

**Regional And Local Plans PY 17-21 – Two Year Modifications  
Richmond Workforce Development Board -- Informational Attachments**

**Informational Attachments**

**(A) Population Overview and Needs Assessment for People Receiving CalFresh  
1. Size and Characteristics of CalFresh Population**

*Provide an overview of the size and characteristics of both the total CalFresh recipient populations in the local/area region and the CalFresh E&T participant populations, if CalFresh E&T is available in the local area/region (e.g., gender, race/ethnicity, age, Limited English Proficient (LEP), foreign born, formerly incarcerated, etc.).\**

The number of individual CalFresh recipients in the city of Richmond as of November 30, 2018 was 4,324, equal to 3.8% of the total population of the city. This population consisted of 35% male and 65% female. The distribution, by age, of adult CalFresh recipients included 78% between the ages of 19 and 49, and 22% ages 49 to 64. Of the individual CalFresh population in Richmond, slightly more than 1% have limited English proficiency, and 1% lack citizenship of the United States.<sup>1</sup>

In September of 2019, the federal waiver of the work requirement for CalFresh recipients identified as ABAWDs (Able Bodied Adults Without Dependents) will expire for Contra Costa County. The ABAWD classification includes adult CalFresh recipients between the ages of 18 and 49 who are considered able-bodied and do not have dependent children. A report by the Contra Costa County Employment and Human Services Policy and Planning Division estimates that 3,900 to 4,600 individuals in the county who are in this category will be at risk of losing their CalFresh benefits unless they can begin meeting the requirement that they be enrolled in an employment and training program or employed for at least 80 hours per month. This population includes 61% male and 39% female. According to County data, 33% of this group is Black/African American, 29% are white, 14% are Hispanic or Latino, 4% are Asian, 2% are multiracial, 4% are “Other” and 14% are identified as “Unknown.” Data on the age range of the population shows the following: 20 and younger: 8%, 21 to 30: 38%, 31 to 40: 28%, and 41 to 50: 25%. Of the ABAWD population in Contra Costa County, 98% are English Proficient, 2% primarily speak Spanish, and less than 1% speak other languages. 97% of ABAWDs are citizens, and 3% non-citizens.<sup>2</sup> This population will be a key target for workforce services following expiration of the waiver.

CalFresh E&T is currently available to residents of Contra Costa County, although it has been limited to a relatively small number of participants, due to the lack of capacity among local providers able to support the necessary administrative overhead and also provide eligible 50% matching funds in order to receive reimbursement. In Federal Fiscal Year 2017 there were a total of 88 CalFresh E&T participants in Contra Costa County, of whom 30% were female and 70% were male. Within that group, 45% were Black/African American, 30% were White, 10% were multiracial, 8% identified as “Other”, 3% Asian, and 2% American Indian or Alaska Native. In addition, 18% of the group identified as Hispanic or Latino. The age range of participants was as follows: 18 to 35: 48%, 36 to 49: 41%, 50 to 59: 9%, and 60 or older: 2%. Among current

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<sup>1</sup> Data from the Contra Costa County Employment and Human Services Department, Workforce Services Division on December 19, 2018.

<sup>2</sup> Data from *Fact Sheet: Contra Costa County CalFresh Recipients May be Facing ABAWD Time Limits Previously Waived*, Contra Costa County Employment and Human Services Department, Policy and Planning Division, March 2018.

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participants in CalFresh E&T programs in Contra Costa County, 100% are English proficient.<sup>3</sup>

### **2. Workforce Services Needed**

*Assess the types of workforce services needed to help people receiving CalFresh succeed in the regional and local labor market, including those services that are eligible for 50% federal reimbursement from CalFresh E&T (e.g. ESL classes, work experience, apprenticeship).\**

People receiving CalFresh in Richmond face substantial challenges to success in the regional and local labor market. As indicated in the barriers to employment section below, a significant portion have a limited work history, lack a high school diploma or GED, have physical or mental health challenges, and lack stable housing. A history with the criminal justice system and limited English proficiency represent other challenges common to the CalFresh population. Based upon their differing circumstances, CalFresh recipients have the need for a range of workforce services. Each individual is unique, and it is critical that services be tailored specifically to meet individual needs.

For individuals who lack previous experience in the workplace, training in basic or essential skills is critical to helping them function effectively in the workplace. These skills include effective communication with customers, fellow employees, and supervisors. The Workforce Development Board (RWDB) Accelerating Careers through Essential Skills (ACES) program in essential skills is a proven option for those who require this kind of foundational training. Internship, work experience and apprenticeship programs represent another helpful approach to gaining work experience, and the RWDB can provide referrals to these opportunities for individuals receiving CalFresh benefits.

Those with educational limitations may require support in obtaining a GED or high school diploma, or may need more basic literacy instruction. RWDB refers individuals to local adult education partners for support in obtaining a GED or high school diploma, and to the Literacy for Every Adult Program (LEAP) for those who require more basic instruction. Limited English proficiency CalFresh recipients in Richmond can also be served by LEAP and West Contra Costa Adult Education.

As the RWDB expands the array of workforce services accessible to CalFresh recipients, it will be guided by the following best practices identified in a recent report by the USDA Food and Nutrition Service, Office of Policy Support:

- “services are based on an individualized assessment of the workforce-related strengths and weaknesses of SNAP clients;
- services comprehensively address an individual’s need for skills training, basic skills education, and overcoming barriers to employment;
- services help participants earn credentials valued by employers in their chosen industry or sector; and
- services help develop skills that are closely linked to labor market demands in the local area.”<sup>4</sup>

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<sup>3</sup> Data provided by the California Community College Foundation on December 12, 2018.

<sup>4</sup> Supplemental Nutrition Assistance Program (SNAP) Employment and Training (E & T) Best Practices Study: Final Report, USDA Food and Nutrition Service, Office of Policy Support, November 2016.

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### 3. Employment Barriers

*Describe the employment barriers experienced by people receiving CalFresh in your local area/region, including potential barriers faced by people with disabilities, and resources that can be utilized to assist with overcoming these barriers, including those resources eligible for 50% federal reimbursement from CalFresh E&T (e.g. job readiness, child care, criminal history).\**

While the majority of those who receive SNAP/CalFresh benefits have a strong commitment to participating in the workforce, there are significant barriers that prevent them from doing so. These barriers were identified by both participants in public forums throughout the county, as well as in a recent national study on SNAP recipients. Perhaps the most important barrier is a lack of recent work experience. In a recent study, more than two-thirds (68 percent) of non-employed SNAP recipients had not worked in the past 18 months.<sup>5</sup> The longer an individual remains outside the workforce, the more difficult it becomes to reenter.

Physical and mental health conditions were identified by public meeting participants as another major impediment to successful employment. A substantial portion of people on SNAP/CalFresh have a physical, mental, or other health condition that limits their capacity for work. National data show this number to be close to half of all participants.<sup>6</sup>

Limited education is another barrier experienced by a significant number of CalFresh recipients. More than 30 percent of SNAP recipients lack a high school diploma, and 9 percent have not completed the eighth grade.<sup>7</sup> In an era where job requirements for education and training continue to grow, this represents a major hindrance to successfully entering the job market.

Taking care of children or other individuals was mentioned multiple times as a barrier to employment in the public forums and in the national study. Nearly one fourth of SNAP participants nationally had at least one child younger than 3 years old.<sup>8</sup> The cost of childcare can easily account for a majority of the earnings for someone in an entry-level job or less than full time employment.

Limited access to transportation is frequently identified by CalFresh recipients as a barrier, with public transportation unavailable or requiring an inordinate amount of time to get to training or the workplace. This barrier is particularly acute for individuals living in the eastern portion of the county.

### 4. Current and Prospective Local Partnerships

*Explain current and prospective local partnerships, including partnerships with local workforce development boards, local Human Service Agencies, and other CalFresh E&T providers, including those that are eligible for 50% federal reimbursement from CalFresh E&T (e.g. community colleges, community-based organizations, and other third-party providers). Describe the quality and level of intensity of services provided by these partners.\**

<sup>5</sup> Supplemental Nutrition Assistance Program Participants' Employment Characteristics and Barriers to Work, Mathematica Policy Research, James Mabli, Irina Cheban, July 19, 2017.

<sup>6</sup> The Mathematica study found that 49% of individuals receiving SNAP fell into this category, p. 27.

<sup>7</sup> Ibid, page 28.

<sup>8</sup> Ibid.

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The RWDB works with a number of partners responsible for delivery of CalFresh and CalFresh E&T services in Richmond. These include Contra Costa County Employment and Human Services-Workforce Services, which provides assessments for CalFresh eligibility and maintains data on CalFresh participants in Richmond and the County. The RWDB is also a long-time partner of Rubicon Programs, which serves as one of the two CalFresh E&T providers in the county, receiving 50% federal reimbursement from CalFresh E&T for AB109 matching funds, with a focus on services for individuals experiencing reentry. The RichmondBUILD construction training program has historically served a large number of participants with experience in the criminal justice system, and the RWDB will explore linkages with individuals completing the Rubicon CalFresh E&T program.

An important prospective partner is the California Community College Foundation (CCCF), which provides backbone support to community based CalFresh E&T providers throughout Contra Costa County. The RWDB will explore the opportunity for closer collaboration with the CCCF, and could support coordination of delivery of WIOA services to CalFresh E&T participants.

### **5. Information Sharing to Evaluate Need**

*Describe the ways in which program partners will facilitate information sharing to evaluate need.\**

The RWDB will work to strengthen communication and collaboration with staff in the Contra Costa County Employment and Human Services-Workforce Services department who are responsible for the CalFresh program. This will enable the RWDB to better understand the demographics of the CalFresh population and its needs, and to identify alignment of Richmond AJCC/One Stop services with those needs. The RWDB will also communicate with the backbone organization for CalFresh E&T in Contra Costa County, the California Community College Foundation, regarding its planned expansion of CalFresh E&T capacity in the county. This will enable the RWDB to determine how it can best provide support to CalFresh E&T participants through WIOA funded services. Because demand for CalFresh E&T services in Richmond and Contra Costa County will increase significantly following the expiration of the ABAWD waiver in September of 2019, this will be a particularly important time for strengthening communication regarding needed services.

## **(B) Assessment of Need and Population Size for Non-Custodial Parents**

### **1. Child Support Program Population Overview**

*Provide an overview of the size of the Child Support Program population in your local area including the following:*

- *An assessment of areas of high concentration.*
- *The percentage of noncustodial parents who are unemployed.*
- *The percentage of noncustodial parents who are ex-offenders.*
- *To the extent feasible, demographic information including race, ethnicity, gender*

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In Richmond there are currently 1,571 open cases with noncustodial parents (NPs). Of those total cases, 719 of those individuals (45.77%) have no active employment record<sup>9</sup> and 418 of these individuals (26.61%) have a current or past record of incarceration.

Data shows that 89.94% of NPs are male while 9.68% of NPs are female, and 0.38% are unknown. In addition, 45.96% of NPs are African-American, 33.93% are Hispanic, 3.96% are white, 13.37% are unknown, less than 3% are Asian or Pacific-Islander, and 0.13% are Native American.

Richmond has a higher concentration of NPs than other parts of Contra Costa County, with 16.5% of all NPs who reside in the county residing in Richmond, despite Richmond residents accounting for just 9.7% of the total population for the County.<sup>10</sup>

### 2. Services Needed

*Provide an assessment of the types of services needed for each targeted group challenged with meeting their parental responsibilities.\**

- *Describe the relative importance of the types of services needed to help program participants succeed in the labor market.\**

Noncustodial parents in Richmond face a double challenge in seeking employment. These individuals face many of the traditional barriers to gaining employment, such as a past record of incarceration or limited previous job experience and education. Though the Contra Costa County Department of Child Support Services (DCSS) does not track data on language ability, many of these individuals may also be Limited English Proficient, which further hinders job acquisition. At the same time, these individuals are mandated by the court to meet child support obligations, meaning that they need to earn enough income to both support themselves (in an area with an extremely high cost of living) and pay child support. Given the above challenges, it can be difficult for these individuals to secure employment on their own that pays sufficient wages.

The noncustodial parent population in Richmond needs a variety of services to help them in meeting their parental responsibilities. First and foremost, these individuals need education and training that will provide them with additional employable skills, including support to obtain a GED, training in basic skills and other necessary employable skills, English as a Second Language instruction where necessary, and sector-based training to increase access to higher-paying jobs.

In addition, these individuals need help renegotiating the terms of their child support payments so that the amount that they are mandated to pay is appropriate given their financial and employment situation. Improved communication on client participation in training programs between the Child Support Program (CSP) and its partners would help the CSP make informed decisions on these renegotiations. In addition, the CSP would like to develop improved tracking systems that will enable them to monitor employment status. In general, public input meeting participants stated that it would be beneficial to take a more collaborative approach in working with noncustodial parents that encourages employment rather than punishing nonpayment, and that can improve outcomes for both the noncustodial parent and their children.

Finally, there is a need to systematically identify noncustodial parents who have the willingness to meet child support payments, but who do not have the financial means to do so.

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<sup>9</sup> The County Department of Child Support Services lists an individual as having an active employment record if DCSS has been notified about an active relationship between the noncustodial parent and an employer and has not been since notified that the individual's employment status has changed.

<sup>10</sup> U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, Table DP05.

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These are the individuals that would most strongly benefit from being connected to workforce and other services.

### 3. Services Currently Provided

*Describe the types of baseline services that are currently being provided in the local area to individuals from the Child Support Program population and how the regional and/or local plans will modify the types and quantity of services provided.\**

Noncustodial parents are among those that seek services at the RDWB, but the RDWB does not currently track those individuals separately. The RWDB does connect individuals with services that may benefit individual members of the Child Support Program population, such as workforce or ESL services.

### 4. Barriers Experienced by Child Support Program Participations

*Describe barriers experienced by Child Support Program participants in your local area, including potential barriers faced by people with disabilities.\**

- *What existing resources can be utilized to assist with overcoming these barriers?\**

CSP participants in Richmond face numerous barriers to meeting their parental responsibilities. First, many of these individuals encounter barriers to securing employment. Many are undocumented, formerly incarcerated, and/or individuals with ID/DD, which can compound the challenges faced in securing a job that provides sufficient income for the individual to meet their child support payments. Other challenges can include substance abuse and domestic violence. Individuals that cannot make payments may have their driver's license revoked, which can be a major barrier to obtaining employment.

It can be challenging for the CSP to effectively serve this population. The CSP has limited ability to track noncustodial parents' employment status, and has difficulty staying up-to-date on individuals' employment situations, often because individuals forget to communicate updates or choose not to (generally due to a fear of losing wages).

The RWDB has a variety of existing resources that support job seekers more generally and could be valuable to noncustodial parents seeking (higher paying) employment. The CSP would be better able to support NPs, rather than penalize them for non-payment, by better identifying NPs that would benefit from workforce services and by connecting those individuals to workforce and other services available through other organizations.

To address the various barriers faced by this population, NPs could benefit from the resources available in Richmond and beyond for job seekers and for individuals facing challenges such as a past history of incarceration, low skills and little or no past employment record, being undocumented, and having limited English skills. Key resources available in Richmond include the following organizations.

1. **Rubicon Programs** in Richmond empowers participants to develop the economic mobility to move out of poverty. Rubicon offers financial coaching, credit repair, services for those with limited employment experience (such as transitional employment opportunities, volunteer work, on-the-job training, and internships), career counseling, and referrals to other organizations for additional services.

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2. **SparkPoint Contra Costa West** in Richmond is a financial education center. The services focus in three areas: managing credit, increasing income (from accessing public benefits to finding a good job), and building savings and assets for financial literacy. These services could help non-custodial parents establish greater financial stability and achieve economic mobility, which would help them with meeting child support payments and get support in finding a good job.
3. **Literacy for Every Adult Project (LEAP)** provides English as a Second Language tutoring and small group instruction. This resource would be useful to non-custodial parents who face language barriers in securing employment.
4. **Catholic Charities** has a center located in Richmond and provides English as a Second Language classes, as well as other supportive services for immigrant and refugee families. This resource would be useful for non-custodial parents who face language barriers in securing employment, or other employment barriers related to their immigration or refugee status.

These services and programs are described in more detail in other parts of this local plan modification.

### **5. Information Sharing to Evaluate Need**

*Describe the ways in which program partners will facilitate information sharing to evaluate need.\**

The Child Support Program (CSP) will strengthen their capacity to identify noncustodial parents (NPs) that would benefit from workforce services, and to communicate this information to the RWDB. The CSP will focus on identifying individuals who are willing to meet child support obligations, but who are not currently able to secure employment (or sufficiently high-paying employment). The CSP will develop awareness of the workforce services and support resources that are available within the county and Richmond and will implement systems for referring these individuals to the services they need.

In addition, the RWDB will work with the CSP to hold cross-informational sessions to learn about each other's work. The CSP will also work with the RWDB on developing information sharing systems so that the CSP can stay up-to-date on NP's progress through workforce training, employment, and retention, so that they can effectively work with NPs on setting appropriate child support payment levels. As part of this, the RWDB will revise their intake process to track when they are working with an NP and will secure the necessary permissions from individuals for sharing information with the CSP.

## **(C) Partnerships and Engagement to Increase Competitive Integrated Employment for Jobseekers with ID/DD**

### **1. Engagement with Local Partners**

*Explain how your area is engaged or plans to become engaged with local partners to increase CIE for jobseekers with ID/DD.\**

The RWDB has developed partnerships with several organizations in an effort to increase Competitive Integrated Employment (CIE) for jobseekers with ID/DD. These current partnerships include West Contra Costa Unified School District (WCCUSD), Department of Rehabilitation (DOR), RichmondWorks, and the implementation of a Summer Training and Employment Program for Students (STEPS) grant, funded through a partnership between the

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DOR and the Employment Training Panel (ETP).

RWDB's implementation of the STEPS grant has been carried out in partnership with WCCUSD and the East Bay District of the Department of Rehabilitation (DOR-EB), with a focus on extending the existing YouthWORKS program model--which currently serves at-risk and in-risk youth ages 16-21--to provide critical workforce readiness training and work experience to students with a disability in Richmond. Each participating student received coaching and counseling from an experienced Case Manager/Career Counselor, and engaged in 20 hours of job exploration and received 20 hours of workforce readiness training. In addition, students were also matched with employer partners based on their interests and engaged in 200 hours of paid work experience. The RWDB joined with more than 20 for-profit, public and non-profit partners to provide work experience sites for students, including Bay Area Rapid Transit (BART), Kaiser Optical, and Rising Sun Energy Center. Because the lack of work experience is a critical barrier for many people with disabilities, these partnerships were crucial to strengthening the employability of these young people.

A new collaboration opportunity has been created through the development of the Alameda and Contra Costa Local Partnership Agreement (ACC-LPA), which focuses on fostering preparation for and achievement of CIE for individuals with intellectual or developmental disabilities (ID/DD). Organizations from Contra Costa County that were involved in the initial development of the ACC-LPA include the Regional Center of the East Bay, Department of Rehabilitation, Greater East Bay District, Contra Costa County Office of Education, Mount Diablo Unified School District, San Ramon Valley Unified School District, and West Contra Costa Unified School District.

Building off this initial work, this group will continue to come together to grow and strengthen the work described in the plan. As part of that effort, the ACC-LPA will bring in new partners, including the RWDB, and will create a sub-group to focus on the challenges and collaboration needed for each county. Individuals with ID/DD in Contra Costa County have often been marginalized or not prioritized in other workforce efforts, and the goal of the LPA and local subgroups is to further develop Competitive Integrated Employment.

To increase engagement with local partners and increase support for jobseekers with ID/DD, the RWDB would like to enhance coordination among partners working with this population in Richmond. The ACC-LPA provides a strong foundation with ideas for strengthened referral systems, information sharing, and partner collaboration. To strengthen efforts around CIE in Richmond, the RWDB will use the ACC-LPA as a starting point for working with partners. In addition to building off practices outlined in the ACC-LPA, the RWDB will consider working with partners to engage in a partner mapping project to lay out all the organizations working with ID/DD individuals in Richmond.

In a related strategy, the RWDB will seek to make the current service delivery system more effective and accessible. Potential changes to this system could include improving referrals and other linkages between partners and service providers, tracking referrals, and ensuring warm hand offs between providers. Other steps may include revising the employment training related information that is available to partners and the ID/DD population to make the language more accessible (such as using fewer acronyms), and expanding training opportunities for those who provide workforce and other services to individuals with ID/DD, such as training direct service providers to become certified to ask if people have a disability and what supports they need.

The RWDB is also working to educate its employer partners about hiring and supporting individuals with ID/DD. RWDB staff is collaborating with board member Sara Wally of Food

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Service Partners to initiate contacts with employers and provide them with an employer perspective about working with individuals with ID/DD. Ms. Wally and Rosemary Viramontes of the RWDB will be co-presenting a workshop at the California Workforce Conference, January 22-24, regarding this initiative.

### **2. Local Board Partnerships**

*List the names of organizations the Local Board is partnering with to implement these plans.\**

The RWDB currently has partnerships with West Contra Costa Unified School District, the Department of Rehabilitation, and Richmond Works to coordinate their efforts to serve individuals with intellectual or developmental disabilities. In order to implement the plans described elsewhere in this document, RWDB will form additional partnerships with other organizations in the community. Additional planned partners include: the Regional Center of the East Bay, Contra Costa Community College, Economic Development Department Youth Employment Opportunity Program, SparkPoint (through the Dreamcatchers Empowerment Network), Commercial Support Services, Center for Autism & Related Disorders, East Bay Works, and Shelter Inc. RWDB also works with over 35 employer partners, including Bay Area Rapid Transit (BART), numerous City of Richmond departments, Kaiser Optical, Milo Foundation, and Rising Sun Energy Center that have expressed a willingness to provide internship and paid work experience programs for young people with disabilities.

### **3. Level of Participation**

*If participating in CIE LPA as explained above, please describe the level of participation.\**

While it was not a member of the original group that drafted the LPA, the RWDB has been invited to join as a “Community Partner” in the Alameda and Contra Costa CIE LPA, and plans to be an active participant. The LPA will hold separate meetings for Contra Costa and Alameda, in order to more effectively address the unique needs within each county. Contra Costa County was scheduled to hold its first regional LPA quarterly meeting on January 29, 2019, to be attended by the RWDB, mandated partners, community partners, and other stakeholders, to develop strategic goals for this coming year.

## **(D) Engaging with Partners to Better Understand the Needs of English Language Learners, the Foreign Born, and Refugees**

### **1. Target Population**

*Understand the demographics, barriers to employment and any other relevant information about the target population.\**

Foreign born individuals make up 35.3% of the population in Richmond, and 12.1% of the households in Richmond are limited English speaking households, compared to 9.2% statewide.<sup>11,12</sup> Hispanics make up 39.5% of the population in Richmond, a key population needing workforce services in the city.<sup>13</sup>

This population faces a variety of barriers to employment. Individuals may experience fear of

<sup>11</sup> U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, Table S1602.

<sup>12</sup> U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, Table DP02.

<sup>13</sup> U.S. Census Bureau, 2010 Census, Table P9.

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seeking help and lacking documentation can compound the challenge of finding suitable employment (often named at stakeholder input sessions for developing this plan as the top barrier to employment for this population). In addition, a reliance on public transportation and the need to work multiple jobs can make it difficult for individuals to travel between jobs. Limited access to child care is also a key challenge. Individuals often face the dual challenge of lacking general literacy skills as well as English language skills. In addition, individuals may face cultural expectations about fulfilling certain roles or external stereotypes about the most suitable jobs, which can both limit job options.

### **2. Gaps in Services**

*Develop an assessment of gaps in services that English Learners, foreign born and refugees experience in the workforce system. \**

This population faces a number of significant gaps in services in the workforce system. Participants in public input meetings named several key gaps in services, including access to supportive services for child care, transportation, resources that are available on evenings and weekends, and mental health services and support. Knowledge-based gaps also affect an individual's ability to participate in the workforce system, such as a lack of computer and technology skills, low education and literacy levels, little understanding of legal rights in the workplace (i.e., job safety and appropriate hours), language barriers, and a need for vocational training. Individuals also face cultural gaps, such as lack of access to job networks, social isolation, and cultural differences and gender expectations/limits.

To better serve this population, agencies and services could improve their handoffs to each other, increase interagency communication, enhance staff cultural competence, and generally increase agency capacity. Stronger connections to other organizations--such as faith-based organizations and organizations that help working professionals--would help the RWDB reach and more effectively serve members of this population.

### **3. Strategies for Outreach and Recruitment**

*Identify strategies for outreach and recruitment to these target populations. \**

Public input meeting participants made numerous recommendations for how the RWDB can improve outreach and recruitment to target populations.

First, the RWDB can increase marketing of services and outreach to target communities. To effectively reach the largely Hispanic community, the RWDB and partners could advertise services in Spanish through Facebook ads, Spanish or bilingual radio stations, and television. In addition, the RWDB should identify community-based, faith-based, and cultural organizations that serve the target populations and are respected by the community (examples cited include the Hispanic Chamber of Commerce and the sponsors of the Cinco de Mayo Festival in Richmond, which is organized by the 23rd Street Merchants Association). These organizations could serve as partners for sharing information and resources with those they work with. In addition, the RWDB should work to identify other key community access points for sharing information about potential services. Potential access points include SparkPoint Contra Costa West, Lifelong Medical Care, the EHSD office, schools, libraries, and local businesses.

Second, the RWDB can increase partnerships with key community organizations to better serve target populations. Specifically, they should build partnerships with organizations that focus on providing services or employment to refugees, such as Catholic Charities of the Bay Area, International Refugee Council, Lao Family Community Development, Inc., and 1951

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Coffee Company.

In addition, the RWDB should work with partners to improve staff and leadership ability to effectively serve these populations by increasing the overall cultural competence of all staff, and increasing the proportion of staff that reflect the communities they are serving.

Finally, the RWDB should reach out to the Business Advisory Board to work with the employer community that is part of the Board to develop strategies for building the language and employment skills of their ESL employees. Company strategies for doing this could include providing financial incentives for their employees to take ESL classes.

#### **4. Strategies for Working with Partners**

*Identify strategies detailing how Local Boards will work with partners to better serve the LEP, foreign born and refugee population.\**

The RWDB has identified a number of strategies for working with partners to better serve the LEP, foreign born, and refugee populations.

The RWDB will work to generally enhance awareness of the resources available in the community by supporting the development of a centralized information hub that is viewable by both partner organizations and members of the community.

The RWDB will also seek to strengthen how referrals are made and tracked to ensure warm hand offs between organizations, and consistent follow up on referrals to confirm individuals are receiving the services they needed. The RWDB will also work to increase coordination with partners so that community members have access to more integrated services (e.g., working with partners to combine vocational and language training). Part of this will include helping partners identify how they can support a client's employment and training. The RWDB will also look into working with partners that can hire community navigators to help individuals with the greatest need navigate through the services available to them.

The RWDB will work to expand opportunities for employment by creating new employer partnerships to encourage direct employment where possible and holding job fairs in conjunction with partners that are targeted for this population.

Finally, the RWDB will regularly convene related providers around how to best support this population, in order to increase collaboration and overall coordination.