

CITY OF RICHMOND WORKFORCE DEVELOPMENT BOARD

LOCAL STRATEGIC PLAN PROGRAM YEARS 2017 - 2020

March 15, 2017



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A. VISION, GOALS, AND STRATEGY OF THE LOCAL BOARD AND ITS PARTNERS

A.i. Strategic Vision and Goals that Support Regional Economic Growth and Economic Self-Sufficiency

Vision

The vision of the Richmond Workforce Development Board (RWDB) states: “The Richmond Workforce Development Board will, through private industry and public agency partnerships, contribute to the economic growth of the Region by promoting and overseeing a flexible and responsive workforce system, which aligns jobseekers’ skills with current and future employer needs.”

The RWDB will serve the needs of employers and workers in Richmond and the surrounding region by working with key partners from city government, business, industry, education, economic development, organized labor, and community organizations to develop innovative ways to identify and address those needs. The RWDB will ensure a continuum of education and training opportunities that support a skilled workforce, provide education and workforce training to give youth the opportunity to achieve their career goals, and contribute to the success of local business through a range of direct services.

Goals for Preparing an Educated and Skilled Workforce

The primary goals of the RWDB in regard to the preparation of an educated and skilled workforce include the following:

- **Strengthen Services for Those with Barriers:** address and determine appropriate pathways for low-income adults and youth who have limited skills, lack work experience, and face other barriers to economic success.
- **Earn and Learn:** focus on work-based training strategies and employment approaches to benefit low-income individuals. Work-based training provides adults and youth with barriers the chance to earn income while also receiving training and developing essential skills that are best learned on the job.
- **Engaging Businesses:** collaborate with businesses to determine local hiring needs, design innovative initiatives and trainings that are responsive to those needs, and start candidates on a career path.
- **Engaging Labor Unions:** collaborating with local labor unions to help improve employee representation essential for high quality jobs and strengthening apprenticeship programs as a critical route to developing needed skills.
- **Promoting Project ACES (Accelerating Careers through Essential Skills):** work with businesses and educational institutions to design and offer candidates necessary and in-demand work ethic and learning opportunities, contributing to the creation of a pipeline of candidates with essential skills businesses require.
- **Strengthening Partnerships:** collaborate with key/core partners to streamline education and training opportunities for candidates, and address basic skills deficiency through coordinated services with Title II – Adult Education & Literacy.
- **Assessing the Labor Market:** survey business and labor market data to drive in-demand services to businesses and candidates.
- **Measuring Performance:** continuously evaluate trainings, employment, and earnings

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outcomes to ensure excellent services and positive economic impact.

- **Designing Career Pathways:** design and deliver pathways that prepare candidates to reach their full career potential.
- **Establishing a local workforce system** that enables economic growth and shared prosperity based upon innovation, job quality, and well-paid employment, with support for ongoing skill training and advancement.

The Richmond Workforce Development Board recognizes that not all jobs are good jobs and that education and training alone will not solve the problem of poverty. For this reason, it continually seeks to develop strategies and policies that enable people to gain and retain good jobs that offer economic security, or place them in an entry-level job with a well-articulated career pathway or career ladder to a job providing economic security.

Goals Related to Performance Accountability Measures

| Table 1: Richmond WDB Performance Goals | | | | |
|---|---------------|---------------------------|--------------|---|
| PY 2016-17 Negotiated Performance Goals | | | | |
| | Adults | Dislocated Workers | Youth | |
| Employment Rate 2 nd Quarter After Exit | 67.0% | 70.0% | 64.4% | Employment or Placement Rate 2 nd Quarter After Exit |
| Employment Rate 4 th Quarter After Exit | 64.5% | 68.5% | 66.2% | Employment or Placement Rate 4 th Quarter After Exit |
| Median Earnings 2 nd Quarter After Exit | \$4,683.0 | \$7,454.0 | BASELINE | Median Earning |
| Credential Attainment within 4 Quarter After Exit | 52.9% | 60.0% | 54.7% | Credential Attainment within 4 Quarter After Exit |
| PY 2017-18 Negotiated Performance Goals | | | | |
| | Adults | Dislocated Workers | Youth | |
| Employment Rate 2 nd Quarter After Exit | 69.0% | 72.0% | 66.4% | Employment or Placement Rate 2 nd Quarter After Exit |
| Employment Rate 4 th Quarter After Exit | 66.5% | 70.5% | 68.2% | Employment or Placement Rate 4 th Quarter After Exit |
| Median Earnings 2 nd Quarter After Exit | \$4,777 | \$7,903 | BASELINE | Median Earning |
| Credential Attainment within 4 th Quarter After Exit | 55.9% | 63.0% | 57.7% | Credential Attainment within 4 th Quarter After Exit |

A.ii. Strategy for Working with Partners to Align Resources to Achieve the Vision

The RWDB will serve the needs of employers and workers in Richmond and the surrounding region by working with key partners from city government, business, industry, education, economic development, organized labor, and community organizations to develop

innovative ways to identify and address those needs. The RWDB will ensure a continuum of education and training opportunities that support a skilled workforce, provide education and workforce training to give youth the opportunity to achieve their career goals, and contribute to the success of local business through a range of direct services.

An important element of the RWDB vision is the **use of data** provided by local economists, the Employment Development Department (EDD), Adult Schools, Community Colleges, California State Universities (CSUs), and EASTBAY *Works* One-Stop Career Centers **to identify growth sectors in the economy as well as workforce composition, employment opportunities, and education and training trends**. This data provides an essential foundation for the strategies identified in this plan, and will be regularly reviewed to ensure that our strategies remain responsive to the economic and workforce conditions in the region.

In addition to data analysis, we will **engage key leaders among employers, local and state officials, education, labor, and economic development organization stakeholders (at the local and state level) to discuss present and future needs**. We will determine current and projected gaps between employer demand and the availability of skilled local workers to meet that demand. Where gaps are identified, we will work with our partners to develop services designed to meet them.

Another essential component of the RWDB vision is its **close working relationship with the City of Richmond, which enables it to significantly magnify its impact on the local economy and workforce**. The RWDB will continue to build upon its dynamic and mutually beneficial relationship with elected officials and departments in the City of Richmond to align strategies and resources. Examples of our partnership with the City include participation in monitoring and compliance of local hiring, business opportunity, living wage, and other ordinances that benefit local workers, participation in setting the terms of contracts between local businesses and the City, and obtaining a broad range of local economic information (for example, sales tax receipts) that enable the RWDB to respond effectively to economic trends in the City and the region.

Another important facet of the RWDB vision is the **leveraging of multiple resources to create pre-apprenticeship training opportunities that address the particular needs of the local workforce**. Facing a history of high levels of poverty and unemployment and low levels of educational attainment in the City of Richmond, the RWDB developed the nationally recognized RichmondBUILD program, which has achieved an extremely high success rate in placing graduates in well-paid employment positions in the construction industry. Many of these graduates enter the program with multiple barriers to employment, including a significant number of program participants who have been involved with the criminal justice system.

In order to support local business development and entrepreneurship, the RWDB has also established the **Contractors Resource Center (CRC)** in Richmond. Co-located at RichmondBUILD, the CRC provides training and support for local contractors in areas such as business development; bidding and contracting, bonding, back office, project management, and other areas. Along with programs for established contractors, the CRC will explore strategies for offering training for RichmondBUILD graduates and others to explore and gain skills in other areas of the construction field, such as construction inspection, etc. where opportunities are growing.

Building strong partnerships with employers, educational systems, unions, and community organizations results in better leveraging of existing resources, attraction of new resources, and

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identification of potential private/public funding opportunities. The RWDB fully understands the importance of collaboration and has a long, mutually beneficial history of cooperation with K-12 educational institutions, Contra Costa Community College, Adult Education Title II programs, local businesses and community-based organizations. We will continue to serve an essential role in **bringing together partners to build an effective workforce system capable of advancing economic growth and creating shared prosperity for Richmond residents.**

B. LOCAL PROGRAM ALIGNMENT TO IMPLEMENT STATE PLAN POLICY STRATEGIES

The RWDB will employ and will require local and regional plan partners to adopt or participate in strategies that frame, align, and guide program coordination at the state, local, and regional levels, including those described on the pages that follow.

B.i. Description of Programs Included in the Local Workforce Development System

The RWDB local workforce development system is designed to meet the needs of jobseekers and businesses residing in the Richmond local area. The RichmondWORKS comprehensive America's Job Center of California (AJCC) provides the Richmond community with access to the following partner services:

- WIOA Title I (Adult, Dislocated Workers, and Youth);
- Title II (Adult Education & Literacy);
- Title III (Wagner-Peyser); and
- Title IV (Vocational Rehabilitation).

It also includes other required partners:

- Career & Technical Education;
- Contra Costa Co. EHSD; including
 - Community Services;
 - Senior Community Service Employment Program; and
 - TANF Employment & Training Programs.
- City of Richmond Housing Authority;
- Job Corps;
- Sword to Plowshare - Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program; and
- Rubicon, Reentry - Second Chance Program.

In support of the alignment of AJCC services and to avoid the duplication of services, the core program partners, along with the required and additional partners, have established an AJCC Delivery System MOU and corresponding resource sharing agreement where applicable. The MOU specifies RWDB partner roles and responsibilities as related to providing services within the workforce development system.

B.ii. Supporting the Seven Policy Strategies in the State Plan

B.ii.a Sector Strategies

In our improving economy, employers continue to have difficulty finding qualified workers for jobs that require technical education and expertise. Most current jobs require higher technical skills for workers than they did ten or twenty years ago. Research shows that “middle-skill” jobs, which require less than a four-year degree but more than a high school diploma, are the biggest share of jobs in California and made up 54 percent of all jobs in the United States in 2012, according to the National Skills Coalition. And yet only 44 percent of the national workforce has the skills needed for these occupations.¹

A Regional Economic Analysis Profile report dated March 2015 funded by the U.S. Department of Labor’s Employment and Training Administration for EDD’s Labor Market Information Division provides a summary of the San Francisco Bay Area Economic Sub-Market (Alameda, Contra Costa, and Solano County) Clusters. The top 10 Industry Sectors identified for future employment demand:

1. Health Care Services
2. Hospitality and Tourism
3. Retail
4. Education and Training
5. Construction Materials and Services
6. Business Services
7. Information and Communication Technologies
8. Professional and Technical Services
9. Financial Services and Real Estate
10. Social Services²

According to the Regional Intelligence Report prepared by Beacon Economics, LLC for the EastBay EDA, manufacturing, transportation and Warehousing has seen an increase in job gains as reported from June 2015 to June 2016.

In its own research, the RWDB has identified five emergent, high-demand sectors specific to Richmond that significantly overlap with the Regional Economic Analysis Profile report and the Regional Intelligence Report; these sectors have also been identified in the Department of Labor data through the Employment Development Department as the fastest growing occupations for 2014-2024:

1. Health Care/Medical;
2. Transportation, Warehousing, Logistics, and Manufacturing (including Food Manufacturing and E-Commerce);

¹ “United States Forgotten Middle,” National Skills Alliance, November 2012.

² Survey Results Strategic Plan for Economic and Workforce Development in Contra Costa County, CA. 2013. Responses received from 348 participants.

3. Construction (including Renewable Energy Technology);
4. Information Technology; and
5. Professional, Scientific and Technical Services.

As these sectors expand their role in the economy, many existing businesses are grappling with the prospect of a significant loss of their workforce through retirement in the coming decades. It has been estimated by Chevron, a large Richmond employer, that 50 percent of its current employees will retire in the next 10 years. Similar levels of employee retirements are anticipated in the public sector and other areas; replacing these employees, part of the best-educated generation in American history, will prove to be a significant challenge due to Richmond's inadequate supply of local workers across the workforce spectrum. This includes entry-level workers prepared to work, middle-skill workers with some postsecondary education, college graduates, and graduates in the STEM (science, technology, engineering, and math) occupations.

The RWDB is a partner in an array of programs designed to prepare youth and adults for employment in the emergent sectors described above and to replace current workers. These include the following:

- The previously mentioned RichmondBUILD program;
- The Environmental Workforce Development Job Training program, which provides local residents with training in environmental remediation;
- The college and career academies programs operated by West Contra Costa Unified School District, which include themes such as Health, Information Technology, Law, Media, Engineering, Hospitality, ACET (Architecture, Construction, Engineering and Technology), Biotechnology, GEET (Green Engineering and Energy Technology Pathway), Environmental Studies, and Creative and Performing Arts;
- Kaiser Permanente School of Allied Health Sciences, which offers degrees and certificated programs in health and medical careers;
- The Stride Center, which offers highly successful training in information technology;
- The FLOW (Forklift, Logistics, Operations, and Warehousing) program at Contra Costa College, designed to prepare workers for rapidly growing opportunities in transportation and logistics in the region; and
- The Contractors Resource Center (see description above).

B.ii.b Career Pathways

The RWDB works closely with all components of the regional education system to address the needs of workers and priority-sector employers. We will continue to collaborate with the more than 20 college and career academies operated by the West Contra Costa Unified School District (WCCUSD) to develop career pathways that meet the needs of local industry. In addition, we will maintain strong alignment and cooperation with Contra Costa Community College in the development and provision of career pathways, including basic education and sector-specific trainings provided directly to RWDB participants under the cohort model. The RWDB will pursue a number of strategies to strengthen and expand career pathway programs, as described in the paragraphs that follow.

Identifying key industries. An important initial step in the process has been the identification of the key industries within the local area and region. The five high demand industries that have been selected to be of primary focus include: Health Care/Medical; Transportation, Warehousing, Logistics, and Manufacturing; Construction, including renewable energy technology; Information Technology; and Professional, Scientific and Technical Services;

Building partnerships with high demand employers and Contra Costa Community College. The AJCC, colleges, and employers will all work together to create pathways that are understandable, navigable, and result in an increased number of Richmond residents obtaining skills that give them access to living wage jobs.

Participating in the design of pathways. The RWDB works closely with employers and Contra Costa Community College to develop upcoming pathway programs. By bringing their knowledge of the AJCC client population and operations to the conversation, the RWDB can help make these programs more responsive to individuals with different kinds of training and support needs than the traditional community college student. The RWDB will also collaborate with other entities such as Healthy Richmond to support and be informed by community-based efforts to develop career pathways in areas such as health careers and ICT.

Engaging partners to strengthen participation in career pathways programs. We facilitate discussion among the One-Stop Operator consortium about how partners can support career pathways. This process has increased the number of jobseekers from CalWORKs, Adult Education, EDD, and other sources who might benefit from the resources available through the AJCC System, through information sharing and cross referral among the mandated partners.

Retaining and strengthening an active connection with the City of Richmond and the City's planning process. The RWDB has a strong partnership with the City of Richmond planning department that has resulted in RWDB's ability to anticipate upcoming city projects several months or years in advance and develop career pathways that match future opportunities. Access to this additional economic data beyond formal labor market information enables the RWDB to more effectively develop strategies that anticipate new employment opportunities.

Supporting K-12 career education. The RWDB will impact K-12 education through presentations, activities, and trainings that show young people how education can lead to employment, by presenting examples of different career pathways, and demonstrating how student choices contribute to their success. The RWDB will partner with local school districts on the use of career education activities (CTE, internships, job shadowing, etc.) as strategies for increasing retention. The RWDB will also provide quality academic support to out of school youth in completion of the GED and to pursue a career pathway that would include post-secondary and career technical education. For students with individualized service plans, the RWDB will provide both the support and the expectation that these plans include a post-secondary academic component.

Using identified industry sectors as the foundation for continued pathway development. The RWDB will work with the One-Stops to offer short-term certificated programs on-site in multiple and related occupations that can be linked into longer-term pathways and jobs. For those who are already employed, these short-term trainings can offer the opportunity for both lateral movement and direct advancement.

Ensuring that a full continuum of services, supports, and connectivity are part of every pathway design, along with the appropriate skills training. Serving in its convening and networking role, the RWDB will connect participants in each pathway to all support services

available for trainee success. This includes nonprofits, First 5, Head Start, and other youth-serving organizations and agencies.

Collaborating with the post-secondary education system. A very high proportion of Richmond students do not seek post-secondary education. The kinds of personal support that we provide are an extremely important resource for these at-risk students. We will work with education partners to increase awareness of co-enrollment opportunities and will develop a cross-system referral process to enable students to access opportunities that might not be immediately obvious. We will continue to work to strengthen ties between K-12 college and career academies and post-secondary education and training programs that build on earlier learning.

Strengthening and expanding RichmondBUILD. RichmondBUILD has been at the forefront of developing formal programs and pathways for workers in alternative energy, energy efficiency, construction, and building infrastructure. Individuals entering the construction field through RichmondBUILD have access to a career ladder that takes them into many different aspects of the industry: planning, management, inspection, compliance, and sales. Individuals who have graduated from RichmondBUILD have obtained contractors' licenses and a number have started their own successful businesses.

B.ii.c Organizing Regionally

The RWDB has worked closely with other local workforce boards in the region, in particular the Workforce Development Board of Contra Costa County (CCWDB). The RWDB and the CCWDB have collaborated on a number of successful grant applications and have also worked together on the public input component of the current strategic planning process, sharing the results of a December 2016 online survey of regional economic and workforce stakeholders and holding a joint public forum regarding the development of the plan on February 16, 2017.

RWDB is a founding member of the EASTBAY Planning Unit, also known as EASTBAYWorks (see <http://www.eastbayworks.org>), a regional network of local workforce boards and other organizations serving Alameda and Contra Costa counties. EASTBAYWorks is a unique joint venture of public entities, non-profit agencies, and private organizations helping businesses and jobseekers meet their employment needs. EASTBAY Works is responsible for:

- Regional coordination of One-Stop Career Centers' services;
- Regional coordination of Business Services provided by designated One-Stop staff;
- Regional coordination of Rapid Response activities; and
- Compiling and sharing real time labor market information.

The City of Richmond is also a member of the East Bay Economic Development Alliance, and is engaged in cooperation and coordination with a range of partners at that level.

B.ii.d Earn And Learn

The RWDB has been highly successful in leveraging and braiding funds for on-the-job training (OJT) and other forms of customized training through strong partnerships with the community college and other training providers as well as with economic development and business associations. For example:

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- Contra Costa Community College and other training providers support OJTs through supporting enrollment of eligible students in WIOA grants;
- Some OJT employers partner with a training provider and the RWDB to refer their OJT candidate for training in skills needed to help perform the work; and
- Businesses (new and existing) are apprised of the incentives (tax credits and OJTs) offered with the RWDB's WIOA programs through the City of Richmond's Economic Development and Planning Departments and are supported in accessing them.

The RWDB will continue to develop new resources to expand support of on-the-job training, including the following:

- Establishing business partnerships to provide for incumbent worker training;
- Promoting and providing transitional jobs for individuals with barriers to employment;
- Providing paid work experience, internships, job shadowing for Youth (including summer jobs); and
- Utilizing the Career Pathway Trust 2 grant that offers an opportunity to connect high school students receiving continuation education to work based learning opportunities.

The RWDB supports the provision of wage subsidies, including OJT, to priority-sector employers in Richmond, helping to improve a company's bottom line by reducing training costs for new hires. Employers establish customized training plans for new hires based on the specific needs of their business and the job(s) they are filling, with the length of an OJT contract based upon the experience of the trainee and the complexity of the skills to be acquired. Employers choose or supply qualified candidates, who are screened by RWDB staff before an OJT contract can be finalized. The RWDB also refers potential candidates.

RWDB has worked with a variety of businesses with most job openings being in the 5 top sectors listed earlier. Many of our business partners include: Net Electric, Sunstall, Overaa Construction, Turner Group Construction, Kaiser Permanente Hospital, and Chevron to name a few. Richmond also over the last few years has attracted food service and manufacturing/production/warehouse companies: Amazon, Hello Fresh, Blue Apron, William Sonoma, Kohana Coffee, Whole Foods, and Food Service Partners. A number of Earn and Learn opportunities were funded through Project Hire, a program developed with funding from a WIA Dislocated Worker Additional Assistance Project grant; Career Pathway Trust 2, Chevron Community Benefits Agreement, business and city donations and WIOA Adult and Dislocated Worker Flexible funding from diverse sources enables the RWDB to offer a wide range of Earn and Learn opportunities. The RWDB promotes the program through local Chambers of Commerce and direct engagement with employers.

B.ii.e Supportive Services

RWDB has a Supportive Services Policy that is tailored to the needs of the local community. The Supportive Services Policy prevents duplication of resources and services, and establishes limits on the amount and duration of these services. Through a Supportive Services Assessment, Supportive Services will be made available to participants who are experiencing hardship that could prevent them from participating in Title I career or training services.

The RWDB will also seek to address the unique supportive service needs of specific populations, such as individuals experiencing reentry, veterans and others, by maintaining strong

partnerships with entities such as the Reentry Success Center and Swords to Plowshares. The RWDB will draw upon the expertise of these partners to both identify needs and to offer services specific to those needs.

Supportive Services available to all eligible participants include:

- Transportation;
- Training/work clothes;
- Minor tools or supplies; and
- Certification, screening, and testing.

In addition, referrals to community agencies, partners, and public entities will be made for additional Supportive Services such as childcare assistance, medical/dental, and housing and emergency needs.

B.ii.f Building Cross System Data Capacity

EDD's CalJOBS is the number one online data system resource to help jobseekers and employers access California's workforce services by providing employment and labor market information. The system allows users to search for jobs, build résumés, access career resources, find qualified candidates for employment, and gather information on education and training programs. The system also allows for tracking and reporting data on the various WIOA-related workforce programs. Recently, CalJOBS has added a Customer Relationship Management (CRM) tool that Career Planners across the region are now able to use to manage, coordinate, input, and collect data on businesses that they are serving. This tool helps to prevent duplication of business services amongst Career Planners.

The RWDB will also coordinate with core partners to determine additional data systems that could be used to help benefit and streamline services; in addition, RWDB will coordinate trainings to educate partners on the CalJOBS data system.

B.ii.g Integrating Services And Braiding Resources

The RWDB will continue its strong track record of leveraging and braiding other funding sources to extend the impact of WIOA dollars. As the amount of WIOA funding available to local boards has diminished, the RWDB has made it a key priority to use WIOA funds as a means for accessing additional funding from a range of other sources. The RWDB has become one of the leaders in the state at leveraging baseline WIOA formula funds for its services to employers and jobseekers. Examples include ongoing programs such as RichmondBUILD and the FLOW initiative, and most recently its Workforce Accelerator grant initiatives.

The primary sources for leveraged grant funds are EDD and the federal Department of Labor. Examples of past state and federal workforce agency grants include the Governor's 15 percent funding and YouthBuild. We have also successfully applied for other agency, county, foundation, and corporate funding. A partial list of additional funding sources includes: the Environmental Protection Agency, the Department of Housing and Urban Development, the San Francisco Foundation, the Chevron Corporation, the Employment Training Panel, and the Y. H. Soda Foundation.

The RWDB's goal is to continue to maximize services and minimize duplication to best meet the diverse needs of jobseekers and businesses. The RWDB will continue to seek collaborations with Adult Education and College collaborative projects and continue to partner

with EDD and DOR to leverage business engagement activities that promote best practices and contribute value-add to businesses.

C. SPECIFIED SERVICES AND SERVICE DELIVERY STRATEGIES

C.i. Working with Partners to Expand Access to Services for Eligible Individuals

The RWDB consistently achieves success in meeting enrollment and performance outcomes and most recently identified as one of the awardees for “High Performing WDB”. The expectation of expanding access for eligible individuals with barriers to employment will require further partnerships that outline resource alignment, resource obtainment, and co-enrollment pathways.

At the RWDB, we currently have co-located partners that share a common mission of assisting individuals with barriers to employment career pathways. These funding partners include: Wagner-Peyser, WIOA Adult, Dislocated Worker, Youth, Trade Adjustment Assistance, Veterans programs, Department of Rehab (DOR), and Literacy for Every Adult Person (LEAP). Our other partners who are not yet co-located who we meet and collaborate on a regular basis include West Contra Costa County Adult Ed, Job Corps, Temporary Assistance for Needy Families (TANF), Rubicon’s Re-Entry Success Center, Swords to Plowshares’ Veteran’s program, and Contra Costa Community College. In Addition, the RWDB receives City of Richmond support to help facilitate services to provide services to eligible individuals, specifically individuals with barriers to employment. As a result of our partnerships, RWDB is well prepared to continue maximizing resources to expand access to activities such as co-enrollment, supportive services and career pathway strategies that result in meaningful employment through the attainment for education credentials.

Partner relationships have been defined in the MOU negotiated between each of the organizations and the RWDB. The RWDB and the partners listed hold special community events, such as Job Fairs and Job Search workshops and clinics, focused on targeting those with barriers to employment. For example, RWDB is working closely with DOR to design tailored services for individuals with disabilities. Currently, DOR conducts workshops and job fairs with RWDB specifically targeting this population.

Enhanced services for individuals with limited English speaking ability and English language learners are currently being offered at the AJCC. Those with limited English speaking ability are served by AJCC staff and partners and/or referred to in-house LEAP services or other appropriate ESL community resources. Services are coordinated with LEAP for those who receive Title II funding, and include assessment tutoring for both adults and youth who lack basic English skills. RWDB hosts several information orientations every week that outline core programs and partner services. These orientations are held in both English and in Spanish.

C.ii. Facilitating the Development of Career Pathways and Co-enrollment

The RWDB will look to support career pathways that help adults and youth advance among multiple occupations, advance within an occupation, or move to a new occupation that has similar skills to previous occupation. The RWDB will coordinate and facilitate co-enrollments to help further advance an adult or youth in the upward career ladder:

- Co-enroll Adult and/or Youth in Title II funding to provide basic academic, English language instruction, critical thinking, digital literacy, GED preparation, and workforce preparation including essential skills/work ethic thereby improving access to activities leading to a recognized Post-Secondary credential; and
- Co-enrollment between Youth and Adult to provide Out of School Youth (18-24) with OJTs and training through Adult Training services.

Co-enrollments will further align employment, training, education, and supportive services needed by adults and youth that help lead to career advancement.

C.iii. Improving Access to Activities Leading to a Recognized Post-Secondary Credential

The RWDB will pursue a number of strategies to increase the number of students who successfully transition to post-secondary credential that is industry recognized, portable, and stackable.

Expanding the relationship with Contra Costa Community College. We will provide regular workshops on preparing and surviving college, campus tours, and assistance with applying for financial aid. We will partner with the College in increasing resources for Career Technical Training opportunities and expanding CTE training opportunities.

Offering classes at AJCCs in coordination with Adult Education. The RWDB will work with Adult Education and Literacy for Every Adult program (LEAP) to offer some of its educational classes directly at AJCC facilities. Individuals who are receiving services at the AJCCs, and who may have difficulty accessing regular Adult Education courses, will have direct access to increased opportunities at a convenient location.

Expanding collaboration between Adult Education and Community Colleges. Recent changes in state education funding have resulted in fewer Adult Education opportunities in Richmond. The RWDB will offer Adult Education training through its One-Stops to educate participants about additional pathway options and encourage continued learning through the community college system. The individualized support services available through the One-Stops will increase the likelihood of students pursuing other learning opportunities.

Developing workshops that help students identify personal barriers to education and career attainment. Workshops will be developed that will help jobseekers identify and address barriers they might have experienced to furthering their education. The RWDB will use its extensive partner network to help these jobseekers access the supports they need to remove their particular barriers to education and career success.

C.iv. Facilitating Engagement of Employers in Workforce Development Programs

Employers are the primary customers of our AJCC System. The RWDB Business Services Unit continually monitors the needs of employers, including small businesses and entrepreneurs. Employers currently have access to consulting services through a partnership with the Contra Costa County Small Business Development Center (SBDC). Local business can receive

customized assistance from the Business Services Unit including recruitment services, screening of job applicants, conducting interviews, and accessing hiring tax credits. These services will continue to be augmented to offer a full array of services for businesses. The RichmondWORKS Business Services website was created to offer a variety of virtual resources to employers, such as a job board, access to business related forms, and links to community business groups.

The RWDB has seven employment program specialists/business services representatives who each develop and support a portfolio of businesses. Representatives gain an understanding of employers' needs and culture by on-site visits and tours of company facilities. Staff utilize the CRM in CalJOBS as well as create quarterly reports on the businesses they work with, documenting services provided and emerging needs. Specific services provided to employers include:

- Access to a job applicant database;
- Recruitment of job applicants;
- Assistance in pre-screening applicants;
- Assistance in setting up and coordinating interviews;
- Job fairs and informational orientations;
- Assistance with hiring projects;
- Marketing/publicizing of job openings;
- Labor market, economic development, and tax credit information;
- Service directories and coordinated referral services;
- Outplacement and downsizing services;
- Information on Richmond business associations;
- Information on available community services;
- Use of RichmondWORKS conference rooms for interviewing, recruitment, testing, etc.;
- Rapid Response/Layoff Aversion and plant closure assistance;
- Customized training/On-the-job training subsidies; and
- Technical advice/training regarding job retention strategies for special populations.

The RWDB also works with a broad range of organizations to facilitate engagement with employers, including the EDD, the Chamber of Commerce, and the Council of Industries. The RWDB will continue to strengthen its relationship with the Chamber of Commerce as a key source of input from employers on their most current workforce needs. Business Services staff also serve on the 23rd Street Merchants Business Association, and the Chamber of Commerce's Leadership Program.

Our partnerships with local business organizations have been of significant value in providing access to key business information and, more importantly, have provided opportunities for validating employer needs. We use facilitated sessions, surveys, and one-on-one contacts to clarify employer needs. Businesses utilizing the services of the AJCC are surveyed on an ongoing basis to gain their feedback on the quality of services the RWDB offers, and Business Services

staff maintains contact with the business community to assess areas of needed improvement. Through these sessions, surveys and one-on-one contacts with employers, work ethic and job retention have been identified as two of the most challenging areas for employers. RWDB is currently working on Project ACES (Accelerating Careers through Essential Skills), an Accelerator grant that will provide job candidates with much needed soft skills.

In addition to the activities described above, the RWDB will take a proactive role in providing support to local employers and employees to improve job retention for newly hired local residents. Through a menu of services designed to educate employers and strengthen employer-employee communication, the RWDB will enable these new employees to thrive in their jobs, and help to advance its equity vision.

C.v. Supporting a Local Workforce Development System that Meets Needs of Businesses

The RWDB and its partners will continue to identify the skills needs of business and industry through direct contact with employers in industries where labor market shortages appear most severe, relying on surveys and labor market analysis. We will also acquire appropriate assessment and career information tools, and compile a list of training providers to better meet the needs of jobseekers. Additionally, customer satisfaction surveys (for both jobseekers and employers) will be conducted on a periodic basis that will provide for continuous improvement of products and services. Customized training will be expanded to better meet employer needs in the community.

The workforce development needs of local employers will be determined through:

- Surveys conducted by the Richmond Chamber of Commerce and the Hispanic Chamber of Commerce;
- Information from the Council of Industries, including specific information about the workforce needs of particular companies;
- Industry cluster studies in partnership with EASTBAY Works, Economic Development Alliance for Business (EDAB), Contra Costa Partnership, and others;
- Occupational Outlook Reports sponsored by Contra Costa County and the California Cooperative Occupational Information System (CCOIS);
- Interface with the Richmond Economic Development Commission;
- Employer focus groups;
- LMI provided by the State;
- Input from business members of the RWDB Board;
- The Customer Relations Management System (a data component system in CalJOBS);
- Sharing of information with the Workforce Development Board of Contra Costa County; and
- Continuous contact with businesses and visits to their places of business.

Project ACES is an innovative strategy designed by RWDB, funded through an Accelerator grant and implemented by RWDB and partners is designed to support business by addressing job retention and work ethic as identified by many employers as their number one challenge to retaining employees.

The Contractors Resource Center, a partnership with RWDB, RichmondBUILD, Turner Group Construction and Chevron, provides contracting and construction education and guidance for contractors, sub-contractors and those interested in learning about contracting and construction.

The RWDB receives advance notice of new companies coming into Richmond through close contact with the City of Richmond Community and Economic Development Department. The RWDB then meets with these companies prior to their arrival to learn about their needs, explain the services that are available to them through the RWDB and the Richmond One-Stop, and build relationships for future collaboration.

C.vi. Improving Coordination of Workforce and Economic Development

The Business Retention Program, managed by the RWDB, strengthens business in Richmond through a comprehensive economic development plan that includes general marketing, focused business attraction, business retention, and business assistance. Ongoing management tasks include:

- Establishing and managing the ongoing business information database;
- Continual, systematic business visitation activities and information-gathering;
- Directing businesses to public and private sector resources, including but not limited to Target Employment Area information, RichmondWORKS Program, Revolving Loan Program, Chambers of Commerce, Small Business Administration, and other federal and state resources;
- Tracking employment information, sales tax information, and other pertinent information about Richmond Businesses;
- Collaborating with public and private sector sources, such as the Chambers of Commerce and the Richmond Economic Development Commission, to gather and share information and strengthen the local economy;
- Engaging with the City's Economic Development Administrator to carry out joint planning;
- Coordinating with the City's Business Attraction Program as required to benefit both attraction and retention programs; and
- Working with the City of Richmond's Business Assistance program, Richmond Main Street Initiative that is dedicated to strengthening Richmond's downtown economic base through business retention.

C.vii. Strengthening Linkages Between the One-Stop System and Unemployment Insurance Programs

Regional EDD staff are housed at the AJCC, and provide workshops for UI claimants and TAA service recipients. Workshops are held weekly specifically for UI claimants. Staff are available to meet with participants every weekday regarding their needs. We provide UI claimants with additional information on all services available, including job search.

In order to strengthen collaboration in serving qualified claimants, RichmondWORKS One-Stop Career Center offers a full array of reemployment and training services to help TAA participants transition back in the workforce. These services range from Wagner-Peyser core services to WIOA individualized services. The Wagner-Peyser core services include the use of computers and resource materials, staff-assisted job search, assessments, access to staff-assisted workshops and job clubs, and community referrals. TAA participants who have chosen to be co-

enrolled into WIOA have access to WIOA intensive services which include, but are not limited to, case management, development of an Individual Employment Plan, supportive services (transportation, tools, etc.), work place training, OJTs/job placement, and follow-up services.

D. AMERICA'S JOB CENTERS OF CALIFORNIASM (AJCC), INCLUDING STATE PLAN REQUIREMENTS

D.i. Ensuring Continuous Improvement of Eligible Providers of Services Through the AJCC System

RWDB is committed to continuous quality improvement in its AJCC service delivery system for the Richmond Local Area. A wide-range of guidance and direction is provided to AJCC eligible service providers by RWDB staff to ensure that the needs of local employers, workers and job seekers are met. Quarterly meetings take place with eligible service providers and RWDB to discuss continuous improvement, which encompasses WIOA performance measures, collaboration, challenges, and strategic planning as it relates to the local and regional plans. In addition, training is provided for continuous improvement focusing on customer service, WIOA Regulations, Performance Measures and CalJOBS data tracking system.

WIOA Program monitoring and guidance trainings are conducted by RWDB's Management Information System (MIS) Administrator and Finance Manager. Semiannual quality reviews are conducted to assess the excellence and effectiveness of services provided to all customers (employers, workers, job seekers, and partners). If any issues are identified, a determination of a corrective action plan takes place, specifically outlining areas of improvement and training to correct any shortcomings.

The RWDB will implement a continuous improvement survey to distribute to all customers as a means of evaluating customer satisfaction. The results will be shared at the partner quarterly meetings that include eligible service providers. "What's working" and "what's not working" through the AJCC delivery system will be addressed along with a plan of action for continuous improvement of services.

The City of Richmond conducts a yearly survey of residents and employers in the local area to identify needs and areas of improvement; RWDB incorporates and aligns the City of Richmond's goals in response to the needs of the community and local employers focusing on continuous improvement and providing excellent customer services.

The Alameda County Workforce Development Board (ACWDB) received grant funding from the Department of Labor, Employment and Training Administration in June 2015 as part of the "Linking to Employment Activities Pre-Release (LEAP)" Initiative, which provided the start-up capital needed to develop a specialized AJCC in the Santa Rita Alameda County Detention Center. RWDB staff worked closely with ACWDB to glean best practices in anticipation of implementing a similar program in the West Contra Costa County Detention Facility. As with the ACWDB program, RWDB will work with its AJCC eligible service providers to design a project that offers a comprehensive approach for supporting viable employment for those re-entering the community from incarceration.

RWDB was recently awarded Workforce Accelerator grant funds by the California Employment Development Department and Workforce Development Board to implement the Project ACES (Accelerating Careers through Essential Skills) training program. Project ACES is

designed to better prepare job applicants for employment and retention in the robust manufacturing sector in the City of Richmond and the East Bay. RWDB has historically practiced grant co-enrollment for its clients to guarantee that all have uninterrupted access to service strategies which support job retention and promotion. RWDB staff will work closely with its Adult, Dislocated Worker and Youth service providers regarding ACES grant implementation, training academy development and performance monitoring to guarantee continuous improvement of services for the Richmond business community and AJCC job seekers.

D.ii. Facilitating Access to Services Provided Through the AJCC System

The RWDB has established a local priority of service policy that has been implemented at the RichmondWORKS AJCC to ensure access for all to AJCC employment services, including individuals with barriers to employment.

Per WIOA section 134, each local workforce development area must have at least (1) comprehensive One-Stop center that provides access to physical career services and other required partners. RichmondWORKS, a comprehensive AJCC, is located in the heart of the City, in the Civic Center Complex, near easy accessible public transportation including the Richmond BART station. RichmondWORKS has also engaged a number of partners that provide services to citizens in remote and unincorporated areas of the City of Richmond.

All RichmondWORKS computers have access to the CalJOBS web-based system to assist jobseekers and employers in utilizing job-matching and other self-help resources. The EDD CalJOBS on-line job search system represents an effective method for providing access to all EDD employment services for the citizens of Richmond.

The RichmondWORKS AJCC is accessible to persons with disabilities. The AJCC is equipped with Internet accessible computers, printers, fax machines, and copiers for jobseekers and employer use. At a minimum, one computer in the AJCC contains adaptive technology for individuals with disabilities.

Reasonable modifications have been made to ensure that individuals with disabilities have equal access to extensive pre-employment transitional services which include counseling, academic support referrals, subsidized and unsubsidized employment opportunities, supportive services, and WIOA training services.

D.iii. Compliance of AJCC Operators and Partners with WIOA Section 188

The RWDB will provide physical and programmatic accessibility to employment and training services for individuals with disabilities. We will make every attempt to provide reasonable accommodations for those with disabilities with regard to aid, benefits, services, training, and employment, unless providing the accommodation would cause undue hardship such as a significant expense.

The Department of Vocational Rehabilitation (DOR) remains our core partner in services to individuals with disabilities. DOR is represented on our RWDB and is an AJCC partner. RWDB will provide auxiliary aids, services and assistive technology and will collaborate these efforts with DOR.

Youth with disabilities will receive extensive pre-employment transition services so they can successfully obtain competitive integrated employment.

The RWDB has a designated EEO Coordinator who coordinates and updates ADA requirement activities with the State. In addition, the RWDB's EEO Coordinator meets and assesses facility access compliance with the City of Richmond's Public Works Department, the

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owner, or the building. The RWDB works to continually improve facility access and maintain compliance with all federal and state requirements. The RWDB works closely with the State's EEO Specialist to identify and address ADA accessibility guidelines of our building and facility. The physical and programmatic accessibility of the building will continue to undergo a required assessment at least every three years in order to better focus on the employment needs of those with disabilities

Training will be provided to staff and partners on disability etiquette as well as ensuring that staff and partners are informed and updated on promoting disability access. Staff and partners will be directed to ccda.ca.gov (California Commission on Disability Access), where there they can further educate themselves on Disability Access. The RWDB will also collaborate with the DOR and will coordinate trainings that DOR will provide to staff and partners.

D.iv. Roles and Resource Contributions of AJCC Partners

In accordance with the existing MOU for PY2016-18, all RichmondWORKS AJCC (RW AJCC) partners are required to assume the responsibilities identified in the MOU, unless inconsistent with the federal law and regulations that authorize the partner program or as otherwise specified in the MOU.

Roles and responsibilities identified in the MOU as shared by all partners include the following:

1. Make services provided under the Partner's program available to individuals through the RW AJCC One-Stop Delivery System in accordance with Career Services listed in this MOU;
2. Participate in infrastructure Resource Sharing activities to the extent not inconsistent with the federal law that authorizes each partner program to:
 - a. Create and maintain the RW AJCC One-Stop Delivery System; and
 - b. Provide career services per WIOA Section 134(c)(2).
3. Remain as a party to the MOU throughout the Agreement period identified in the MOU, in order to participate as a RW AJCC partner;
4. Participate in the operation of the RW AJCC One-Stop Delivery System in accordance with the terms of the MOU; and
5. Provide representation on Richmond Workforce Development Board per WIOA Section 121 (b)(1). *Additional partners may participate on the Richmond Workforce Development Board with the agreement of the Chief Local Elected Official (CLEO).

In addition to the minimum responsibilities required under WIOA, AJCC Partner responsibilities also include:

1. Provide priority of service to veterans and covered spouses for any qualified job training program pursuant to the Jobs for Veterans Act. Each party expressly agrees to comply with this regulation unless the laws and regulations that govern their particular program state otherwise; and
2. Compliance with WIOA and to the greatest extent possible the following guiding vision and principles for California's One-Stop delivery system that services will be:
 - a. Integrated (offering as many employment, training, and education services as possible for employers and for individuals seeking jobs or wishing to enhance their skills) and affording universal access to the system overall;
 - b. Comprehensive (offering a large array of useful information with wide and easy access to needed services);
 - c. Customer-focused (providing the means for customers to judge the quality of the services and make informed choices); and
 - d. Performance-based (based on a set of shared outcomes to be achieved and methods for measurement).

Each partner expressly agrees to notify the RW AJCC of any changes to the rules governing its respective program that impact the partner's performance under the MOU. The RW

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AJCC will communicate the changes to the RW AJCC operator and any other affected partners. Contributions and resource sharing for AJCC partners will be determined at a later date.

In addition to the shared responsibilities of all AJCC partners identified above, the specific roles of individual partners are provided in Table 2 below.

| Table 2: Roles and Resource Contributions of AJCC Partners | | |
|---|---|--|
| Partner | Partner Type | Role & Resource Contribution to AJCC |
| California Employment Development Dept. (EDD) | Wagner-Peyser Unemployment Insurance Veteran Services | Help jobseekers obtain employment. Assist disadvantaged recipients in becoming self-sufficient. Help unemployed and disabled workers through the administration of the UI and SDI programs. |
| Dept. of Rehabilitation (DOR) | Vocational Rehabilitation | Provide services and advocacy that assist people with disabilities to live independently, become employed, and have equality in the communities in which they live and work. |
| Serra Adult Education | Career/Technical/ Adult Education. Title II | Provide Adult Student Support, Education, and Training Services. |
| Job Corps | Vocational & Educational Training for Youth | Job Corps is a national residential training and employment program designed to address the multiple barriers to employment faced by disadvantaged youth. |
| EHSD – Community Services | Community Action | Provide direct assistance with home energy costs, weatherization, and funding for community-based organizations to assist the low-income population move out of poverty. |
| EHSD – Sr. Community Services | Seniors Employment Assistance Program. | Provide work-based training program for older workers. Authorized by Title V of the Older Americans Act, the program provides subsidized, service-based training for low-income persons 55 or older who are unemployed. Participants work an average of 20 hours a week and are paid minimum wage. |
| EHSD – TANF/Cal-WORKS | Temporary Assistance for Needy Families | Assist in obtaining gainful employment, provides services that support and protect families, individuals, and children in need, and promotes personal responsibility, independence, and self-sufficiency. |
| Contra Costa Community College District | Career/Technical/ Adult Education | Prepare students for careers in high-demand fields by combining technical, job-specific skills with core academics. |
| Literacy for Every Adult (LEAP) City of Richmond | Adult Education/ Literacy, Title II | Assist adults with developing the skills and confidence needed to achieve their individual goals, including gainful employment. |

| Table 2: Roles and Resource Contributions of AJCC Partners | | |
|---|---------------------------------|---|
| Partner | Partner Type | Role & Resource Contribution to AJCC |
| Richmond Housing Authority | Housing Authority | Provide decent, safe, and sanitary affordable housing for low-income residents. |
| Rubicon, dba as the Re-Entry Success Center | Second Chance, Re-entry Program | Assist formerly incarcerated people in becoming more successful and employable, thus making communities safer and improving the efficiency and effectiveness with which people returning from prison and jail are served. |
| Swords to Plowshares | Veteran Services | Provide veteran referral services designed to restore dignity, hope, and self-sufficiency to all veterans in need, and to prevent and end homelessness and poverty among veterans. |

D.v. MOUs and Cooperative Agreements with Local Service Providers

Phase 1 MOUs are included in Attachment O. RWDB staff are currently in discussions with the AJCC partners for Phase 2 MOUs and cooperative agreements. RWDB members are working toward finalizing these documents prior to the required deadlines.

D.vi. Working with WIOA Section 166 Grantees on Strategies to Provide Indian and Native Americans Equal Access To AJCC Services

The RWDB and its partners are committed to ensuring equal access to all of Richmond’s residents; however, there are currently no WIOA Section 166 grantees located within the City of Richmond.

Once an INA organization is located within the City of Richmond, the RW AJCC will provide equal access to the WIOA Adult, Dislocated Worker, and Youth programs and will consistently work to provide Indian and Native Americans equal access to AJCC services and WIOA service provider opportunities, and will engage the INA grantees and EDD in discussions about aligning client tracking and reporting systems.

D.vii. Working with WIOA Section 167 Grantees to Provide Eligible Migrant Seasonal Farmworkers Equal Access to AJCC Services

The RWDB and its partners are committed to ensuring equal access to all of Richmond’s residents; however, currently there are no WIOA Section 167 grantees located within the City of Richmond. In support of the State’s Plan, the RWDB will endeavor to provide all WIOA services and access to partner service providers for any WIOA Section 167 grantees in our local area. The RWDB will also ensure equal access to the WIOA Adult, Dislocated Worker, and Youth programs.

In the event that a WIOA Section 167 grantee is located in the City of Richmond local area, the RWDB will carry out the following steps:

- Share employer, labor market information, and job training opportunities within the local region;
- Support growers by listing farm-related job openings within the agricultural community; and

- Co-recruit, co-enroll, and co-case manage MSFWs who can benefit from workforce development services at the local level and develop opportunities for leveraging funding to acquire the support service needs of MSFWs and other low-income individuals in job training and long-term employment sustainability.

D.viii. How AJCCs will Serve as an On-ramp for Regional Sector Pathways Emphasized in the Regional Plan

The *EASTBAYWorks* collaborative, established in 1997 by the four local workforce areas, plays an essential role in facilitating the connection of AJCCs with the regional sector pathways that have been identified in the regional plan. These sectors include: advanced manufacturing, healthcare, information communications technology, transportation and logistics, and biomedical manufacturing. *EASTBAYWorks* links the 14 AJCCs in the region with one another and with key partners in industry, education, and economic development to enable them to most effectively address the needs of both employer and job seeker customers. The collaborative has accelerated the implementation of sector and career pathway strategies within the AJCCs; aligned training and development efforts for direct service staff; and facilitated the continuous evolution of the system as labor market dynamics and employer needs have shifted. A major focus of this regional collaboration is also aligning and strengthening services across the centers, providing local staff with the most recent economic and workforce information and best resources available to connect job seekers to employment, and furnishing employers with the talent they require to grow and flourish in the East Bay Region.

E. SPECIFIC PROGRAMS, POPULATIONS, AND PARTNERS

E.i. Coordinating Local Workforce Investment Activities with Regional Economic Development Activities

As described elsewhere in this plan, the RWDB will continue to strengthen its linkages to regional economic development entities and activities. Participation in the Eastbay Planning Unit will play a key role in enabling the RWDB to coordinate its local workforce investment activities with what is happening in the greater Eastbay region. Partnerships with the EastBay Economic Development Alliance and other regional economic development entities, as well as ongoing access to regional economic data will continually inform the local strategy of the RWDB.

In addition to this regional coordination, the RWDB will actively pursue opportunities to support training in entrepreneurship and the development of microenterprise. The Contractor's Resource Center (CRC), offering training and support to enable local construction contractors to expand their businesses, serves as a prime example of this. The Richmond CRC will build regional small business development capacity through its partnership with the growing Oakland Contractors Resource Center, a recent recipient of a Workforce Accelerator grant. The RWDB will also continue to expand its partnerships with the Renaissance Center and the WCC Business Development Center to further advance micro-entrepreneurial training in Richmond and west Contra Costa County.

E.ii. Type and Availability of Adult And Dislocated Worker Employment and Training Activities in the Local Area

RWDB is the provider of the Adult, Dislocated Worker, and Youth services in Richmond. All Adult and Dislocated Worker services are designed to start, advance, or transition individuals

on a pathway to employment in high-growth middle and high skill occupations in in-demand industries.

- The RWDB fully intends to offer the many options available to either employers or workers in order to meet their employment needs. Emerging and transitional workers need training in essential skills, career exploration, basic academic skills, and life skills. Incumbent workers and perhaps transitional workers benefit from skills-upgrade training and retention services. Depending upon individual need, workers in any of the three categories could benefit from supportive service assistance, personal and employment counseling, learning how to balance work and life issues, and retention services.
- **Basic Career Services** include internet access to job search and labor market information provided RichmondWORKS and YouthWORKS, Orientation to information and services that are available from all Partnering Agencies, Program coordination and referrals, Labor exchange services, Training provider performance and cost information, Performance information for the local area as a whole, Information on the availability of supportive services and referrals, information and assistance with UI claims, Assistance establishing eligibility for financial aid, among others.
- **Individualized Career Services** include skills and supportive service needs assessment, Eligibility for Title IB, Employment Retention services, follow-up services for Title IB customers, work experience/transitional jobs and internships.
- **Training services** may include occupational skills training, including training for non-traditional employment; on-the-job-training; programs that combine workplace training with related instruction; skill upgrading and retraining; entrepreneurial training; customized training; occupational bridge programs; incumbent worker training, academic remediation/prevocational services.

Assessment testing and interviewing is conducted by Career Planners and individual interest tests are administered, in addition to an Individual Employment Plan and Individual Career Plan interview. Career exploration is conducted with phone calls and/or Internet-based searches.

E.iii. Coordinating Local Rapid Response Activities

RWDB works closely with the EDD to provide Rapid Response resources to those covered by the Trade Adjustment Act (TAA). This collaboration enables the RWDB to draw upon the expertise of the EDD regarding the kinds of issues that are covered by TAA and the types of compensation available to workers whose jobs have moved overseas.

In addition, Rapid Response includes layoff aversion which is designed to prevent or minimize unemployment for employees of companies that have announced layoffs, or are struggling and at risk, for layoffs. Layoff aversion focuses on saving jobs, putting people back to work, shortening the length of layoff, and revitalizing communities.

Currently, RWDB is beginning to utilize a new tool administered by the State called, Econovue. Econovue is a data collection tool that uses information gathered from Dun & Bradstreet. The tool offers:

- Predictive Insights for Employer Engagements & Outreach;
- Business Service Marketing Outreach & Employer Connections;

- Finding Leaders; and
- Rapid Response Activity & Proactive Layoff Aversion.

Rapid Response and Layoff Aversion is designed to provide early intervention and strategic support to assist businesses faced with closure or layoffs. We will promote these services through the Chambers of Commerce and other means and will stress our ability to provide assistance to businesses before layoffs are required.

Overall, Rapid Response services include:

- Examining potential alternatives for averting the closure/layoffs;
- Determining the timetable for layoff plan;
- Assessing the employment history and assistance needs of the workforce;
- Examining reemployment prospects for workers in the local community;
- Identifying resources to meet the short and long-term assistance needs of the workers;
- Providing guidance and/or financial assistance in the establishment of a Reemployment Committee (or Labor-Management Committee) to devise and oversee an implementation strategy that responds to the reemployment needs of the workers;
- Determining potential Trade Adjustment Assistance (TAA);
- Delivery of planning group activities and pre-layoff services;
- Making presentations at the employer site;
- Presentation of information by EDD on UI benefits (how to file a claim, when and where);
- Provision of information by EDD on California Training Benefits (CTB);
- Presentation of information by RichmondWORKS on Career Center Services, job preparedness workshops, career counseling, classroom training, and On-the-Job Training; and
- Communication by RichmondWORKS with any unions and labor committees to facilitate or mediate services to affected employees.

Rapid Response services for employers provided by the RWDB include averting or decreasing lay-offs through alternatives such as incumbent worker training and connection to public and private economic development entities/business retention programs, including local economic development organizations, Chambers of Commerce, and the Contra Costa Small Business Development Center (SBDC). Additional RWDB layoff aversion strategies include helping small businesses get loans from the City and providing information on tax credits that may prevent layoffs by increasing business profit.

E.iv. Type and Availability of Youth Workforce Development Activities in the Local Area

Per the Workforce Innovation and Opportunity Act (WIOA), the following 14 program elements have been implemented for our Richmond YouthWORKS program. Individual youth will be assessed to determine which program services are most appropriate to their needs:

- Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies;
- Alternative secondary school offerings or dropout recovery services;
- Paid and unpaid work experiences with academic and occupational education component;
- Occupational skills training, with a focus on recognized postsecondary credentials and in-demand occupations;
- Leadership development activities (e.g., community service, peer-centered activities)
- Supportive Services;
- Adult Mentoring;
- Follow-up services for at least 12 months after program completion;
- Comprehensive guidance and counseling, including drug and alcohol abuse counseling;
- Integrated education and training for a specific occupation or cluster;
- Financial literacy education;
- Entrepreneurial skills training;
- Services that provide labor market information about in-demand industry sectors and occupations; and
- Postsecondary preparation and transition activities.

Additional Programs

RichmondDESIGNS

RichmondDESIGNS connects local, underserved Richmond young adults aged 18-24 to work-based learning opportunities related to commercial design, arts, fabrication, web design, production and manufacturing. The program provides a series of work readiness workshops, access to subsidized work experiences with Richmond businesses, supportive services stipends to pay for materials, transportation, and equipment, and case management services. Students gain knowledge of the industry, build networks, and earn income for their households.

Richmond Promise

The Richmond Promise collaborative connects local residents who are graduating high school seniors with scholarships designed to fund the cost of post-secondary education. YouthWORKS works very closely with the Richmond Promise staff to disseminate outreach materials to the public and identify prospective applicants.

Career Pathway Trust 2

The Career Pathway Trust 2 grantee collaborative provides work-based learning opportunities to high school students participating in continuation education. Typically, students enrolled in continuation education are at high risk of not graduating, and face a higher number of

barriers that may defer their post-secondary education and/or entry into the workforce. By connecting these students to mentors, work readiness and life skills workshops, and paid work-based learning opportunities, these students are able to gain valuable insights about workplace expectations, clarify educational goals, and earn income for their households.

Youth with Disabilities

Reasonable modifications have been made ensure that youth with disabilities have equal access to extensive pre-employment transitional services which include comprehensive guidance and counseling, academic support referrals, educational referrals, subsidized and unsubsidized employment opportunities, leadership development opportunities, supportive services and mentorship from the Richmond YouthWORKS staff.

In order for reasonable accommodations to be granted, disabled youth must first request the accommodation to the Richmond YouthWORKS staff member, and the staff member must act expeditiously, confidentially, and collaboratively with the individual to assess both the nature of the of disability and the individual's involvement in the accommodation process. If Richmond YouthWORKS is unable to accommodate a disabled youth, Richmond YouthWORKS will propose an alternative accommodation or modification so that the individual can receive services to the maximum extent possible. If the appropriate reasonable accommodation cannot be identified, Richmond YouthWORKS will consult with appropriate resources for clarification and technical assistance.

Furthermore, reasonable adjustments have been made to ensure that youth with disabilities have equal access to the usage of equipment such as computers, fax machines, copiers, and printers. Richmond YouthWORKS is working closely with the RWDB Adult program as well as DOR to further enhance services and facilities for those youth with disabilities.

E.v. Coordinating Relevant Secondary and Post-Secondary Education Programs and Activities with Education and Workforce Development Activities

The RWDB will coordinate with education and workforce activities in relation to secondary and post-secondary education programs through coordinated efforts in career pathway development that include West Contra Costa Adult Education and Contra Costa Community College. Employer and partner input will also be included in these efforts.

Local efforts to support students will be developed, in conjunction with efforts focused on identified career pathways, and efforts will be made at the local and regional levels to ensure that services are not duplicated.

E.vi. Coordinating WIOA Title I Workforce Development Activities with the Provision of Transportation and Other Appropriate Supportive Services

The Workforce Development Boards of the East Bay Works regional area are working cooperatively to strengthen relationships with regional transportation agencies at multiple levels. One such effort will be to ensure that a stronger line of communication is maintained with transit planners to facilitate closer coordination with public transit in areas where transportation challenges represent a primary barrier to employment. The RWDB will make particular effort to ensure that jobseekers have better access to public transit (and/or other forms of transportation assistance) and that employers can better receive workers from urban centers. The service delivery system in Richmond is neighborhood-based with locations that provide easy access via public transportation. The Richmond Employment and Training department uses a community-based

service delivery model, partnering with both non-profit and state government employment service providers. Our network of community-based employment service providers offer high quality employment services in the neighborhoods where jobseekers are located.

The East Bay metropolitan area is fortunate to have a sufficient amount of public and private training institutions represented on the State's Eligible Provider Training list. Most of these training institutions are located right on or very near public transportation. RichmondWORKS' clients, who participate in a variety of employment programs, have access to support service funds to assist with transportation needs. The RWDB has written policies that ensure that its clients have access to a wide variety of support services including assistance with transportation.

Supportive service requests originate at the career planner case management level as individual service needs are identified. Requests will be subject to supervisory review and approval. Decisions about providing supportive services are made in accordance with applicable federal, state, and local policy. If, after supervisory review, there are any questions about the provision of a particular request, the employment service provider staff consults with the Employment & Training WIOA Program Coordinator. The RWDB Supportive Services policy lists the type of support services that are available with maximum dollar amounts and/or frequency limits.

E.vii. Plans for Maximizing Coordination, Improving Service Delivery and Avoiding Duplication of Wagner-Peyser Act and Other Services

The RWDB continues to work with EDD staff to develop a coordinated WIOA service delivery strategy including job readiness training, job placement, and labor exchange services. The coordination of these and other vital workforce development services will alleviate service duplication within the comprehensive career center. RichmondWORKS AJCC staff will coordinate services with WP co-located staff to avoid duplication of services. The goal is to streamline services in order to promote efficiency and optimize performance by leveraging resources and cost sharing.

RWDB partners meet quarterly to discuss service delivery, including how to improve WIOA/WP service delivery and ensure access to services for all residents.

Use of the CALJOBS Tracking & Reporting System eliminates duplication of services between WIOA and Wagner-Peyser partners; all client services are tracked in this statewide system, which allows collaborating partners to confirm services being rendered to individual clients prior to providing additional services.

Cross referrals of potential program participants within the CalJOBS system and coordination of services will help avoid duplication and assure maximum efficiencies in services being offered.

E.viii. Coordinating WIOA Title I Activities with Adult Education and Literacy Activities Under WIOA Title I

The RWDB coordinates with the City of Richmond's LEAP (Literacy for Every Adult Person) and West Contra Costa Adult Education (WCCAE) to provide literacy activities for WIOA Adult and WIOA Youth. This collaboration includes cross referrals, basic skills assessment, tutoring, and GED assistance.

The RWDB has engaged our Adult Education partners in the development of this plan, and expects to continue doing so throughout the implementation period. Adult Education partners will continue to be engaged in at least three ways: a) Development of career pathways in the identified

sectors and clusters, with clear integration opportunities for literacy and adult education to be woven into existing and emerging training; b) Clarification or strengthening of protocols for assessing adult education needs at Workforce Centers (and other points of service) and making appropriate referrals for services; and c) Provision of career awareness materials and/or workshops prepared by workforce development staff that can be shared with adult education partners to expose students to opportunities and facilitate referral from adult education programs to Workforce Centers and other workforce development programs.

Phase I of the MOU process with LEAP and WCCAE includes stronger partnerships that will also facilitate planning and the review of local applications submitted under Title II. The RWDB will make recommendations to both LEAP and WCCAE to ensure alignment with the local plan.

E.ix. Services Provided to Limited English Proficient Individuals

According to Data USA, Hispanics currently make up the largest population group in Richmond at 41 percent. The most common non-English language is Spanish. The RWDB has tailored services to meet the demands of that population, using the strategy outlined below:

1. Identification of limited English proficient (LEP) individuals who need language assistance:
 - a. Front-line staff greets customers as they enter RichmondWORKS and determine whether or not language assistance is needed.
2. Use of language assistance measures:
 - a. An assessment of staff's other language abilities are determined with the help of the following staff who are bilingual:
 - 10 staff bilingual in Spanish
 - 1 staff bilingual in French
 - 1 staff bilingual in Tagalog
 - 1 staff bilingual in Laotian

In addition, when an interpreter is needed for a language other than the languages listed above, staff will contact the City of Richmond's HR Department for an interpreter. The City of Richmond's HR Department has a list of all City workers who speak other languages as well as community workers who may speak other languages and can provide interpreter services.

- b. Career Center orientations and basic computer training are offered in Spanish.
 - c. Most flyers and announcements posted are also offered in Spanish.
3. Staff Training:
 - a. Staff have read the LEP Plan and are aware of the LEP responsibilities.
 - b. Staff are trained in which language assistance services are offered to the public.
4. Information dissemination to LEP persons:
 - a. When staff prepare a document or schedule a meeting in which the target audience is expected to include LEP individuals, then documents, meeting notices, flyers, and agendas will be printed in an alternative language based on the known LEP population. Interpreters will be available as needed.
5. Monitoring and oversight, including updating the LEP Plan:

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- a. The RWDB will review and update the plan when it is determined that higher concentrations of LEP individuals are present in Richmond. Updates will include re-evaluating the plan and re-assessing the use of language assistance.
- b. The RWDB will determine whether the language assistance plan has been effective and sufficient to meet the Career Center customer's needs.

F. GRANTS AND GRANT ADMINISTRATION

F.i. Entity Responsible for Disbursement of Grant Funds Described in WIOA Section 107(d)(12)(B)(i)(III)

As administrative entity for the City of Richmond Workforce Development Board, the City of Richmond is responsible for the disbursement of grant funds.

F.ii. Competitive Process for Awarding Sub-Grants and Contracts Under WIOA Title I

The RWDB shall conduct all procurements in compliance with federal and state regulations governing the Final Rule of the Workforce Innovation and Opportunity Act (WIOA). All provisions of the WIOA Proposed Rule will become effective in the summer of 2016. All WIOA-funded programs and activities must comply with applicable provisions sets forth in the requirements provided by the Office of Management and Budget (OMB) Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, Final Rule Title 2 of the Code of Federal Regulations; 2 CFR 200. Further, the City of Richmond Local Area shall conduct all procurements in compliance with the Final Rule governing Workforce Innovation and Opportunity Act grant provisions.

The Local Area, in association with the City of Richmond Finance Department/ Purchasing Division, shall develop and maintain a list of qualified vendors and consultants for delivery of core and intensive (and training, where applicable) services and programs, under WIOA guidelines of WIOA grant provisions.

Procurements shall be conducted as often as necessary to meet the needs of participants and the requirements of the One-Stop delivery system. All procurements shall be conducted in such a manner as to ensure open and free competition (29 CFR 95.43 and 97.36 (c); (2 CFR 200.321)). The City of Richmond procurement practices encourage the utilization of small businesses, minority-owned firms, and women's business enterprises whenever possible. The City of Richmond Local Area shall conduct all procurements in accordance with its Conflict of Interest Policy.

Procurement records for each funding period are retained for three years following the date on which the City of Richmond Local Area submits its final expenditure report for that funding period. Records for non-expendable property are retained for three years after final disposition of the property.

G. PERFORMANCE GOALS

G.i. Levels of Performance Negotiated with the Governor and Chief Elected Official Consistent with WIOA Section 116(c)

In accordance with WIA and now WIOA requirements, the Richmond Workforce Development Board staff annually work with EDD Workforce Development staff to complete

performance negotiations for the local area (see Table 1 in section A.i above). The final performance goals are reviewed with and approved by the board and chief elected official. RWDB staff are then required to review negotiated performance levels with any WIOA grant sub-recipients. Benchmarks and performance outcomes are built into each contract funded by WIOA grants. All agencies who are awarded contracts are required to collect data in the local area CalJOB Data Tracking System, which is maintained by Management Information Systems (MIS) staff. Richmond Employment & Training program management staff regularly evaluate their performance against the desired outcomes. The information is then used to test compliance with the contract outcome measures. Richmond Employment & Training MIS staff are required to meet monthly with program managers to evaluate performance and take actions regarding performance data, when appropriate. When grant sub-recipients are present, they are formally reviewed against outcome measures on a quarterly basis. Performance is graded on an ascending scale with individual contract assessments provided to the Workforce Development Board by the board staff. Service providers that receive sub-standard assessments are required to complete a corrective action plan, and failure to bring up their grade to an acceptable level may result in contract termination. This methodology provides clear incentives for service providers to maintain and improve performance. Contract amounts are adjusted annually based on the amount of available funding and each service provider's past performance.

H. FEDERAL HIGH PERFORMANCE BOARD (HPB) EFFORTS

H.i. Complying with State-Issued AJCC Policies

H.i.a WSD15-14 - WIOA Adult Program Priority of Service

Priority of service policies for the RWDB were in place prior to the enactment of WIOA. Since WIOA state-issued directives were received, all priority of service policies have been updated by staff and approved by the RWDB. Title I Basic Career and Individual Services staff receive annual training sessions regarding the updated policies. The revised and new policies include:

- Adult Program Priority of Service Policy; and
- Priority of Service Policy - Veterans & Spouses.

The policies provide guidance and establish procedures regarding administering priority of service for recipients of public assistance, other low-income individuals, individuals who are basic skills deficient, veterans, and their spouses being served with Workforce Innovation and Opportunity Act adult funds. (Attachment 9)

H.i.b WSD15-12 - WIOA Memorandums of Understanding Phase I

The RWDB AJCC Partner MOU was developed in accordance with EDD Directive WSD15-12. (Attachment O.) The Phase I MOU timeline was developed by RWDB staff, incorporating all benchmarks outlined in the directive. RWDB members and staff met with AJCC partners at quarterly meetings to discuss the design and development of the MOU. Negotiation meetings were held with AJCC core partners to ensure that all were committed to the general principles outlined in the MOU. The final draft of the MOU was presented to the AJCC partners at

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the spring 2016 quarterly meeting and approved by the RWDB shortly thereafter. All partners agreed and signed the final MOU document prior to the June 30, 2016 due date.

H.i.c WSDD-151 - WIOA Phase II Memorandums of Understanding

RWDB staff is currently working with its core program partners to develop the Phase II MOU/AJCC Partners Resource Sharing Agreement in accordance with EDD Directive WSD16-09. The Phase II MOU timeline has been developed and forwarded to the Regional Advisor for review and comments, if applicable. RWDB staff developed a Phase II MOU template, based on the template developed by EDD, for review with the core program partners. RWDB members, staff, and AJCC partners will engage in negotiations regarding their commitment of resources and cost allocations. Each core and co-located partner will sign individual resource sharing agreements. General non-co-located partners will sign an umbrella Phase II MOU which will include an assurance agreeing to pay their proportionate share of infrastructure costs as soon as EDD provide local areas with sufficient data to make such a determination. The final agreements will be reviewed and approved by the RWDB and leaders of all partner organizations prior to signing. The RWDB Phase II MOU process will be completed by June 30, 2017.

I. TRAINING ACTIVITIES

Each Program participant who is approved for training will be required to work closely with their assigned Career Planner in selecting the most appropriate and cost effective training program. Approved trainings can be located on the State's ETPL (Eligible Training Provider List). RWDB currently only approves trainings that are listed on the ETPL and therefore outside contracts are not utilized. Trainings are customer choice and driven by in-demand occupations.

J. PUBLIC TRANSPARENCY, ACCESSIBILITY AND INCLUSIVITY INFORMATION

RWDB engaged its relevant stakeholders throughout the development of the local plan, including RWDB members and the business community. The plan development process also included representatives from partner agencies such as: Vocational Rehabilitation, Adult Education, Employment Development Department, Job Corps, Employment and Human Services Department (TANF/CalWORKS), Contra Costa Community College, Literacy for Every Adult (Title II), Richmond Housing Authority, Rubicon—Re-Entry Success Center, and Swords to Plowshares (Veteran Services).

RWDB local plan community outreach was designed to reach community stakeholders, businesses, and community-based organizations (CBO) representing individuals from target populations characteristic of the demography of the Richmond local area, including those groups who have experience serving or working with historically disadvantaged communities such as low-income, ex-offenders, those who are limited English proficient, out-of-school and/or disconnected, and foster youth (including former foster youth).

During the public comment period, RWDB hosted two community meetings that included an official presentation of the local plan and an open forum inviting comments and input to the local plan. The presentations were open to the general public. In addition to RWDB members and City officials, the following businesses and community-based organizations were invited to and/or participated in discussions regarding the development of the local plan:

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1. Richmond Business Community – February 9, 2017

- Auto Warehousing
- Chevron, Modernization Program
- City of Richmond, Information Technology Dept.
- Contra Costa Electric
- Kennedy/Wilson – Real Estate Development
- Kohana Coffee
- Richmond Blueprint Co.
- Richmond Chamber of Commerce
- Richmond Progressive Alliance
- Tent Makers, Inc.
- Turner Group Construction

2. Joint Public Meeting with Contra Costa Workforce Development Board; held at the Richmond Memorial Auditorium. – February 16, 2017

- Adult Education
- Bay Area Rescue Mission
- Chevron Modernization Program
- Community members
- Contra Costa County CalWORKS
- Contra Costa County Health & Human Services, Workforce Development Staff
- Contra Costa Community College
- Crime Prevention Program
- EDD Veteran Services
- Job Seekers
- Healthy Richmond
- Literacy for Every Adult Program (LEAP)
- North Richmond Community Housing Development Ctr.
- Richmond Community Leaders
- Richmond Promise
- RYSE Center, Youth Organization
- Tent Makers, Inc.
- WIOA Grant Participants
- Youth Enrichment Strategies

Meeting participants were encouraged to review the local plan and provide input regarding specific topics of concern to their individual organizations. Their contributions were vital to the successful development of the Richmond Local Plan.

RWDB staff provided at least a thirty-day public comment period for the draft local plan; it was made available to all who were interested in reviewing and providing comments regarding the plan. The plan review locations were compiled with physical and programmatic accessibility requirements for individuals with disabilities in mind. Public notices regarding the plan and the planning process, including supporting documentation, were placed in strategic locations such as City of Richmond public access television, website, and Facebook; hard copies were made available for public view in the City Clerk's office and the Employment & Training Department's administrative office. Staff incorporated all comments by RWDB members and the public (including persons with disabilities) into the development of the plan. The posting period began on January 23, 2017 and ended February 22, 2017. Public comments were directed to Sal Vaca, Employment & Training Dept. Director at svaca@richmondworks.org and were submitted to the State, according to the WIOA Final Local Plan Guidance. Public comments received representing disagreement with the plan were also included with Final Local Plan documents forwarded to EDD in accordance with WIOA section 118(c); section 108(d).

K. COMMON INTAKE AND CASE MANAGEMENT EFFORTS

The CalJOBS client data tracking system connects and integrates case management services throughout the state. RichmondWORKS One-Stop partners with access to this statewide data collection system can easily view case notes and services provided to all WIOA-enrolled clients. This shared data system allows other staff who might come into contact with a shared customer to see the range of services a particular client is accessing, and enables a career planner to supplement, rather than duplicate, services for those clients who are co-enrolled. The shared data system also allows managers and administrators to see and run real-time reports on multiple aspects of program operations for better efficiency.

In support of services that will be provided in-person through the One-Stop system partners, RichmondWORKS will expand various technologies to better serve our customers. To enhance service delivery, CalJOBS VOScan system will be used to allow clients to easily access the RichmondWORKS career center services. It is a primary goal of Richmond local area WIOA intake services to become paperless by the year 2018. This module is currently available within CalJOBS, and MIS staff are being trained in the usage of this client services module.

The RichmondWORKS AJCC fully supports any efforts to evaluate the potential for common/shared application or intake forms with its partners to streamline the intake process and better serve our common customers.

L. OTHER MISCELLANEOUS INFORMATION

L.i. Access to the Local Plan for Title II Applicants

Title II programs in our local region include the LEAP (Literacy for Every Adult Program) and WCCAЕ (West Contra Costa Adult Education). These two entities are fully engaged in our local plan review through attendance at regular meetings to discuss coordination of services. In addition to regular meetings, quarterly partner meetings take place for further input into our local plan.

RWDB will also take part in reviewing Title II grant applications to help coordinate services with Title II requirements and to maintain consistency with our local plan. We will also make recommendations to LEAP and to WCCAЕ to promote increased alignment with our local plan.

L.ii. Meeting the Priority of Service Requirements in WIOA Section 134(c)(3)(E)

The RWDB has developed a policy addressing WIOA Priority of Service that applies to any program or service for workforce preparation, development, or delivery that is directly funded, in whole or in part, by the U.S. Department of Labor. This policy requires all qualified job-training services (including those obtained through Requests for Proposal) to be administered in compliance with priority of service.

In accordance with WIOA Section 134(c)(3)(E), with respect to individual career services and training services funded with WIOA adult funds, the RWDB will provide priority of service to recipients of public assistance, other low-income individuals, or individuals who are deficient in basic skills. Priority of service status is established at the time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population.

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The WIOA adult funding priority of service does not affect or negate the priority of service provided to veterans and eligible spouses. Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA adult program eligibility criteria. Thus, for WIOA adult services, the program's eligibility determination must be made first, and then veteran's priority applied.

Signage has been developed for the RichmondWORKS One-Stop Access Point encouraging customers to identify themselves as Veterans or eligible spouses of Veterans and the benefits of such self-identification. Signage has also been placed in strategic locations and high traffic areas throughout the One-Stop Career Center.

The RWDB has developed a list of sources of documentation that is used to verify whether an adult participant qualifies for priority of service under WIOA.

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

A number of key components of the local plan are addressed in the regional plan narrative. These include a more in-depth description of EASTBAYWorks, and the regional collaboration that has been and will continue to be supported by this long term partnership of the four local workforce areas in the region. A second element of the local plan that is part of the regional plan narrative is a regional economic analysis that identifies issues and trends in the regional economy that ultimately impact the strategy of the RWDB. Finally, the regional plan identifies sector and career pathway strategies in which the RWDB participates, and how these are being implemented through specific partnerships. The regional plan will offer a powerful tool for enabling the RWDB to be responsive to the larger trends, strategies and partnerships that are shaping economic and workforce development in the region.

M. LOCAL BOARD ASSURANCES

See Attachment 4.

N. LIST OF COMPREHENSIVE ONE-STOPS AND AJCC PARTNERS IN THE LOCAL AREA

See Attachment N.

O. AJCC MEMORANDUMS OF UNDERSTANDING (MOU)

See Attachment O.

P. LOCAL AREA GRANT RECIPIENT LISTING

See Attachment 5.

Q. LOCAL BOARD BYLAWS

See Attachment 6.

R. PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

See Attachment 7.

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S. SUMMARY OF PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE REGIONAL AND LOCAL PLAN

The RWDB did not receive comments during the public input process that voiced disagreement with either the regional or local plans. Recommendations for additions to the original draft have been incorporated into the body of the plan, and are identified specifically in Attachment 8.