

Alameda County Workforce Development Board

Program Years 2025 - 2028 Local Plan



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I. INTRODUCTION AND OVERVIEW

In accordance with the requirements of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and guidance published by California Workforce Development Board (CWDB) and California Employment Development Department (EDD), the Alameda County Workforce Development Board (ACWDB) has developed a four-year Local Plan covering program years (PYs) 2025-2028. Following approval by state officials representing the Governor, the plan will become effective from July 1, 2025, through June 30, 2029.

A. Workforce Innovation and Opportunity Act

Passed by Congress with a wide bipartisan majority, WIOA was signed into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in a global economy. WIOA represents the most recent version of federal workforce legislation providing funding to states and local areas to administer and operate workforce development programs. WIOA was preceded by the Job Training Partnership Act (active from 1982 to 2000) and the Workforce Investment Act (active from 2000 to 2015).

WIOA promotes accountability and transparency through negotiated performance goals that are publicly available; fosters regional collaboration within states through local workforce areas; and supports a nationwide network of career centers, which are branded within the state as America's Job Centers of California (AJCCs).

While the PY 2025-2028 Local Plan addresses collaboration among many organizations that derive their primary funding from a wide range of federal, state, and private programs, it is WIOA that requires the development and publication of the plan and that prescribes its core content.

B. Alameda County Local Workforce Development Area

Pursuant to the requirements of WIOA, Local Workforce Development Areas (LWDAs) are jurisdictions that administer workforce development programs and services. The Governor designates LWDAs based on factors including location, population, and commonality of labor market areas. California is home to forty-five LWDAs. The Alameda County LWDA serves all of Alameda County, with the exception of the City of Oakland, which has been designated by the Governor as a separate LWDA. The Alameda County LWDA includes thirteen incorporated cities, along with all of the county's unincorporated communities and census-designated places. Communities in the western portion of the county are largely urban, while the eastern area of the county is largely suburban. Cities within the LWDA include: Alameda, Albany, Berkeley, Dublin, Emeryville, Fremont, Hayward, Livermore, Newark, Piedmont, Pleasanton, San Leandro, and Union City. The unincorporated areas include: Castro Valley, Ashland, Cherryland, San Lorenzo, and Sunol. The population of the LWDA is approximately 1.2 million.

C. Alameda County Workforce Development Board

WIOA requires that a workforce development board (WDB) be established in each LWDA. The area's chief elected officials appoint members to the WDB. Locally, the County of Alameda Board of Supervisors fulfills this function. Local workforce development boards are business-led, and the majority of members must come from the business community. Required WDB members also include representatives from labor, education, economic development, and specific federally funded workforce programs. The chief elected officials may approve nominated representatives from other groups, such as community-based organizations, to sit on the WDB.

WDBs drive the vision for the workforce system and maintain the critical role of leading and providing oversight for local WIOA programs. WDBs also play a critical role in promoting, sustaining, and growing regional economies. They are responsible for aligning investments in job training, integrating service delivery across programs, and ensuring that workforce investments are job-driven and match skilled workers with employers. WDBs are also responsible for establishing a service delivery system for job seekers and employers. Eligible job seekers have access to career services inclusive of occupational skills training and employers may access training subsidies to offset the cost of training its incumbent workforce or onboarding new hires.

WIOA indicates that development of the local plan, along with the associated regional plan, is a primary responsibility of the workforce development board.

It should be noted the term "Alameda County Workforce Development Board" and its abbreviation "ACWDB" can alternately refer to the board of directors/members described above or to the entity that administers programs and serves and supports the board. As an administrative entity, ACWDB is a department within Government and Community Relations, which is situated within the Alameda County Social Service Agency (SSA), the mission of which is to promote the economic well-being of individuals, families, neighborhood, and communities.

D. Local Plans and the WIOA Planning Structure

ACWDB's Local Plan is best understood within the context of a three-tiered planning structure envisioned by WIOA that requires development of plans at the state, regional, and local levels.

State Plans: Under WIOA, state plans communicate the vision for the statewide workforce development system. WIOA planning requirements aim to foster effective alignment of federal investments across job training and education programs, in order to coordinate service delivery among programs for shared customers; improve efficiency; and ensure that the workforce system connects individuals with high-quality job opportunities and employers. Cross-program planning promotes a shared understanding of the workforce needs within each state. California's PY 2024-2027 Unified Strategic

Workforce Development Plan represents agreement among the WIOA core program and other partners and serves as the framework for the development of public policy, fiscal investment, and operation of the state workforce and education systems.

Regional Plans: In states such as California, where Governors have established workforce planning regions encompassing one or more LWDAs, regional plans are required. Local WDBs within the region participate in a planning process that describes elements such as: analysis of regional labor market data, development and implementation of sector initiatives for targeted industries and in-demand occupations; coordination of workforce services with regional economic development services and providers; and establishment of regional service strategies, including use of cooperative service delivery agreements. Along with three other LWDAs, Alameda County is part of the East Bay Regional Planning Unit (RPU) (also referred to as EASTBAYWorks), which is one of California's fourteen workforce regions.

Local Plans: The local plan is intended to serve as a four-year action plan to develop, align, and integrate the local area's job-driven workforce development systems and provide a platform to achieve the local area's vision and strategic and operational goals. Features of the local plan include: coordination among economic development, education, and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training and education programs; implementation of job-driven strategies and services through the local career center system; and delivery of education and training to ensure that individuals, including youth and individuals with barriers to employment, have skills necessary to compete in the job market and that employers have a ready supply of skilled workers.

WIOA requires that local plans be incorporated into the regional plan. Therefore, the PY 2025-2028 ACWDB Local Plan is officially part of the PY 2025-2028 East Bay RPU Regional Plan.

E. California's Strategic Workforce Priorities

California's Unified Strategic Workforce Development Plan describes the state's priorities for the public workforce system. Under the leadership of the Governor and the Secretary of the Labor and Workforce Development Agency, California's vision for the future of workforce development is centered on the establishment and growth of a workforce system that promotes opportunity, job quality, and environmental sustainability for all Californians. The state is committed to developing a workforce system that enables economic growth and shared prosperity for employers and employees, especially those with barriers to employment, by investing in industry partnerships, job quality, and meaningful skills attainment. One area in which the CWDB pursues these aims is through its "High Road" programming. High Road refers to a "family of strategies" for achieving a participatory economy and society by aligning workforce, economic policy, and different interests with long-term goals of environmental sustainability, high-quality jobs, and a resilient economy. High Road emphasizes the complementary nature of these aims over the long term. In practice, High Road policy builds upon areas where the interest of

employers (in trained and productive workers), workers and job seekers (in good quality and accessible jobs), and environmental protection (for a sustainable future for all) overlap to create pathways to high-quality jobs while raising the profile of existing ones.

In consideration of the practical implementation of High Road principles in workforce development policy, the CWDB describes in the current State Plan four distinct “flavors” or styles of intervention. These interventions are directly relevant to High Road projects but also inform, to a greater or lesser extent, all of CWDB’s workforce efforts. They include: (1) lifting all workers to the “High Road;” (2) professionalizing precarious work (i.e., employment that is temporary, non-standard, and insecure, often with poor pay and no protection); (3) democratizing access to high-quality, middle-skill jobs; and (4) participatory planning for a low-carbon economy.

In accordance with the requirements of WIOA, both the ACWDB PY 2025-2028 Local Plan and the PY 2025-2028 East Bay RPU Regional Plan support the State Plan priorities by:

- Maintaining a dual focus on providing programs and services that meet the needs and support the goals of businesses and job seekers/workers.
- Concentrating on industry sectors which drive growth and prosperity within local labor markets and regional economies.
- Targeting jobs that offer career advancement opportunities and that lead to positions that pay family-sustaining wages and provide pathways to the middle class.
- Committing to the adoption and implementation of strategies and processes that support environmental sustainability and climate resilience through workforce development.

F. Development of the Program Year 2025-28 Local Plan

On behalf of the Board, the ACWDB’s executive leaderships and management team led the development of the Plan. They held internal discussions and hosted two community and stakeholder forum to secure input on key issues concerning the content and focus of the Local Plan. These sessions are described in Attachment 1 to this Plan. Plan development also entailed a review of partnerships, services, and systems, along with an assessment of where improvements can be made. Completing the Plan took approximately five months, after which it was made available for public review and comment, prior to being forwarded to the CWDB, as part of the Regional Plan, for approval.

G. Workforce Development Board Strategic Initiatives

In 2024, members of the ACWDB engaged in planning and strategy retreat facilitated by representatives of the California Workforce Association. The session was focused on identifying areas for improvement while considering striving for community-centeredness. Strategic priorities were identified, and a two-year action plan was developed to ensure progress on the following priorities:

1. Develop, grow, and strengthen priority sector partnerships

This priority seeks to firmly embed sector strategies and focus within the local workforce development system. The ACWDB will develop new sector partnerships and/or expand on existing ones, identify where skill shortages exist, support the development or expansion of curricula and services, and promote the sector strategies to businesses and job seekers.

A target outcome is to develop clear return-on-investment data points for three identified sectors and to inform the ACWDB of progress in meeting established objectives.

2. Increase community awareness, knowledge, and visibility of ACWDB

This priority seeks to develop outreach strategies to recruit committed individuals from key industries and other disciplines to be represented on the local board. In addition, storytelling and other approaches will be used to actively inform community stakeholders regarding the effectiveness of the local workforce system programs.

3. Connect employer voice to education to increase inclusive job competitiveness. The focus is on making certain that work experience and other programming for participants in the WIOA Title I Youth Program is tied to work in key industries. ACWDB will also explore opportunities for the development of apprenticeships for careers in priority sectors.

A target outcome is for no less than half of youth work experience activities to take place in ACWDB-identified priority or growing industries. ACWDB also seeks to establish pathways for Youth Program participants into demand occupations in these sectors.

4. Increase strategic business engagement to modernize business practices

ACWDB will strengthen engagement with businesses through improved, messaging, outreach, and collaboration. Activities will include surveying businesses, developing new web content regarding business services, and working with local chambers of commerce to identify and respond to business needs.

Target outcomes will include additional web-based information for local companies that includes all business resources; completion of small business surveys; and board member participation in contacting and meeting with businesses.

5. Improve equitable access to employment and careers by removing socioeconomic barriers

ACWDB will examine some of the most challenging socio-economic barriers facing job seekers in Alameda County, review best practices from organizations with expertise in addressing these barriers, and identify where its efforts should be directed in terms of strategies to minimize or eliminate barriers.

A target outcome is the selection of one barrier on which to focus and development of a plan to address the barrier, which will include convening providers and businesses that are focused on the chosen barrier.

Efforts are underway in connection with all of ACWDB's strategic priorities, with benchmark goals being tracked and evaluated. ACWDB's Strategic Priorities Action Plan includes activities and accomplishments through the end of 2026, which corresponds to the first portion of the four-year period represented by the PY 2025-2028 Local Plan. ACWDB's strategic priorities are incorporated into this Plan, as they will be instrumental in shaping workforce priorities for the Alameda County LWDA.

H. Program Year 2025-2028 System Priorities

During the process used to develop the PY 2025-2028 Local Plan, community members, local stakeholders, and system partners were invited to participate in a discussion regarding the direction of the local workforce system over the next four years. As a result of these discussions, the following priorities have been identified:

- Engage directly with business leaders on workforce development strategies and career education
- Collaborate strategically with business and industry associations
- Address employee retention as a business service and in career planning with job seekers
- Build pipelines of workers and support preparation of young people for careers
- Emphasize digital literacy and access
- Approach job readiness holistically
- Make greater use of work-based learning models
- Support assets-based recruitment and hiring (Promote non-traditional workers)
- Develop job seekers' financial literacy
- Build job candidates' core skills
- Facilitate information sharing across a broad range of organizations and programs
- Be prepared to respond to a dynamic, evolving labor market

Section V of this plan summarizes these and other issues, strategies, approaches, and key considerations that ACWDB and the system partners will examine over the four-year course of this plan.

II. WIOA CORE AND REQUIRED PARTNER COORDINATION

WIOA includes requirements for Local Boards to establish a framework for collaboration among state and local programs that are financially supported by nineteen distinct federal fund sources. Six of these programs constitute the four “core partners:” the WIOA Title I Adult, Dislocated Worker and Youth Programs; the WIOA Title II Adult Education and Family Literacy Act Program; the WIOA Title III Wagner-Peyser Act Program; and the WIOA Title IV State Vocational Rehabilitation Services Program.

The core partners, together with thirteen other federally supported programs, make-up the WIOA-mandated one-stop partners. The ACWDB has entered into a memorandum of understanding (MOU) with the organizations managing each federal program at the local level, except where such programs are not present. The narrative that follows describes coordination with the WIOA core and other required program partners as prescribed by the Act.

A. Coordination with AJCC Partners and WIOA Memorandum of Understanding

ACWDB has built strong and effective relationships with state and local agencies that represent the one-stop partner programs. Over the next four years, the ACWDB looks forward to further enhancing coordination with each of the workforce system partners.

Overview of Local One-Stop System Partners

Following is a summary of the local/regional organizations representing the federal one-stop partner programs, with which ACWDB has entered into an MOU. The organizations below are subject to change pending new MOU negotiations:

Federal Partner Programs	MOU Partner
Title I Adult Title I Dislocated Worker Title I Youth	Alameda County Workforce Development Board
Title II Adult Education and Literacy	<ul style="list-style-type: none"> • Northern Alameda Adult Education Collective (members currently include Alameda Adult School Alameda County Office of Education – Opportunity Academy, Berkeley Adult School, Oakland Adult Career and Education, and Piedmont Adult School) • Mid-Alameda County Consortium for Adult Education (members currently include, Castro Valley Adult and Career Education, Dublin Adult Education, Hayward Adult School, Livermore Adult Education, New Haven Unified School District, Pleasanton Adult and Career Education, San Leandro Adult Education, and San Lorenzo Adult School) • Southern Alameda County Consortium for Adult Education (members currently include Fremont Adult and

	Continuing Education, New Haven Adult School, and Newark Adult and Career Education)
Title III Wagner-Peyser	California Employment Development Department
Title IV Vocational Rehabilitation	California Department of Rehabilitation
Carl Perkins Career Technical Education	Northern Alameda Adult Education Collective, Mid-Alameda County Consortium for Adult Education, Southern Alameda County Consortium for Adult Education, along with applicable members agencies indicated under WIOA II, above.
Title V Senior Community Service Employment Program (SCSEP)	Alameda County Social Services Agency / Alameda County Area Agency on Aging
Job Corps	Treasure Island Job Corps Center
Native American Programs (WIOA Section 166)	<i>Native American Health Center will be an added partner in the forthcoming MOU. Currently, there was not a WIOA 166 organization designated.</i>
Migrant and Seasonal Farmworkers (WIOA Section 167)	<i>Not applicable. There is no WIOA Section 167 Migrant and Seasonal Farmworker Program grant recipient designated to serve Alameda County.</i>
Jobs for Veterans State Grants	California Employment Development Department
Youth Build	<i>Not applicable. There is no current Youth Build provider in Alameda County.</i>
Trade Adjustment Assistance (TAA)	California Employment Development Department
Community Services Block Grant	Alameda County-Oakland Community Action Partnership
Housing and Urban Development E&T	Housing Authority of the County of Alameda
Unemployment Insurance (UI)	California Employment Development Department
Second Chance	<i>Not applicable. There is no federally-funded Second Chance program operating in Alameda County.</i>
Temporary Assistance for Needy Families (TANF)/CalWORKs	Alameda County Social Services Agency

Memorandum of Understanding with System Partners

ACWDB has entered into an MOU with the AJCC partners (which is currently being updated), outlining their joint planning and system coordination efforts. The MOU describes the following priorities:

Purpose of the MOU

The MOU describes its purpose as including the following elements:

- Establish a cooperative working relationship among AJCC MOU Partners.
- Define respective roles and responsibilities related to the operation and continued development of the AJCC system.
- Provide a one-stop method of service delivery that is integrated, accessible, comprehensive, customer focused, and performance-based.
- Coordinate resources to prevent duplication.
- Commit to data driven, informed decision making, and adoption of evidence-based practices in service delivery planning.
- Coordinate the implementation of federal and state workforce development initiatives.
- Describe the resource sharing agreement between the Eden Area Comprehensive AJCC and each AJCC MOU Partner agency.
- Describe the cost allocation plan based on known current costs of operating the Eden Area Comprehensive AJCC.

Responsibilities of the MOU Partners

The MOU outlines a series of responsibilities shared among the partners. These include:

1. Participate in joint planning, plan development, and modification of activities to accomplish the following:
 - Make planned services available.
 - Continuous partnership building.
 - Continuous planning in response to state and federal requirements.
 - Responsiveness to local and economic conditions, including employer needs.
 - Partnership in the development of common data collection and reporting needs.
2. Make applicable service(s) available to customers through the AJCC delivery system.
3. Participate in the operation of the 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.

The roles of the partners are constantly evolving and, as continuous partnership building and collaboration occur, refinement of roles and responsibilities are likely. Expansion or changes in roles will be reflected in the future updates and amendments to the MOU.

Infrastructure Funding Agreement

WIOA-required infrastructure cost sharing under the MOU applies to the comprehensive AJCC. The basis for allocating costs to the co-located partners is staff time and operating costs. The infrastructure costs associated with staff time are calculated on the cost per square foot for the Gail Steele Multi-Service Center where the Eden Comprehensive AJCC is located. SSA provides financial support of the AJCC by covering operating costs which also includes the cost of utilities and maintenance. In addition, operating costs specific to the Eden Area Comprehensive AJCC are added. The percent of the total infrastructure costs assigned to each co-located partner is based on that partner's full-time equivalent (FTE) workstation. The partner percentage of total workstations is applied to the area that is common to all as well as to operating costs, in order to derive a dollar value for required contributions by each partner. Some space costs are not allocable to all co-located partners and are, therefore, assigned proportionately to the partners that use that space. The percentages and usage are reviewed annually and revised as needed.

Coordination with AJCC Partner Programs

The following information summarizes partner programs and some of the ways in which the ACWDB and the local workforce system collaborate with organizations managing the federally mandated one-stop partner programs.

WIOA Title I – Adult, Dislocated Worker and Youth Programs: Services under the three WIOA Title I programs are offered through the ACWDB's contracted providers. Services are provided to adults, dislocated workers, and youth (ages 16-24) include, but are not limited to, orientation, WIOA eligibility and intake, individualized assessment, counseling, supportive services, internships, work experience, vocational training, on-the-job training, job fairs, and recruitment of employees. ACWDB's Business Services Unit provides outreach and services to Alameda County businesses to support layoff aversion, provide talent recruitment assistance, customized and incumbent worker training, disseminate information on tax credits and employment incentives, and provide other special projects such as offering access to no cost HR hotline and webinars.

WIOA Title II – Adult Education and Literacy: Programs are offered through various institutions that are members of any of the three adult education consortia in Alameda County. Services are provided to individuals aged 18 years and older and include instruction in adult basic education skills, high school equivalency test preparation, classes leading to a high school diploma, English-as-a-second language instruction, and citizenship classes, as well as other related training.

WIOA Title III – Wagner-Peyser: EDD's Wagner-Peyser staff fulfills the labor exchange function and coordinates marketing and outreach to UI claimants, ensuring full access to all available WIOA services. Wagner-Peyser services include: orientation, intake, initial assessment, partner referrals, workshops, typing certificates, California Training Benefits

information, bonding assistance, and networking clubs. EDD and ACWDB staff collaborate on Rapid Response orientations and services for laid off workers.

WIOA Title IV – Vocational Rehabilitation: DOR assists individuals with disabilities with employment and related services. DOR provides job readiness services, workshops, and vocational training, resulting in employment in an integrated work setting. Technology assistance is also provided as required to support participation in training and work.

Carl Perkins Career Technical Education: The Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) is a principal source of federal funding to states and discretionary grantees for the improvement of secondary and post-secondary career and technical education programs across the nation. The purpose of the Act is to develop the academic, career, and technical skills of secondary and post-secondary students who elect to enroll in career and technical education programs. Local recipient of Perkins funding include community colleges and local education agencies.

Title V Older Americans Act: The Senior Community Services Employment Program (SCSEP) offers short-term pre-vocational services to eligible seniors who are 55+, low income, and have barriers to employment. It provides part-time, temporary on the job training through community service assignments at local nonprofits and government agencies. SCSEP services are delivered by the Department of Aging and Adult Services, which is housed within SSA.

Job Corps: The Job Corps programs serves individuals ages 16-24. The local program takes place at the Treasure Island Job Corps Center (TIJCC), which is located in the middle of the San Francisco Bay. This tuition-free residential vocational program connects eligible youth and young adults with skills and educational opportunities they need to pursue careers in high demand and growing industries. TIJCC excels in assisting students with in earning industry recognized credentials and acquiring the professional skills needed to compete successfully in the job market.

Jobs for Veterans State Grants (JVSG): The JVSG program is administered by EDD and serves veterans, eligible spouses, and transitional service members. Services include, but are not limited to, outreach, veteran's service navigator assessments, veteran screening, referral to partners and supportive services. Two EDD job classifications are funded by this program: the Local Veterans Employment Representative (LVER) and the Disabled Veterans Outreach Program (DVOP) representative.

Trade Adjustment Assistance Act: Trade Adjustment Assistance Act (TAA) is a federal program intended to provide aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. The TAA program has offered a variety of benefits and reemployment services to help unemployed workers prepare for and obtain suitable employment. Under TAA, workers were eligible for training, job search, and other reemployment services. Coordination with TAA generally included co-enrollment into WIOA, which provided multiple benefits, including TAA funds being used to cover all training costs. While TAA is technically a required partner program, it is

currently an unfunded initiative and, except for work that exhausts the final federal allocation of funds, services have been suspended.

Community Services Block Grant (CSBG): CSBG grant programs are managed by the Alameda County-Oakland Community Action Partnership (AC-OCAP). The goal of AC-OCAP is to maximize the impact of CSBG funding throughout Alameda County (excluding the City of Berkeley) by supporting and implementing equity driven anti-poverty programs and services through its Community Economic Opportunity network, which helps lift low-income families out of a life of poverty and on to the path of self-sufficiency. Focus areas include low-income housing, entrepreneurship, job training, and job placement assistance.

Housing and Urban Development Employment and Training Program: The employment and training services function of the Housing Authority of Alameda County is part of its Family Self-Sufficiency (FSS) program. FSS is a voluntary program designed to assist Housing Choice Voucher residents in achieving independence and self-sufficiency through education, job training, supportive services, and employment. Participants can access high school equivalency preparation courses, college programs, job training, job search assistance, and career counseling.

Unemployment Compensation: The Unemployment Insurance program is operated by EDD online and by telephone. AJCC staff works with EDD to coordinate marketing and outreach to UI claimants, ensuring full access to all available WIOA services.

Temporary Assistance for Needy Families (TANF)/CalWORKs: TANF/CalWORKs programs and services are provided by the Workforce and Benefits Administration (WBA) of SSA. They are directed at reducing poverty and improving opportunities for low-income adults and families. Services include, but are not limited, assistance with child day care, employment services, job training, transportation assistance, and adult educational services. For indigent adults and emancipated minors who do not have custody of any minor children and have no other means of support, SSA provides monthly grants and employment and training services to eligible persons legally residing in Alameda County. Additional services include the CalFresh program, which provides monthly food benefits to low-income families and individuals and the Medi-Cal health insurance program, which primarily covers low-income children, parents, persons with disabilities, and seniors.

B. Partners' Efforts to Collaborate on Co-enrollment and Case Management

The ACWDB, AJCC Operator, career services providers, and system partners have collaborated on a number of strategies to strengthen program alignment, leverage resources, and coordinate service delivery for job seekers who are eligible across multiple programs and may benefit from services offered by two or more partners.

Collaborative Recruitment and Cross Referral Process

System partners have agreed to a common process for cross-referring applicants and participants across partners and programs. The process is outlined the MOU executed among the WIOA-mandated partner programs. The partners have also identified that referral tracking is essential to service coordination and process improvement. System partners are interested in adopting or developing of a system to track partner referrals and outcomes. These efforts will improve service and resource coordination and will be a continued area of focus during the period covered by the Plan.

Co-Enrollment of Job Seekers

Assessment of WIOA Title I program participants (and individuals being served by other programs) is the first step in determining the services an individual needs to prepare for employment. This process, which includes the development of an individual employment plan, reveals a participant's basic skill levels, past education attainment, job-specific skills, work history, special skills and abilities, life circumstances, and potential barriers to employment. To address job/career goals and barriers, staff may suggest services that are available through WIOA and from other programs, which are operated by system partners. A referral is made to the partner(s) identified as capable of providing the required service(s), thereby triggering a co-enrollment.

ACWDB management and direct services staff are familiar with state guidance on strategic co-enrollment of WIOA participants in other programs. However, WIOA and partner representatives ensure that services provided by distinct programs in which participants may be enrolled are non-duplicative and that performance outcomes of such programs are not in conflict.

Co-Case Management

Partners that have access to CalJOBS can share data and intake information after securing the informed consent of a common customer. Not all partners use CalJOBS. In these cases, the partners agree to a process (and often a schedule) for communicating about a client's progress by phone, email, and a selective sharing of records.

Cross-Training of System Partners

The workforce system partners understand that making successful referrals, determining the circumstances in which co-enrollment makes sense, and providing effective co-case management with other organizations' staff require a good understanding of partners' programs and services. Therefore, as part of its responsibilities for coordination of services, the AJCC Operator convenes the partners and provides opportunities for presentations about their organizations, programs, services, target groups, eligibility requirements, outcomes, and more. Over the four-year course of the Local Plan, partner information sharing and cross training will be ongoing.

C. One-Stop System's Service Delivery Platforms Including Use of Technology

Service delivery platforms utilized by the WIOA Title I programs administered by the ACWDB fall broadly into two categories: physical locations and virtual access.

Physical Access through Brick-and-Mortar Locations

Traditional in-person service delivery is principally available through the Eden Area Comprehensive AJCC, as well as at career service provider facilities located within three defined sub-regions of the LWDA:

- North Cities sub-region serving the cities of Alameda, Albany, Berkeley, Piedmont, and Emeryville, along with surrounding communities.
- Tri-Cities sub-region serving the cities of Fremont, Newark, and Union City, along with surrounding communities.
- Tri-Valley sub-region serving the cities of Dublin, Pleasanton, Livermore, and Sunol along with surrounding communities.

Staff assistance, resource areas, live workshops, and other face-to-face services are available through these sites. The geographic distribution of the AJCC and career service provider locations across the ACWDB's jurisdiction ensures that sites are within reasonable proximity to all residents and businesses.

Virtual Access

On-line, remote access to the ACWDB's and workforce system services can take a number of different formats, including, but not limited to:

- A website chatbot for basic information about services and connection to front desk staff
- Calendly-appointment scheduler
- On-line orientations
- DocuSign option for the WIOA application
- Virtual coaching via TEAMS/Zoom, phone calls, and email communication
- Handshake Mobile App for community college-connected job seekers: online platform for job posting, networking, resume publications, recruiting events/job fairs, and employer connections

On-line learning may be enhanced through:

Metrix Online: This online platform helps job seekers gain occupational skills as well as general knowledge across a spectrum of topics that may improve career preparation and job performance.

D. Coordination of Workforce Activities and Support Services

Supportive services are made available to eligible individuals enrolled in the WIOA Adult, Dislocated Worker, and Youth programs. Supportive services are provided to address a participant's needs and barriers as identified during initial and on-going individual assessment processes. Services are provided to enable an individual to participate in activities authorized under WIOA Title I. To qualify for WIOA-funded support, all efforts to secure supportive services from other sources must first be exhausted and documented in the participant's case file.

Determining the Need for WIOA-Funded Supportive Services

Supportive services are allowable only after a participant has been assessed for the need of such services to successfully engage in WIOA-funded Adult, Dislocated Worker or Youth career and/or training services, or to obtain or retain employment.

WIOA-funded supportive services may be provided only when a participant is unable to obtain such assistance through other programs or organizations. WIOA funds must be the "funds of last resort." A determination of the availability of supportive services through other programs must be made prior to providing WIOA-funded supportive services. Other programs providing such services may include: Pell grants; scholarships; public assistance programs such as General Assistance, CalWORKs, and CalFresh Employment and Training; re-entry programs; Housing and Urban Development programs; and Community Services Block Grant programs. Career services staff refer participants to the 211 directory of local community resources prior to offering WIOA supportive services to participants.

ACWDB recommends a maximum limit of \$500, per individual participant, for a single participation cycle for WIOA-funded supportive services. However, career services staff may request a waiver to this limit, which is subject to approval by a WDB representative.

Services Available to WIOA Participants

WIOA-funded supportive services available to participants, include:

- Transportation
- Work or training-related clothing, tools, equipment, or safety items not covered through training funds, training providers, other supportive services agencies, or employers
- Verification/documentation needed for program participation, training, and employment
- Educational testing related to certifications, industry-recognized credentials, and employment
- Training-related academic/educational materials not covered through training funds, training providers, or other supportive services agencies
- Utilities
- Needs-related payments

- Stipend and incentive payments

ACWDB has published an Action Bulletin and related Supportive Services Policy and Procedures governing the provision and use of supportive services for individuals enrolled in WIOA Title I programs.

Supportive Service Partners

ACWDB, AJCC, and career services provider representatives have worked to establish ties to and build relationships with local organizations and programs that offer a broad range of services to which WIOA participants may be referred. Among these linkages are:

Housing: Referrals are made to: Abode Services; Fremont Safe House; A Safe Place; Building Futures; City Team; Ruby's Place for survivors of domestic violence; Shepards Gate; and the Salvation Army.

Clothing: Resources include SSA's clothing closet; Ohlone Career closet; and a partnership with the GAP corporate office, which sponsored an event and clothing closet.

Transportation: Referrals are made to Clipper START program for low-income individuals; and CORE, which offers transportation support to eligible participants (closed referral through Probation Department).

Health: Low-cost services may be provided by Tiburcio Vasquez Health Center, Bay Area Community Healthcare Fremont, and La Clinica de la Raza.

Mental Health: Gronowski Center at Palo Alto University offers community resources such as free services from students studying to be Licensed Marriage and Family Therapists, on-site life-coach sessions, and workshops for stress management.

Food: Resources include Alameda County Food Bank, CORE (closed referrals), Ohlone farmers market, Glad Tidings Church, South Parish, and the International Rescue Committee pantry.

Childcare: Providers include: BANANAS, 4Cs, and HeadStart. Referrals are also made to programs that were started through on-site training.

E. Physical and Programmatic Accessibility for Individuals with Disabilities

ACWDB's designated Equal Opportunity (EO) Officer, who is embedded within the SSA, monitors all WIOA service locations for compliance with the Americans with Disability Act (ADA) and compliance with the provision listed in Section 188 of WIOA to ensure accessibility for people with disabilities and others. Service providers are assessed for

their engagement in the following ADA and other accessibility-related requirements as follows:

- Training on non-discrimination.
- Providing secured filing systems that protect client records for individuals who disclose existence of a disability.
- Displaying posters and signage that communicate to 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.
- Providing assurances and strategies to outreach to disadvantaged groups.

The AJCC maintains a physical facility location that is accessible and ADA compliant, and that 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 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 collaborates with organizations serving individuals with disabilities and participates in related meeting and events.

The collective efforts of workforce system partners and stakeholders create synergies that facilitate programmatic access for job seekers with disabilities. They have also led to increased enrollment into WIOA Title I-IV programs and services, jointly held employer recruitment events and job fairs, and more robust information-sharing activities. Local adult schools also maintain adult with disabilities work groups, and the DOR is a key partner at job fairs. All AJCC MOU partners remain committed to providing physical and programmatic access to job seekers with disabilities.

Assistive Technology and Accessible Materials

The AJCC informs customers that auxiliary aids and services for individuals with disabilities are available upon request Interpretation services (in person and via phone) and Braille services are also available.

Assistive technology available at the comprehensive AJCC includes: TTY Telecommunication device; Web Cam; Quick Sound Microphone; Dragon Naturally Speaking; Aladdin Personal Reader; JAWS (Screen Reading); Text help read and write;

WYNN; Stance Angle Chair; Ten Commandments (VHS); Deaf Success Productions-Job Search Readiness (VHS); LIONBRIDGE; and a Spoken Language Access Plan.

ACWDB and AJCC staff have identified the need for updated assistive technology to support for individuals with disabilities and will implement a plan to secure and install these tools.

III. STATE STRATEGIC PARTNER COORDINATION

In 2018, the State completed and published a biennial modification to California's Unified Strategic Workforce Development Plan for Program Years 2016-2019. Within that modification, the California Workforce Development Board identified several new strategic partnerships with state-level agencies and initiatives. Guidance issued by the State Board in 2018 to Local Boards regarding two-year modifications to their PY 2017-2020 Plans required that WDBs pursue these partnerships within their jurisdictions. In the 2019 modification to the Local Plan, ACWDB described these local level relationships, some of which were in an early stage of development. State guidance published in 2024 added requirements for two new partnerships.

Following is a summary of the evolution and status of six state-mandated strategic partnerships as well as approaches under consideration to further strengthen collaboration with local providers and programs.

A. Coordination with County Human Services Agency and Other Local Partners That Serve Individuals Accessing CalFresh Employment and Training Services

The CalFresh Employment and Training (CFET) program provides participants with a variety of job training, job placement, and education programs that are delivered by the SSA and community partners. CalFresh recipients who are not receiving CalWORKs assistance may volunteer to participate in CFET to improve their job and career opportunities.

Participants work with a career counselor to develop a plan for employment and to get connected to any of the following services:

Job Search Support: Participants receive assistance with job search, developing a resume, job interview skills, and more. They have the opportunity to participate in workshops and receive guidance from a career counseling professional.

Job Placement and Job Retention Assistance: Participants are connected to businesses interested in hiring new workers. After being hired, participants have the option to continue receiving CFET career counseling and supportive services while they become stable in their new jobs.

Education: CFET participants are referred to programs offered by community colleges, adult schools, and other institutions that provide English-as-Second Language, high school equivalency certification or high school diploma completion, and other short-term education programs.

Job Training and Work Experience: Participants can select from a variety of job training and work experience programs. Programs cover a range of occupations in several key industries, including:

- Healthcare jobs (e.g. community health worker, health navigator)
- Light manufacturing
- Graphic design
- Urban arts merchandise design and production
- K-12 after-school education
- Culinary and food services jobs
- Construction and solar photovoltaic systems
- Banking and financial services
- Community maintenance and beautification

Workfare: CFET participants can gain valuable jobs skills and experience at approved worksites, while completing public service volunteer work to fulfill work requirements for CalFresh.

CFET participants may also be eligible for support that enables their participation in the program. Some of the supportive services offered by CFET include: transportation work clothing and uniforms, necessary tools or equipment, tuition for approved education programs, books and training manuals, union dues, test fees, licensing and bonding fees, basic dental or vision correction expenses, housing assistance, and minor car repairs. Participants who gain employment can continue to receive supportive services for up to 90 days after their first date of hire, even if they are no longer receiving CalFresh benefits.

Coordination of CFET and WIOA Title I Programs

ACWDB and WBA staff work together to create opportunities for co-enrollment between the WIOA and the CFET program. ACWDB staff include CFET program representatives in WIOA service provider meetings to share information about the program and encourage referrals to the CFET program.

ACWDB staff have also invited CFET program representatives to attend Rapid Response orientations to share information with recently laid-off workers about the benefits of enrolling in CalFresh and in the CFET program. This effort may also serve as a natural opportunity to co-enroll individuals into WIOA and CFET. Both organizations will continue to review and evaluate their success in coordinating WIOA and CFET and will further examine opportunities to improve collaboration.

B. Coordination with Local Child Support Agency and Other Local Partners Serving Individuals That Are Non-Custodial Parents

The 2019 requirement for local WDB's to collaborate with local Child Support Services agencies did not represent the first occasion when the ACWDB and Alameda County Child Support Services (CSS) worked together. The coordination requirement simply represented an extension of an existing relationship among the ACWDB, its contractors, and Child Support. For many years, referrals had been made from Child Support to the AJCC and service providers pursuant to court orders requiring non-custodial parents

(NCPs) to participate in job search in exchange for credit in meeting specified obligations and the reinstatement of revoked licenses. ACWDB, CSS, and the entire network of one-stop partners understand the value of maintaining a strong partnership to improve employment outcomes for NCPs with child support orders.

Collaboration with Alameda County Child Support Services

ACWDB representatives have oriented CSS staff to the WIOA program and began conversations about facilitating CSS access to the CalJOBS system. The workforce system providers and CSS cross refer customers in accordance with a structured process and work together on a regular basis. CSS refers clients to the AJCC and other providers for workforce services. Child Support clients are tracked by ACWDB staff and information is shared with CSS representatives. AJCC and career services staff work with clients to develop short-, mid- and long-range employment goals. As the client participates in services, workforce staff follows-up with schools and any other service agencies to track progress. Staff from both agencies regularly follow-up with clients through their completion of services.

ACWDB and CSS will continue with a special initiative through which the two organizations, over a six-month timeframe, target ten to twenty NCPs who have been dislocated and impacted by business layoffs. A similar initiative may be targeted to individuals impacted by the justice system.

The relationship with CSS has been successful, with many child support clients completing training and obtaining employment, moving them toward a living wage.

C. Coordination with Local Partnership Agreement Partners Established in Alignment with the Competitive Integrated Employment Blueprint and Other Local Partners That Serve Individuals with Developmental and Intellectual Disabilities.

In 2019, ACWDB leadership and staff first became aware of the state-level blueprint for competitive integrated employment (CIE) that was crafted by and led to the formalization of a partnership among DOR, the California Department of Development Services (DDS) and the California Department of Education (CDE). An agreement among these state-level partners makes employment in an integrated setting at a competitive wage for individuals with intellectual disabilities and developmental disabilities (ID/DD) its highest priority. ACWDB representatives also learned of the requirement that local agencies representing the state level partners develop agreements to meet CIE goals. State Workforce Board guidance indicated that local boards must connect to these partnerships to support CIE objectives. The following information summarizes the ACWDB's efforts in the area.

Local Partnership Agreement

A Local Partnership Agreement (LPA) has been implemented in Alameda and Contra Costa Counties. The purpose of the Alameda and Contra Costa Local Partnership Agreement (ACCLPA) is to enhance and strengthen partnerships that promote career preparation and successful placement of youth and adults with disabilities into competitive, integrated employment. This primarily includes youth and adults identified as having an intellectual and/or developmental disability and may include others whose disability creates similar barriers to employment. The LPA's participating core partners are:

- California Department of Rehabilitation (DOR), Greater East Bay District
- Regional Center of the East Bay
- Special Education divisions of the following local education agencies: Acalanes Union High School District, Alameda Unified School District, Berkeley Unified School District, Contra Costa County Office of Education, Mount Diablo Unified School District, Oakland Unified School District, San Ramon Valley Unified School District, Spectrum Schools, and West Contra Costa Unified School District

The ACCLPA also identifies community partners, which are local entities whose mission, goals, and primary purpose are aligned with that of the ACCLPA, thereby increasing opportunities for youth and adults with disabilities to be successfully employed in an integrated setting while earning a competitive wage, and in a career or job that meets their vocational desires or goals. Among the community partners listed in the LPA is the "America's Job Centers of California and Local Workforce Development Boards (Alameda County, Oakland, Richmond, Contra Costa County)". The ACCLPA also states that "the core partners will expand and develop additional community partnerships aimed at providing access to all resources and workforce systems not historically utilized."

Collaboration with the LPA Partners

The LPA partners meet periodically throughout the years and the ACWDB's programs have been represented as such meeting by representatives of a WIOA Youth Program service provider. WIOA service providers collaborate with DOR to serve customers with disabilities of all ages, and it is expected that such collaboration will continue to increase in connection with the operation of the Student Training and Employment Program for which DOR provides funds to the ACWDB through the Foundation for California Community Colleges. Supporting DOR's and the LPA's business outreach efforts to expand the use of CIE would be a natural extension of the current, productive working relationship. ACWDB staff could support CIE efforts in several ways. These include:

- Identifying businesses within the County that employ individuals in jobs that would be CIE-aligned, ensuring that opportunities are identified that complement the various capabilities of individuals in the ID/DD target group;
- Developing a CIE-specific business component in ACWDB's forthcoming Business Services Plan;
- Making direct contact with business representatives on behalf of LPA customers.

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D. Coordination with Community-Based Organizations and Other Local Partners That Serve Individuals Who are English Language Learners, Foreign Born, and/or Refugees

Alameda County is one of the most ethnically diverse regions in the United States. As of 2022, 33.2% of Alameda County residents were foreign-born, which is higher than the national average. (Data USA). Forty-three percent (43%) of Alameda County residents speak a language other than English at home. Each year, the local workforce system serves many English language learners (ELLs), immigrants, and refugees who are eligible for WIOA and other programs operated by system partners. In accordance with state requirements, the SSA maintains a County Refugee Services Plan to ensure there is a plan in place for serving newcomers, namely refugees and asylees. Individuals receive necessary language skills training along with other workforce services. Service provider staff at the AJCC and at agencies that comprise the ACWDB's Career Services Collaborative include individuals who are bilingual. Service providers also rely on community-based partners for assistance in communicating effectively with applicants and customers who are not yet fluent in English.

Collaboration with Public and Private Partners to Serve ELLs, Immigrants, and Refugees

Because such a large percentage of the population is made up of immigrants, many of whom are ELLs, serving this population is central to the work of the ACWDB, the AJCC, career services providers, Youth Program services providers, and local workforce system partners. Workforce system staff work closely and will continue to do so with a wide range of partners to effectively serve this population. Partners include:

Alameda County Social Services Agency: SSA serves refugees, immigrants, and asylees by providing financial, food, and healthcare assistance; employment and training; and other culturally sensitive supportive services and referrals. Among the programs serving this population are Refugee Cash Assistance, Refugee Supportive Services, Cash Assistance Program for Immigrants, Immigrant Relations, Trafficking and Crime Victims Assistance Program, and Social Integration Services. Coordination and communication with these programs is facilitated by the fact that the ACWDB is also part of SSA.

Education Agencies: Local education agencies are among the ACWDB's most essential partners in serving ELLs through ESL and VESL programs. WIOA Title II programs, which are federally funded and administered by the California Department of Education, are a primary resource for ESL, along with basic education skills and high school equivalency programs that are also needed by this target group. Adult schools, community college programs, and other training providers offer job skills and career pathway training.

Public Agencies are critical partners in providing support services to job seekers served by the local workforce development system. Among these are the county's SSA; Health Department; Behavioral Health Services; and Housing and Community Development.

State agencies, including EDD and DOR, are also critical partners in supporting immigrants and refugees.

Community-Based Organizations: Given the demographics of the region, Alameda County and the entire Bay Area are home to many immigrant-serving non-profit agencies and community organizations. Among those with which the ACWDB and its providers coordinate are the International Rescue Committee, Upwardly Global, Bay Area Legal Aid, Immigrant Hope San Leandro, Immigration Institute of the Bay Area, La Familia, Immigrants Rising, and more. Services range from resettlement assistance to legal aid, immigration support, and health services.

E. Coordination with Local Veteran Affairs, Community-Based Organizations, and Other Local Partners That Serve Veterans

More than two decades ago, the Jobs for Veterans Act (JVA) was signed into law to improve employment, training, and job placement services available to veterans. JVA mandates priority of service for veterans and eligible spouses who otherwise meet the eligibility requirements for participation in programs administered by the U.S. Department of Labor. California has consistently assured that the public workforce system focuses on outreach and the delivery of services and support to veterans, and, in 2025, EDD issued a new Workforce Services Directive on “*Priority of Services for Veterans and Eligible Spouses*,” which updated guidelines to correspond to requirements published in WIOA. ACWDB has adopted the full range federal and state mandates by publishing its own policy on priority services for veterans.

As stated in Section II of this plan, *WIOA Core and Required Partner Coordination*, ACWDB recognizes the federal Jobs for Veterans State Grant program operated by EDD as a WIOA-mandated partner. As the ACWDB moves into the new four-year cycle represented by this plan, promising opportunities for coordination with organizations and programs that serve veterans include the following:

Coordination with the Alameda County Veterans Service Office

A potentially effective partnership would be one between the ACWDB and the Alameda County Veterans Service Office (VSO). VSO assists veterans, as well as their family members, and dependents, in obtaining benefits from federal, state, and local agencies administering programs for veterans. Like the ACWDB, VSO is part of the SSA. While the VSO is not officially connected to the U.S. Department of Veterans Affairs (VA) or the California Department of Veterans Affairs (CalVet), assisting veterans in accessing their programs is a primary function. Some of the programs that VSO provides access to include: Disability Compensation; VA Dependency and Indemnity Compensation; Veterans Pension Program; VA Aid and Attendance or Housebound Benefits; CalVet College Fee Waiver for Veterans Dependents; Veterans Driver’s License Designation; VA Direct and VA-Back Veterans home loans; CalVets home loans; and housing assistance. Connections to ACWDB-administered and workforce system partner programs would be an ideal complement to these services. A system for mutual referrals could be established

and the two organizations could cross-promote the services of the other to create a pipeline toward the AJCC and other Career Services Provider organizations funded by the ACWDB. ACWDB will also explore more grant development activity with the VSO and/or other organizations to create program-funded opportunities.

Convene Organizations Serving Veterans

Working with the VSO, ACWDB could assemble a list of veteran-serving organizations of all types located throughout the county. Identified organizations would be invited to join a quarterly forum where agencies would be asked to share with their colleagues information about programs and services that are specifically targeted to or are otherwise available to veterans. The objective would be to create a network of closely connected support for veterans seeking to access services ranging from education and job placement assistance to healthcare, housing, and benefits support. Based on information shared at the quarterly forums, an annual veterans resource guide focused on Alameda County and the East Bay could be developed, posted online, disseminated in print, and utilized by local organizations to facilitate referrals throughout the network.

Establish a Local “Veteran Supporting Employer” Designation

As a tool to engage businesses interested in hiring veterans to meet their talent needs and a resource for connecting veterans to job opportunities, ACWDB could establish a program that enables local companies to apply for special designation as a “veteran supporting employer.” This model has been successfully used in other locations, for example, the non-profit *VETS – Beyond The Uniform*, located in San Diego County, has established such a program. The organization describes its approaches as intensive and distinctly, veteran-focused. The designation program for employers is one aspect of its specialized approach. The designation is made for organizations committed to the hiring and career success of veterans. The designation program is for businesses that meet the standards at three levels: Veteran Friendly, Veteran Ready, and, the gold standard, Veteran Focused. General criteria have been established for eligibility to apply, with more detailed criteria having been set for designation at each of the three levels. The program also describes a series of benefits available to businesses designated at each level. Ultimately, an Alameda County version on this unique program would aim for designation to serve as a magnet to draw skilled veterans to companies that support them.

Implement Structured Skills Transferability Protocols

ACWDB could work with system partners and stakeholders to identify and implement structured protocols for identifying and promoting the ways in which the specialized skills that veterans acquire during military service transfer to civilian applications in high-demand jobs and careers. There are a wide range tools, techniques, and resources available to help veterans and organizations that assist them in determining how military skills translate to civilian applications and how they can be best expressed in commonly understood terminology. Such skills include both hard, job-specific skills and characteristics of those who work in the military.

The workforce system partners could adopt specific assessment processes, career planning strategies, resume formats, and more that are designed specifically for veterans, with the goal of presenting their military service and skills as effectively as possible. Once established, these processes could be utilized by the AJCC, career services providers, career technical education programs, and all other system partners when assisting veterans with employment. With the continued and ongoing use of these strategies, over time, local companies may begin to recognize certain skills transferable from military application that are most desired in the occupations for which they hire.

Co-Host Veterans-Focused Events

Veterans are a uniquely diverse population in terms of age, race, gender, socio-economic status, and every other demographic characteristic. The group, therefore, is very difficult to access in terms of recruitment and, even, the dissemination of information. Given the diversity of veterans, the best way to reach them is by attracting them to events and sites (physical and virtual) that are veteran-specific. With ACWDB contemplating regular convenings of organizations that serve veterans, these meetings could be used, in part, to organize events that would attract veterans. Resource fairs and job fairs are two types of events that are likely to have good responses, as they are successfully held at locations throughout California and across the nation. As local organizations that assist veterans vary size and capacity, ACWDB could initially take the lead in organizing such events, with this role rotating to others once a model for organizing them is established. For the ACWDB and the workforce system, participation in large-scale veterans resource events would enable service providers and partners to recruit veterans and eligible spouses for the programs. At the same time job fairs would provide an excellent opportunity to promote veterans' skills and capabilities to local businesses that are seeking talent.

Over the course of program years 2025 through 2028, ACWDB will look to strengthen relationships with existing partners, seek out new partnerships to improve services for veterans, and continuously assess opportunities to improve services and increase outcomes for this important target group.

F. Collaboration with the Strategic Planning Partners to Address Environmental Sustainability

ACWDB's PY 2025-2028 Local Plan marks the first formal statement of intent by the ACWDB to work in collaboration with system partners to address environmental sustainability through workforce development system programs and services. Over the period covered by the Local Plan, ACWDB intends to initiate work in this area by addressing measures adopted by the county in response to climate change and in support of environmental sustainability.

Adopted in May 2023, the *Alameda County Climate Action Plan for Government Services and Operations through 2026* recognizes the threats that climate change make to quality of life, health, and economic vitality in Alameda County. The Climate Action Plan identifies priorities for the County that will benefit individuals and communities. The plan is divided

into six action areas, each of which plays a key role in sustainability goals: Built Environment, Community Resilience, Green Economy and Prosperity, Sustainable Materials Management, Transportation, and Climate Leadership and Governance. Within the Green Economy and Prosperity area of the plan is a Growing the Alameda County Climate Workforce measure, which seeks to:

- Expand County partnerships with local workforce development programs, including educational partners and employers, to support a diverse, trained, and ready workforce for climate-related career opportunities and serve as a resource for industry partners seeking to build pathways into the clean economy.
- Include these opportunities in County departments that administer workforce development programs.

This area of the Climate Action Plan focuses on growing a trained and diverse workforce in Alameda County that is ready for climate-related roles, including those likely to result from the Action Plan's implementation, through increased partnerships and support of service providers. County agencies will utilize market analyses to ensure that efforts correspond to existing and projected employer demand for jobs. As an example, the Climate Action Plan references the *East Bay Forward 2021* report developed by the East Bay Economic Development Alliance, which cites large potential for growth and high-quality jobs in the cleantech industry.

This workforce area of the Climate Action Plan will also support efforts to prepare a workforce that can help meet the hiring goals on large climate-related capital projects outlined in the plan. The plan specifies that the ACWDB and WBA will lead implementation of workforce-related efforts, building upon their experience and expertise in providing tools, resources, and services to job seekers and employers related to job placement, training and job readiness, and support services. The Climate Action Plan references the ACWDB's experience supporting local initiatives with an environmental focus, including projects funded by the CWDB's High Road Training Partnership funds.

The plan outlines five distinct sub-measures, including:

1. Identify key local stakeholders and develop robust partnerships to support climate-related workforce development efforts.
2. Encourage service providers to prioritize high-growth, climate-related employment opportunities that provide career pathways to good, family-sustaining/quality careers for diverse communities (including people of color, women, people with disabilities, youth, low-wage earners), and people with barriers to employment.
3. Educate and facilitate service provider connections with training entities that enable exposure to climate-related instruction or on-the-job training, as informed by local labor market information

4. Increase focus on County departments that administer workforce programs to engage in matching Alameda County residents from diverse and low-income communities, as well as youth and people historically affected by systemic barriers and/or facing individual barriers to employment, with high-quality green employment opportunities, as available.
5. Prioritize the recruitment of county residents from BIPOC and low-income communities as workers on County construction projects covered by a Countywide Project Stabilization Community Benefits Agreement.

This feature of the Climate Action Plan will be assessed based on whether sub-measures are accomplished. The intended outcome is for the County to expand the circular economy in community-facing projects, thereby reducing waste and increasing access to upstream solutions.

In addition to its Climate Action Plan-focused efforts, over the four-year period of the Local Plan, ACWDB expects to significantly expand its work in connection with industries and occupations that support and enhance climate resiliency and environmental sustainability. Support for ACWDB goals in this area will likely come from a range of sources, such as:

- Local research and learning about the intersection of climate/environment and the labor market.
- Coordination with efforts being led by education, economic development, and other local system partners.
- Involvement in regional initiatives dealing with environmental issues affecting businesses and workers throughout the Bay Area.

IV. WIOA TITLE I COORDINATION

The following narrative addresses services, activities, and administrative requirements of the ACWDB under the WIOA Title I formula programs, along with strategies for staff preparation, training, and ongoing professional development to effectively respond to participant needs.

A. Staff Training and Professional Development to Increase Digital Technology Skills

Most ACWDB and AJCC staff currently demonstrate moderate to high competency levels in the use of digital technology in their daily performance of job duties, which include assisting job seekers in understanding and using hardware, software, and web-based applications and platforms. Given rapid changes to technology skills used in the workplace, additional training for staff will focus on applications of artificial intelligence (AI) that will affect every aspect of service delivery, including recording keeping and communications. In addition, an anticipated retooling of the CalJOBS system will likely spark the need for ongoing training for frontline staff.

To ensure that AJCC staff members are fully prepared to not only meet the requirements of their own jobs, but also support customers who will be increasingly reliant on the use of digital skills in the workplace, the ACWDB will continue to provide opportunities for staff members to improve and/or remain up-to-date with their work-related digital/technology skills.

B. Frontline Staff Training and Professional Development to Increase Cultural Competency and Effectiveness in Working with Individuals and Groups that Have Been Exposed to Trauma

ACWDB encourages and supports staff development. Training is frequently made available to staff to increase their awareness and knowledge on matters related to service delivery and compliance. However, training is also provided on topics that increase staff's effectiveness in serving key customers, including job seekers and businesses. Training of this type is especially important for frontline team members who work directly with customers.

Topics dealing with cultural competency and trauma-exposed populations that would likely be beneficial to frontline staff may include: understanding trauma; signs of depression; recognizing post-traumatic stress; justice-informed employment retention; building resiliency in communities; mental health awareness; sexual harassment; and domestic violence. Training focused on needs of key targets groups (e.g., job seekers with disabilities, housing insecure/homeless individuals, older workers) will also be considered.

C. Coordination of Rapid Response and Layoff Aversion Activities

ACWDB has been providing WIOA-funded Rapid Response services to displaced workers for more than 30 years. Staff participate in the Greater East Bay Rapid Response Roundtable meetings. The Roundtable convenes quarterly to share business information, including notices of closure or downsizing, and to identify regional trends. Gatherings build positive relationships with internal and external partners.

Working with state and local partners, ACWDB Business Services Unit staff provides the following Rapid Response and Layoff Aversion services.

Layoff Aversion Services

The Rapid Response Coordinator works closely with state and local agencies (such as the East Bay Economic Alliance, the Small Business Development Center, and local chambers of commerce) to monitor the health of businesses and leverage relationships to support continued business operations. Upon receipt of a Worker Adjustment Retraining Notice (WARN) notice or other information indicating a company is experiencing hardship, the Rapid Response Coordinator makes immediate contact with the company to propose Layoff Aversion assistance.

ACWDB Business Services staff has established ongoing relationships with local employers, creating an environment that enables them to provide services to businesses in order to prevent or reduce layoffs. Layoff aversion tools and strategies that are used to support businesses in distress include economic analysis, incumbent worker training, EDD's Work Share Program, and various forms of work-based training.

Rapid Response Services

When the Rapid Response Coordinator receives a WARN notice or similar communication regarding a business closure or significant layoff, the business is contacted to verify the information provided in the notice. If this notice is active, staff will start coordinating a Rapid Response Orientation (RRO) for affected employees. Typically, these orientations are held at the business site (if the business is still operating). Once the date and time for the orientation is confirmed, members of the Rapid Response Team, which includes staff from ACWDB Business Services Unit, AJCC/career services staff, EDD, Department of Labor, Covered California, and other resources, as appropriate.

During the orientation, the team disseminates information about the WIOA Dislocated Worker Program and Unemployment Insurance benefits. Depending on the nature of the layoff, dislocated workers may be eligible for a wide range of other services.

ACWDB has instituted Open RROs, which is an effort to reach laid off workers whose employers opted out of the conventional RRO. Open RROs allow for ACWDB's Business

Services Unit to engage with dislocated workers who would not otherwise know about workforce services offered by ACWDB. At times, WARN notices are received late and business are no longer operating. When this occurs, Business Services staff work with EDD to locate affected workers through their RESEA activities, which target recipients of unemployment insurance benefits.

D. Services and Activities Available under WIOA Title I Adult and Dislocated Worker Programs

ACWDB provides an extensive range of services for job seekers enrolled under the WIOA Title I Adult and Dislocated Worker programs. Services meet the needs of individuals with varying levels of education and work experience, including job seekers from vulnerable populations who may have one or more barriers to employment. Services are designed to prepare participants for entry-level and higher positions with businesses in Alameda County and surrounding areas, including those in priority sectors that are identified in the East Bay Regional Planning Unit's PY 2025-2028 Regional Plan.

Career Services for Adult and Dislocated Worker Participants

WIOA Title I Adult and Dislocated Worker Program basic and individualized career services include the following:

Basic Career Services: WIOA basic career services are universally available, and job seekers do not have to be enrolled in WIOA to access these services. Generally, these services provide linkages to job search and career readiness resources, computer labs, resource fairs, online computer training programs, hiring events, career planning and assessment guides, and connections to other service providers.

WIOA includes the following services in this category:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs.
- Outreach, intake (including identification through the state's Worker Profiling and Reemployment Services system of unemployment insurance claimants likely to exhaust benefits), and orientation to information and other services available through the one-stop delivery system.
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs.
- Labor exchange services include the following: job search assistance, and provision of information on in-demand industry sectors and occupations; provision of information on nontraditional employment; and provision of referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs.

- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including the following: job vacancy listings in labor market areas; information on the job skills necessary to obtain the vacant jobs listed; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs.
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers.
- Provision of information about how ACWDB is performing on local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system.
- Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.
- Provision of information and assistance regarding filing claims under unemployment insurance programs, including meaningful assistance to individuals seeking assistance in filing a claim.

Individualized Career Services: Job seekers interested in more intensive services, including career counseling and staff support, or enrolling in occupational training may consider individualized career services. Individuals accessing these services must complete WIOA eligibility and enrollment activities. WIOA-enrolled Adults and Dislocated Worker participants work with case managers to develop an Individual Employment Plan which highlights career goals, skills and supportive services needed, training goals, and other pertinent information.

WIOA includes the following services in this category:

- Comprehensive and specialized assessments of the skill levels (such as typing) and service needs of adults and dislocated workers, which may include the following: diagnostic testing and use of other assessment tools; and In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers.
- Group and/or individual counseling and mentoring.
- Career planning (e.g., case management).
- Short-term pre-vocational services, including the development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training. In some instances, pre-apprenticeship programs may be considered as short-term pre-vocational services.
- Internships and work experiences that are linked to careers.

- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of post-secondary education, training, or employment.
- Financial literacy services.
- Out-of-area job search assistance and relocation assistance.
- English language acquisition and integrated education and training programs.

Training Services

Participants who require training to qualify for employment can take advantage of several options. They have access to free online training (e.g., Metrix Online Learning), Individual Training Accounts (ITAs), and on-the-job training. ITAs provide participants with occupational skills training, that results in skill and industry-recognized credential attainment. In some instances, job seekers may be interested in learning at work. These individuals can take advantage of the on-the-job training program, through which employers provide training and receive up to 50% reimbursement of the wages paid to individuals while they receive job-related training (not to exceed \$5,000 per participant). WIOA includes the following services in these categories:

- Occupational skills training, including training for nontraditional employment
- On-the-job training
- Incumbent worker training
- Programs that combine workplace training with related instruction, which may include cooperative education programs
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Transitional jobs
- Job readiness training provided in combination with another training service
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with another training service
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

Priority of Service for Targeted Individuals

WIOA requires that priority of service must be given to veterans, recipients of public assistance, other low-income individuals, or individuals who are basic-skills deficient. Basic career services are not subject to the priority of service requirement. However, individualized career services and training services are subject to the requirement. Priority of Service status is established at the time of eligibility determination and does not change during the period of participation.

Basic skills deficient status is determined at time of eligibility as stated above. An individual who is basic skills deficient is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society. Criteria used to determine whether an individual is basic skills deficient includes the following:

- Lacks a high school diploma or high school equivalency and is not enrolled in post-secondary education.
- Enrolled in a Title II Adult Education/Literacy program.
- English, reading, writing, or computing skills at an 8.9 or below grade level.
- Determined to be English language learner through staff-documented observations or through confirmation that English is the second language.

Veterans and eligible spouses receive priority of service among all eligible individuals, including the individuals described above. However, they must meet the WIOA program eligibility criteria and other applicable criteria under WIOA.

Priority must be provided in the following order:

1. Veterans and eligible spouses who are recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient;
2. Individuals who are the recipient of public assistance, other low-income individuals, or individuals who are basic skills deficient;
3. Veterans and eligible spouses who are not included in WIOA's priority groups;
4. Other individuals not included in WIOA's priority groups. Individuals included in this group are older workers (55 and older), former foster youth, individuals with disabilities, school dropouts, and offenders who are not economically disadvantaged (i.e., not recipients of public assistance or low-income individuals).
5. Underemployed workers who do not fall under numbers 1 to 4 and are in need of WIOA individualized services. Individuals who are underemployed may include, but are not limited to:
 - a. Individuals whose family income does not exceed the self-sufficiency guidelines.
 - b. Individuals employed less than full-time who are seeking full-time employment.
 - c. Individuals who are employed in a position that is inadequate with respect to their skills and training.
 - d. Individuals who are employed who meet the definition of a low-income individual described in WIOA.

- e. Individuals who are employed, but their current job earnings are not sufficient compared to their previous earnings from their previous employment.

Other Priority Populations

ACWDB has identified individuals from the following groups as priority populations: individuals with disabilities; re-entry population; long-term unemployed (27+ weeks); older individuals (55+ years of age); single parents; women; Department of Child Support Services involved participants; refugees and asylees; first generation college students; and LGBTQ+ individuals.

Assessment of WIOA Title I Adult and Dislocated Worker Programs

Services provided under the WIOA Title I Adult and Dislocated Worker programs administered by the ACWDB comply with federal and state requirements and reflect local priorities. Areas of the programs that can be improved, refined, or further examined for effectiveness are represented by the Alameda County Workforce Development Board's Strategic Initiatives described in Section I and the PY 2025-2028 System Priorities described in Section V of this Plan.

E. Services and Activities Available under WIOA Title I Youth Program

ACWDB provides a broad array of workforce development and training services to youth and young adults, ages 16 to 24. Services are currently delivered under contracts with providers that are focused on two distinct populations.

WIOA Youth Programs for In-School and Out-of-School Youth

ACWDB contracts separately for programs serving in-school youth (ISY) and out-of-school youth (OSY):

In-School Youth: The *Youth Innovation Program* serves ISY and young adults, ages 16-21. Currently, two services providers are contracted to serve ISY participants by supporting their exposure to careers, skill development, leadership opportunities, 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.

Out-of-School Youth Program: The OSY program, *Future Force*, serves youth and young adults, ages 16-24. Currently, three community-based services providers are contracted to provide participant responsive services. All service providers ensure that out of school youth have access to resources that re-engage them in high school/equivalency completion (if needed), career exposure, career and life skills development, and employment placement and retention. Sometimes, OSY participants face unique

challenges, such as homelessness and housing insecurity and increased family responsibilities. However, OSY service providers leverage several partnerships to help participants address issues that could be impediments to training and employment.

WIOA Youth Service Elements

Both WIOA ISY and OSY programs require an objective assessment of the participant's strengths and challenges to inform and develop an Individual Service Strategy (ISS). The ISS outlines services needed, which may be offered in-house by service providers or in partnership with qualified local 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 the 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.

Services for Youth with Disabilities

The WIOA Youth Program ensures that participants with disabilities have access to the same comprehensive range of services as all other youth participants. For those who are attending school, modifications and accommodations are provided as outlined in the student's Individual Education Plan. Youth with disabilities are often co-enrolled in complementary programs and services, such as WorkAbility, CaPROMISE, and the Students Training and Employment Program (STEP), which is funded by the State Department of Rehabilitation. STEP offers youth with disabilities job readiness training and work experience aligned with their career interests and goals. ACWDB is a STEP grant awardee and 105 students with disabilities will be targeted for services over a three-year term.

Assessment of WIOA Title I Youth Programs

Services provided under the WIOA Title I Youth Program administered by the ACWDB comply with federal and state requirements and reflect local priorities. Areas of the program that can be improved, refined, or further examined for effectiveness are represented by the ACWDB Strategic Initiatives described in Section I and the PY 2025-2028 System Priorities described in Section V of this Plan.

F. Entity Responsible for Disbursal of Grant Funds and the Competitive Process Used to Award Contracts for WIOA Title I Activities

The ACWDB complies with Alameda County policies and procedures for disbursement of grant funds and the competitive award of sub-grants and contracts.

Disbursement of Grant Funds

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), which functions as ACWDB's Local CEO, and the Alameda County Workforce Development Board. Fiscal oversight responsibilities for WIOA and other workforce development funding are specified in the CEO agreement.

ACWDB initiates requests for disbursement of grant funds, which are subject to review and approval by the Alameda County Auditor-Controller's Office. All controls on disbursements are maintained by the Auditor-Controller. Check disbursements are auto-generated by the County's ALCOLINK payment system, following completion of three levels of approval.

Procurement and Awards

In accordance with Alameda County procurement policies and procedures and applicable federal and state requirements, the ACWDB uses a formal competitive Request for Proposal (RFP) process to solicit services that will result in the award of contracts over \$100,000 to WIOA sub-recipients and contract informal competitive processes (e.g., Requests for Information, Request for Quotes bids for small purchases) may be used to award contracts under \$100,000. Announcements of RFPs are widely publicized within the community, using several methods to disseminate notices, including the Alameda County General Services Agency vendor pool, ACWDB's website, direct email, and social media postings.

RFPs for WIOA Career Services, Comprehensive AJCC Operator, WIOA Youth service providers and Contracting/Vendor Pay Agent and Employer of Record services are issued every four years. All awards resulting from these competitive processes are approved by the ACWDB and subsequent contracts are approved by the County of Alameda Board of Supervisors. All other competitive procurement processes and subsequent awards are approved by ACWDB, with some workforce employment and training agreements issued under the approved Contracting/Vendor Pay Agent and Employer of Record process and other contracts directly approved by the County of Alameda Board of Supervisors.

G. How the Local Board Fulfills the Duties of the AJCC Operator and/or the Career Services Provider or Selection of AJCC Operators and Career Services Providers

The responsibilities of the AJCC/One-Stop Operator (OSO) and the career services provider function are met by organizations selected through a competitive process.

AJCC/One-Stop Operator

ACWDB competitively procures the AJCC Operator. The role of the contracted AJCC Operator is to:

- Convene to one-stop partners in regular meetings;
- Coordinate training for and among the partners;
- Coordinate the service delivery of required AJCC partners and service providers;
- Ensure the implementation of partner responsibilities and contributions agreed upon in the MOU;
- Provide reports regarding operations, performance, and continuous improvement recommendations;
- Assist with the implementation of policies established by the WDB; and
- Adhere to all applicable federal and state guidance.

Career Services Provider

The career services provider function required by WIOA is fulfilled by contracted service providers. These include the WIOA Adult and Dislocated Center Worker Service Provider at the Eden Area Comprehensive AJCC and sub-regional career service providers located in the three sub-regions (North Cities, Tri-Cities, and Tri-Valley) to best-serve individuals within those sub-regions, as well as a targeted career services provider that serves the immigrant/refugee population within Alameda County.

H. Coordination of WIOA Title I Formula Programs with Compatible Grants and Funding

Each year, in accordance with the specification of WIOA, Alameda County receives a fair-share formula allocation of WIOA Title I funds that have been appropriated by Congress and passed down to the state for distribution to LWDA's. While this funding provide a foundation for the implementation and operations of the service delivery models that the ACWDB has adopted for the Adult, Dislocated Worker, and Youth programs, it is insufficient to meet the full range of needs of local businesses and job seekers. Therefore, the ACWDB regularly applies for and often receives specialized public funding from federal, state, and local sources, along with funding from private sources, such as foundations.

The following is a list of current non-WIOA formula grants programs being operated by the ACWDB:

- Student Training and Employment Program (STEP)
- Prison to Employment 2.0 Project (P2E 2.0)
- High Road Training Partnership Marine Trades & Water Transportation Careers (MTWTC) Initiative
- James Irvine Foundation Wellness and Work Initiative
- American Rescue Plan Act (ARPA)

The foregoing programs represent examples of specialized grant programs that complement and enhance WIOA Title I funding received annually by Alameda County. This is not intended to be an exhaustive list of funds for which the ACWDB might apply.

During the four-year period covered by the Local Plan, ACWDB leadership will continue to assess opportunities to secure public and private funding to supplement WIOA Title I formula grant funds to meet the needs of job seekers, incumbent workers, businesses, and communities within Alameda County.

These complimentary sources of funding also have the potential to demonstrate the best practices. For instance through APRA, ACWDB has engaged in a Basic Digital Equity Literacy Pilot Program in collaboration with the San Leandro Adult and Career Education Center (SLACEC) and Castro Valley Adult and Career Education (CVACE).

Both Adult Schools will use the Economic Development Collaborative's basic computer literacy skills curriculum to support in bridging the digital divide among older adults, English Language Learners, and others who are not yet connected online. A total of 90 participants will be targeted for classroom training. Lessons learned from such efforts have great potential to enhance WIOA services.

V.	PROGRAM YEAR 2025-2028 SYSTEM PRIORITIES
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As the Local Plan concerns not just the work of the WIOA Title I programs administered by the ACWDB, but all of the organizations, programs, and services that comprise the local workforce development system, ACWDB leadership sought input from a range of system partners and stakeholders. As described in Attachment I, two public input sessions were held to gather input on key issues affecting the delivery of services to job seekers and businesses.

The priorities described below capture key issues, ideas, and recommendations expressed during the community input sessions. Rather than articulating comments made by individuals, they represent key themes that emerged from the overall commentary. It is noteworthy that many of the themes addressed in priorities identified by system partners and stakeholders are closely related to the strategic priorities of ACWDB that are summarized in Section I of the Local Plan. The following twelve priority areas will be examined by ACWDB and partner representatives throughout the four-year period covered by this plan:

A. Engage Directly with Business Leaders on Workforce Development Strategies and Career Education

With rapid changes in workplace technology, rising costs of operations, an insufficient supply of talent, and myriad other challenges facing businesses throughout the Bay Area, the needs of some local companies can shift at record speed. To ensure that workforce development system services and career technical education keep pace with changes in the marketplace, mechanisms should be in place for workforce and education leaders to frequently dialog directly with business representatives about emerging needs and trends.

B. Collaborate Strategically with Business and Industry Associations

Establishing productive relationships with businesses requires extensive planning, time, and effort by workforce system staff. Support from organizations representing and serving businesses can help the workforce system make faster and more effective connections to businesses of all types and sizes. Chambers of commerce, business and industry associations, and public agencies responsible for licensing and other business contacts can all serve as an intermediary in establishing contacts and building relationships with businesses.

C. Address Employee Retention as a Business Service and in Career Planning with Job Seekers

Businesses are experiencing rapid turnover of workers at unprecedented levels. The cost of such turnover is significant, considering investments that businesses make to recruit, hire, orient, and train new workers. As workforce system staff play a critical role in connecting workers to jobs, they are uniquely positioned to advise

both job seekers and business representatives on the advantages of job retention and strategies to promote workers' longevity with companies that hire them. Businesses, job seekers, and the workforce system that supports them should view "job retention" as a skill that should be addressed during the job readiness process and developed on the job.

D. Build Pipelines of Workers and Support Preparation of Young People for Careers

Workforce system leaders collaborate with their education counterparts on issues ranging from basic skills training to the development of new courses that address the evolving needs of local industry. Opportunities may exist for workforce and education providers to collaborate more closely on bringing career information and exploration opportunities into school to build students' understanding of the labor market at an early age. Such information may inform participation in career track programs during high school and position students for training and education pathways into promising careers.

E. Emphasize Digital Literacy and Access

While the local workforce system has made progress in promoting digital literacy among job seeker customers, workplace requirements for basic knowledge in the use of digital technology are increasingly pervasive. The workforce system should treat digital literacy as a basic skill, ensuring that each job seeker is equipped to enter a labor market demanding this skill set. In addition, the workforce system partners should continue to independently and collectively work to support individuals and communities in accessing hardware, technology skills, and broadband service.

F. Approach Job Readiness Holistically

Workforce system partners and stakeholders recognize that, for many customers, success on the job and in career advancement, will require a full range of support. Services needed by many individuals who seek services from the AJCC, WIOA Title I program career services providers, and system partners including not just career preparation and skills training, but assistance with housing, healthcare, transportation, childcare, clothing, and other stabilizing services and support. As WIOA and many partner programs have limited resources available for these services, collaboration with community and private sector partners is essential.

G. Make Greater Use of Work-Based Learning Models

While high quality job training programs offered by community colleges, adult education, private institutions, and community-based organizations are widely available in and around Alameda County, these programs do not prepare residents for every job for which local businesses are hiring. However, the opportunities to

learn job-specific skills are nearly limitless with the use of work-based learning models. On-the-job training, customized training for one or more companies, and registered apprenticeships are just some of the models that the ACWDB and system partners can utilize to assist job seekers in preparing for in-demand careers in growth industries. Work-based learning can also be combined or sequenced with classroom instruction to create highly effective models for learning and the acquisition of work-related skills.

H. Support Assets-Based Recruitment and Hiring

Given current labor market conditions, many companies are rethinking prerequisites for hiring. Requirements for specific degrees and certifications and prescribed years of experience are, in some cases, being replaced by skills- or assets-based criteria, where demonstrated skills, attitudes, behaviors, and other characteristics form the basis for hiring decisions. The effect of this shift on the services and strategies of the workforce system may be significant. Adjustments to service planning and the delivery of career services may include identifying and summarizing customers' work-related assets and developing resumes that effectively communicate them to prospective employers. In addition, asset-based hiring may provide new opportunities for workforce system staff to promote non-traditional workers as job candidates. These may include formerly incarcerated and justice-involved individuals, persons with disabilities, English Language Learners, older workers, and disconnected youth. The system partners should collaborate on the development of strategies to promote these individuals as job candidates by focusing on their assets as potential employees, which may include unique skills and experiences, attitudes, and current behaviors.

I. Develop Job Seekers' Financial Literacy

Financial literacy (skills, knowledge, and tools that equip people to make individual financial decisions and take action to attain their goals) can have a significant impact on the success of individuals at work and in their personal lives. Such skills will, generally, promote better decision making, including decisions about training and otherwise preparing for careers. ACWDB and the workforce system partners should consider opportunities to build structured financial literacy training into the array of career services that it provides to job seekers.

J. Build Job Candidates' Core Skills

Some businesses express an interest in candidates who may lack job-specific skills but demonstrate strong underlying skills and abilities that can be built upon through training and experience in the workplace. These core skills likely include a combination of essential work readiness skills (e.g., critical thinking, teamwork, time management, problem solving, job retention) and basic skills, such as English literacy, numeracy, communication, and digital literacy. ACWDB leadership and system partners should consider what core skills would make job seekers strong

candidates for employment and how development of these skills could best be incorporated into the system's portfolio of career services.

K. Facilitate Information Sharing Across a Broad Range of Organizations and Programs

System stakeholders representing a wide range of disciplines, target groups, industries, and communities express a need for information about the ACWDB initiatives, workforce system, and the local labor market. ACWDB and the system partners should examine opportunities and consider strategies for making information widely available and easily accessible to stakeholders.

L. Be Prepared to Respond to a Dynamic Labor Market

Forecasting, analyzing, and planning for workforce needs of the labor market are essential elements of the workforce system's central priorities. System leaders and staff must be prepared to approach these responsibilities and tasks with an understanding that, due to introduction of new technology and other factors, labor market needs are dynamic and quickly evolving. From a practical standpoint, this may require the ACWDB and partner programs to frequently reassess needs and priorities and to quickly make adjustments to programs and services.

VI. ATTACHMENTS

The following Items are included as part of the Local Plan.

Attachment 1: Stakeholder and Community Engagement Summary

Attachment 2: Public Comments Received that Disagree with the Local Plan

Attachment 3: Signature Page

Stakeholder and Community Engagement Summary

To facilitate the engagement of stakeholders in planning for the local workforce development delivery system and in the development of the PY 2025-2028 Local Plan, the ACWDB hosted two community and stakeholder listening sessions focused on topics affecting strategies and services across the system. The theme for the session was *“Priorities for Developing the Local Workforce.”*

Questions/topics addressed include, but were not limited to:

- What services are most needed by individuals who are new to the workforce and those who are unemployed and looking to return to work?
- What are the training programs of most interest to local job seekers and how do these align with jobs available in the local labor market?
- Are there opportunities for local workforce, education, and community service agencies to work together to more effectively serve job seekers?
- In what ways do services need to be “modernized” to meet the evolving needs of workers and businesses?
- Other ideas about the development of the local workforce.

Session one was held via videoconference on October 30, 2024, and session two was held in person at the Weekes Branch Hayward Library on November 7, 2024.

In addition, ad hoc Local Plan Input Session of the Alameda County Workforce Development Board was held on January 9, 2025. WDB Members considered the following topics:

- Collaboration with WIOA and Traditional Workforce Development System Partners
- Collaboration with Organizations Representing a Broader Range of Disciplines than Those Required by WIOA
- Leveraging Resources Across Programs
- Refining and Expanding Career Services and Training
- Professional Development for Board Members, County Staff, and Service Providers

The table below summarizes participation in the community and stakeholder engagement process to develop the ACWDB PY 2025-2028 Local Plan

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
x	x	x	x
x	x	x	x
x	x	x	x
x	x	x	x
x	x	x	x