



WORKFORCE DEVELOPMENT BOARD OF CONTRA COSTA COUNTY LOCAL PLAN

For the CCCWDB and Contra Costa County Local
Area (2017-2020)

FEBRUARY 1, 2017
CONTRA COSTA COUNTY

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Executive Summary

The Workforce Development Board of Contra Costa County (WDBCCC), whose jurisdiction includes the entire County with the exception of Richmond City, connects employers to a skilled workforce and helps individuals develop the skills needed to thrive in the workplace. **The WDBCCC** is a 25-member board comprised of business leaders, and representatives from economic development, education, labor, community-based organizations, and public agencies. Appointed by the Contra Costa County Board of Supervisors, members of the Workforce Development Board (WDB) are charged with shaping and strengthening local and regional workforce development efforts, and aligning assets and resources to support the enhancement of a competitive workforce.

Under the Workforce Innovation and Opportunity Act (WIOA), the WDBCCC is tasked with developing a four-year local plan to provide an overview of the local workforce system and describe the strategies that will be used to achieve specific goals, including fostering strategic alignment, improving service integration among workforce partners, and ensuring the workforce system is industry-relevant. This local plan, in concert with a regional plan jointly developed with the other local areas in the East Bay region, will serve as the strategic roadmap for the implementation of WIOA. Strategic priorities have been identified for the four-year time frame within which it will be in effect, and the framework under which the local workforce system will operate.

These priorities align with the State's three primary policy objectives articulated in California's Unified Strategic Workforce Development Plan. These objectives are as follows:¹

1. *Fostering "demand-driven skills attainment"* – Workforce and education programs need to align program content with the State's industry sector needs so as to provide California's employers and businesses with the skilled workforce necessary to compete in the global economy.
2. *Enabling upward mobility for all Californians*, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills, and is able to access the level of education necessary to get a good job that ensures both economic self-sufficiency and economic security.
3. *Aligning, coordinating, and integrating programs and services to economize limited resources to achieve scale and impact*, while also providing the right services to clients, based on each client's particular and potentially unique needs, including any needs for skills development.

Regional Context

WDBCCC and its neighboring WDBs (in Alameda County, the City of Oakland, and the City of Richmond) together constitute the Eastbay region. This region is home to a population of 2.1 million and a labor market of 1.3 million in the broader Bay Area region. It is one of the most geographically concentrated areas of technology and research clusters in the world. With the second and third most populous counties in the Bay Area, Eastbay proves to be one of the largest economic drivers in the region. Relative to the larger Bay Area, Eastbay will make up an average of 28% of each of the projected total job openings in the San Francisco Bay Area Economic Market between 2012-2022.

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

Contra Costa County benefits from a distinct advantage geographically due to the strength of the economy of the region. Its proximity to San Francisco, Silicon Valley, and some of the top educational institutions in the country provide access to premier research and technological resources. The county's top in-demand private industries in terms of employment are as follows: Trade, Transportation, and Utilities; Educational and Health Services; Professional and Business Services; Goods Producing (of which 40% is in Manufacturing and 60% is in Mining, Logging, and Construction); and Leisure and Hospitality.

As the third largest county in the Bay Area, Contra Costa carries an estimated population of 1.1 million residents. Nearly 14.5% of households in Contra Costa live below the federal poverty line. US Census Bureau estimates show that 24% of the population is foreign-born, with 34% of the population five years and older speaking a language other than English in the household. Of foreign-born residents, most are from Asia (44.7%) or Latin America (40.7%). Resultantly, of the 34% of the population speaking a foreign language, 52% speak Spanish, 28.4% speak Asian and Pacific Islander languages.

WDBCCC's Vision, Mission and Strategic Direction

The Workforce Innovation and Opportunity Act (WIOA) encourages local boards to provide leadership and to deliver on strategies that support business competitiveness and growth, as well as strategies that assist our residents to acquire skills valued in the labor market. The WDBCCC is embracing this vision and has leveraged the creation of this local plan to develop a roadmap that will result in an aligned and responsive set of seamless services to employers and job seekers and support the economic growth and prosperity of Contra Costa County. It is the **vision** of the WDBCCC to support a network that creates and promotes dynamic education systems, high-performing business, and a prosperous local economy with an abundance of high-quality jobs and skilled workers to fill them. The WDBCCC **mission** is to promote a workforce development system that meets the needs of businesses, job seekers, and workers to support a strong and vibrant economy in Contra Costa County.

To meet the objectives set forth by the organizational vision and mission, the WDBCCC staff identified specific goals in four strategic areas: Business Services, Adult Strategies, Youth Strategies, and Administration. These goals, listed below, support the preparation of an educated and skilled workforce.

Business Services Goal	Enhance the competitiveness of local businesses with an emphasis on meeting the workforce needs of entrepreneurs and employers in high-demand sectors in the local and regional economy by identifying, designing, and implementing training and educational opportunities targeted to those with barriers to traditional employment to close skill gaps and enhance economic competitiveness.
Adult Strategies Goal	Increase the number of Contra Costa County residents who obtain marketable and industry-recognized credentials or degrees, with a special emphasis on those who are unemployed, low skilled, low-income, veterans, individuals with disabilities, and other in-need populations.
Youth Strategies Goal	Increase the number of youth and young adults who are well prepared for postsecondary vocational training, further education, and/or a career, with an emphasis on vulnerable and underserved populations and those from low-income communities.
Administration Goal	Support system alignment, service integration, and continuous improvement, using data to advance evidence-based policymaking.

A. Vision, Goals, and Strategy

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

The Workforce Development Board of Contra Costa County (WDBCCC) is a unique body convening individuals representing employers and businesses, labor organizations, education providers, and economic development agencies to provide oversight for federally funded workforce programs in Contra Costa County, excluding the City of Richmond. The board focuses on local and regional workforce development and related community issues.

In accordance with the Workforce Innovation and Opportunities Act (WIOA), the WDBCCC has developed this plan to guide the county toward fostering a dynamic, sustainable, and balanced workforce. It is the **vision** of the WDBCCC to *support a network that creates and promotes dynamic education systems, high-performing businesses, and a prosperous local economy with an abundance of high quality jobs and skilled workers to fill them. Our mission is to promote a workforce development system that meets the needs of businesses, job seekers, and workers, to support a strong and vibrant economy in Contra Costa County.*

This plan will pursue prosperity in the WDBCCC's four strategic goal areas: Business Services, Adult Strategies, Youth Strategies and Administration. These goals listed below support the preparation of an educated and skilled workforce.

Business Services Goal	Enhance the competitiveness of local businesses with an emphasis on meeting the workforce needs of entrepreneurs and employers in high-demand sectors in the local and regional economy by identifying, designing, and implementing training and educational opportunities targeted to those with barriers to traditional employment to close skill gaps and enhance economic competitiveness.
Adult Strategies Goal	Increase the number of Contra Costa County residents who obtain marketable and industry-recognized credentials or degrees, with a special emphasis on those who are unemployed, low skilled, low-income, veterans, individuals with disabilities, returning citizens, and other in-need populations.
Youth Strategies Goal	Increase the number of youth and young adults, 16-24, who are well prepared for postsecondary vocational training, further education, and/or a career, with an emphasis on serving the most vulnerable and underserved populations and those from low-income communities.
Administration Goal	Support system alignment, service integration, and continuous improvement, using data to advance evidence-based policymaking.

To ensure alignment of its vision, mission, and goals, the WDBCCC identified strategies to prioritize workforce system efforts, committing to the completion of regional and local economic analyses to identify the skill needs of high-demand industries, while continuing to: develop and expand relationships with prominent businesses and industries; leverage the WDBCCC's assets, resources, and networks; and promote the development of regional workforce intermediary organizations. The WDBCCC will focus on building skilled workers through investment in preparation programs for long-term career development in high-demand industries, narrowing the gap between high and low-skilled labor. The WDBCCC will continue to monitor the labor market for shifting workforce needs, as demographic data indicates that the County will inevitably experience more job openings in middle skill labor markets as current openings fluctuate due to attrition and baby boomer retirements.

The WDBCCC will collaborate with industry and education to identify opportunities to expand the number of career pathway programs in priority industry sectors while expanding the availability of apprenticeships, On-The-Job Training (OJT), and customized training to enable jobseekers to develop skills while earning compensation through work-based learning. The WDBCCC will aim to increase the number of students successfully transitioning to post-secondary education, training, or employment, as well as increase the number of under-prepared job seekers and displaced workers entering and completing education/training in high-demand industries.

The post-secondary educational attainment levels of young people are lower than what is required to meet the needs of the local economy. To address this gap, the WDBCCC will collaborate with partner efforts to support K-16 educational achievement for increasing numbers of youth and young adults. This will include developing and implementing strategies to increase access to vulnerable populations, and directing WIOA and other resources to serve and support youth and young adults experiencing the greatest need. The WDBCCC will further strengthen partnerships with education and industry partners to develop systems for employers to provide career development and work-based learning opportunities for youth and young adults to learn, explore, and prepare for different careers.

Industry trends show that future economic growth will be driven largely by the professional, scientific, and technical services, advanced manufacturing, clean energy and biotechnology, construction, health care and educational services, and leisure and hospitality industries. The WDBCCC has identified advanced manufacturing, health and life sciences, energy, information communications technology, and construction as priority sectors. Many of the new jobs created by these industries will require post-secondary education, specifically scientific and technical skills knowledge. Therefore, the WDBCCC will continue to develop educational and career pathways in STEM (Science, Technology Engineering, Math) fields. Collaboration with regional industry and education partners and fostering relationships with the East Bay Economic Development Alliance, University of California at Berkeley, Laney College, The Corporation for Manufacturing Excellence, and the Northern California Small Business Development Center through federally funded programs, such as the Advanced Manufacturing Jobs and Innovation Accelerator Challenge, will remain a priority. The WDBCCC will work with key partners on the development of an East Bay workforce intermediary network to effectively link, align, and leverage funding and resources through increasing the training and advising capacity of the Small Business Development Center (SBDC).

ii. Core Programs and Alignment of Resources

The WDBCCC will work with its One-Stop/AJCC partners to address the identified strategic goals and economic issues the County will encounter, and in conjunction with the One-Stop/AJCC partners, will provide WIOA basic services to all customers, including those with barriers to employment. As stated in the One-Stop Partner MOU, through joint planning, plan development, and modification of activities, partners will:

- Maintain continuous partnership building
- Maintain continuous planning in response to state and federal requirements
- Respond to local and economic conditions, including employer needs
- Adhere to common data collection and reporting needs
- Make services provided by partner programs available to eligible customers through the one-stop delivery system

- Participate in the operation of the one-stop system, consistent with the terms of the MOU and requirements of authorized laws
- Participate in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained

The WDBCCC will expand partnerships to include other regional workforce development boards aligning local strategies and goals with regional strategies and economic needs. In the 2015 Contra Costa Asset Mapping Report commissioned by the WDBCCC, it was noted that there is a lack of supporting assets in the East sub-region of the county to serve the current population. An estimated 91 workforce assets are located outside of Contra Costa County, with the majority located in neighboring Alameda County. To address this discrepancy, the WDBCCC and its One-Stop/AJCC partners will aim to diversify their workforce services to establish a more balanced, multi-service approach by increasing employment services and vocational education and training, and will work to continuously collaborate, develop relationships, and leverage resources with adjoining workforce boards. Additionally, the WDBCCC will continue to participate in collaborative efforts to support the growth of local community-based organizations, with the goal of promoting expanded service delivery in East County. For example, the WDBCCC is working with the East Contra Costa County Collaboration, a group of funders that are sponsoring training and capacity building to improve the sustainability community-based organizations in East County. WDBCCC partners Compass Point and LeaderSpring are offering trainings supported by this collaboration. These efforts will result in the expansion of the type and accessibility of services located in East County.

To directly impact the Business Services Goal, each AJCC will focus on a minimum of one of the priority sectors identified by the WDBCCC. Each AJCC is then responsible for researching the sector/s and developing workshops for both staff and customers that include information about: employers in the area, jobs available in the sector, salaries, work climate, career pathways to these jobs, and training programs that support these pathways. Employers are not limited to going to the site for their sector for assistance; all staff are trained in all sectors and the goal is to offer all workshops at all sites.

In support of the Adult and Youth goals to serve individuals with barriers to employment with equal access to One-Stop/AJCC services, the WDBCCC and each AJCC will partner with: EDD to cross-train staff on Veteran Service Navigator processes; the California Department of Rehabilitation (DOR) to plan in-service trainings for AJCC staff on how to make better referrals and on what happens to clients once referrals are made; and the County Probation Department to serve returning citizens (reentry). To serve customers with Limited English Proficiency, the AJCCs maintain a library of career materials in non-English languages, have a subscription to the Language Line translation service and regularly recruit for staff with non-English language skills. As Spanish is most needed, there is always a Spanish speaker in each center. The AJCCs also provide direct linkages to organizations that serve foreign-born or LEP customers, such as Lao Family Community Development (Asian languages) and Monument Impact (Spanish). To assist low-income customers to access our services, we partner with TANF/CalWORKs. Some centers have a regular presence of TANF/CalWORKs counselors and others bring each cohort of CalWORKs Job Search participants to the nearest career center. CCWORKs, Contra Costa's subsidized employment component, is housed in the Workforce Development Bureau to ensure optimum coordination with units serving low-income, low-skilled populations.

Additionally, the WDBCCC will work with its One-Stop/AJCC partners to develop technological enhancements, which will allow for the efficient maintenance of all AJCC customer records, sharing and reporting of information, and optimizing system security provisions, all of which will

comply with WIOA, the Welfare and Institutions Code, California Education Code, Rehabilitation Act, and other appropriate requirements. The WDBCCC recognizes that WIOA and other statutes require each AJCC partner to comply with strict confidentiality practices where customer records will be examined solely for purposes related to delivery of services, enrollment, or referral, and not published, or disclosed without voluntary customer consent. Any information necessary for administration of programs/services will be adhered to under the appropriate legal regulations. As stated in the One-Stop Partner MOU, information sharing in this regard may be required for assessment, universal intake, program or training referrals, job development or placement activities, and any other services as needed for employment or program support purposes.

B. Local Program Alignment to Implement State Plan Policy Strategies

i. Description of Local Workforce Development System

The WDBCCC is a 25-member body that convenes local leaders representing business, labor, education, economic and community development, government agencies, and other stakeholders to align resources and organizations to enhance the competitiveness of the local workforce and support economic vitality in the East Bay region. The WBDCCC offers programs supporting job seekers, employers, small businesses, and youth.

Jobseeker Services

Services to jobseekers are delivered through America's Job Centers of California/EASTBAY Works, which provide assistance to individuals seeking employment. With locations in Antioch, Brentwood, Concord, and San Pablo, the America's Job Centers of California (AJCCs) provide access to a variety of services to support job seekers, including: career planning and assessment, job training, and transition solutions to re-enter the workforce. Workshops designed to help job seekers become strong applicants are offered on basic computer skills, social networking, job search, resume development, and interviewing. Job seekers can also learn about opportunities in priority industries by receiving information on which employers are present in the area, the types of jobs available, typical salaries, education and training requirements for career pathways in the industry, and how to access industry-valued training in the preferred area. Additionally, the AJCCs provide access to the tools required to conduct a productive job search, including: high-speed Internet access, photocopiers, fax, and telephones.

Job seekers can also access individualized career services, such as in-depth career assessments, comprehensive case-management, the development of individual employment plans tailored to the person's needs, on-the-job training, work experience, and individual training accounts.

WDBCCC is also fortunate to partner with SparkPoint in our community. SparkPoint Centers are financial education centers that help individuals & families who are struggling financially. SparkPoint strives to help individuals build financial stability by bringing together high quality resources and empowering people to improve credit, increase income, and build/preserve savings and assets." SparkPoint Contra Costa (SPCC) is integrated into the Employment and Human Services department under the Workforce Development Board and supports the operation of their site in Bay Point. The Executive Director currently serves as the Co-Lead for the SPCC Steering Committee along with the Richmond Community Foundation. Contra Costa County has two full service sites, 1 in Richmond and 1 in Bay Point, and a satellite site on the Contra Costa College campus. SparkPoint services are emerging as a best practice that supports the financial growth and stability of clients, additionally studies are emerging that show SparkPoint helps persistence

at Community Colleges. Financial coaching, job coaching and vocational training are impactful services that in combination, lead to a greater likelihood of achieving positive long-term outcomes. Therefore, WDBCCC is capable of providing financial literacy services to our customers through SparkPoint and is on track to fulfilling the WIOA financial literacy requirement.

The Bay Point Community Career Center is the primary SparkPoint partner in providing services as an Affiliate Site for the EASTBAY Works AJCC. The Bay Point Community Center is under the direction of the One-Stop Administrator and is integrated into the AJCC system and is an active participant in the WIN. The SparkPoint Director also participates in the WIN in both East and West Contra Costa County, working with our San Pablo AJCC in West County. AJCC staff and SparkPoint both provide workshops as well as provide direct referrals reciprocally.

To provide for additional opportunities, the WDBCCC has partnered with the Contra Costa Community College District (CCCCD) and local employers to identify and develop career pathways into priority sectors, including the Industrial Maintenance/Mechanic (IMMM) and the Pre-Apprenticeship in the Trades programs at Diablo Valley College and the Process Technology (PTEC) AND Electrical and Instrumentation Tech (ETEC) programs at Los Medanos College.

Employers and Small Businesses

The AJCCs also provides assistance to employers interested in expanding their workforce by offering access to qualified candidates and facilitating recruitment through customized events. As a service, AJCCs will conduct skills assessments of new hires and incumbent workers, and provide financial assistance for the training of new employees. The AJCCs support companies seeking to make informed workforce decisions by providing access to labor market information, as well as information on unemployment and disability insurance. For employers facing contraction, the AJCCs provide assistance for transitioning displaced workers, either by transferring their skills to similar positions or by connecting them to training opportunities to enter a new industry and occupation.

The WDBCCC also houses the Small Business Development Center (SBDC), which delivers individualized advising and training to small business owners, the self-employed, and emerging entrepreneurs seeking assistance in starting, growing, or managing their operations. The SBDC partners with organizations representing the public, private, and non-profit sectors to support the small business community of Contra Costa.

Beyond the AJCCs and the SBDC, the WDBCCC collaborates with other WDBs comprising the East Bay Regional Planning Unit and economic development, education, and labor organizations to execute the East Bay Region Slingshot initiative, aimed at strengthening relationships with employers and community partners in five key industry sectors: Healthcare, Advanced Manufacturing, Biomedical, Transportation & Logistics, and Information & Communications Technology. The local board has also identified Construction as a key industry, and develops strategies around career pathways outside the regional Slingshot initiative targeting this sector. The goal of the Slingshot initiative is to provide local businesses with the resources they require to generate high quality employment opportunities in the region, while preparing residents to fill these hiring needs, increasing the overall prosperity of both the workforce and the target industries.

Youth Services

The WDBCCC provides year-round services to youth and young adults between the ages of 16 and 24, helping them overcome barriers to educational attainment and employment. In-School and Out-of-School Youth services provide work experience, mentoring, academic support, and career development assistance to help youth acquire the skills necessary to succeed in their educational or career goals. Earn & Learn East Bay, a program targeted at youth, connects students and out-of-school youth to summer and year-round jobs, internships, and other high-quality work-based learning experiences, including industry-led summer camps.

ii. Local Board Support of Seven State Policy Strategies

The seven policy strategies outlined in the State Plan were selected to advance the State's overall objectives, which include: fostering demand-driven skills attainment; enabling upward mobility for all Californians; and aligning, coordinating, and integrating programs and services. To pursue these objectives, the WDBCCC will focus on each of the seven policy strategies in the manner discussed below:

Policy 1: Sector Strategies

The WDBCCC has identified several priority sectors through the regional Slingshot initiative, which is designed to engage employers in a sector partnership model to illuminate employer priorities and goals. These priority sectors, which include Healthcare, Advanced Manufacturing, Biomedical, Transportation & Logistics, Construction, and Information & Communication Technology, will be the focus of workforce investment designed to develop the talent necessary to fill the needs of expanding employers. Sectors are prioritized based on the capacity to provide high quality jobs offering livable wages along clearly articulated and accessible career pathways. Each AJCC will focus on a minimum of one of the priority sectors identified by the WDBCCC, and then be responsible for researching the sector/s and developing workshops for both staff and customers that includes information about: employers in the area, jobs available in the sector, salaries, work climate, career pathways to these jobs, and training programs that support these pathways.

Policy 2: Career Pathways

In addition to the career pathway programs developed in conjunction with the CCCCD, the WDBCCC is working at the regional level to develop career pathways through participation in the Bay Area Community College Consortium (BACCC), funded by the Carl D. Perkins Vocational and Technical Education Act. The BACCC, which includes 26 colleges and ten economic and workforce development organizations in the Bay Area, seeks to promote academic skills attainment among vocational and technical education students to prepare individuals for in-demand occupations in healthcare and information communication technology (ICT). Additionally, the WDBCCC's work with the K-12 education system and adult education providers through the California Career Pathways (CCPT) Trust Initiative has facilitated the development and improvement of career pathway programs for youth and adults.

Policy 3: Organizing Regionally

The WDBCCC will continue to serve as a primary partner of EASTBAY Works, a collaborative of Bay Area Workforce Development Boards (WDBs) that includes the City of Richmond WDB, the Alameda County WDB, and the City of Oakland WDB, to convene regional partners in education, economic development, and social services. The WDBCCC will work to ensure that all regional

organizing is conducted through value-added partnerships, which rely on each program's core competencies to achieve synergistic collaboration through specialization, recognizing that each partner brings a unique set of skills to the table and leveraging these skills to better serve the community.

Policy 4: Earn and Learn

Earn and learn programs facilitate participant success by providing compensation throughout training, resulting in the acquisition of skills or credentials that enable job seekers to advance along career pathways. The Earn & Learn East Bay is an engagement and recruitment campaign coordinated by the WDBCCC, the Contra Costa Economic Partnership and Diablo Gateways to Innovation (DGI). DGI is a collaborative effort among a wide range of educational and workforce partners actively supporting career pathways for youth and young adults in our region. The Earn & Learn East Bay initiative provides compensated work-based learning opportunities to youth through meaningful workplace experiences, summer and year-round placement, internships and apprenticeships, or in industry-led summer learning experiences. Moving forward, the WDBCCC will continue to facilitate employer participation on Industry Advisory Boards to advise and assist educators with career pathway programs, and as guest speakers in high school and community college classrooms. The WDBCCC will also support teachers by helping them gain a deeper understanding of industry needs and by arranging externships in which teachers directly experience the workplace.

Policy 5: Supportive Services

Following the implementation of WIOA, the WDBCCC has focused on redesigning service delivery to transition to a human-centered design (HCD) model, with the goal of increasing the quality and efficiency of services, including supportive services, to meet the needs of customers. The HCD model will enable staff to better understand the barriers experienced by customers, leading to better referrals and improved outcomes. The WDBCCC will work continuously to ensure that the menu of services available through the AJCCs are responsive to the needs of the job seeker community, and identify partners to provide additional supportive services as necessary.

Policy 6: Cross-System Data Capacity

The WDBCCC is committed to using both diagnostic and performance data to design and evaluate workforce programming. To achieve this, the WDBCCC will work with workforce and education partners at the state, local, and regional level to identify opportunities to share valuable data, including the use of common data systems such as CalJOBS where possible. The WDBCCC is working with adult education and community college partners to provide training on the use of the CalJOBS platform so that this tool can be utilized robustly across systems. All partners are encouraged to register customers into CalJOBS. To facilitate this, partners are provided with training, technical assistance, and labor market information as necessary. As a part of this effort, the WDBCCC provided technical assistance and training to Diablo Valley College as they deployed CalJOBS access to all students under their Career Café Portal on the college's website. The WDBCCC is also working to assist the other two colleges in the Contra Costa Community College District to support similar integration projects.

Policy 7: Integrated Services

Integrating service delivery and braiding resources with key partners will enable the workforce system to align efforts with local and regional organizations and minimize duplicative efforts. The WDBCCC is working toward service integration with core partners in the AJCCs through a transition to the Human Centered Design model of service delivery, which will empower all staff with the program knowledge necessary to serve any jobseeker, either directly or through informed referrals, regardless of their needs. Additionally, the WDBCCC has developed Workforce Integration Networks (WIN) within each geographic region of Contra Costa County: East, Central, and West. The WINs, comprised of government agencies and community-based organizations, working collaboratively with the WDBCCC to facilitate the leveraging of public and private resources, increasing the accessibility of services across the networks to the customers of each organization, and improving outcomes for individuals utilizing the networks. Service integration is also enhanced by the co-location of the AJCC location in Concord with EDD and TANF/WIOA centers.

C. Specified Services and Service Delivery Strategies

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

The WDBCCC is committed to reaching all eligible individuals with barriers to employment in Contra Costa County, providing services that are efficient, relevant, and seamless, particularly to those belonging to target populations under WIOA. To expand access to all relevant services, i.e. employment, training, education, and supportive services, the WDBCCC will pursue the following strategies:

Utilization of a Human Centered Design Approach

As discussed previously in Section B, the WDBCCC is implementing a Human Centered Design (HCD) approach in the AJCCs to facilitate expanded access to workforce services, including employment, training, education, and supportive services, for all eligible individuals with barriers to employment. The HCD approach will utilize an integrated referral process designed to address the immediate needs of each customer, ensuring seamless service delivery across Adult, Dislocated Worker, Youth, Wagner-Peyser, and Vocational Rehabilitation programs for co-enrolled job seekers.

Referrals through the Workforce Investment Networks (WINs)

To better serve customers across the service delivery area, the HCD referral system will expand to include the Workforce Integrated Networks (WINs). The WINs, convened by the WDBCCC and comprised of human services agencies, education providers, economic development groups, and community-based organizations, are committed to working collaboratively to enhance the relevancy and accessibility of workforce services in Contra Costa County. Currently, WINs operate in East, Central, and West Contra Costa County, and include diverse partners serving a variety of missions focused on specific populations, including youth, individuals with disabilities, formerly incarcerated individuals, limited English proficient individuals, Native Americans, and others facing barriers to employment. WIN organizations enhance WDBCCC service delivery by providing training, education, and supportive services for individuals in need of assistance. As the WDBCCC transitions to the HCD model, it will develop a process to formalize referrals between WIN organizations and the AJCCs.

Design Programs to Serve Populations with Specific Needs

In addition to developing partnerships in the community to provide timely and relevant services to individuals with specific needs, the WDBCCC will continue to develop programs in-house to serve target populations and others with barriers to employment. For example, the WDBCCC uses AB109 and AB2060 grants to serve currently and formerly incarcerated individuals. The WDBCCC developed a small pilot program that employed the HCD approach to inform broader initiatives to better serve and address the needs of the re-entry population. The pilot provides tailored workforce services as well as necessary supportive services including: assistance obtaining valid identification; information on available workforce services, comprising career counseling and resume assistance; and items to help recently released individuals access services and obtain employment, i.e. a basic smartphone, Clipper Card, and Walmart gift card. Feedback from the pilot will be incorporated by the WDBCCC to better serve incarcerated and re-entry populations, as well as develop HCD programs targeting the specific needs of other populations.

ii. Career Pathways Development and Co-Enrollment in Core Programs

The WDBCCC recognizes the development of career pathways, one of the seven policy strategies prioritized by the State in California's Unified Strategic Workforce Development Plan, as an essential tool to promote access to sustainable employment that provides livable wages for families in Contra Costa County. As the California State Plan also prioritizes regional coordination and partnership, the WDBCCC has engaged with the community college district and local K-12 systems to support the East Bay's regional Slingshot effort, which emphasizes sector strategies in five in-demand industries: Advanced Manufacturing, Biomedical, Healthcare, Information Communication Technology (ICT), and Transportation and Logistics. This regional collaboration, coupled with local partnership with the K-12 and community college systems, has enabled the WDBCCC to design strong career pathway programs serving both youth and adults. To continue these efforts and facilitate the development of career pathways, the WDBCCC will implement the following strategies:

Partnership with Local Employers and Training Providers

Successful career pathway programs must be relevant to the needs of local employers. To ensure that these programs are developing a workforce suitable to the needs of in-demand industries, the WDBCCC will continue to partner with businesses and training providers, including the K-12 education systems, the community college district, and adult basic education, to identify and develop the skills required by employers. The WDBCCC will facilitate collaboration among the AJCCs, education and training providers, and employers to design pathways that are understandable and navigable, particularly to those with barriers to employment, to increase the number of Contra Costa County residents that are able to obtain the skills that enable access to living wage jobs.

Expand and Develop Cohorts in In-Demand Industries

Currently, the WDBCCC aligns funding to support training cohorts for career pathways in in-demand industries such as healthcare and construction. Under this model, participants enroll in training as a group, engaging in both class-based and compensated work-based learning. The WDBCCC will continue to create additional opportunities for cohort-based training in in-demand industries, focusing next on the development of a career pathway program in Transportation & Logistics.

Continue to Develop Career Pathway Opportunities for Youth

The WDBCCC is committed to providing youth aged 16-24 with the training and experience required to access high-skill, high-wage careers in in-demand industries. Partnering with K-12 and adult education systems under the California Career Pathways Trust (CCPT) initiative, the WDBCCC has worked to enhance the worker pipeline and deepen community and business engagement with career pathway activities for youth through the Earn & Learn East Bay initiative, which provides youth with year-round and summer work experience, and other programs designed to align the skills of the upcoming workforce with the needs of local employers.

In order to ensure that all customers receive the support and services they require to advance along career pathways, the WDBCCC will work to increase co-enrollment across core programs for those that are eligible, including co-enrollment of eligible youth in adult programs as well as co-enrollment of adults and dislocated workers in other services administered by the County's Employment and Human Services Department (EHSD) for which they may be eligible, including CalWORKS. Co-enrollment mitigates barriers to employment by facilitating increased access to programs and services designed to meet the specific needs of individual customers based on their own unique circumstances. In order to increase co-enrollment in core programs where appropriate, the WDBCCC will initiate the following:

Formalize Case Management and Referral Processes to Support Co-Enrollment

Facilitating co-enrollment is a top priority for the WDBCCC. As the WDBCCC makes the transition to the HCD model at the service delivery level, it will implement case management procedures in the AJCCs to ensure that individuals who are eligible for co-enrollment are enrolled or referred appropriately via formalized eligibility screening upon intake. This initiative will include cross-training among staff to ensure that all case managers are prepared to recognize opportunities for co-enrollment.

iii. Post-Secondary Credentials and Industry Recognized Certifications

Certificate programs are a valuable opportunity for job seekers to obtain the skills necessary to succeed in in-demand industries. Additionally, certifications can serve as an important signal to employers that a candidate is prepared to meet their needs as an employee. Currently, the AJCCs provide seamless referrals to Contra Costa's adult schools, which offer numerous high quality CTE credentials and serve job seekers with barriers to traditional training programs, including those with limited reading or math skills and those that are English language learners.

In order to improve access to activities leading to a recognized post-secondary credential, the WDBCCC will pursue the following strategies:

Educate Job Seekers on Training Opportunities

The WDBCCC will use the AJCC orientation to transmit information about available training programs offered by eligible providers, including those leading to industry-valued certifications. To ensure that job seekers have access to all of the information they require, training providers will be invited to attend orientations and answer participant questions.

Cross-Train Staff on Programs Available Locally

Additionally, case managers will be provided with the resources necessary to guide job seekers as they decide among training options. This will include training for staff on enrollment in the community college system, as well as an overview of the programs offered through the colleges. The WDBCCC will work with partners in the community to identify bridge programs designed to help job seekers access the community college system and navigate the transition to classroom learning. To promote participant success, AJCC staff will be trained to refer job seekers to these bridge programs as appropriate. Additionally, the WDBCCC will develop strategies to market community college offerings in the AJCC to ensure these programs are taken advantage of, and that job seekers do not miss important deadlines for applications and enrollment.

Create Alternative Access Points

For those that require alternatives to traditional training programs, the WDBCCC is finalizing development of an online learning platform, which will deliver training to job seekers in a self-paced format on their own devices, offering maximum flexibility for those with schedule or transportation constraints. The online platform will offer approximately 5,000 courses in 10 different career pathways, leading to industry-recognized credentials for those that complete programs. Affiliate sites and partner programs, including adult education providers, also serve as alternative pathways into the system through strong referral networks.

iv. Employer Engagement in Workforce Development Programs

Employer engagement is critical to ensuring that local businesses utilize the broad spectrum of services available through the workforce development system. In order to facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industries, the WDBCCC will employ the following methods:

Utilize Partners in the Business Community to Access Employers

The WDBCCC is and will continue to be active partners of various business-serving organizations, including local Chambers of Commerce and economic development agencies. Additionally, the Contra Costa County Employer Advisory Council offers workshops in conjunction with the California Employment Development Department, which the WDBCCC utilizes as a venue for outreach. Accessing employers in these venues allows WDBCCC staff to share information on local and regional incentives for businesses hiring career center candidates.

Further Integrate Outreach to Streamline Interaction with Employers

The WDBCCC is working to further coordinate communication with businesses so that employers interact with a single point of contact across the integrated public workforce system, which includes job seekers enrolled in various programs. This will reduce duplicative efforts on the part of workforce system staff and simplify communication for employers, promoting increased engagement and utilization of services.

Cross-Train Staff to Create Workforce System Ambassadors

As part of the initiative to integrate outreach discussed above, staff will be cross-trained on the various benefits of all programs, so that each staff member can serve as an ambassador to the entire workforce system, regardless of the specific program they represent. For example, staff will

be cross-trained on both CCWORKS and WIOA programs. CCWORKS is an employment program that provides training, subsidized work experience, and supportive services to CalWORKs job seekers. This cross-training is a step toward aligning WIOA and TANF programs in Contra Costa County.

In addition to cross-training staff on WIOA and CCWORKS programs, business-facing AJCC staff are trained on the service offerings of the Small Business Development Center, which offers services specifically to small employers. Staff are encouraged to refer businesses to the SBDC as appropriate.

Direct Outreach to Small Businesses

The WDBCCC houses the Small Business Development Center (SBDC). As discussed above, the SBDC provides no cost small businesses advising and training on the topic of small business loans, operations and financial management, government contracting and procurement, and exporting assistance, among others. The SBDC engages in direct outreach to small businesses and entrepreneurs, offering technical assistance tailored to their specific circumstances.

v. Meeting the Needs of Local Business

The WDBCCC will continue to utilize employer input to improve service offerings and tailor the workforce development system to the needs of local businesses. In addition to engaging local employers for the purpose of educating them on program offerings, the WDBCCC will utilize each of the outreach strategies listed in the previous section to collect the feedback required to ensure that the workforce development system is providing services that meet the needs of local businesses. The WDBCCC will also incorporate employer input through the following strategies:

Engage Key Industries Through Regional Partnership

The WDBCCC will continue to engage businesses in the area through the regional East Bay Slingshot Initiative, a partnership between employers, educators, and the community convened by the workforce system to promote prosperity in East Bay by ensuring residents are prepared to access employment opportunities created by growing industries. The Slingshot Initiative is focused on Healthcare, Advanced Manufacturing, Biomedical, Transportation & Logistics, and Information & Communications Technology. Within each of these in-demand industry clusters, the WDBCCC will work together with other local workforce development boards and with regional business leaders, economic development, and education providers to design and implement regional workforce strategies that support the needs of employers. These strategies will include the development of customized training programs, including work-based learning components, designed to meet the needs of each industry.

vi. Coordination between Workforce Development and Economic Development

Coordination between the workforce development system and local and regional economic development activities is essential to ensure that employers and jobseekers receive the maximum benefit from these investments. To improve coordination with economic development, the WDBCCC will commit to the following:

Continue Engaging Economic Development Leadership through Organizational Outreach

The WDBCCC is an active member of several local and regional economic development organizations, which allows the workforce system to engage in advocacy and strategy development on issues related to economic growth. This involvement includes membership in the East Bay Leadership Council, whose task forces advocate for various economic development initiatives at the local, regional, and state level. Additionally, the WDBCCC is a member of the East Bay Economic Development Alliance, which includes representatives of regional businesses and industries, local government, education providers, and community-based organizations and advocates for a strong workforce and economy. The Executive Director of the WDBCCC's Small Business Development Center also serves as the chair of the Alliance's Economic Development Directors' Council, which convenes regional economic development leaders and stakeholders to identify strategies and initiatives to promote economic growth. In order to improve coordination of workforce and economic development activities, the WDBCCC will continue to seek additional opportunities to engage with economic development leaders and stakeholders through involvement with key organizations.

Conduct Direct City-Level Outreach to Economic Development Managers

In addition to membership with economic development missions, the WDBCCC conducts direct outreach to economic development managers of local governments throughout Contra Costa County to collect information on city-level economic development initiatives and priorities. This strategy enables the WDBCCC to offer resources to support these initiatives and meet the needs of each constituent city. Additionally, this level of outreach allows the WDBCCC to be informed of new employers entering the area, which creates an opportunity to reach these businesses with workforce services at the hiring stage. The WDBCCC will continue to work in close partnership with Contra Costa cities with the goal of improving coordination with economic development activities at the local level.

vii. Strengthen Linkages with Unemployment Insurance Programs

The WDBCCC is committed to ensuring that jobseekers accessing workforce services have access to all the resources available to them, including unemployment insurance programs. In order to strengthen linkages between the one-stop service delivery system and these programs, the WDBCCC will take the following actions:

Make Unemployment Insurance Representatives Accessible at the AJCCs

Unemployment insurance programs are fully integrated with the workforce development system at the service delivery level, with a program representative sharing resources at the front desk at most center locations throughout the County. AJCC staff are cross-trained to provide seamless service delivery from the customer's perspective. Job seekers are provided the same service regardless of whether they are speaking to a WIOA or EDD staff member at the AJCCs. The WDBCCC will continue to make these resources available at the AJCCs, and seek opportunities to expand the presence of unemployment insurance representatives across all centers.

Educate Employers on Unemployment Benefits

In addition to increasing the availability of unemployment information for jobseekers, the WDBCCC will continue to work with California's Employment Development Department to cross-promote workshops for employers and business owners on how they are affected by unemployment claims.

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

i. Continuous Improvement of Eligible Service Providers

The WDBCCC will ensure that continual coordination between local AJCCs and employers occurs in order to meet the needs of the dynamic local economy. This facilitation for continuous improvement of service delivery will better allow for the proper matching of labor supply and employer demand in the County's workforce development system. In order to address this, WDBCCC can gather funding for providers to attend conferences in order to maintain communication and coordination. The WDBCCC will also provide technical assistance around precise data entry on case management in order to maintain performance measures on its providers. Additionally, the WDBCCC will conduct capacity building with CBOs and youth providers around policy changes on the implementation of WIOA. The WDBCCC can also utilize EDD's CalJobs enrollment for posting and CalJobs support to fulfill the diverse needs of different contracts while also focusing on contracting more specialized providers by allowing RFP bids on individual elements of contracts. The WDBCCC will additionally look to diversify the type of services provided by training staff and partners on mental health first aid and by also offering training to staff and partners on trauma-informed case management.

ii. Service Delivery in Remote Areas through Use of Technology (WIOA Section 188)

WDBCCC currently relies on the CalJobs network to facilitate access to One-Stop/AJCC services. AJCC partners currently do not have a significant inventory of technological resources for facilitation of access. Currently, an online training platform is in development along with the recent launching of an online registration platform. WDBCCC will continue to develop online training platforms and virtual-one stop systems. This will aid the WDBCCC and its partners in reaching customers in previously difficult to engage areas.

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

The WDBCCC will ensure its One-Stop/AJCC partners comply with WIOA Section 188 and the Americans with Disabilities Act to support physical and programmatic accessibility of facilities and services for individuals with disabilities. The WDBCCC will continue to utilize partnerships with School for the Blind to provide assessment for students. The assessment involves an audio-based KeyTrain assessment capable of being offered through an AJCC center screen reader software. The WDBCCC will also ensure that AJCC centers have a counselor from the Deaf Counseling and Referral Agency present to serve those with hearing challenges. Additionally, AJCC partner, Mount Diablo Adult Education, also carries the ability to provide customer service certification and testing assistance. The WDBCCC will continue to provide co-enrollment services with the Department of Rehabilitation (DOR). Currently, all One-Stop/AJCC centers have ADA compliant assistive technology.

iv. Roles and Resource Contributions of the AJCC Partners

The AJCC partners will provide the crucial role of implementing strategies that the WDBCCC developed throughout the county by engaging as many individuals as possible in order to maximize employment training and meet local business needs. AJCC partners importantly connect in-demand industry employers with job seekers. The AJCC partners will also derive business support provided by the Employment Training Panel, Governor's Office of Business and Economic Development (GoBiz), and the Corporation for Manufacturing Excellence (Manex). Additional coordination between AJCC partner and economic development will be achieved through partnering with the County's Workforce Investment Networks (WINS) and for the WDBCCC to participate in business attraction meetings to analyze Labor Market Information.

v. Executed MOU's and Cooperative Agreements

Please refer to Attachment C for copies of MOUs and cooperative agreements, both executed and in progress.

vi. Strategies to Provide Native Americans with Equal Access to AJCC Services (WIOA Section 166)

The WDBCCC will maintain and develop partnership with Scott's Valley Tribal TANF (SVTT), which seeks to provide job training and economic self-sufficiency to Native American citizens of the County. WDBCCC will also ensure that organizations like SVTT participate in regional WIN meetings.

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

The WDBCCC will ensure that the AJCC location in Brentwood is providing services to the Migrant Seasonal Farmworkers population at a minimum of once a week.

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

The WDBCCC will aim to improve the AJCC line staff in order to meet the regional requirements of serving as an on-ramp for regional sector pathways. This will involve aligning with integration of multiple youth-focused programs across partners, marrying extensive work already accomplished in talent pipelines with new career pathway initiatives, and organizing workforce resources to increase the number of meaningful work-based learning opportunities with the region's employers. Currently, Business Service Representatives of the WDBCCC provide most of the work in this area. The WDBCCC and its One-Stop/AJCC partners will provide sector workshops to educate customers on available opportunities. The WDBCCC and its partners have revised policies, such as On-The-Job Training, requiring that OJT placements pay a minimum wage of \$15 and that 75% of OJT investments are made in priority sectors. The WDBCCC will develop an LMI brief and train frontline staff so that customers are aware of the Board's goals. Also, Business Service Reps will conduct outreach to target sectors, to be filtered down at the AJCC staff levels. LMI reports will be monthly and will focus on emphasizing employment in high-demand sectors.

E. Programs, Populations and Partners

i. Coordination of Workforce and Economic Development Activities

WIOA recognizes the coordination of workforce activities with economic development as an essential step toward maximizing the impact of these investments. As such, the WDBCCC is committed to coordination with economic development activities at both local and regional levels. Regionally, the WDBCCC has relationships with the East Bay Leadership Council and the East Bay Economic Development Alliance. Further coordination with economic development at the regional level is achieved through partnership with neighboring workforce boards, such as the East Bay Region Slingshot Initiative, which convenes stakeholders from industry, economic development, education, and labor to advance strategies that will expand employment opportunities in East Bay.

In addition to efforts to engage in regional coordination with economic development, the WDBCCC recognizes the value of small business development and as drivers of growth in Contra Costa County. The WDBCCC will pursue the following strategies to promote entrepreneurial skills training and provide microenterprise services:

Support entrepreneurship through the Small Business Development Center (SBDC).

WDBCCC hosts the Small Business Development Center (SBDC), which provides resources and advising services to entrepreneurs. The Contra Costa SBDC delivers about 200 no-cost trainings to 1,000-2,000 individuals annually on starting, growing, and managing small businesses and microenterprises in Pleasant Hill and in underserved portions of the County including Antioch, Richmond, San Pablo, and Pittsburg/Bay Point. The Center targets low-to-moderate income residents of the County and those with barriers to employment, including returning citizens and military veterans. The SBDC will pilot essential skills workshops in 2017, with the goal of expansion into an incumbent worker/management preparation program in career pathway industries in 2018. Key partnerships include the Contra Costa Adult Education Consortium, which will facilitate evening workshops, fundamental to training mostly daytime workers.

The SBDC also partners with private, nonprofit and public sector business-serving organizations at federal, state and local levels to offer the latest technical assistance, events, and cross-referrals. These partnerships include a relationship with the California Association of Microenterprise Organizations (CAMEO), which provides services, including training and loans, to entrepreneurs and start-ups launching micro-businesses – firms that were launched with less than \$50,000 in capital and employee five or fewer workers. The WDBCC is currently working with CAMEO to develop training for AJCC staff to provide services to self-employed and independent workers, including how to identify, support, and capture outcomes for this significant and growing portion of the local workforce. The WDBCCC will continue to seek opportunities to collaborate with this and other organizations serving entrepreneurs and microenterprises through the SBDC.

Incorporate entrepreneurial skills training in youth programs.

Currently, the WDBCCC's Earn & Learn East Bay initiative is collaborating with organizations such as the Network for Teaching Entrepreneurship (NFTE) to build the capacity of education providers to teach entrepreneurship in local schools. Current school-based entrepreneurship training supported by the WDBCCC includes a program at Mount Diablo High School in Concord,

where students grow lettuce in hydroponic towers to supply salad bar ingredients to the school and collaborating partners.

In addition to these school-based entrepreneurial skills training programs, the WDBCCC will explore opportunities to reach out-of-school youth and youth that are incarcerated.

ii. Adult and Dislocated Worker Employment and Training Activities

The WDBCCC offers employment and training services to support adult job seekers and dislocated workers in Contra Costa County. The WDBCCC oversees four America's Job Center of California (AJCC)/EASTBAY Works locations, all of which offer individualized career services, training services, and adult basic career services. Adult basic career services are made available to all individual seeking services. Individualized career services and training services are subject to some eligibility constraints, including the WDBCCC priority of service policy for adult participants. Services available under each of these policies are summarized in the below:

Individualized Career Services include:

1. Comprehensive and specialized assessments of skill levels and service needs such as use of assessment tools or in-depth interviewing to identify employment barriers and appropriate employment goals
2. Development of individual employment plans with achievement objectives and services for the achievement of goals
3. Counseling and/or mentoring
4. Career planning (case management)
5. Short-term pre-vocational skills including communication skills, interviewing skills, punctuality, professional conduct, etc.
6. Internships/Work Experience that are linked to careers
7. Workforce Preparation activities that include a combination of basic academic skills and skills necessary for successful completion of post-secondary education, training, or employment.
8. Financial literacy
9. English language acquisition and integrated education and training programs

Training Services include:

1. Occupational skills training including training for non-traditional employment
2. On-the-Job Training
3. Incumbent Worker Training
4. Programs that combine workplace training with related instruction
5. Training programs operated by the private sector
6. Skill upgrading and retraining
7. Entrepreneurial training
8. Transitional jobs
9. Job readiness combined with another training service
10. Adult Education and literacy activities provided in combination with another training service

11. Customized training conducted with a commitment by employer/s to employ individual/s upon successful completion

Adult Basic Career Services include:

1. Eligibility determination for the Adult, Dislocated Worker, or Youth programs
2. Outreach, intake, orientation to one-stop delivery system
3. Initial Assessment of skill levels as well as aptitudes and supportive service needs
4. Labor exchange services
5. Referrals and coordination of activities with other programs and services
6. Provision of labor market information
7. Provision of information (performance & cost) of eligible training providers
8. Local Area performance and one-stop delivery system performance
9. Availability of supportive services and referrals
10. Assistance establishing financial aid eligibility for training and education not provided under WIOA
11. Provision of information and meaningful assistance with filing UI claims

The WDBCCC's goal in delivering employment and training services to adults and dislocated workers is to increase the number of Contra Costa residents who obtain marketable and industry-recognized credentials or degrees, with a special emphasis on those who are unemployed, low skilled, low-income, veterans, individuals with disabilities, returning citizens, and other in-need populations. To achieve this goal, the WDBCCC will work with key partners and education providers to increase the number of career pathways in priority industry sectors. Additionally, the WDBCCC will work with the community colleges and adult schools to increase the number of adult basic education students who successfully transition to post-secondary education, training, or employment. The WDBCCC also recognizes the need to work with education partners to increase the number of under-prepared job seekers and displaced workers who enter and successfully complete education or training programs in in-demand industries. Finally, the WDBCCC seeks to expand the availability of apprenticeships, OJT, and other customized training programs that enable workers to further develop their skills through work-based learning.

iii. Coordination of Rapid Response Activities

The WDBCCC provides outplacement services customized to the needs of employers in transition through its Rapid Response Team. The goal of the WDBCCC is to work proactively with cities and other entities in the region in advance of any anticipated business downsizing or closure events to leverage the resources of local governments for layoff prevention. If this is not possible, the WDBCCC will coordinate activities to achieve rapid reemployment for the impacted workforce. To achieve these goals, the WDBCCC will take the following steps to coordinate Rapid Response activities in the local area:

Build a Proactive Layoff Aversion Strategy

In the event of downsizing or closures, the WDBCCC will engage key partners, including local and regional economic development agencies and industry trade associations, to develop an understanding of business supply chains and potentially impacted industries, with the goal of acting preemptively to prevent additional layoff events following the loss of a single employer. To

mitigate the impact of layoffs across supply chains, the WDBCCC will promote the use of the federal Work Share program and other incentives to help businesses reduce the number of employees affected. In addition to responding to layoffs proactively, the WDBCCC will seek to implement effective data collection and analysis to establish early warning systems. The WDBCCC will strengthen these efforts by educating staff on the resources available to prevent layoffs, so that they can share this information with the employers they serve. Resources available include training to increase the skills and efficiency of the incumbent workforce. Combining this type of training with available federal resources like the Work Share program will allow businesses to withstand economic contraction without shedding their workforce, enabling them to take full advantage of future growth opportunities.

The WDBCCC will also collaborate with the SBDC to target training and consulting services, including workshops, technical assistance, and coaching, to small businesses in high priority industries to facilitate access to information or workforce services to promote business stabilization and growth. This type of training can be used by entrepreneurs and small business owners to improve their business practices and prevent job loss.

Provide Timely Coordinated Services to Impacted Workers

The WDBCCC will also leverage its partnerships with the business community to facilitate the swift re-employment of laid-off workers in positions requiring similar skills at other local or regional employers. Following the receipt of a Worker Adjustment and Retraining Notification (WARN), the WDBCCC will work with businesses to profile the skill sets of employees at risk of being laid off in order to identify opportunities to transfer these skills into similar positions in priority industry sectors. For example, following news of the forthcoming closure of the Doctors Medical Center in West Contra Costa in April, 2015, the Rapid Response Team collaborated with key partners in the healthcare industry and other stakeholders across the region, including labor unions and neighboring Workforce Development Boards to host a job fair on-site at the closing hospital. The result was the rapid reemployment of all impacted workers in related positions throughout the East Bay.

To make this type of response possible, the WDBCCC utilizes all resources and connections available to respond to closures. This includes the coordination of rapid response activities with EDD, Covered California, and other AJCC and workforce system partners. Upon receipt of a warn notice, Business Service Representatives contact the business to discuss the services available and to schedule a transition orientation for the impacted workers. Employer liaisons and EDD partners will travel to layoff or closure sites or another location convenient to the workforce to deliver the orientation, which includes a panel of representatives that provide information on workforce services, unemployment insurance, and other resources available to dislocated workers.

For individuals eligible for Trade Adjustment Assistance (TAA), the WDBCCC will provide assessments, transition, training, and access to AJCC and other services to facilitate a rapid transition to new employment, including career counseling, job search assistance, resume preparation, interviewing skills workshops, and information about the local labor market, unemployment insurance, and local education and training information.

iv. Youth Workforce Development Activities

The WDBCCC collaborates with key partners representing both industry and education to support K-16 educational achievement for increasing numbers of youth and young adults in Contra Costa County. Local youth, particularly youth in some communities in West and East Contra Costa County, face significant barriers to completing the education and training they need to obtain and retain sustainable employment. As a result, youth in these communities experience higher unemployment rates than is average across Contra Costa County. For example, youth age 16-19 in the West County community of Richmond experienced unemployment at a rate of 43.3%, much higher than the Contra Costa County average youth unemployment rate of 26.9%. Similarly, youth in the East County community of Antioch experienced unemployment at the elevated rate of 32.8%.² To address these challenges and serve youth throughout the county, the WDBCCC employs the following strategies:

Develop and implement strategies to direct WIOA and other resources to serve youth and young adults most in need and support their success in training.

The WDBCCC and its Youth Committee are committed to pursuing common approaches, expanded partnerships, and strengthened connections across agencies and programs so that youth are able to access meaningful and impactful services. This effort includes the provision of competitively-procured contracted youth services to in-school and out-of-school youth and young adults year-round in East, Central, and West Contra Costa County. Under WIOA, youth service providers are required to incorporate access to the following program elements, even if they are not directly providing them:

1. Tutoring and study skills training
2. Alternative secondary school or dropout recovery services
3. Paid and unpaid work experiences
4. Occupational skills training
5. Education concurrent with workforce preparation
6. Leadership development
7. Supportive services
8. Adult mentoring
9. Follow-up services
10. Comprehensive guidance and counseling
11. Financial literacy education
12. Entrepreneurial skills training
13. Provision of labor market and employment information

² Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

14. Preparation to transition to post-secondary education

Youth services available in Contra Costa County include the Reconnecting Youth to their Future (RYTF) program, which assists out-of-school youth with school re-engagement, diploma/GED attainment, and advanced training, and the Supporting Student Success (SSS) program, which provides high school students with academic monitoring, post-secondary preparation, and financial aid information, among others. Work-based learning is a major component of both the in-school and out-of-school youth programs.

Work with education and industry partners to develop systems that effectively engage employers in providing career development and work-based learning opportunities for youth and young adults to learn about, explore, and prepare for careers.

In partnership with the Contra Costa Economic Partnership and the Diablo Gateways to Innovation consortium, the WDBCCC launched Earn & Learn East Bay, which places youth and young adults in compensated work-based learning, including year-round and summer jobs, internships, and work-based learning experiences. The goal of Earn & Learn East Bay is to facilitate the attainment of relevant, real-world employment experience for participating youth. Earn & Learn East Bay engages employers through participation on Industry Advisory Boards, which collaborate with educators to design career pathway programs. This partnership strengthens the talent pipeline by increasing communication between industry and education providers on the skills students require to thrive in the 21st century workplace. Currently, Earn & Learn East Bay funds programs in 10 local school districts and the community colleges.

Work with education and others to increase access to vulnerable populations in Career Pathways.

In addition to the Earn & Learn East Bay program discussed above, youth in Contra Costa County can also access career pathway programs through Future Build. A partnership of the Pittsburg Power Company, the WDBCCC, the Pittsburg Adult Education Center, the Contra Costa Building and Construction Trades Council and other key stakeholders, Future Build provides pre-apprenticeship training to low-income young adults in the building trades, followed by four months of follow-up services including career exploration, job coaching and referrals, workshops, and case management. Successful graduates receive seven certificates recognized and valued in construction, an in-demand industry recognized as a priority sector by the WDBCCC. Future Build has high success rates, with an overall 85% employment rate.

v. Coordination of Education and Workforce Development Activities

The WDBCCC recognizes secondary and post-secondary education providers as vital partners in the development of a strong workforce qualified to meet the needs of local employers. As such, the WDBCCC is working to coordinate relevant education and training programs with workforce development activities, with the goal of aligning strategies, enhancing the quality of services, and avoiding duplicative efforts. To achieve these goals, the WDBCCC will pursue the following strategies:

Collaborate to identify and meet the needs of priority industries.

Meeting the skills needs of priority sectors and closing skills gaps will require alignment and coordination on the part of industry, education, and the WDBCCC. Students must be prepared with increasingly technical skills, including strong backgrounds in science and math. To strengthen the talent pipeline, the WDBCCC will serve as the convener of education providers and priority industries to help these groups work together to identify gaps in the availability of training to meet employer needs and develop programs to mitigate them. Current and recent efforts include work with local employers and the Contra Costa Community College District to develop curricula for career pathway programs in priority sectors, including the Industrial Maintenance/Mechanic and the Pre-Apprenticeship in the Trades program at Diablo Valley College, and the Process Technology and Electrical Instrumentation Technology programs at Los Medanos College. The Earn & Learn East Bay program is also convening employers and education providers to develop career pathway programs for youth.

At the regional level, the WDBCCC collaborates with education providers to carry out this strategy through participation in the Bay Area Community College Consortium (BACCC), comprised of local colleges and economic and workforce development initiatives in the Bay and Interior Bay Region. The BACCC seeks to improve the academic skills of vocational and technical education students, prioritizing several in-demand industries, including healthcare and information communication technology (ICT), which the WDBCCC has also identified as priority sectors. The WDBCCC will continue to collaborate with this network to develop new sector pathway training programs.

Increase collaboration and alignment and improve service delivery through co-enrollment.

Increasing enrollment in and completion of post-secondary programs is a goal of the WDBCCC. To increase opportunities for post-secondary enrollment, the WDBCCC will collaborate with community colleges to develop or expand offerings that are accessible to working adults. To increase the likelihood that individuals are able to complete programs to attain a degree or credential, the WDBCCC will continue to work with public education partners to help them develop programs that encourage participants to seek support from the AJCCs through co-enrollment. The WDBCCC will work with education partners to increase awareness of co-enrollment opportunities and advantages and to develop a cross-system referral process. Co-enrollment can offer high-risk students financial support for school materials, a cohort of similar students, a network of mentors through the AJCCs, and access to tailored services and workshops designed to help participants market their new skills to attain employment.

Continue to seek opportunities to collaborate through the WINs and other forums.

There are representatives of K-12 and adult education, community colleges, and the Contra Costa County Office of Education involved in the Workforce Innovation Networks (WINs) of East, Central, and West Contra Costa County. Convened monthly by the WDBCCC, the WINs provide an opportunity for the workforce system and its partners to come together to discuss service delivery and invite partnership on various initiatives. The WINs provide a forum for continuous communication between the WDBCCC and its education partners.

vi. Supportive Services

The WDBCCC recognizes that the provision of supportive services is essential to ensuring that jobseekers have the resources they require to complete training programs and execute their job search. AJCC staff work with participants to identify any supportive service requirements during

their initial assessment. Supportive services accessible through the AJCCs (either through referral or directly provided) include transportation assistance, clothing or tools required for employment, educational testing, child care assistance, medical treatment, books or other post-secondary academic materials, counseling, legal assistance, criminal records expungement, and housing, among others.

To ensure that participants are able to access these services, AJCC staff are trained to make warm referrals, connecting jobseekers directly with the services they require. These referrals are made primarily to community-based organizations and other partners participating in the Workforce Innovation Networks (WINs). The WDBCCC coordinates with these organizations to provide non-duplicative supportive services that enable job seekers to take the steps needed to retain sustainable employment. The WINs convene on a monthly basis to ensure the referral process is functioning efficiently and that WIOA customers have continued access to the services they require. Staff are cross-trained on the eligibility of multiple programs, including CalWORKs and Unemployment Insurance, to ensure that WIOA participants receive all of the support for which they qualify.

vii. Maximizing Coordination with Wagner-Peyser Act Services

The Employment Development Department (EDD) is the WDBCCC's core partner for the Wagner-Peyser Act. Regional EDD staff members are based at each of the AJCCs, and provide regular workshops for Unemployment Insurance (UI) claimants and Trade Adjustment Assistance (TAA) service recipients.

Unemployment insurance workshops are provided on a weekly basis, along with the opportunity for claimants to meet individually with staff from EDD. WIOA and EDD AJCC staff members have regular meetings to ensure that they are working together strategically to serve UI and TAA recipients. Where permissible, staff from both EDD and WIOA share participant data and other relevant information to help support not only information-sharing, but also to leverage service delivery and resources to support job seekers. WIOA and EDD staff members also help support each other when conducting participant outreach, promoting specific service options in the One-Stops, and helping to provide placement services. WIOA and EDD staff are cross-trained to reduce duplication of services and to ensure that customers experience seamless support from the AJCCs. Additionally, staff enroll both WIOA and Wagner-Peyser customers using the CalJOBS case management system, facilitating co-enrollment and tracking of customer progress across funding streams.

viii. Title I Coordination with Title II Adult Education and Literacy Activities

The WDBCCC will collaborate with adult education, including the Contra Costa County Adult Education Consortium, and literacy providers to coordinate WIOA Title I and Title II activities in order to strengthen the provision of education and employment services to help individuals develop the basic skills and literacy proficiency required to thrive in sustainable employment. To achieve this coordination, the WDBCCC will pursue the following strategies:

Continued partnership with Adult Basic Education providers

As mandated by WIOA, the WDBCCC's board membership includes a representative of an adult education and literacy provider under WIOA Title II. Additionally, the WDBCCC maintains

longstanding relationships with adult schools throughout Contra Costa County. Mt. Diablo Adult Education coordinates the operation of all assessment centers for the four AJCC locations. Each assessment center is connected to the local adult school and provides services to that AJCC. Adult school partners proctor the assessment, and customers are referred directly to other support services as identified by the proctor. This arrangement will facilitate coordination between WIOA Title I and Title II activities by facilitating the co-enrollment of Title I customers in Title II programs as necessary following the assessment.

Additionally, the WDBCCC will continue to coordinate with partners to engage adults in literacy programs provided by organizations, such as Mt. Diablo Adult Education, which offers adult literacy and English as a second language programs. The WDBCCC maintains a strong relationship with adult schools referring staff to aid with training offerings. Adult Education organizational staff have a strong presence on the local board, which provides seamless information sharing and efficiency towards service needs.

Adult school partners also provide a number of workshops and customer service trainings to customers at the AJCC sites. The WDBCCC also has formal Memorandums of Understanding (MOUs) with other adult education providers for the delivery of other training and education services on-site at the AJCCs and at adult school locations.

Title II Grant Application Process

The WDBCCC will review all Title II Adult Education and Family Literacy Act (AEFLA) grant applications that are submitted through the online process with the California Department of Education (CDE). This review process will serve to determine whether the applications are consistent with the WDBCCC Local Plan. This review process will include:

- The development of a methodology for a staff review and comparison of state guidelines and WDBCCC Local Plan to identify alignment, or lack thereof, with local strategies;
- Establishment of a review team to develop written feedback of the Title II Adult Education and Literacy Providers applications; and,
- Compiled feedback and recommendations, which may be incorporated into the Title II applications to promote stronger alignment with the WDBCCC Local Plan.

Upon completion of the review, the WDBCCC will submit a recommendation to the CDE. The application review process will take place between May 17, 2017 to June 17, 2017. The CDE will consider the recommendations of the LWDB to make grant awards for Title II providers.

ix. Services for Limited English Proficient Individuals

The WDBCCC will provide Spanish speaking orientations along with resume and interview technique workshops to meet this need given that a majority of the population in Contra Costa speak Spanish (52%). The WDBCCC will ensure that job application support for Spanish speakers is also available. The WDBCCC will ensure that unemployment insurance services remain bi-lingual, and that where possible all physical and electronic information on services will have translation lines. The WDBCCC and its partners will also ensure that similar steps are taken to cater towards Asian and Pacific Islander and Indo-European languages, which are spoken in 28% and 16.7% of households respectively. The WDBCCC will rely on its One-Stop/AJCC partners to provide basic skills, to include computer skills, to limited English proficient individuals.

This also includes referrals to English classes with Monument Impact at English centers in the County.

F. Grants and Grant Administration

i. Disbursal of Grant Funds

The Contra Costa County Employment and Human Services Department formulates the County's accounting policies and procedures related to the disbursal of WIOA funds through the Contracts and Grants Unit. Contra Costa County's Board of Supervisors is the Local Chief Elected Official (CEO) and is therefore responsible for grant disbursals under WIOA allocated to the WDBCCC for workforce development activities within the Local Workforce Development Area (LWDA).

ii. Competitive Process to Award Sub-Grants and Contracts

WIOA funds for Adults, Dislocated Workers, and Youth are awarded according to the process prescribed by Contra Costa County. All requests for information (RFIs) and requests for proposals (RFPs) are issued through the Contracts and Grants Unit of the Administrative Services Bureau within the Employment and Human Services Department (EHSD). RFPs and RFIs are published online on the EHSD's website and the Contra Costa County Purchasing Portal and are also distributed via the WDBCCC mailing list. RFI and RFP documents clearly indicate the response due date and criteria for qualified responses. There is a required bidder's conference for RFPs. Responses to questions are posted on EHSD website. RFP responses are reviewed by an evaluation panel consisting of workforce board staff and others. Proposed budgets are evaluated by the EHSD Fiscal Unit. Evaluators assess responses based on a matrix designed to ensure that criteria are applied consistently to all proposals. Based on this evaluation, the committee makes a recommendation for approval by the WDBCCC. All grants and sub-grants are awarded utilizing a competitive RFI, RFQ or RFP process.

G. Performance Goals

i. Negotiated Levels of Performance

The WDBCCC is committed to delivering the highest possible quality of services to its customers, both employers and job seekers. The success of these efforts are measured by the WDBCCC's achievement of performance accountability measures under WIOA. The performance goals were negotiated with the State and chief elected official, as prescribed by WIOA Section 116(c). The WDBCCC's proposal for Local Area Performance Goals was developed based on past performance, including WIOA performance projections based on WIA program outcomes, along with State performance levels negotiated with DOL. A worksheet was then provided to submit proposed goals along with any rationale, and a conference call with State officials was held; levels were negotiated and then accepted. Although local areas were given the option to accept the State negotiated standards, the WDBCCC negotiated higher benchmarks in six of the 12 measures, taking recent performance into consideration. The local area performance measures under WIOA and the negotiated levels for PY 2016-17 are reflected in the table below:

PY 2016-17 Performance Goals				
	Adults	Dislocated Workers	Youth	

Employment Rate 2nd Quarter After Exit	65%	75%	62.4%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	74%	75%	64.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	5485	8192	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	45%	67%	50%	Credential Attainment within 4 Quarters After Exit

It should be noted that PY2017/2018 performance levels will be renegotiated during Quarter 3 or 4 of the current program year (January 1, 2017 to June 30, 2017) using a new statistical method that will calculate future performance levels based on past performance. This may result in adjustments to the current levels negotiated for the 2017-2018 Program Year. Future performance negotiations based on this tool will take into account the economic conditions of the local area, as well as the demographic characteristics of the workforce. Future conversations on performance planning will expand the conversation to include relevant stakeholders and elected officials prior to the initiation of negotiations. The local area performance measures under WIOA and the negotiated levels for PY 2017-18 are reflected in the table below:

PY 2017-18 Proposed Performance Goals				
	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	68%	77%	65.4%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	75.6%	77%	67.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	5585	8300	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	45%	69%	50%	Credential Attainment within 4 Quarters After Exit

As an additional performance goal for the Employment and Human Services Department (EHSD), the WDBCCC will serve 12,500 registered individuals at America's Job Centers of California (AJCCs) per year and have 552 WIOA participants placed in employment per year (per MIS & AJCCs).

For credential rates, it is noted that the number of people the WDBCCC serves with substantial barriers to employment and education has increased since PY 13, as summarized below:

- Adult:
 - Low Income +33%
- Youth:
 - Dropouts +10%
 - Disabled +10%
 - Homeless +19%
 - Foster Youth +10%

- Low Income +16% (for a total of 92%)

H. High Performance Board (HPB) Efforts

i. Compliance with State Issued AJCC Policies

WDBCCC currently meets Local Board requirements for HPB status in accordance with WIOA Section 107 (b) across Business, Workforce, Education and Training, Governmental and Economic and Community Development areas. WDBCCC exceeds the WIOA requirement for a majority of members representing businesses in the County, two of which must represent small businesses. Currently 52% of the WDBCCC (13 members) are business representatives. WDBCCC also meets the required minimum of 20% members representing the local workforce with 15% of the local board representing labor organizations. WDBCCC currently meets the workforce compliance percentage with five representatives on the local board and five labor organization representatives making up 20% of the entire board. Additionally, the WDBCCC ensures that at least one of its board members represent an eligible provider of adult education and literacy activities, and one representing an institution of higher education. In order to finalize compliance with WIOA Section 107 (b), WDBCCC includes the one minimum representatives from economic and community development entities, the state Employment Service Office, and from programs under title I of the *Rehabilitation Act of 1973*.

For PYs 2016-2018, WDBCCC will assure compliance with WIOA Section 184 [a][2] and [3] through its procurement procedures, avoiding acquisition of unnecessary or duplicative items, software, and subscriptions, and its maintenance and provision of accounting and program records, including supporting source documentation to all auditors. WDBCCC will also ensure that financial reporting will comply with WSD 12-3 and close out reports will comply with WSD09-12. WDBCCC will expend a minimum of 30 percent of combined total of adult and dislocated worker formula fund allocations on training services complying with state Senate Bill 734. Additionally, the WDBCCC will not use funds to assist, promote, or deter union organizing. The WDBCCC will select AJCC operators competitively, maintain data in accordance with CalJOBS reporting requirements and deadlines, comply with nondiscrimination provisions of WIOA Section 188, and with State Board policies and guidelines. WDBCCC will meet all priority of service requirements and will ensure that local members receive ethics training every two years as state in Assembly Bill 1234. Finally, WDBCCC will comply with the conflict of interest provisions of WIOA Section 107(h).

Overall, the WDBCCC has met performance goals in the annual periods between 2013-2015 with employment and retention rates increasing among Adults, Dislocated Workers, and Youth (14-21), with the exception of the 2014-2015 Adult employment retention rate. Average earnings have increased across all three demographic groups.

Between 2013-14 and 2014-15, WDBCCC has fully complied with WIA requirements and maintained fiscal integrity. Likewise, under the first implementation year of WIOA (PY 15-16), compliance and fiscal integrity were fully maintained. WDBCCC also certifies that it has not been found in violation of gross negligence or in failure to observe accepted standards of administrations, which include:

1. Timely reporting of WIA participant and expenditure data
2. Timely completion and submission of the required annual single audit
3. No placement on cash hold longer than 30 days.

WSD15-14 – WIOA Adult Program Priority of Service

WDBCCC has updated its priority of service directive to ensure compliance with WIOA guidelines, granting priority of service to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, as well as veterans and eligible spouses. The WDBCCC will also grant priority of service to individuals with disabilities and the re-entry population, as the local board has designated these priority populations in addition to those required by WIOA.

WSD15-12 – WIOA Phase I Memorandums of Understanding (MOU)

WDBCCC has established an MOU with each of its AJCC partners through Workforce Integration Networks (WINs) across the county. WDBCCC seeks to establish an integrated customer-centric system of workforce services with the goal of creating a more accessible and efficient workforce system. In addition, the WINs around the county aim to better interconnect AJCC partners to enhance collective service delivery.

The AJCC partners are in the process of signing MOUs, which when finalized will allow WDBCCC and its partners to optimize service coordination. The WDBCCC and its AJCC partners agree to create a unified customer-centric system focused on:

1. Shared Technology and System Security
2. Confidentiality
3. Shared Services, Customers, and Costs

WDBCCC will develop new services through the establishment of AJCC workgroups focused each on one of five identified priority sectors. This will allow for efficient development of career pathways and training programs. WDBCCC has established strong collaborations with adult schools, where all assessment centers are connected to the AJCC services and local adult schools. Additionally, WDBCCC collaborates with CCWORKS, SparkPoint, Re-entry Center, and Child Support Services. WDBCCC is also creating innovative workforce development strategies through Adult Basic Career enrollment, collaboration with the Community College District, and improving responsiveness to customers with barriers to employment. WDBCCC will conduct additional service delivery redesign focused on technology, workshops, and partnerships.

WDBCCC has met the 75% expenditure requirement pertaining to Youth Provider contracts, specifically targeting out-of-school youth. The WDBCCC has provided guidance on the 20% Work Experience expenditure requirement and established guidelines and security measures to safeguard PII, avoid COIs, and purchase order policies and review meeting uniform guideline compliance measures. WDBCCC has consistently developed sector initiatives and career pathways through demand-side and supply-side strategies, such as the Slingshot and Design It-Build It-Ship It (DBS) programs respectively. Additionally, WDBCCC has established extensive partnership with K-12 education, community college, and adult education systems through programs, such as Earn & Learn, FLOW project, and IMMM programs. WDBCCC has incorporated AJCC's logo into all WDBCCC EASTBAY Works in order to promote the AJCC brand.

WSDD-151 – WIOA Phase II Memorandums of Understanding

Phase II is currently in process and will require WDBCCC to develop an MOU with all AJCC required partners in order to determine a Resource Sharing Agreement (RSA). The Agreement

will establish the distribution of infrastructure and system costs between WDBCCC and its AJCC partners. WDBCCC has yet to meet the requirement of finalizing a Phase I MOU containing a matrix of AJCC required partners, but once completed will be able to finalize the RSA.

Resources will be shared within two levels:

1. Infrastructure- Comprehensive AJCCs identified in Phase I will have specific budgets to include all non-personnel costs in an “Access and Accommodation” line item. This will include rental, equipment, utilities and maintenance, and facilitation technology costs. In accordance with Uniform Guidance, infrastructure costs will be shouldered by partners physically collocated at the job centers.
2. AJCC partners not located in a Comprehensive AJCC will be required to contribute to the sustenance of the workforce system costs, such as applicable career services, and to sign both budget agreements. Currently non-collocated partners are not required to contribute to infrastructure costs, however, once a data-tracking system is implemented statewide, non-collocated partners will be required to contribute their proportionate share of infrastructure costs. WDBCCC will be required to complete phase II of each MOU no later than June 30, 2017.

I. Training Activities and Services (WIOA Section 134)

i. Individual Training Accounts and Customer Choice

Given the highly skilled workforce of the East Bay region, education and training programs are an important investment in the success of jobseekers in a competitive labor market. Training allows jobseekers to attain the skills valued by local employers, making sustainable employment accessible in an industry and occupation that offers livable wages. The WDBCCC connects youth and adults to various types of training through its contracted providers and partners, including on-the-job training (OJT), occupational skills training, customized training, skills upgrading, job readiness training, basic skills training, and adult education.

The majority of the WDBCCC's investment in training happens through the Individual Training Account (ITA) process. Jobseekers eligible to access ITAs are Youth, Adults, and Dislocated Workers enrolled in WIOA programs. To receive an ITA, an individual job seeker is required to review and present labor market information to a case manager to provide validation of demand for employment in the area that they are requesting training. The AJCC provides job seekers with access to the most up-to-date labor market information as it becomes available. Job seekers also have access to performance and program cost information for all training providers. Access to this information and guidance from a case manager ensure informed customer choice in the selection of training programs.

As part of this process, individuals must also review the Eligible Training Provider List (ETPL) to identify an eligible provider that offers relevant coursework. The ETPL offers a wide range of educational programs, including classroom, correspondence, Internet, broadcast, and apprenticeship programs. Finally, job seekers must demonstrate commitment to completing the training program that they are requesting support for enrollment and tuition. Once this work is completed, supervisory staff review and approve or deny requests for ITA funds.

ITA training can be combined and sequential to on the job training (OJT), training by an employer that is provided to a paid participant while engaged in productive work. OJT is provided under a contract with an employer in the public non-profit, or private sector. Through the OJT contract, occupational training is provided for the WIOA participant in exchange for reimbursement ranging

from 50-75% of the wage rate to compensate for the employer's extraordinary costs. Combining ITA training with OJT does not require a specific waiver from the One-Stop Operator Administrator as long as the combined maximum total does not exceed \$8,000 (the \$5,000 OJT payment cap plus the \$3,000 ITA payment cap). All OJT contracts and payment services are processed through the Fiscal unit of the Employment and Human Services Department using standard forms and procedures.

Although workforce investments through the ITA process are not limited to priority industries, the WDBCCC is in the process of revising training policies to be aligned with sector strategies. Currently, a significant portion of ITA funds are used to enroll job seekers in health care related training programs, one of the five key industries prioritized by the East Bay Region Slingshot Initiative. One such program is delivered through the WDBCCC partnership with Jewish Vocational Services (JVS) and John Muir Health to deliver a medical training cohort to train East Bay Medical Administrative Assistants (EBMAA). The cohort, formed in 2014, is both sector focused and based on the identified needs of employers who partnered with the WDB. Training participants complete a nine-week instructional program followed by a four-month paid internship. Graduates of the program have been successfully placed in full-time positions, earning average wages higher than \$20 per hour. This collaboration is a successful model that the WDBCCC will seek to develop in other in-demand industries.

ITAs are also currently funding training in Transportation and Logistics, and Information and Communications Technology, two other regional priority sectors. Given the emphasis on sector strategies in California's Unified Strategic Workforce Development Plan, the WDBCCC will continue to explore strategies to increase training investment across all priority sectors.

J. Public Transparency, Accessibility and Inclusivity

i. Public Comment Period

The WDBCCC acknowledges the contributions of the various groups that participated in the development of this plan either through feedback in focus group sessions, one on one interviews, document sharing or via the online employer outreach survey.

Specific groups involved the Contra Costa Adult Education Planning Consortium, whose Steering Committee convened for a focus group session. This session, which allowed the WDBCCC to develop strategies for aligning workforce and education activities, involved leaders representing local school districts, the Contra Costa Community College District and its constituent colleges, and the Contra Costa County Office of Education. The WDBCCC also convened a separate focus group targeting community based organizations and AJCC customers. For this session, the WDBCCC invited participation from members of the Workforce Innovation Networks, community partners working in conjunction with the workforce system to deliver services in East, Central, and West Contra Costa County. Participants, including representatives of community-based organizations, local employers, economic development agencies, education and training providers, among others, provided information on the services they provide, their strategies for working with specific populations, and how further coordination with the WDBCCC can be achieved. AJCC customers were invited to participate via notices posted in each of the centers. Local employers contributed through an online survey, which the WDBCCC sent electronically to businesses across Contra Costa County. Respondents, which included representatives from several in-demand industries, provided feedback on their interactions with the WDBCCC, as well as their current and projected challenges with respect to hiring. Finally, the WDBCCC Board

members contributed their vision and oversight in a full-day planning retreat, affirming the goals and strategies articulated in this plan.

In compliance with WIOA 108(d), the WDBCCC continued to solicit feedback from stakeholders and the community via a 30-day public comment period. From February 2, 2017 to March 4, 2017, the WDBCCC 2017-2020 WIOA Local Plan was accessible to the public, along with instructions for submitting written comments, on the WDBCCC's website. Notice of the posting was published online and sent via email to all relevant stakeholders and partners, including education and training providers, economic development agencies and organizations, community-based organizations (including those serving limited English proficient and other high-need populations), industry representatives and employers, and the Contra Costa County Board of Supervisors. Additional notice will be sent to local news media.

During the 30-day public comment period, the WDBCCC participated in a joint forum with the Richmond Workforce Development Board to collect additional feedback from the public. The forum took place at the Richmond Community Center on February 16, 2017 from 3:00-5:00 PM.

The WDBCCC did not receive any written feedback on the local plan during the 30-day public comment period.

K. Common Intake and Case Management Efforts

i. Current Intake Processes and Allowance for Co-Enrollment

The WDBCCC has revised their intake policies and procedures to design a dynamic streamlined enrollment process that increases the accessibility of the system to potential customers and facilitates immediate service delivery. Traditionally, the intake process at the AJCC's begins with a Career Center Orientation, where jobseekers receive a presentation on the tools and resources available through the centers. Following the orientation, case managers schedule meetings with customers to determine WIOA eligibility and enroll them via the State's CalJOBS case management system. The CalJOBS platform is being utilized to transition WIOA enrollment and eligibility determination to a paperless process utilizing electronic records.

In addition to this intake process, each AJCC now also offers immediate access to an individual staff member designated the Case Manager of the Day. The Case Manager of the Day can be available within 30 minutes to meet with individuals that enter the AJCCs with immediate needs and triages their cases to refer them instantly to the services they require without requiring the customer to first undergo full WIOA eligibility determination.

Certain special populations, including the re-entry population and veterans, have access to a designated single point of contact through warm referrals from partner agencies. This system provides direct access to case management for members of these populations. The WDBCCC is working toward facilitating direct outreach to other target and priority populations using the CalJOBS case management platform to recruit individuals that may be eligible for co-enrollment. Direct recruitment is also taking place through training cohorts supported by the WDBCCC, such as the medical training cohort in partnership with Jewish Vocational Services and John Muir Health.

For individuals receiving services from multiple agencies, case coordination with all the different service providers is the norm.

The CalJOBS system facilitates the tracking of co-enrollment with certain programs, including Youth and Adult programs, TAA, and Wagner-Peyser, as well as WIOA Youth, Adult, and Dislocated Worker enrollments in other local workforce development areas. The WDBCCC is currently developing methods for co-enrollment tracking for programs that do not enroll through the CalJOBS system, including education and training programs, vocational rehabilitation, and TANF/CalWORKs. These methods will be amended to include any state-led data sharing efforts that are developed for coordination between core programs.

Case management services provided to Youth, Adults, and Dislocated Workers are summarized in the table below:

Assessment	Case management services available at the AJCCs include an initial assessment to determine a participant's skill level, employment interests, and supportive service needs. Based on this assessment, case managers work with job seekers to design an Individual Employment Plan (IEP). Following this assessment, case managers can administer additional proficiency testing as necessary, including testing requested by employers.
Supportive Services	For participants requiring supportive services, case management includes a warm referral to the community partner or agency best situated to meet their needs, including organizations offering child/dependent care, transportation assistance, medical services, temporary shelter, housing assistance, and employment-related tools or clothing, among other services.
Eligibility Determination	Case managers work with participants to determine eligibility for various programs and benefits, including bonding services, financial aid for training and education programs not covered under WIOA, Unemployment Insurance (UI), the Work Opportunity Tax Credit (WOTC), veterans' services, and Trade Adjustment Assistance (TAA), among others.
Guidance and Counseling	Staff provide information useful to job seekers, including details on training providers and their performance outcomes, state and local labor market conditions, upcoming job fairs or other employment opportunities, and UI. Case managers also provide participants one-on-one counseling and support with their job search, including individualized resume and cover letter assistance, career counseling and placement assistance, assistance using CalJOBS or other job search tools, and other guidance.
Training Referrals	For job seekers needing additional training, case managers provide information to facilitate informed customer choice and make referrals to the appropriate training opportunity, including apprenticeship programs, vocational training, adult literacy, basic skills training, GED preparation, or post-secondary education.
Follow Up	Follow-up case management services include regular or intermittent contact with participants and their employers to track progress and offer continued support and assistance with any work-related issues, including those related to alcohol or drug abuse. Case managers can refer participants to supportive service providers after placement in education, training, or employment in order to support their continued success. Case managers continue to provide participants with services as necessary to obtain a higher paying job.

L. Other Miscellaneous Information

i. Title II Program Applicant Access to the Local Plan

WIOA requires the WDBCCC to review all Adult Education and Family Literacy Act (WIOA Title II) applications submitted to the California Department of Education (CDE) from providers within the local area. The WDBCCC is committed to reviewing all applications submitted to the CDE by eligible providers within Contra Costa County and providing recommendations to the CDE based on each application's alignment with this local plan. In making this assessment, the WDBCCC will focus on the following considerations judged by EDD to be most relevant to alignment with the local plan:

- Consideration 1 – Needs Assessment
- Consideration 4 – Alignment with One-Stop Partners
- Consideration 8 – Facilitate Learning in Context
- Consideration 10 – Partnerships and Support Services for Development of Career Pathways
- Consideration 14 – Alignment with the Local Workforce Development Board Plan

To support this effort, the WDBCCC will designate a staff member or team of staff to conduct the review of applications received from the CDE. Once complete, the WDBCCC will submit recommendations through the online system for the CDE's review by May 31, 2017.

To ensure that Title II program applicants have access to the local plan, the WDBCCC will post the plan on its website beginning February 7, 2017.

ii. Priority of Service

WIOA requires that priority of service for individualized career services and training services be provided to Veterans and eligible spouses, recipients of public assistance, other low income individuals, and individuals who are basic skills deficient. Veterans are identified at the intake stage through the use of a Veteran's Intake Form and have access to designated staff and programs provided by the State's Jobs for Veterans Program Grant, including the Disabled Veterans' Outreach Program, the Local Veterans' Employment Representative, and the Veterans' Service Navigator.

WIOA also allows local boards to establish additional priority groups for their local area. The WDBCCC elected to define individuals with disabilities and returning citizens (re-entry) as additional priority populations. The WDBCCC assigns priority of service to these populations based on the following definitions:

- *Individual with a Disability*: Individuals with a disability are those meeting the ADA definition: a person who has a physical or mental impairment that substantially limits one or more major life activities. This includes people who have a record of such impairment, even if they do not currently have a disability. It also includes individuals who do not have a disability but are regarded as having a disability.
- *Returning Citizen*: AB109-eligible returning citizens (specified non-violent, non-serious, non-sex offenders), individuals on formal felony probation, released in the past 3 years, pre-trial, informal felony probation, specialty courts, parolees, the formerly incarcerated, and other justice-involved individuals.

iii. Portions of Local Plan in the Regional Plan Narrative

As authorized by the 20 CFR Section 679.540(b) and the state board, portions of the local plan requirements have been transferred to the narrative content of the regional plan. This includes the Regional Labor Market, Economic, and Background Analysis required in local planning efforts. The regional plan will contain background analysis that meet all information requirements of local plan content.

Additionally, this plan has referenced regional strategies in relation to career pathways, coordination with economic development agencies, employment engagement, and sector strategies as a reference to the way the WDBCCC is integrating local services into broader Regional Planning Unit efforts.

M. Local Board Assurances

Please refer to Attachment A for Local Board Assurances.

N. Comprehensive One-Stops and AJCC Partners in the Local Area

Please refer to Attachment B for a list of comprehensive One-Stop and AJCC partners in Contra Costa County.

O. AJCC Memorandums of Understanding (MOU) – Attachment C

Please refer to Attachment C for AJCC Memorandums of Understanding and cooperative agreements.

P. Local Area Grant Recipient Listing

Please refer to Attachment D for the Local Area Grant Recipient Listing Form.

Q. Local Board Bylaws

Please refer to Attachment E for the WDBCCC Organization Bylaws.

R. Program Administration Designee and Plan Signatures

Please refer to Attachment F for Program Administration Designee and Plan Signatures

S. Summary of Public Comments

Please refer to Attachment E for a Summary of Public Comments.