



Alameda County Workforce Development Board 2023 Modified Local Plan

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Executive Summary

The Alameda County Workforce Development Board (ACWDB) is an employer-led and staff supported body that administers the federal Workforce Innovation and Opportunity Act (WIOA) Title I program and services, as well as discretionary programs and initiatives. The WIOA Title I program provides local area job seekers with access to career services, supportive services, occupational training, employment placement, and job retention support. ACWDB is responsible for initiating contracts with capable service providers who create onramps to the WIOA Title I program and services in Alameda County (outside of Oakland), also known as ACWDB's "local area". Employers receive assistance with job seeker recruitment efforts, subsidies to customize training for incumbent workers, and information to connect to relevant business resources and partners, through ACWDB's internal staff-led Business Services Unit.

ACWDB is a department within Government and Community Relations, which is housed within the Alameda County Social Services Agency (ACSSA). ACSSA is a well-established and community-responsive organization on a mission to promote the economic and social well-being of individuals, families, neighborhoods, and communities.

Alameda County is diverse and home to approximately 1.6 million residents. Compared to surrounding counties, Alameda County's population is roughly double that of San Francisco County, approximately half a million larger than Contra Costa County, and 237,000 less individuals than Santa Clara County. Approximately 739,781 individuals or forty-five percent of the population is of prime working age (25-54 years old).

Ethnically, thirty-two percent (32%) of Alameda County's population is Asian, followed by White (28%), Latino (23%), Black (9%), Native Hawaiian and other Pacific Islander (0.8%), Native Americans (0.2%), and other ethnic group (0.6%). The population size and diversity in the region has implications for adaptive and culturally relevant and affirmative service delivery.

While the unemployment rate in Alameda County reached pre-pandemic levels at 2.7% in December 2022, thirty-four percent (34%) of those employed in Alameda County are below the poverty line and twenty-six percent (26%) of those who are unemployed are below the poverty line according to Census data. The WIOA program therefore has potential for mitigating poverty when such job seekers are targeted for service and when the WIOA program is knitted along with other critical partner resources that create a tapestry of services.

WIOA service providers have noted a general slow-down of participants engaging in job-seeking behaviors. The pandemic has induced a new normal, consisting of gig work, remote and hybrid options, and flexible scheduling for workers. More workers expect flexibility and have gotten creative in striking a work-life balance. Job seekers may be experiencing hesitancy in getting a "regular job" to pay bills and may be seeking

employment opportunities with companies that encourage the new-normal. Yet, some job seekers are still struggling to find employment and face unique challenges. Inflation has also created unfortunate impasses for job seekers and workers who now feel the full weight of colliding and rising housing costs, food, and fuel expenses.

In 2022, the number of workers impacted by layoffs, as reported through Worker Adjustment and Retraining Notifications submitted to ACWDB, rose from 1,414 impacted workers in 2021, to 2,564 impacted workers in 2022. This eighty-one percent (81%) laid-off worker increase will require designed strategies that create deliberate linkages to businesses that can rapidly rehire impacted workers while strengthening small and mid-size businesses to alleviate company downsizing and relocation.

As the economy continues to surface new and returning issues, ACWDB is determined to select high-performing service providers while sustaining and evolving partnerships that facilitate resiliency among local area job seekers and businesses. ACWDB reaffirms its commitment to partnering with responsive community-based organizations and stakeholders that provide low-wage earners, dislocated workers, youth, and targeted populations with access to culturally responsive programs anchored in quality support that result in employment placement into quality jobs, while building meaningful business and employer relations.

The content in this ACWDB 2023 Modified Local Plan is aligned with the requirements outlined in the California Workforce Development Board and the California Employment Development Department's [Directive WSD 22-05](#). As such, this ACWDB 2023 Modified Local Plan will address partnerships with federally mandated and state-mandated organizations, available services, and special job seeker initiatives. This modified plan also includes a summary of stakeholder feedback received leading up to the draft of the ACWDB 2023 Modified Local Plan.

As a partnership-oriented organization, we welcome your collaboration and resources to support job seeker, worker, and small business resilience. We extend heartfelt gratitude to community stakeholders who have shared ideas with us, committed ACWDB members and staff, and dedicated service providers.

Sincerely,

Rhonda Boykin
ACWDB Director

Section 1 - WIOA Core and Required Partner Coordination

Memorandum of Understanding (MOU) Partners Background

Workforce development boards are required by the state to develop a Memorandum of Understanding (MOU) to outline shared responsibilities of its America's Job Center of California (AJCC) and required WIOA workforce partners (AJCC MOU partners). Principally, AJCC MOU partners strive toward streamlining services, eliminating duplication, and sharing the cost of the AJCC when appropriate and reasonable.

In 2022, ACWDB staff engaged AJCC MOU partners and updated the AJCC MOU to reflect new and shifting partner priorities, services, and resources. Subsequently and as indicated in the updated AJCC MOU, over the next couple of years, partners will continue to provide open access to programs, strive toward actualizing diversity, equity, and inclusion, and increase prosperity for all in the workforce system.

While the ACWDB remains at the helm of driving the AJCC MOU development process, Rubicon Programs, serving as the ACWDB's Comprehensive AJCC Operator, implements core components of the AJCC MOU and maintains close working relations with AJCC MOU partners to achieve collaborative goals.

AJCC MOU Partner Organizations

As stated by many listening session stakeholders, partnerships require energy, time, resources, persistence, and diligence. Considering this truth, Rubicon Programs actively and frequently involves AJCC MOU partners to leverage services, organizational assets, and strengths, while sharing information and resources to refer participants and co-enroll job seekers into complementary programs when possible. The organizations and entities below represent the AJCC MOU partner ecosystem in ACWDB's local area.

WIOA Title I – Alameda County Workforce Development Board

ACWDB's Comprehensive AJCC is operated by Rubicon Programs and located in Hayward, California. Rubicon Programs provides access to WIOA services that equip job seekers with occupational skill development, supportive services, connections to job fairs and employers, financial support, and networking opportunities.¹ Rubicon Programs actively maintains working relationships with all AJCC MOU partners.

WIOA Title II – Adult Education and Family Literacy

The Mid-Alameda County Adult School Consortium, the Southern Alameda County Consortium (SACC), and the Northern Alameda Consortium for Adult Education (NACAE)

¹ There are additional WIOA service locations available through ACWDB's Career Services Collaborative (CSC) program model. More about the CSC can be found in section three of this plan.

Adult School Consortia advance language instruction, basic and career skills, contextualized learning, services for immigrants, and services for adult learners with disabilities. ACWDB staff and local area WIOA service providers participate in Adult School Consortia meetings to share information and resources.

WIOA Title III – California Employment Development Department

The California Employment Development Department (EDD) promotes economic growth by delivering valuable and innovative services to help employers, workers, and job seekers. The following EDD programs are included in within the current AJCC MOU: (1) Unemployment Insurance program, (2) Wagner Peyser Employment Services to provide access to dislocated workers, (3) Trade Adjustment Act program to assist workers adversely impacted by dislocation due to foreign trade, and (4) Veteran Services.

WIOA Title IV – California Department of Rehabilitation

The California Department of Rehabilitation (DOR) provides services and advocacy that results in employment, independent living, and equality for individuals with disabilities. DOR facilitates access to competitive and integrated employment opportunities for people with disabilities.

Additional AJCC MOU Partners

1. Alameda County Social Services Agency (ACSSA)

The ACSSA promotes the economic and social well-being of individuals, families, neighborhoods, and communities. ACSSA is home to several community-responsive departments that assist in advancing AJCC MOU goals and objectives:

- ACWDB
- Workforce and Benefits Administration
- Area Agency on Aging - Title V of the Older Americans Act

2. Treasure Island Job Corps

Job Corps offers tuition-free residential vocation training to youth and young adults between 16 and 24 years old.

3. Alameda County and Oakland Community Action Agency (AC-OCAP) Community Service Block Grant

AC-OCAP spearheads anti-poverty programs and services in under-resourced communities, aligned with the Community Service Block grant.

4. Housing Authority of the County of Alameda

The Housing Authority program provides access to subsidized rental housing, affordable housing, the housing choice vouchers, and has an employment program for Housing Authority participants.

5. Youth Build

Youth Build uses construction projects as a launch pad for youth to develop confidence, life skills, and career skills. Livermore Valley Joint Unified School District provides access to local area youth.

MOU Partner Service and Resource Coordination

AJCC MOU partners have expressed a deep interest in learning about each other's programs to better facilitate referrals that lead to participant co-enrollment. To date, Rubicon Programs has invited AJCC MOU partners to spotlight their organizations and present relevant program information to encourage partnership development and referral pathways. Recent presentations have been delivered by the Mid-Alameda County Adult School Consortium and the Youth Build program.

MOU partners have also identified that referral-tracking is essential to service coordination and process improvements. AJCC MOU partners are striving toward the development of a tracker to keep a pulse on partner referrals and outcomes. Both efforts will contribute to service and resource coordination efforts.

Collaboratively, AJCC MOU partners are steadily building requisite program knowledge, making connections, referring participants to programs and services, and coordinating resources.

MOU Partner Co-Enrollment Efforts

Listening session stakeholders have shared that learning about co-enrollment as a practice, without jeopardizing performance outcomes, is an essential precursor to co-enrolling participants. This point is valid and ACWDB will assess, in partnership with AJCC MOU partners, if the co-enrollment process has created an impasse in collaborative efforts.

Rubicon Programs has made tremendous strides regarding co-enrolling individuals into AJCC MOU partner programs. As an anti-poverty organization, Rubicon Programs has maintained several braided funding sources and is co-located with other relevant programs that allow for easier co-enrollment, which demonstrates promise. Rubicon Programs is well-situated to continue to serve as ACWDB's AJCC and continue to collaborate with AJCC MOU partners to meet regularly, share information, refer participants, and work expeditiously to co-enroll participants into programs when possible.

Access to AJCC Services and Through Technology

The ACWDB and AJCC MOU partners engage in many forms of communication to motivate job seeker participation in programs, including: email blasts, sharing social media content, and sharing digital newsletters (when available). Rubicon Programs has also maintained a bilingual Community Navigator staff member, who provides critical linkages from the community to the AJCC MOU partner ecosystem. The Community Navigator has engaged several organizations, from local libraries to youth centers, to adult schools, and community-based non-profit organizations.

Job seekers also have free access to Metrix Online which is an online platform that helps job seekers gain occupational skills, provided through ACWDB's unlimited license purchase and encouraged through the AJCC and other WIOA service providers. Several adult school partners also provide access to Chromebooks, Wi-fi and Mi-fi, when participants have digital needs.

ACWDB has also purchased a subscription to the Northstar Digital Literacy platform to facilitate digital literacy among youth and young adult participants and has since expanded access to all WIOA participants. On the Northstar platform, participants complete skill assessments in essential computer skills, software skills, and the use of technology in daily life. Learning happens in a realistic and immersive online setting, which allows participants to gain real-time and hands-on experience.

Access to Supportive Services

AJCC MOU partners provide access to supportive services in various capacities to support training matriculation and retention, and employment placement and retention. All AJCC MOU partners provide some level of support to participants and enhance access to supportive services when collaborating toward co-enrollment activities. Specifically, AJCC MOU partners provide access to work clothing, transportation support, technology equipment, special grant initiatives, and more.

Access for People with Disabilities

ACWDB's designated Equal Opportunity (EO) Officer is embedded within the Alameda County Social Services Agency and monitors all WIOA service locations for compliance with the Americans with Disability Act (ADA) to ensure accessibility for people with disabilities. Service providers are assessed for their engagement in the following ADA and other inclusion-related requirements as follows:

- Non-discrimination trainings;
- Providing secured filing systems that protect client files for job seekers who disclose existence of a disability;
- Displaying posters and signage that signal clients with disabilities that access to accommodations and adapted materials are available;

- Ensuring that marketing materials, brochures, and flyers are accessible for individuals with disabilities;
- Assuring that grievance and complaint procedures are available to all clients;
- Ensuring marketing materials, brochures, and flyers contain the proper EO verbiage to encourage participation and inclusion;
- Assurances to expand or make available language translation services, as well auxiliary aids; and,
- Providing assurances and strategies to outreach to disadvantaged groups.

The AJCC maintains a physical facility location that is accessible and ADA compliant and provides easy access, visible ramps, and signage about available auxiliary aids, accommodations, and assistive technologies for job seekers with disabilities.

In addition to providing user-friendly physical access, several AJCC MOU partners are engaged in meetings and partner coordination efforts with local disability-serving organizations and stakeholder groups, such as: HIREABLE, East Bay Innovations, and organizations within the Local Partnership Agreement collaboration that work to advance competitive and integrated employment for students with disabilities. ACWDB staff also maintains presence within local disability-serving organizations and meetings.

These collective efforts create synergies that facilitate greater programmatic access for job seekers with disabilities and have led to greater enrollment into WIOA Title I-IV programs and services, jointly held employer job fairs, and more robust information-sharing activities. Local area adult schools also maintain adult with disabilities work groups, and the California Department of Rehabilitation is a key partner at job fairs. All AJCC MOU partners remain committed to providing physical and programmatic access to job seekers with disabilities.

Section 2 - State Strategic Partner Coordination

CalFresh Employment and Training (CalFresh E&T)

ACWDB and Workforce and Benefits Administration (WBA) and are both co-located departments within the Alameda County Social Services Agency (ACSSA). WBA administers several programs, including the CalFresh E&T program and manages partnerships within the agency and community to provide access to the CalFresh E&T program.

The CalFresh E&T program is both internal and external facing. The internal version of the program involves ACSSA staff members who engage participants in Job Club activities to bolster career readiness and enrollment into occupational training and employment. The third-party vein of the program is established with external parties. Third-party service providers deliver occupational training to CalFresh E&T program participants and subsequently receive training-related reimbursement (i.e., The Bread Project, Building

Opportunities for Self-Sufficiency, Roots Community Health Center, Center for Employment Opportunities, etc.).

Both ACWDB and WBA staff work closely to create more avenues for co-enrollment between the WIOA and the CalFresh E&T programs. ACWDB staff have extended invitations to the CalFresh E&T program for participation in local area WIOA service provider meetings to share information about the program and encourage referral-making to the CalFresh E&T program.

ACWDB staff have also invited CalFresh E&T program representatives to attend appropriate Rapid Response Orientations (RROs) to share information with recently laid-off workers about the benefits of enrolling in the CalFresh E&T program. This effort may also serve as a natural opportunity to co-enroll individuals into WIOA and CalFresh E&T programs. Lastly, both the ACWDB and WBA staff are in the process of examining past co-enrollment efforts to highlight lessons learned and determine appropriate ways to scale.

Child Support Services

ACWDB and Child Support Services (CSS) will target ten to twenty non-custodial partners, over a six-month timeframe who have been dislocated and impacted by business layoffs. Both departments are also exploring connecting those who have been impacted by the justice system. This number may be adjusted upward to accommodate more CSS clients if there is enrollment capacity.

Targeted CSS participants will be referred to local area providers for WIOA services, aligned to meet specific job seeker need. CSS is in the process of finalizing a customized referral form and working closely with ACWDB to establish meetings that will orient CSS staff to the WIOA program and the CalJOBS system.

The referral form will be used to convey critical pieces of information to WIOA service providers about specific job seeker need, completed by CSS staff who are most familiar with parents who have cases with CSS. This early referral process will inform the partnership's referral cadence, services needed, and adaptations required before scaling efforts.

Local Partnership Agreement

The Local Partnership Agreement (LPA) is a committed stakeholder group that advances competitive integrated employment opportunities for students (youth and young adults) with disabilities. ACWDB's In-School Youth Service provider, Eden Area Regional Occupational Program, has attended LPA meetings to share resources and to serve as a resource. Exploratory conversations are underway to integrate the ACWDB's newer In-School Youth provider, Tri-Valley Regional Occupational Program, into the stakeholder network as well to ensure sufficient partnership and service coverage. Other efforts under discussion are related to re-engaging disconnected youth and young adults with disabilities

by cultivating closer traction with ACWDB's Out-of-School Youth service providers who have steep experience providing a bridge back to school engagement activities, occupational training, and employment.

County Refugee Program

WBA receives funding to ensure services are available for refugee populations in Alameda County. Services assist refugee populations with social adjustment, career development, employment, vocational English skills, and other necessary supports. The International Rescue Committee (IRC) is an active WBA provider and is also a WIOA service provider/sub-contractor in ACWDB's local area, under ACWDB's Career Services Collaborative (CSC) model. ACWDB has worked closely with IRC to enroll recent refugee Afghan newcomers into the WIOA program as dislocated workers.

ACWDB has also encouraged the use of the Metrix Online program, which can assist newcomers with the attainment of relevant occupational skills. IRC has also been invited as a special guest speaker in ACWDB's Learning Together Presentation Series (LTPS). The LTPS is a core feature of ACWDB's Diversity, Equity, and Inclusion (DEI) framework, which was spearheaded to promote awareness and the unique workforce needs of Alameda County's diverse workforce.

Section 3 - WIOA Title I Coordination

Training of Frontline Career Services Staff

Digital fluency

Upon reviewing the digital fluency needs of WIOA career service providers, many have shared that the need is greatest in learning more about digital means of outreach on social media platforms. Specifically, career service providers have shared a desire to better engage dislocated workers. In response, ACWDB is in the process of obligating funding (due to a surge in dislocated worker funding) to assist service providers with development social media content, tools, and strategies. This effort will aide in identifying dislocated workers and potentially underserved groups, while providing the much-needed training requested by frontline career service providers.

Cultural Affirmative Practice

ACWDB established a Diversity, Equity, and Inclusion (DEI) Framework to serve as blueprint for advancing DEI practice. The DEI Framework calls for building awareness of Alameda County's diverse communities to ensure that services remain responsive and to ensure that and stakeholders are educated about diverse job seekers. Subsequently, ACWDB initiated its Learning Together Presentation Series (LTPS), launched in October 2021 in honor of National Disability Employment Awareness month. In the disability inclusion LTPS, the Department of Rehabilitation was invited to present about available services and shared information to dispel myths that may be commonly held about job

seekers with disabilities. Another LTPS topic included a two-part segment about advancing racial equity in partnership with Policy Link and the California Edge Coalition.

ACWDB's Learning Together Presentation Series - Advancing Racial Equity and Economic Inclusion Part II – Zima Creason – California Edge Coalition



Drivers of inequities in the workforce

- An economic system that disempowers workers
- Structural racism
- Inequitable access to support systems

ACWDB's Learning Together Presentation Series - Advancing Racial Equity and Economic Inclusion Part II – Dr. Abbie Langston – Policy Link



Cross-cutting principles for designing equity solutions

- Data driven
- Race conscious
- Outcomes oriented
- Actionable



The latest LTPS was centered on culturally affirmative and trauma-informed practice in partnership with Valerie Edwards, LCSW - former Director, Clinical Case Management Methods at the Alameda County Health Care Services Agency, and former UC Berkeley lecturer. Other topics in the LTPS may include: an expanded presentation about trauma-informed care and practice, mental wellness and self-care, refugee and immigrant

populations, unhoused populations, re-entry/formerly incarcerated, older workers, and LGBTQ+ job seekers.

All WIOA service providers have access to the LTPS and have shown strong attendance to learn from trusted expert organizations and speakers within Alameda County and/or within the broader workforce development ecosystem. The LTPS provides an opportunity to cultivate collective learning opportunities and develop a deeper understanding of the dynamic needs of diverse job seeker populations in Alameda County.

Rapid Response and Layoff Aversion

Rapid response and layoff aversion activities are funded through WIOA and provided by ACWDB's Business Services Unit (BSU) to assist employees impacted by layoff activities and companies undergoing downsizing. ACWDB's Rapid Response Coordinator (RCC) coordinates meetings with employers to facilitate a rapid response orientation (RRO), shortly after receiving a Worker Adjustment Retraining Notifications (WARNs).

The RRC is accompanied in the RRO by representatives from relevant programs/departments, such as: Covered California, Trade Agreement Assistance, Employment Development Department, and WIOA service providers. Collaboratively, the RRC and program partners share information and collect information to link affected workers to services.

ACWDB has extended an invitation to the CalFresh Employment and Training (E&T) program representative to join in RRO activities and share information about the program that may lead to co-enrollment between the WIOA and CalFresh E&T programs. ACWDB also received additional rapid response funding and is in the process of expanding services to small businesses and laid-off workers.

Services for Adults and Dislocated Workers

WIOA Adult and Dislocated Worker Service Providers

Rubicon Programs serves as ACWDB's Comprehensive America's Job Center of California operator, serving Adults, Dislocated Workers, and universal job seeker participants (those that are not enrolled in WIOA but engage in job seeking activities) in the Eden Area, which is centrally located in Alameda County.

Ohlone College provides additional WIOA career service coverage in the local area as the lead of ACWDB's Career Services Collaborative (CSC), and through sub-contracting relationships with additional organizations. Collectively, all CSC partners ensure that Adults, Dislocated Workers, and universal job seeker participants have access to WIOA Title I services in the local area, within the northern, southern, and eastern parts of the county. In addition to Ohlone College, other CSC partners include:

- Chabot Las Positas Community College District (Tri-Valley Career Center)
- College of Alameda Career Center

- Allies Services Pro
- International Rescue Committee
- Premiere Career Services
- California State University, East Bay

Basic Career Services

The ACWDB is responsible for establishing WIOA Adult and Dislocated Worker services within the local service area (Alameda County outside the city of Oakland). All job seekers have access to basic career services, which provides linkages to job search and career readiness workshops, free computer labs, resource fairs, free computer training programs, employer spotlight/hiring events, career planning and assessment, and connections to other service providers.

Job seekers interested in enrolling within the WIOA program to access occupational training and deeper levels of support, may consider WIOA Intensive Career Services and engage in WIOA eligibility activities.

Intensive Career Services

WIOA Intensive Career Services unlock additional levels of service for WIOA eligible and enrolled Adult and Dislocated Worker participants. WIOA-enrolled Adults and Dislocated Worker participants work with Case Managers to develop an Individual Employment Plan (IEP) which highlights career goals, skills and supportive services needed, training goals, and other pertinent information. Often, WIOA-enrolled participants express interest in occupational training and generally have access to free online training (Metrix Online), WIOA Individual Training Account (ITA), and WIOA On-the-Job Training (OJT) program.

ITAs provide participants with occupational training, valued up to \$5,000 and result in skill and credential attainment. In some instances, job seekers may be interested in immediate employment and can leverage the WIOA OJT program. Employers who identify a job seeker within the local WIOA system may receive up to 50% reimbursement of the wage rate for OJT participants (not to exceed \$5,000 per participant), which helps to offset the cost of personnel training while providing a job seeker with more immediate employment.

See bar graphs below for the type of training participants sought in program year 2021-2022 (July 1, 2021, to June 30, 2022).



Training Enrollments: Adults and Dislocated Workers



Training Enrollments: Adults and Dislocated Workers



Supportive Services

Enrolled WIOA participants have access to supportive services (up to \$500 per participant) to cover the cost of work clothing, certification expenses, transportation, and other relevant training and employment costs. In many cases, participants have received special COVID-19 grant support and additional partnership support when co-enrolled into additional programs to assist with housing costs, laptops, and utility expenses.

WIOA Priority Populations

ACWDB expanded population groups to include more job seekers experiencing heightened levels of labor market marginalization (indicated by an asterisk in the list below), as a result of COVID-19 and in response to service provider advocacy. ACWDB also expanded its local area policy to increase the WIOA Adult funding stream from 51 percent to 60 percent in anticipation of WIOA reauthorization to prioritize the following populations:

- Veterans & eligible spouses who are also recipients of cash public assistance or are otherwise low-income
- Veterans or eligible spouses of veterans
- Low-income or Basic Skills Deficient
- Individuals with Disabilities or Basic Skills Deficient
- Re-entry Population
- Long-Term Unemployed (27+ weeks)*
- Older Individuals (55+)*
- Single Parents*
- Women*
- Department of Child Support Services involved participants*
- Refugees/Asylees*
- First generation college students*
- LGBTQ+*

Each local area WIOA service provider has identified plans of action for outreaching and recruiting priority groups to their programs. This involves strategic partnerships and continued outreach in locations identified as high need, outreach events to specific groups (i.e., disability centers on community college campuses, engagement with campus organizations that target specific groups), or referral plans with community-based organizations and other partners.

Assessment of Adult and Dislocated Worker Services

The ACWDB has one Comprehensive AJCC, operated by Rubicon Programs, and a Career Services Collaborative (CSC) model in place, to expand WIOA services into other sub-regions in the local area. Ohlone College is at the helm of the CSC model and has entered in sub-contracting relationships with the partners listed on page 13 to create additional WIOA touch points for the community.

ACWDB elevated the CSC model to ensure that the community had more access to WIOA services, partners, and initiatives. As a result, there are several partnerships in place to reach priority groups and a consistent push to build more connections with external organizations. CSC sub-contractors focus on different priority populations in alignment with areas of expertise and resources available to their agencies and/or location. Generally, there is robust use of technology to reach individuals, innovative strategies to connect with

potential and current clients via social media and other digital tools, i.e. (Handshake, website chat feature, online interest forms, virtual workshops, and employer engagement events).

Both the AJCC and CSC have held several in-person resource and job fairs with well-attended community participation. These events have yielded positive feedback from job seekers and employers. However, some areas of improvement include more external outreach that stretches beyond the use of digital tools, more engagement with dislocated workers, and stronger connections and involvement in Rapid Response activities to assist in bridging laid-off workers to WIOA services and partner programs.

Expanded support services, driven by COVID-19 associated grants that ACWDB acquired during the height of the pandemic, have since phased out. COVID-19 support services provided participants with access to housing and rental assistance, utility bill assistance, childcare expenses, etc. Since those special initiatives have ended, there has been an increased demand from WIOA participants for expanded supportive services. This presents an opportunity for ACWDB and service providers to explore and practically examine partnerships and grant opportunities that may enhance the expansion of supportive services to include more non-traditional support categories.

Harold, a Dislocated Worker in the WIOA program (pictured to the right) states, “I was having difficulty finding the employment needed to pay my bills, and I was introduced to the Rubicon Programs after incarceration and wondering - how am I going to begin my life again?” Once enrolled into the WIOA program, Harold gained access to a transitional job through ACWDB’s Health Emergency Response Occupational Stimulus (HEROS) grant initiative, where he earned \$20/hour working as a Food Security Worker at the Alameda County Community Food Bank. Harold also had access to legal services and financial counseling. Due to the system of support and Harold’s work ethic and determination, Harold was employed by Tesla as a Production Associate.



Harold Brooks

WIOA Dislocated Worker participant through Rubicon Programs

In-School and Out-of-School Youth and Young Adults

Youth Innovation Program

ACWDB’s WIOA In-School Youth (ISY) program serves youth and young adults, ages 16-21. Two Regional Occupational Programs (ROP), Eden Area ROP and Tri-Valley ROP, are contracted with the ACWDB to serve ISY and support participant exposure to careers, skill

development, leadership opportunities, and services that promote academic persistence, and work experience. The Youth Innovation Program instills hope in youth and young adults and encourages their persistence in academic pursuits, aspirations, and dreams.

Future Force Program

ACWDB's WIOA Out-of-School Youth (OSY) program serves youth and young adults, ages 16-24. Three community-based services providers, Tri-Cities Career Center, La Familia, and Berkeley Youth Alternatives are contracted to provide participant responsive services. All Future Force service providers ensure that out of school youth have access to resources that re-engage them in high school/GED completion (if needed), career exposure, career and life skills development, and employment placement and retention. OSY participants sometimes face unique challenges, such as homelessness and housing insecurity and increased family responsibilities. However, OSY service providers engage in several partnerships to help participants address issues that could be impediments to training and employment.

Fourteen WIOA Youth Program Elements

Both WIOA ISY and OSY service providers conduct an objective assessment of the participant's strengths and challenges to inform and develop an Individual Service Strategy (ISS). The ISS is leveraged to determine services needed which is sometimes offered in-house by service providers or in partnership with well-known organizations. The ISS reveals which of the following fourteen WIOA service elements need to be integrated to best support the youth/young adult participant:

1. **Tutoring**, study skills training, instruction, and evidence-based prevention and recovery strategies that lead to completion of secondary school, its recognized equivalent, or for a recognized post-secondary credential.
2. **Alternative secondary school services** that assist youth who have struggled in traditional secondary education settings.
3. **Paid and unpaid work experiences** that have academic and occupational education as a component of the work experience, which may include the following:
 - Summer employment opportunities and other employment opportunities available throughout the school year;
 - Pre-apprenticeship programs;
 - Internships and job shadowing;
 - On-the-job training opportunities; and,
 - Apprenticeships.
4. **Occupational skills training** which leads to recognized post-secondary credentials that align with in-demand industry sectors or occupations.

5. **Education offered concurrently with workforce preparation** to integrate education and training to prepare participants for workforce preparation and for the cultivation of basic and occupational skills.
6. **Leadership development opportunities** that encourage community service, peer-centered activities, responsibility, and other positive social and civic behaviors.
7. **Supportive services** enable an individual to successfully participate in WIOA activities.
8. **Adult mentoring** is a formal relationship between a youth participant and a trusted adult that provides structured activities, leading to guidance, support, and encouragement. Mentoring helps to develop competence and character of the mentee. Mentoring is at least 12 months in duration and may occur both during and after-program participation.
9. **Follow-up services** may include regular contact with the participant for no fewer than 12 months after completion of WIOA participation.
10. **Comprehensive guidance and counseling** provide individualized counseling to participants, including drug and alcohol abuse, and mental health counseling.
11. **Financial literacy education** provides youth with the knowledge and skills needed to achieve long-term financial stability.
12. **Entrepreneurial skills training** provides the basics of starting and operating a small business while developing entrepreneurial and self-employment skills.
13. **Services that provide labor market and employment information** about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.
14. **Post-secondary preparation and transition activities** help youth prepare for and transition to post-secondary education and training.

Both ISY and OSY programs are accessible and available for youth with disabilities. In past two and a half years, 244 youth and young adults with disabilities have been served in ACWDB's ISY and OSY programs.

Dennis, pictured to the right, was supported in his academic pursuit to attend college through the Eden Area Regional Occupational Program (ROP) and credits a WIOA Case Manager for her care and guidance in helping him achieve success. Dennis states, "...because of Ms. Stephanie's support and advice, I gained confidence in my writing, I learned new things about myself along the way, and this showed me there's no reason why students can't succeed with this kind of support from the WIOA program. Today, I am one of the recipients of the San Francisco State University presidential scholarships! With all honesty, I feel that I received the initial interview and scholarship because of Ms. Stephanie. This is a full ride scholarship, which is covering my tuition, fees, housing, books, special curricular activities, and one fully paid semester studying abroad! SFSU was the #1 college I wanted to attend. I am beyond thankful for Ms. Stephanie and almost 10 hours of her time, patience, kindness, and support!"



Dennis Sakanovic

*WIOA In-School Youth Participant
through the Eden Area ROP*

Special Youth Initiatives

Disrupting Disparities - ACWDB received funding through [Vision Alameda](#) to support two cohorts of youth participants in the Ashland and Cherryland unincorporated areas in Alameda County with obtaining 21st century skills, paid wages, occupational training, and employment placement. At the close of the grant period, thirty youth and young adults would have fully participated in the program. Program participants are connected to local employers and have been gained critical career exposure in placements at Maria's Catering, Chabot College, Motivat Coffee, Soapy Faith, and 9-Round Kickboxing Fitness Gym.

Workforce Accelerator Grant 10.0 - ACWDB is also a partner in an East Bay regional grant to support a cohort of young adults who will be placed in a fourteen-week IT and web development pre-apprenticeship program. Participants will earn industry-recognized certificates, receive a laptop, and earn up to \$200 per week. Some participants will also bridge from the pre-apprenticeship to a paid IT apprenticeship with Bitwise.

Youth Digital Literacy

ACWDB purchased a subscription to the Northstar Digital Literacy platform (Northstar) to facilitate digital literacy among youth and young adult participants. On the Northstar platform, participants complete skill assessments within essential computer skills, software skills, and the use of technology in daily life.

Participants engage with online content for an immersive experience that allows them to gain a tangible and real-time use of the software and technology in realistic scenarios. The software then produces feedback to alert the participant about areas in which the user

excelled and areas that need improvement. WIOA service providers introduce participants to the Northstar platform early-on in the WIOA enrollment process or during on-going case management. All youth and young adults, including participants with disabilities, have access to the Northstar platform.

Assessment of Youth Services

WIOA Youth Innovation service providers work seamlessly with ISY and provide a comprehensive array of services that complement the WIOA program. Subsequently, ISY receive excellent core skill development and leadership development programming, while attaining credentials.

ACWDB is working to strengthen outcomes for OSY participants to ensure more participants have access to strong employment and training outcomes, more vast and varied credential types, and connections to programs that will complement educational and employment goals. More participants could benefit from placement into health care training, technology training, and office/administrative/clerical training that could lead to pathways into local and city government employment, as well as private sector employment since clerical support is well in-demand in the greater Bay Area economy.

Business Services Unit

Business Engagement Model

ACWDB maintains an internal business services unit (BSU), whose work is aligned with a tiered Business Engagement Model to help employers thrive in Alameda County as follows:

Tier I services are offered directly by the BSU to connect interested employers to ACWDB's WIOA Customized/Incumbent Worker Training opportunities, recruitment and hiring assistance, as well as rapid response and layoff aversion activities for companies undergoing downsizing activities.

Tier II services refers to collaborative work that BSU facilitates on the behalf of employers to ensure there is a "no wrong door" approach. This collaborative approach then enables companies to have a fuller array of support, including a fuller tapestry of partner assets to assist with business need.

Rapid Response and Layoff Aversion

Businesses with 75 or more employees are required to submit Worker Adjustment Retraining Notifications (WARNs) to their local elected officials and local workforce development board when layoffs are bound to occur and therefore impact local area job seekers. ACWDB's Rapid Response Coordinator coordinates meetings with employers to facilitate a rapid response orientation (RROs) shortly after receiving WARNs. RROs serve as a platform to equip affected workers with critical information about benefits and services available to them.

Specifically, representatives from relevant programs/departments, such as: Covered California, Trade Agreement Assistance, Employment Development Department, and WIOA service providers, are available at RROs to share information and provide a resource as dislocated workers ponder their next step.

In 2023, ACWDB has extended an invitation to the CalFresh Employment and Training (E&T) program representative to join RROs to share information about benefits of the CalFresh E&T program, therefore infusing additional support into the RRO ecosystem for those impacted by layoffs.

Responsible Fiscal Stewardship

All grant funds are disbursed by the Alameda County Auditor-Controller's office, in accordance with the Chief Elected Official (CEO) agreement between the County of Alameda Board of Supervisors (BOS), who functions as ACWDB's Local CEO, and ACWDB. Fiscal oversight responsibilities for WIOA and other workforce development funding is specified in the CEO agreement.

The ACWDB initiates requests for disbursement of grant funds, subject to review and approval by the Alameda County Auditor Controller's Office and all controls on disbursements are maintained by the Auditor Controller. Check disbursements are auto generated by the County's ALCOLINK payment system, after three levels of approval have been completed.

ACWDB uses a formal competitive process (Request for Proposal/RFP) to award all contracts to WIOA sub-recipients and contractors over \$100,000, in accordance with Alameda County procurement policies and procedures and applicable federal and state directives. RFPs for WIOA Career Services, Comprehensive AJCC Operator, and WIOA Youth service providers are issued every three-to-four years. RFPs are released widely within the community, using several methods to disseminate the information, including: ACWDB's website, email distribution, and social media.

Informal competitive processes (RFI, RFQ, small purchases, etc.) may be used to award contracts under \$100,000. All awards resulting from competitive processes are approved by ACWDB and subsequent contracts are approved by the County of Alameda Board of Supervisors.

Other ACWDB Initiatives

American Rescue Plan Act

ACWDB received \$1M in American Rescue Plan Act (ARPA) funds to support innovative workforce development services for residents in Ashland, Cherryland, Hayward Acres, San Lorenzo, and parts of Castro Valley, funded by the County of Alameda Board of Supervisors and Community Development Agency. Four service strategies will take place in early 2023 through December 2024 as follows:

- **Entrepreneurial pathways** to inspire more business activity in the incorporated areas of Alameda County, while supporting low-wage earners toward self-employment and economic resilience.
- **Vocational English and employment** to support underserved English language learners who experience fragmented work experiences and opportunity.
- **Earn-and-Learn** to assist youth and young adults in developing critical career skills while earning a wage.
- **Community Navigator** to ensure that underserved populations have intentional connections to the workforce development and supportive services landscape.

Community Economic Resilience Fund

Community Economic Resilience Fund (CERF) is a multiple-state agency effort to bolster regional economies, promote equity, and quality jobs. Locally, the Bay Area High-Road Transition Collaborative (BA-HRTC) was awarded \$5M in CERF funding to advance planning efforts. Planning partners include:

- All Home as the Regional Convenor;
- The Bay Area Good Jobs Partnership for Equity (BAGJPE) will serve as the fiscal agent, led by the San Francisco Office of Economic; and,
- Workforce Development Boards in the greater bay area, including the ACWDB.

The BA-HRTC will convene diverse community, labor, industry, and business interests to conduct inclusive planning processes that engage various community groups, as well as marginalized perspectives. Planning is underway through 2023 and implementation projects will start in late 2023 through 2025. The BA-HRTC intends to utilize a high road strategy, which leverages worker voice, training provider and employer insights to elevate worker mobility and pay.

Back-to-Work Sector Grant

ACWDB received \$240,000 in state funding to connect dislocated workers to the following industry-specific trainings and through competitive grant awards:

- Transportation Distribution and Logistics (TDL)
- Information Technology
- Health Care (Certified Nursing Assistant & Community Health Worker)
- Smart Manufacturing (Manufacturing Technicians)

Five local service providers were granted awards to advance sector training and sixty-one participants have since been enrolled and are on a path to secure certification and employment.

California Homeless Hiring Tax Credit promotion

ACWDB initiated efforts to better promote the HHTC with service providers, community partners, and employers, since learning that the tax credit was under-utilized in the state. Subsequently, two-employer focused events have been initiated by ACWDB:

- **Expand Your Talent Pool: Job Seekers Experiencing Homelessness** at the Castro Valley Library with Bay Area Community Services (BACS), the College of Alameda, Grocery Outlet, and program participants.
- **Expand Your Talent Pool: Homeless Hiring Tax Credit – A virtual roundtable**, in partnership with the California Employers Association, Franchise Tax Board and BACS to engage employers in learning about the benefits of the tax credit.



Returning Home Career Grant

ACWDB is a partner in the Alameda County Better Careers Design Group (BCDG), which is a multiple agency collaborative (ACWDB, Rubicon Programs, Growth Sector, and the Alameda County Probation Department) BCDG has worked diligently to design a solution for justice-impacted individuals and in close consultation with Third Sector (technical assistance provider).

The BCDG's collaborative human-centered design work led to development of the Returning Home Career Grant (RHCG), which provides justice-involved job seekers with guaranteed income, in the amount of \$1,500 a month and over the course of eighteen months. Participants also receive financial coaching, mentoring, and training. Rubicon Programs is the fiscal lead and manages program operations.

The RHCG also strategically includes video production, which will motivate more employers to consider fair chance employment as a business practice. Employer voices/champions of fair chance hiring are highlighted in the video as well voices of justice-impacted workers and job seekers. The video will debut soon and hopefully widen employment opportunity for justice-impacted job seekers.

Appendices

Stakeholder and Community Engagement Summary – Part I

The development of comprehensive plans entails building broad and inclusive partnerships with regional and local entities in a variety of sectors. This includes engaging with employers, labor organizations, and community-based organizations as well as WIOA core, required, and strategic program partners. These partnerships will ensure the inclusion of person-centered approaches to addressing multifaceted barriers to employment by utilizing input from the communities themselves.

Stakeholders participating in the planning processes should include but are not limited to, employers, labor organizations, education partners, human services, and housing partners as well as community-based organizations that provide services to target populations such as: justice-involved, English language learners, refugees, immigrants, youth, older adults, veterans, people with disabilities, and any other entities supporting historically unserved or underserved communities.

Using the template below, Regional Planning Units and Local Workforce Development Boards should provide a detailed description of how meaningful stakeholder involvement and community engagement was achieved when developing the Regional and Local Plans. This summary should be included as an attachment to both the Regional and Local Plans.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
<ul style="list-style-type: none"> Website posting Email communication Social Media 	Job seekers, workforce partners/stakeholders, and employers were all the general target of outreach efforts. Over 300 were emailed listening session information.	<p>The Alameda County Workforce Development Board offered two community listening sessions in December 2022 to provide more opportunity for stakeholders to participate.</p> <p>44 registered for session one on 12/12/2022 and 29 registered on 12/13/2022 and approximately 32 total were in attendance.</p>	<p>Those in attendance represented:</p> <ul style="list-style-type: none"> - Disability services - Re-entry services - WIOA Title I – Adult, Dislocated Workers, and Youth - Department of Child Support Services - Immigrant and refugee services - Survivors of human trafficking services - Adult Schools - Philanthropy
Email communication and virtual meeting	County of Alameda Board of Supervisors (BOS) – Local Chief Elected Official – staff members	Engaged five supervisorial districts in a conversation about stakeholder feedback from sessions in	

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
		December 2022 and captured new ideas for workforce development from BOS staff.	
Email communication, social media posts, and website communication	All workforce stakeholders	Email communication was sent to 394 workforce development stakeholders to inform that the modified local plan would be open from the date of launch on 2/17/2023 for 30 days and closing on 3/18/2023. This communication was also posted on ACWDB's LinkedIn, Twitter, and Facebook/Meta accounts, as well as on ACWDB's website.	



Local Plan Listening Sessions

You Are Invited!

The Alameda County Workforce Development Board will host two listening sessions to prepare for 2021-2024 Local Plan modifications. Join us for a session in December 2022 to share your expertise and ideas about workforce development programs, partnerships, services, and job seeker populations!

Session 1

Date: Monday, December 12, 2022

Time: 2:00 pm – 4:00 pm

Register on Zoom and receive a confirmation email with the link to join the meeting:

<https://us06web.zoom.us/join/register/tZEpf-vqDstE9crvzGt8GQF10St0616Yni>

Session 2

Date: Tuesday, December 13, 2022

Time: 10:00 am - 12:00 pm

Register on Zoom and receive a confirmation email with the link to join the meeting:

https://us06web.zoom.us/join/register/tZUrcu-ogTgvHdej3BqwQ3lZVcka4NGR1_d

For questions about this event please contact jatoya.reed-adjci@acgov.org



This WIOA Title I financially assisted program or activity is an Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. Language access is also available upon request. If you require specific accommodations due to a disability or need language access support, please call Sheroza Haniff, Board Secretary at 510-259-3842 at least 72 hours in advance.

Stakeholder and Community Engagement Summary – Part II

LISTENING SESSION SUMMARY

ACWDB will use this information, to the best extent possible, as a reference for program planning efforts, grant development, and partnership opportunities to address job seeker need and will have to rely on renewed investment from stakeholders as well to create more holistic workforce programming, as the current role of the ACWDB is focused on the administration of the WIOA Title I program. This role is federally required to operate a local area WIOA system. A collective impact model that measures the various ways in which all stakeholders are engaging in workforce and economic development activities and outcomes, may be needed to examine the entire ecosystem, outside of the WIOA Title I program.

POPULATIONS AND NEEDS - Organizations in attendance of local listening session held in mid-December (12/12/2022 – 12/13/2022) represented diverse job seeker populations who have various needs. All stakeholders, including job seeker participants, partner organizations, incumbent service providers and others, were invited to participate. It should be noted that populations may overlap, and identities may be intersectional. The following populations and their corresponding needs and challenges were shared by attendees:

Adults and Dislocated Workers

- Mileage reimbursement and travel expenses needs;
- Training license/certification fee payment;
- Long-term unemployed job seekers have different needs;
- Mental health support;
- Translation services;
- More refugee services;
- More services for job seekers with disabilities;
- Childcare support and resources;
- Hygiene support and clothing access for interviews;
- Skills for working in professional settings;
- More flexible hours and more user-friendly services;
- Elimination of income restrictions to qualify for needed services and programs;
- Access to Wi-Fi;
- Mental health challenges and homelessness;

- Basic needs and stability to really engage in workforce development programs; and,
- Some job seekers have issues with tardiness issues and retaining employment.

Survivors of Human Trafficking

- Human trafficking and interpersonal violence;
- Low wages;
- Homelessness and hunger;
- Loss of childcare support; and,
- Technology access – laptops, Wi-Fi, training software.

People with Disabilities

- Often overlooked in employment and will get filtered out of the employment processes;
- Invisible disabilities lead to underrepresentation in programs and prevents access to summer internships, higher education, or career guidance that help people prepare for a productive working life;
- Underrepresentation in the technology sector; and,
- Many people do not understand accommodations and struggle to articulate its meaning.

Low-Wage Earners

- Rental assistance is critical for many;
- Childcare support;
- Current technology access gaps, i.e., laptops (not just Chromebook) and dependable Wi-Fi; and,
- Language barriers.

Youth and Young Adults

- More internships programs and resources are needed for youth;
- Youth with disabilities are underrepresented in technology opportunities due to less exposure;
- Age requirements for some of these programs for youth need to be dropped;
- Young people are still struggling to find jobs;
- Young men are not [may not be] as interested in employment.

Immigrants

- Experience longer stints of unemployment due to gap their resumes and lack of technical skills;
- Work authorizations are needed for undocumented workers and not having right-to-work documentation is an impediment; and,
- People need access to English language support and proficiency.

Returning Citizens/Re-entry

- Have challenges in gaining work/background clearances and are less exposed to high growth employment opportunities;
- Occupational licensing boards keep regulatory barriers in place that prevent the formerly incarcerated from accessing economic opportunity;
- Housing, transportation, and basic income support is needed while seeking employment;
- Barrier removal is needed;
- Soft skills training to help the population get to work on time, manage anger, and other basic skills for constructive workplace behaviors, especially for those with no previous formal work experience;
- Re-entry populations are challenged and unfamiliar in using technology and web-based applications to apply for jobs, write resumes, and to use email;
- Affordable housing is an ongoing challenge;
- Mental health needs and substance use can sometimes hinder meaningful employment; and,
- Re-entry clients sometimes have to navigate the child support system.

Adult School Learners

- Still acquiring skills; and,
- Language barriers.

Parents and Guardians

- People are placed into employment but when incomes are improved, participants are no longer eligible to receive benefits;
- Some parents need assistance on how to sustain the job once placed into employment;
- Childcare is a major need; and,

- Some child support services participants are engaging in workforce as a compliance-oriented perspective rather than having genuine interest in programs.

Older Populations

- Workers age 40+ face employment discrimination and are looking to pivot into other careers;
- Older workers and people who have been out of the work for a long time and they are transitioning and but need some experience and may only have the academic; and,
- Older workers prefer the Coursera online platform but do not have access to the platform through the WIOA program.

STRATEGIES AND IDEAS TO SUPPORT DIVERSE JOB SEEKERS

Work-based Learning, Exposure, and Participant-Centered Support

- People with disabilities and others need opportunities to try employment (within real work settings) and fail at it to learn forward (soft failure).
- Micro internships allow future workers to learn key competencies (informed by employers), so they can learn how to strengthen workplace skill gaps.
- Paid internships provided by major companies would help
- Job training programs should integrate a discovery model to allow people to learn about careers.
- Project-based learning gives people opportunity to gain experience.
- School/Training provider spotlights that also high career pathways are encouraging to job seekers.
- Demystify program boundaries to make things clear for participants without the jargon
- Put people on career paths and move beyond minimum wage.
- Job seekers need key people to talk to about certain issues.
- Programs need to connect with the schools to expose younger populations and shift to more vocational training.
- More information is needed about the needs of refugees.
- There needs to be more opportunity to up-skill workers so they can advance their wages.
- Job seekers need more training options. Some of the openings on the Eligible Training Provider List do not speak to the needs of participants and are more limited now.

- Training caps need to be increased for WIOA participants.
- Specific outreach strategies are needed to reach job seekers.
- Peer-to-peer models may be helpful in building organizational and cultural competence.

Partnerships and Collaborations

- Collaboration and open communication need to be ongoing between partners.
- Transparency about what organizations is doing and how they are supporting participants is key. Gatekeeping is not a promising practice and there is no evidence that it works.
- Streamlined referral systems are needed between partners to facilitate warm hand-offs.
- Find ways to share data and data-sharing MOUs [Memorandum of Understanding] may help.
- Ongoing service coordination efforts is needed.
- Knowing about partner resources and responsibilities are key.
- Leverage resources.
- Get buy-in from your respective organizations.
- Collaboration models in action motivate job seekers. When job seekers see organizations working together, they feel inspired by that.
- Partners need to be well-known and easy to reach.
- Being co-located with other partners has major benefits.
- Silos can be a hinderance and make it harder for participants to navigate successfully through programs.
- Organizations that do not engage in succession planning create unnecessary hardships in programs.
- The Employment Development Department should be easily accessible.
- Partners need to create concrete processes.
- Regional coordination meetings are helpful.
- Successful partnership requires patience, time commitment, and relationship-building.
- Lack of follow-through can hinder partnerships.
- Many partners do not fully understand co-enrollment.

Employer Engagement

- Employers need to target underserved populations for opportunity.
- More employers need to be engaged regarding older workers.

- Intentionally work with employers committed to providing access to living wage employment.
- Guaranteed income supports, guaranteed employment, and subsidized employment with employers can help job seekers.
- More dialogue on what employers require, is needed.
- Employers often do not know about services offered.
- Employers that have degree requirements for job openings limit their own interests.
- Understand the needs of business partners and be honest about what can and cannot be done.
- Companies need to make larger investments in their workforce while creating career paths for workers.
- Occupational racism and harsh working conditions that discourage workers, need to be addressed.
- It would be interesting to assist employers with writing their job ads, from a workforce development perspective to make job openings more appealing to job seekers.
- The topic of livable wages needs to be addressed with employers.
- Employers need to make intentional career pathways for its workers and offer benefits and educational opportunities.
- Employers experience issues with retention and low wage rates are part of the problem.
- Employers need help understanding generational shifts in the workplace as well as workers' attitudes toward work today.
- Employers should base employment on ability and not credentials or degrees and need to be invited into these conversations to hear challenges.

Information and Technology Access and Use

- The America's Job Center of California needs wi-fi access for job seeker populations. Perhaps consider striking a deal with Starbucks to provide wi-fi access to people seeking employment.
- Initiate a Hotspot loaner to job seeker participants.
- Databases do not "talk" to one another and create issues around duplication in data entry.
- Resources need to be accessible and centralized.
- There needs to be a catalog of information that is updated and relevant.

- Participants should be able to find information at their fingertips and within their communities. It should not be a struggle to find information.
- CalJOBS is inflexible and not user-friendly.

Administrative

- Eliminate unnecessary applications and paperwork. Consider uniform or universal applications.
- Make applications ADA [Americans with Disabilities Act] and language accessible.
- Service areas limit potential reach.
- Remove red tape and continuously strive to improve.
- Narrow and reduce processing times.
- The WIOA [Workforce Innovation and Opportunity Act] On-the-Job program can cause payment issues for organizations.

Professional Development

- Professional training on diversity, equity, and inclusion is needed to continue to work well with diverse populations.
- More training is needed in helping employees communicate effectively.
- More leadership training is needed in workforce development program. People need management and supervisory skills.
- More training is needed to help participants who are grieving and dealing with anxiety.
- Trauma-informed care training would be helpful.
- There needs to be training about the changing nature of work and the impact of generational shifts.

Additional Community Feedback

Geographic and Population Equity/Gaps

- Alameda County's unincorporated areas have the highest poverty rates and needs in the county.
- Unincorporated communities are also harder to reach and have language needs. These communities have dire need for access to banking products, identification cards, and financial services.
- Language access is needed ongoing in all events.

- African American workers have less access to the construction trades compared to other groups and need better access to these jobs as they are often unionized and create opportunities for upward mobility.
- Male achievement gap is very prominent and it's a big issue in terms of test scores, degrees, etc. Males may be falling behind in the economy.

Employer Engagement

- From an employer perspective, more staffing is needed, and current prospective employees are either under or over-skilled for positions. Employers need assistance with identifying where all the unemployed people are, and perhaps the development a county-wide registry of unemployed people would help. That registry could be open to all business, non-profits, and social organizations.
- Technology, blue collar workers, transportation, warehousing, and food industry workers are in high demand. Help is now needed to attract people to work in Alameda County.
- There are so many jobs right now but where are the workers? How do we connect to those workers?
- There are a lot of openings in biotech, manufacturing, and in research and development and job seekers can be connected to these opportunities. There is also a need for Mental Health Specialists and Community Health Workers.
- Employers and workers are adjusting to the new-normal - induced by the pandemic.
- Managers need training on how to recruit and manage diverse teams remotely.

Professional Development

- People need professionalism skills, soft skills, and the know-how on interacting and communicating with people. Interpersonal skills have waned during the pandemic.
- Workers need training on virtual collaboration models.
- Resilience and the ability to learn quickly are the most important skills, post pandemic.

Generational Gaps

- Younger people need to know about opportunities and the youth are not looking for work in the same way.
- Even college-educated students still need basic job readiness skills, and several community-based organizations (CBOs) are re-creating the wheel or disconnected from the reality of

the hiring market. The reality is that most job support comes in a highly localized manner from a community organization that can directly support the individual who needs a job, so CBOs are incredibly important.

- Small CBOs need capacity building support, yet that support is not readily available.
- Job seekers need to constantly reinvent themselves and careers because new jobs are being created all the time (e.g., social media influencers) and the next generation cannot expect that their training will result in a job in that same field.
- Generation Z and Millennials don't dream of labor and are less likely to tolerate toxic environments; workforce participation will either decrease or companies will struggle to find and retain talent because of antiquated management practices.
- Generation Z and Millennials aspire for autonomy and independence (the creator economy, gig economy, etc.), so there needs to be more innovation around things like benefits, family leave, etc.
- Generation Z and Millennials will constantly need to learn and reinvent, and at those moments we need support and CBOs can support in this effort.
- There's a generational gap and workforce development needs to do a better job to connect to younger people.

Public Comments Submitted During 30-day Public Comment Period

(This section will be populated at the close of the 30-day public comment period on March 18, 2023).

ACWDB has not received public comments about the ACWDB 2023 Modified Local Plan. One ACWDB member suggested minor verbiage changes.

Alameda County Workforce Development Board 2023 Modified Local Plan
Approval - Signature Page

Local Workforce Development Board: Alameda County Workforce Development Board



Signature

Jennifer Cogley
Lawrence Livermore National Laboratory
Chair, Alameda County Workforce Development Board

3/9/2023

Date

Signature

Supervisor Nate Miley
President, County of Alameda Board of Supervisors

Date