjunction with the workforce system to deliver services in East, Central, and West Contra Costa County. Participants, including representatives of community-based organizations, local employers, economic development agencies, education and training providers, among others, provided information on the services they provide, their strategies for working with specific populations, and how further coordination with the WDBCCC can be achieved. AJCC customers were invited to participate via notices posted in each of the centers. Local employers contributed through an online survey, which the WDBCCC sent electronically to businesses across Contra Costa County. Respondents, which included representatives from several in-demand industries, provided feedback on their interactions with the WDBCCC, as well as their current and projected challenges with respect to hiring. Finally, the WDBCCC Board
members contributed their vision and oversight in a full-day planning retreat, affirming the goals and strategies articulated in this plan.

In compliance with WIOA 108(d), the WDBCCC continued to solicit feedback from stakeholders and the community via a 30-day public comment period. From February 2, 2017 to March 4, 2017, the WDBCCC 2017-2020 WIOA Local Plan was accessible to the public, along with instructions for submitting written comments, on the WDBCCC’s website. Notice of the posting was published online and sent via email to all relevant stakeholders and partners, including education and training providers, economic development agencies and organizations, community-based organizations (including those serving limited English proficient and other high-need populations), industry representatives and employers, and the Contra Costa County Board of Supervisors. Additional notice will be sent to local news media.

During the 30-day public comment period, the WDBCCC participated in a joint forum with the Richmond Workforce Development Board to collect additional feedback from the public. The forum took place at the Richmond Community Center on February 16, 2017 from 3:00-5:00 PM.

The WDBCCC did not receive any written feedback on the local plan during the 30-day public comment period.

K. Common Intake and Case Management Efforts
   i. Current Intake Processes and Allowance for Co-Enrollment

The WDBCCC has revised their intake policies and procedures to design a dynamic streamlined enrollment process that increases the accessibility of the system to potential customers and facilitates immediate service delivery. Traditionally, the intake process at the AJCC’s begins with a Career Center Orientation, where jobseekers receive a presentation on the tools and resources available through the centers. Following the orientation, case managers schedule meetings with customers to determine WIOA eligibility and enroll them via the State’s CalJOBS case management system. The CalJOBS platform is being utilized to transition WIOA enrollment and eligibility determination to a paperless process utilizing electronic records.

In addition to this intake process, each AJCC now also offers immediate access to an individual staff member designated the Case Manager of the Day. The Case Manager of the Day can be available within 30 minutes to meet with individuals that enter the AJCCs with immediate needs and triages their cases to refer them instantly to the services they require without requiring the customer to first undergo full WIOA eligibility determination.

Certain special populations, including the re-entry population and veterans, have access to a designated single point of contact through warm referrals from partner agencies. This system provides direct access to case management for members of these populations. The WDBCCC is working toward facilitating direct outreach to other target and priority populations using the CalJOBS case management platform to recruit individuals that may be eligible for co-enrollment. Direct recruitment is also taking place through training cohorts supported by the WDBCCC, such as the medical training cohort in partnership with Jewish Vocational Services and John Muir Health.

For individuals receiving services from multiple agencies, case coordination with all the different service providers is the norm.
The CalJOBS system facilitates the tracking of co-enrollment with certain programs, including Youth and Adult programs, TAA, and Wagner-Peyser, as well as WIOA Youth, Adult, and Dislocated Worker enrollments in other local workforce development areas. The WDBCCC is currently developing methods for co-enrollment tracking for programs that do not enroll through the CalJOBS system, including education and training programs, vocational rehabilitation, and TANF/CalWORKs. These methods will be amended to include any state-led data sharing efforts that are developed for coordination between core programs.

Case management services provided to Youth, Adults, and Dislocated Workers are summarized in the table below:

| Assessment | Case management services available at the AJCCs include an initial assessment to determine a participant’s skill level, employment interests, and supportive service needs. Based on this assessment, case managers work with job seekers to design an Individual Employment Plan (IEP). Following this assessment, case managers can administer additional proficiency testing as necessary, including testing requested by employers. |
| Supportive Services | For participants requiring supportive services, case management includes a warm referral to the community partner or agency best situated to meet their needs, including organizations offering child/dependent care, transportation assistance, medical services, temporary shelter, housing assistance, and employment-related tools or clothing, among other services. |
| Eligibility Determination | Case managers work with participants to determine eligibility for various programs and benefits, including bonding services, financial aid for training and education programs not covered under WIOA, Unemployment Insurance (UI), the Work Opportunity Tax Credit (WOTC), veterans’ services, and Trade Adjustment Assistance (TAA), among others. |
| Guidance and Counseling | Staff provide information useful to job seekers, including details on training providers and their performance outcomes, state and local labor market conditions, upcoming job fairs or other employment opportunities, and UI. Case managers also provide participants one-on-one counseling and support with their job search, including individualized resume and cover letter assistance, career counseling and placement assistance, assistance using CalJOBS or other job search tools, and other guidance. |
| Training Referrals | For job seekers needing additional training, case managers provide information to facilitate informed customer choice and make referrals to the appropriate training opportunity, including apprenticeship programs, vocational training, adult literacy, basic skills training, GED preparation, or post-secondary education. |
| Follow Up | Follow-up case management services include regular or intermittent contact with participants and their employers to track progress and offer continued support and assistance with any work-related issues, including those related to alcohol or drug abuse. Case managers can refer participants to supportive service providers after placement in education, training, or employment in order to support their continued success. Case managers continue to provide participants with services as necessary to obtain a higher paying job. |
L. Other Miscellaneous Information

i. Title II Program Applicant Access to the Local Plan

WIOA requires the WDBCCC to review all Adult Education and Family Literacy Act (WIOA Title II) applications submitted to the California Department of Education (CDE) from providers within the local area. The WDBCCC is committed to reviewing all applications submitted to the CDE by eligible providers within Contra Costa County and providing recommendations to the CDE based on each application’s alignment with this local plan. In making this assessment, the WDBCCC will focus on the following considerations judged by EDD to be most relevant to alignment with the local plan:

- Consideration 1 – Needs Assessment
- Consideration 4 – Alignment with One-Stop Partners
- Consideration 8 – Facilitate Learning in Context
- Consideration 10 – Partnerships and Support Services for Development of Career Pathways
- Consideration 14 – Alignment with the Local Workforce Development Board Plan

To support this effort, the WDBCCC will designate a staff member or team of staff to conduct the review of applications received from the CDE. Once complete, the WDBCCC will submit recommendations through the online system for the CDE’s review by May 31, 2017.

To ensure that Title II program applicants have access to the local plan, the WDBCCC will post the plan on its website beginning February 7, 2017.

ii. Priority of Service

WIOA requires that priority of service for individualized career services and training services be provided to Veterans and eligible spouses, recipients of public assistance, other low income individuals, and individuals who are basic skills deficient. Veterans are identified at the intake stage through the use of a Veteran’s Intake Form and have access to designated staff and programs provided by the State’s Jobs for Veterans Program Grant, including the Disabled Veterans’ Outreach Program, the Local Veterans’ Employment Representative, and the Veterans’ Service Navigator.

WIOA also allows local boards to establish additional priority groups for their local area. The WDBCCC elected to define individuals with disabilities and returning citizens (re-entry) as additional priority populations. The WDBCCC assigns priority of service to these populations based on the following definitions:

- **Individual with a Disability:** Individuals with a disability are those meeting the ADA definition: a person who has a physical or mental impairment that substantially limits one or more major life activities. This includes people who have a record of such impairment, even if they do not currently have a disability. It also includes individuals who do not have a disability but are regarded as having a disability.
- **Returning Citizen:** AB109-eligible returning citizens (specified non-violent, non-serious, non-sex offenders), individuals on formal felony probation, released in the past 3 years, pre-trial, informal felony probation, specialty courts, parolees, the formerly incarcerated, and other justice-involved individuals.
iii. Portions of Local Plan in the Regional Plan Narrative

As authorized by the 20 CFR Section 679.540(b) and the state board, portions of the local plan requirements have been transferred to the narrative content of the regional plan. This includes the Regional Labor Market, Economic, and Background Analysis required in local planning efforts. The regional plan will contain background analysis that meet all information requirements of local plan content.

Additionally, this plan has referenced regional strategies in relation to career pathways, coordination with economic development agencies, employment engagement, and sector strategies as a reference to the way the WDBCCC is integrating local services into broader Regional Planning Unit efforts.

M. Local Board Assurances
Please refer to Attachment A for Local Board Assurances.

N. Comprehensive One-Stops and AJCC Partners in the Local Area
Please refer to Attachment B for a list of comprehensive One-Stop and AJCC partners in Contra Costa County.

O. AJCC Memorandums of Understanding (MOU) – Attachment C
Please refer to Attachment C for AJCC Memorandums of Understanding and cooperative agreements.

P. Local Area Grant Recipient Listing
Please refer to Attachment D for the Local Area Grant Recipient Listing Form.

Q. Local Board Bylaws
Please refer to Attachment E for the WDBCCC Organization Bylaws.

R. Program Administration Designee and Plan Signatures
Please refer to Attachment F for Program Administration Designee and Plan Signatures

S. Summary of Public Comments
Please refer to Attachment E for a Summary of Public Comments.
Attachment A: Local Board Assurance

Local Board Assurances

Through PY 2017-20, the Local Workforce Development Board (Local Board) assures the following:

A. The Local Board assures that it will comply with the uniform administrative requirements referred to in the Workforce Innovation and Opportunity Act (WIOA) Section 184(a)(3).

B. The Local Board assures that no funds received under the Workforce Development Act will be used to assist, promote, or deter union organizing (WIOA Section 181(b)[7]).

C. The Local Board assures that the board will comply with the nondiscrimination provisions of WIOA Section 188.

D. The Local Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA Section 188.

E. The Local Board assures that funds will be spent in accordance with the WIOA, written Department of Labor guidance, and other applicable federal and state laws and regulations.

F. The Local Board assures it will comply with future State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under Federal law or policy, including the WIOA or state legislation.

G. The Local Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. (WIOA Section 134[c][3][E], and CUIC Section 14230[a][6])

H. The Local Board certifies that its America’s Job Center of CaliforniaSM (AJCC) location(s) will recognize and comply with applicable labor agreements affecting represented employees located in the AJCC(s). This shall include the right to access by state labor organization representatives pursuant to the Ralph Dills Act (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code, and CUIC Section 14233).

I. The Local Board assures that state employees who are located at the AJCC(s) shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including, but not limited to, hiring, promotion, discipline, and grievance procedures.
J. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee’s civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the *California Fair Employment and Housing Act* (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning state employees, and state employee misconduct.

K. The Local Board assures that it will select the One-Stop Operator with the agreement of the CEO, through a competitive process, or with approval from the local elected official and the Governor’s Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.
SIGNATURE PAGE

Instructions

The Local Board chairperson and local CEO must sign and date this form. Include the original signatures with the request.

By signing below, the local CEO and Local Board chair agree to abide by the Local Area assurances included in this document.

Local Workforce Development Board Chair

________________________________________________________________________
Signature

________________________________________________________________________
Name

________________________________________________________________________
Title

________________________________________________________________________
Date

Local Chief Elected Official

________________________________________________________________________
Signature

________________________________________________________________________
Name

________________________________________________________________________
Title

________________________________________________________________________
Date
Attachment B: List of Comprehensive One-Stops and AJCC Partners in the Local Area

One-Stop/AJCC Partners

Title I Adult
Title I Dislocated Worker
Title I Youth
Adult Education/Literacy – Career Technical Education
MDUSD - Adult Ed
West CC Adult Ed
Liberty Adult Ed
Martinez Adult Ed
Pittsburg Adult Ed
Wagner Peyser
Veterans
Trade Adjustment Assistance Act
Unemployment Insurance
Vocational Rehabilitation
Senior Community Service Employment Program (SCSEP)
Job Corps
Native American (Section 166)
Migrant Seasonal (Section 167)
Community Action
Housing Authority
Second Chance
TANF/CalWORKS
## Contra Costa Workforce Investment Network (WIN) Roster

<table>
<thead>
<tr>
<th>Central WIN</th>
<th>Western WIN</th>
<th>Eastern WIN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Back On Track Expungement Services</td>
<td>Contra Costa College</td>
<td>EDD</td>
</tr>
<tr>
<td>AFSC Contractor/ CFPB Financial (Vets)</td>
<td>Lions Center for the Blind</td>
<td>Goodwill Industries-STEP UP</td>
</tr>
<tr>
<td>CCC Adult Education Consortium</td>
<td>New Horizons Career Development Center</td>
<td>CCCOE</td>
</tr>
<tr>
<td>CCC Office of Education</td>
<td>Greater Richmond Interfaith Program (GRIP)</td>
<td>Opportunity Junction</td>
</tr>
<tr>
<td>CCC Office of Education &amp; (CCCAEC)</td>
<td>Richmond Works</td>
<td>City of Brentwood</td>
</tr>
<tr>
<td>Central County Family Justice Center</td>
<td>West Contra Costa Adult Education</td>
<td>Goodwill Industries-STEP UP</td>
</tr>
<tr>
<td>Child Support Services CCC</td>
<td>Contra Costa County Office of Education (CCCOE)</td>
<td>AJCC</td>
</tr>
<tr>
<td>Community Services Bureau CCC</td>
<td>EHSD/ Community Services Bureau (CSB)</td>
<td>LMC</td>
</tr>
<tr>
<td>Contra Costa Unified</td>
<td>East Bay Works / Contra Costa County / WDB</td>
<td>Good Will Industries</td>
</tr>
<tr>
<td>DOR</td>
<td>East Bay Works / Contra Costa County / San Pablo One Stop</td>
<td>WDB</td>
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<tr>
<td>DVC</td>
<td>Lao Family Community Development (LFCD)</td>
<td>Los Medanos College - EOPS</td>
</tr>
<tr>
<td>EDD</td>
<td>West Contra Costa Unified School District</td>
<td>LMC CalWORKs</td>
</tr>
<tr>
<td>Goodwill</td>
<td>Stride Center</td>
<td>Opportunity Junction</td>
</tr>
<tr>
<td>Job Corp</td>
<td>Employment Human Services Department (EHSD)</td>
<td>DOR</td>
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<tr>
<td>Central WIN (Cont.)</td>
<td>Western WIN (Cont.)</td>
<td>Eastern WIN (Cont.)</td>
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<tr>
<td>Martinez Adult Ed</td>
<td>To Touch One, Inc.</td>
<td>Rubicon Programs</td>
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<tr>
<td>Martinez K-12</td>
<td>Literacy for Every Adult Project (LEAP)</td>
<td>Project Second Chance</td>
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<td>Monument Impact</td>
<td>Employment Development Department (EDD)</td>
<td>EHSD</td>
</tr>
<tr>
<td>Mt. Diablo Adult Education</td>
<td>Business Services / Workforce Development Board</td>
<td>Liberty Adult Education</td>
</tr>
<tr>
<td>Mt. Diablo Unified School District</td>
<td>Robbin and Associates</td>
<td>City of Brentwood</td>
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<tr>
<td>Project Second Chance (CCC Library)</td>
<td>New Horizons</td>
<td>One Day at a Time</td>
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<td>Rentry Network Management Team</td>
<td>Single Stop</td>
<td>First Baptist Head Start</td>
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<tr>
<td>Scotts Valley Tribal (TANF)</td>
<td>West Contra Costa Unified School District</td>
<td>Shepherd's Gate</td>
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<td>SCSEP</td>
<td>Lao Family Community Development (LFCD)</td>
<td>Contra Costa County</td>
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<td>Shelter Inc.</td>
<td>East Bay Works / Contra Costa County</td>
<td>Los Medanos College - EOPS</td>
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<tr>
<td>Small Business Dev. Ctr - CCC</td>
<td>East Bay Works / Contra Costa County / San Pablo One Stop</td>
<td>Contra Costa County</td>
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<tr>
<td>SparkPoint / County</td>
<td>Contra Costa County Workforce Development Board (WDBCCC)</td>
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<td>SparkPoint / Opportunity Junction</td>
<td>Small Business Development Center (SBDC)</td>
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<td>Sparkpoint Bay Point</td>
<td>Department of Rehabilitation (DOR)</td>
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<tr>
<td>St. Vincent de Paul of CCC</td>
<td>RYSE Center</td>
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<tr>
<td>Central WIN (Cont.)</td>
<td>Western WIN (Cont.)</td>
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<tr>
<td>Superior Court of CCC</td>
<td>Rubicon Programs</td>
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<tr>
<td>WDB - CCC</td>
<td>Employment Human Services Department (EHSD)</td>
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<tr>
<td>WDB - CCC - AJCC</td>
<td>To Touch One, Inc.</td>
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<tr>
<td>Workforce Services Bureau CCC</td>
<td>Richmond Works</td>
<td></td>
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<tr>
<td></td>
<td>Department of Rehabilitation (DOR)</td>
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<tr>
<td></td>
<td>Literacy for Every Adult Project (LEAP)</td>
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<tr>
<td></td>
<td>San Pablo Economic Development Corp. (SPEDC)</td>
<td></td>
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<tr>
<td></td>
<td>Contra Costa College / Single Stop</td>
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</table>
Attachment C: AJCC Memorandums of Understanding (MOU)

Background

In the era of the Workforce Investment Act (WIA, 1998), the Workforce Development Board of Contra Costa (WDBCCC) built a forward-thinking Local Plan to address the workforce development challenges of Contra Costa County. The WDBCCC fostered collaboration across a wide range of stakeholder interests, including those of business, labor, education, social services, philanthropy, non-profits and community based organizations. The WDB focused on leveraging priority industry sectors, strategic partnerships, career pathways and collaborations to build a greater regional system. These same themes of system alignment and collaborative intent are now a key element of federal workforce legislation.

Realizing the monumental importance of the first legislative reform of the public workforce system in more than fifteen years, WIOA implementation is demonstrating unprecedented collaboration at all levels of government. The law is unique in that it promotes, and in some cases requires, system alignment around common goals.

Passed with overwhelming bi-partisan support and signed into law in July 2014, The Workforce Innovation and Opportunity Act (WIOA) strengthens the ability of our public workforce system to align investments in workforce, education, and economic development with regional in-demand jobs. It also focuses on the importance of providing customers with access to high-quality one-stop centers that connect them with the full range of services available in their communities.

Federal Planning Process:

In strategic coordination, the Department of Labor (DOL) with the Department of Education (DoED) jointly developed and released major sections of the WIOA Notice of Proposed Rule-making, with input from the Department of Health and Human Services (HHS). The legislation and the processes for implementation seek to remove barriers to coordination and system alignment.

State Planning Process:

In accordance with the intent and the requirements of WIOA, the Governor via the California Workforce Development Board (State Board) coordinated with each of the WIOA core program operated by the California Department of Education (CDE), the Employment Development Department (EDD), the Department of Rehabilitation (DOR) to submit a unified state plan. The content of the State Plan reflects the collective thinking of agencies and partners involved in the planning process; and, in keeping with the themes of system alignment, joint-planning, and collaboration, State plans will be reviewed and approved, at the federal level, by both the DOL and the DoED).

Local Planning Process:

Collaboration at the local level centers on the America’s Job Center of California SM (AJCC) system, which must serve as an all-inclusive access point to education and training programs that provide demand-driven skills attainment, especially for those with barriers to employment.

A critical component of the successful implementation of WIOA at the local level is a well-articulated MOU. Local Boards, with the agreement of the chief elected official (CEO), are responsible for entering into a MOU with each of the AJCC partners that outlines the operations of the overarching one-stop delivery system [WIOA Section 121(c)].
Preamble/Purpose of MOU

The purpose of this MOU is to establish a cooperative working relationship between the Workforce Development Board of Contra Costa County (WDB) and its partners in the local AJCC system, and to define respective roles and responsibilities in achieving the policy objectives. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.

As of June 2016, there are four EASTBAY Works America’s Job Centers of California (AJCC) in Contra Costa County. They are located in Brentwood, Antioch, Concord and San Pablo. Each of the Centers exists to help jobseekers find work and to help businesses become more successful. The Centers are managed by the WDB and supported by a group of partner agencies.

In 2013 the WDB through their One-Stop Career Centers/America’s Job Centers of California established a charter for a Workforce Integration Network (WIN) of providers for the purpose of improving the workforce development system in Contra Costa County by bringing partners focused on this work together. Because Contra Costa is a large county, there are three geographically specific WINs that will cover East, Central & West County. These WINs will identify gaps and inefficiencies in the broad workforce system that partners coming together can improve. We believe that the establishment of these geographically defined WINs will strengthen the workforce system for Contra Costa County’s job seekers and businesses and all of the partner agencies.

The WDB believes that the most effective way to help job seekers and businesses is by improving the workforce system in Contra Costa County broadly. This means building and strengthening partnerships among local agencies that are committed to lifting people out of unemployment and enhancing business productivity.

WIN members commit to working together to create a broader, more integrated system of workforce services designed to leverage public and private resources, enhance access to WIN member services, and improve long-term outcomes for individuals using these services. This will reduce duplication of effort and increase efficiency. Ultimately, a successful WIN will enhance the competitiveness of the local workforce, improve the local and regional economy and make each WIN member agency stronger. It is anticipated that the partners to this MOU will participate in this network in order to strengthen their collaboration with the WDBCCC and other One Stop/AJCC partners, and to serve customers more seamlessly and strategically.

Strengthening the workforce system will be accomplished by ensuring access to high-quality AJCCs that provide the full range of services available in the community for all customers seeking the following:

- Looking to find a job.
- Building basic educational or occupational skills.
- Earning a postsecondary certificate or degree.
- Obtaining guidance on how to make career choices.
- Seeking to identify and hire skilled workers.

This MOU is intended to be a functional tool as well as visionary plan for how AJCC partners will work together to create a unified service delivery system that best meets the needs of our shared customers.

Local/Regional Vision Statement, Mission Statement, and Goals
The Workforce Development Board of Contra Costa County (WDB), in partnership with the Contra Costa County Board of Supervisors, has articulated a compelling **Vision** for economic vitality in our county and region:

“Contra Costa County’s Workforce Development Board supports a network that creates and promotes dynamic education systems, high-performing businesses, and a prosperous local economy with an abundance of high-quality jobs and skilled workers to fill them.”

The **Mission** of the WDB is:

“The Workforce Development Board of Contra Costa County promotes a workforce development system that meets the needs of businesses, job seekers, and workers, to support a strong and vibrant economy in Contra Costa County.”

In its 2013-2017 Strategic Plan, developed through an extensive community engagement process, the WDBCCC has identified goals in four primary areas that support its vision and mission. These include:

**Adult Strategies Goal:** Increase the number of Contra Costa residents who obtain marketable and industry-recognized credentials or degrees, with a special emphasis on those who are unemployed, low skilled, low-income, veterans, individuals with disabilities, and other in-need populations.

**Business Services Goal:** Meet the workforce needs of high-demand sectors of the local and regional economy.

**Youth Strategies Goal:** Increase the number of high school students, with emphasis on at risk youth and those from low-income communities, who graduate prepared for postsecondary vocational training, further education, and/or a career.

**Administration Goal:** Support system alignment, service integration, and continuous improvement, using data to support evidence-based policymaking.

It is important to note that these goals were developed in 2013 when the current strategic plan was prepared, and will continue to evolve as the WDB begins work on a new strategic plan in 2017.

The publically funded workforce system envisioned by WIOA is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of the regional economies. It is designed to increase access to, and opportunities for the employment, education, training and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. It aligns workforce development, education, and economic development programs with regional economic development strategies to meet the needs of local and regional employers and provide a comprehensive, accessible and high-quality workforce development system. This is accomplished by providing all customers access to high-quality one-stop centers that connect them with the full range of service available in their communities, whether they are looking to find jobs, build basic educational or occupational skills, earn a post-secondary certificate or degree or obtain guidance on how to make career choices, or are businesses and employers seeking skilled workers.

Each agency named in this agreement commits to adhere to the provisions of WIOA and to the greatest extent possible the following guiding vision and principles for California’s One-Stop delivery system that services will be:

(1) Integrated and affording universal access to the system overall (offering as many employment, training, and education services as possible for employers and for individuals seeking jobs or wishing to enhance their skills);
(2) Comprehensive (offering a large array of useful information with wide and easy access to needed services);
(3) Customer-focused (providing the means for customers to judge the quality of the services and make informed choices);
(4) Performance-based (based on a set of shared outcomes to be achieved and methods for measurement)

**Parties to the MOU**

All parties to this MOU are required partners in the One-Stop Delivery System under WIOA and include local/regional representatives of the following programs:

<table>
<thead>
<tr>
<th>One-Stop Required Partner</th>
<th>Local Partner Organizations/Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title 1 Adult</td>
<td>Workforce Development Board of Contra Costa</td>
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<tr>
<td>Title 1 Dislocated Worker</td>
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<tr>
<td>Title 1 Youth</td>
<td></td>
</tr>
<tr>
<td>Adult Education/Literacy</td>
<td>Martinez Unified School District – Adult Education/Literacy</td>
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<tr>
<td></td>
<td>Mt. Diablo Unified School District – K12 and Adult Education</td>
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<tr>
<td></td>
<td>West Contra Costa Unified School District – Adult Education</td>
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<tr>
<td>Career/Technical Education</td>
<td>Liberty Union High School District – Liberty Adult Education</td>
</tr>
<tr>
<td></td>
<td>Antioch Adult Education Center</td>
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<td></td>
<td>Pittsburg Adult Education Center</td>
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<tr>
<td></td>
<td>Contra Costa Community College District</td>
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<tr>
<td>Wagner-Peyser</td>
<td>Employment Development Department</td>
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<tr>
<td>Veterans</td>
<td>Employment Development Department</td>
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<td>Trade Adjustment Assistance Act</td>
<td>Employment Development Department</td>
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<tr>
<td>Unemployment Insurance</td>
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<tr>
<td>Vocational Rehabilitation</td>
<td>California Department of Rehabilitation</td>
</tr>
<tr>
<td></td>
<td>Greater East Bay District</td>
</tr>
<tr>
<td>Senior Community Service Employment Program (SCSEP)</td>
<td>Contra Costa County Employment and Human Services Department</td>
</tr>
<tr>
<td>Program</td>
<td>Description</td>
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<td>----------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
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<tr>
<td>Job Corps</td>
<td></td>
</tr>
<tr>
<td>Native American (Section 166)</td>
<td>Northern California Indian Development Council, Inc. Scotts Valley Tribal TANF</td>
</tr>
<tr>
<td>Migrant/Seasonal (Section 167)</td>
<td>California Human Development</td>
</tr>
<tr>
<td>YouthBuild</td>
<td>There are no YouthBuild programs in operation in this region.</td>
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<td>Community Action</td>
<td>Employment and Human Services Department-Community Services</td>
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<tr>
<td>Housing Authority</td>
<td>Contra Costa County Housing</td>
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<tr>
<td>Second Chance Act</td>
<td>Contra Costa County Probation Department</td>
</tr>
<tr>
<td>TANF/CalWORKS</td>
<td>Contra Costa County Employment and Human Services Department</td>
</tr>
</tbody>
</table>

**One-Stop System, Services**

As of June, 2016, Contra Costa County is a very diverse county covering 805 square miles with a population just over 1,000,000. There are four One-Stop/America’s Job Centers of California located throughout the county: Brentwood, Antioch, Concord and San Pablo. While Contra Costa County appears to have recovered significantly from the recession, with a current unemployment rate of 4.4%, there are areas of high unemployment and poverty spread throughout pockets of the county, as high as 17 – 37% in some areas (East County and West County). In an effort to address the discrepancies throughout the large geographical area of the county the WDBCCC has delineated the county into 3 sub-regions: West, Central, and East. Each sub-region has established a workforce network within their designated sub-region. These networks have been created as Workforce Integration Networks and include a variety of partners (including public, private, non-profit) in the local area that support the mission, vision of the WDBCCC and are committed to working together to achieve the goal of moving as many individuals, families and businesses as possible toward economic self-sufficiency.

The WDBCCC and the One-Stops/AJCCs provide WIOA basic services to all customers that walk through our doors including: businesses, workers, under-employed, and unemployed. Individuals that meet WIOA eligibility requirements and priority of service will receive WIOA individualized services.

**Responsibilities of AJCC Partners**

The undersigned partners agree to carry out the following shared responsibilities in order to strengthen the capacity and effectiveness of the Contra Costa County East Bay Works AJCCs in achieving their service goals for job-seekers, employers and employees.
One Stop/AJCC partners agree to participate in joint planning, plan development, and modification of activities to accomplish the following:

- Continuous partnership building.
- Continuous planning in response to state and federal requirements.
- Responsiveness to local and economic conditions, including employer needs.
- Adherence to common data collection and reporting needs.

Make services provided by partner programs available to eligible customers through the one-stop delivery system.

Participate in the operation of the one-stop system, consistent with the terms of the MOU and requirements of authorized laws.

Participate in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained.

Funding of Services and Operating Costs

All parties to this MOU agree to share in the operating costs of the AJCC system, either in cash or through in-kind services. The cost of services, operating cost, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan.

AJCC partners will ensure that the shared costs are supported by accurate data, the shared costs are consistently applied over time, and the methodology used in determining the shared costs are reflected in a separate Cost Sharing Agreement that will be negotiated in good faith and implemented by December 31, 2017.

Methods for Referring Customers

All parties to this MOU commit to mutually implement processes for the referral of customers to services not provided on-site. All parties to this MOU agree that they will:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding AJCC programs, services, activities and resources shall be made available to all customers as appropriate.

Information on the customer referral process and direct links for access to AJCC partner staff that will be provided by each One Stop/AJCC partner are included in the attached MOU addendum for each local partner.

Access for Individuals with Barriers to Employment

The WDBCCC has established a local priority of service policy that will be implemented at all One-Stop/AJCC sites across the county that will ensure access for individuals with barriers to employment.

In accordance with new WIOA guidelines and definitions, individuals (adults and youth) with barriers to employment include those who are members of one or more of the following populations:

(A) Displaced homemakers.
(B) Low-income individuals.
(C) Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166.
(D) Individuals with disabilities, including youth who are individuals with disabilities.
(E) Older individuals.
(F) Ex-offenders.
(G) Homeless individuals (as defined in section 41403(6) of the Violence Against
Women Act of 1994 (42 U.S.C. 14043e–2(6))), or homeless children and youths (as defined in section
725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))).
(H) Youth who are in or have aged out of the foster care system.
(I) Individuals who are English language learners, individuals who have low levels of literacy, and
individuals facing substantial cultural barriers.
(J) Eligible migrant and seasonal farmworkers, as defined in section 167(i).
(K) Individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security
Act (42 U.S.C. 601 et seq.).
(L) Single parents (including single pregnant women).
(M) Long-term unemployed individuals.
(N) Such other groups as the Governor involved determines to have barriers to employment.

Services provided for individuals with barriers may include direct referral to a partner agency that has expertise
working with that specific population. Professional development and training will be provided to staff to ensure
not only sensitivity but cross-training competencies in this area.

Information on how each One Stop/AJCC partner will provide access to individuals with barriers to employment
is included in the attached MOU addendum for each local partner.

Each AJCC partner ensures that policies, procedures, programs, and services are in compliance with the
Americans with Disabilities Act of 1990 and its amendments, in order to provide equal access to all customers
with disabilities.

**Shared Technology and System Security**

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible,
including client tracking, common case management, reporting, and data collection. To support the use of
these tools, each AJCC Partner agrees to the following:

- Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education
  Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- The principles of common reporting and shared information through electronic mechanisms, including
  shared technology.
- Commit to share information to the greatest extent allowable under their governing legislation and
  confidentiality requirements.
- Maintain all records of the AJCC customers or partners (e.g. applications, eligibility and referral records,
  or any other individual records related to services provided under this MOU) in the strictest confidence,
  and use them solely for purposes directly related to such services.
- Develop technological enhancements that allow interfaces of common information needs, as
  appropriate.
- Understand that system security provisions shall be agreed upon by all partners.

**Confidentiality**
Each AJCC Partner to this MOU agrees to comply with the provisions of WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services or as otherwise required by law. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

**Non-Discrimination and Equal Opportunity**

The AJCC partner shall not unlawfully discriminate, harass or allow harassment against any employee, applicant for employment or AJCC applicant due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status. The AJCC partner agrees to comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations.

The AJCC partner will assure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibits discrimination on the basis of disability, as well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act.

**Grievances and Complaints Procedure**

All AJCC partner MOU signatories agree to establish and maintain a procedure for grievance and complaints as outlined in WIOA. The process for handling grievances and complaints is applicable to customers and partners. These procedures will allow the customer or entity filing the complaint to exhaust every administrative level in receiving a fair and complete hearing and resolution of their grievance. The partner further agrees to communicate openly and directly to resolve any problems or disputes related to the provision of services in a cooperative manner and at the lowest level of intervention possible.

**American's with Disabilities Act and Amendments Compliance**

All AJCC partner MOU signatories agree to ensure that the policies and procedures as well as the programs and services provided at the AJCC are in compliance with the Americans with Disabilities Act of 1990 and its amendments. Additionally, partners agree to fully comply with the provisions of WIOA, Title VII of the civil Rights act of 1964, the Age Decimation Act of 1975, Title IX of the Education Amendments of 1972, 29 CRF Part 37 and all other regulations implementing the aforementioned laws.

**Effective Dates and Term of MOU**
This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall be three years, commencing on July 1, 2016. The MOU will be reviewed and updated, at a minimum, every three years in order to ensure it contains up to date information regarding funding, delivery of services, and changes in the signatory official of the Local Board, CEO, or AJCC partners.

**Modifications and Revisions**

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

**Termination**

The parties understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a part of this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.

**Administrative and Operations Management Sections**

**Supervision/Day to Day Operations**

The day-to-day coordination of staff assigned to the AJCCs will be the responsibility of the site supervisor(s), while the original employer of staff assigned to the AJCCs will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the site supervisor(s) and the management of the original employer.

The office hours for the staff at the AJCCs will be established by the site supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary employer and will provide a copy of their holiday schedule to the operator and host agency at the beginning of each fiscal year. Partner organizations will proactively communicate with AJCC sites regarding additional non-work days (i.e. sick days, vacation days).

Disciplinary actions may result in removal of co-located staff from the AJCCs and each party will take appropriate action.

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally required employee benefits. In addition, each party shall be solely responsive and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers’ compensation, and all other regulations governing such matters.

**Dispute Resolution**

Parties shall continue with responsibilities under this MOU during any dispute. The parties agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution.

**Press Releases and Communications**
Participation of each party in press/media presentations will be determined by each party’s public relations policies.

The parties agree to utilize the AJCC logo developed by the State of California and the Local Board on facilities identified for AJCC usage, as well as partner websites.

**INDEMNIFICATION**

Partners shall indemnify, defend, save and protect and hold the Workforce Development Board of Contra Costa County harmless from all claims, cost, loss, liability, expense, damage (including consequential damages) or other injury, claim, action or proceeding, including without limitation, attorney’s fees and expenses, to the fullest extent not prohibited by applicable law, arising out of or connected with this Agreement or the parties’ action pursuant to this Agreement, including any action to attack, set aside, void, abrogate, rescind, or annul this Agreement.

The Workforce Development Board of Contra Costa County shall indemnify, defend, save and protect and hold the Partners harmless from all claims, cost, loss, liability, expense, damage (including consequential damages) or other injury, claim, action or proceeding, including without limitation, attorney’s fees and expenses, to the fullest extent not prohibited by applicable law, arising out of or connected with this Agreement or the parties’ action pursuant to this Agreement, including any action to attack, set aside, void, abrogate, rescind, or annul this Agreement.

**Signatures of Approval**

We, the undersigned representatives of the Workforce Development Board of Contra Costa County and the Contra Costa County Board of Supervisors, do hereby agree to and approve this document.

____________________________  _______________________
Donna Van Wert, Interim-Executive Director     Name, Title
Workforce Development Board of Contra Costa County    Contra Costa County Board of Supervisors

Date:_________________________  Date:_________________________
Signature of Approval

I, the undersigned representative of **Name of Organization**, do hereby agree to and approve this document.

_______________________________________________________________________________________

Name, Title of Authorized Signatory Date

Signature of Approval

I, the undersigned representative of **Name of Organization**, do hereby agree to and approve this document.

_______________________________________________________________________________________

Name, Title of Authorized Signatory Date

Signature of Approval

I, the undersigned representative of **Name of Organization**, do hereby agree to and approve this document.

_______________________________________________________________________________________

Name, Title of Authorized Signatory Date

Signature of Approval

I, the undersigned representative of **Name of Organization**, do hereby agree to and approve this document.

_______________________________________________________________________________________

Name, Title of Authorized Signatory Date
Signature of Approval

I, the undersigned representative of Name of Organization, do hereby agree to and approve this document.

_______________________________________________________________________________________

Name, Title of Authorized Signatory

Date
### State of California

**Local Area Grant Recipient Listing**

[WIOA Sections 107(d)(12)(B)(i)]

**Workforce Development of Board Contra Costa County**

*(Name of Local Workforce Development Area)*

<table>
<thead>
<tr>
<th>Entity</th>
<th>Organization</th>
<th>Contact (Name/Title)</th>
<th>Mailing Address (Street, City, Zip)</th>
<th>Telephone, Fax, E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Recipient (or Subrecipient if applicable)</td>
<td>Contra Costa County Employment and Human Services Department</td>
<td>Kathy Gallagher, Director Employment and Human Services Department</td>
<td>40 Douglas Drive, Martinez 94553</td>
<td>925-313-1579 <a href="mailto:kgallagher@ehsd.cccounty.us">kgallagher@ehsd.cccounty.us</a></td>
</tr>
<tr>
<td>Fiscal Agent</td>
<td>Contra Costa County Employment and Human Services Department</td>
<td>Kathy Gallagher, Director Employment and Human Services Department</td>
<td>40 Douglas Drive, Martinez 94553</td>
<td>925-313-1579 <a href="mailto:kgallagher@ehsd.cccounty.us">kgallagher@ehsd.cccounty.us</a></td>
</tr>
<tr>
<td>Local Area Administrator</td>
<td>Workforce Development Board of Contra Costa County</td>
<td>Donna Van Wert, Interim Executive Director</td>
<td>300 Ellinwood Way, 3rd Floor Pleasant Hill, CA 94523</td>
<td>925-602-6820 <a href="mailto:dvanwert@ehsd.cccounty.us">dvanwert@ehsd.cccounty.us</a></td>
</tr>
<tr>
<td>Local Area Administrator Alternate</td>
<td>Workforce Development Board of Contra Costa County</td>
<td>Noramah Burch, Workforce Services Specialist</td>
<td>300 Ellinwood Way, 3rd Floor Pleasant Hill, CA 94523</td>
<td>925-602-6813 <a href="mailto:nburch@ehsd.cccounty.us">nburch@ehsd.cccounty.us</a></td>
</tr>
</tbody>
</table>

Signature: ____________________________________________  ____________________________

Chief Elected Official  Date

If a Local Grant Sub-recipient has been designated, please submit a copy of the agreement between the Chief Elected Official and the Sub-recipient. The agreement should delineate roles and responsibilities of each, including signature authority.
Attachment E: Local Board Bylaws

Workforce Development Board of Contra Costa County (WDBCCC)
Organization Bylaws

ARTICLE I – NAME AND ADHERENCE TO APPLICABLE LEGISLATION

The name of this organization shall be the Workforce Development Board WDBCCC of Contra Costa County, hereinafter referred to as the WDBCCC. The WDBCCC is established as the local workforce development board pursuant to the legislative mandates outlined in the Workforce Innovation and Opportunity Act of 2014 (WIOA), 29 U.S.C. 3101 et seq., Public Law 113-128, 128 Stat.1425). In accordance with 20 Code of Federal Regulations (CFR), Parts 678, 679, 680, 681, 683, and WIOA Sections 106, 107, 108, 111, 121, 122, 123, 129 and 134 for the East Bay Workforce Development Area/Region, the functions of the WDBCCC shall be performed in partnership with the County Chief Elected Official (CEO).

ARTICLE II - SCOPE AND RESPONSIBILITIES

As set forth in the Workforce Innovation and Opportunity Act of 2014 (WIOA) and as an advisory body to the Contra Costa County Board of Supervisors, the responsibilities of the WDBCCC are:

A. Work with the Contra Costa County Board of Supervisors and Chief Elected Official (CEO) to develop a vision and strategy to coordinate a workforce development network of public, private, community-based, and other partners to enhance the competitiveness of the local workforce and support economic vitality for Contra Costa County and the broader East Bay region.

B. Develop and submit a local workforce development plan to the Governor, in partnership with the County Board of Supervisors, for the Contra Costa County Local Workforce Development Area (LWDA), whose boundaries pursuant to the California Workforce Development Board (CWDB) include the entirety of Contra Costa County, exclusive of the City of Richmond.

C. Develop and submit a regional workforce development plan to the Governor, in partnership with other local LWDA in the East Bay Regional Planning Unit. Other East Bay LWDA include Alameda County, the City of Oakland, and the City of Richmond.

D. With the agreement of the Contra Costa County Board of Supervisors, designate one-stop operator(s) and terminate the eligibility of such operator(s) for cause; identify eligible provider(s) of youth activities in the Contra Costa County LWDA by awarding grants or contracts on a competitive basis, based on recommendations of the WDBCCC; identify eligible providers of training services for adults and dislocated workers; and identify eligible one-stop operators and providers of career services by awarding contracts which may be on a competitive basis.

E. Develop a budget for purposes of carrying out the duties of the WDBCCC subject to the approval of the Contra Costa County Board of Supervisors. The WDBCCC may solicit and accept grants and donations from sources other than federal funds.

F. In partnership with the Contra Costa County Board of Supervisors, conduct oversight with respect to local programs of youth activities and local employment and training activities for employers, adults, and youth at the one-stop centers in the LWDA.
G. Negotiate and reach agreement on Workforce Investment Act local performance measures with the Contra Costa County Board of Supervisors and the Governor, and certify comprehensive One Stop Center(s).

H. Assist the Governor in the development of a statewide employment statistics system (e.g., labor market information system pursuant to the Wagner-Peyser Act).

I. Coordinate workforce development activities carried out in the LWIA with economic development strategies and develop other employer linkages.

J. Promote the active participation of the private sector in the local workforce investment system.

ARTICLE III - MEMBERSHIP

A. Members of the WDBCCC shall be appointed by the Contra Costa County Board of Supervisors in accordance with federal and state law, and as further described below in Article III, Paragraphs B, and C.

B. Membership of the WDBCCC shall be composed as follows:

1. Majority business members who are individuals with optimum policymaking or hiring authority (50% + 1) and are:
   a. Business owners, or
   b. Chief executives, or operating officers, or
   c. Other business executives, or
   d. Employers.
      1. These representatives shall include a representative(s) of small businesses
      2. Private sector representatives may be from organizations representing businesses, that provide employment opportunities in the Contra Costa County workforce area, in in-demand industry sectors or occupations or provide employment opportunities that, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area

2. Workforce representatives who shall comprise at least 20% of local board members, including the following provisions:
   a. Two (2) or more of the members must be representatives of labor.
   b. One (1) or more of the members must be representatives of a joint labor-management, or union affiliated, registered apprenticeship program in Contra Costa County, who is a training director or a member of a labor organization.
   c. To meet the twenty percent (20%) requirement the Board may include one or more representatives of community-based organizations (CBO) who:
      1. Have demonstrated experience and expertise in addressing the employment, training or education needs of individuals with barriers to employment, including organizations that serve veterans, or;
      2. Provide or support competitive integrated employment for individuals with disabilities; or;
      3. Represent organizations with demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.
3. Representatives of entities administering education and training activities in Contra Costa County, who shall include
   a. A representative of eligible providers administering adult education and literacy activities under WIOA title II, and;
   b. A representative of institutions of higher education providing workforce investment activities (including community colleges)
      1. This category of membership may include representatives of local educational agencies, and community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

4. Representatives of governmental and economic and community development entities who shall include
   a. A representative of economic and community development entities
   b. A representative from the State Employment Service Office under the Wagner-Peyser Act
   c. A representative of the programs carried out under title I of the Rehabilitation Act of 1973
   d. This category of members may include representatives of agencies or entities administering programs in Contra Costa County relating to transportation, housing, and public assistance, or representatives of philanthropic organizations serving Contra Costa County

5. Such other individuals or representatives of entities as the chief elected official for Contra Costa County determines to be appropriate.

C. To be eligible for appointment to the WDBCCC, members must be nominated as described below for the category to which they are appointed:

1. Nominations to the private sector seats on the WDBCCC shall:
   a. Be made by business, professional and/or trade organizations in the Contra Costa County area. There shall be at least one nomination for each vacancy.
   b. Be a result of recruitments from Chambers of Commerce, trade associations or other business organizations.
   c. Be individuals with "optimum policy-making authority." These individuals are expected to be able to speak affirmatively on behalf of the entity s/he represents and to commit the entity to a chosen course of action.
   d. Include representatives from small business.
   e. Include representatives from the industry clusters identified by Contra Costa County labor market information research.
   f. Include representatives to provide for geographic representation from all parts of Contra Costa County.
   g. Include representatives who have an expressed interest and expertise in the economy of the County.

2. Representatives of labor organizations shall be nominated by local labor federations, or other representatives of employees where there are no labor federations.

3. As there are multiple local providers of Adult and Family Literacy in the Contra Costa County workforce development area, nominations shall be solicited from those entities.
4. Economic development agency members will be selected from:
   a. An entity representing Economic Development in Contra Costa County; or
   b. Private sector economic development entities.

5. Appointment of representatives of organizations referred to in WIOA as having "demonstrated experience and expertise" means the member should be an individual who contributes to the field of workforce development, human resources, training and development, or a core program function or who the Local Board recognizes for valuable contributions in education or workforce development related fields.

6. Members of the WDBCCC shall either reside in or be representatives of businesses, organizations or agencies with interests that are located within the LWDA boundaries.

D. Seat terms shall be staggered and of four years’ duration. The term of each seat will commence on July 1st and terminate on June 30th four calendar years later.

E. The WDBCCC may recommend to the Contra Costa County Board of Supervisors changes to the size and composition of its membership, provided that two-thirds of its members have voted to recommend the change. Recommended changes to size and composition of the WDBCCC membership must be approved by the Contra Costa County Board of Supervisors.

F. The members of the WDBCCC shall not be paid for their services, but shall be reimbursed for their necessary and actual expenses incurred in the performance of their duties connected with their activities or responsibilities under the WIOA and/or other programs under the purview of the WDBCCC. All requests for reimbursement must be submitted in accordance with approved travel and expense reimbursement policies and procedures of the WDBCCC’s respective administrative entity.

ARTICLE IV: DUTIES OF MEMBERS

A. Members shall attend meetings of the WDBCCC and of committees to which they are appointed. The Executive Committee shall routinely review member attendance at WDBCCC and committee meetings.

B. Members shall notify the Executive Director and/or staff of the WDBCCC, of any expected absence for a meeting at least 48 hours before a regularly scheduled WDBCCC or Committee meeting, indicating good and sufficient reasons for the absence. Such notification may be direct or through staff of the WDBCCC.

C. Each member of the WDBCCC should serve on at least one standing committee as necessary.

ARTICLE V - OFFICERS AND ELECTIONS

A. The number of officers shall be determined by the WDBCCC membership. At a minimum, there shall be a Chairperson and Vice-Chairperson. Any two officer positions, except those of the Chairperson and Vice-Chairperson, may be held by the same person. Whenever possible, the outgoing Chair will continue to serve as an active board member as the Past Chair for at least one year.

B. The Chairperson shall preside at all WDBCCC meetings, represent the WDBCCC whenever the
occasion demands, appoint members to committees, and call special meetings at any time necessary.

C. The Vice-Chairperson(s) shall assist the Chairperson and assume all the obligations and authority of the Chairperson in his/her absence, and shall chair the Executive Committee. In the event that the Vice-Chairperson(s) are not available, the Past Chair shall serve in this capacity.

D. The Chairperson and Vice-Chairperson(s) of the WDBCCC will be selected from among members of the WDBCCC who are representative of the business sector. In the event that there is not at least one WDBCCC member currently sitting as Vice Chairperson, the Chair shall appoint a Vice Chairperson on a quarterly rotating basis. In making such appointments, the Chair will give preference to eligible Committee Co-Chairs.

E. A WDBCCC member may serve as Chairperson for a period of no longer than two (2) years and as a Vice-Chairperson for no longer than three (3) years.

F. Any officer may be removed from office by the affirmative vote of fifty percent (50%) rounded-up, plus one (1) of the full membership for conduct, activities or interest detrimental to the interest of the WDBCCC, in accordance with Article X, Section C.

G. A Nominating Committee shall be convened each fiscal year to designate a new slate of officers for the following fiscal year. The Nominating Committee shall be chaired by the Immediate Past Chairperson who shall appoint at least two (2) other Board members, a majority of whom shall represent the business community. In the event the position of Immediate Past Chairperson is vacant, the Chairperson shall appoint the Chair of the Nominating Committee.

H. The period for officer nominations shall commence upon the establishment of the Nominating Committee and will close 30 days prior to the final regularly scheduled full board meeting of the fiscal year.

I. A report from the Nominating Committee on selection of officers shall be provided to the members in advance of officer elections and made available to the public. Additional nominations from the floor will be accepted by the chair or acting chair of the WDBCCC before the vote takes place.

J. An election of officers shall be held no later than the final regularly scheduled full WDBCCC meeting of the fiscal year, though the election date may be changed in any given year if formally determined necessary by the WDBCCC membership. Officers shall be elected by a majority vote of the members present.

K. Officers’ terms will commence on July 1 and end on June 30 of the following calendar year.

ARTICLE VI - VACANCIES

A. The WDBCCC or its Executive Committee shall review scheduled and unscheduled membership vacancies as they occur and assess associated needs with appointing a replacement. The WDBCCC and Executive Committee shall consider applicable federal, state, and local membership guidelines in formulating a recommendation for review. A majority vote of members present at a WDBCCC or WDBCCC Executive Committee meeting is needed to affirm the recommendation.

B. The WDBCCC Chairperson shall immediately report to the Contra Costa County Board of Supervisors
any unscheduled vacancy.

C. A vacancy in any officer position may be filled by the WDBCCC for the unexpired term of the position by a majority vote of the members attending a called meeting of the full WDBCCC membership or the WDBCCC Executive Committee.

D. Nominations for appointment to the WDBCCC shall be made in accordance with the Workforce Innovation and Opportunity Act. Nominees will be presented by the WDBCCC to the appropriate committee of the Contra Costa County Board of Supervisors’ for review and advancement to the Board of Supervisors for final appointment to the WDBCCC.

ARTICLE VII – MEETINGS, QUORUM REQUIREMENTS, AND RULES OF PROCEDURE

A. All WDBCCC meetings shall be open, public and noticed in conformance with the provisions of the Ralph M. Brown Act, California Government Code Section 54950 et seq., as amended and the Contra Costa County Better Government Ordinance (BGO). Meetings held at a location within Contra Costa County, California that satisfies the access requirements of the Americans with Disabilities Act.

B. Regular meetings of the WDBCCC shall be held at least once each calendar quarter, and shall be conducted in accordance with all applicable federal, state and local laws.

C. Special or emergency meetings of the WDBCCC may be called at any time by the Chairperson, the Executive Committee, or upon written request of at least a majority of WDBCCC members. Notice of a special or emergency meeting will include the time, date, place, and purpose. The notice, time permitting, shall be not less than one working day before such meeting date. All meetings will be subject to applicable laws and ordinances.

D. Alternative technological means such as telephone or video conferencing, may be used at an WDBCCC standing or ad hoc meeting as technological resource availability permits and as permissible by the Ralph M. Brown Act.

E. Fifty percent (50%) rounded-up of the authorized number of seats will constitute a quorum of the full WDBCCC or a WDBCCC committee. In the absence of 50 percent rounded-up in attendance, the meeting shall be cancelled no later than thirty (30) minutes after scheduled meeting time provided that entire WDBCCC has been given proper notice as stated in these bylaws.

F. When issues arise that require members to recuse themselves from the voting process, this action will not count against the quorum count.

G. When a quorum is present, each regular voting member shall have one (1) vote when present. No proxies or absentee votes shall be permitted. Once a quorum has been established the quorum remains regardless of whether members leave the meeting.

H. All meetings of the WDBCCC and its committees shall be guided by the current edition of Roberts Rules of Order, Revised.

I. The WDBCCC shall be governed in its activities by all applicable laws, regulations and instructions.
A. The WDBCCC Chairperson may establish Standing Committees, Ad Hoc Committees and Task Forces as necessary and shall designate the chairpersons.

B. The size and purpose of each Standing or Ad Hoc Committee shall be determined by the WDBCCC Chairperson, in consultation with any designated Committee Chairperson(s). Every effort shall be made to ensure that each Standing committee is comprised of five (5) or more members of the WDBCCC.

C. Each WDBCCC Standing Committee will have a minimum of one (1) chairperson with responsibility for conducting the regular business of that respective committee.

D. Any WDBCCC member may serve as a Committee Chairperson or Co-Chairperson. WDBCCC members may serve as Chairs of a single WDBCCC Standing Committee for a period or no more than two (2) years.

E. There shall be an Executive Committee composed of the WDBCCC Chairperson, the Vice-Chairperson(s), and a past WDBCCC Chairperson, one (1) to two (2) voting members-at-large, and the Chairpersons of Standing Committees. In the event a past Chairperson is not available, the Chair may appoint an additional member-at-large. At least fifty percent (50%) plus one of the Executive Committee members shall be business member representatives.

F. The Executive Committee shall meet at a regularly scheduled time and is authorized to act on behalf of the Workforce Development Board on those matters delegated to it by the WDBCCC. For those matters not delegated to it by the WDBCCC, the Executive Committee is authorized to meet and act on behalf of the WDBCCC at such times as may be determined necessary by the Chairperson, provided that such actions taken by the Executive Committee shall be ratified by the WDBCCC at its next regularly scheduled meeting.

The responsibilities of the Executive Committee shall include:

• Approving annual budgets and forwarding to the WDBCCC for review;
• Obligating and approving awards of contracts, grants, and/or other funding related to programmatic and/or operational objectives (requires a 2/3 vote of Executive Committee members present for approval);
• Hearing budget related matters and forwarding appropriate items to the WDBCCC
• Developing legislative/advocacy platforms and position statements
• Developing operational and policy objectives
• Appointing non-WDBCCC members to serve on WDBCCC Standing committees. These members may vote on matters put forth to the respective WDBCCC committee(s), but they are not voting members of the WDBCCC.
• Recommending membership appointments and resignations from the WDBCCC to the Board of Supervisors as necessary

At least once a year the Executive Committee will be charged with examining WDBCCC planning documents and priorities. The Executive Committee will coordinate committee activities, review committee reports and provide recommendations and advice to the WDBCCC on all matters within the jurisdiction of the bylaws.

ARTICLE IX - STANDARDS OF CONDUCT AND CONFLICT OF INTEREST

Members of the Workforce Development Board will:
A. Avoid situations which give rise to a suggestion that any decision was influenced by prejudice, bias, special interest, or personal gain by recusing themselves from the discussion and action taken.

B. Exercise due diligence to avoid situations which may give rise to an assertion that favorable treatment is being granted to friends and associates.

C. Disclose potential financial conflict of interest by filing Form 700 and all other necessary and required documents.

D. Not solicit or accept money or any other consideration from any person for the performance of an act reimbursed in whole or part with Workforce Innovation and Opportunity Act funds.

E. Not participate nor vote on contracts or grants relating to services provided by that member or the entity he or she represents, if the member or the entity financially benefits from the decision.

F. Abide by all conflict of interest codes and attend requisite training.

ARTICLE X - TERMINATIONS

Any member may be terminated from membership on the WDBCCC by one of the following actions:

A. Resignation. Resignation of WDBCCC members should be effected by a written letter of resignation submitted to the Chairperson of the WDBCCC and the Contra Costa County CEO.

B. Failure to attend three consecutive regularly scheduled full WDBCCC and/or committee meetings, excessive excused absences from regularly scheduled WDBCCC and/or committee meetings, or failure to resign when he/she ceases to be a representative of the group from which he/she was selected. Said conduct shall automatically be reviewed by the WDBCCC Executive Committee, which in turn shall present a recommendation to the WDBCCC. A majority vote of the WDBCCC membership is needed to affirm the recommendation.

C. For conduct, activities, or interest detrimental to the purpose of the WDBCCC. Said conduct is subject to review by the Executive Committee, which in turn shall present a recommendation to the WDBCCC. An affirmative vote of fifty percent (50%) rounded-up, plus one (1) of the full membership is needed to ratify the recommendation.

ARTICLE XI - AMENDMENTS

These bylaws may be altered, amended or repealed at any regular meeting of the WDBCCC by a vote of two-thirds (2/3) of the voting members present where there is a quorum, provided notice of the proposed change shall have been disseminated to each representative no less than seven (7) days prior to such meeting.

Adopted by Workforce Development Board on Month, Day, Year
Approved by the Contra Costa County Board of Supervisors on Month, Day, Year
Attachment F: Program Administration Designee and Plan Signatures

PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This local plan represents the Workforce Development Board of Contra Costa County’s efforts to maximize and coordinate resources available under Title I of the Workforce Innovation and Opportunity Act.

This local plan is submitted for the period of July 1, 2017 through June 30, 2021 in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair

__________________________________________  ________________________________
Signature                                     Signature

__________________________________________  ________________________________
Name                                          Name

__________________________________________  ________________________________
Title                                         Title

__________________________________________  ________________________________
Date                                          Date
Attachment E: Summary of Public Comments

Local Board Record of Comments

Section 108 of the *Workforce Innovation and Opportunity Act* requires the Local Boards to publish the local plan for public comment. The Local Workforce Development Board (Local Board) should include with their local plan submittal, all comments that have been received that disagree with the local plan, how the Local Board considered that input and its impact on the narrative in the local plan.

The Workforce Development Board of Contra Costa County did not receive any feedback during the period that the local plan was posted for public comment.
City Of Oakland Workforce Development Strategic Plan

Program Years 2017-2020
A. Vision, Goals, and Strategy of the Local Board and its Partners
   i. Strategic vision to support regional economic growth and economic self-sufficiency.
   Current Context: Entering into 2017, the City of Oakland – along with the rest of the San Francisco Bay Area – has been experiencing several consecutive years of rapid economic growth and job creation. Population and employment levels have expanded well beyond pre-recession levels, with the total number of jobs in the City of Oakland rising from 155,000 in 2010 to 200,200 by 2017. The unemployment rate of residents dropped from a high of nearly 17 percent in 2009 to 4.7% by the end of 2016, with a slight upward bump in January 2017 to 5.1%. While maintaining and even growing its historic strength as the Bay Area’s major health, transportation and logistics hub, Oakland has also gained local and national attention for other industries and attributes, including its thriving arts scene, solar and green energy cluster, food production, “maker” movement, and a unique character and lifestyle that reflects the diverse and engaged population for which the City has long been known.

As a whole, local businesses are thriving to such an extent that room to grow has become a challenge, as industrial, downtown office and retail vacancies have all reached record lows. Commercial rents are on the rise, putting pressure on many nonprofits and local businesses. Rising market rents for residential and commercial space has spurred new investment in Oakland, but a variety of factors – including rising costs of construction – have held back development that could meet new demand. And the development pipeline is growing. More than 2,000 new housing units are under construction or recently completed, with another 17,000 approved or in pre-development discussions. And following investments in the rehabilitation and repurposing of pre-existing space for commercial and office uses, new office construction is planned for the first time in seven years.

Just as new economic opportunities seem to be emerging and expanding in Oakland, growth is not benefitting its residents and businesses equally, making the newfound interest and investment in Oakland a mixed blessing. The City’s location at the center of the Bay Area, the nation’s most thriving and expensive metropolitan region, has amplified pressures on local property market values, resulting in many low-income residents experiencing a heightened level of economic insecurity. The economic boom has brought positive changes to some neighborhoods, yet community members and City representatives alike are concerned about Oakland’s long-term affordability, diversity, and ability to extend and share economic prosperity. Unemployment disparities between demographic groups are on the decline – for example, African-American unemployment is estimated to have fallen from 25% in 2013 to as low as 9% in 2015 – yet gaps stubbornly persist among different ethnic groups. Indeed, despite an overall rise in employment and wealth, Oakland’s citywide poverty rate of 20% has changed little in the last decade and remains higher than the national poverty rate of 15%, pointing to a growth in income inequality within the city. The school district is improving rapidly and has many high-achieving schools, but too many young people still drop out. High crime rates continue, suggesting that many in Oakland remain disconnected from opportunities to find quality work. In sum, the city’s current landscape makes the work of the Oakland Workforce Development Board (OWDB) at once more essential – and more daunting – as

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2 Ibid
3 American Community Survey, 2013-2015. The size of Oakland’s African-American population also increased slightly during this time period.
4 Ibid
the City of Oakland and its residents strive to move forward during these unprecedented times and circumstances.
Acutely aware of the various forces that have been pulling and pushing the city in new directions, during 2014-2016, the City of Oakland took a comprehensive look at the way interrelated city departments respond to challenges through the Resilient Oakland Playbook (https://pilot.oaklandca.gov/issues/resilient-oakland). The Resilient Oakland playbook takes a more holistic view of community development, outlining a set of strategies and actions to tackle systemic, interdependent challenges including equitable access to quality education and jobs, housing security, community safety, and vibrant infrastructure. In articulating its goal around increasing economic security, the Resiliency Playbook states the following:

“Oakland will enable all residents to be economically secure, build wealth, and achieve their full potential, regardless of race or means. Oakland seeks to build a model of responsible economic growth and business attraction, in concert with a commitment to building economic security, especially for those who have historically had limited access to opportunity.”

The OWDB has both the opportunity and the imperative to support a number of the goals outlined in the playbook, including engaging supporting community engagement efforts, particularly by enlisting young people in shaping Oakland’s future, creating more opportunities for collaborative government, and using data-informed decision-making. And in addition to the Resilient Oakland playbook, there are myriad other initiatives currently underway across the City Of Oakland that have implications for the OWDB’s work. There are a number of departments within City Of Oakland that are of great importance to the OWDB’s work, including the Mayor’s Office, the City Administrator’s office, the Planning & Building Department, the Housing & Community Development Department, Parks and Recreation, Public Works, and the recently established Department of Race & Equity (the city has also recently established a Department of Transportation, offering yet another connection point for the OWDB within the city infrastructure.)

In addition to the abundance of opportunities for the OWDB to deepen its work with other city departments, there are myriad collective impact initiatives operating within the City of Oakland and Alameda County that are highly relevant to the OWDB as it strives to support better opportunities and outcomes for the City Of Oakland’s residents and support a strong business climate. In January 2017, the Youth Ventures Joint Powers Authority (http://youthventuresjpa.org/) released an analysis of thirty one (31) initiatives that were identified and inventoried based upon multiple criteria, including the scope and size of the supporting collaborative, their degree and sphere of influence and their specific area(s) of focus. Their report focused on organizations and/or initiatives doing work around one or more of the following priority issue areas, including education, health, safety, wealth, and housing. The OWDB is working directly and indirectly with a number of these efforts on service coordination and resource leveraging/alignment in order to help maximize the impact of these efforts for Oakland residents.

In addition to supporting work at both the citywide and regional level, the OWDB also recognizes both the opportunity and need for it to strengthen ties with more neighborhood-based networks of community and faith-based organizations that have aligned resources and interests in an effort to improve the quality of life for Oakland’s most vulnerable residents. As stated at the outset of this plan, the recent local and regional economic boom has created an environment where many residents – particularly boys and men of color, disconnected youth, individuals with disabilities, limited English proficient (LEP) individuals, older individuals, homeless and other low-income individuals, long-term unemployed, and former foster youth – are experiencing greater economic insecurity. These groups of residents are generally concentrated in specific neighborhoods and
communities within the city and point to a need to dig deeper into how the full array of assets and investments of the city’s workforce ecosystem – including both those that are overseen by the OWDB as well as those which are not – are shifting to meet the rapidly changing landscape in the City of Oakland.

The Role and Opportunity of Workforce Development: In 2015, the OWDB conducted a substantial community engagement effort to help advance its efforts to implement major elements of the Workforce Innovation and Opportunity Act (WIOA) in the City of Oakland. In the course of this effort, some key themes emerged that are of importance to job seekers, residents, and service providers, including the following:

- Oakland job-seekers, workers and employers are navigating a new world of work where rapidly changing technology, recruitment and training systems shift opportunity.
- Job seekers ranked paid and unpaid internships, support groups, opportunities to interact with employers, information about industries and employers, and direct referrals to job openings as important services.
- Oakland employers see a bottom line benefit from hiring locally, and nearly two-thirds of respondents reported a need to hire more people within the six months following this outreach effort. Businesses reported recruiting through community contacts, industry trade groups, and employee networks.
- Oakland employers in every sector surveyed noted the importance of customer service skills, including communications, empathy and problem-solving at all levels, in all areas of specialization.
- Employers indicated the importance of workforce services to their future success, and offered to host tours of their facilities, serve on short-term committees or task forces, and make Oakland hiring commitments.

Nearly two years later, concurrent with the OWDB’s development of this local strategic workforce development plan, the City Of Oakland is getting close to finalizing a new economic development strategy for the next five (5) years. As one of the steps to support this direction, the OWDB membership held a planning retreat in January 2017 where it worked to update its mission, vision, goals, and strategies both in the context of the current landscape in the City Of Oakland and in alignment with WIOA. Following is the OWDB’s updated vision statement:

The City of Oakland’s businesses and residents will enjoy a thriving and resilient economy that creates an abundance of opportunities leading to broadly shared, equitable, and sustainable prosperity.

In support of this vision, the OWDB also revised its mission statement as follows:

The Oakland Workforce Development Board mobilizes leaders from business, economic development, education, labor, community-based organizations, and public agencies to align resources and investments for residents who need assistance with developing skills that help expand access to high-quality jobs and careers offering income mobility.
ii. Strategy to align resources available to the local area & achieve the strategic vision

Four Year Goals & Strategies: The OWDB has given significant consideration to the interplay between the local and regional current economic climate and its implications for ensuring that the job seekers and workers that it is charged with helping can more equitably benefit from its recent – and hopefully continued - growth. The vision and mission statements in Section A.i. will be supported by the following four-year goals and strategies that will be implemented over the course of this plan. These factors are reflected in the goals and strategic priorities as set forth below, which will serve as the foundation for the OWDB to further develop and implement annual work plans through this framework that will identify, track, and report quantifiable process and outcome measures.

- **Business Services Goal**: Align and mobilize a distributed network of business service providers within the City of Oakland to deploy resources that support a robust local economy and business climate offering an abundance of high quality jobs.
  - Work with public, private, and nonprofit business and economic development entities to facilitate and expedite access to a qualified and diverse local talent pool.
  - Develop and coordinate outreach, marketing and communications strategies among business service providers to enhance and expand relationships with businesses offering quality employment opportunities.
  - Organize and aggregate business needs through industry sector partnerships and small business networks to facilitate access to priority opportunities in the regional economy and labor market.
  - Explore and develop tools and supports that incentivize and enable Oakland-based businesses to hire and retain local residents.

- **Adult Services Goal**: Lead and support key citywide and regional innovations and partnerships that advance the economic security and resilience of Oakland’s most vulnerable workers and residents.
  - Develop and/or strengthen programs and services that meet the workforce development needs of historically underserved populations who need more intensive and dedicated assistance with accessing jobs and careers offering sustainable wages and upward mobility.
  - Enhance and expand the range of short-term, high-quality training programs offering skill development opportunities leading to industry recognized certifications that meet the needs of local employers.
  - Organize and support business involvement around the implementation of career pathway programs in Oakland that are being driven by adult education, community colleges, and other education/training partnerships.

- **Youth Services Goal**: Work with public, private, and community-based organizations and key local initiatives to empower disconnected young people in the City Of Oakland to access meaningful employment opportunities.
City Of Oakland Workforce Development Strategic Plan 2017-2020

- Coordinate resources and investments to better align with major citywide and regional efforts targeted toward the educational and career development of youth and young adults.
- Strengthen and expand work-based learning opportunities for youth and young adults in the City Of Oakland, with particular emphasis on paid employment and internships.
- Partner with community-based organizations and other stakeholders to more effectively leverage resources and increase investment that meets the needs of young people in the City Of Oakland.

**Workforce System Goal:** Position the Oakland Workforce Development Board to lead and support citywide and regional efforts that strengthen local and regional economic prosperity and increase equity.

- Link, align, and leverage public, private, and philanthropic resources and investments to strengthen the ecosystem of public, private, and community-based organizations supporting workforce development in the City Of Oakland.
- Enhance the OWDB’s organizational capacity to responsibly and transparently manage and invest resources in a way that sustainably supports the workforce development needs for the City Of Oakland’s businesses and residents.
- Strengthen reporting and accountability systems to more effectively measure the results and impact of workforce development investments in the City Of Oakland.
- Coordinate and implement a communication strategy with public, private, and nonprofit partners and stakeholders that elevates that value proposition of local and regional workforce development efforts.

**Plan Development & Implementation Process:** Following the submittal of the City of Oakland Workforce Development Board (OWDB) local plan to the California Workforce Development Board (CWDB), the OWDB will develop a detailed work plan that will outline activities, metrics, and timelines for accomplishing the above goals and accompanying strategies, which have been developed in alignment with the WIOA core programs as further described in the ensuing sections of this plan. These measures will be developed and reported in a way that enables the City of Oakland to clearly demonstrate and communicate the impact and effectiveness of the OWDB’s investments in the local workforce development system, including at both the individual service provider level as well as in aggregate. This process will enable the OWDB to effectively manage its annual budget process as well as assess when and how to potentially procure and contract for services in instances where there are concerns about the performance, value, and impact of its investments. Over time, the OWDB hopes to develop a citywide workforce dashboard in partnership with other key stakeholders that clearly outlines all public and private investments in workforce development across the City of Oakland and the value they are adding to improve the local business climate and the quality of life for its residents. By working to better aggregate what are now often more loosely connected efforts and initiatives, the OWDB hopes to better harness the city’s assets and more fully establish the essential role of workforce development in supporting the city’s economic vitality and quality of life.
B. Local program alignment to implement State Plan policy strategies
   
i. Description of the workforce development system in the local area
   
Career Services for Job Seekers & Workers: The OWDB contracts out the operations of a Comprehensive One-Stop Career Center (COSCC) (branded locally as an American Job Center of California, or AJCC) that is currently located in downtown Oakland and provides WIOA Title I funded services to adult job seekers and workers. At present, the OWDB also provides support to the operations of two (2) neighborhood-based satellite career centers in West Oakland and East Oakland. These locations provide a number of career development resources, including the posting of employment opportunities; some skills assessments; occupational and labor market information; career coaching; referrals to supportive services and training programs; and a variety of other services and are conveniently accessible because they are situated where many of the OWDB’s priority populations reside. In addition to these sites, the California Employment Development Department (EDD) operates an affiliated AJCC site in East Oakland near the Coliseum, which is the only site within city limits that provides in-person Wagner Peyser, Unemployment Insurance, and Disability Insurance services. Finally, the OWDB also currently funds two (2) Sector Access Points (SAPs) – one at a community college site, the other at a community-based organization – to better connect job seekers and workers with employment and training opportunities in the OWDB’s priority industry sectors, with particular emphasis on healthcare.

Targeted Local Services: In addition to the aforementioned WIOA-funded services for job seekers and workers, the OWDB also is helping to lead a few other initiatives to further support the development of the local workforce system.

- **West Oakland Job Resource Center**: The West Oakland Job Resource Center (WOJRC - [http://oaklandcommunityjobscenter.org/](http://oaklandcommunityjobscenter.org/)) is an innovative project funded by the City Of Oakland and other partners and is focused on helping local residents learn about and prepare for careers in the building trades. The center directly assists contractors working on the Oakland Global Trade & Logistics Center, the former Oakland Army Base, in hiring qualified local workers. Working with partner construction trade unions, the WOJRC screens individuals for the apprenticeship programs that allow qualified candidates to earn while they learn.

- **Day Labor Center**: Supported by the City of Oakland’s General Purpose Fund (GPF) and operated by Causa Justa ([https://cjjc.org/](https://cjjc.org/)), the Day Labor Center runs as a hiring hall model to link contractors and day laborers, track outcomes and include key supportive services to the day laborer population. This model helps to reduce risk for contractors and workers alike by reducing the potential risk associated with day labor work around payment for services and workplace safety.

Pursuant to the goals and strategies outlined in the preceding section of this plan, the OWDB intends to further strengthen and organize this network to minimize duplication of services and maximize the value of these investments for Oakland’s diverse residents.
Training Services for Job Seekers & Workers: The OWDB’s AJCC sites and its SAPs facilitate job seeker customers’ access to Individual Training Accounts (ITAs), on-the-job training (OJT), customized training, and cohort-based training as appropriate. Training is offered based upon assessed need as documented in individual career plans and may be delivered by public, private, or non-profit providers. For cohort-based training initiated by a Sector Access Point (SAP), there is a local requirement that this be done in coordination with the Peralta Community College District, and/or its appropriate individual colleges or departments. In accordance with local policy, at least 70% of the OWDB’s training investments must be tied to industries and occupations in priority industry sectors.

Youth Services: The City Of Oakland has prioritized support for its youth and young adult residents by making substantial investments in programs and services that help to lead healthy, safe, and successful lives. Three of the most substantial direct investments in young people from the City Of Oakland are outlined below:

- **Oakland Unite**: Oakland Unite ([www.oaklandunite.org](http://www.oaklandunite.org)) is funded primarily by local tax dollars through the Oakland Public Safety and Services Violence Prevention Act (Measure Z). Passed by Oakland voters in November 2014, Measure Z provides approximately $24 million every year for ten years to fund violence prevention and intervention programs, additional police officers, and fire services. Measure Z funds are generated through a parcel tax along with a parking surcharge in commercial lots in order to support reductions in violent crime, improve quality and response time of emergency services, and invest in violence intervention and prevention strategies.

- **Oakland Fund for Children and Youth (OFCY)**: The OFCY ([www.ofcy.org](http://www.ofcy.org)) is a program of the Human Services Department within the City of Oakland and provides strategic funding to support Oakland’s children and youth from birth to 20 years of age to help them become healthy, happy, educated, engaged, powerful, and loved community members. OFCY was established in 1996 as a result of a voter-approved ballot measure to create a City fund expressly for the benefit of children and youth and is empowered to competitively allocate a portion of the City’s unrestricted funds (about $13.5 million in 2016-17) to support the development of children and youth in four goal areas: Early Childhood, Student Success in School, Youth Development and Empowerment, and Transitions to Productive Adulthood. Since its inception, OFCY has supported youth workforce programming that provides Oakland youth career support, workplace exposure, paid internships, and other youth employment opportunities. OFCY’s funding strategy around Transitions to Adulthood – Career Awareness & Academic Support for Older Youth is currently supporting fourteen (14) programs with grants exceeding $2.1M annually; OFCY has been and continues to be one of the largest providers of funding for youth workforce programming in the City of Oakland.

- **Classrooms2Careers/Year Round & Summer Jobs**: The Classrooms2Careers program provides work-based learning opportunities for Oakland youth, with particular emphasis on paid
summer jobs and internships. The City of Oakland and the Oakland Housing Authority have been substantial investors in this program, together providing more than $600,000 in 2016 to help subsidize paid work experience for Oakland youth. Additional support to the program comes from Oakland businesses and other public, private, and nonprofit organizations.

In addition to the City of Oakland's aforementioned direct investments in youth and young adults, the Mayor and other city leaders are driving a number of collective impact efforts being implemented across the city. A few of the most notable of these include:

- **Oakland Promise**: The Oakland Promise ([www.oaklandpromise.org](http://www.oaklandpromise.org)) is a cradle-to-career initiative that was launched by the City of Oakland Mayor’s Office, in partnership with the Oakland Unified School District (OUSD), East Bay College Fund, the Oakland Public Education Fund, and other Oakland organizations. The initiative seeks to help triple the number of Oakland residents who are from populations underrepresented in higher education save and plan for college at every stage, and provide the critical support needed to enroll in college and earn a degree.

- **Youth Ventures Joint Powers Authority & Oakland Thrives**: Oakland Thrives is an initiative nested within the Youth Ventures Joint Powers Authority ([http://www.youthventuresjpa.org](http://www.youthventuresjpa.org)), a collaboration of the County of Alameda, the Oakland Unified School District, San Lorenzo Unified School District, and the City of Oakland. The initiative is being driven by top leadership in the City of Oakland to combine and coordinate efforts to secure and leverage resources to improve outcomes for vulnerable children and youth across a variety of domains, including education, health, wealth, safety, and housing.

- **My Brother’s Keeper**: The City of Oakland is leading the local action plan for My Brother’s Keeper, an initiative born out of President Obama’s call to action to ensure that all of our nation’s boys and young men of color (BYMOC) have equal opportunity to live up to their full potential. The City of Oakland has developed a local action plan outlining several strategies and milestones to recognize, support, and advance Oakland’s work to address racial inequities. The OWDB has been designated to serve as the lead organization for Milestone 5, which seeks to increase the percentage of young men of color ages 16-24 employed or in school.

Working in partnership with many of the above programs, the OWDB’s many contracted Youth Services providers are charged with implementing collaborative and innovative approaches to leveraging resources and strengthening career pathways across the entire geography of the City Of Oakland in OWDB priority industry sectors such as:

- Partnering with Oakland Unified School District (OUSD) career academies in targeted sectors to recruit and serve eligible youth;
- Partnering with Peralta Community College District (PCCD) career technical education
programs to enroll eligible youth in training and support their academic and career success;
- Designing and delivering training that builds in-demand skills and competencies and helps youth enter and progress along career pathways;
- Coordinating the provision of other career development resources and supportive services with other local and regional partners and networks

Business Services: The OWDB sits inside of the City of Oakland Economic and Workforce Development Department (EWDD), putting it in a unique position to help support the needs of Oakland businesses. In addition to working directly with EWDD staff, to augment its capacity, the OWDB issued a Request for Proposals (RFP) in 2016 for an entity to lead its Business Engagement Services (BES) efforts. Out of this process, the OWDB identified and entered into a contract with the winning bidder in July 2016 to perform the following functions:

- Strengthen linkages between employers and job-seeker services by coordinating closely and intentionally with the OWDB’s One Stop system;
- Refer businesses to a trusted network of other partner organizations offering services that help business with sourcing and developing local talent and other key needs;
- Provide layoff aversion services, including the following:
  - Develop systems and processes for identifying and gathering information for early warning of potential layoffs or opportunities for layoff aversion;
  - Conduct ongoing relationship-building activities with businesses in order to create an environment for successful layoff aversion efforts;
  - Assist employers in managing reductions in force, which may include early identification of firms at risk of layoffs, assessment of the needs of and options for at-risk firms, and the delivery of services to address these needs;
  - Convene service partners, such as the Comprehensive AJCC and SAPs to deliver services to affected businesses and workers;
  - Facilitate business access to resources such as loans, technical assistance programs, market analyses, and economic development activities to address needs and prevent layoffs;
  - Connect businesses and workers to short-term, on-the-job, or customized training programs and apprenticeships before or after layoff;
- Serve as the lead entity in coordinating Rapid Response services in conjunction with OWDB contracted service providers, including reviewing affected workers’ needs, facilitating rapid reemployment efforts, coordinating workshop presentations and offering tools and services that support career transition, and other related services
- Track and report process and outcome measures associated with all activities above

ii. Support around Seven (7) Policies Identified in the State Plan
The City of Oakland and the Oakland Workforce Development Board (OWDB) have been earnestly working with our local and regional partners to support service alignment and ensure the implementation of policy strategies outlined in California’s Unified Strategic Workforce Development Plan. Below are some specifics around how the City Of Oakland and OWDB are working to implement the seven (7) policies identified in the State Plan, all of which are in alignment with the OWDB’s goals and strategies as outlined in Section A.ii. of this plan.
1) Sector Strategies

The OWDB has supported or otherwise been involved with industry sector partnerships for many years; refer to the East Bay Regional Planning Unit (RPU) strategic plan for a more complete view of this history. More recently, in 2015 the OWDB went through an extensive process of identifying priority industry sectors for particular emphasis by the City Of Oakland’s workforce development system, and agreed upon focusing efforts around the following sectors: 1) Advanced Manufacturing & Food Production; 2) Construction; 3) Digital Arts & Media; 4) Green Industries; 5) Healthcare; 6) Retail; and 7) Trade Logistics Distribution.

While Oakland’s economy continues to be driven by many of the same longstanding sectors and clusters that have provided stability and resiliency over the long-term, these sectors are evolving in significant ways. Some of these changes are reflected in new job growth. Other changes have had less of an impact on total employment, but are still creating noticeable changes in specific locations within the city. To this end, In January 2017, the OWDB updated and refined its list of priority industry sectors as follows:

<table>
<thead>
<tr>
<th>Regional (East Bay) Industry Sectors</th>
<th>Local (City of Oakland) Industry Sectors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Manufacturing</td>
<td>Construction</td>
</tr>
<tr>
<td>Healthcare</td>
<td>Government</td>
</tr>
<tr>
<td>Information Communication Technology</td>
<td>Hospitality, Leisure, and Retail</td>
</tr>
<tr>
<td>Transportation &amp; Logistics</td>
<td></td>
</tr>
</tbody>
</table>

The East Bay Slingshot initiative is focused on building and sustaining business-led regional industry sector partnerships that include support from regional economic development, education, labor, and workforce development boards in five priority industry sectors. The initiative has helped to stand up and support five (5) different regional sector partnerships, including Advanced Manufacturing, Biomedical, Healthcare, Information Communication Technology, and Transportation & Logistics. (With funding and other elements beginning to shift, companies that have been involved with the biomedical sector partnership are beginning to link up with either the Advanced Manufacturing or Healthcare sector partnerships based upon their core product and service lines.) The OWDB has received Slingshot funding that will support the balance of the project through the spring of 2018 to further develop and support the above regional industry sector partnerships by expanding the number of local businesses that engage in these efforts through special events, work-based learning opportunities, employee recruitment and hiring, and other efforts.

The City of Oakland is also working to support three (3) additional local priority industry sectors that offer a large number of jobs and viable pathways to good careers. Much of this information is described in the ensuing section of this report under career pathways, though it should be noted that the OWDB is considering using a similar approach to the one utilized by the East Bay Slingshot partnership to convene and deepen partnerships with local employers.

2) Career Pathways

Career Pathways programs represent the supply-side of industry sectors, and the City Of Oakland is very fortunate to have an abundance of employer-informed programs that provide the opportunity for the OWDB’s priority populations to access quality jobs and careers. This extensive array of programs and services has enabled the provision of cohort-based training in targeted industry sectors and occupations, the bundling of multiple training strategies (e.g. classroom-based training
with OJT), and other kinds of demand-driven programs that help individuals develop skills that offer opportunities to realize greater income mobility. Additional information about local career pathway development efforts appear in Section C.ii. of this plan.

3) Utilizing Earn & Learn Strategies
The OWDB and its many partners in the City of Oakland (and beyond) have a long track record of supporting an implementing earn and learn strategies for youth and adult job seekers and workers. These services not only include the WBL experiences referenced in the immediately preceding section of this report, but also include efforts related to summer and year-round paid jobs and internships, pre-apprenticeship and apprenticeship programs, and other related activities. Two of the most noteworthy current examples are expounded upon below.

- **Seasonal and Year-Round Employment for Oakland Youth**: For many years, the City of Oakland has worked in partnership with Oakland businesses, non-profit agencies, and youth workforce development agencies to provide summer employment and other personal development opportunities for Oakland youth. Oakland Mayor Libby Schaaf has led efforts to revitalize and strengthen the city's investment in this initiative by the connection between summer jobs and classroom activities for Oakland youth, helping to support an array of year-round events, support services and work-based learning experiences that includes internships and the traditional summer job. As a result of this revitalization of the city's efforts, in 2016 more than 1,400 young people in the City Of Oakland were able to access seasonal and permanent employment. Because of the broad and deep support for these efforts, it is hoped that the OWDB can grow this number in 2017 (and beyond) while also finding ways to better connect the myriad existing efforts doing similar work.

- **Oakland Global Trade & Logistics Center**: The Oakland Global Trade & Logistics Center ([http://oaklandglobal.com/](http://oaklandglobal.com/)) is a new, state of the art logistics center being developed on the site of the former Oakland Army Base (OAB) and adjacent property that is under the purview of the Port of Oakland. Recognizing the economic development and job creation opportunities with this site, the City Of Oakland took the lead in setting up the West Oakland Job Resource Center (WOJRC - [http://oaklandcommunityjobscenter.org/](http://oaklandcommunityjobscenter.org/)) to help local residents learn about and prepare for careers in the building trades. The center directly assists contractors working on the Oakland Global Trade & Logistics Center in hiring qualified local workers. Working with partner construction trade unions, the WOJRC screens individuals for the apprenticeship programs that allow qualified candidates to earn while they learn. Additionally, understanding the opportunity to drive workforce innovation in the City Of Oakland, a diverse group of community stakeholders is working in partnership with the city to make the WOJRC an independent, fully self-sustaining nonprofit organization serving the needs of the transportation and logistics sectors by July 2016.

In addition to the two initiatives mentioned above, the OWDB is actively working with regional apprenticeship efforts, including the Advanced Manufacturing and Transportation Apprenticeship (AMTAC - [https://amtac-apprentice.org/](https://amtac-apprentice.org/)) initiative, which is helping to develop a pipeline of individuals for a variety of occupations including machinists, CNC setup and operators, tool & die makers, mold-makers, maintenance machinists, automotive body, automotive mechanic, automotive painting, automotive repair and related skill sets.
4) **Organizing Regionally**

The East Bay has appropriately garnered a lot of recognition for its efforts to organize its assets at a regional scale, most longstanding of which has been the partnership of the four (4) workforce boards that are part of EASTBAY Works ([www.eastbayworks.org](http://www.eastbayworks.org)). More recently, the East Bay’s efforts to develop regional industry sector partnerships in five (5) distinct industries have helped to further strengthen the credibility and value of the local workforce system as a resource to the business community. Please refer to the East Bay Regional Planning Unit (RPU) strategic workforce development plan for 2017-2021 for a full description of the OWDB’s participation in regional organizing efforts that include business, economic development, education, labor, nonprofit, and other partners.

5) **Providing Supportive Services**

Supportive Services are an important component to helping the City Of Oakland’s most vulnerable residents further their career and employment goals. OWDB has worked with its contracted service providers and the broader ecosystem of nonprofit and other organizations to maximize the usage of non-WIOA resources to meet these needs. At the same time, the OWDB has provided guidance around the use of WIOA funds to offer needs-based assistance, including help with transportation, materials and supplies (books, tools, uniforms, etc.) needed for training and employment, minor health and personal care issues, and other miscellaneous needs. As part of the goals and strategies outlined in Section A.ii. of this plan, the OWDB will seek to expand the network of public, nonprofit, and other organizations in the City Of Oakland who can help to further strengthen the ecosystem of supportive services in the city.

6) **Building Cross-System Data Capacity**

The OWDB and its contracted service providers utilize CalJOBS to track and monitor all WIOA Title I activities for job seekers and workers. The OWDB is working to have its contractors enhance their use of CalJOBS for documenting business services. Additionally, because of the OWDB’s structural configuration within the City of Oakland Economic & Workforce Development Department, the OWDB also has access to other city business data that it can use to develop strategies and responses to business growth and contraction events. Additionally, the OWDB is working proactively with some other citywide partners, including OUSD, PCCD, and the Oakland Housing Authority to more effectively serve common customers/participants.

7) **Integrating Services and Braiding Resources**

The OWDB is very fortunate to have a robust and well-developed ecosystem of public, private, and non-profit organizations operating in the City of Oakland to help improve the quality of life for job seekers and businesses alike. To this end, the OWDB has taken a very thoughtful approach around how to best braid and leverage its WIOA (and non-WIOA) funds and resources that are under its purview. Indeed, one of the particular challenges facing the OWDB at present – albeit a nice one to have – is how to best position and invest the WIOA and non-WIOA assets and resources under its purview to help to increase the shared value of the current system to its job seeker and business customers. The current number of citywide collective impact initiatives, while impressive, still falls short of providing a complete and comprehensive picture of the local landscape. To this end, the OWDB looks forward to developing specific activities and tasks in alignment with the goals and strategies in Section A.ii. of this plan such that it can become a model for other cities to emulate around how to best link, align, and leverage public and private sector investments in support of a vibrant economy that creates broadly shared prosperity.
C. Detail on specified services and service delivery strategies

   i. Core programs to expand access to employment, training, education, & supportive services

The OWDB works with its core local partners to align local resources as set forth in its Phase I Memorandum of Understanding (MOU). The Phase I MOU includes the following partners who provide Basic Career Services and/or Individualized Career Services within the local workforce development system:

<table>
<thead>
<tr>
<th>OWDB Core Partner</th>
<th>Services &amp; Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>AJCC contracted service providers (2016-17)</td>
<td>WIOA Title I Adult and Dislocated Worker services</td>
</tr>
<tr>
<td>• Oakland Private Industry Council</td>
<td></td>
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<tr>
<td>• Peralta Community College District</td>
<td></td>
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<tr>
<td>• Unity Council</td>
<td></td>
</tr>
<tr>
<td>California Department of Rehabilitation (DOR)</td>
<td>Vocational Rehabilitation job placement services</td>
</tr>
<tr>
<td>California Employment Development Department (EDD)</td>
<td>Wagner-Peyser, Trade Adjustment Assistance (TAA), and Unemployment Insurance (UI)</td>
</tr>
<tr>
<td>Oakland Unified School District (OUSD)/Northern Alameda Consortium for Adult Education (NACAE)</td>
<td>Adult Education and Family Literacy Act (AEFLA) services, and Career Technical Education (CTE) programs</td>
</tr>
<tr>
<td>Alameda County Social Services Agency</td>
<td>CalWORKS (TANF) services, CalFresh (SNAP) administration, Title V, and Adult and Aging Services</td>
</tr>
<tr>
<td>United Indian Nations</td>
<td>Employment, education, and training for Native American populations</td>
</tr>
<tr>
<td>Oakland / Alameda County Community Action Partnership</td>
<td>Community Services Block Grant services</td>
</tr>
<tr>
<td>Oakland Housing Authority</td>
<td>Housing services</td>
</tr>
<tr>
<td>Peralta Community College District (PCCD)</td>
<td>Carl D. Perkins and Career Technical Education (CTE) programs</td>
</tr>
<tr>
<td>Senior Community Service Employment Program (SCSEP)</td>
<td>Older Americans Act (OAA)</td>
</tr>
<tr>
<td>Treasure Island Job Corps</td>
<td>Job Corps programs</td>
</tr>
</tbody>
</table>

In addition to the core partners listed in the table above, the OWDB is currently working on effectively connecting and leveraging other resources to maximize value to the City of Oakland’s job seekers, particularly priority populations. These groups include individuals with disabilities, justice-involved individuals, single parents, limited English proficient (LEP) individuals, older individuals, homeless and other low-income individuals, long-term unemployed individuals, and former foster youth. To this end, the OWDB has made a number of WIOA and non-WIOA funded investments designed to meet the needs of these populations, as well as collaborate with other public and non-profit service provider partners. Additionally, and in alignment with the goals and strategies outlined
in Section A.ii. of this plan, the OWDB envisions working on additional efforts to use technology and other tools to expand services to the aforementioned targeted populations, as well as deepen partnerships with employers and businesses that are supportive partners in this work.

ii. Development of Career Pathways and Co-Enrollment in Core Programs

As delineated in the ensuring table, the OWDB works in close partnership with its public sector educational partners – most notably the Oakland Unified School District (which is part of the Northern Alameda County Adult Education - NACAE) Consortium and the Peralta Community College District (PCCD) – to support career pathway development for older youth and adult job seekers and workers.

Below is a high-level overview of some of the major elements of the local network of career pathway programs. For more detailed information about the dozens of NACAE programs and PCCD’s nearly fifty (50) Career Technical Education (CTE) programs, please visit the NACAE website at http://nacae.net/ and the Peralta CCD website at http://web.peralta.edu/cte/.

<table>
<thead>
<tr>
<th>Industry Sector</th>
<th>Career Pathway</th>
</tr>
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<tbody>
<tr>
<td><strong>Advanced Manufacturing</strong></td>
<td>Instrumentation &amp; Control Tech.</td>
</tr>
<tr>
<td></td>
<td>Machine Technology</td>
</tr>
<tr>
<td>Construction</td>
<td>Bridge to Skilled Trades</td>
</tr>
<tr>
<td>Government</td>
<td>Early Childhood Education (ECE)</td>
</tr>
<tr>
<td></td>
<td>Public &amp; Human Services</td>
</tr>
<tr>
<td>Healthcare</td>
<td>Biotechnology</td>
</tr>
<tr>
<td>Hospitality, Leisure, and Retail</td>
<td>Culinary Arts</td>
</tr>
<tr>
<td>Information Communication Technology</td>
<td>Media</td>
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<tr>
<td></td>
<td>Office Skills</td>
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<tr>
<td>Transportation &amp; Logistics</td>
<td>Maritime/Logistics</td>
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<td></td>
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</tbody>
</table>

** Many NACAE offerings include ESL bridge programs – Business/Accounting, Culinary Arts, ECE, Entrepreneurship, Maritime/Logistics, and Media.

*** Includes both Certificate and Associate of Arts/Sciences Degrees

In addition to the aforementioned career pathway efforts for older youth and adult job seekers and workers, the OWDB is also working on behalf of the Mayor of Oakland to support the development and expansion of career pathway opportunities for youth in partnership with the Oakland Unified School District (OUSD), which was one of the original six (6) Linked Learning districts in the State of California.

Finally, in addition to its ongoing work with OUSD and PCCD, beginning in 2015, the OWDB has been serving as an important partner in two regional CCPT grants as follows:
• East Bay Career Pathways (http://eastbaycareerpathways.org/): The OWDB is helping to lead business engagement efforts in the City Of Oakland to help expand Work-Based Learning (WBL) opportunities for youth and young adults enrolled in OUSD career pathway programs that are focused on priority industry sectors including engineering & advanced manufacturing, healthcare, information communication technology, and public service.

• The Alameda County Office of Education (ACOE) Project Pathways project (http://www.acoepathways.org/projectpathways/) is a regional, two-county (East Bay) project that seeks to develop pathways to college and careers for disconnected youth between the ages of 16-24 in areas including education, building trades, and hospitality and tourism.

iii. Access to Activities Leading to an Industry-Recognized Certificate or Certification
As delineated in Section B.ii. of this plan, over the past two years, the OWDB has begun to work much more closely with its adult education and community college partners to help provide access to activities and supports that facilitate job seekers and workers access to programs offering industry-recognized certificates and certifications.

The OWDB’s comprehensive AJCC and contracted Sector Access Points (SAPs) are important connecting hubs for this work. Additionally, the OWDB’s contracted youth service providers are also committed to helping young people access onramps to career pathway programs in the OWDB’s targeted industry sectors, including both in-school and out-of-school youth.

Additionally, the OWDB has directly and indirectly supported efforts with assisting job seekers and workers to access very short-term certification programs. A few of these examples include ServSafe certification (food handling certification necessary to work in restaurants and other food establishments), customer service/sales certification (certifying competency in retail/customer service skills), and OSHA 10 (training for workers and employers on the recognition, avoidance, abatement, and prevention of safety and health hazards in workplaces in general industry). In particular, the OSHA 10 certification has proven to be very valuable in helping the OWDB

iv. Engagement of Employers in Workforce Development Programs
Employers, particularly those in high-growth/high-demand sectors, are critical partners in an effective workforce system. Integration of employer input is essential at all levels of the system to ensure that training, education and job preparation results in job placements for job seekers and to support a vibrant economy in Oakland. To this end, in March 2016, as part of the City Of Oakland local board recertification process, Oakland Mayor Libby Schaaf appointed a new slate of board members to serve on the City of Oakland Workforce Development Board. The newly appointed private-sector members are key leaders and owners of businesses from Oakland’s priority industry sectors, including healthcare, hospitality, information communication technology (ICT), transportation/logistics, and small business. Many of these employers have been both active partners and customers of the local workforce system, helping to lead efforts to strengthen its value proposition of supporting the upskilling of local residents for good jobs. Their leadership has had a significant influence on the development of this local plan, and there is a strong commitment to ensuring ongoing, continuous improvement of the local system.
In addition to activities and support from the OWDB membership, the OWDB and its contracted service providers have been working to expand their connections with local and regional employers as well as deepen partnerships with businesses that regularly utilize services and work to create improvements. The OWDB has also been able to substantially leverage and benefit from its participation in and support of the regional East Bay Slingshot initiative, which has helped to develop and support the following regional industry sector partnerships:

- Biomedical Manufacturing Network (www.biomedmfg.org)
- East Bay Advanced Manufacturing Partnership (www.ebamp.org)
- East Bay Healthcare Workforce Partnership (www.ebhwp.org)
- East Bay ICT partnership (www.eastbayict.org)
- East Bay Transportation & Logistics Partnership (www.ebtlp.org)

City Of Oakland employers are actively participating in each one of these partnerships and have identified the need to develop and hire local talent as a critical need.

The growing number of Oakland-based social enterprises offers another emerging opportunity for the OWDB to engage with a new group of local employers whose mission and goals are very aligned with the local workforce system. While still in the early stages, the OWDB is working on strategies and approaches to more effectively leverage and capitalize on this growing sector of innovative, community-oriented businesses.

v. Provide a description of the way Local Boards and their partners will support a local workforce development system that meets the needs of businesses in the local area.

The OWDB, its service providers, and other partners in the local workforce system are committed to meeting the needs of businesses in a coordinated and aligned fashion that is focused around the following activities:

- Alignment of career pathway programs to priority industry sectors
- Continuous improvement of talent acquisition and talent development efforts
- Coordinated employer outreach and engagement
- Layoff aversion and rapid re-employment strategies for displaced workers
- Work-based learning and other “earn-and-learn” strategies
- Ongoing economic and labor market analysis and forecasting

In addition to the above, it is important to note that Oakland benefits from strong external partners that are focused on ensuring the City’s economic success. These include the Oakland Metropolitan Chamber of Commerce, the Oakland African American Chamber, the Chinatown Chamber of Commerce, and the countywide Hispanic Chamber of Commerce, as well as other industry and business networks. A wide range of non-profit business service organizations offer technical assistance to Oakland’s small businesses and provide workforce training to the City’s residents. In addition, ten commercial districts throughout the City have formed business improvements districts (BIDs) and community benefits districts (CBDs) that provide marketing, cleaning and beautification,
vi. Provide a description of the way Local Boards and their partners will better coordinate workforce development programs and economic development.

The OWDB is nested in the City of Oakland’s Economic & Workforce Development Department (EWDD), offering it tremendous opportunities to coordinate workforce development with local economic development. As a starting point, this structural configuration provides the opportunity for the OWDB to work closely with other divisions in EWDD to regularly convene the more than eighty (80) organizations that provide services to businesses in the City of Oakland. These organizations include larger entities like the Oakland Metropolitan Chamber of Commerce to local Business Improvement Districts (BIDs), to organizations that support microenterprise, among others. Additionally, similar to the workforce development space, there are also a number of major plans, strategies, and initiatives underway that have implications for the city’s overall economic development landscape. These include a recently adopted City of Oakland Resiliency Strategy, a Housing Equity Roadmap, a Transportation Strategic Plan, a number of neighborhood-specific plans, a Climate Action Plan, and other guiding documents. Additionally, the City of Oakland has a number of major projects underway, including not only the previously mentioned Oakland Global Trade & Logistics Center, but other major housing and infrastructure projects.

The City Of Oakland defines itself by a set of core principles and values that establish the City as a unique place to live and do business. Against the backdrop of all of this, from an economic development standpoint, the city desires financial sustainability, reinvestment in Oakland, a high quality of life for its residents and widespread access to career and wealth-building opportunities. The City Of Oakland seeks to maintain and grow a resilient economy that has proven to be strong in many sectors, helping our economy to weather industry shocks, with diversified and growing revenue sources to bolster city services. Oakland also hopes to better leverage the innovation of its private sector, supporting social enterprises and growth of our local businesses, and to strategically insert public sector resources to unlock and enable community and market potential. To this end, the EWDD is continuing to work on an updated economic development strategy that more effectively links, aligns, and leverages the myriad efforts going on across the city, and the OWDB will be a crucial partner in supporting this work.

Finally, in addition to all of the local economic development and other activities described throughout this plan, the OWDB continues to be engaged in high-priority regional projects and initiatives that strive to make both Oakland and the broader East Bay region a better place to live, work, and play. The City Of Oakland understands its unique role and opportunity in these efforts and will continue to help support them as they move forward.

vii. Linkages between One-Stop Delivery System and Unemployment Insurance programs

The OWDB’s contracted comprehensive AJCC and its Sector Access Points (SAPs) work to connect dislocated workers and other job seekers so that they can access Unemployment Insurance (UI) services through the California Employment Development Department (EDD). EDD staff provides onsite services at their local offices in East Oakland (which are in a separate location from
OWDB’s comprehensive AJCC to help participants navigate UI issues that are not easily handled via phone or online methods. Dedicated communication tools are available in the AJCC resource room to expedite processing and resolution of any UI claim issues and questions.

D. America’s Job Centers of California SM (AJCC) Information
   i. Continuous Improvement of Eligible Providers of Services
      The OWDB’s predecessor organization developed an Annual Performance Review Process designed to allow ongoing input into the local workforce system such that it could be adjusted to adapt to changing external conditions and to address barriers in meeting or exceeding state and local performance outcomes. Subsequent to that work, in March 2015, the OWDB undertook a significant community engagement effort to try and drive meaningful change in the local workforce development system in order to improve the accountability of its service providers around quality of services and performance. These efforts have paid off as the City of Oakland has continued to make further improvements with meeting or exceeding WIOA performance measures while also deepening community impact.

      The OWDB expects to establish standing committees in the near future, part of whose charter will be to delve further into how to support and sustain continuous improvement and performance related to federal, state, local, and other investments in the local workforce system. These efforts will look at outcome measures across programs and services for youth and adult job seekers, as well as the process and outcomes around services for businesses. As this data is synthesized and analyzed, the OWDB anticipates expanding its communication efforts around the value proposition of the local workforce system and its importance to supporting a strong business climate offering greater economic security for Oakland residents.

   ii. Facilitation of Access to Services provided through the AJCC delivery system
      Ensuring the accessibility of AJCC services to job seekers and workers is an important part of supporting the mission and mandate of the publicly funded local workforce system. For many individuals, the most ready access to these services comes through the State of California’s CalJOBS system, whose website and mobile app offer customers with immediate access to an abundance of information and resources that help to advance their employment efforts. Looking ahead, the OWDB anticipates working with its local post-secondary education partners to explore opportunities to expand online education and training offerings as appropriate, with the likeliest first steps involving a few pilot projects.

      In addition to online and other technological access methods, the OWDB anticipates continuing to work with public and nonprofit partners to find ways to support and sustain a network of access points in key areas of the City of Oakland to ensure that individuals who do not have ready access to or are otherwise not comfortable with technology have other methods of accessing services through the local workforce system. The OWDB will further explore ways to sustainably support community-based locations that can serve as access points that facilitate the capacity of all City Of Oakland residents to utilize services offered through the local workforce development system. As a part of its work, the OWDB hopes to better identify and map assets and resources across the city that can enable us to be more efficient and effective in our efforts to deliver place-based services for our residents.
iii. Compliance with Applicable Provisions of the Americans with Disabilities Act of 1990

The OWDB has been very intentional around ensuring its compliance with statutory requirements related to the Americans with Disabilities Act (ADA). The OWDB has a minimum of one appropriately trained staff member to serve as the local Equal Opportunity (EO) Officer to successfully administer the local biennial assessment process to determine nondiscrimination and universal facility access according to ADA guidelines, and an OWDB staff member services as the Departmental Access Coordinator for ADA issues for the City of Oakland EWDD. The OWDB also maintains a strong working partnership with local representatives from the California Department of Rehabilitation (DOR) to coordinate the provision of services locally in accordance with our MOU. OWDB staff also work to ensure that contracted service providers have the proper training to specifically serve individuals with disabilities, as well as access to equipment and tools that enhance service accessibility for people with disabilities.

Finally, the OWDB will be expanding this support in the near future as it expands its partnerships with the strong network of service providers in the City Of Oakland and the region. These efforts will be of critical importance given the low employment rate of people with disabilities, a stubbornly persistent problem even in a strong labor market like the one we are in now.

iv. Provide a description of the roles and resource contributions of the AJCC partners.

The OWDB contracts out the operations of one (1) comprehensive AJCC in the City of Oakland and also has two (2) contracted SAPs. The OWDB's Phase I Memorandum of Understanding (MOU) with local partners delineates the roles and resource contribution of the AJCC partners in order to ensure that they are integrated, comprehensive, customer-focused, and performance-based. Refer back to section C.i. of this plan for more details.

The OWDB is currently in the process of working with all of the required local AJCC partners to develop the Phase II MOU that outlines resource sharing of common infrastructure and other costs.

v. MOUs and Cooperative Agreements

The OWDB's Phase I Memorandum of Understanding (MOU) is attached (see Attachment 3).

vi. WIOA Section 166 grantees – Strategies to Provide Indian and Native Americans Equal Access to AJCC Services

The United Indian Nations, Inc. (UIN) is the local WIOA Section 166 grantee that is helping the OWDB with meeting local Native Americans’ service needs. The OWDB and its AJCC partners will be working with UIN to help ensure that the local Native American populations have access to services that meet their needs. Congruent with the objectives outlined in Section A of this local plan, the OWDB will enlist UIN to work further on partnerships that advance the economic security and resilience of Oakland’s workers and residents, including Native Americans.

vii. Provide detail specifying how Local Boards will work with WIOA Section 167 grantees to include in their local plans their strategies to provide eligible Migrant Seasonal Farmworkers equal access to AJCC services.

There are no WIOA Section 167 grantees currently operating in the City Of Oakland.
viii. AJCCs Serving as an On-Ramp for Regional Sector Pathways

In addition to the comprehensive AJCCC, as a part of its 2016 RFP, the OWDB developed a new service delivery model termed “Sector Access Points” (SAPs), which seek to coordinate sector-specific services for job-seekers, workers, and employers in one or more of OWDB’s priority industry sectors. Each SAP supports an employer-demand-driven system of career pathway training and job placements in one or more of the region’s growth industry sectors and connect job-seekers and workers to the training, education, and supports they need to get good jobs and realize upward mobility.

In this role, the SAPs serve several essential functions:

- Assure coordination among partners critical to sector strategy implementation, including OWDB’s Business Engagement and Services (BES) provider, education and training providers, industry champions, business associations, labor organizations, community-based service providers, and others;
- Provide specialized workforce services designed to help job-seekers access training, education, and career services aligned to priority industry sectors;
- Deliver and/or connect customers to career pathway education and training services, including Individual Training Accounts (ITAs), on-the-job training (OJT) opportunities, cohort-based training, apprenticeship, and customized training leading to recognized credentials in targeted sectors;
- Facilitate referrals of job-seekers and workers to the comprehensive AJCC general (non-sector specific) training, education, and career services;
- Coordinate with OWDB’s BES provider to connect job-seekers to available jobs in targeted industry sectors, find appropriate candidates to fill relevant BES job-orders, and otherwise address the needs of employers.

OWDB currently has contracts with two service providers, Merritt College (which is one of the four (4) community colleges that are part of the Peralta CCD) and The Unity Council. Each of these sites are located in distinct neighborhoods in the City of Oakland and provide job seekers and workers with onramps to opportunities in healthcare, transportation/distribution/logistics, advanced manufacturing (food production & distribution), and entrepreneurship.

E. Required Information Pertaining to Specific Programs, Populations, and Partners

i. Coordination with regional economic development activities, including promotion of entrepreneurial skills training and microenterprise services

The OWDB is working with other City Of Oakland partners to leverage its social service programs and partners to connect with the most disadvantaged community sectors with opportunities for entry-level employment, training, asset building and entrepreneurship. The City of Oakland Resiliency Playbook referenced in Section A.i. of this plan outlines how to further make economic development services more inclusive to help entrepreneurs of color gain equal footing in Oakland’s economy. Importantly, Oakland also offers opportunities for training in entrepreneurship and participation in small business incubators. In addition to organizations such as the Alameda County Small Business Development Center (SBDC), which provides training, technical assistance, and business advising services to entrepreneurs and small business owners, the City Of Oakland is fortunate to have a number of other private and nonprofit business service providers that support...
skill development and other services for entrepreneurs. This ecosystem includes support for capital access, which is inevitably the most challenging issue facing most entrepreneurs, as well as an abundance of incubator and co-working spaces that help bolster opportunities for City of Oakland residents to start and grow their own businesses.

ii. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

The OWDB strives to develop a system of seamless coordination among providers and partners in the workforce system that can connect residents, particularly those with barriers to employment, to career pathways leading to family-sustaining jobs in growing industries. In March 2015, the OWDB predecessor organization approved a set of policy principles reflective of the priorities in WIOA to guide the selection of contractors and the allocation of funding through a competitive Request for Proposals (RFP) process. These included:

- A results-oriented system that delivers high-quality training, placements, retention, and other outcomes;
- Services and performance metrics tailored to the needs of Oakland’s population;
- Strong strategic partnerships and leveraging of other public and private funds;
- Increased and improved employer engagement, particularly through sector strategies;
- Increased opportunities for employer-driven training.

The City Of Oakland contracts with three (3) local service providers to provide the following WIOA-funded services for adult job seekers and workers:

- **Career Services:** Career Services include assessment, job search and placement assistance, availability of labor market information around high-demand occupations and industry sectors, information about education and training services, access to supportive services, and help with other essential needs. Career services also includes the provision of information about programs and supports that can assist job seekers with skill development and acquisition efforts, whether through classroom training, work experience, or other opportunities. Fundamentally, these services emphasize career planning and guidance and are provided in a manner that most appropriately meets the individual needs and interests of job seeker customers.

- **Training Services:** Training Services include vocational skills training, on-the-job training, integrated vocational and academic training, skills upgrading/retraining, entrepreneurial training, pre-apprenticeship and apprenticeship training, business-customized training, job readiness training in combination with vocational training, and adult education and English language training in combination with other training services. Training services are designed as one or more courses or classes, or a structured regimen, that upon successful completion lead to: (1) a certificate, associate degree or baccalaureate degree; or (2) the skills or competencies needed for a specific job or jobs, an occupation or occupational group, or generally for many types of jobs or occupations, as recognized by employers and
determined prior to training. The OWDB works to ensure that WIOA Title I investments in training services are linked to a career pathway in high-growth sectors that have entry-level and mid-level occupations that are in demand in the Oakland metropolitan area or in another area to which an adult or dislocated worker receiving training services is willing to relocate.

- **Follow Up Services:** The OWDB, its contracted service providers, and Oakland businesses are keenly aware that maintaining a job is often much harder than finding one. To this end, the OWDB believes that follow-up services are a critical component to ensuring the success of individuals who receive career development, employment, and training services through the WIOA funds that are under its purview. Follow up services can be of particular help to many of the priority populations that the OWDB serves, as unexpected challenges with childcare, transportation, and other issues can result in the loss of employment. To this end, OWDB works with its contracted service providers to help ensure that there are people and resources who can help support participants with resources that will facilitate employment retention.

iii. **Coordination of Rapid Response Activities Carried Out in the Local Area**

The OWDB works in conjunction with the City of Oakland’s Economic and Workforce Development Department (EWDD) staff to provide an array of services for Oakland businesses. Part of this includes Rapid Response Services, which are delivered to businesses and employees of companies that are experiencing downsizing through layoffs or closure, some of which may have also issued a Worker Adjustment & Retraining Notification (WARN) letter. Rapid Response services include, but are not limited to, on-site contact with employers, representatives of the affected workers (including labor unions), and the local community, providing information on and facilitating access to: appropriate short- and long-term resources for finding new jobs and/or upgrading skills; assistance with applications for Unemployment Insurance; and job search workshops and other needed group intervention activities.

The help the OWDB with this work, following the completion of a Request for Proposals (RFP) process for Business Engagement Services (BES) in May 2016, the OWDB selected KRA Corporation to serve as the local BES provider. In this role, KRA is charged with coordinating layoff aversion and rapid response services on behalf of the OWDB and convenes partners to provide those services. Additionally, if requested, the Comprehensive One-Stop Career Center may be asked to help provide Rapid Response Services to employees these businesses. Services that may be requested by BES and provided by the COSCC include:

- Review affected workers’ assistance needs.
- Coordinate and conduct Rapid Response workshop presentations to assist with career transition, job search tools and skills, résumé preparation, and interviewing techniques.
- Assess re-employment prospects for workers in the local community, working in collaboration with the WIB’s Business Engagement & Services contractor.
- Provide information on resources to meet the short and long-term needs of affected workers.
• Establish a process of referring affected employees to the COSCC and other OWDB resources.

OWDB’s BES contractor is responsible for delivering comprehensive engagement and layoff aversion strategies and activities for businesses in transition in order to prevent or minimize unemployment. The list below offers a further delineation of these functions as follows:

• Ongoing engagement, partnership, and relationship-building activities with businesses, in order to create an environment for successful layoff aversion efforts;
• Providing assistance to employers in managing reductions in force, which may include early identification of firms at risk of layoffs, assessment of the needs of and options for at-risk firms, and the delivery of services to address these needs;
• Immediately contacting an affected employer, workers or their representatives, and the local community, to assess the layoff situation and develop a strategy to address it;
• Convening service partners, such as the Comprehensive One-Stop Career Center and appropriate Sector Access Points, to deliver services to affected businesses and workers;
• Connecting businesses to resources such as loans, business assistance programs, market analyses, and economic development activities to address needs and prevent layoffs;
• Connecting businesses and workers to short-term, on-the-job, or customized training programs and apprenticeships before or after layoff;
• Developing systems and processes for identifying and gathering information for early warning of potential layoffs or opportunities for layoff aversion;
• Analyzing, and acting upon, data and information on dislocations and other economic activity in the state, region, and local area;
• Developing and maintaining partnerships with other Federal, State and local agencies and officials, business associations, technical councils, industry councils, labor organizations, and other public and private organizations, as applicable.
• Tracking outcome and performance data and information related to the activities of the Rapid Response program.

Finally, it should be noted that the OWDB and its contracted BES provider also participate in a quarterly convening of Rapid Response Coordinators across the greater Bay Area. This network, known as the Bay Area Rapid Response Roundtable, has been in existence at least since the Workforce Investment Act (WIA) era and is ostensibly due for an overhaul so that it is more reflective of today’s business climate and better aligned with WIOA priorities. Meanwhile, because of the scale of participation in this effort, the OWDB continues to participate in this effort to ensure that important information from the City of Oakland gets shared more broadly with our Bay Area counterparts.

iv. Description and Assessment of Youth Workforce Development Activities
The OWDB’s contracted Youth Services providers are charged with delivering a system of coordinated workforce services for enrolled Oakland youth, in partnership with OWDB staff and other OWDB-contracted providers of Adult and Dislocated Worker Services and Business Engagement & Services. Qualities of this system include:
Shared goals related to youth educational success, credential attainment, and employment, particularly on high-demand career pathways;
- “No wrong door” access to services delivered by a network of service and training providers;
- Coordinated referrals across available services and providers;
- Programs and services aligned as “stepping stones” along training and career pathways;
- Intentional leveraging of funding and other resources;
- Cross-system local and regional partnerships that strengthen connections and services that meet the needs of the most vulnerable young people in the City of Oakland

OWDB is committed to participating in and advancing regional sector partnerships and strategies. *Sector partnerships* are regional, employer-driven partnerships of industry, education and training, and other stakeholders that focus on the workforce needs of key industries in a regional labor market. Youth Services providers – along with OWDB and other partners -- will contribute to developing career pathways within priority sectors and connecting students, job-seekers, and businesses to related services and opportunities. Youth Services providers that utilize WIOA training funds must dedicate at least 50% of these funds for training in the priority industry sectors.

Youth Services contractors coordinate with OWDB staff, the Business Engagement & Services provider, and regional partners to serve businesses in OWDB priority sectors, and to provide opportunities for job-seekers to enter and advance in careers in these sectors.

<table>
<thead>
<tr>
<th>Target Population</th>
<th>OUSD Alternative High School Model</th>
<th>GED/HiSET Education Model</th>
<th>Post-Secondary Education/Training Model</th>
<th>Youth Employment Model</th>
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<tbody>
<tr>
<td>Youth ages 16-21 in Oakland Unified School District (OUSD) alternative high schools and at high risk of dropout, identified through OUSD partnership, with focus on youth with disabilities</td>
<td>Youth ages 16-24 who are not attending any school and who do not have a high school diploma or equivalency</td>
<td>Youth ages 16-24 who already have a high school diploma or equivalent, are not attending any school, and require assistance to enroll in post-secondary education/training</td>
<td>Youth ages 16-24 who are not attending any school and who require assistance to secure employment</td>
<td></td>
</tr>
<tr>
<td>Objective</td>
<td>To provide additional academic, pre-employment, and supportive services that leads youth to a high school diploma and starts them on a career pathway.</td>
<td>To provide services – addressing some or all of the 14 WIOA Youth Program Elements – to help youth attain a high school diploma or equivalency and start them on a career path.</td>
<td>To provide services to help youth apply for, enroll in, and progress through post-secondary education or training that leads to a portable credential and starts them on a career pathway. Services and training may be sector-specific, leading youth to develop an understanding of and academic and technical skills needed to secure employment within a particular high-demand industry.</td>
<td>To provide services – addressing some or all of the 14 WIOA Youth Program Elements – to prepare and place youth in employment and start them on a career pathway.</td>
</tr>
</tbody>
</table>
Service providers are required to develop and implement collaborative and innovative approaches to aligning with sector initiatives, leveraging resources and strengthening career pathways in OWDB priority sectors, such as:

- Partnering with Oakland Unified School District (OUSD) career academy programs and Peralta Community College District (PCCCD) career technical education (CTE) programs to enroll eligible youth in training and support their academic and career success;
- Designing and delivering training that builds in-demand skills and competencies and helps young people enter and progress along career pathways;
- Co-hosting sector-focused events and using sector data to inform and improve programming; and
- Otherwise coordinating services with regional sector strategies and career pathways.

WIOA youth service providers are held to meet federal performance measures as follows:

- Percentage of program participants who are in post-secondary education or advanced training/occupational skills training or who are in unsubsidized employment during the second quarter after exit.
- Percentage of program participants who are in post-secondary education or advanced training/occupational skills training or who are in unsubsidized employment during the fourth quarter after exit.
- Median earnings of participants in unsubsidized employment during the second quarter after exit.
- Percentage of participants who obtain a recognized post-secondary credential, secondary school diploma, or equivalent during participation or within one year after program exit.
- Percentage of participants who during a program year are in education that leads to a recognized post-secondary credential or employment and who are achieving measurable gains towards those goals.

v. Coordination of Secondary and Post-Secondary Education Programs & Activities

As mentioned in Sections B.i. of this plan, the OWDB works with a number of other departments and programs in the City of Oakland and is also providing leadership and support around a number of other new and ongoing collective impact efforts that strive to improve the lives of young Oakland residents. In so doing, the OWDB is able to ensure the coordination of strategies that enhance services and reduce duplication of effort across the local workforce development system. In addition to those already mentioned, the OWDB would also like to point out its connections with the following programs and activities:

- **Post-Secondary Education Partnerships**: The OWDB actively participated in with the Bay Area Community College Consortium (BACCC – [www.baccc.net](http://www.baccc.net)) in the development of local and regional Strong Workforce Task Force (SWTF) plans, which in turn helped to complement the development of the East Bay Regional Planning Unit (RPU) WIOA Regional Plan. The BACCC convened and facilitated two Bay Area-wide meetings (the first of which was in the City of Oakland on October 21, 2016 and the second of which took place in Newark, California on December 2, 2016.) These efforts helped to solidify ways in
which the OWDB can best link, align, and leverage both WIOA funds (and other resources under its purview or within its sphere) to partner with its local Adult Education consortium, the Northern Alameda County Adult Education (NACAE) consortium as well as the Peralta Community College District (PCCD).

- **Partnership with Secondary Education:** In addition to citywide partnerships described in Sections B.i. and C.ii. of this plan, the OWDB is working actively with the Oakland Unified School District (OUSD) on a number of other efforts to ensure services for Oakland youth are better coordinated. Among a few of the highlights of this work include increased alignment around summer employment opportunities for very low income youth, efforts to improve dropout prevention and dropout recovery, and other activities and services that can help improve outcomes for young people in Oakland.

vi. **Coordination of WIOA Title I Activities with Provision of Supportive Services**
The OWDB and its contracted service providers are well-aware that many – if not most – individuals receiving career development and employment services funded under WIOA Title I need assistance with meeting essential needs, particularly given the increasing cost of living. To this end, the OWDB recently updated its local policy around the provision of supportive services and developed detailed guidelines for its service providers to follow when determining the provision of supportive services for individual job seeker customers. Supportive services that are most closely connected to enable employment (e.g. provision of uniforms, tools, transportation, etc.) are given particular emphasis. Because these resources are extremely finite, the OWDB works with other public and nonprofit partners to provide and/or facilitate access to services and organizations that are equipped and have capacity to provider support, whether they include food resources, housing resources, legal assistance, or other services.

vii. **Plans, Assurances & Strategies for Maximizing Coordination of Service Delivery**
In accordance with its efforts to lead the process to develop a Memorandum of Understanding (MOU) with all of its core partners, the OWDB is committed to ensuring that services in the local area are tightly coordinated and leveraged with Wagner-Peyser funded activities. To this end, the OWDB is committed to implementing a continuous communication and coordination process with leadership from the local California Employment Development Department (EDD) cluster and explore ways to more tightly connect a variety of services from job preparation and job search to supportive services referrals to information about unemployment insurance to the provision of labor market information. Some of these efforts will require further collaboration and dialogue, as EDD currently operates a standalone AJCC site near the Oakland Airport that currently does not include many co-located partner staff. Looking ahead, the OWDB is anticipating in engaging in further discussions with EDD about how to best ensure that public workforce development investments in Oakland can have maximum impact on job seekers and businesses alike.

viii. **Coordination of WIOA Title I Activities with Adult Education and Literacy Activities**
The OWDB is actively working with the Northern Alameda County Adult Education (NACAE) consortium to coordinate WIOA Title I activities with AEFLA funded services. Coordinating this work will help to increase skill-building among the many shared priority populations served through our respective systems, helping to improve outcomes for Oakland residents and businesses alike. This work primarily is happening in three domains:
• **Partnership with NACAE programs**: The OWDB and its contracted service providers work to ensure that WIOA Title I participants have access to adult basic education (ABE) and GED programs as well as CTE “bridge” programs that can help people more rapidly build skills needed to advance along a career pathway and gain access to better job and career opportunities.

• **Planning Activities**: Additionally, the OWDB has been working with regional partners on the coordination of other (state-funded) efforts under the Strong Workforce Task Force (SWTF) and other K-14 partnerships, such as those being initially led by the North & East Bay SB 1070 consortium.

• **WIOA Planning & WIOA Title II Applications**: The OWDB has been coordinating the development of its local plan with NACAE, and it will also be an active partner in helping to support and review the local Title II grant application process in order to ensure consistence with the OWDB local plan and to further explore ways to maximize the impact of WIOA and other career development and educational investments for some of Oakland’s most vulnerable residents.

ix. **Services that Will Be Provided to Limited English Proficient Individuals**

Oakland is both fortunate and proud to be one of the most diverse cities in the United States. As of 2015, the City Of Oakland was home to nearly 420,000 residents, of whom more than a quarter (26.7%) were foreign born. Approximately 25% of the population was identified as being Hispanic or Latino. More than a quarter (27.1%) of the population speaks a language other than English: 15.9% speak Spanish, 5.9% speak an Asian-based language and more than 5.1% speak other languages.5.

In recognition of this, the City of Oakland itself is one of the best-equipped leaders around efforts to meet the linguistic needs of its Limited English Proficient (LEP) population. In May 2001, Oakland became the first city in the nation to pass an Equal Access to Services Ordinance to remove language barriers that limited-English speakers encounter when using City services and established an Equal Access Office after the Ordinance was enacted. The Equal Access Office ensures that City departments comply with the Equal Access to Services Ordinance by:

- Offering bilingual services and language interpretation when a substantial portion of Oakland citizens using a City service are non-English speaking or limited-English speaking
- Taking an active role in staff development, screening and on-going monitoring of City departments
- Consulting with Department of Human Resources Management to recruit employees that sufficiently represent the number of limited-English speaking constituents
- Overseeing professional and citizen training programs to increase the participation and achievement of underrepresented groups.

5 United States Census Bureau, [http://www.census.gov/quickfacts/table/PST045215/0653000](http://www.census.gov/quickfacts/table/PST045215/0653000), last accessed 1/25/2017
Against this backdrop, the OWDB is both sensitive and mindful to help support the efforts of its contracted service providers to be equipped to meet the diverse linguistic and other needs that the local population requires. OWDB contracted service providers are not only well-versed in providing culturally competent services and supports to Oakland’s diverse population, but they frequently stand at the vanguard of how to be both effective and sensitive in meeting these needs. There is also a strong understanding of the potential power in turning perceived “barriers” around language proficiency into an asset, as there is considerable need for translation and cross-cultural communication services. As such, the OWDB’s contracted providers for its local AJCC site(s) and for its youth services are conscious about proactively providing and disseminating materials and resources – and most importantly, employing people – who are able to help limited English speaking populations with career development and employment training services. At a more fundamental level, the OWDB staff also monitors its contracted service providers in order to ensure compliance with core requirements relative to WIOA services for limited English speaking populations.

In order to better help the LEP community, the OWDB is hopeful to leverage efforts that endeavor to be more precise in “counting” the different LEP communities (e.g., recent immigrants, permanent residents, refugees, asylees, etc.) in the City of Oakland. Each LEP community has unique cultural characteristics that call for differentiated strategies to help move them towards gainful employment. Having more refined breakouts of these different populations can lead to support for more tailored solutions for their respective employment challenges. To this end, greater effort will be made to work with community-based organizations and other partners that serve underserved and hard to reach populations to disseminate information and facilitate access to resources and services that can add value to employment-related needs.

One of the best examples of training services for populations who are not considered proficient in English are the extensive English as a Second Language (ESL) “bridge” programs offered by the North Alameda County Adult Education Consortium (NACAE). These programs offer limited English speaking populations with “onramps” to career pathways that enable them to begin to find better jobs and careers. Virtually all of the NACAE bridge programs are aligned with the OWDB’s priority industry sectors. Naturally, NACAE also offers other ESL and Adult Basic Education (ABE) programs and services for limited-English speaking populations, and both it and the OWDB work with other community-based partners to provide other career development and employment services for LEP individuals.

F. Relevant Information Pertaining To Grants and Grant Administration
   i. Entity Responsible for the Disbursal of Grant Funds

The City of Oakland has multiple departments that play a role in the administration and disbursal of WIOA grant funds:

1) The City of Oakland Economic and Workforce Development Department (EWDD) houses OWDB program staff who make sure that service providers are following WIOA rules and regulations in accordance with federal, state, and local guidelines. OWDB staff review service provider invoices and then submit them to the EWD Administrative Services Manager, who then reviews and approves them to be forwarded to the City Of Oakland Finance Department.
2) The City Of Oakland City Administrator has ultimate oversight of funding under the purview of the City Of Oakland. These functions are further subdivided as follows:
   a. The City Of Oakland Budget Office is directly under the City Administrator and is responsible for developing and managing the City Of Oakland’s budget.
   b. The City Of Oakland Finance Office is under the purview of an Assistant City Administrator and is responsible for administering WIOA funds and issuing approved payments to OWDB contracted service providers, as well as serving as the lead office for the city’s annual audits and other financial management functions.

ii. Describe the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.
In early 2016, OWDB, under the purview of its host, the City of Oakland Economic and Workforce Development Department (EWDD) issued a Request for Proposals (RFP) for eligible entities to provide WIOA Title I services in three areas:

- Adult and Dislocated Worker Services
- Youth Services
- Business Engagement and Services

The approach to service delivery described in OWDB’s 2016-2019 RFPs emerged out of a highly participatory process that was responding to local need, regional opportunity, and the enactment of the WIOA. Using both this process and the 2013-2017 OWDB strategic plan, the OWDB and its Committees met to define policy principles and conceptual frameworks for the service models described in these RFPs. Concurrently, OWDB’s participation in regional initiatives informed the alignment of strategies with the regional labor market, other workforce development boards, and opportunities to leverage additional resources. After a highly competitive, very public, and carefully managed RFP process that was developed to ensure the avoidance of any conflicts of interest, contracts were awarded to a number of service providers beginning July 1, 2016 for the purpose of providing services under the above framework. Future procurements for services are likely to be further informed by this process, which was undertaken at a very pivotal point in the ongoing development of the local workforce system.

G. Relevant Information Pertaining to Performance Goals
   i. Levels of Performance Negotiated with the Governor and Chief Elected Official
WIOA performance measures are designed to measure the effectiveness and continuous improvement of the OWDB providers tasked with implementing services in the local workforce service delivery system. In September 2016, on behalf of the Mayor of Oakland as the Chief Elected Official for the City Of Oakland Local Workforce Development Area (LWDA), the OWDB negotiated its local performance with the CWDB pursuant to WIOA Section 116(c). For Program Year (PY) 2016-2017, WIOA performance for the City Of Oakland LWDA was set as follows:

<table>
<thead>
<tr>
<th>WIOA Adult &amp; Dislocated Worker (DW) Program Performance Program Year 2016-2017</th>
<th>Adult Performance Target</th>
<th>DW Performance Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Rate 2nd Quarter After Exit (formerly Entered Employment)</td>
<td>70.0%</td>
<td>72.0%</td>
</tr>
<tr>
<td>Employment Rate 4th Quarter After Exit</td>
<td>66.0%</td>
<td>70.0%</td>
</tr>
</tbody>
</table>
WIOA Adult & Dislocated Worker (DW) Program Performance Program Year 2016-2017

<table>
<thead>
<tr>
<th>Measure</th>
<th>Adult Performance Target</th>
<th>DW Performance Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Earnings 2nd Quarter After Exit (formerly 6 mo. Average Earnings)</td>
<td>$5,200</td>
<td>$7,500</td>
</tr>
<tr>
<td>Credential Attainment within 4 Quarters After Exit (New)</td>
<td>54.0%</td>
<td>70.0%</td>
</tr>
</tbody>
</table>

WIOA Youth Program Performance Program Year 2016-2017

<table>
<thead>
<tr>
<th>Measure</th>
<th>Negotiated Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Placement into Emp/Ed 2nd Quarter After Exit (previously measured in 1st Quarter)</td>
<td>64.0%</td>
</tr>
<tr>
<td>Placement into Employment/Ed 4th Quarter After Exit (New)</td>
<td>66.0%</td>
</tr>
<tr>
<td>Median Earnings 2nd Quarter After Exit (New)</td>
<td>Baseline will be set this fiscal year</td>
</tr>
<tr>
<td>Credential Attainment within 4 Quarters After Exit (formerly attainment of degree or cert)</td>
<td>56.0%</td>
</tr>
</tbody>
</table>

OWDB contractors are required to collect and report data through CalJOBS pertaining to these measures. OWDB staff monitor, audit, and evaluate program activities throughout the funding period. Contracted OWDB service providers are required to provide OWDB staff with access to all files and records relating directly to WIOA funds, including database records, fiscal documents and other related records. The OWDB may set additional performance benchmarks and/or implement additional measures in response to regulations or local need, including anticipated measures about employer services relating to market penetration, customer satisfaction/repeat business, and employee retention. The OWDB is also interested in closely monitoring the demographics of the participants being served by contracted service providers to ensure that priority populations described elsewhere in this plan are being served.

H. Relevant information pertaining to Federal High Performance Board (HPB) Efforts
   i. Local Board Compliance with State-Issued AJCC Policies

The OWDB is complying with state-issued AJCC policies relative to Priority of Service (see Section L.ii.), as well as supporting the development and implementation of local Memoranda of Understanding (MOUs) with each of its core partners. The OWDB’s Phase I MOU is attached to this document and was done in an open, collaborative, and helpful process that is expected to strengthen to work of our core partners. The OWDB has also initiated the “Phase II” MOUs relative to shared infrastructure costs, including occupancy, equipment, and other costs associated with the operations of the local comprehensive One-Stop Career Center (COSCC), a process we expect to complete by September 1, 2017.

I. Relevant information on training activities
   • Use of Individual Training Accounts (ITAs) and Informed Customer Choice

WIOA places an emphasis on helping job seekers and workers acquire relevant, in-demand skills to meet the needs of employers in the 21st century. In this vein, the OWDB’s contracted service providers are required to ensure that WIOA-enrolled individuals have the best information to make
about relevant and appropriate training offerings through the Eligible Training Provider List (ETPL) in accordance with their Individual Career Plans.

The OWDB strives to maximize its investment in ITAs and other training programs to help support the development of skills in priority occupational areas that are responsive to the specific needs and choices of our job seeker customers. To this end, ITAs are used when all other training options and funding sources, including ETP funds, have been exhausted and no other training program can be found or provided in a timely manner. Customers must meet the financial need requirement of being unable to obtain grant assistance from other sources to pay partial or full costs of such training. Additionally, it is the policy of the OWDB that ITAs provide for skills training that can directly link to high-demand occupations that pay wages of $15.00 per hour in the City of Oakland area.

J. Public transparency, accessibility and inclusivity information

- Provision of 30-day Public Comment Period Prior to Submission of the Plan
The OWDB has made a number of efforts to elicit input from a variety of stakeholders in the local workforce system prior to the dissemination of its plan for public comment. This included a presentation to the OWDB membership in the fall of 2016 about the frameworks for the state, regional, and local plans, followed by extensive information-gathering efforts about the myriad citywide and regional partnerships and initiatives having relevance to the local plan. The OWDB membership held a full-day retreat in January 2017 where both board members and all members of the public helped to provide input into the OWDB’s vision and mission statements, as well as the proposed goals and strategies outlined in Sections A and B of this plan. Following that process, the OWDB held two stakeholder engagement sessions, one for Oakland businesses and a second for public, private, and nonprofit service providers in the City Of Oakland to offer additional input around the key priorities and elements of the local plan. More than forty (40) people attended the aforementioned sessions, both of which were held at Oakland City Hall, and translation services for Spanish and Mandarin speakers were made available for the latter stakeholder engagement session for public, private, and nonprofit service providers.

The draft plan document was released for public comment following a meeting of the full OWDB membership on February 2, 2017. The plan was posted online and at various physical locations, and the OWDB received a total of five (5) submittals of public comment, which included a number of very helpful and constructive comments about ways in which to improve some of its elements, feedback that was subsequently incorporated into the final document. As none of the comments were in disagreement with the plan, they are not being transmitted with the plan itself, but OWDB staff took time to respond to each of the suggested comments. The comments and responses from OWDB staff were included in the board packet for the special meeting scheduled on Tuesday, March 14, 2017 for the OWDB to approve the final version of the local plan.

K. Relevant information pertaining to common intake and case management efforts

- Describe how Local Boards currently handle intake and case management and whether their existing approach allows for the tracking of co-enrolled individuals across WIOA core programs and other programs party to the State Plan.
In accordance with state policy and guidelines, the OWDB utilizes CalJOBS to track services for job seekers accessing workforce development services in the local area. The OWDB continually works
to find ways to improve the coordination of services for mutual customers who are accessing adult education and family literacy services, Wagner-Peyser Act services, and Vocational Rehabilitation services. Additionally, where appropriate the OWDB encourages opportunities to co-enroll eligible youth into programs and services in the local WIOA-funded adult system, particularly for participants who are pursuing sector-specific training and other related career development services.

Most of the service alignment efforts revolve around the use of assessment and other employment readiness tools and services, as well as efforts to coordinate skill development activities. Additionally, it should be noted that in situations where local workers have been impacted by a dislocation event tied to the Trade Adjustment Act (TAA), the OWDB works with both its Business Engagement Services (BES) provider and contracted WIOA Adult and Dislocated Worker service provider around the provision and coordination of Rapid Response services.

L. Other Miscellaneous Information Requirements

i. Specify how Title II program applicants will be given access to local plans for purposes of reviewing the local plan and developing Title II applications for funding.

In accordance with state guidance, the OWDB has met and engaged in ongoing discussions with the Oakland Unified School District (OUSD)/Northern Alameda County Adult Education (NACAE) consortium regarding both the coordination of services and the development of their application for funding for WIOA Title II. The OWDB will be reviewing the application using the criteria delineated by the state to ensure that the local Title II application aligns with relevant areas of the OWDB local plan, including the development of career pathways programs and the provision of services by local AJCC partners.

ii. Describe how the Local Board will meet the priority of service requirements in WIOA Section 134(c)(3)(E).

The OWDB has updated its priority of service policy to ensure its compliance with provisions under WIOA and in accordance with state guidance. Veterans and eligible spouses continue to receive priority of service for all DOL-funded job training programs. After ensuring priority for veterans and their eligibly spouses, the following groups prioritized for service (in order) include public assistance recipients, other low-income individuals, individuals who are basic skills deficient, re-entry/formerly incarcerated individuals, or Oakland residents residing in high unemployment areas would receive first priority for services provided with WIOA adult formula funds. In addition to ensuring that these groups receive priority support under WIOA Title I, the OWDB and its contracted service providers may work with partners to provide additional resources and support as appropriate to the specific population(s) and needs in question. Finally, the OWDB will continue to monitor the work of its contracted service providers to ensure that there is adherence to priority of service requirements in the aforementioned policy.

iii. Portions of the Local Plan that are Handled in the Regional Plan

A number of items are addressed in the East Bay RPU plan, including regional demographics, a profile of the regional economy and labor market, regional priority industry sectors and career pathway strategies, industry valued postsecondary credentials, and (additional) information on inclusivity and accessibility. The plan also further delineates regional partners who are party to the plan, job quality considerations, regional assessment, and other requirements.
Additional Items Required for Local Plan

M. Local Board Assurances
   See Attachment 1

N. List of Comprehensive One-Stops and AJCC Partners in the Local Area
   See Attachment 2

O. AJCC Memorandums of Understanding
   See Attachment 3

P. Local Area Grant Recipient Listing
   See Attachment 4

Q. Local Board Bylaws
   See Attachment 5

R. Program Administration Designee and Plan Signatures
   See Attachment 6

S. Program Administration Designee and Plan Signatures
   See Attachment 7
Local Board Assurances

Through PY 2017-20, the Local Workforce Development Board (Local Board) assures the following:

A. The Local Board assures that it will comply with the uniform administrative requirements referred to in the Workforce Innovation and Opportunity Act (WIOA) Section 184(a)(3).

B. The Local Board assures that no funds received under the Workforce Development Act will be used to assist, promote, or deter union organizing (WIOA Section 181[b][7]).

C. The Local Board assures that the board will comply with the nondiscrimination provisions of WIOA Section 188.

D. The Local Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA Section 188.

E. The Local Board assures that funds will be spent in accordance with the WIOA, written Department of Labor guidance, and other applicable federal and state laws and regulations.

F. The Local Board assures it will comply with future State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under Federal law or policy, including the WIOA or state legislation.

G. The Local Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. (WIOA Section 134[c][3][E], and CUIC Section 14230[a][6])

H. The Local Board certifies that its America’s Job Center of CaliforniaSM (AJCC) location(s) will recognize and comply with applicable labor agreements affecting represented employees located in the AJCC(s). This shall include the right to access by state labor organization representatives pursuant to the Ralph Dills Act (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code, and CUIC Section 14233).

I. The Local Board assures that state employees who are located at the AJCC(s) shall remain under the supervision of their employing department for the
purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including, but not limited to, hiring, promotion, discipline, and grievance procedures.

J. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee’s civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the California Fair Employment and Housing Act (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning state employees, and state employee misconduct.

K. The Local Board assures that it will select the One-Stop Operator with the agreement of the CEO, through a competitive process, or with approval from the local elected official and the Governor’s Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.
SIGNATURE PAGE

Instructions

The Local Board chairperson and local CEO must sign and date this form. Include the original signatures with the request.

By signing below, the local CEO and Local Board chair agree to abide by the Local Area assurances included in this document.

Local Workforce Development Board Chair

____________________________________  Signature
Herb Garrett  Name
Director of Human Resources  Title

____________________________________
Date

Local Chief Elected Official

____________________________________  Signature
Libby Schaaf  Name
Mayor  Title

____________________________________
Date
List of Comprehensive One-Stops and AJCC Partners in the Local Area

As of March 2017, the Oakland Workforce Development Board (OWDB) has contracted out services to operate one (1) Comprehensive One-Stop Career Center/American Job Center of California (AJCCC) in the City of Oakland. The Oakland Private Industry Council (OPIC) is the current contracted service provider for this function, which provides employment, training, and Rapid Response job seeker services under the Workforce Innovation and Opportunity Act to adult & dislocated residents of Oakland. This center serves residents citywide as mandated by all AJCC's under WIOA. Contact information for that AJCC is as follows:

1212 Broadway, First Floor
Oakland CA 94612
510.768.4400

Hours of Operation:  Monday through Friday, 8:30 a.m. - 5:00 p.m.

Despite being designated at the comprehensive One-Stop for the City of Oakland, the AJCC location listed above currently does not offer any Wagner-Peyser services to job seekers and therefore does not meet the requirements of being a comprehensive One-Stop Career Center. The California Employment Development Department (EDD) currently operates a separate AJCC at the following location in the City Of Oakland:

7677 Oakport Street, Suite 350
Oakland CA 94621
510.564.0500

Hours of Operation:  Monday through Friday, 8:00 a.m. - 5:00 p.m.
OAKLAND WORKFORCE INVESTMENT SYSTEM

WIOA MEMORANDUM OF UNDERSTANDING
(City of Oakland and One Stop/AJCC Partners)

This WIOA Memorandum of Understanding (the “MOU”) is entered into effective July 1, 2016, by and between the City of Oakland, a municipal corporation (the “City”), on behalf of itself and the Oakland Workforce Development Board (the “Oakland WDB”), and the One Stop/AJCC partners listed below, pursuant to City Council Resolution No. ________ C.M.S.

RECITALS

A. The City receives funding as grant recipient under the federal Workforce Innovation and Opportunity Act of 2014 (“WIOA”), codified at 29 USC §2801, et seq., to deliver workforce investment activities for the Oakland Local Workforce Investment Area. The Oakland WDB is the local workforce development board and the Mayor of the City of Oakland is the chief elected official of the Oakland Local Workforce Investment Area as defined by WIOA. The Mayor has designated the City Administrator to act on her behalf on all WIOA administrative matters.

B. WIOA requires that a memorandum of understanding be developed and executed between the local workforce development board and the America’s Job Center of California (“AJCC”) partners to establish an agreement concerning the operations of the AJCC delivery system. This MOU is a condition to accepting WIOA funds. The purpose of this MOU is to establish a cooperative working relationship between the Oakland WDB and its partners in the local AJCC system, and to define respective roles and responsibilities in achieving the policy objectives. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.

C. California’s one stop delivery system, the AJCC is a locally-driven system which develops partnerships and provides programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan, which includes the following:
   • Foster demand-driven skills attainment
   • Enable upward mobility for all Californians
   • Align, coordinate, and integrate programs and services

D. The Oakland WDB believes that the most effective way to help job seekers and businesses is by improving the workforce system in the City of Oakland broadly. This means building and strengthening partnerships among local agencies that are committed to lifting people out of unemployment and enhancing business productivity. Working together to create a broader, more integrated system of workforce services designed to leverage public and private resources, enhance access, and improve long-term outcomes for individuals using these services. This will reduce duplication of effort and increase efficiency. Ultimately, this will enhance the competitiveness of the local workforce, improve the local and regional economy and make each partner agency stronger. It is anticipated that the partners to this MOU will strengthen their collaboration
with the City of Oakland WDB and other One Stop/AJCC partners, and to serve customers more seamlessly and strategically.

E. Strengthening the workforce system will be accomplished by ensuring access to high-quality AJCCs that provide the full range of services available in the community for all customers seeking the following:

- Looking to find a job.
- Building basic educational or occupational skills.
- Earning a postsecondary certificate or degree.
- Obtaining guidance on how to make career choices.
- Seeking to identify and hire skilled workers.

F. This MOU is intended to be a functional tool as well as visionary plan for how AJCC partners will work together to create a unified service delivery system that best meets the needs of our shared customers.

NOW, THEREFORE, the City and the other parties to this MOU agree as follows:

Vision

Through an integrated system of all employment and training funding streams for which the City of Oakland has fiscal responsibility, the Oakland WDB will develop and oversee strategies to create full employment for all Oakland businesses and residents seeking work and advancement.

Mission

The mission of the Oakland WDB is to oversee the articulation and implementation of comprehensive workforce development strategies, polices and performance outcomes of the City of Oakland’s integrated service delivery system. The Oakland WDB oversees the establishment and implementation of services designed to enable the unemployed to obtain jobs and the underemployed to advance into career positions. In doing so, the Oakland WDB works closely with local and regional economic development organizations and with the local employer community to ensure that the services of the workforce development system are meeting the needs of Oakland’s businesses.

Goals

In its 2013-2017 Strategic Plan, the Oakland Workforce Investment Board (WIB) identified policy goals in areas that support its vision and mission. These include:

- Goal A: Coordination and partnership with community and economic development
- Goal B: Train Oakland residents for jobs
- Goal C: Meet and exceed performance goals
- Goal D: Align employment training programs with Oakland’s growth industry sectors
- Goal E: New funds development to support current and new programs

To reach these goals, the Oakland WIB established the following priorities:
1. Enable clients to obtain full employment and self-sufficiency by incorporating the use of the Self-Sufficiency Calculator.

2. Serve those most in need including unemployed and under-employed including assistance to close the skills gap with industry-recognized credentials, and the requisite work readiness and “soft” skills to efficiently transition to work and productivity.

3. Meet the workforce needs of local employers through industry-driven sector strategies. Information and analysis of economic trends in critical industries and creating opportunities to meet the employment needs of those and other businesses are key to better employment outcomes. The ultimate goal of working with employers is to provide industry with a skilled workforce. Sector-based approaches are crucial to economic prosperity over the long-term.

4. Create a system that is driven by a results orientation.

5. Create a framework for the Oakland WDB that encompasses all public and private workforce development funding and resources available to serve Oakland residents and employers.

6. Serve Oakland’s residents, with particular emphasis on the diverse and emerging populations in geographic areas of the City of Oakland that are historically underserved, including West Oakland, East Oakland and Fruitvale.

It is important to note that these goals were developed in 2013 when the current strategic plan was prepared, and will continue to evolve as the Oakland WDB begins work on a new strategic plan in 2017.

The publically funded workforce system envisioned by WIOA is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of the regional economies. It is designed to increase access to, and opportunities for the employment, education, training and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. It aligns workforce development, education, and economic development programs with regional economic development strategies to meet the needs of local and regional employers and provide a comprehensive, accessible and high-quality workforce development system. This is accomplished by providing all customers access to high-quality one-stop centers that connect them with the full range of service available in their communities, whether they are looking to find jobs, build basic educational or occupational skills, earn a post-secondary certificate or degree or obtain guidance on how to make career choices, or are businesses and employers seeking skilled workers.

Each party to this MOU commits to adhere to the provisions of WIOA and to the greatest extent possible the following guiding vision and principles for California’s One-Stop delivery system that services will be:

1. Integrated and affording universal access to the system overall (offering as many employment, training, and education services as possible for employers and for individuals seeking jobs or wishing to enhance their skills);
2. Comprehensive (offering a large array of useful information with wide and easy access
to needed services);
(3) Customer-focused (providing the means for customers to judge the quality of the
services and make informed choices);
(4) Performance-based (based on a set of shared outcomes to be achieved and methods
for measurement).

Parties to the MOU

All parties to this MOU are required partners in the One-Stop Delivery System and the AJCC
under WIOA and include the following:
- City of Oakland (includes Department of Economic and Workforce Development and
  Department of Health and Human Services)
- Oakland Unified School District
- California Employment Development Department
- California Department of Rehabilitation
- United Indian Nations
- Job Corps
- Oakland/Alameda County Community Action Program
- Oakland Housing Authority
- Alameda County Social Services

The local/regional representatives of the parties for the indicated programs are as follows:

<table>
<thead>
<tr>
<th>One-Stop Required Partner</th>
<th>Local Partner Contacts</th>
</tr>
</thead>
</table>
| **Title 1 Adult**         | City of Oakland Workforce Development  
Mark Sawicki  
MSawicki@oaklandnet.com  
510-238-2992 |
| **Title 1 Dislocated Worker** |  |
| **Title 1 Youth**         |  |
| **Adult Education/Literacy** | Oakland Unified School District, Adult Education/Literacy  
Bernard McCune  
Bernard.Mccune@ousd.org  
510-879-1352 |
| **Career/Technical Education** | Peralta Community College District  
Jowell C. Laguerre  
jlaguerre@peralta.edu  
510-466-7207 |
| **Wagner-Peyser**         | Employment Development Department  
Rick Deraiche  
Rick.Deraiche@edd.ca.gov  
831-464-4370 |
| **Veterans**              |  |
| **Trade Adjustment Assistance Act** |  |
| **Unemployment Insurance** | Employment Development Department  
Roberts Leeds  
Robert.leeds@edd.ca.gov  
415-351-7205 |
| **Vocational Rehabilitation** | California Department of Rehabilitation  
Carol Asch  
Carol.Asch@dor.ca.gov  
925-602-0835 |
|-------------------------------|--------------------------------------------------|
| **Senior Community Service Employment Program (SCSEP)** | City of Oakland  
Sarah Bedford  
sbedford@oaklandnet.com  
510-238-6794 |
| **Native American (Section 166)** | United Indian Nations  
Sally Gallegos  
sally@uininc.org  
510-352-4510 |
| **Job Corps** | Job Corps  
Naya Gordon  
415-937-2585  
Gordon.naya@jobcorps.org |
| **Alameda County-Oakland Community Action Partnership** | Oakland/Alameda County Community Action Program  
Estelle Clemons  
eclemons@oaklandnet.com  
510-238-3597 |
| **Housing Authority** | Oakland Housing Authority  
Eric Johnson  
ejohnson@oakha.org  
510-874-1510 |
| **TANF/CalWORKS** | Alameda County Social Services  
Lori Cox  
Lori.cox@acgov.org  
510-271-9100 |

Each of the parties is signing the Addendum to this MOU, attached to this MOU and incorporated herein by reference that sets forth additional services to be performed by each party. By signing the Addendum, each party confirms that it has read the main body of this MOU and agrees to the terms and conditions set forth in this MOU.

**One-Stop System, Services**

As of June 2016, the Oakland WDB funds one stop career centers in the downtown area the Fruitvale area, East and West Oakland. The One-Stop/AJCCs provide WIOA basic services to all customers that walk through our doors including: businesses, workers, under-employed, and unemployed. Individuals that meet WIOA eligibility requirements and priority of service will receive WIOA individualized services.

**Responsibilities of AJCC Partners**

All parties to this MOU agree to carry out the following shared responsibilities in order to
strengthen the capacity and effectiveness of the City of Oakland AJCCs in achieving their service goals for job-seekers, employers and employees.

- One Stop/AJCC partners agree to participate in joint planning, plan development, and modification of activities to accomplish the following:
  - Continuous partnership building.
  - Continuous planning in response to state and federal requirements.
  - Responsiveness to local and economic conditions, including employer needs.
  - Adherence to common data collection and reporting needs.

- Make services provided by partner programs available to eligible customers through the one-stop delivery system.
- Participate in the operation of the one-stop system, consistent with the terms of the MOU and requirements of authorized laws.
- Participate in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained.

**Funding of Services and Operating Costs**

All parties to this MOU agree to share in the operating costs of the AJCC system, either in cash or through in-kind services. The cost of services, operating cost, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan.

AJCC partners will ensure that the shared costs are supported by accurate data, the shared costs are consistently applied over time, and the methodology used in determining the shared costs are reflected in a separate Cost Sharing Agreement that will be negotiated in good faith and implemented by December 31, 2017.

*If applicable

**Methods for Referring Customers**

All parties to this MOU commit to mutually implement processes for the referral of customers to services not provided on-site. All parties to this MOU agree that they will:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding AJCC programs, services, activities and resources shall be made available to all customers as appropriate.

Information on the customer referral process and direct links for access to AJCC partner staff that will be provided by each One Stop/AJCC partner are included in the attached MOU Addendum for each local partner.

**Access for Individuals with Barriers to Employment**
A priority of service policy will be implemented at all AJCC sites across the City of Oakland that will ensure access for individuals with barriers to employment. In accordance with new WIOA guidelines and definitions, individuals (adults and youth) with barriers to employment include those who are members of one or more of the following populations:

(A) Displaced homemakers.
(B) Low-income individuals.
(C) Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166.
(D) Individuals with disabilities, including youth who are individuals with disabilities.
(E) Older individuals.
(F) Ex-offenders.
(G) Homeless individuals (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e– 2(6))), or homeless children and youths (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))).
(H) Youth who are in or have aged out of the foster care system.
(I) Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers.
(J) Eligible migrant and seasonal farmworkers, as defined in section 167(i).
(K) Individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.).
(L) Single parents (including single pregnant women).
(M) Long-term unemployed individuals.
(N) Such other groups as the Governor involved determines to have barriers to employment.

Services provided for individuals with barriers may include direct referral to a partner agency that has expertise working with that specific population. Professional development and training will be provided to staff to ensure not only sensitivity but cross-training competencies in this area.

Information on how each One Stop/AJCC partner will provide access to individuals with barriers to employment is included in the attached MOU Addendum for each local partner.

Each AJCC partner ensures that policies, procedures, programs, and services are in compliance with the Americans with Disabilities Act of 1990 and its amendments, in order to provide equal access to all customers with disabilities.

Shared Technology and System Security*

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including client tracking, common case management, reporting, and data collection. To support the use of these tools, each AJCC partner agrees to the following:

- Comply with the applicable provisions of WIOA, California Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- The principles of common reporting and shared information through electronic
mechanisms, including shared technology.

- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.
- Develop technological enhancements that allow interfaces of common information needs, as appropriate and when feasible
- Understand that system security provisions shall be agreed upon by all partners.

*If applicable and only when feasible

Confidentiality

Each AJCC partner that is a party to this MOU agrees to comply with the provisions of WIOA as well as the applicable sections of the California Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services or as otherwise required by law. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

Non-Discrimination and Equal Opportunity

The AJCC partner shall not unlawfully discriminate, harass or allow harassment against any employee, applicant for employment or AJCC applicant due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status. The AJCC partner agrees to comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations.
The AJCC partner shall assure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibits discrimination on the basis of disability, as well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act.

Grievances and Complaints Procedure

Each AJCC partner that is a party to this MOU agrees to establish and maintain a procedure for grievance and complaints as outlined in WIOA. The process for handling grievances and complaints is applicable to customers and partners. These procedures will allow the customer or entity filing the complaint to exhaust every administrative level in receiving a fair and complete hearing and resolution of their grievance. The partner further agrees to communicate openly and directly to resolve any problems or disputes related to the provision of services in a cooperative manner and at the lowest level of intervention possible.

American’s with Disabilities Act and Amendments Compliance

Each AJCC partner that is a party to this MOU agrees to ensure that the policies and procedures as well as the programs and services provided at the AJCC are in compliance with the Americans with Disabilities Act of 1990 and its amendments. Additionally, partners agree to fully comply with the provisions of WIOA, Title VII of the Civil Rights Act of 1964, the Age Decimation[??Discrimination??] Act of 1975, Title IX of the Education Amendments of 1972, 29 CFR Part 37 and all other regulations implementing the aforementioned laws.

Effective Dates and Term of MOU

This MOU shall be binding upon each party hereto upon execution of the Addendum attached hereto by such party. The term of this MOU shall be three years, commencing on July 1, 2016. The MOU will be reviewed and updated, at a minimum, every three years in order to ensure it contains up to date information regarding funding, delivery of services, and changes in the signatory official of the Local Board, CEO, or AJCC partners.

Modifications and Revisions

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

Termination

The parties understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a part of this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.

Supervision/Day to Day Operations
The day-to-day coordination of staff assigned to the AJCCs will be the responsibility of the site supervisor(s), while the original employer of staff assigned to the AJCCs will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the site supervisor(s) and the management of the original employer.

The office hours for the staff at the AJCCs will be established by the site supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary employer and will provide a copy of their holiday schedule to the operator and host agency at the beginning of each fiscal year. Partner organizations will proactively communicate with AJCC sites regarding additional non-work days (i.e. sick days, vacation days).

Disciplinary actions may result in removal of co-located staff from the AJCCs and each party will take appropriate action.

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally required employee benefits. In addition, each party shall be solely responsive and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

**Dispute Resolution**

Parties shall continue with responsibilities under this MOU during any dispute. The parties agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution.

**Press Releases and Communications**

Participation of each party in press/media presentations will be determined by each party's public relations policies.

The parties agree to utilize the AJCC logo developed by the State of California and the Local Board on facilities identified for AJCC usage, as well as partner websites.

**Hold Harmless/Indemnification/Liability**

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorney's fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorney's fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is
understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

[SIGNATURES ON NEXT PAGE]
In witness whereof, the City of Oakland has entered into this MOU effective as of the date first above written.

**CITY OF OAKLAND**, a municipal corporation

By: __________________________
   Libby Schaaf
   Mayor, City of Oakland, and Chief Elected Official

By: __________________________
   Sabrina Landreth
   City Administrator

By: __________________________
   Mark Sawicki
   Director, Department of Economic and Workforce Development
   Acting Executive Director, Oakland Workforce Development Board

By: __________________________
   Vice-Chair, Oakland Workforce Development Board

Approved as to form and legality:

By: __________________________
   Deputy City Attorney
MEMORANDUM OF UNDERSTANDING
BETWEEN THE OAKLAND WORKFORCE DEVELOPMENT BOARD
AND ONE STOP/AJCC PARTNERS

Signature of Approval

I, the undersigned representative of the Peralta Community College District, do hereby agree to and approve this document.

Jowel C. Laguerre, Ph.D., Chancellor
Peralta Community College District
510-466-7207
jlaguerre@peralta.edu

Date: 06-15-16
# STATE of CALIFORNIA

## LOCAL AREA GRANT RECIPIENT LISTING

[WIOA Sections 107(d)(12)(B)(i)]

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**City Of Oakland**

(Name of Local Workforce Development Area)

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<table>
<thead>
<tr>
<th>ENTITY</th>
<th>ORGANIZATION</th>
<th>CONTACT (NAME/TITLE)</th>
<th>MAILING ADDRESS (STREET, CITY, ZIP)</th>
<th>TELEPHONE, FAX, E-MAIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Recipient (or Subrecipient if applicable)</td>
<td>City Of Oakland</td>
<td>Libby Schaaf, Mayor</td>
<td>One Frank H. Ogawa Plaza, Oakland CA 94612</td>
<td>510.238.6141</td>
</tr>
<tr>
<td>Fiscal Agent</td>
<td>City Of Oakland Controller’s Office</td>
<td>Kristen LaCasse</td>
<td>150 Frank H. Ogawa Plaza, Suite 6353, Oakland, CA 94612</td>
<td>510.238.6776</td>
</tr>
<tr>
<td>Local Area Administrator</td>
<td>Oakland Workforce Development Board</td>
<td>Stephen Baiter</td>
<td>250 Frank H. Ogawa Plaza, Suite 3315, Oakland CA 94612</td>
<td>510.238.6440</td>
</tr>
<tr>
<td>Local Area Administrator Alternate</td>
<td>Oakland Workforce Development Board</td>
<td>Lazandra Dial</td>
<td>250 Frank H. Ogawa Plaza, Suite 3315, Oakland CA 94612</td>
<td>510.238.3474</td>
</tr>
</tbody>
</table>

Signature: ______________________________________________________  
Chief Elected Official  Date  

If a Local Grant Subrecipient has been designated, please submit a copy of the agreement between the Chief Elected Official and the Subrecipient. The agreement should delineate roles and responsibilities of each, including signature authority.
Local Workforce Development Board Bylaws

The bylaws for Oakland Workforce Development Board (OWDB) follow this cover page.
Attachment A:

BYLAWS

OAKLAND WORKFORCE DEVELOPMENT BOARD

Adopted by Mayor of the City of Oakland
Executive Order No. 2016-01
Issued March 31, 2016

ARTICLE I.
Name

The name of this organization is the “Oakland Workforce Development Board.”

ARTICLE II.
Purpose

It shall be the purpose of the Oakland Workforce Development Board, hereinafter referred to as the “Board,” to oversee the articulation and implementation of comprehensive workforce development strategies, policies and performance outcomes of the City of Oakland’s integrated service delivery system in partnership with the Mayor of the City of Oakland (the “Mayor”). The Board shall act as the local workforce development board for the Oakland area as authorized under the federal Workforce Innovation and Opportunity Act of 2014 and its implementing regulations (together “WIOA”).

ARTICLE III.
Functions

It shall be the responsibility of the Board to develop policy, provide guidance for, and exercise oversight with respect to activities under Oakland’s Local Plan as required under Section 108 of WIOA and such other plans developed by the City of Oakland with respect to workforce development. These responsibilities include, but are not limited to, the following:

- **Local Plan.** The Board, in partnership with the Mayor, shall develop and submit a comprehensive Local Plan to the Office of the Governor. The Board shall convene local workforce development system stakeholders to assist in development of the Local Plan.

- **Selection of One-Stop Operator.** The Board, with the agreement of the Mayor, shall designate the One-Stop Operator, and may terminate the eligibility of such One-Stop Operator.
• Selection of providers of youth services, training services and career services. The Board shall identify and approve eligible providers of youth services, training services and career services in Oakland. The Board shall ensure that there are sufficient numbers and types of providers of career services and training services serving Oakland that provide services in a manner that maximizes consumer choice and provides opportunities for competitive integrated employment for persons with disabilities.

• Career pathways. The Board shall lead efforts with representatives of secondary and postsecondary education programs to develop and implement career pathways in Oakland. The Board shall otherwise coordinate its activities with education and training providers in Oakland.

• Accessibility for persons with disabilities. The Board shall annually assess the accessibility of all one-stop centers in Oakland.

• Workforce research and analysis. The Board shall carry out research and analysis with respect to economic conditions and workforce needs in the City of Oakland and the Oakland workforce as required by WIOA and as needed to assist in the development and implementation of the Local Plan.

• Employer engagement. The Board shall lead efforts to engage with a diverse range of employers in Oakland to promote business representation on the Board, to develop effective linkages to support employer use of the local workforce development system, to ensure that Oakland’s workforce investment activities meet the needs of employers and supports economic growth in Oakland, and to develop and implement proven strategies for meeting the needs of Oakland workers and employers. This includes strategies for using technology to maximize the accessibility and effectiveness of the workforce development system.

• Program oversight and accountability. The Board, in partnership with the Mayor, shall conduct oversight over workforce investment activities in Oakland and ensure the appropriate use and management of funds provided to Oakland under WIOA and other workforce development programs. This includes negotiation of local performance accountability measures.

• Budget. The Board shall develop a budget for the purpose of carrying out its duties consistent with the Local Plan, subject to the approval of the Mayor.

The Board, through its members, officers and staff, shall be responsible for ensuring that its members actively participate in convening stakeholders in Oakland’s workforce development system, brokering relationships with a diverse range of Oakland employers, and leveraging support for Oakland’s workforce development activities.
ARTICLE IV.
Membership

A. Authorized membership. The Board shall be composed of up to twenty-seven (27) members.

B. Appointments. Board members shall be appointed by the Mayor. The Mayor shall issue an appointment letter identifying the person appointed, the category for which the appointment is made, and the commencement and expiration date of the appointment term. The Executive Director shall be responsible for notifying the Mayor and the applicable nominating entities as set forth below as early as possible of a vacancy on the Board in order to ensure a prompt nomination and appointment.

C. Board composition. The Board shall be comprised of members from the following categories:

1. Business representation. The Board shall include at least a majority of members who are representatives of businesses in Oakland. Such members shall be owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority. Said members shall represent businesses that provide employment opportunities that includes high-quality, work-relevant training and development in in-demand industry sectors or occupations in Oakland. Business representatives shall be appointed from persons nominated by the Oakland Metropolitan Chamber of Commerce in consultation with other local chambers and business trade associations pursuant to the nomination process set forth below. To the fullest degree possible, business representatives shall represent a cross section of Oakland’s small and large business community, and reflect Oakland’s geographical, ethnic and gender diversity. At least two (2) business representatives shall be representatives from small businesses in Oakland as defined by the U.S. Small Business Administration.

2. Workforce representation. At least 20 percent of the Board shall consist of members who are representatives of the workforce in Oakland, including the following:

i. At least two (2) members shall be representatives of labor organizations in Oakland. Labor representatives shall be appointed from persons nominated by the Central Labor Council of Alameda County pursuant to the nomination process set forth below.

ii. At least one (1) member shall be a representative from a joint labor-management, or union affiliated, apprenticeship program in
Oakland. Such representative must be a member of a labor organization or a training director.

iii. If and as needed to meet the 20 percent requirement, the Board shall include other workforce representatives, who may include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of veterans, that provide or support competitive integrated employment for persons with disabilities, or that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including organizations that serve out-of-school youth.

3. **Education and training representation.** The Board shall include up to two (2) members who are representatives of the workforce in Oakland, including the following:

   i. At least one (1) member shall be a representative from a provider administering adult education and literacy activities under WIOA title II.
   
   ii. At least one (1) member shall be a representative from an institution of higher education providing workforce investment activities, including community colleges.

Nominations for the above education and training members shall be solicited from entities providing those activities.

4. **Government, economic development, and community development representation.** The Board shall include up to three (3) members who are representatives of governmental, economic and community development entities in Oakland, including the following:

   i. At least one (1) member shall be a representative from an economic and community development entity.
   
   ii. At least one (1) member shall be a representative from the California Economic Development Department.
   
   iii. At least one (1) member shall be a representative from a program providing vocational rehabilitation.

5. **Additional representation.** The Board may include additional members as deemed appropriate by the Mayor and as allowed under WIOA.

D. **Prohibitions.** The Board may not include members who are either (1) elected public officials, or (2) employees or directors of grantees of Oakland WIOA funds except as required by WIOA.
E. Nomination process.

1. **Business representatives.** The Mayor, City staff, Board members, local chambers of commerce or other business associations may recommend business representative candidates for the Board. Candidates considered for nomination shall submit their resumes and/or biographies to the Board’s Executive Director, who will review the candidates for compliance with this policy and applicable law. The Executive Director shall forward candidates to the Oakland Metropolitan Chamber of Commerce, which shall have the exclusive role of nominating business representatives for the Board. The Oakland Metropolitan Chamber of Commerce shall forward its qualified nominations to the Mayor for his or her consideration for official appointment to the Board.

2. **Labor representatives.** The Board Chair and City staff will request the Central Labor Council of Alameda County to submit nominees for consideration. The Board’s Executive Director shall review the nominees for compliance with this policy and applicable law. Nominees who meet the nomination criteria will be asked to submit a resume or biography and cover letter expressing interest in serving on the Board. The Central Labor Council shall forward its qualified nominees to the Mayor for his or her consideration for official appointment to the Board.

3. **Other representatives.** The Mayor, City staff, or Board members, may recommend persons for all other Board positions. The Board’s Executive Director shall review nominees for compliance with this policy and applicable law. Appropriate nominees shall then be asked to submit a resume or biography and cover letter expressing interest in serving on the Board. Nominees shall be forwarded to the Mayor for his or her consideration for official appointment to the Board.

F. **Term of office.** The term of office for Board members shall be two (2) years, except as specified below with respect to staggered terms. Terms shall start from the date of commencement of the term as set forth in the appointment letter issued by the Mayor. The term commencement date for the initial appointments to the Board shall be March 31, 2016.

G. **Staggered terms.** Half of the Board members appointed in 2016 shall serve one-year terms and half shall serve two-year terms, as determined by the Mayor.

H. **Mid-term vacancies.** If a member is appointed to fill a vacancy created by the termination of a member before the normal expiration of his or her term, the term of the successor shall be the remaining term of the member vacating the position.
I. **Term limits.** A Board member may serve no more than three consecutive terms; provided that the Mayor may make exceptions to these term limits on a case-by-case basis upon a determination by the Mayor that such an exception will be in the best interests of the City.

J. **Holdover.** In the event an appointment to fill a vacancy has not occurred by the conclusion of a Board member’s term, that member may continue to serve as a Board member during the following term in a holdover capacity, for a period not to exceed one year, to allow for the appointment of a Board member to serve the remainder of said following term.

K. **Tenure on Board.** Board members shall remain on the Board until:

1. Their term expires, subject to the holdover provisions of these Bylaws;

2. They resign in writing;

3. They no longer hold the status for membership on the Board under which they were appointed, as determined by the Executive Director; or

4. They are removed from the Board for cause after a hearing before the Board and a majority vote in favor of removal, and are notified in writing of their removal. Among other things, conviction of a felony, misconduct, incompetence, inattention to or inability to perform duties, or absence from three (3) consecutive regular meetings or four (4) regular or special meeting absences in any one-year period except on account of illness or by permission of the Board Chair, shall constitute cause for removal.

\[
\text{ARTICLE V.}
\]

**Officers**

A. **Officers.** Officers of the Board shall be a Chair and a Vice Chair.

B. **Selection of officers.** The Chair and Vice Chair shall be elected from among members of the Board by a majority vote. In the event of a tie vote, a run-off of the two highest candidates shall determine who is elected. The Chair and the Vice Chair must be chosen from business representatives on the Board.

C. **Terms.** The term of office for Chair and Vice Chair shall be two years. If the office of the Chair becomes vacant during a term, the Board shall choose a new Chair for the remainder of the term, and the Vice Chair shall act as Chair pending election of the new Chair. If the office of the Vice Chair becomes
vacant during a term, the Board shall choose a new Chair for the remainder of the term.

D. **Duties of the Chair.** The Chair shall preside at all meetings of the Board, represent the Board whenever the occasion demands, appoint committees and task forces, and call special meetings at any time necessary upon appropriate advance notification to all members.

E. **Duties of the Vice Chair.** The Vice Chair shall assist the Chair as directed and shall assume all the obligations and authority of the Chair in the absence of the Chair.

**ARTICLE VI. Meetings**

A. **Regular meetings.** Regular meetings of the Board shall take place the first Thursdays in the months of February, May, August and November starting at 8:30 AM in Oakland City Hall.

B. **Special meetings.** Special meetings of the Board may be called at the discretion of the Chair, in accordance with the Ralph M. Brown Act and the Oakland Sunshine Ordinance.

C. **Quorum.** A quorum shall consist of at least 40 percent of the actual Board membership. A quorum shall be called for prior to any official business being conducted at the meeting. If there is no quorum at that time, no official action may be taken at that meeting.

D. **Voting.** All Board members shall have voting privileges. Each member of the Board shall have one vote. A motion shall be passed or defeated by a simple majority of those members present and voting at a meeting where a quorum has been established.

E. **Parliamentary procedure.** The Board may establish rules and procedures for the conduct of its business. All procedural questions not addressed herein shall be decided in accordance with Rosenberg's Rules of Order, newly revised.

F. **Conflicts of interest.** No member of the Board shall cast a vote on or participate in a decision-making capacity on the provision of services to be provided by that member or any organization which the member represents, on any matter which would provide a direct financial benefit to such member or a member of his or her immediate family, or on any other matter which would result in the member violating any governmental conflict of interest law or regulation. Any Board member with a conflict of interest on a matter shall
recuse themselves from any vote of the Board on the matter, shall publicly announce such recusal, and shall refrain from discussing the matter formally or informally with other Board members, either in a meeting or outside a meeting.

G. Open meetings. All regular and special meetings of the Board and its standing committees shall be open to the public (other than closed sessions as authorized by law), shall be held in facilities accessible to people with disabilities, and shall be held in conformance with the provisions of the Ralph M. Brown Act and the Oakland Sunshine Ordinance as either law may be amended from time to time. The Board may use technology such as phone or web-based meetings only if such meetings conform to the teleconferencing rules set forth in the Ralph M. Brown Act.

H. Transparency. The Board shall conduct its business in an open manner as required by WIOA. This shall include making available to the public, on a regular basis through its website and open meetings, information about the activities of the Board, the Local Plan, the list and affiliation of members, the selection of one-stop operators, awards of grants or contracts to providers, minutes of Board meetings, and these Bylaws.

ARTICLE VII.
Committees

A. Standing committees. The Board may form standing committees of the Board to provide information and assist the Board in carrying out its responsibilities. Standing committees must be chaired by a Board member, may include other members of the Board, and must include other persons appointed by the Board who are not Board members and have demonstrated experience and expertise as required by WIOA.

B. Ad hoc committees. The Board Chair may form ad hoc committees on an as-needed basis. An ad hoc committee shall be composed of at least one Board member, and may include other interested members of the community. The purpose of ad hoc committees will be to address specific issues of immediate concern, and report back to the Board with its recommendations.

ARTICLE VIII.
Staff

The Board shall receive staff support from the City Administrator of the City of Oakland and his or her designees. The City Administrator shall designate a City employee to act as the Executive Director of the Board. The person selected as Executive Director must have the requisite knowledge, skills, and abilities to meet
benchmarks identified by the Board and to assist the Board in carrying out Board functions.

ARTICLE IX.
Definitions

All capitalized terms not otherwise defined in these Bylaws shall have the meaning set forth in WIOA.

ARTICLE X.
Amendments

These Bylaws may be amended by the Mayor through executive order.
PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This local plan represents the City Of Oakland Workforce Development Board’s efforts to maximize and coordinate resources available under Title I of the Workforce Innovation and Opportunity Act.

This local plan is submitted for the period of July 1, 2017 through June 30, 2021 in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair

______________________________  Signature
______________________________  Name
______________________________  Director of Human Resources  Title

______________________________  Date

------------------------
Libby Schaaf
Mayor  Title

------------------------
Herb Garrett
Name

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Signature

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Libby Schaaf
Name

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Signature

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Date
Table of Contents

A. Vision, Goals, and Strategy of the Local Board and its Partners ..................................................3
   A.i. Strategic Vision and Goals that Support Regional Economic Growth and Economic Self-Sufficiency ..................................................3
   A.ii. Strategy for Working with Partners to Align Resources to Achieve the Vision .............4
B. Local Program Alignment to Implement State Plan Policy Strategies ...........................................6
   B.i. Description of Programs Included in the Local Workforce Development System ........6
   B.ii. Supporting the Seven Policy Strategies in the State Plan ..............................................7
      B.ii.a Sector Strategies .................................................................................................7
      B.ii.b Career Pathways .................................................................................................8
      B.ii.c Organizing Regionally ......................................................................................10
      B.ii.d Earn And Learn ................................................................................................10
      B.ii.e Supportive Services ........................................................................................11
      B.ii.f Building Cross System Data Capacity ........................................................12
      B.ii.g Integrating Services And Braiding Resources ................................................12
C. Specified Services and Service Delivery Strategies ....................................................................13
   C.i. Working with Partners to Expand Access to Services for Eligible Individuals .............13
   C.ii. Facilitating the Development of Career Pathways and Co-enrollment ......................14
   C.iii. Improving Access to Activities Leading to a Recognized Post-Secondary Credential ..14
   C.iv. Facilitating Engagement of Employers in Workforce Development Programs ........14
   C.v. Supporting a Local Workforce Development System that Meets Needs of Businesses.16
   C.vi. Improving Coordination of Workforce and Economic Development .....................17
   C.vii. Strengthening Linkages Between the One-Stop System and Unemployment Insurance Programs ........................................................................17
D. America’s Job Centers of CaliforniaSM (AJCC), Including State Plan Requirements ...............18
   D.i. Ensuring Continuous Improvement of Eligible Providers of Services Through the AJCC System .................................................................18
   D.ii. Facilitating Access to Services Provided Through the AJCC System .......................18
   D.iii. Compliance of AJCC Operators and Partners with WIOA Section 188 ....................19
   D.iv. Roles and Resource Contributions of AJCC Partners ............................................20
   D.v. MOUs and Cooperative Agreements with Local Service Providers .......................22
   D.vi. Working with WIOA Section 166 Grantees on Strategies to Provide Indian and Native Americans Equal Access To AJCC Services .............................................22
   D.vii. Working with WIOA Section 167 Grantees to Provide Eligible Migrant Seasonal Farmworkers Equal Access to AJCC Services .............................................22
   D.viii. How AJCCs will Serve as an On-ramp for Regional Sector Pathways Emphasized in the Regional Plan ............................................................................23
E. Specific Programs, Populations, and Partners .............................................................................23
   E.i. Coordinating Local Workforce Investment Activities with Regional Economic Development Activities .................................................................23
   E.ii. Type and Availability of Adult And Dislocated Worker Employment and Training Activities in the Local Area .................................................................23
   E.iii. Coordinating Local Rapid Response Activities .........................................................24
   E.iv. Type and Availability of Youth Workforce Development Activities in the Local Area 25
E.v. Coordinating Relevant Secondary and Post-Secondary Education Programs and Activities with Education and Workforce Development Activities ...........................................27
E.vi. Coordinating WIOA Title I Workforce Development Activities with the Provision of Transportation and Other Appropriate Supportive Services ...........................................27
E.vii. Plans for Maximizing Coordination, Improving Service Delivery and Avoiding Duplication of Wagner-Peyser Act and Other Services .................................................28
E.viii. Coordinating WIOA Title I Activities with Adult Education and Literacy Activities Under WIOA Title I...........................................................................................................28
E.ix. Services Provided to Limited English Proficient Individuals ..................................29
F. Grants and Grant Administration ..........................................................................................30
F.i. Entity Responsible for Disbursement of Grant Funds Described in WIOA Section 107(d)(12)(B)(i)(III) ...........................................................................................................30
F.ii. Competitive Process for Awarding Sub-Grants and Contracts Under WIOA Title I .........30
G. Performance Goals ...............................................................................................................30
G.i. Levels of Performance Negotiated with the Governor and Chief Elected Official Consistent with WIOA Section 116(c) ...........................................................................30
H. Federal High Performance Board (HPB) Efforts ..................................................................31
H.i. Complying with State-Issued AJCC Policies .................................................................31
H.i.a WSD15-14 - WIOA Adult Program Priority of Service .............................................31
H.i.b WSD15-12 - WIOA Memorandums of Understanding Phase I .................................31
H.i.c WSDD-151 - WIOA Phase II Memorandums of Understanding .............................32
I. Training Activities .................................................................................................................32
J. Public Transparency, Accessibility and Inclusivity Information ...........................................32
K. Common Intake and Case Management Efforts ...................................................................33
L. Other Miscellaneous Information ........................................................................................34
L.i. Access to the Local Plan for Title II Applicants .............................................................34
L.ii. Meeting the Priority of Service Requirements in WIOA Section 134(c)(3)(E) .............34
L.iii. Portions of the Local Plan Covered in the Regional Plan Narrative ..........................34
M. Local Board Assurances .....................................................................................................35
N. List of Comprehensive One-Stops and AJCC Partners in the Local Area .......................35
O. AJCC Memorandums of Understanding (MOU) ................................................................35
P. Local Area Grant Recipient Listing ....................................................................................35
Q. Local Board Bylaws ............................................................................................................35
R. Program Administration Designee and Plan Signatures ....................................................35
S. Summary of Public Comments Received that Disagree with the Regional and Local Plan ......35
A. VISION, GOALS, AND STRATEGY OF THE LOCAL BOARD AND ITS PARTNERS

A.i. Strategic Vision and Goals that Support Regional Economic Growth and Economic Self-Sufficiency

**Vision**

The vision of the Richmond Workforce Development Board (RWDB) states: “The Richmond Workforce Development Board will, through private industry and public agency partnerships, contribute to the economic growth of the Region by promoting and overseeing a flexible and responsive workforce system, which aligns jobseekers’ skills with current and future employer needs.”

The RWDB will serve the needs of employers and workers in Richmond and the surrounding region by working with key partners from city government, business, industry, education, economic development, organized labor, and community organizations to develop innovative ways to identify and address those needs. The RWDB will ensure a continuum of education and training opportunities that support a skilled workforce, provide education and workforce training to give youth the opportunity to achieve their career goals, and contribute to the success of local business through a range of direct services.

**Goals for Preparing an Educated and Skilled Workforce**

The primary goals of the RWDB in regard to the preparation of an educated and skilled workforce include the following:

- **Strengthen Services for Those with Barriers**: address and determine appropriate pathways for low-income adults and youth who have limited skills, lack work experience, and face other barriers to economic success.
- **Earn and Learn**: focus on work-based training strategies and employment approaches to benefit low-income individuals. Work-based training provides adults and youth with barriers the chance to earn income while also receiving training and developing essential skills that are best learned on the job.
- **Engaging Businesses**: collaborate with businesses to determine local hiring needs, design innovative initiatives and trainings that are responsive to those needs, and start candidates on a career path.
- **Engaging Labor Unions**: collaborating with local labor unions to help improve employee representation essential for high quality jobs and strengthening apprenticeship programs as a critical route to developing needed skills.
- **Promoting Project ACES (Accelerating Careers through Essential Skills)**: work with businesses and educational institutions to design and offer candidates necessary and in-demand work ethic and learning opportunities, contributing to the creation of a pipeline of candidates with essential skills businesses require.
- **Strengthening Partnerships**: collaborate with key/core partners to streamline education and training opportunities for candidates, and address basic skills deficiency through coordinated services with Title II – Adult Education & Literacy.
- **Assessing the Labor Market**: survey business and labor market data to drive in-demand services to businesses and candidates.
- **Measuring Performance**: continuously evaluate trainings, employment, and earnings
outcomes to ensure excellent services and positive economic impact.

- **Designing Career Pathways:** design and deliver pathways that prepare candidates to reach their full career potential.
- **Establishing a local workforce system** that enables economic growth and shared prosperity based upon innovation, job quality, and well-paid employment, with support for ongoing skill training and advancement.

The Richmond Workforce Development Board recognizes that not all jobs are good jobs and that education and training alone will not solve the problem of poverty. For this reason, it continually seeks to develop strategies and policies that enable people to gain and retain good jobs that offer economic security, or place them in an entry-level job with a well-articulated career pathway or career ladder to a job providing economic security.

**Goals Related to Performance Accountability Measures**

<table>
<thead>
<tr>
<th>Table 1: Richmond WDB Performance Goals</th>
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<tbody>
<tr>
<td><strong>PY 2016-17 Negotiated Performance Goals</strong></td>
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<tr>
<td>Adults</td>
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<tr>
<td>Employment Rate 2\textsuperscript{nd} Quarter After Exit</td>
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<tr>
<td>Employment Rate 4\textsuperscript{th} Quarter After Exit</td>
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<tr>
<td>Median Earnings 2\textsuperscript{nd} Quarter After Exit</td>
</tr>
<tr>
<td>Credential Attainment within 4 Quarter After Exit</td>
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</table>

| **PY 2017-18 Negotiated Performance Goals** |
| Adults | Dislocated Workers | Youth |
| Employment Rate 2\textsuperscript{nd} Quarter After Exit | 69.0% | 72.0% | 66.4% | Employment or Placement Rate 2\textsuperscript{nd} Quarter After Exit |
| Employment Rate 4\textsuperscript{th} Quarter After Exit | 66.5% | 70.5% | 68.2% | Employment or Placement Rate 4\textsuperscript{th} Quarter After Exit |
| Median Earnings 2\textsuperscript{nd} Quarter After Exit | $4,777 | $7,903 | BASELINE | Median Earning |
| Credential Attainment within 4\textsuperscript{th} Quarter After Exit | 55.9% | 63.0% | 57.7% | Credential Attainment within 4\textsuperscript{th} Quarter After Exit |

**A.ii. Strategy for Working with Partners to Align Resources to Achieve the Vision**

The RWDB will serve the needs of employers and workers in Richmond and the surrounding region by working with key partners from city government, business, industry, education, economic development, organized labor, and community organizations to develop
innovative ways to identify and address those needs. The RWDB will ensure a continuum of education and training opportunities that support a skilled workforce, provide education and workforce training to give youth the opportunity to achieve their career goals, and contribute to the success of local business through a range of direct services.

An important element of the RWDB vision is the use of data provided by local economists, the Employment Development Department (EDD), Adult Schools, Community Colleges, California State Universities (CSUs), and EASTBAY Works One-Stop Career Centers to identify growth sectors in the economy as well as workforce composition, employment opportunities, and education and training trends. This data provides an essential foundation for the strategies identified in this plan, and will be regularly reviewed to ensure that our strategies remain responsive to the economic and workforce conditions in the region.

In addition to data analysis, we will engage key leaders among employers, local and state officials, education, labor, and economic development organization stakeholders (at the local and state level) to discuss present and future needs. We will determine current and projected gaps between employer demand and the availability of skilled local workers to meet that demand. Where gaps are identified, we will work with our partners to develop services designed to meet them.

Another essential component of the RWDB vision is its close working relationship with the City of Richmond, which enables it to significantly magnify its impact on the local economy and workforce. The RWDB will continue to build upon its dynamic and mutually beneficial relationship with elected officials and departments in the City of Richmond to align strategies and resources. Examples of our partnership with the City include participation in monitoring and compliance of local hiring, business opportunity, living wage, and other ordinances that benefit local workers, participation in setting the terms of contracts between local businesses and the City, and obtaining a broad range of local economic information (for example, sales tax receipts) that enable the RWDB to respond effectively to economic trends in the City and the region.

Another important facet of the RWDB vision is the leveraging of multiple resources to create pre-apprenticeship training opportunities that address the particular needs of the local workforce. Facing a history of high levels of poverty and unemployment and low levels of educational attainment in the City of Richmond, the RWDB developed the nationally recognized RichmondBUILD program, which has achieved an extremely high success rate in placing graduates in well-paid employment positions in the construction industry. Many of these graduates enter the program with multiple barriers to employment, including a significant number of program participants who have been involved with the criminal justice system.

In order to support local business development and entrepreneurship, the RWDB has also established the Contractors Resource Center (CRC) in Richmond. Co-located at RichmondBUILD, the CRC provides training and support for local contractors in areas such as business development; bidding and contracting, bonding, back office, project management, and other areas. Along with programs for established contractors, the CRC will explore strategies for offering training for RichmondBUILD graduates and others to explore and gain skills in other areas of the construction field, such as construction inspection, etc. where opportunities are growing.

Building strong partnerships with employers, educational systems, unions, and community organizations results in better leveraging of existing resources, attraction of new resources, and
identification of potential private/public funding opportunities. The RWDB fully understands the importance of collaboration and has a long, mutually beneficial history of cooperation with K-12 educational institutions, Contra Costa Community College, Adult Education Title II programs, local businesses and community-based organizations. We will continue to serve an essential role in bringing together partners to build an effective workforce system capable of advancing economic growth and creating shared prosperity for Richmond residents.

B. LOCAL PROGRAM ALIGNMENT TO IMPLEMENT STATE PLAN POLICY STRATEGIES

The RWDB will employ and will require local and regional plan partners to adopt or participate in strategies that frame, align, and guide program coordination at the state, local, and regional levels, including those described on the pages that follow.

B.i. Description of Programs Included in the Local Workforce Development System

The RWDB local workforce development system is designed to meet the needs of jobseekers and businesses residing in the Richmond local area. The RichmondWORKS comprehensive America’s Job Center of California (AJCC) provides the Richmond community with access to the following partner services:

- WIOA Title I (Adult, Dislocated Workers, and Youth);
- Title II (Adult Education & Literacy);
- Title III (Wagner-Peyser); and
- Title IV (Vocational Rehabilitation).

It also includes other required partners:

- Career & Technical Education;
- Contra Costa Co. EHSD; including
  - Community Services;
  - Senior Community Service Employment Program; and
  - TANF Employment & Training Programs.
- City of Richmond Housing Authority;
- Job Corps;
- Sword to Plowshare - Local Veterans’ Employment Representatives and Disabled Veterans’ Outreach Program; and
- Rubicon, Reentry - Second Chance Program.

In support of the alignment of AJCC services and to avoid the duplication of services, the core program partners, along with the required and additional partners, have established an AJCC Delivery System MOU and corresponding resource sharing agreement where applicable. The MOU specifies RWDB partner roles and responsibilities as related to providing services within the workforce development system.
B.ii. Supporting the Seven Policy Strategies in the State Plan

B.ii.a Sector Strategies

In our improving economy, employers continue to have difficulty finding qualified workers for jobs that require technical education and expertise. Most current jobs require higher technical skills for workers than they did ten or twenty years ago. Research shows that “middle-skill” jobs, which require less than a four-year degree but more than a high school diploma, are the biggest share of jobs in California and made up 54 percent of all jobs in the United States in 2012, according to the National Skills Coalition. And yet only 44 percent of the national workforce has the skills needed for these occupations.¹

A Regional Economic Analysis Profile report dated March 2015 funded by the U.S. Department of Labor’s Employment and Training Administration for EDD’s Labor Market Information Division provides a summary of the San Francisco Bay Area Economic Sub-Market (Alameda, Contra Costa, and Solano County) Clusters. The top 10 Industry Sectors identified for future employment demand:

1. Health Care Services
2. Hospitality and Tourism
3. Retail
4. Education and Training
5. Construction Materials and Services
6. Business Services
7. Information and Communication Technologies
8. Professional and Technical Services
9. Financial Services and Real Estate
10. Social Services²

According to the Regional Intelligence Report prepared by Beacon Economics, LLC for the EastBay EDA, manufacturing, transportation and Warehousing has seen an increase in job gains as reported from June 2015 to June 2016.

In its own research, the RWDB has identified five emergent, high-demand sectors specific to Richmond that significantly overlap with the Regional Economic Analysis Profile report and the Regional Intelligence Report; these sectors have also been identified in the Department of Labor data through the Employment Development Department as the fastest growing occupations for 2014-2024:

1. Health Care/Medical;
2. Transportation, Warehousing, Logistics, and Manufacturing (including Food Manufacturing and E-Commerce);

¹ “United States Forgotten Middle,” National Skills Alliance, November 2012.
² Survey Results Strategic Plan for Economic and Workforce Development in Contra Costa County, CA. 2013. Responses received from 348 participants.
3. Construction (including Renewable Energy Technology);
4. Information Technology; and

As these sectors expand their role in the economy, many existing businesses are grappling with the prospect of a significant loss of their workforce through retirement in the coming decades. It has been estimated by Chevron, a large Richmond employer, that 50 percent of its current employees will retire in the next 10 years. Similar levels of employee retirements are anticipated in the public sector and other areas; replacing these employees, part of the best-educated generation in American history, will prove to be a significant challenge due to Richmond’s inadequate supply of local workers across the workforce spectrum. This includes entry-level workers prepared to work, middle-skill workers with some postsecondary education, college graduates, and graduates in the STEM (science, technology, engineering, and math) occupations.

The RWDB is a partner in an array of programs designed to prepare youth and adults for employment in the emergent sectors described above and to replace current workers. These include the following:

- The previously mentioned RichmondBUILD program;
- The Environmental Workforce Development Job Training program, which provides local residents with training in environmental remediation;
- The college and career academies programs operated by West Contra Costa Unified School District, which include themes such as Health, Information Technology, Law, Media, Engineering, Hospitality, ACET (Architecture, Construction, Engineering and Technology), Biotechnology, GEET (Green Engineering and Energy Technology Pathway), Environmental Studies, and Creative and Performing Arts;
- Kaiser Permanente School of Allied Health Sciences, which offers degrees and certificated programs in health and medical careers;
- The Stride Center, which offers highly successful training in information technology;
- The FLOW (Forklift, Logistics, Operations, and Warehousing) program at Contra Costa College, designed to prepare workers for rapidly growing opportunities in transportation and logistics in the region; and
- The Contractors Resource Center (see description above).

**B.ii.b Career Pathways**

The RWDB works closely with all components of the regional education system to address the needs of workers and priority-sector employers. We will continue to collaborate with the more than 20 college and career academies operated by the West Contra Costa Unified School District (WCCUSD) to develop career pathways that meet the needs of local industry. In addition, we will maintain strong alignment and cooperation with Contra Costa Community College in the development and provision of career pathways, including basic education and sector-specific trainings provided directly to RWDB participants under the cohort model. The RWDB will pursue a number of strategies to strengthen and expand career pathway programs, as described in the paragraphs that follow.
Identifying key industries. An important initial step in the process has been the identification of the key industries within the local area and region. The five high demand industries that have been selected to be of primary focus include: Health Care/Medical; Transportation, Warehousing, Logistics, and Manufacturing; Construction, including renewable energy technology; Information Technology; and Professional, Scientific and Technical Services;

Building partnerships with high demand employers and Contra Costa Community College. The AJCC, colleges, and employers will all work together to create pathways that are understandable, navigable, and result in an increased number of Richmond residents obtaining skills that give them access to living wage jobs.

Participating in the design of pathways. The RWDB works closely with employers and Contra Costa Community College to develop upcoming pathway programs. By bringing their knowledge of the AJCC client population and operations to the conversation, the RWDB can help make these programs more responsive to individuals with different kinds of training and support needs than the traditional community college student. The RWDB will also collaborate with other entities such as Healthy Richmond to support and be informed by community-based efforts to develop career pathways in areas such as health careers and ICT.

Engaging partners to strengthen participation in career pathways programs. We facilitate discussion among the One-Stop Operator consortium about how partners can support career pathways. This process has increased the number of jobseekers from CalWORKs, Adult Education, EDD, and other sources who might benefit from the resources available through the AJCC System, through information sharing and cross referral among the mandated partners.

Retaining and strengthening an active connection with the City of Richmond and the City’s planning process. The RWDB has a strong partnership with the City of Richmond planning department that has resulted in RWDB’s ability to anticipate upcoming city projects several months or years in advance and develop career pathways that match future opportunities. Access to this additional economic data beyond formal labor market information enables the RWDB to more effectively develop strategies that anticipate new employment opportunities.

Supporting K-12 career education. The RWDB will impact K-12 education through presentations, activities, and trainings that show young people how education can lead to employment, by presenting examples of different career pathways, and demonstrating how student choices contribute to their success. The RWDB will partner with local school districts on the use of career education activities (CTE, internships, job shadowing, etc.) as strategies for increasing retention. The RWDB will also provide quality academic support to out of school youth in completion of the GED and to pursue a career pathway that would include post-secondary and career technical education. For students with individualized service plans, the RWDB will provide both the support and the expectation that these plans include a post-secondary academic component.

Using identified industry sectors as the foundation for continued pathway development. The RWDB will work with the One-Stops to offer short-term certificated programs on-site in multiple and related occupations that can be linked into longer-term pathways and jobs. For those who are already employed, these short-term trainings can offer the opportunity for both lateral movement and direct advancement.

Ensuring that a full continuum of services, supports, and connectivity are part of every pathway design, along with the appropriate skills training. Serving in its convening and networking role, the RWDB will connect participants in each pathway to all support services.
available for trainee success. This includes nonprofits, First 5, Head Start, and other youth-serving organizations and agencies.

**Collaborating with the post-secondary education system.** A very high proportion of Richmond students do not seek post-secondary education. The kinds of personal support that we provide are an extremely important resource for these at-risk students. We will work with education partners to increase awareness of co-enrollment opportunities and will develop a cross-system referral process to enable students to access opportunities that might not be immediately obvious. We will continue to work to strengthen ties between K-12 college and career academies and post-secondary education and training programs that build on earlier learning.

**Strengthening and expanding RichmondBUILD.** RichmondBUILD has been at the forefront of developing formal programs and pathways for workers in alternative energy, energy efficiency, construction, and building infrastructure. Individuals entering the construction field through RichmondBUILD have access to a career ladder that takes them into many different aspects of the industry: planning, management, inspection, compliance, and sales. Individuals who have graduated from RichmondBUILD have obtained contractors’ licenses and a number have started their own successful businesses.

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**B.ii.c Organizing Regionally**

The RWDB has worked closely with other local workforce boards in the region, in particular the Workforce Development Board of Contra Costa County (CCWDB). The RWDB and the CCWDB have collaborated on a number of successful grant applications and have also worked together on the public input component of the current strategic planning process, sharing the results of a December 2016 online survey of regional economic and workforce stakeholders and holding a joint public forum regarding the development of the plan on February 16, 2017.

RWDB is a founding member of the EASTBAY Planning Unit, also known as EASTBAYWorks (see [http://www.eastbayworks.org](http://www.eastbayworks.org)), a regional network of local workforce boards and other organizations serving Alameda and Contra Costa counties. EASTBAYWorks is a unique joint venture of public entities, non-profit agencies, and private organizations helping businesses and jobseekers meet their employment needs. EASTBAY Works is responsible for:

- Regional coordination of One-Stop Career Centers’ services;
- Regional coordination of Business Services provided by designated One-Stop staff;
- Regional coordination of Rapid Response activities; and
- Compiling and sharing real time labor market information.

The City of Richmond is also a member of the East Bay Economic Development Alliance, and is engaged in cooperation and coordination with a range of partners at that level.

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**B.ii.d Earn And Learn**

The RWDB has been highly successful in leveraging and braiding funds for on-the-job training (OJT) and other forms of customized training through strong partnerships with the community college and other training providers as well as with economic development and business associations. For example:
• Contra Costa Community College and other training providers support OJTs through supporting enrollment of eligible students in WIOA grants;
• Some OJT employers partner with a training provider and the RWDB to refer their OJT candidate for training in skills needed to help perform the work; and
• Businesses (new and existing) are apprised of the incentives (tax credits and OJTs) offered with the RWDB’s WIOA programs through the City of Richmond’s Economic Development and Planning Departments and are supported in accessing them.

The RWDB will continue to develop new resources to expand support of on-the-job training, including the following:

• Establishing business partnerships to provide for incumbent worker training;
• Promoting and providing transitional jobs for individuals with barriers to employment;
• Providing paid work experience, internships, job shadowing for Youth (including summer jobs); and
• Utilizing the Career Pathway Trust 2 grant that offers an opportunity to connect high school students receiving continuation education to work based learning opportunities.

The RWDB supports the provision of wage subsidies, including OJT, to priority-sector employers in Richmond, helping to improve a company’s bottom line by reducing training costs for new hires. Employers establish customized training plans for new hires based on the specific needs of their business and the job(s) they are filling, with the length of an OJT contract based upon the experience of the trainee and the complexity of the skills to be acquired. Employers choose or supply qualified candidates, who are screened by RWDB staff before an OJT contract can be finalized. The RWDB also refers potential candidates.

RWDB has worked with a variety of businesses with most job openings being in the 5 top sectors listed earlier. Many of our business partners include: Net Electric, Sunstall, Overaa Construction, Turner Group Construction, Kaiser Permanente Hospital, and Chevron to name a few. Richmond also over the last few years has attracted food service and manufacturing/production/warehouse companies: Amazon, Hello Fresh, Blue Apron, William Sonoma, Kohana Coffee, Whole Foods, and Food Service Partners. A number of Earn and Learn opportunities were funded through Project Hire, a program developed with funding from a WIA Dislocated Worker Additional Assistance Project grant; Career Pathway Trust 2, Chevron Community Benefits Agreement, business and city donations and WIOA Adult and Dislocated Worker Flexible funding from diverse sources enables the RWDB to offer a wide range of Earn and Learn opportunities. The RWDB promotes the program through local Chambers of Commerce and direct engagement with employers.

B.ii.e Supportive Services

RWDB has a Supportive Services Policy that is tailored to the needs of the local community. The Supportive Services Policy prevents duplication of resources and services, and establishes limits on the amount and duration of these services. Through a Supportive Services Assessment, Supportive Services will be made available to participants who are experiencing hardship that could prevent them from participating in Title I career or training services.

The RWDB will also seek to address the unique supportive service needs of specific populations, such as individuals experiencing reentry, veterans and others, by maintaining strong
partnerships with entities such as the Reentry Success Center and Swords to Plowshares. The RWDB will draw upon the expertise of these partners to both identify needs and to offer services specific to those needs.

Supportive Services available to all eligible participants include:

- Transportation;
- Training/work clothes;
- Minor tools or supplies; and
- Certification, screening, and testing.

In addition, referrals to community agencies, partners, and public entities will be made for additional Supportive Services such as childcare assistance, medical/dental, and housing and emergency needs.

B.ii.f Building Cross System Data Capacity

EDD’s CalJOBS is the number one online data system resource to help jobseekers and employers access California’s workforce services by providing employment and labor market information. The system allows users to search for jobs, build résumés, access career resources, find qualified candidates for employment, and gather information on education and training programs. The system also allows for tracking and reporting data on the various WIOA-related workforce programs. Recently, CalJOBS has added a Customer Relationship Management (CRM) tool that Career Planners across the region are now able to use to manage, coordinate, input, and collect data on businesses that they are serving. This tool helps to prevent duplication of business services amongst Career Planners.

The RWDB will also coordinate with core partners to determine additional data systems that could be used to help benefit and streamline services; in addition, RWDB will coordinate trainings to educate partners on the CalJOBS data system.

B.ii.g Integrating Services And Braiding Resources

The RWDB will continue its strong track record of leveraging and braiding other funding sources to extend the impact of WIOA dollars. As the amount of WIOA funding available to local boards has diminished, the RWDB has made it a key priority to use WIOA funds as a means for accessing additional funding from a range of other sources. The RWDB has become one of the leaders in the state at leveraging baseline WIOA formula funds for its services to employers and jobseekers. Examples include ongoing programs such as RichmondBUILD and the FLOW initiative, and most recently its Workforce Accelerator grant initiatives.

The primary sources for leveraged grant funds are EDD and the federal Department of Labor. Examples of past state and federal workforce agency grants include the Governor’s 15 percent funding and YouthBuild. We have also successfully applied for other agency, county, foundation, and corporate funding. A partial list of additional funding sources includes: the Environmental Protection Agency, the Department of Housing and Urban Development, the San Francisco Foundation, the Chevron Corporation, the Employment Training Panel, and the Y. H. Soda Foundation.

The RWDB’s goal is to continue to maximize services and minimize duplication to best meet the diverse needs of jobseekers and businesses. The RWDB will continue to seek collaborations with Adult Education and College collaborative projects and continue to partner
with EDD and DOR to leverage business engagement activities that promote best practices and contribute value-add to businesses.

C. SPECIFIED SERVICES AND SERVICE DELIVERY STRATEGIES

C.i. Working with Partners to Expand Access to Services for Eligible Individuals

The RWDB consistently achieves success in meeting enrollment and performance outcomes and most recently identified as one of the awardees for “High Performing WDB”. The expectation of expanding access for eligible individuals with barriers to employment will require further partnerships that outline resource alignment, resource obtainment, and co-enrollment pathways.

At the RWDB, we currently have co-located partners that share a common mission of assisting individuals with barriers to employment career pathways. These funding partners include: Wagner-Peyser, WIOA Adult, Dislocated Worker, Youth, Trade Adjustment Assistance, Veterans programs, Department of Rehab (DOR), and Literacy for Every Adult Person (LEAP). Our other partners who are not yet co-located who we meet and collaborate on a regular basis include West Contra Costa County Adult Ed, Job Corps, Temporary Assistance for Needy Families (TANF), Rubicon’s Re-Entry Success Center, Swords to Plowshares’ Veteran’s program, and Contra Costa Community College. In addition, the RWDB receives City of Richmond support to help facilitate services to provide services to eligible individuals, specifically individuals with barriers to employment. As a result of our partnerships, RWDB is well prepared to continue maximizing resources to expand access to activities such as co-enrollment, supportive services and career pathway strategies that result in meaningful employment through the attainment for education credentials.

Partner relationships have been defined in the MOU negotiated between each of the organizations and the RWDB. The RWDB and the partners listed hold special community events, such as Job Fairs and Job Search workshops and clinics, focused on targeting those with barriers to employment. For example, RWDB is working closely with DOR to design tailored services for individuals with disabilities. Currently, DOR conducts workshops and job fairs with RWDB specifically targeting this population.

Enhanced services for individuals with limited English speaking ability and English language learners are currently being offered at the AJCC. Those with limited English speaking ability are served by AJCC staff and partners and/or referred to in-house LEAP services or other appropriate ESL community resources. Services are coordinated with LEAP for those who receive Title II funding, and include assessment tutoring for both adults and youth who lack basic English skills. RWDB hosts several information orientations every week that outline core programs and partner services. These orientations are held in both English and in Spanish.
Richmond Workforce Development Board
2017-2020 Local Plan

C.ii. Facilitating the Development of Career Pathways and Co-enrollment

The RWDB will look to support career pathways that help adults and youth advance among multiple occupations, advance within an occupation, or move to a new occupation that has similar skills to previous occupation. The RWDB will coordinate and facilitate co-enrollments to help further advance an adult or youth in the upward career ladder:

- Co-enroll Adult and/or Youth in Title II funding to provide basic academic, English language instruction, critical thinking, digital literacy, GED preparation, and workforce preparation including essential skills/work ethic thereby improving access to activities leading to a recognized Post-Secondary credential; and
- Co-enrollment between Youth and Adult to provide Out of School Youth (18-24) with OJT's and training through Adult Training services.

Co-enrollments will further align employment, training, education, and supportive services needed by adults and youth that help lead to career advancement.

C.iii. Improving Access to Activities Leading to a Recognized Post-Secondary Credential

The RWDB will pursue a number of strategies to increase the number of students who successfully transition to post-secondary credential that is industry recognized, portable, and stackable.

**Expanding the relationship with Contra Costa Community College.** We will provide regular workshops on preparing and surviving college, campus tours, and assistance with applying for financial aid. We will partner with the College in increasing resources for Career Technical Training opportunities and expanding CTE training opportunities.

**Offering classes at AJCCs in coordination with Adult Education.** The RWDB will work with Adult Education and Literacy for Every Adult program (LEAP) to offer some of its educational classes directly at AJCC facilities. Individuals who are receiving services at the AJCCs, and who may have difficulty accessing regular Adult Education courses, will have direct access to increased opportunities at a convenient location.

**Expanding collaboration between Adult Education and Community Colleges.** Recent changes in state education funding have resulted in fewer Adult Education opportunities in Richmond. The RWDB will offer Adult Education training through its One-Stops to educate participants about additional pathway options and encourage continued learning through the community college system. The individualized support services available through the One-Stops will increase the likelihood of students pursuing other learning opportunities.

**Developing workshops that help students identify personal barriers to education and career attainment.** Workshops will be developed that will help jobseekers identify and address barriers they might have experienced to furthering their education. The RWDB will use its extensive partner network to help these jobseekers access the supports they need to remove their particular barriers to education and career success.

C.iv. Facilitating Engagement of Employers in Workforce Development Programs

Employers are the primary customers of our AJCC System. The RWDB Business Services Unit continually monitors the needs of employers, including small businesses and entrepreneurs. Employers currently have access to consulting services through a partnership with the Contra Costa County Small Business Development Center (SBDC). Local business can receive
customized assistance from the Business Services Unit including recruitment services, screening of job applicants, conducting interviews, and accessing hiring tax credits. These services will continue to be augmented to offer a full array of services for businesses. The RichmondWORKS Business Services website was created to offer a variety of virtual resources to employers, such as a job board, access to business related forms, and links to community business groups.

The RWDB has seven employment program specialists/business services representatives who each develop and support a portfolio of businesses. Representatives gain an understanding of employers’ needs and culture by on-site visits and tours of company facilities. Staff utilize the CRM in CalJOBS as well as create quarterly reports on the businesses they work with, documenting services provided and emerging needs. Specific services provided to employers include:

- Access to a job applicant database;
- Recruitment of job applicants;
- Assistance in pre-screening applicants;
- Assistance in setting up and coordinating interviews;
- Job fairs and informational orientations;
- Assistance with hiring projects;
- Marketing/publicizing of job openings;
- Labor market, economic development, and tax credit information;
- Service directories and coordinated referral services;
- Outplacement and downsizing services;
- Information on Richmond business associations;
- Information on available community services;
- Use of RichmondWORKS conference rooms for interviewing, recruitment, testing, etc.;
- Rapid Response/Layoff Aversion and plant closure assistance;
- Customized training/On-the-job training subsidies; and
- Technical advice/training regarding job retention strategies for special populations.

The RWDB also works with a broad range of organizations to facilitate engagement with employers, including the EDD, the Chamber of Commerce, and the Council of Industries. The RWDB will continue to strengthen its relationship with the Chamber of Commerce as a key source of input from employers on their most current workforce needs. Business Services staff also serve on the 23rd Street Merchants Business Association, and the Chamber of Commerce’s Leadership Program.

Our partnerships with local business organizations have been of significant value in providing access to key business information and, more importantly, have provided opportunities for validating employer needs. We use facilitated sessions, surveys, and one-on-one contacts to clarify employer needs. Businesses utilizing the services of the AJCC are surveyed on an ongoing basis to gain their feedback on the quality of services the RWDB offers, and Business Services
staff maintains contact with the business community to assess areas of needed improvement. Through these sessions, surveys and one-on-one contacts with employers, work ethic and job retention have been identified as two of the most challenging areas for employers. RWDB is currently working on Project ACES (Accelerating Careers through Essential Skills), an Accelerator grant that will provide job candidates with much needed soft skills.

In addition to the activities described above, the RWDB will take a proactive role in providing support to local employers and employees to improve job retention for newly hired local residents. Through a menu of services designed to educate employers and strengthen employer-employee communication, the RWDB will enable these new employees to thrive in their jobs, and help to advance its equity vision.

C.v. Supporting a Local Workforce Development System that Meets Needs of Businesses

The RWDB and its partners will continue to identify the skills needs of business and industry through direct contact with employers in industries where labor market shortages appear most severe, relying on surveys and labor market analysis. We will also acquire appropriate assessment and career information tools, and compile a list of training providers to better meet the needs of jobseekers. Additionally, customer satisfaction surveys (for both jobseekers and employers) will be conducted on a periodic basis that will provide for continuous improvement of products and services. Customized training will be expanded to better meet employer needs in the community.

The workforce development needs of local employers will be determined through:

- Surveys conducted by the Richmond Chamber of Commerce and the Hispanic Chamber of Commerce;
- Information from the Council of Industries, including specific information about the workforce needs of particular companies;
- Industry cluster studies in partnership with EASTBAY Works, Economic Development Alliance for Business (EDAB), Contra Costa Partnership, and others;
- Occupational Outlook Reports sponsored by Contra Costa County and the California Cooperative Occupational Information System (CCOIS);
- Interface with the Richmond Economic Development Commission;
- Employer focus groups;
- LMI provided by the State;
- Input from business members of the RWDB Board;
- The Customer Relations Management System (a data component system in CalJOBS);
- Sharing of information with the Workforce Development Board of Contra Costa County; and
- Continuous contact with businesses and visits to their places of business.

Project ACES is an innovative strategy designed by RWDB, funded through an Accelerator grant and implemented by RWDB and partners is designed to support business by addressing job retention and work ethic as identified by many employers as their number one challenge to retaining employees.
The Contractors Resource Center, a partnership with RWDB, RichmondBUILD, Turner Group Construction and Chevron, provides contracting and construction education and guidance for contractors, sub-contractors and those interested in learning about contracting and construction.

The RWDB receives advance notice of new companies coming into Richmond through close contact with the City of Richmond Community and Economic Development Department. The RWDB then meets with these companies prior to their arrival to learn about their needs, explain the services that are available to them through the RWDB and the Richmond One-Stop, and build relationships for future collaboration.

C.vi. Improving Coordination of Workforce and Economic Development

The Business Retention Program, managed by the RWDB, strengthens business in Richmond through a comprehensive economic development plan that includes general marketing, focused business attraction, business retention, and business assistance. Ongoing management tasks include:

- Establishing and managing the ongoing business information database;
- Continual, systematic business visitation activities and information-gathering;
- Directing businesses to public and private sector resources, including but not limited to Target Employment Area information, RichmondWORKS Program, Revolving Loan Program, Chambers of Commerce, Small Business Administration, and other federal and state resources;
- Tracking employment information, sales tax information, and other pertinent information about Richmond Businesses;
- Collaborating with public and private sector sources, such as the Chambers of Commerce and the Richmond Economic Development Commission, to gather and share information and strengthen the local economy;
- Engaging with the City’s Economic Development Administrator to carry out joint planning;
- Coordinating with the City’s Business Attraction Program as required to benefit both attraction and retention programs; and
- Working with the City of Richmond’s Business Assistance program, Richmond Main Street Initiative that is dedicated to strengthening Richmond’s downtown economic base through business retention.

C.vii. Strengthening Linkages Between the One-Stop System and Unemployment Insurance Programs

Regional EDD staff are housed at the AJCC, and provide workshops for UI claimants and TAA service recipients. Workshops are held weekly specifically for UI claimants. Staff are available to meet with participants every weekday regarding their needs. We provide UI claimants with additional information on all services available, including job search.

In order to strengthen collaboration in serving qualified claimants, RichmondWORKS One-Stop Career Center offers a full array of reemployment and training services to help TAA participants transition back in the workforce. These services range from Wagner-Peyser core services to WIOA individualized services. The Wagner-Peyser core services include the use of computers and resource materials, staff-assisted job search, assessments, access to staff-assisted workshops and job clubs, and community referrals. TAA participants who have chosen to be co-
enrolled into WIOA have access to WIOA intensive services which include, but are not limited to, case management, development of an Individual Employment Plan, supportive services (transportation, tools, etc.), work place training, OJTs/job placement, and follow-up services.

D. **AMERICA’S JOB CENTERS OF CALIFORNIA℠ (AJCC), INCLUDING STATE PLAN REQUIREMENTS**

**D.i. Ensuring Continuous Improvement of Eligible Providers of Services Through the AJCC System**

The RWDB ensures that providers are offering training for in-demand occupations, industry sectors, and career pathways that are identified in our local plan. Trainings must result in awarding of an industry-recognized credential, national certificate, or degree; including all industry appropriate competencies, licensing, and/or certification requirements.

All programs that wish to be on the Eligible Training Provider List (ETPL) must meet initial eligibility requirements, with the exception of pre-apprenticeship skills training. New and current ETPL providers are required to register in CalJOBS. The RWDB will be appointed to coordinate with the ETPL provider located in the Richmond area.

The RWDB conducts oversight and monitoring of the training providers within our local area. The annual compliance assessment will include:

- Compliance with Nondiscrimination, Equal Opportunity Laws, and Health and Safety Standards;
- Specific Program Activities;
- Program Administration;
- The RWDB will verify performance by program using data from BPPE, CalJOBS, California Community Colleges, Adult Education, and/or other pertinent data sources;
- The RWDB will obtain a copy of the training provider’s BPPE Annual Report to validate this information through the BPPE website. Those private postsecondary education providers not subject to BPPE oversight (e.g., WASC Junior or Senior Colleges) must provide evidence of their reported outcomes, post them on their website, or otherwise make them accessible for public access;
- Reported outcomes will include information showing that the training provider meets minimum state performance criteria of maintaining an entered employment rate of 70% for the prior year. For community college, CSU, and UC programs, entered employment rate of 70% only applies to WIOA participants; and
- Evidence that one or more courses or classes leads to a recognized post-secondary credential, secondary school diploma, or its equivalent.

A Corrective Action Plan is required if any of these criteria is not met.

**D.ii. Facilitating Access to Services Provided Through the AJCC System**

The RWDB has established a local priority of service policy that has been implemented at the RichmondWORKS AJCC to ensure access for all to AJCC employment services, including individuals with barriers to employment.

Per WIOA section 134, each local workforce development area must have at least (1) comprehensive One-Stop center that provides access to physical career services and other required
RichmondWORKS, a comprehensive AJCC, is located in the heart of the City, in the Civic Center Complex, near easy accessible public transportation including the Richmond BART station. RichmondWORKS has also engaged a number of partners that provide services to citizens in remote and unincorporated areas of the City of Richmond.

All RichmondWORKS computers have access to the CalJOBS web-based system to assist jobseekers and employers in utilizing job-matching and other self-help resources. The EDD CalJOBS on-line job search system represents an effective method for providing access to all EDD employment services for the citizens of Richmond.

The RichmondWORKS AJCC is accessible to persons with disabilities. The AJCC is equipped with Internet accessible computers, printers, fax machines, and copiers for jobseekers and employer use. At a minimum, one computer in the AJCC contains adaptive technology for individuals with disabilities.

Reasonable modifications have been made to ensure that individuals with disabilities have equal access to extensive pre-employment transitional services which include counseling, academic support referrals, subsidized and unsubsidized employment opportunities, supportive services, and WIOA training services.

D.iii. Compliance of AJCC Operators and Partners with WIOA Section 188

The RWDB will provide physical and programmatic accessibility to employment and training services for individuals with disabilities. We will make every attempt to provide reasonable accommodations for those with disabilities with regard to aid, benefits, services, training, and employment, unless providing the accommodation would cause undue hardship such as a significant expense.

The Department of Vocational Rehabilitation (DOR) remains our core partner in services to individuals with disabilities. DOR is represented on our RWDB and is an AJCC partner. RWDB will provide auxiliary aids, services and assistive technology and will collaborate these efforts with DOR.

Youth with disabilities will receive extensive pre-employment transition services so they can successfully obtain competitive integrated employment.

The RWDB has a designated EEO Coordinator who coordinates and updates ADA requirement activities with the State. In addition, the RWDB’s EEO Coordinator meets and assesses facility access compliance with the City of Richmond’s Public Works Department, the owner, or the building. The RWDB works to continually improve facility access and maintain compliance with all federal and state requirements. The RWDB works closely with the State’s EEO Specialist to identify and address ADA accessibility guidelines of our building and facility. The physical and programmatic accessibility of the building will continue to undergo a required assessment at least every three years in order to better focus on the employment needs of those with disabilities.

Training will be provided to staff and partners on disability etiquette as well as ensuring that staff and partners are informed and updated on promoting disability access. Staff and partners will be directed to ccda.ca.gov (California Commission on Disability Access), where they can further educate themselves on Disability Access. The RWDB will also collaborate with the DOR and will coordinate trainings that DOR will provide to staff and partners.
D.iv. Roles and Resource Contributions of AJCC Partners

In accordance with the existing MOU for PY2016-18, all RichmondWORKS AJCC (RW AJCC) partners are required to assume the responsibilities identified in the MOU, unless inconsistent with the federal law and regulations that authorize the partner program or as otherwise specified in the MOU.

Roles and responsibilities identified in the MOU as shared by all partners include the following:

1. Make services provided under the Partner’s program available to individuals through the RW AJCC One-Stop Delivery System in accordance with Career Services listed in this MOU;

2. Participate in infrastructure Resource Sharing activities to the extent not inconsistent with the federal law that authorizes each partner program to:
   a. Create and maintain the RW AJCC One-Stop Delivery System; and
   b. Provide career services per WIOA Section 134(c)(2).

3. Remain as a party to the MOU throughout the Agreement period identified in the MOU, in order to participate as a RW AJCC partner;

4. Participate in the operation of the RW AJCC One-Stop Delivery System in accordance with the terms of the MOU; and

5. Provide representation on Richmond Workforce Development Board per WIOA Section 121 (b)(1). *Additional partners may participate on the Richmond Workforce Development Board with the agreement of the Chief Local Elected Official (CLEO).

In addition to the minimum responsibilities required under WIOA, AJCC Partner responsibilities also include:

1. Provide priority of service to veterans and covered spouses for any qualified job training program pursuant to the Jobs for Veterans Act. Each party expressly agrees to comply with this regulation unless the laws and regulations that govern their particular program state otherwise; and

2. Compliance with WIOA and to the greatest extent possible the following guiding vision and principles for California’s One-Stop delivery system that services will be:
   a. Integrated (offering as many employment, training, and education services as possible for employers and for individuals seeking jobs or wishing to enhance their skills) and affording universal access to the system overall;
   b. Comprehensive (offering a large array of useful information with wide and easy access to needed services);
   c. Customer-focused (providing the means for customers to judge the quality of the services and make informed choices); and
   d. Performance-based (based on a set of shared outcomes to be achieved and methods for measurement).

Each partner expressly agrees to notify the RW AJCC of any changes to the rules governing its respective program that impact the partner's performance under the MOU. The RW
AJCC will communicate the changes to the RW AJCC operator and any other affected partners. Contributions and resource sharing for AJCC partners will be determined at a later date.

In addition to the shared responsibilities of all AJCC partners identified above, the specific roles of individual partners are provided in Table 2 below.

<table>
<thead>
<tr>
<th>Partner</th>
<th>Partner Type</th>
<th>Role &amp; Resource Contribution to AJCC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dept. of Rehabilitation (DOR)</td>
<td>Vocational Rehabilitation</td>
<td>Provide services and advocacy that assist people with disabilities to live independently, become employed, and have equality in the communities in which they live and work.</td>
</tr>
<tr>
<td>Serra Adult Education</td>
<td>Career/Technical/ Adult Education. Title II</td>
<td>Provide Adult Student Support, Education, and Training Services.</td>
</tr>
<tr>
<td>Job Corps</td>
<td>Vocational &amp; Educational Training for Youth</td>
<td>Job Corps is a national residential training and employment program designed to address the multiple barriers to employment faced by disadvantaged youth.</td>
</tr>
<tr>
<td>EHSD – Community Services</td>
<td>Community Action</td>
<td>Provide direct assistance with home energy costs, weatherization, and funding for community-based organizations to assist the low-income population move out of poverty.</td>
</tr>
<tr>
<td>EHSD – Sr. Community Services</td>
<td>Seniors Employment Assistance Program.</td>
<td>Provide work-based training program for older workers. Authorized by Title V of the Older Americans Act, the program provides subsidized, service-based training for low-income persons 55 or older who are unemployed. Participants work an average of 20 hours a week and are paid minimum wage.</td>
</tr>
<tr>
<td>EHSD – TANF/Cal-WORKS</td>
<td>Temporary Assistance for Needy Families</td>
<td>Assist in obtaining gainful employment, provides services that support and protect families, individuals, and children in need, and promotes personal responsibility, independence, and self-sufficiency.</td>
</tr>
<tr>
<td>Contra Costa Community College District</td>
<td>Career/Technical/ Adult Education</td>
<td>Prepare students for careers in high-demand fields by combining technical, job-specific skills with core academics.</td>
</tr>
<tr>
<td>Literacy for Every Adult (LEAP) City of Richmond</td>
<td>Adult Education/ Literacy, Title II</td>
<td>Assist adults with developing the skills and confidence needed to achieve their individual goals, including gainful employment.</td>
</tr>
</tbody>
</table>
Table 2: Roles and Resource Contributions of AJCC Partners

<table>
<thead>
<tr>
<th>Partner</th>
<th>Partner Type</th>
<th>Role &amp; Resource Contribution to AJCC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richmond Housing Authority</td>
<td>Housing Authority</td>
<td>Provide decent, safe, and sanitary affordable housing for low-income residents.</td>
</tr>
<tr>
<td>Rubicon, dba as the Re-Entry</td>
<td>Second Chance, Re-entry Program</td>
<td>Assist formerly incarcerated people in becoming more successful and employable, thus making communities</td>
</tr>
<tr>
<td>Success Center</td>
<td></td>
<td>safer and improving the efficiency and effectiveness with which people returning from prison and jail are</td>
</tr>
<tr>
<td>Swords to Plowshares</td>
<td>Veteran Services</td>
<td>Provide veteran referral services designed to restore dignity, hope, and self-sufficiency to all veterans in need, and to prevent and end homelessness and poverty among veterans.</td>
</tr>
</tbody>
</table>

D.v. MOUs and Cooperative Agreements with Local Service Providers

Phase 1 MOUs are included in Attachment O. RWDB staff are currently in discussions with the AJCC partners for Phase 2 MOUs and cooperative agreements. RWDB members are working toward finalizing these documents prior to the required deadlines.

D.vi. Working with WIOA Section 166 Grantees on Strategies to Provide Indian and Native Americans Equal Access To AJCC Services

The RWDB and its partners are committed to ensuring equal access to all of Richmond’s residents; however, there are currently no WIOA Section 166 grantees located within the City of Richmond.

Once an INA organization is located within the City of Richmond, the RW AJCC will provide equal access to the WIOA Adult, Dislocated Worker, and Youth programs and will consistently work to provide Indian and Native Americans equal access to AJCC services and WIOA service provider opportunities, and will engage the INA grantees and EDD in discussions about aligning client tracking and reporting systems.

D.vii. Working with WIOA Section 167 Grantees to Provide Eligible Migrant Seasonal Farmworkers Equal Access to AJCC Services

The RWDB and its partners are committed to ensuring equal access to all of Richmond’s residents; however, currently there are no WIOA Section 167 grantees located within the City of Richmond. In support of the State’s Plan, the RWDB will endeavor to provide all WIOA services and access to partner service providers for any WIOA Section 167 grantees in our local area. The RWDB will also ensure equal access to the WIOA Adult, Dislocated Worker, and Youth programs.

In the event that a WIOA Section 167 grantee is located in the City of Richmond local area, the RWDB will carry out the following steps:

- Share employer, labor market information, and job training opportunities within the local region;
- Support growers by listing farm-related job openings within the agricultural community; and
• Co-recruit, co-enroll, and co-case manage MSFWs who can benefit from workforce development services at the local level and develop opportunities for leveraging funding to acquire the support service needs of MSFWs and other low-income individuals in job training and long-term employment sustainability.

D.viii. How AJCCs will Serve as an On-ramp for Regional Sector Pathways Emphasized in the Regional Plan

The EASTBAY Works collaborative, established in 1997 by the four local workforce areas, plays an essential role in facilitating the connection of AJCCs with the regional sector pathways that have been identified in the regional plan. These sectors include: advanced manufacturing, healthcare, information communications technology, transportation and logistics, and biomedical manufacturing. EASTBAY Works links the 14 AJCCs in the region with one another and with key partners in industry, education, and economic development to enable them to most effectively address the needs of both employer and job seeker customers. The collaborative has accelerated the implementation of sector and career pathway strategies within the AJCCs; aligned training and development efforts for direct service staff; and facilitated the continuous evolution of the system as labor market dynamics and employer needs have shifted. A major focus of this regional collaboration is also aligning and strengthening services across the centers, providing local staff with the most recent economic and workforce information and best resources available to connect job seekers to employment, and furnishing employers with the talent they require to grow and flourish in the East Bay Region.

E. SPECIFIC PROGRAMS, POPULATIONS, AND PARTNERS

E.i. Coordinating Local Workforce Investment Activities with Regional Economic Development Activities

As described elsewhere in this plan, the RWDB will continue to strengthen its linkages to regional economic development entities and activities. Participation in the Eastbay Planning Unit will play a key role in enabling the RWDB to coordinate its local workforce investment activities with what is happening in the greater Eastbay region. Partnerships with the EastBay Economic Development Alliance and other regional economic development entities, as well as ongoing access to regional economic data will continually inform the local strategy of the RWDB.

In addition to this regional coordination, the RWDB will actively pursue opportunities to support training in entrepreneurship and the development of microenterprise. The Contractor’s Resource Center (CRC), offering training and support to enable local construction contractors to expand their businesses, serves as a prime example of this. The Richmond CRC will build regional small business development capacity through its partnership with the growing Oakland Contractors Resource Center, a recent recipient of a Workforce Accelerator grant. The RWDB will also continue to expand its partnerships with the Renaissance Center and the WCC Business Development Center to further advance micro-entrepreneurial training in Richmond and west Contra Costa County.

E.ii. Type and Availability of Adult And Dislocated Worker Employment and Training Activities in the Local Area

RWDB is the provider of the Adult, Dislocated Worker, and Youth services in Richmond. All Adult and Dislocated Worker services are designed to start, advance, or transition individuals...
on a pathway to employment in high-growth middle and high skill occupations in in-demand industries.

- The RWDB fully intends to offer the many options available to either employers or workers in order to meet their employment needs. Emerging and transitional workers need training in essential skills, career exploration, basic academic skills, and life skills. Incumbent workers and perhaps transitional workers benefit from skills-upgrade training and retention services. Depending upon individual need, workers in any of the three categories could benefit from supportive service assistance, personal and employment counseling, learning how to balance work and life issues, and retention services.

- **Basic Career Services** include internet access to job search and labor market information provided RichmondWORKS and YouthWORKS, Orientation to information and services that are available from all Partnering Agencies, Program coordination and referrals, Labor exchange services, Training provider performance and cost information, Performance information for the local area as a whole, Information on the availability of supportive services and referrals, information and assistance with UI claims, Assistance establishing eligibility for financial aid, among others.

- **Individualized Career Services** include skills and supportive service needs assessment, Eligibility for Title IB, Employment Retention services, follow-up services for Title IB customers, work experience/transitional jobs and internships.

- **Training services** may include occupational skills training, including training for non-traditional employment; on-the-job-training; programs that combine workplace training with related instruction; skill upgrading and retraining; entrepreneurial training; customized training; occupational bridge programs; incumbent worker training, academic remediation/prevocational services.

  Assessment testing and interviewing is conducted by Career Planners and individual interest tests are administered, in addition to an Individual Employment Plan and Individual Career Plan interview. Career exploration is conducted with phone calls and/or Internet-based searches.

**E.iii. Coordinating Local Rapid Response Activities**

RWDB works closely with the EDD to provide Rapid Response resources to those covered by the Trade Adjustment Act (TAA). This collaboration enables the RWDB to draw upon the expertise of the EDD regarding the kinds of issues that are covered by TAA and the types of compensation available to workers whose jobs have moved overseas.

In addition, Rapid Response includes layoff aversion which is designed to prevent or minimize unemployment for employees of companies that have announced layoffs, or are struggling and at risk, for layoffs. Layoff aversion focuses on saving jobs, putting people back to work, shortening the length of layoff, and revitalizing communities.

Currently, RWDB is beginning to utilize a new tool administered by the State called, Econovue. Econovue is a data collection tool that uses information gathered from Dun & Bradstreet. The tool offers:

- Predictive Insights for Employer Engagements & Outreach;
- Business Service Marketing Outreach & Employer Connections;
• Finding Leaders; and
• Rapid Response Activity & Proactive Layoff Aversion.

Rapid Response and Layoff Aversion is designed to provide early intervention and strategic support to assist businesses faced with closure or layoffs. We will promote these services through the Chambers of Commerce and other means and will stress our ability to provide assistance to businesses before layoffs are required.

Overall, Rapid Response services include:

• Examining potential alternatives for averting the closure/layoffs;
• Determining the timetable for layoff plan;
• Assessing the employment history and assistance needs of the workforce;
• Examining reemployment prospects for workers in the local community;
• Identifying resources to meet the short and long-term assistance needs of the workers;
• Providing guidance and/or financial assistance in the establishment of a Reemployment Committee (or Labor-Management Committee) to devise and oversee an implementation strategy that responds to the reemployment needs of the workers;
• Determining potential Trade Adjustment Assistance (TAA);
• Delivery of planning group activities and pre-layoff services;
• Making presentations at the employer site;
• Presentation of information by EDD on UI benefits (how to file a claim, when and where);
• Provision of information by EDD on California Training Benefits (CTB);
• Presentation of information by RichmondWORKS on Career Center Services, job preparedness workshops, career counseling, classroom training, and On-the-Job Training; and
• Communication by RichmondWORKS with any unions and labor committees to facilitate or mediate services to affected employees.

Rapid Response services for employers provided by the RWDB include averting or decreasing lay-offs through alternatives such as incumbent worker training and connection to public and private economic development entities/business retention programs, including local economic development organizations, Chambers of Commerce, and the Contra Costa Small Business Development Center (SBDC). Additional RWDB layoff aversion strategies include helping small businesses get loans from the City and providing information on tax credits that may prevent layoffs by increasing business profit.

E.iv. Type and Availability of Youth Workforce Development Activities in the Local Area

Per the Workforce Innovation and Opportunity Act (WIOA), the following 14 program elements have been implemented for our Richmond YouthWORKS program. Individual youth will be assessed to determine which program services are most appropriate to their needs:
Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies;

Alternative secondary school offerings or dropout recovery services;

Paid and unpaid work experiences with academic and occupational education component;

Occupational skills training, with a focus on recognized postsecondary credentials and in-demand occupations;

Leadership development activities (e.g., community service, peer-centered activities)

Supportive Services;

Adult Mentoring;

Follow-up services for at least 12 months after program completion;

Comprehensive guidance and counseling, including drug and alcohol abuse counseling;

Integrated education and training for a specific occupation or cluster;

Financial literacy education;

Entrepreneurial skills training;

Services that provide labor market information about in-demand industry sectors and occupations; and

Postsecondary preparation and transition activities.

Additional Programs

RichmondDESIGNS

RichmondDESIGNS connects local, underserved Richmond young adults aged 18-24 to work-based learning opportunities related to commercial design, arts, fabrication, web design, production and manufacturing. The program provides a series of work readiness workshops, access to subsidized work experiences with Richmond businesses, supportive services stipends to pay for materials, transportation, and equipment, and case management services. Students gain knowledge of the industry, build networks, and earn income for their households.

Richmond Promise

The Richmond Promise collaborative connects local residents who are graduating high school seniors with scholarships designed to fund the cost of post-secondary education. YouthWORKS works very closely with the Richmond Promise staff to disseminate outreach materials to the public and identify prospective applicants.

Career Pathway Trust 2

The Career Pathway Trust 2 grantee collaborative provides work-based learning opportunities to high school students participating in continuation education. Typically, students enrolled in continuation education are at high risk of not graduating, and face a higher number of
barriers that may defer their post-secondary education and/or entry into the workforce. By connecting these students to mentors, work readiness and life skills workshops, and paid work-based learning opportunities, these students are able to gain valuable insights about workplace expectations, clarify educational goals, and earn income for their households.

**Youth with Disabilities**

Reasonable modifications have been made to ensure that youth with disabilities have equal access to extensive pre-employment transitional services which include comprehensive guidance and counseling, academic support referrals, educational referrals, subsidized and unsubsidized employment opportunities, leadership development opportunities, supportive services and mentorship from the Richmond YouthWORKS staff.

In order for reasonable accommodations to be granted, disabled youth must first request the accommodation to the Richmond YouthWORKS staff member, and the staff member must act expeditiously, confidentially, and collaboratively with the individual to assess both the nature of the disability and the individual’s involvement in the accommodation process. If Richmond YouthWORKS is unable to accommodate a disabled youth, Richmond YouthWORKS will propose an alternative accommodation or modification so that the individual can receive services to the maximum extent possible. If the appropriate reasonable accommodation cannot be identified, Richmond YouthWORKS will consult with appropriate resources for clarification and technical assistance.

Furthermore, reasonable adjustments have been made to ensure that youth with disabilities have equal access to the usage of equipment such as computers, fax machines, copiers, and printers. Richmond YouthWORKS is working closely with the RWDB Adult program as well as DOR to further enhance services and facilities for those youth with disabilities.

**E.v. Coordinating Relevant Secondary and Post-Secondary Education Programs and Activities with Education and Workforce Development Activities**

The RWDB will coordinate with education and workforce activities in relation to secondary and post-secondary education programs through coordinated efforts in career pathway development that include West Contra Costa Adult Education and Contra Costa Community College. Employer and partner input will also be included in these efforts.

Local efforts to support students will be developed, in conjunction with efforts focused on identified career pathways, and efforts will be made at the local and regional levels to ensure that services are not duplicated.

**E.vi. Coordinating WIOA Title I Workforce Development Activities with the Provision of Transportation and Other Appropriate Supportive Services**

The Workforce Development Boards of the East Bay Works regional area are working cooperatively to strengthen relationships with regional transportation agencies at multiple levels. One such effort will be to ensure that a stronger line of communication is maintained with transit planners to facilitate closer coordination with public transit in areas where transportation challenges represent a primary barrier to employment. The RWDB will make particular effort to ensure that jobseekers have better access to public transit (and/or other forms of transportation assistance) and that employers can better receive workers from urban centers. The service delivery system in Richmond is neighborhood-based with locations that provide easy access via public transportation. The Richmond Employment and Training department uses a community-based
service delivery model, partnering with both non-profit and state government employment service providers. Our network of community-based employment service providers offer high quality employment services in the neighborhoods where jobseekers are located.

The East Bay metropolitan area is fortunate to have a sufficient amount of public and private training institutions represented on the State’s Eligible Provider Training list. Most of these training institutions are located right on or very near public transportation. RichmondWORKS’ clients, who participate in a variety of employment programs, have access to support service funds to assist with transportation needs. The RWDB has written policies that ensure that its clients have access to a wide variety of support services including assistance with transportation.

Supportive service requests originate at the career planner case management level as individual service needs are identified. Requests will be subject to supervisory review and approval. Decisions about providing supportive services are made in accordance with applicable federal, state, and local policy. If, after supervisory review, there are any questions about the provision of a particular request, the employment service provider staff consults with the Employment & Training WIOA Program Coordinator. The RWDB Supportive Services policy lists the type of support services that are available with maximum dollar amounts and/or frequency limits.

E.vii. Plans for Maximizing Coordination, Improving Service Delivery and Avoiding Duplication of Wagner-Peyser Act and Other Services

The RWDB continues to work with EDD staff to develop a coordinated WIOA service delivery strategy including job readiness training, job placement, and labor exchange services. The coordination of these and other vital workforce development services will alleviate service duplication within the comprehensive career center. RichmondWORKS AJCC staff will coordinate services with WP co-located staff to avoid duplication of services. The goal is to streamline services in order to promote efficiency and optimize performance by leveraging resources and cost sharing.

RWDB partners meet quarterly to discuss service delivery, including how to improve WIOA/WP service delivery and ensure access to services for all residents.

Use of the CALJOBS Tracking & Reporting System eliminates duplication of services between WIOA and Wagner-Peyser partners; all client services are tracked in this statewide system, which allows collaborating partners to confirm services being rendered to individual clients prior to providing additional services.

Cross referrals of potential program participants within the CalJOBS system and coordination of services will help avoid duplication and assure maximum efficiencies in services being offered.

E.viii. Coordinating WIOA Title I Activities with Adult Education and Literacy Activities Under WIOA Title I

The RWDB coordinates with the City of Richmond’s LEAP (Literacy for Every Adult Person) and West Contra Costa Adult Education (WCCAE) to provide literacy activities for WIOA Adult and WIOA Youth. This collaboration includes cross referrals, basic skills assessment, tutoring, and GED assistance.

The RWDB has engaged our Adult Education partners in the development of this plan, and expects to continue doing so throughout the implementation period. Adult Education partners will continue to be engaged in at least three ways: a) Development of career pathways in the identified
sectors and clusters, with clear integration opportunities for literacy and adult education to be woven into existing and emerging training; b) Clarification or strengthening of protocols for assessing adult education needs at Workforce Centers (and other points of service) and making appropriate referrals for services; and c) Provision of career awareness materials and/or workshops prepared by workforce development staff that can be shared with adult education partners to expose students to opportunities and facilitate referral from adult education programs to Workforce Centers and other workforce development programs.

Phase I of the MOU process with LEAP and WCCAE includes stronger partnerships that will also facilitate planning and the review of local applications submitted under Title II. The RWDB will make recommendations to both LEAP and WCCAE to ensure alignment with the local plan.

E.ix. Services Provided to Limited English Proficient Individuals

According to Data USA, Hispanics currently make up the largest population group in Richmond at 41 percent. The most common non-English language is Spanish. The RWDB has tailored services to meet the demands of that population, using the strategy outlined below:

1. Identification of limited English proficient (LEP) individuals who need language assistance:
   a. Front-line staff greets customers as they enter RichmondWORKS and determine whether or not language assistance is needed.

2. Use of language assistance measures:
   a. An assessment of staff’s other language abilities are determined with the help of the following staff who are bilingual:
      • 10 staff bilingual in Spanish
      • 1 staff bilingual in French
      • 1 staff bilingual in Tagalog
      • 1 staff bilingual in Laotian
   In addition, when an interpreter is needed for a language other than the languages listed above, staff will contact the City of Richmond’s HR Department for an interpreter. The City of Richmond’s HR Department has a list of all City workers who speak other languages as well as community workers who may speak other languages and can provide interpreter services.
   b. Career Center orientations and basic computer training are offered in Spanish.
   c. Most flyers and announcements posted are also offered in Spanish.

3. Staff Training:
   a. Staff have read the LEP Plan and are aware of the LEP responsibilities.
   b. Staff are trained in which language assistance services are offered to the public.

4. Information dissemination to LEP persons:
   a. When staff prepare a document or schedule a meeting in which the target audience is expected to include LEP individuals, then documents, meeting notices, flyers, and agendas will be printed in an alternative language based on the known LEP population. Interpreters will be available as needed.

5. Monitoring and oversight, including updating the LEP Plan:
a. The RWDB will review and update the plan when it is determined that higher concentrations of LEP individuals are present in Richmond. Updates will include re-evaluating the plan and re-assessing the use of language assistance.

b. The RWDB will determine whether the language assistance plan has been effective and sufficient to meet the Career Center customer’s needs.

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**F. GRANTS AND GRANT ADMINISTRATION**

**F.i. Entity Responsible for Disbursement of Grant Funds Described in WIOA Section 107(d)(12)(B)(i)(III)**

As administrative entity for the City of Richmond Workforce Development Board, the City of Richmond is responsible for the disbursement of grant funds.

**F.ii. Competitive Process for Awarding Sub-Grants and Contracts Under WIOA Title I**

The RWDB shall conduct all procurements in compliance with federal and state regulations governing the Final Rule of the Workforce Innovation and Opportunity Act (WIOA). All provisions of the WIOA Proposed Rule will become effective in the summer of 2016. All WIOA-funded programs and activities must comply with applicable provisions set forth in the requirements provided by the Office of Management and Budget (OMB) Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, Final Rule Title 2 of the Code of Federal Regulations; 2 CFR 200. Further, the City of Richmond Local Area shall conduct all procurements in compliance with the Final Rule governing Workforce Innovation and Opportunity Act grant provisions.

The Local Area, in association with the City of Richmond Finance Department/ Purchasing Division, shall develop and maintain a list of qualified vendors and consultants for delivery of core and intensive (and training, where applicable) services and programs, under WIOA guidelines of WIOA grant provisions.

Procurements shall be conducted as often as necessary to meet the needs of participants and the requirements of the One-Stop delivery system. All procurements shall be conducted in such a manner as to ensure open and free competition (29 CFR 95.43 and 97.36 (c); 2 CFR 200.321)). The City of Richmond procurement practices encourage the utilization of small businesses, minority-owned firms, and women’s business enterprises whenever possible. The City of Richmond Local Area shall conduct all procurements in accordance with its Conflict of Interest Policy.

Procurement records for each funding period are retained for three years following the date on which the City of Richmond Local Area submits its final expenditure report for that funding period. Records for non-expendable property are retained for three years after final disposition of the property.

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**G. PERFORMANCE GOALS**

**G.i. Levels of Performance Negotiated with the Governor and Chief Elected Official Consistent with WIOA Section 116(c)**

In accordance with WIA and now WIOA requirements, the Richmond Workforce Development Board staff annually work with EDD Workforce Development staff to complete
H. **Federal High Performance Board (HPB) Efforts**

**H.i. Complying with State-Issued AJCC Policies**

**H.i.a WSD15-14 - WIOA Adult Program Priority of Service**

Priority of service policies for the RWDB were in place prior to the enactment of WIOA. Since WIOA state-issued directives were received, all priority of service policies have been updated by staff and approved by the RWDB. Title I Basic Career and Individual Services staff receive annual training sessions regarding the updated policies. The revised and new policies include:

- Adult Program Priority of Service Policy; and
- Priority of Service Policy - Veterans & Spouses.

The policies provide guidance and establish procedures regarding administering priority of service for recipients of public assistance, other low-income individuals, individuals who are basic skills deficient, veterans, and their spouses being served with Workforce Innovation and Opportunity Act adult funds. (Attachment 9)

**H.i.b WSD15-12 - WIOA Memorandums of Understanding Phase I**

The RWDB AJCC Partner MOU was developed in accordance with EDD Directive WSD15-12. (Attachment O.) The Phase I MOU timeline was developed by RWDB staff, incorporating all benchmarks outlined in the directive. RWDB members and staff met with AJCC partners at quarterly meetings to discuss the design and development of the MOU. Negotiation meetings were held with AJCC core partners to ensure that all were committed to the general principles outlined in the MOU. The final draft of the MOU was presented to the AJCC partners at
the spring 2016 quarterly meeting and approved by the RWDB shortly thereafter. All partners agreed and signed the final MOU document prior to the June 30, 2016 due date.

**H.i.c WSDD-151 - WIOA Phase II Memorandums of Understanding**

RWDB staff is currently working with its core program partners to develop the Phase II MOU/AJCC Partners Resource Sharing Agreement in accordance with EDD Directive WSD16-09. The Phase II MOU timeline has been developed and forwarded to the Regional Advisor for review and comments, if applicable. RWDB staff developed a Phase II MOU template, based on the template developed by EDD, for review with the core program partners. RWDB members, staff, and AJCC partners will engage in negotiations regarding their commitment of resources and cost allocations. Each core and co-located partner will sign individual resource sharing agreements. General non-co-located partners will sign an umbrella Phase II MOU which will include an assurance agreeing to pay their proportionate share of infrastructure costs as soon as EDD provide local areas with sufficient data to make such a determination. The final agreements will be reviewed and approved by the RWDB and leaders of all partner organizations prior to signing. The RWDB Phase II MOU process will be completed by June 30, 2017.

**I. Training Activities**

Each Program participant who is approved for training will be required to work closely with their assigned Career Planner in selecting the most appropriate and cost effective training program. Approved trainings can be located on the State’s ETPL (Eligible Training Provider List). RWDB currently only approves trainings that are listed on the ETPL and therefore outside contracts are not utilized. Trainings are customer choice and driven by in-demand occupations.

**J. Public Transparency, Accessibility and Inclusivity Information**

The RWDB local plan was developed in accordance with WIOA (Public Law 113-128), Title 20 Code of Federal Regulations and EDD Directive WSD16-07 and in consultation with members of the RWDB.

RWDB staff, along with plan consultants and board members, developed the timeline and benchmarks in accordance with the plan template designed by EDD. Two public meetings were scheduled to present the proposed plan to the Richmond local area community. Staff were responsible for outreach that targeted community stakeholders, businesses, and CBOs representing individuals from target populations characteristic of the demography of the Richmond local area, including those groups who have experience serving or working with historically disadvantaged communities such as low-income, ex-offenders, those who are limited English proficient, out of school and/or disconnected, and foster youth (including former foster youth). To reduce duplication of efforts, the RWDB collaborated with the Contra Costa County WDB to sponsor a joint public meeting at the Richmond Memorial Auditorium on February 16, 2017, which is a central location within the City with access to public transportation and biking routes. Organizations and businesses invited to attend the public meetings included the Richmond City Council, all members of the RWDB, and the following Richmond community-based organizations:

- Bay Area Rescue Mission
- Building Blocks for Kids Richmond
- Pullman Neighborhood Learning Center
- Richmond Main Street Initiative
Richmond Promise, Inc.  
Self-Sustaining Communities  
Senior Outreach Services  
Solar Richmond  
The Ed Fund  
The Watershed Project  
Urban Tilth  
WE Connect  
West Contra Costa Public Education Fund (Ed Fund)  
WriterCoach Connection  
Youth Enrichment Strategies (dba YES Nature to Neighborhoods)

RWDB staff provided at least a thirty-day public comment period for the draft local plan; it was made available to all who were interested in reviewing and providing comments regarding the plan. The plan review locations were compiled with physical and programmatic accessibility requirements for individuals with disabilities in mind. Public notices regarding the plan and the planning process, including supporting documentation, were placed in strategic locations such as City of Richmond public access television and website, with hard copies available for public view in the City Clerk’s office and the Employment & Training Department’s administrative office. Staff incorporated all comments by RWDB members and the public (including persons with disabilities) into the development of plan. Any comments received representing disagreement with the plan were also included with final local plan documents forwarded to EDD in accordance with WIOA section 118(c); section 108(d).

K. COMMON INTAKE AND CASE MANAGEMENT EFFORTS

The CalJOBS client data tracking system connects and integrates case management services throughout the state. RichmondWORKS One-Stop partners with access to this statewide data collection system can easily view case notes and services provided to all WIOA-enrolled clients. This shared data system allows other staff who might come into contact with a shared customer to see the range of services a particular client is accessing, and enables a career planner to supplement, rather than duplicate, services for those clients who are co-enrolled. The shared data system also allows managers and administrators to see and run real-time reports on multiple aspects of program operations for better efficiency.

In support of services that will be provided in-person through the One-Stop system partners, RichmondWORKS will expand various technologies to better serve our customers. To enhance service delivery, CalJOBS VOScan system will be used to allow clients to easily access the RichmondWORKS career center services. It is a primary goal of Richmond local area WIOA intake services to become paperless by the year 2018. This module is currently available within CalJOBS, and MIS staff are being trained in the usage of this client services module.
The RichmondWORKS AJCC fully supports any efforts to evaluate the potential for common/shared application or intake forms with its partners to streamline the intake process and better serve our common customers.

**L. OTHER MISCELLANEOUS INFORMATION**

**L.i. Access to the Local Plan for Title II Applicants**

Title II programs in our local region include the LEAP (Literacy for Every Adult Program) and WCCAE (West Contra Costa Adult Education). These two entities are fully engaged in our local plan review through attendance at regular meetings to discuss coordination of services. In addition to regular meetings, quarterly partner meetings take place for further input into our local plan.

RWDB will also take part in reviewing Title II grant applications to help coordinate services with Title II requirements and to maintain consistency with our local plan. We will also make recommendations to LEAP and to WCCAE to promote increased alignment with our local plan.

**L.ii. Meeting the Priority of Service Requirements in WIOA Section 134(c)(3)(E)**

The RWDB has developed a policy addressing WIOA Priority of Service that applies to any program or service for workforce preparation, development, or delivery that is directly funded, in whole or in part, by the U.S. Department of Labor. This policy requires all qualified job-training services (including those obtained through Requests for Proposal) to be administered in compliance with priority of service.

In accordance with WIOA Section 134(c)(3)(E), with respect to individual career services and training services funded with WIOA adult funds, the RWDB will provide priority of service to recipients of public assistance, other low-income individuals, or individuals who are deficient in basic skills. Priority of service status is established at the time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population.

The WIOA adult funding priority of service does not affect or negate the priority of service provided to veterans and eligible spouses. Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA adult program eligibility criteria. Thus, for WIOA adult services, the program’s eligibility determination must be made first, and then veteran’s priority applied.

Signage has been developed for the RichmondWORKS One-Stop Access Point encouraging customers to identify themselves as Veterans or eligible spouses of Veterans and the benefits of such self-identification. Signage has also been placed in strategic locations and high traffic areas throughout the One-Stop Career Center.

The RWDB has developed a list of sources of documentation that is used to verify whether an adult participant qualifies for priority of service under WIOA.

**L.iii. Portions of the Local Plan Covered in the Regional Plan Narrative**

A number of key components of the local plan are addressed in the regional plan narrative. These include a more in-depth description of EASTBAY Works, and the regional collaboration that has been and will continue to be supported by this long term partnership of the four local workforce areas in the region. A second element of the local plan that is part of the regional plan
narrative is a regional economic analysis that identifies issues and trends in the regional economy that ultimately impact the strategy of the RWDB. Finally, the regional plan identifies sector and career pathway strategies in which the RWDB participates, and how these are being implemented through specific partnerships. The regional plan will offer a powerful tool for enabling the RWDB to be responsive to the larger trends, strategies and partnerships that are shaping economic and workforce development in the region.

M. LOCAL BOARD ASSURANCES
See Attachment 4.

N. LIST OF COMPREHENSIVE ONE-STOPs AND AJCC PARTNERS IN THE LOCAL AREA
See Attachment N.

O. AJCC MEMORANDUMS OF UNDERSTANDING (MOU)
See Attachment O.

P. LOCAL AREA GRANT RECIPIENT LISTING
See Attachment 5.

Q. LOCAL BOARD BYLAWS
See Attachment 6.

R. PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES
See Attachment 7.

S. SUMMARY OF PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE REGIONAL AND LOCAL PLAN
The RWDB did not receive comments during the public input process that voiced disagreement with either the regional or local plans. Recommendations for additions to the original draft have been incorporated into the body of the plan, and are identified specifically in Attachment 8.
Local Board Assurances

Through PY 2017-20, the Local Workforce Development Board (Local Board) assures the following:

A. The Local Board assures that it will comply with the uniform administrative requirements referred to in the Workforce Innovation and Opportunity Act (WIOA) Section 184(a)(3).

B. The Local Board assures that no funds received under the Workforce Development Act will be used to assist, promote, or deter union organizing (WIOA Section 181(b)(7)).

C. The Local Board assures that the board will comply with the nondiscrimination provisions of WIOA Section 188.

D. The Local Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA Section 188.

E. The Local Board assures that funds will be spent in accordance with the WIOA, written Department of Labor guidance, and other applicable federal and state laws and regulations.

F. The Local Board assures it will comply with future State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under Federal law or policy, including the WIOA or state legislation.

G. The Local Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. (WIOA Section 134[c][3][E], and CUIC Section 14230[a][6])

H. The Local Board certifies that its America’s Job Center of CaliforniaSM (AJCC) location(s) will recognize and comply with applicable labor agreements affecting represented employees located in the AJCC(s). This shall include the right to access by state labor organization representatives pursuant to the Ralph Dills Act (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code, and CUIC Section 14233).

I. The Local Board assures that state employees who are located at the AJCC(s) shall remain under the supervision of their employing department for the
purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including, but not limited to, hiring, promotion, discipline, and grievance procedures.

J. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee’s civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the California Fair Employment and Housing Act (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning state employees, and state employee misconduct.

K. The Local Board assures that it will select the One-Stop Operator with the agreement of the CEO, through a competitive process, or with approval from the local elected official and the Governor’s Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.
SIGNATURE PAGE

Instructions

The Local Board chairperson and local CEO must sign and date this form. Include the original signatures with the request.

By signing below, the local CEO and Local Board chair agree to abide by the Local Area assurances included in this document.

Local Workforce Development Board Chair

Cassandra Youngblood
Name

March 1, 2017
Date

Local Chief Elected Official

Tom Butt
Name

March 1, 2017
Date
Memorandum of Understanding
Between the Richmond Workforce Development Board and the
RichmondWORKS One-Stop/AJCC Partners

This Memorandum of Understanding is entered into in the spirit of cooperation and collaboration by the Richmond Workforce Development Board and the RichmondWORKS a proud partner of America’s Job Center of California™ (RW AJCC) One-Stop Delivery System partners to describe a comprehensive and integrated approach to providing services to employers, employees, job seekers and others needing workforce services.

The purpose of this Memorandum of Understanding (MOU) is to define the roles and responsibilities of each partner as mutually agreed by the parties for the operation of RW AJCC, One-Stop Delivery System in the Richmond Local Workforce Development Area (LWDA) as required under the Workforce Innovation and Opportunity Act (WIOA).

Strategic Vision and Goals:

The City of Richmond Workforce Development Board primary mission for its RW AJCC One-Stop Delivery System is to serve the needs of employers and workers in Richmond and the surrounding region by working with key partners from city government, business, industry, education, economic development, organized labor, and community organizations to develop innovative ways to identify and address those needs. In support of this vision the board and its partners will advance the economic vitality of the Richmond Workforce Development Area by developing and maintaining a high quality workforce.

In the 2013-2017 Strategic Plan, the City of Richmond Workforce Development Board identified goals in support of its vision. These included:

- Maintaining its close working relationship with the City of Richmond will enable the board to significantly magnify its impact on the local economy and workforce.
- Leveraging of multiple resources to create pre-apprenticeship training opportunities that address the particular needs of the local workforce.
- Continue to build strong partnerships with employers, educational systems, unions, and community organizations to better leverage existing resources, attract new resources, and identify potential private/public funding opportunities.

As part of California’s One-Stop Delivery System, Richmond Workforce Development Board RW AJCC One-Stop Delivery System is a locally-driven system which develops partnerships and provides programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan, which include:

- Foster demand-driven skills attainment
- Enable upward mobility for all Californians
- Align, coordinate, and integrate programs and services

This will be accomplished through the delivery of high quality and integrated workforce and economic development, which provide the full range of services available in the Richmond local area for all customers seeking the following:

- Looking to find a job;
- Building basic educational or occupational skills;
- Earning a postsecondary certificate or degree;
• Obtaining guidance on how to make career choices;
• Seeking to identify and hire skilled workers.

RichmondWORKS AJCC / WIOA Program, Services & Activities:

WIOA identifies the programs, services and related activities that must be provided through the RW AJCC One-Stop Delivery System.

Programs and services provided through the RW AJCC One-Stop Delivery System include:

<table>
<thead>
<tr>
<th>Basic Career Services</th>
<th>Individualized Career Services</th>
<th>Career Training Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>• One-Stop Services Orientation</td>
<td>• Comprehensive Assessment</td>
<td>• Individual Training Accounts</td>
</tr>
<tr>
<td>• Basic Computer Class</td>
<td>• Development of Individual Employment Plan</td>
<td>• Internships/Work Experience linked to Careers</td>
</tr>
<tr>
<td>• Career Counseling</td>
<td>• Case Management</td>
<td>• Vocational Training</td>
</tr>
<tr>
<td>• College Info./Registration</td>
<td>• Group Counseling</td>
<td>• On-The-Job Training</td>
</tr>
<tr>
<td>• Eligibility Determination</td>
<td>• Individual Counseling</td>
<td>• Customized Training</td>
</tr>
<tr>
<td>• ETP Performance &amp; Achievement Information</td>
<td>• Career Planning</td>
<td></td>
</tr>
<tr>
<td>• ETPL Provider Info</td>
<td>• Financial Literacy Services</td>
<td></td>
</tr>
<tr>
<td>• Financial Aid Assistance Information</td>
<td>• Out-of-Area Job Search Assistance</td>
<td></td>
</tr>
<tr>
<td>• Job Search Assistance/Placement</td>
<td>• Short Term Pre-Vocational Training</td>
<td></td>
</tr>
<tr>
<td>• Job Search Workshops</td>
<td>• Follow-up Activities</td>
<td></td>
</tr>
<tr>
<td>• Labor Market Information</td>
<td>• Literacy Services</td>
<td></td>
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<tr>
<td>• Resume Assistance</td>
<td></td>
<td></td>
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<tr>
<td>• Referral to other Services</td>
<td></td>
<td></td>
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<tr>
<td>• Skill Level Assessment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Tutorials-Internet, software, typing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• UI Claim Filing &amp; Information</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Business Services Provided Through the RW AJCC One-Stop System**

- Screening and referral of training participants
- Services on employment-related issues
- Customized recruitment events including targeted job fairs
- Human resource consultation services
- Labor market information for specific employers, sectors, industries, or clusters
- Assistance to area employers in managing reductions in coordination with rapid response activities and layoff aversion strategies
- Marketing of business services to appropriate area employers
- Assisting employers with accessing local, State and Federal tax credits

*All business services and strategies will be reflected in the local plan. There is no requirement that a fee-for-service be charged to employers.

**Partner Responsibilities:**

A. All Partners will assume the responsibilities identified below, unless inconsistent with the
federal law and regulations that authorize the Partner program or as other specified in this document.

1. Make services provided under the Partner's program available to individuals through the RW AJCC One-Stop Delivery System in accordance with Career Services listed in this MOU.

2. Whenever possible, participate in infrastructure Resource Sharing activities as described in this MOU and to the extent not inconsistent with the federal law that authorizes each partner program to:
   a. Create and maintain the RW AJCC One-Stop Delivery System; and
   b. Provide career services per WIOA Section 134(c)(2).

3. Remain as a party to this MOU throughout the Agreement period identified in this document, in order to participate as a RW AJCC WDB partner.

4. Participate in the operation of the RW AJCC One-Stop Delivery System in accordance with the terms of this MOU.

5. Provide representation on Richmond Workforce Development Board per WIOA Section 121 (b)(1). Additional partners may participate on the Richmond Workforce Development Board with the agreement of the Chief Local Elected Official (CLEO).

B. In addition to the minimum responsibilities required under WIOA, Partner responsibilities also include:

1. Provide priority of service to veterans and covered spouses for any qualified job training program pursuant to the Jobs for Veterans Act. Each party expressly agrees to comply with this regulation unless the laws and regulations that govern their particular program state otherwise.

2. Compliance with WIOA and to the greatest extent possible the following guiding vision and principles for California's One-Stop delivery system that services will be:
   a. Integrated (offering as many employment, training, and education services as possible for employers and for individuals seeking jobs or wishing to enhance their skills) and affording universal access to the system overall;
   b. Comprehensive (offering a large array of useful information with wide and easy access to needed services);
   c. Customer-focused (providing the means for customers to judge the quality of the services and make informed choices);
   d. Performance-based (based on a set of shared outcomes to be achieved and methods for measurement).

Each partner expressly agrees to notify RW AJCC WDB of any changes to the rules governing its respective program that impact the partner's performance under this MOU. RW AJCC WDB will communicate the changes to the RW AJCC operator and any other affected partners.

**Partners in the Memorandum of Understanding:**

All parties to this MOU are required partners of the RichmondWORKS AJCC One-Stop Delivery
System and include representatives of the following programs:

<table>
<thead>
<tr>
<th>One-Stop Required Partner</th>
<th>Local Partner Contacts</th>
</tr>
</thead>
</table>
| Title 1 Adult             | City of Richmond Workforce Development Board  
|                           | Sal Vaca               
|                           | svaca@richmondworks.org  
|                           | 510-307-8023            
|                           | 925-602-6820            |
| Title 1 Dislocated Worker | Adult Education/Literacy  
|                           | City of Richmond, Literacy for Every Adult Program (LEAP)  
|                           | Sherry Drobner          
|                           | sdrobner@ci.richmond.ca.us  
|                           | 510-307-8082            |
|                           | Serra Adult School - WCCUSD  
|                           | Valerie Garrett         
|                           | vgarrett@wccusd.net      
|                           | 510-231-1453, ext.28003  |
|                           | Contra Costa Community College District  
|                           | Kelly Schelin           
|                           | kschelin@contracosta.edu 
|                           | 510-215-3871            |
| Title 1 Youth             | Career/Technical Education |
|                           | Swords to Plowshares     
|                           | Dave Lopez               
|                           | dlopez@stop-sf.org       
|                           | 415-252-4787            |
| Veterans                  | Wagner-Peyser            
|                           | Employment Development Department  
|                           | Richard Johnson         
|                           | Richard.Johnson@edd.ca.gov  
|                           | 925-602-3999            |
| Trade Adjustment Assistance Act | Unemployment Insurance |
|                           | EDD Unemployment Insurance Branch  
|                           | Robert Leeds            
|                           | Robert.Leeds@edd.ca.gov  
|                           | 415-351-7205            |
|                           | Vocational Rehabilitation |
|                           | California Department of Rehabilitation  
|                           | Carol Asch              
|                           | Carol.Asch@dor.ca.gov    |
|                           | Senior Community Service  
|                           | Employment Program (SCSEP)  
|                           | Contra Costa County       
|                           | Employment and Human Services Department  
|                           | Leona Hartman-Patterson  
|                           | lhartman@ehsd.cccounty.us 
|                           | 925-671-4543            |
|                           | Job Corps               
|                           | Naya Gordon             
|                           | gordon.naya@jobcorps.org 
<p>|                           | 510-832-2549            |</p>
<table>
<thead>
<tr>
<th>Organization</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Native American (Section 166)</td>
<td>There are no Native American Organizations within the City of Richmond that are recipients of WIOA Section 166 funding. The nearest organization is as follows: Northern California Indian Development Council, Inc. Terry Coltra <a href="mailto:tcoltra@gmail.com">tcoltra@gmail.com</a> 707-445-3037</td>
</tr>
<tr>
<td>Migrant/Seasonal (Section 167)</td>
<td>There are no Migrant/Seasonal Farmworker Organizations within the City of Richmond that are recipients of WIOA Section 167 funding. The nearest organization is as follows: California Human Development Lili Aman <a href="mailto:Lili.Aman@CAHumanDevelopment.org">Lili.Aman@CAHumanDevelopment.org</a> 209-235-2070</td>
</tr>
<tr>
<td>YouthBuild</td>
<td>There are no YouthBuild programs in operation in this region.</td>
</tr>
<tr>
<td>Community Action</td>
<td>Employment and Human Services Department Community Services Camilla Rand <a href="mailto:crand@ehsd.cccounty.us">crand@ehsd.cccounty.us</a> (925) 313-1551</td>
</tr>
<tr>
<td>Housing Authority</td>
<td>City of Richmond Housing Authority Tim Jones <a href="mailto:tjones@rhaca.org">tjones@rhaca.org</a> 510-621-1310</td>
</tr>
<tr>
<td>Second Chance</td>
<td>Re-Entry Success Center Nicholas Alexander <a href="mailto:nic@reentrysuccess.org">nic@reentrysuccess.org</a> 510-679-2122</td>
</tr>
<tr>
<td>TANF/CalWORKS</td>
<td>Employment and Human Services Department Rebecca Darnell <a href="mailto:rdarnell@ehsd.cccounty.us">rdarnell@ehsd.cccounty.us</a> 925-313-1705</td>
</tr>
</tbody>
</table>

**Resource Sharing:**

All relevant parties to this MOU agree to share in the operating costs of the RW AJCC, either in cash or through in-kind services. The cost of services, operating cost, and infrastructure costs of the system will be funded by all RW AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan.

RW AJCC partners will ensure that the shared costs are supported by accurate data, the shared costs are consistently applied over time, and the methodology used in determining the shared costs will be reflected in a separate Cost Sharing Agreement to be completed by December 31, 2017.
Methods for Referring Customers:

All parties to this MOU agree that the referral of individuals between the RW AJCC operator and its partners of the services and activities will be a mutually acceptable referral process.

The RW AJCC referral process is designed to do the following:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding RW AJCC programs, services, activities and resources are made available to all customers as appropriate.
- Customer referrals are made electronically, through traditional correspondence, verbally or through other means determined in cooperation with RW AJCC partners and the One-Stop operator.
- RW AJCC partnership will provide a direct link or access to other RW AJCC partner staff that can provide meaningful information or service, through the use of co-location, cross training of RW AJCC staff, or real-time technology (two way communication and interaction with RW AJCC partners that results in services needed by the customer).

Access for Individuals with Barriers to Employment:

The Richmond Workforce Development Board has established a local priority of service policy that will be implemented at the RW AJCC to ensure access for individuals with barriers to employment.

In accordance with WIOA guidelines and definitions, individuals (adults and youth) with barriers to employment include:

- Individuals who are English language learners
- Individuals who have low levels of literacy
- Individuals facing substantial cultural barriers
- Individuals who are recipients of public assistance
- Low-income individuals
- Veterans and eligible spouses
- Individuals with disabilities
- Returning citizens/reentry
- Homeless

Individuals who express an interest in services will be assessed to determine and document the identified barrier, and services will be tailored to support and remediate this barrier. Services may include direct referral to a partner agency that has expertise in the area identified. Professional development and training will be provided to staff to ensure not only sensitivity but cross-training competencies in this area; enrollments will be tracked and monitored to ensure adherence to this local policy.

Each RW AJCC partner commits to offering priority of services to recipients of public assistance, other low income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA adult funds.

Each RW AJCC partner ensures that policies, procedures, programs, and services are in compliance with the Americans with Disabilities Act of 1990 and its amendments, in order to provide equal access to all customers with disabilities.
Performance:

Partners agree to participate in performance measurement as it pertains to each partner’s customers and requirements. In addition, partners will assist in developing and implementing customer satisfaction surveys and needs assessments.

Shared Technology and System Security:

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including client tracking, common case management, reporting, and data collection.

To support the use of these tools, each RW AJCC Partner agrees to the following:

- Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- The principles of common reporting and shared information through electronic mechanisms, including shared technology.
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the RW AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.
- Develop technological enhancements that allow interfaces of common information needs, as appropriate.
- Understand that system security provisions shall be agreed upon by all partners.

Dispute Resolution:

The parties agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution.

Confidentiality:

The RW AJCC partner agrees to comply with the provisions of WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:

A. All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.

B. No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to RW AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.

C. The RW AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which RW AJCC operator and other RW AJCC partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The RW AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement...
activities, and other services as needed for employment or program support purposes.

D. Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

E. Each party will maintain a current list of staff members who are authorized to access personally identifiable information and will identify the types of data and data sources that the authorized staff members will access. Partners will submit a copy of the list to the individual responsible for maintaining confidential records on behalf of RW AJCC One-Stop.

Press Releases and Communications:

All parties shall be included when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

The parties agree to utilize the AJCC logo developed by the State of California and the Local Board on buildings identified for AJCC usage. This also includes letterhead, envelopes, business cards, any written correspondence and fax transmittals.

Governance Structure:

The CLEO along with the Richmond Workforce Development Board has ultimate responsibility for providing a high quality and effective workforce preparation services within the RW AJCC One-Stop Delivery System.

The One-Stop operator, City of Richmond Employment and Training Department, will be responsible for daily operations. The One-Stop Management team, comprised of lead staff from each of the RW AJCC One-Stop partners, will be responsible for designing and providing services based on the guiding principles of customer focus, continuous improvement, integrated services, and performance accountability.

Assurances:

The Richmond Workforce Development Board certifies that the RW AJCC One-Stop will recognize and comply with applicable labor agreements affecting represented employees located in the RW AJCC.

RW AJCC One-Stop partner staff shall remain under the supervision of their employing department for the purpose of performance evaluation and other matters concerning civil service rights and responsibilities. Each partner agency will be responsible for the day-to-day supervision of their staff. Partner staff will be available for RW AJCC office hours in accordance with their organization's hours of service and legal holidays.

If work related issues arise at the One-Stop Centers between One-Stop partners' staff and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the respective partners' staff supervisor.

Non-Financial Agreement:

This agreement is non-financial in nature, and binds no party or partner to financial obligations to any other.
To the extent that this MOU includes the terms “partners and/or partnership”, the parties agree that such terms are being used in a colloquial sense only. Accordingly, notwithstanding the use of the terms “partners and/or partnership”, the parties are and shall be independent contractors to one another and nothing herein shall be deemed to cause this MOU to create a legally enforceable partnership, agency, or joint venture. Financial and fiduciary arrangements with the One-Stop Career Center System are outlined on separate Lease and Service Plan agreements between the Richmond Workforce Development Board and the RichmondWORKS AJCC One-Stop partner agencies.

Insurance:

Each party, at its own expense, shall carry and maintain statutory Worker’s Compensation Insurance for each of its employees operating in the RW AJCC One-Stop Center.

General Provisions:

The laws and regulations listed are generally applicable to most publically-funded programs administered by the Department of Workforce Development. The laws and regulations listed herein do not encompass all of the laws and regulations that govern the parties in their respective roles under this MOU. All parties expressly agree to comply with the federal laws and regulations listed below unless the laws and regulations that govern their particular program state otherwise:

A. **Jobs for Veterans Act.** Each party agrees to provide priority of service to veterans and covered spouses for any qualified job training program pursuant to 38 USC 2913.

B. **Pro-Children Act.** If any RW AJCC activities call for services to minors, each party agrees to comply with the Pro-Children Act of 1994 (45 CFR 98.13) that requires smoking to be banned in any portion of any indoor facility owned, leased, or contracted by an entity that will routinely or regularly use the facility for the provision of health care services, day care, library services, or education to children under the age of eighteen (18).

C. **Drug-Free Workplace.** Each party, its officers, employees, members, sub-recipient(s) and/or any independent contractors (including all field staff) associated with this MOU agree to comply with 29 CFR 94 and all other applicable state and federal laws regarding a drug-free workplace and to make a good faith effort to maintain a drug-free workplace. Each party will make a good faith effort to ensure that none of its officers, employees, members, and sub-recipient(s) will purchase, transfer, use, or possess illegal drugs or alcohol or abuse prescription drugs in any way while working or while on public property.

D. **Ethics Laws.** Each party certifies that by executing this MOU, it has reviewed, knows and understands the State of California ethics and conflict of interest laws, which includes the Governor’s Executive Order pertaining to ethics. Each party further agrees that it will not engage in any action(s) inconsistent with California ethics laws.

E. **Americans with Disabilities.** Each party, its officers, employees, members, and subcontractors hereby affirm current and ongoing compliance with all statutes and regulations pertaining to the Americans with Disabilities Act of 1990, its amendments and section 504 of the Rehabilitation Act of 1973. Additionally, partners agree to fully comply with the provisions of WIOA, Title VII of the civil Rights act of 1964, the Age Decimation Act of 1975, Title IX of the Education Amendments of 1972, 29 CRF Part 37 and all other regulations implementing the aforementioned laws. The Americans with Disabilities Act of 1990.
Non-Discrimination and Equal Opportunity:

RW AJCC partners shall not unlawfully discriminate, harass or allow harassment against any employee, applicant for employment or RW AJCC applicant due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status. RW AJCC partners agree to comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations.

RW AJCC partners will assure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibits discrimination on the basis of disability, as well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act.

Grievances and Complaints Procedure:

RW AJCC partners agree to establish and maintain a procedure for grievance and complaints as outlined in WIOA. The process for handling grievances and complaints is applicable to customers and partners. These procedures will allow the customer or entity filing the complaint to exhaust every administrative level in receiving a fair and complete hearing and resolution of their grievance. The partner further agrees to communicate openly and directly to resolve any problems or disputes related to the provision of services in a cooperative manner and at the lowest level of intervention possible.

Term of Agreement:

This MOU will be in effect from July 1, 2016 through June 30, 2018, unless an extension is granted. This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall be three years, commencing on the date of execution by all parties. The MOU will be reviewed not less than once every three years to identify any substantial changes that have occurred.

Modifications and Revisions:

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

Termination:

The parties understand that implementation of the RW AJCC One-Stop delivery system is dependent on the good faith effort of every partner to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a part of this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.
We agree upon the Memorandum of Understanding (MOU) for the Richmond Workforce Development Board, AJCC One-Stop Delivery System:

Kathy Gallagher, Director  
CCC/ESHD  
TANF, Workforce Services Division

Date: 7/24/16

And

Sal Vaca, Director  
Employment & Training Department  
City of Richmond

Date: 7/24/16
We agree upon the Memorandum of Understanding (MOU) for the Richmond Workforce Development Board, AJCC One-Stop Delivery System:

Kathy Gallagher, Director
CCCEHSD
Senior Community Service Employment Program

Date: 7/26/16

And

Sal Vaca, Director
Employment & Training Department
City of Richmond

Date: 7/26/16
<table>
<thead>
<tr>
<th>CO-LOCATED</th>
<th>CORE PARTNERS</th>
<th>ORGANIZATION</th>
<th>NAME - Primary Contact</th>
<th>PHONE</th>
<th>EMAIL ADDRESS</th>
<th>NAME of MOU Signatory</th>
<th>ADDRESS</th>
<th>PHONE</th>
<th>EMAIL ADDRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y</td>
<td>Title 1</td>
<td>City of Richmond, Employment and Training Dept.</td>
<td>Sal Vaca</td>
<td>510-307-8023</td>
<td><a href="mailto:svaca@richmondworks.org">svaca@richmondworks.org</a></td>
<td>Sal Vaca</td>
<td>330-25th Street Richmond, CA 94804</td>
<td>510-307-8023</td>
<td><a href="mailto:svaca@richmondworks.org">svaca@richmondworks.org</a></td>
</tr>
<tr>
<td>N</td>
<td>Carl Perkins Act.</td>
<td>Contra Costa Community College District</td>
<td>Kelly Shelin</td>
<td>(510) 215-3871</td>
<td><a href="mailto:KShelin@contracosta.edu">KShelin@contracosta.edu</a></td>
<td>David Wtemore</td>
<td>2600 Mission Bell Dr. San Pablo , CA 94064</td>
<td>(925) 229-1000</td>
<td><a href="mailto:dtwetmore@4cd.edu">dtwetmore@4cd.edu</a></td>
</tr>
<tr>
<td>Y</td>
<td>Title 4</td>
<td>Department of Rehabilitation</td>
<td>Patrick Duffy</td>
<td>(510) 231-8713</td>
<td><a href="mailto:Patrick.Duffey@dor.ca.gov">Patrick.Duffey@dor.ca.gov</a></td>
<td>Carol Asch</td>
<td>1003 W. Cutting Blvd., Ste. 100 Richmond, CA 94804</td>
<td>(510) 231-8713</td>
<td><a href="mailto:carol.asch@dor.ca.gov">carol.asch@dor.ca.gov</a></td>
</tr>
<tr>
<td>Y</td>
<td>Title 3</td>
<td>EDD, Employment Development and Unemployment Insurance</td>
<td>Richard Johnson</td>
<td>925-602-5002 and 925-602-3999</td>
<td><a href="mailto:robert.leeds@edd.ca.gov">robert.leeds@edd.ca.gov</a>, <a href="mailto:richard.johnson@edd.ca.gov">richard.johnson@edd.ca.gov</a>, <a href="mailto:mary.ruiz@edd.ca.gov">mary.ruiz@edd.ca.gov</a></td>
<td>Mary Ruiz</td>
<td>Workforce Services 629 - 12th Street; Modesto, CA 95353</td>
<td>(925) 602-0869</td>
<td><a href="mailto:mary.ruiz@edd.ca.gov">mary.ruiz@edd.ca.gov</a></td>
</tr>
<tr>
<td>N</td>
<td>Title 2</td>
<td>LEAP - City of Richmond</td>
<td>Sherry Drobner</td>
<td>510-307-8082</td>
<td><a href="mailto:Sherry_drobner@ci.richmond.ca.us">Sherry_drobner@ci.richmond.ca.us</a></td>
<td>Sherry Drobner</td>
<td>440 Civic Center Plaza Richmond, CA 94804</td>
<td>510-307-8082</td>
<td><a href="mailto:Sherry_drobner@ci.richmond.ca.us">Sherry_drobner@ci.richmond.ca.us</a></td>
</tr>
<tr>
<td>Y</td>
<td>Job Corp</td>
<td>NCAOA Job Corps</td>
<td>Rosalina Rosas-Garcia, Dion Price-Supv</td>
<td>(415) 352-2463 Cell (415)937-2536</td>
<td><a href="mailto:rosas_rosalina@jobcorps.org">rosas_rosalina@jobcorps.org</a>, <a href="mailto:hodge.anthony@jobcorps.org">hodge.anthony@jobcorps.org</a></td>
<td>Anthony Hodge</td>
<td>1970 Broadway, Ste. 820 Oakland, CA 94612</td>
<td>(510) 832-2549</td>
<td><a href="mailto:hodge.anthony@jobcorps.org">hodge.anthony@jobcorps.org</a></td>
</tr>
<tr>
<td>Y</td>
<td>Housing Authority</td>
<td>Richmond Housing Authority</td>
<td>Tim Jones</td>
<td>(510) 621-1310</td>
<td><a href="mailto:tjones@rrhaca.org">tjones@rrhaca.org</a></td>
<td>Tim Jones</td>
<td>330 - 24th Street Richmond, CA 94804</td>
<td>(510) 621-1310</td>
<td><a href="mailto:tjones@rrhaca.org">tjones@rrhaca.org</a></td>
</tr>
<tr>
<td>N</td>
<td>Second Chance Program</td>
<td>Rubicon, dba ReEntry Success Center</td>
<td>Nicholas Alexander</td>
<td>510-679-2122</td>
<td><a href="mailto:nic@reentrysucccess.org">nic@reentrysucccess.org</a></td>
<td>Jane Fischberg</td>
<td>400 Ellinwood Dr Pleasant Hill, CA 94523</td>
<td>(510) 235-1516</td>
<td><a href="mailto:janef@rubiconprograms.org">janef@rubiconprograms.org</a></td>
</tr>
<tr>
<td>N</td>
<td>Senior Services</td>
<td>Senior Community Svcs. Employment Program - CCEHSD</td>
<td>Leona Hartmann- Patterson</td>
<td>925-602-9456</td>
<td><a href="mailto:lhartman@ehsd.cccounty.us">lhartman@ehsd.cccounty.us</a></td>
<td>Kathy Gallagher</td>
<td>400 Ellinwood Dr Pleasant Hill, CA 94523</td>
<td>(925) 313-1712</td>
<td><a href="mailto:kathy.gallagher@ehsd.cccounty.us">kathy.gallagher@ehsd.cccounty.us</a></td>
</tr>
<tr>
<td>N</td>
<td>Title 2</td>
<td>Serra Adult Education - West Contra Costa Unified School District</td>
<td>Paul Shatswell</td>
<td>510-231-1453, x28004</td>
<td><a href="mailto:pshatswell@wccusd.net">pshatswell@wccusd.net</a></td>
<td>Sheri Gamba</td>
<td>1108 Bissell Avenue Richmond, CA 94501</td>
<td>(510) 231-1170</td>
<td><a href="mailto:sgamba@wccusd.net">sgamba@wccusd.net</a></td>
</tr>
<tr>
<td>N</td>
<td>Veteran Services</td>
<td>Swords to Plowshares</td>
<td>Erica Trejo</td>
<td>(415) 252-4787 , ext. 371</td>
<td><a href="mailto:etrejo@stp-sf.org">etrejo@stp-sf.org</a></td>
<td>Dave Lopez</td>
<td>1060 Howard Street San Francisco, CA 94103</td>
<td>(415) 252-4787 , ext. 371</td>
<td><a href="mailto:dlopez@stp-sf.org">dlopez@stp-sf.org</a></td>
</tr>
<tr>
<td>N</td>
<td>TANF</td>
<td>Workforce Services (TANF) - CCEHSD</td>
<td>Rebecca Damell</td>
<td>(925) 313-1705 (925) 671-4541</td>
<td><a href="mailto:rdarnell@ehsd.cccounty.us">rdarnell@ehsd.cccounty.us</a>, <a href="mailto:jrcarter@ehsd.cccounty.us">jrcarter@ehsd.cccounty.us</a>, <a href="mailto:jsams@ehsd.cccounty.us">jsams@ehsd.cccounty.us</a></td>
<td>Kathy Gallagher</td>
<td>40 Douglas Drive Martinez, CA 94553</td>
<td>(925) 313-1579</td>
<td><a href="mailto:kgalagher@ehsd.cccounty.us">kgalagher@ehsd.cccounty.us</a></td>
</tr>
</tbody>
</table>
Memorandum of Understanding
Between the Richmond Workforce Development Board and the RichmondWORKS One-Stop/AJCC Partners

This Memorandum of Understanding is entered into in the spirit of cooperation and collaboration by the Richmond Workforce Development Board and the RichmondWORKS a proud partner of America’s Job Center of California℠ (RW AJCC) One-Stop Delivery System partners to describe a comprehensive and integrated approach to providing services to employers, employees, job seekers and others needing workforce services.

The purpose of this Memorandum of Understanding (MOU) is to define the roles and responsibilities of each partner as mutually agreed by the parties for the operation of RW AJCC, One-Stop Delivery System in the Richmond Local Workforce Development Area (LWDA) as required under the Workforce Innovation and Opportunity Act (WIOA).

Strategic Vision and Goals:

The City of Richmond Workforce Development Board primary mission for its RW AJCC One-Stop Delivery System is to serve the needs of employers and workers in Richmond and the surrounding region by working with key partners from city government, business, industry, education, economic development, organized labor, and community organizations to develop innovative ways to identify and address those needs. In support of this vision the board and its partners will advance the economic vitality of the Richmond Workforce Development Area by developing and maintaining a high quality workforce.

In the 2013-2017 Strategic Plan, the City of Richmond Workforce Development Board identified goals in support of its vision. These included:

• Maintaining its close working relationship with the City of Richmond will enable the board to significantly magnify its impact on the local economy and workforce.
• Leveraging of multiple resources to create pre-apprenticeship training opportunities that address the particular needs of the local workforce.
• Continue to build strong partnerships with employers, educational systems, unions, and community organizations to better leverage existing resources, attract new resources, and identify potential private/public funding opportunities.

As part of California’s One-Stop Delivery System, Richmond Workforce Development Board RW AJCC One-Stop Delivery System is a locally-driven system which develops partnerships and provides programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan, which include:

• Foster demand-driven skills attainment
• Enable upward mobility for all Californians
• Align, coordinate, and integrate programs and services

This will be accomplished through the delivery of high quality and integrated workforce and economic development, which provide the full range of services available in the Richmond local area for all customers seeking the following:

• Looking to find a job;
• Building basic educational or occupational skills;
• Earning a postsecondary certificate or degree;
• Obtaining guidance on how to make career choices;
• Seeking to identify and hire skilled workers.

**RichmondWORKS AJCC / WIOA Program, Services & Activities:**

WIOA identifies the programs, services and related activities that must be provided through the RW AJCC One-Stop Delivery System.

Programs and services provided through the RW AJCC One-Stop Delivery System include:

<table>
<thead>
<tr>
<th>Basic Career Services</th>
<th>Individualized Career Services</th>
<th>Career Training Services</th>
</tr>
</thead>
</table>
| • One-Stop Services Orientation  
  • Basic Computer Class  
  • Career Counseling  
  • College Info./Registration  
  • Eligibility Determination  
  • ETP Performance & Achievement Information  
  • ETPL Provider Info  
  • Financial Aid Assistance Information  
  • Job Search Assistance/Placement  
  • Job Search Workshops  
  • Labor Market Information  
  • Resume Assistance  
  • Referral to other Services  
  • Skill Level Assessment  
  • Tutorials-Internet, software, typing  
  • UI Claim Filing & Information | • Comprehensive Assessment  
  • Development of Individual Employment Plan  
  • Case Management  
  • Group Counseling  
  • Individual Counseling  
  • Career Planning  
  • Financial Literacy Services  
  • Out-of-Area Job Search Assistance  
  • Short Term Pre-Vocational Training  
  • Follow-up Activities  
  • Literacy Services | • Individual Training Accounts  
  • Internships/Work Experience linked to Careers  
  • Vocational Training  
  • On-The-Job Training  
  • Customized Training |

**Business Services Provided Through the RW AJCC One-Stop System**

| • Screening and referral of training participants  
  • Services on employment-related issues  
  • Customized recruitment events including targeted job fairs  
  • Human resource consultation services  
  • Labor market information for specific employers, sectors, industries, or clusters | • Assistance to area employers in managing reductions in coordination with rapid response activities and layoff aversion strategies  
  • Marketing of business services to appropriate area employers  
  • Assisting employers with accessing local, State and Federal tax credits |

*All business services and strategies will be reflected in the local plan. There is no requirement that a fee-for-service be charged to employers.*

**Partner Responsibilities:**

A. All Partners will assume the responsibilities identified below, unless inconsistent with the
federal law and regulations that authorize the Partner program or as other specified in this document.

1. Make services provided under the Partner's program available to individuals through the RW AJCC One-Stop Delivery System in accordance with Career Services listed in this MOU.

2. Whenever possible, participate in infrastructure Resource Sharing activities as described in this MOU and to the extent not inconsistent with the federal law that authorizes each partner program to:
   
a. Create and maintain the RW AJCC One-Stop Delivery System; and
b. Provide career services per WIOA Section 134(c)(2).

3. Remain as a party to this MOU throughout the Agreement period identified in this document, in order to participate as a RW AJCC WDB partner.

4. Participate in the operation of the RW AJCC One-Stop Delivery System in accordance with the terms of this MOU.

5. Provide representation on Richmond Workforce Development Board per WIOA Section 121 (b)(1). Additional partners may participate on the Richmond Workforce Development Board with the agreement of the Chief Local Elected Official (CLEO).

B. In addition to the minimum responsibilities required under WIOA, Partner responsibilities also include:

1. Provide priority of service to veterans and covered spouses for any qualified job training program pursuant to the Jobs for Veterans Act. Each party expressly agrees to comply with this regulation unless the laws and regulations that govern their particular program state otherwise.

2. Compliance with WIOA and to the greatest extent possible the following guiding vision and principles for California's One-Stop delivery system that services will be:
   
a. Integrated (offering as many employment, training, and education services as possible for employers and for individuals seeking jobs or wishing to enhance their skills) and affording universal access to the system overall;
b. Comprehensive (offering a large array of useful information with wide and easy access to needed services);
c. Customer-focused (providing the means for customers to judge the quality of the services and make informed choices);
d. Performance-based (based on a set of shared outcomes to be achieved and methods for measurement).

Each partner expressly agrees to notify RW AJCC WDB of any changes to the rules governing its respective program that impact the partner’s performance under this MOU. RW AJCC WDB will communicate the changes to the RW AJCC operator and any other affected partners.

**Partners in the Memorandum of Understanding:**

All parties to this MOU are required partners of the RichmondWORKS AJCC One-Stop Delivery
System and include representatives of the following programs:

<table>
<thead>
<tr>
<th>One-Stop Required Partner</th>
<th>Local Partner Contacts</th>
</tr>
</thead>
</table>
| Title 1 Adult                             | City of Richmond Workforce Development Board  
Sai Vaca  
svaca@richmondworks.org  
510-307-8023  
925-602-6820 |
| Title 1 Dislocated Worker                 | Adult Education/Literacy  
City of Richmond, Literacy for Every Adult Program (LEAP)  
Sherry Drobner  
sdrobner@ci.richmond.ca.us  
510-307-8082  
Serra Adult School - WCCUSD  
Valerie Garrett  
vgarrett@wccusd.net  
510-231-1453, ext. 28003 |
| Title 1 Youth                             | Contra Costa Community College District  
Kelly Schelin  
kschelin@contracosta.edu  
510-215-3871 |
| Adult Education/Literacy                  |  
Veterans  
Swords to Plowshares  
Dave Lopez  
dlopez@stp-sf.org  
415-252-4787 |
| Career/Technical Education                | Wagner-Peyser  
Employment Development Department  
Richard Johnson  
Richard.Johnson@edd.ca.gov  
925-602-3999 |
| Trade Adjustment Assistance Act           | Unemployment Insurance  
EDD Unemployment Insurance Branch  
Robert Leeds  
Robert.Leeds@edd.ca.gov  
415-351-7205 |
| Vocational Rehabilitation                 | Senior Community Service Employment Program (SCSEP)  
Contra Costa County  
Employment and Human Services Department  
Leona Hartman-Patterson  
lhartman@ehsd.cccounty.us  
925-671-4543 |
| Job Corps                                 | Job Corps  
Naya Gordon  
gordon.naya@jobcorps.org  
510-832-2549 |
There are no Native American Organizations within the City of Richmond that are recipients of WIOA Section 166 funding. The nearest organization is as follows: Northern California Indian Development Council, Inc. Terry Coltra tcoltra@gmail.com 707-445-3037

There are no Migrant/Seasonal Farmworker Organizations within the City of Richmond that are recipients of WIOA Section 167 funding. The nearest organization is as follows: California Human Development Lili Aman Lily.Aman@CAHumanDevelopment.org 209-235-2070

There are no YouthBuild programs in operation in this region.

Employment and Human Services Department Community Services Camilla Rand crand@ehsd.cccounty.us (925) 313-1551

City of Richmond Housing Authority Tim Jones tiones@rhaca.org 510-621-1310

Re-Entry Success Center Nicholas Alexander nic@reentriesuccess.org 510-679-2122

Employment and Human Services Department Rebecca Darnell rdarnell@ehsd.cccounty.us 925-313-1705

Resource Sharing:

All relevant parties to this MOU agree to share in the operating costs of the RW AJCC, either in cash or through in-kind services. The cost of services, operating cost, and infrastructure costs of the system will be funded by all RW AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan.

RW AJCC partners will ensure that the shared costs are supported by accurate data, the shared costs are consistently applied over time, and the methodology used in determining the shared costs will be reflected in a separate Cost Sharing Agreement to be completed by December 31, 2017.
Methods for Referring Customers:

All parties to this MOU agree that the referral of individuals between the RW AJCC operator and its partners of the services and activities will be a mutually acceptable referral process.

The RW AJCC referral process is designed to do the following:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding RW AJCC programs, services, activities and resources are made available to all customers as appropriate.
- Customer referrals are made electronically, through traditional correspondence, verbally or through other means determined in cooperation with RW AJCC partners and the One-Stop operator.
- RW AJCC partnership will provide a direct link or access to other RW AJCC partner staff that can provide meaningful information or service, through the use of co-location, cross training of RW AJCC staff, or real-time technology (two way communication and interaction with RW AJCC partners that results in services needed by the customer).

Access for Individuals with Barriers to Employment:

The Richmond Workforce Development Board has established a local priority of service policy that will be implemented at the RW AJCC to ensure access for individuals with barriers to employment.

In accordance with WIOA guidelines and definitions, individuals (adults and youth) with barriers to employment include:

- Individuals who are English language learners
- Individuals who have low levels of literacy
- Individuals facing substantial cultural barriers
- Individuals who are recipients of public assistance
- Low-income individuals
- Veterans and eligible spouses
- Individuals with disabilities
- Returning citizens/reentry
- Homeless

Individuals who express an interest in services will be assessed to determine and document the identified barrier, and services will be tailored to support and remediate this barrier. Services may include direct referral to a partner agency that has expertise in the area identified. Professional development and training will be provided to staff to ensure not only sensitivity but cross-training competencies in this area; enrollments will be tracked and monitored to ensure adherence to this local policy.

Each RW AJCC partner commits to offering priority of services to recipients of public assistance, other low income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA adult funds.

Each RW AJCC partner ensures that policies, procedures, programs, and services are in compliance with the Americans with Disabilities Act of 1990 and its amendments, in order to provide equal access to all customers with disabilities.
Performance:

Partners agree to participate in performance measurement as it pertains to each partner's customers and requirements. In addition, partners will assist in developing and implementing customer satisfaction surveys and needs assessments.

Shared Technology and System Security:

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including client tracking, common case management, reporting, and data collection.

To support the use of these tools, each RW AJCC Partner agrees to the following:

- Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- The principles of common reporting and shared information through electronic mechanisms, including shared technology.
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the RW AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.
- Develop technological enhancements that allow interfaces of common information needs, as appropriate.
- Understand that system security provisions shall be agreed upon by all partners.

Dispute Resolution:

The parties agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution.

Confidentiality:

The RW AJCC partner agrees to comply with the provisions of WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:

A. All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.

B. No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to RW AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.

C. The RW AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which RW AJCC operator and other RW AJCC partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The RW AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement
activities, and other services as needed for employment or program support purposes.

D. Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

E. Each party will maintain a current list of staff members who are authorized to access personally identifiable information and will identify the types of data and data sources that the authorized staff members will access. Partners will submit a copy of the list to the individual responsible for maintaining confidential records on behalf of RW AJCC One-Stop.

Press Releases and Communications:

All parties shall be included when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

The parties agree to utilize the AJCC logo developed by the State of California and the Local Board on buildings identified for AJCC usage. This also includes letterhead, envelopes, business cards, any written correspondence and fax transmittals.

Governance Structure:

The CLEO along with the Richmond Workforce Development Board has ultimate responsibility for providing a high quality and effective workforce preparation services within the RW AJCC One-Stop Delivery System.

The One-Stop operator, City of Richmond Employment and Training Department, will be responsible for daily operations. The One-Stop Management team, comprised of lead staff from each of the RW AJCC One-Stop partners, will be responsible for designing and providing services based on the guiding principles of customer focus, continuous improvement, integrated services, and performance accountability.

Assurances:

The Richmond Workforce Development Board certifies that the RW AJCC One-Stop will recognize and comply with applicable labor agreements affecting represented employees located in the RW AJCC.

RW AJCC One-Stop partner staff shall remain under the supervision of their employing department for the purpose of performance evaluation and other matters concerning civil service rights and responsibilities. Each partner agency will be responsible for the day-to-day supervision of their staff. Partner staff will be available for RW AJCC office hours in accordance with their organization’s hours of service and legal holidays.

If work related issues arise at the One-Stop Centers between One-Stop partners’ staff and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the respective partners’ staff supervisor.

Non-Financial Agreement:

This agreement is non-financial in nature, and binds no party or partner to financial obligations to any other.
To the extent that this MOU includes the terms "partners and/or partnership", the parties agree that such terms are being used in a colloquial sense only. Accordingly, notwithstanding the use of the terms "partners and/or partnership", the parties are and shall be independent contractors to one another and nothing herein shall be deemed to cause this MOU to create a legally enforceable partnership, agency, or joint venture. Financial and fiduciary arrangements with the One-Stop Career Center System are outlined on separate Lease and Service Plan agreements between the Richmond Workforce Development Board and the RichmondWORKS AJCC One-Stop partner agencies.

Insurance:

Each party, at its own expense, shall carry and maintain statutory Worker’s Compensation Insurance for each of its employees operating in the RW AJCC One-Stop Center.

Hold Harmless/Indemnification/Liability:

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorney’s fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorney’s fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

General Provisions:

The laws and regulations listed are generally applicable to most publically-funded programs administered by the Department of Workforce Development. The laws and regulations listed herein do not encompass all of the laws and regulations that govern the parties in their respective roles under this MOU. All parties expressly agree to comply with the federal laws and regulations listed below unless the laws and regulations that govern their particular program state otherwise:

A. Jobs for Veterans Act. Each party agrees to provide priority of service to veterans and covered spouses for any qualified job training program pursuant to 38 USC 2913.

B. Pro-Children Act. If any RW AJCC activities call for services to minors, each party agrees to comply with the Pro-Children Act of 1994 (45 CFR 98.13) that requires smoking to be banned in any portion of any indoor facility owned, leased, or contracted by an entity that will routinely or regularly use the facility for the provision of health care services, day care, library services, or education to children under the age of eighteen (18).

C. Drug-Free Workplace. Each party, its officers, employees, members, sub-recipient(s) and/or any independent contractors (including all field staff) associated with this MOU agree to comply with 29 CFR 94 and all other applicable state and federal laws regarding a drug-free workplace and to make a good faith effort to maintain a drug-free workplace. Each party will make a good faith effort to ensure that none of its officers, employees, members, and sub-recipient(s) will purchase, transfer, use, or possess illegal drugs or alcohol or abuse prescription drugs in any way while working or while on public property.
D. Ethics Laws. Each party certifies that by executing this MOU, it has reviewed, knows and understands the State of California ethics and conflict of interest laws, which includes the Governor's Executive Order pertaining to ethics. Each party further agrees that it will not engage in any action(s) inconsistent with California ethics laws.

E. Americans with Disabilities. Each party, its officers, employees, members, and subcontractors hereby affirm current and ongoing compliance with all statutes and regulations pertaining to the Americans with Disabilities Act of 1990, its amendments and section 504 of the Rehabilitation Act of 1973. Additionally, partners agree to fully comply with the provisions of WIOA, Title VII of the civil Rights act of 1964, the Age Decimation Act of 1975, Title IX of the Education Amendments of 1972, 29 CRF Part 37 and all other regulations implementing the aforementioned laws. The Americans with Disabilities Act of 1990.

Non-Discrimination and Equal Opportunity:

RW AJCC partners shall not unlawfully discriminate, harass or allow harassment against any employee, applicant for employment or RW AJCC applicant due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status. RW AJCC partners agree to comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations.

RW AJCC partners will assure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibits discrimination on the basis of disability, as well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act.

Grievances and Complaints Procedure:

RW AJCC partners agree to establish and maintain a procedure for grievance and complaints as outlined in WIOA. The process for handling grievances and complaints is applicable to customers and partners. These procedures will allow the customer or entity filing the complaint to exhaust every administrative level in receiving a fair and complete hearing and resolution of their grievance. The partner further agrees to communicate openly and directly to resolve any problems or disputes related to the provision of services in a cooperative manner and at the lowest level of intervention possible.

Term of Agreement:

This MOU will be in effect from July 1, 2016 through June 30, 2018, unless an extension is granted. This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall be two years, commencing on the date of execution by all parties. The MOU will be reviewed not less than once every three years to identify any substantial changes that have occurred.

Modifications and Revisions:

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.
Termination:

The parties understand that implementation of the RW AJCC One-Stop delivery system is dependent on the good faith effort of every partner to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a part of this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.
Richmond Workforce Development Board
RichmondWORKS AJCC Partners
Memorandum of Understanding (MOU)

Signature Page

We agree upon the Memorandum of Understanding (MOU) for the Richmond Workforce Development Board, AJCC One-Stop Delivery System:

[Signature]
Sal Vaca, Director
Employment & Training Department
City of Richmond

Date: 4/15/16

[Signature]
Bill Lindsay, City Manager
City of Richmond

Date: 4/14/16

And

[Signature]
Cassandra Youngblood, Interim Chair
Richmond Workforce Development Board

Date: 6/15/16
We agree upon the Memorandum of Understanding (MOU) for the Richmond Workforce Development Board, AJCC One-Stop Delivery System:

David Wetmore, Director of Purchasing
Secretary, Governing Board
Contra Costa Community College District

Date: 7/15/10

Sal Vaca, Director
Employment & Training Department
City of Richmond

Date: 7/27/10
We agree upon the Memorandum of Understanding (MOU) for the Richmond Workforce Development Board, AJCC One-Stop Delivery System:

Carol Asch, Administrator  
Department of Rehabilitation  
Greater East Bay Districts  

Date: 6/22/2016

And

Sal Vaca, Director  
Employment & Training Department  
City of Richmond  

Date: 6/20/16
Richmond Workforce Development Board
RichmondWORKS AJCC Partners
Memorandum of Understanding (MOU)

Signature Page

We agree upon the Memorandum of Understanding (MOU) for the Richmond Workforce Development Board, AJCC One-Stop Delivery System:

Mary Ruiz, Deputy Division Chief
Employment Development Department
State of California

Date: 4/15/2014

And

Sal Vaca, Director
Employment & Training Department
City of Richmond

Date: 4/22/14
We agree upon the Memorandum of Understanding (MOU) for the Richmond Workforce Development Board, AJCC One-Stop Delivery System:

Naya Gordon, Project Director  
NCAOA Job Corps

Date: 6/16/16

And

Sal Vaca, Director  
Employment & Training Department  
City of Richmond

Date: 6/24/14
We agree upon the Memorandum of Understanding (MOU) for the Richmond Workforce Development Board, AJCC One-Stop Delivery System:

Sherry Drobnak
Program Manager
Literacy for Every Adult Program
City of Richmond

Date: 5/16/2016

And

Sal Vaca, Director
Employment & Training Department
City of Richmond

Date: 5/22/16
We agree upon the Memorandum of Understanding (MOU) for the Richmond Workforce Development Board, AJCC One-Stop Delivery System:

Tim Jones  
Richmond Housing Authority  
City of Richmond  

Date: 7/4/2011

And

Sal Vaca, Director  
Employment & Training Department  
City of Richmond  

Date: 6/30/11
Richmond Workforce Development Board
RichmondWORKS AJCC Partners
Memorandum of Understanding (MOU)

Signature Page

We agree upon the Memorandum of Understanding (MOU) for the Richmond Workforce Development Board, AJCC One-Stop Delivery System:

Jane Fischberg, Executive Director
Re-Entry Success Center
Rubicon

Date: 6/16/16

And

Sai Vaca, Director
Employment & Training Department
City of Richmond

Date: 6/22/14
Richmond Workforce Development Board  
RichmondWORKS AJCC Partners  
Memorandum of Understanding (MOU)

Signature Page

We agree upon the Memorandum of Understanding (MOU) for the Richmond Workforce Development Board, AJCC One-Stop Delivery System:

Dave Lopez, Associate Director of Programs & Operations  
Swords to Plowshares

Date: 6/15/16

And

Sal Vacca, Director  
Employment & Training Department  
City of Richmond

Date: 6/22/14
Richmond Workforce Development Board
RichmondWORKS AJCC Partners
Memorandum of Understanding (MOU)

Signature Page

We agree upon the Memorandum of Understanding (MOU) for the Richmond Workforce Development Board, AJCC One-Stop Delivery System:

Sheri Gamba, Associate Superintendent, Business Services
West Contra Costa Adult Education
WCCUSD

Date: 7-7-16

And

Sal Vaca, Director
Employment & Training Department
City of Richmond

Date: 4/30/16
## STATE of CALIFORNIA
### LOCAL AREA GRANT RECIPIENT LISTING

[WIOA Sections 107(d)(12)(B)(i)]

<table>
<thead>
<tr>
<th>ENTITY</th>
<th>ORGANIZATION</th>
<th>CONTACT (NAME/TITLE)</th>
<th>MAILING ADDRESS (STREET, CITY, ZIP)</th>
<th>TELEPHONE, FAX, E-MAIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Recipient (or Subrecipient if applicable)</td>
<td>City of Richmond</td>
<td>Sal Vaca, Director</td>
<td>330 – 25th Street Richmond, CA 94804</td>
<td>510-307-8023, 510-307-8072 fax <a href="mailto:svaca@richmondworks.org">svaca@richmondworks.org</a></td>
</tr>
<tr>
<td>Fiscal Agent</td>
<td>City of Richmond</td>
<td>Jill Perry, Fiscal Manager</td>
<td>330 – 25th Street Richmond, CA 94804</td>
<td>510-307-8012, 510-307-8072 fax <a href="mailto:jpperry@richmondworks.org">jpperry@richmondworks.org</a></td>
</tr>
<tr>
<td>Local Area Administrator</td>
<td>City of Richmond</td>
<td>Sal Vaca, Director</td>
<td>330 – 25th Street Richmond, CA 94804</td>
<td>510-307-8023, 510-307-8072 fax <a href="mailto:svaca@richmondworks.org">svaca@richmondworks.org</a></td>
</tr>
<tr>
<td>Local Area Administrator Alternate</td>
<td>City of Richmond</td>
<td>Rosemary Viramontes, WIOA Program Coordinator</td>
<td>330 – 25th Street Richmond, CA 94804</td>
<td>510-307-8008, 510-307-8072 fax <a href="mailto:rviramontes@richmondworks.org">rviramontes@richmondworks.org</a></td>
</tr>
</tbody>
</table>

Signature: ____________________________

Chief Elected Official, Mayor Tom Butt

March 1, 2017

Date

If a Local Grant Subrecipient has been designated, please submit a copy of the agreement between the Chief Elected Official and the Subrecipient. The agreement should delineate roles and responsibilities of each, including signature authority.
Local Workforce Development Board Bylaws

The Local Workforce Development Board is required to submit a copy of their Bylaws as an attachment to the local plan. Include the Bylaws under this cover page.
CITY COUNCIL RESOLUTION NO. 107-15

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF RICHMOND TO RENAME THE EXISTING CITY OF RICHMOND WORKFORCE INVESTMENT BOARD AND ITS ASSOCIATED COMMITTEES ESTABLISHED PURSUANT TO THE WORKFORCE INVESTMENT ACT OF 1998; TO ESTABLISH THE CITY OF RICHMOND WORKFORCE DEVELOPMENT BOARD PURSUANT TO THE WORKFORCE INNOVATION AND OPPORTUNITY ACT OF 2014; AND AMENDING THE CITY OF RICHMOND WORKFORCE DEVELOPMENT BOARD BYLAWS

WHEREAS, the City of Richmond Workforce Investment Board ("WIB") was established pursuant to the Workforce Investment Act of 1998 ("Workforce Investment Act"); and

WHEREAS, the Workforce Innovation and Opportunity Act ("WIOA") of 2014, Public Law 113-128, signed into law on July 22, 2014, and effective July 1, 2015, supersedes the Workforce Investment Act, amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973; and

WHEREAS, the WIOA authorizes the expenditure of federal funds for workforce development programs in designated local areas; and

WHEREAS, the State of California has designated the City of Richmond as a Local Workforce Development Area ("LA") pursuant to the WIOA; and

WHEREAS, pursuant to Section 107 of the WIOA, a local workforce development board shall be established in the LA to provide policy guidance and oversight of the workforce development system for the LA; and

WHEREAS, as a result of the WIOA superseding the existing Workforce Investment Act, the Richmond City Council ("Council") desires to rename the WIB and its associated committees established pursuant to the Workforce Investment Act; and

WHEREAS, to implement the WIOA, the Council also desires to affirm the name of the City of Richmond Workforce Development Board ("RWDB") pursuant to the terms and provisions of WIOA, with members appointed by the Council consistent with the new WIOA requirements, and approve and adopt the proposed City of Richmond Workforce Development Board Bylaws attached hereto as Exhibit "A" and incorporated herein by this reference.

NOW, THEREFORE, BE IT RESOLVED, by the Council of the City of Richmond as follows:

1. The foregoing recitals are true and correct.
2. The City of Richmond Workforce Investment Board, including its associated committees established pursuant to the Workforce Investment Act of 1998, is hereby renamed.
3. The name City of Richmond Workforce Development Board ("RWDB") is hereby established pursuant to the terms and provisions of the Workforce Innovation and Opportunity Act ("WIOA") of 2014, Public Law 113-128, for all the purposes authorized therein.
4. The RWDB shall carry out the functions described in Section 107 (d) of the WIOA (and any functions specified for the local board under the WIOA or the provisions establishing a core program) for the designated local area, and any other applicable Federal or State law.
5. The Richmond City Council hereby approve and adopt the Richmond Workforce Development Board Bylaws attached hereto as Exhibit "A" and incorporated herein by this reference ("Bylaws").

6. The membership requirements and composition of the RWDB shall comply with the requirements set forth in Section 107 of the WIOA and the Bylaws. Consistent with these requirements the RWDB shall have at a minimum 19 members, all of whom shall be appointed by the Chief Elected Official in accordance with Section 107 of the WIOA and the Bylaws.

7. Members shall be appointed for four-year terms and serve at the pleasure of the Richmond City Council.

8. This Resolution shall take effect immediately upon its adoption by the Richmond City Council.

BE IT FURTHER RESOLVED that Resolution No. 32-00 is hereby repealed.

I CERTIFY that the foregoing resolution was adopted at a regular meeting of the City Council on November 3, 2015, by the following vote:

AYES: Councilmembers Bates, Martinez, McLaughlin, Pimplé, Vice Mayor Myrick, and Mayor Butt.

NOES: None.

ABSTENTIONS: None.

ABSENT: Councilmember Beckles.

PAMELA CHRISTIAN
CLERK OF THE CITY OF RICHMOND
(SEAL)

Approved:

TOM BUTT
Mayor

Approved as to form:

BRUCE GOODMILLER
City Attorney

State of California
County of Contra Costa
City of Richmond

I certify that the foregoing is a true copy of Resolution No. 107-15, finally passed and adopted by the City Council of the City of Richmond at a regular meeting held on November 3, 2015.

Pamela Christian, City Clerk of the City of Richmond

Reso. No. 107-15
Page 2 of 3
EXHIBIT "A"

City of Richmond Workforce Development Board Bylaws

(Behind this page)
WHEREAS, the Workforce Innovation and Opportunity Act (WIOA) of 2014, Public Law 113-128 (hereinafter WIOA), authorizes the expenditure of federal funds for workforce development programs in designated Local Areas (WIOA §3); and

WHEREAS, the State of California has designated the City of Richmond as a Local Area, hereinafter referred to as LA; and

WHEREAS, the WIOA required the establishment of a Richmond Workforce Development Board (RWDB) (WIOA §107) to provide policy guidance and oversight of the workforce development system for the LA; and

WHEREAS, the Richmond City Council and its designated Chief Local Elected Official (CEO), hereby affirms the RWDB to serve in accordance with the provisions of the WIOA and adopted bylaws for the RWDB; and

WHEREAS, it is the intent and desire of the Council to adopt these Bylaws.

NOW, THEREFORE, the Council hereby adopts Bylaws as follows herein. The Bylaws stated herein are the complete and exclusive statement of the RWDB Bylaws and supersede all previous versions of any existing bylaws. Any previous bylaws not contained herein shall not be binding and are of no force and effect:

ARTICLE I - NAME AND PURPOSE

Section A – Name:
The name of this organization shall be the Richmond Workforce Development Board of the City of Richmond, California.

Section B – Authorization:
The City of Richmond Workforce Development Board, hereinafter referred to as the RWDB, is established under Section 107 of the Workforce Innovations and Opportunity Act; section (B) subsection (d)(1)(B)(iii), Public Law No: 113-128 (07/22/2014), hereinafter called the WIOA.

Section C – Purpose:
The purpose of the Workforce Development Board is to provide, in conjunction with the Chief Elected Official (CEO), policy guidance for the employment and training program of the City of Richmond. Further, the RWDB will exercise oversight authority over all
activities funded under the Workforce Innovation and Opportunity Act. This will include planning and preparation of a Workforce Development Strategic Plan for the City, to be approved by the RWDB prior to submission to the City Council. The RWDB shall also take steps to stimulate interest and involvement of the business community in city-sponsored employment programs in order to increase economic opportunities for economically disadvantaged and/or unemployed persons.

Members of the RWDB that represent organizations, agencies, or other entities shall be individuals with optimum policymaking authority within their organizations, agencies, or entities. The members of the RWDB shall represent diverse geographic areas within the local area.

**ARTICLE II - FUNCTIONS AND RESPONSIBILITIES**

In accordance with WIOA section 107(d); actions of the RWDB shall include the following functions and responsibilities. Consistent with WIOA section 108, the functions of the local board shall include:

1. Local Plan
2. Workforce Research and Regional Labor Market Analysis
3. Convening, Brokering, Leveraging
4. Employer Engagement
5. Career Pathways Development
6. Proven and Promising Practices
7. Technology
8. Program Oversight
9. Negotiation of Local Performance Accountability Measures
10. Selection of Operators and Providers
11. Coordination with Education Providers
12. Budget and Administration
13. Accessibility for Individuals with Disabilities

Responsibilities specific to the general operations of the RWDB include:

1. On an annual basis, but not limited to once annually, shall submit recommendations regarding program plans and basic goals, policies, and procedures for employment and training programs for the City of Richmond.
2. Monitor and make objective evaluations of employment programs conducted in the
Local Workforce Development Area.

3. Provide continuing analysis of need for employment, training, education and related services in such areas.

4. Serve as the business and industry contact point in the local employment and training effort, recommending programs which are responsive to local employment needs and which increase unsubsidized job placements.

5. Seek federal, state, and other funds for employment, training and economic development programs having the potential to impact unemployment in the greater Richmond area. This shall include working with the City in the development of the Local Workforce Development Board Recertification and Strategic Plan for submission to the State.

ARTICLE III - MEMBERSHIP AND MEETINGS

Section A - Membership and Appointment:
1. As authorized under WIOA section 107 (b) (1), membership of the Board is established with a minimum of (19) members, the majority of which will be business representatives. The membership composition will be as follows:
   a) Ten (10) Business Representatives, including the Chair
   b) Four (04) Labor Representatives
   c) Two (02) Education and Training Representatives*
   d) One (01) Vocational Rehabilitation Representative
   e) One (01) Wagner-Peyser Representative
   f) One (01) Economic Development Representative

*Education and Training representatives will be nominated by local education and training providers or institutions, if there are multiple eligible providers in the local area, and shall consist of one each as follows:
   • Adult Education/Literacy Representative
   • Higher Education Representative

2. Nominations will be received by the Workforce Development Board Executive Committee; reviewed for appropriateness and recommended for forwarding to the CEO for appointment to the Richmond Workforce Development Board.

3. The following criteria will be used for all membership appointments before members are appointed under Section A:
   a) Business members will be targeted as follows:

   (3)
i. Candidates must be nominated by local business organizations and business trade associations.

ii. Candidates must be in positions with a high degree of policy-making and hiring authority within the business they represent.

b) Education members will be selected from candidates nominated by regional or local education agencies, institutions, or organizations and

i. shall include a representative of eligible providers administering adult education and literacy activities under title II;

ii. shall include a representative of institutions of higher education providing workforce investment activities (including community colleges); and

iii. may include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

c) Labor members will be selected from candidates nominated by local labor federations.

Labor, Community Based and Youth-Serving Organization nominations

i. shall include representatives of labor organizations (for a local area in which employees are represented by labor organizations), who have been nominated by local labor federations, or for a local area in which no employees are represented by such organizations;

ii. shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program;

iii. may include representatives of community based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and

iv. may include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

d) Representatives of Governmental and Economic and Community Development entities

i. shall include a representative of Economic and Community Development entities;

ii. shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area;

iii. shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), serving the local area;
iv. may include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and

v. may include representatives of philanthropic organizations serving the local area.

e) Required One-Stop partner members are nominated by their organization.

4. All RWDB members may volunteer or be appointed to serve on a RWDB standing committee.

Section B - Meetings:
In accordance with WIOA, section 107(e) – (SUNSHINE PROVISION), the RWDB shall make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the local board, including information regarding the local plan prior to submission of the plan, and regarding membership, certification of the One-Stop career services, and the award of grants or contracts to eligible providers of youth workforce development activities, and on request, minutes of formal meetings of the local board.

1. Meetings shall be held a minimum of one per quarter from 11:30 a.m. - 1:30 p.m., at a place to be regularized by a vote of the RWDB. The Chairperson may exercise his/her discretion to cancel a regularly scheduled meeting, provided that consultation with the staff indicates that there is no pressing business before the RWDB. A majority of the membership shall constitute a quorum for conducting meetings, approving minutes of the prior month’s meetings, and any other support deemed necessary for the conduct of its business.

2. A quorum shall be defined as:
   a. A simple majority (10) of members, excluding vacancies AND
   b. Of those members in attendance, no fewer than 51% are a combination of business and labor representatives.

3. Special or emergency meetings of the RWDB may be called at any time by the Chairperson, the Executive Committee, or upon written request of a majority of RWDB members. Notice of a special or emergency meeting will include the time, date, place, and purpose. The notice, time permitting, shall be delivered in writing to each member via United States Postal mail or e-mail not less than three working days before such meeting date.

4. All meetings of the RWDB shall be open, public, and noticed in conformance with the Ralph M. Brown Act, California Government Code 54960, et.seq., as amended. To the extent feasible, meeting materials shall be available for members of the public who attend RWDB meetings.
5. A mailing list shall be maintained and notice of regularly scheduled meetings sent to those who so request.

6. Robert’s Rules of Order, new revised, shall guide the RWDB in all proceedings, except as otherwise provided for in these By-Laws.

Section C - Standard of Conduct:
1. Members of the Workforce Development Board will:
   a) Avoid situations which give rise to a suggestion that any decision was influenced by prejudice, bias, special interest, or personal gain. Exercise due diligence to avoid situations which may give rise to an assertion that favorable treatment is being granted to friends and associations.
   b) Not solicit or accept money or any other consideration from any person for the performance of an act reimbursed in whole or part with WIOA funds.
   c) Not cast a vote in 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 and/or any business or organization which the member directly represents.
   d) Not cast a vote in the provision of services by that member or any member of his/her immediate family that has a financial or other interest in the firm selected for award or employed by the organization awarded.
   e) Not engage in any other activity determined by the Governor or California Workforce Development Board to constitute a conflict of interest as specified in the State plan.

ARTICLE IV - CONDITIONS OF SERVICE

Section A - Length of Term:
Members shall be appointed for a fixed term of four years and may serve until their successors are appointed. Members may be reappointed by the CEO for successive terms.

Section B - Replacement Procedures:
Any vacancy in the membership of the Board shall be filled in the same manner as the original appointment. Once a representative has been appointed to the RWDB, serving a specific business/industry, agency, commission, or duly constituted organization; that entity may nominate a replacement representative, subject to approval by the RWDB and the CEO. Those representing constituencies from the populace at large must be replaced through a process of applying for RWDB membership, being interviewed and
recommended for selection by the RWDB, and being appointed by the CEO.

Section C – Alternates:
RWDB members may nominate his/her own alternate who is similarly representative, subject to approval by RWDB. The Alternate may vote only in the member’s absence.

Section D – Absences:
Unexcused absences of any member or alternate from three (3) consecutive regular Board and/or committee meetings shall constitute resignation of that constituency from the Workforce Development Board. Staff shall record all unexcused absences and member’s attendance record. Members shall be notified in writing after two consecutive absences within a given 12-month period.

Section E – Voting:
All members, including the Chairperson and Vice Chairperson, may make motions, second motions and vote. At every meeting of the RWDB each member shall be entitled to vote except as restricted by Article IV, Section C, of the By-Laws. All elections shall be held and all questions decided by a majority vote of the members present at a meeting in which there is a quorum, except as otherwise noted in the By-Laws. If conflicting issues and/or motions arise, the Chairperson will use parliamentary procedures to resolve same.

Minutes of the meetings shall record the abstentions of members who are prohibited from voting due to conflict of interest.

Section F – Termination:
Resignation, removal and/or conduct detrimental to the interests of the RWDB, or failure to attend three consecutively scheduled full Board and/or committee meetings shall be grounds for termination of RWDB membership.

Section G - Resignation of Members:
1. Resignation of RWDB Members should be effected by a written letter of resignation submitted to the Chairperson of the RWDB and the Mayor of the City of Richmond.

2. If a member is absent from three (3) consecutive regular board and/or committee meetings of the RWDB, without notification as specified in Article IV, Section D, and after a good faith effort by the Chairperson to contact member regarding the absences, the member shall be considered to have resigned.

ARTICLE V - OFFICERS

Section A – Number:

(7)
The number of officers shall be determined by the RWDB. At a minimum there shall be a Chairperson and Vice Chairperson. Any two offices, except those of the Chairperson and Vice Chairperson, may be held by the same person.

Section B - Election and Term of Chairperson and Vice Chairperson:
1. Procedure - The RWDB must elect a Chairperson who is from among the business representatives as required by WIOA section 107(b)(3). That body shall also elect the Vice-Chairperson. The Chairperson and Vice Chairperson shall be elected for a term of two years. In the event of a vacancy in either position, the vacancy shall be filled by election of the Board. Elections shall be held every other May.

Section C - Vacancy:
1. Absence By Chairperson - In the event of a vacancy occurring in the office of the Chairperson, the Vice Chairperson shall act as the Chairperson until the vacancy has been filled by the process outlined in Article IV, Section B. For any vacancy of other officer positions, the Chair will make an interim appointment to fill the remainder of the term of that office.

2. Removal Of Members Or Officers - Any member or officer may be removed from membership or from office by the majority affirmative vote of the Executive Board for conduct detrimental to the interests of the RWDB. Any member or officer proposed to be removed shall be entitled to not less than five days prior written notice and mailed return receipt requested. Every reasonable effort must be made to notify the affected party, including meeting date at which such removal is to be acted upon. These efforts shall be detailed by the RWDB Chairperson or Vice Chairperson prior to any casting of votes on the matter. Should the member or officer not wish to appear before the Executive Board, a vote will be taken on the matter in the person's absence.

If the member or officer wishes to appeal the decision of the Executive Board, an appeal can be made to the RWDB. The final decision shall be determined by the majority of two-thirds vote of the full RWDB membership.

Section D - Board Officer Positions:
1. Chair - Serves as Executive Officer of the Workforce Development Board. Chairs Board and Executive Committee Meetings. Has signatory authority for certain required WIOA and other program authorizing documents. May appoint Standing Committee Chairs and Ad Hoc committees (e.g., Nominating Committee). May represent board at local, regional, national meetings and conferences. Performs other functions deemed appropriate and as outlined in the RWDB By-Laws.

2. Vice Chair - Serves in Chair's absence at meetings and as appropriate, as signatory
authority. May serve as Chair of one standing committee or of any Ad Hoc committee.

3. Secretary – Serves as officer in charge of minutes and works with staff to insure proper documentation of agenda, minutes, and meeting notice requirements.

4. Treasurer – Serves as officer in charge of budget information and works with staff to provide budget reports to RWDB.

5. Standing Committee Chair - May be elected or appointed by the Executive Committee.

6. Standing Committee Vice Chairs - May be elected or appointed by the Executive Committee.

ARTICLE VI - COMMITTEES

All committees may function on behalf of the RWDB proper in gathering information, hearing testimony or drafting recommendations for action. However, all official action shall be taken by the membership of the RWDB proper, unless the authority for decisions is delegated on an issue-by-issue basis. All standing committees must be chaired by a full RWDB member.

The RWDB may establish such other standing committees with such functions, duties, responsibilities, and tenure as is deemed necessary.

Section A - Executive Committee:
1. Executive Committee - Executive Committee will consist of the RWDB Officers, Chairs and Co-Chairs of Standing Committees. The Executive Committee will provide recommendations and advice to the Chairperson and the RWDB on all matters within the jurisdiction of the By-Laws. A quorum of the majority of Executive Committee members is necessary to call a meeting.

2. Authority - The Executive Committee is authorized to act on the RWDB’s behalf on issues requiring immediate action prior to the standing RWDB board meeting. All issues on which the Executive Committee takes action will be brought to the full Board at the next meeting for discussion, and if necessary, amendment.

3. Composition - The Executive Committee shall be comprised of four elected officers, as well as the Chairperson of any other committee which is authorized by the RWDB.

4. Annual Meeting - The annual meeting of the RWDB shall be held each year during the month of June following the election of officers during the month of May. The purpose of the meeting is to provide orientation for new members, officers of the
5. In addition to the Executive Committee, and in accordance with Article 6, Section B: there shall be three standing committees of the RWDB: Youth Services, One-Stop Delivery System and Services to Individuals with Disabilities. Members of these committees shall be appointed by the Executive Committee. The executive committee will be responsible for developing the standing committee structure, directing their activities within the design of WIOA and determining how they will most effectively assist the RWDB in serving the Richmond community.

Section B - Required RWDB Standing Committees:

1. **Youth Services Standing Committee** – is a requirement of the Workforce Innovation and Opportunity Act. The Act mandates the membership composition of the Youth Services Standing Committee, with allowances for “other” categories of membership beyond the required ones. The Act also gives local areas options as to the extent of authority of the Youth Services Standing Committee in relation to the RWDB’s policy authority. The RWDB will decide the Youth Services Standing Committee’s policy and decision-making role. The Youth Services Standing Committee includes RWDB and non-RWDB members.

2. **One-Stop Delivery System Standing Committee** - will provide a link to the RWDB for community partners representing the current RichmondWORKS site. They will support the RWDB goal of maintaining positive private, public and government relations through development of a marketing agenda that can be carried out by RWDB members through their daily interactions, and, when applicable, through special projects. Tasks include review and approval of the One-Stop Systems operations, service providers and training vendors. Further, the committee oversees program planning, all budgets and performance. Like the Youth Standing Committee, the One-Stop Delivery System Standing Committee will include RWDB members and non-RWDB members. The committee will not usurp the operational oversight functions of the Executive Committee. The committee will serve as a complement to the other committees and seed the future objective of sustainment of the community-based service operation.

3. **Services to Individuals with Disabilities (SID) Standing Committee** - will assist with operational and other issues for provision of services to individuals with disabilities, including programmatic and physical access to services, programs, and activities of One-Stop delivery system, appropriate training for staff on providing supports or accommodations and finding employment opportunities for individuals with disabilities. The SID Standing Committee includes RWDB and non-RWDB members.

These committees will also provide direction and oversight for the WIOA required
customer satisfaction survey process. The One-Stop Delivery System Standing Committee shall be responsible for inter-agency relations and outreach efforts, including regional collaborations with other local workforce development agencies or other like organizations and fund-raising for RWDB programs.

ARTICLE VII - STAFF SUPPORT

1. The local Workforce Development Area administrative entity (City of Richmond, Employment and Training Department) shall provide staff support for the RWDB. Staff shall:
   a. Prepare and distribute agendas and other materials.
   b. Provide for necessary staff, budgetary, legal and administrative services to carry out the programs, policies, and directives of the RWDB.
   c. Prepare administrative reports required by the Board.
   d. Attend RWDB meetings, take minutes, and prepare and maintain records of all proceedings.
   e. Orient and train new RWDB members.
PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This local plan represents the City of Richmond, Workforce Development Board’s efforts to maximize and coordinate resources available under Title I of the Workforce Innovation and Opportunity Act.

This local plan is submitted for the period of July 1, 2017 through June 30, 2021 in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair

Cassandra Youngblood
Name

March 1, 2017
Date

Chief Elected Official

Tom Butt
Name

March 1, 2017
Date
Section 108 of the *Workforce Innovation and Opportunity Act* requires the Local Boards to publish the local plan for public comment. The Local Workforce Development Board (Local Board) should include with their local plan submittal, all comments that have been received that disagree with the local plan, how the Local Board considered that input and its impact on the narrative in the local plan.

Please provide these comments in the following format:

*There were no comments that disagreed with the Local Plan. The following information was from the only comment received.*

<table>
<thead>
<tr>
<th>Local Plan Section</th>
<th>Comment/Response</th>
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<tr>
<td>Section: A-i</td>
<td>Comment:</td>
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<tr>
<td>(Goals for Preparing an Educated and Skilled Workforce)</td>
<td>Incorporate more information into the Plan regarding economic growth, shared prosperity based upon innovation, job quality, and well-paid employment, with support for ongoing skill training and advancement.</td>
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<td>Local Board Response:</td>
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<td>The board agreed with their recommendation and incorporated specific language into the Local Plan, Section A-i.</td>
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WIOA PRIORITY OF SERVICE POLICY

This policy provides guidance and establishes the procedures regarding priority of service for veterans, recipients of public assistance, low-income individuals, and individuals who are basic skills deficient served with Workforce Innovation and Opportunity Act funds.

References:
- WIOA (Public Law 113-128) Sections 3 and 134
- Workforce Investment Act (WIA) Section 134
- Title 20 Code of Federal Regulations (CFR) “WIOA, Notice of Proposed Rule Making” (NPRM), Sections 680.150, 680.600, 680.610, and 680.650
- Training and Employment Guidance Letter (TEGL) 06-14, Program Year 2013/Fiscal Year 2014 Data Validation and Performance Reporting Requirements and Associated Timelines, Attachment A (September, 10, 2014)
- Workforce Services Directive WSD08-10, Subject: Final Rule on Priority of Service for Veterans and Eligible Spouses (June 29, 2009)
- Workforce Services Directive WSD15-14, Subject: WIOA Adult Program Priority of Service

Background:
The WIOA made several changes to the priority of service requirement by adding individuals who are basic skills deficient as a priority population, changing intensive services to career individualized services, and removing the provision stating priority of service is only applied if funding is limited.

Veterans and eligible spouses continue to receive priority of service for all Department of Labor (DOL) funded programs amongst all participants. These requirements were not affected by the passage of WIOA and must still be applied in accordance with guidance previously issued by the DOL and Workforce Services Directive

PRIORITY OF SERVICE REQUIREMENT:
In accordance with WIOA Section 134(c)(3)(E), with respect to individual career services and training services funded with WIOA adult funds, Richmond Workforce Development Board (RWDB) will provide priority of service to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient. Priority of service status is established at the time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population.

The WIOA adult funding priority of service doesn’t affect or negate the priority of service provided to veterans and eligible spouses. Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA adult program eligibility criteria. Thus, for WIOA adult services, the program’s eligibility determination must be made first, and then veteran’s priority applied. Veterans and eligible spouses that are not low-income, recipients of public assistance, or basic skills deficient are not included in the required 51 percent priority of service
calculation. For additional guidance on providing priority of service to veterans through the one-stop system, please reference Workforce Services Directive WSD08-10.

The Richmond Workforce Development Boards may, at a later date, establish additional priority groups for residents, individuals with disabilities, etc.

**Documentation:**
RWDB will use the following sources of documentation to verify whether an adult participant qualifies for priority of service under WIOA.

### PRIORITY OF SERVICE REQUIREMENT FOR VETERANS:

RWDB Adult Program service provider shall give Adult Program priority to recipients of public assistance that are Veterans or Eligible Spouses, other low income Veterans or Eligible Spouses, and Veterans or Eligible Spouses who are basic skills deficient for receipt of Career Services and Training Services under WIOA Title I, Sections 133 and 134, Adult Formula Funds.

In accordance with U.S.C 4213, when past income is an eligibility determinant for federal employment or training programs, any amounts received as military pay or allowances by any person who served on
active duty and certain benefits must be disregarded for the Veteran and for other individuals for whom those amounts would normally be applied in making an eligibility determination. As such, this applies when income is used as a factor for Priority of Service for low-income individuals with WIOA Title I Adult funds.

In accordance with U.S.C 4214, amounts paid while on active duty or paid by the Department of Veterans Affairs (VA) for vocational rehabilitation, disability payments, or related VA-funded programs shall not be considered income for income-based eligibility determination.

RWDB service providers shall place priority of services under both the Adult and Dislocated Worker Programs to the following Veteran categories, after priority has been provided:

- Recently separated Veterans who are in need of support to enter the civilian workforce for the first time, including Veterans who need assistance in transferring their skills, experience, and credentials to the civilian job market;
- Veterans who have been back in the civilian workforce for some time and may be experiencing unemployment as a result of an economic downturn,
- Veterans who have had long periods of unemployment and may require additional support due to homelessness, disabilities or other barriers to employment; and
- Low income Veterans and Eligible Spouses (for the DW Program; Adult Program covers priority to low income Veterans and Eligible Spouses

For additional guidance on providing priority of service through the RichmondWORKS One-Stop system, please reference Workforce Services Directive WSDD-119, issued June 30, 2015.
PRIORITY OF SERVICE POLICY - VETERANS & SPOUSES

Purpose of the Bulletin:

The purpose of this bulletin is to provide guidance regarding how priority of service for WIOA program participants, veterans and eligible spouses is to be applied across all existing Richmond Workforce Development Board (RWDB) job training programs.

Citations:
- EDD Directive WSDD-119, WIOA Adult Program Priority Of Service
- EDD Directive WSD08-10, Final Rule on Priority of Service For Veterans and Eligible Spouses
- Workforce Innovation and Opportunity Act (WIOA) of 2014; Title I: Workforce Development System
- Veterans’ Benefits, Health Care, and Information Technology Act of 2006 (P.L. 109-461)
- Training and Employment Guidance Letter (TEGL) 22-04, Serving Military Service Members and Military
- Spouses under the WIOA Dislocated Worker Formula Grant

Actions:
This Priority of Service policy applies to any program or service for workforce preparation, development or delivery that is directly funded, in whole or in part, by the USDOL. This policy requires all qualified job training (including those obtained through Requests for Proposal (RFP)) be administered in compliance with priority of service.

Discussion:
For most of the RWDB affected programs, there should be little difficulty in implementing the policy requirements. However, in a few cases, the veteran’s priority will compete with existing statutory priorities that favor certain population groups. This includes the Workforce Innovation and Opportunity Act (WIOA) funded Adult and Youth programs. The veterans’ priority of service requirement does not change basic eligibility criteria for individual programs as an individual must first qualify for a specific program before priority of service is applied. Therefore, it is important to review specific program requirements for the individual program.

RWDB staff must ensure that veterans are afforded priority for DOL-funded employment and training services, if they meet the existing eligibility requirements. Veterans' priority is required under federal law; however, it is not intended to displace existing eligibility requirements for WIOA. An individual must first qualify for WIOA before a priority of service can be applied. RWDB will use the following guidelines when determining when a veteran or their spouse can receive priority for DOL-funded services:
- If the existing provisions are mandatory, a veteran or eligible spouse must meet both the existing provisions and the veterans' provisions to receive priority.
- If the existing provisions are optional, a veteran or eligible spouse receives priority

Implementation:
Effective the date of this policy, RichmondWORKS One-Stop Access Point must have signage at or near the entrance encouraging customers to identify themselves as Veterans or eligible spouses of Veterans and the benefits of such self-identification. Signage will also be placed in strategic locations and high traffic areas throughout the One-Stop Career Center.

The job seeker section of the RichmondWORKS website will include language that clearly identifies this Veterans’ Priority of Service Policy.

**Monitoring Compliance of the Veterans Priority of Service Policy:**

Monitoring priority of service will be performed by the RWDB Management Information Systems (MIS) Unit. Failure to provide priority of service to covered persons will be handled in accordance with the RWDB’s established compliance review processes. In addition to the remedies available under the compliance review processes, a corrective action plan to correct such failure may be required.

**Definitions:**

**Priority of Service:** Priority of services means (with respect to any qualified job training program) that a covered person shall be given priority over a non-covered person for the receipt of employment, training and placement services provided under that program.

**Covered Person:** As defined in the Federal Rule (Part II, 20CFR Part 1010), a covered person means a veteran or eligible spouse of a veteran.

**Veteran:** A Veteran is defined as “a person who served in the active military, naval or air service and who was discharged or released there from under conditions other than dishonorable.” Active services include full-time duty in the National Guard or a Reserve component, other than full-time duty for training purposes.

**Eligible Spouse:** The term “eligible spouse” means:

A. the spouse of any persons who died of a service-connected disability;

B. the spouse of any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than ninety days:
   i. missing in action;
   ii. captured in line of duty by hostile force; or
   iii. forcibly detained or interned in line of duty by a foreign government or power;

C. the spouse of any persons who has a total disability permanent in nature resulting from a service-connected disability; or

D. the spouse of a veteran who died while a disability so evaluated was in existence.

The United States Department of Labor (USDOL) provides additional clarification for “A” and “D” above by indicating that the re-marriage of the spouse would not terminate their eligibility. However, if a spouse becomes divorced from a veteran under “B” and “C” above, eligibility for priority of service is terminated.

It is further understood that this policy does not exclude from eligibility spouses who were not citizens at the time that the veteran was discharged or retired, nor does it stipulate that a spouse had to be married to a veteran at the time of his or her discharge or retirement.

Please share this information with all appropriate service staff.

Information and Inquiries: For information and inquiries please contact Charita Patterson, at (510) 307-8018 or via email at cpatterson@richmondworks.org.