



**STRATEGIC FIVE-YEAR LOCAL WORKFORCE INVESTMENT
PLAN
FOR
TITLE I OF THE WORKFORCE INVESTMENT ACT OF 1998
(WORKFORCE INVESTMENT SYSTEM)**

For the Local Workforce Investment Area:

Contra Costa County

Submitted February 22, 2000

Supplementary Information Submitted

June, 2000

Submitted by:

**Contra Costa Interim Workforce Investment Board
2425 Bisso Lane, Suite 100
Concord, CA 94520
(925) 646-5239 FAX (925) 646-5517**

EXECUTIVE SUMMARY:

The Contra Costa County Workforce Investment Strategic Plan (Plan) is intended to 1) establish a strong vision and keen sense of mission about where Contra Costa County's workforce and its workforce development system should be over the next five years; 2) provide a host of "navigational stars" that will help guide the Contra Costa County Workforce Investment Board (Board) to achieve its goals and objectives; and 3) help the Board communicate to its customers – employers, job seekers and incumbent workers, as well as to community and public leaders and taxpayers, its commitment to serving the diverse and dynamic workforce development needs of the county.

The Board oversees the workforce development strategic initiatives, policies and performance outcomes for Contra Costa County, exclusive of the City of Richmond. (The City of Richmond has its own workforce investment board.) The Board has also been designated by the Contra Costa County Board of Supervisors to oversee the County's CalWORKS policy to ensure full integration of the area's workforce development system. The Contra Costa County Workforce Investment Service Delivery Area (SDA) includes 19 cities within an area of about 700 square miles. The Service Delivery Area's 1998 population is estimated to be about 810,000, and has a workforce of about 452,660. Its December 1999 unemployment rate was 2.2%.

The basic policy principles that will guide the Board's goals, objectives and strategic initiatives are consistent with the proposed principles articulated in the draft document prepared by the California Office of Workforce Investment, entitled "California's Workforce Investment System," dated November 2, 1999. (See Attachment 1).

Today, the core of Contra Costa County's workforce development system is comprised of an EASTBAY Works regional collaboration of the four workforce service delivery areas covering Alameda and Contra Costa Counties. The Private Industry Councils of Alameda and Contra Costa Counties and the Cities of Oakland and Richmond have partnered over the past three years to form and operate a regional system of fifteen one-stop career centers, five of which are located within the Contra Costa County Workforce Investment Service Delivery Area (in the cities of Antioch, Brentwood, Concord, Pittsburg and San Pablo).

While some of these sites will probably not be initially certified as comprehensive career centers, the Board's vision is to ensure that each center provides a wide range of workforce development services that meet the needs of the communities in which they are located. Over time, the Board expects to have at least one comprehensive career center in west, central and east county.

As discussed in more detail in Section II, by 2005 the Contra Costa County workforce development system will be fully integrated, whereby workforce development and related services, such as business employer, small business development, transportation, child and elder care, rehabilitation and veterans services, and CalWORKS to name just a few, will all be accessed in a manner that mutually supports other community services that help businesses grow and prosper, and helps aspiring and incumbent employees obtain and retain the workforce skills necessary to achieve long-term success in the workforce. It is anticipated that the workforce development initiatives and programs pursued by various entities in partnership with the Board will be highly coordinated, flexible and responsive so that the communities' workforce development needs are fully met.

Contra Costa County has a very diverse economy that is highly influenced by the dynamics of the San Francisco Bay Area economy. According to labor market information prepared by the California

Employment Development Department, Contra Costa County will add about 62,000 non-agricultural jobs by 2002, including both full and part-time positions. About half of these new jobs will be in the “services” industries.

Because workforce development has become a much more critical element of comprehensive economic development strategies, the Board plans to work very closely with local and regional economic development organizations and neighboring workforce development boards to ensure that its workforce development strategies complement the region’s economic development strategies. The Board will become more engaged in local economic development activities, consult on a regular basis with private and public economic development entities, and seek opportunities to initiate or support economic development studies and programs that directly affect workforce issues. The Board’s economic development plans are discussed in Section II.B.

I. PLAN DEVELOPMENT PROCESS

A. Role of Chief Elected Official

The Chair of the Contra Costa County Board of Supervisors participated in a public forum held in August 1999 at which time the workforce and economic development partners, business, and the public were informed of the Workforce Investment Act (the Act), its vision, and the activities that had taken place (as described below) prior to that forum to engage the stakeholders in the planning process. The Chair spoke about the Board of Supervisors' interest in this system and their expectations of the new workforce system. This forum was video-taped and broadcast on Contra Costa Television (community access channel).

The Board of Supervisors received the draft Plan acted upon by the Interim Workforce Investment Board at its meeting on December 20, 1999, and were invited to the public hearings on the draft Plan held throughout the county during the month of January 2000. The invitation encouraged the Supervisors to provide input on the draft Plan, in writing or at the hearings, as well as hear the input and comments of others at the hearings.

The Board of Supervisors, along with members of the Interim Workforce Investment Board, received the proposed final Plan, which incorporated input and comments received during the thirty-day review period, including those comments representing disagreement with the draft Plan, at the end of the thirty-day review period. The members of the Board of Supervisors were invited to attend the Interim WIB's meeting on February 22, 2000, to discuss the proposed final Plan in partnership with the Interim WIB, at which time comments that disagreed with the draft Plan were considered. The Board of Supervisors formally received the final Plan from the Interim WIB as a result of the WIB's action on February 22, 2000, and approved the Plan as the Chief Elected Official at its meeting on March 7, 2000.

B. Responsible Body or Board

On December 7, 1999, the Board of Supervisors designated the Contra Costa County Private Industry Council to serve as an Interim Workforce Investment Board to oversee the development of the Strategic Plan and the implementation of the Act until a Workforce Investment Board was appointed by the Board of Supervisors. Prior to the designation of the Interim Workforce Investment Board, the Private Industry Council coordinated the development of the Strategic Plan in collaboration with the Contra Costa Workforce Development Advisory Panel and the City of Richmond Private Industry Council.

C. Public Comment Process

Opportunities for public comment on the draft Plan were as follows:

- The Interim Workforce Investment Board received a copy of the draft Plan prior to its December 20, 1999 meeting and provided input to and took action on the draft Plan at that meeting, which was prior to the 30 day review period. In addition, mandated partners who will be on the Contra Costa Workforce Investment Board received a copy of the draft Plan prior to the 20th meeting and were invited to attend that meeting as well.
- Copies of the draft Plan, along with announcements of the public hearings, were then sent to the Chief Elected Official and mandated partners. Notice of the availability of the draft Plan at the five Career Centers and the Interim Workforce Investment Board Offices, as well as the announcement

of the public hearings, were sent to parties specified in the Act. Individuals and organizations were asked to attend the public hearings as well as provide comments on the draft Plan. Notice was placed in local papers announcing the availability of the draft Plan at the Board office and the dates, places and times of the public hearings. This information was also made available on the Interim WIB website. (www.ccpic.org.) Individuals and organizations, therefore, had an opportunity to review and provide input/comments on the draft Plan in writing as well as at the public hearings.

- Public hearings were held on January 12, 2000 in West County, January 11 and 13, 2000 in Central County, and January 12, 2000 in East County. Copies of the draft Plan were made available to the public at these public hearings. The information about the Strategic Plan and planning process was part of the hearings.
- The thirty-day period for public comments was provided, beginning on December 28, 1999, at which time the draft Plan was made available to the public. The thirty-day period ended on January 28, 2000, at which time the draft Plan was then amended and finalized, taking into consideration public input and comments received during the thirty-day period.

All comments were considered for inclusion into the proposed final Plan submitted jointly to the Interim WIB and the Board of Supervisors. Those comments that represented disagreement with the draft Plan were also shared with the Board of Supervisors and the Interim WIB for their meeting on February 22, 2000. Attached are the comments that represent disagreement with the Plan. (See Attachment 2, Summary of Comments and Responses, including Areas of Disagreement.)

D. Consideration of Comments In Disagreement With Plan

All comments raising areas of disagreement with the Plan were reviewed. Changes to the Plan were made as warranted. Attachment 2 provides a summary of comments and areas of disagreement. Follow-up communications, by letter, phone call or meeting, were conducted as needed to ensure that the comments presented to the Workforce Investment Board were understood and thoughtfully considered.

E. Public Access to Plan Through Hearings, News Media, and the Internet

See Section I.C. above.

F. Other Organizations Involved in Plan Development

Over the past three years, 39 organizations participated in developing the Plan (See Attachment 3). Initial planning began in 1996 with the Contra Costa Private Industry Council's decision to embrace the concept of a One Stop Career Center system. PIC staff was directed to research various efforts that had been undertaken in other parts of the state and the country. With information on One Stop efforts elsewhere, and recognizing that legislative changes were eminent in Congress in the employment and training arena, the PIC organized a public forum in June 1996 to bring together workforce development leaders in Contra Costa County, as well as Northern California, to discuss workforce development issues, and to begin addressing methods by which the county could ensure a coordinated and collaborative workforce development system that would meet the demands and changing needs of the market place.

Two actions resulted from that forum. First, the formation of a Contra Costa County Workforce Development Advisory Panel, consisting of the chief operating officers of the various workforce

development partners and business associations in the county. Over a period of two years, the Panel focused on planning an integrated workforce development system. The results of its efforts are a Mission, Vision, Goals and Objectives that form the basis of this Strategic Plan. Second, a commitment to establish a One-Stop career center system was made. This became a reality when the Contra Costa PIC joined the other three Private Industry Councils in Alameda and Contra Costa counties to develop a One-Stop career center system in the East Bay – known as EASTBAY Works. The four Private Industry Councils and their workforce development partners in the two-county areas submitted a proposal to the State of California in the fall of 1996 to establish the system. Since that time, over \$ 9 million have been competitively awarded to EASTBAY Works to fund the planning, implementation, coordination and transitioning to a system designed around the workforce development model set forth in the Workforce Investment Act.

In 1997, the Contra Costa Private Industry Council's One Stop Committee took the lead to develop the One Stop Centers in the PIC's service delivery area, including providing the Job Training Partnership Act adult programs through these centers. With the enactment of the Workforce Investment Act, and the issuance of the Workforce Investment Act Interim Final Rules in April, 1999, this committee began reviewing various policies and procedures that were to be part of the Plan, including the memorandum of understanding, one-stop career center certification process, and individual training accounts.

Another PIC committee, the Workforce Development Committee, took the lead in the spring of 1999 to develop a process by which to inform the public of the Workforce Investment Act and to obtain input into various aspects of the Plan as it was being developed. Four distinct steps were taken in developing this Plan:

- The first step was to form a Steering Committee to oversee the development of the Plan. This committee consisted of representatives of the Contra Costa PIC, the Workforce Development Advisory Panel, and the Richmond PIC (to ensure coordination with the efforts in that service area).
- The second step was to hold public forums in Central, West and East counties to present the Workforce Investment Act, its implications, and to solicit interest from the community to participate in committees focused on developing various aspects of the Plan, such as the memorandums of understanding, one-stop center certification, Youth Council, linking economic development and workforce development, etc. However, because of time constraints, these committees were not formalized to provide input into the Plan, though some individuals expressing interest in the committees were contacted for their input. For this and other reasons, the Plan will be revisited with the new Workforce Investment Board and further community input will be obtained.
- The third step was to draft an outline of the Strategic Plan. This outline was reviewed by the Steering Committee, various city economic development departments, and shared with the Contra Costa Private Industry Council for input, suggestions, and revisions.
- The fourth step was to hold a Strategic Planning session organized by the PIC to which members of the PIC, Steering Committee, Workforce Development Advisory Panel, One Stop Management Teams and the One-Stop Mandated Partners under the Workforce Investment Act were invited. Approximately 35 representatives of these organizations were present. They reviewed the outline and provided input into several key aspects of the Plan. Those present concurred that the Mission, Vision, Goals and Objectives of the Workforce Development

Advisory Panel should be incorporated into the Strategic Plan. The attendees also concurred that the Plan should be revisited after it has been submitted to the Governor to meet the state deadline in order to do more in depth strategic planning. Those attending the planning session agreed that the Plan is a “living” document that must be reviewed periodically by the Board and public and revised to reflect changing economic, workforce development, or community needs.

II. LOCAL VISION AND GOALS

A. Vision Over Five Years

The Board recognizes that the development of a comprehensive and fully integrated workforce development system to fully meet the needs of the communities of Contra Costa County is a serious responsibility that requires well-reasoned and well-informed public policy decisions. These decisions will be based on a multitude of factors. The Board’s Vision Statement reflects six key concepts that will govern its workforce development policy formulation and implementation. They are:

- The needs of employers and workers will drive the workforce development system;
- Easy accessibility to the workforce development system for all citizens will be assured;
- Programs and services will be integrated into a seamless and flexible delivery system;
- There will be strong recognition and support for life-long learning and continuous improvement;
- There will be public accountability for system results and outcomes; and
- All members of the community will receive an opportunity to participate to the greatest extent they can in the workforce and become economically self-sufficient and a contributing member of our community.

The Board has adopted the following Vision Statement:

Our common interest is to work toward the ultimate goal of individual economic self-sufficiency, thereby strengthening families, the local economy, and the community at large.

The Board has adopted the following Mission Statement:

The Contra Costa County Workforce Investment Board exists to promote a workforce development system that meets the needs of businesses, job seekers, and workers in order to ensure a strong, vibrant economy in Contra Costa County.

1. Describe Integration of System in Five Years

The work of the Board will be to establish the vision and goals for the next five years. It is the general plan that this county will define satellites and affiliate sites, thus creating a network of service points including coordination with the City of Richmond. Work has already begun regionally to examine cross-agency integration strategies that include common intake, assessment, and information sharing through expanded use of technology. Regionally, the Board will work with the state to encourage better solutions to the issues of confidentiality that have historically created barriers in development of true systems integration. Additionally, local partnerships have been created on strong foundations with inclusion as the guiding

- principle. Service integration will depend heavily on the high level of trust that has been created through EASTBAY Works, including an increasing business need for strong interdependence between agencies to best serve all customers, both job seekers and employers.
2. Programs and funding streams that will support service delivery include all Mandated Partners who are located in this service area and are listed in Section 121 (b)(B)(1)(B) of the Act. (See MOU, Attachment 4.) It is anticipated that as the system evolves, additional partners and funding sources will become part of the support for service delivery and that additional funds will be aggressively pursued to ensure that service gaps are filled.
 3. Information and services that will be provided can be viewed in part in Section V. D. that lists core and intensive services. In addition, centers will offer services that support employers in their human resource needs, as well as services to help them grow healthy businesses. Access will be available in a variety of ways, depending on the service: on site, online, self-serve, referral, facilitated referral, group interface, and one-on-one. The goal of universal access will be achieved largely through the presence and resources of other partnering agencies serving a variety of customers and offering services that are specific to their own funding sources, but bringing a “value-added” to the mix of available services at the One-Stop centers. The presence of the Employment Development Department, particularly Wagner-Peyser funded staff (See Section V. I –M), is essential for ensuring that all individuals receive universal services through this system.
 4. Wagner-Peyser and unemployment insurance services are an integral part of the service mix in the local system. Unemployment insurance claims can be made from designated phones in each One-Stop center and Wagner-Peyser funded staff are permanently located at each center. (See also Sections V. F., I., and J.)
 5. From its inception, the local workforce investment system was built in conformity with the state plan for one-stop centers. The workforce system has had a strong foundation that supports the four principles set forth in the California Vision for One-Stops. It has been designed to support the goals of the State, including inclusion of the welfare clients in the initial planning and service flow, partnering with both Adult Education and the community colleges in Contra Costa County, and maintaining excellent communication and feedback from local education entities. The East Bay, through EASTBAY Works, is one of the regions funded under the Regional Workforce Preparation and Economic Development Act. For the past year, system development under this grant has further enhanced the excellent progress made in this region to align the workforce investment system with welfare, education, and economic development.
 6. Youth Services will be significantly enhanced under the Act. (See Sections VI, B, C, E.) However, youth programs under the Act will not be successful without leveraging the funds of other youth service providers and building a more comprehensive and systemic approach to youth services. Toward this end, the Board has called for partnering and leveraging of funds through its Request for Proposal for Youth

Services, requiring a higher level of coordination with the K-12 system and their initiatives, and with the One-Stop system.

B. Broad Strategic Economic and Workforce Development Goals

By June 2005, the Board plans to define Contra Costa County's world class workforce development system by the following characteristics:

- It will be a fully-integrated workforce development system instead of a "job training" program, thereby effectively meeting the needs of the employer community, as well as job seekers, incumbent workers and youth;
- It will have evolved from a system of limited access to universal access, thereby allowing businesses and the community access to a broad range of workforce development services to strengthen the community and economic vitality of Contra Costa County;
- It will be a system that focuses on customer and the community's needs instead of "institutional" needs;
- It will recognize that education and continuous learning are the "gateways to success" in the new workforce and new economy, not ancillary activities to be "fit into" a vacant time slot; and
- It will focus on system performance and results – ultimately measured by customer satisfaction and the ability to efficiently and effectively use training and other resources to help customers meet their business and workforce development needs and objectives.

By 2005, the workforce development system will be fully integrated, whereby workforce development and related services, such as small business development and other business support activities, transportation, child and elder care, rehabilitation and veterans services, and youth services to name just a few, will all be accessed in a manner that mutually supports other community services that help businesses grow and prosper, and helps aspiring and incumbent employees obtain the workforce skills necessary to achieve long-term success in the workforce.

To achieve a fully integrated workforce development system by 2005, the Board will take specific steps in 2000 to carefully assess the existing system and determine short and long-term objectives, craft key strategic initiatives, and develop policies and performance outcomes to evolve the entire workforce system to the fully integrated system envisioned. (See Attachment 5.) These steps and strategic initiatives will be addressed in an Action Plan that will implement the specific provisions of this Plan.

The Board has adopted four broad strategic workforce development goals and related outcomes that will direct its work, define policies and establish performance outcomes of the County's workforce development system. These broad goals of the future system are:

GOAL I: Design and establish a workforce development system that will meet employers' needs.

The generally expected outcomes derived from this goal are:

1. Employers can easily identify and access the services of a workforce development system to recruit qualified workers and build the skills of incumbent workers.

2. Workforce is trained and able to fill current and future jobs.
3. Workers are able to advance up career and wage ladders, achieving economic self-sufficiency.

GOAL II: Design and establish a workforce development system that meets job-seekers' and workers' needs, including dislocated workers as well as those traditionally outside the workforce.

The generally expected outcomes derived from this goal are:

1. Job seekers can easily identify and access the services of the workforce development system and gain employment.
2. Workforce is trained and able to fill current and future jobs.
3. Service providers supply all necessary services to the unemployed, underemployed, and employed, enabling workers to find and keep jobs.
4. Workers are able to advance up career and wage ladders, achieving economic self-sufficiency.
5. Workers are familiar with their rights and responsibilities as employees and how to effectively exercise them.
6. Job seekers can easily identify and access the services of the workforce development system and gain employment.
7. Service providers supply all necessary services to the unemployed, underemployed, and employed, enabling workers to find and keep jobs.

GOAL III: Design and establish a workforce development system that makes the most efficient and effective use of resources.

The generally expected outcomes derived from this goal are:

1. All service providers coordinate to avoid unnecessary duplication and to leverage resources in order to achieve desired outcomes.

GOAL IV: All performance standards established between the State Workforce Investment Board and the Contra Costa County Workforce Investment Board pursuant to the Workforce Investment Act will be met or exceeded.

To achieve these goals by 2005, the Board will take specific steps in 2000 to carefully assess the existing system and identify a broad range of strategic initiatives, related policies and performance outcomes to achieve these goals. (See Attachment 5.) These strategic initiatives will be addressed in an Action Plan that will implement the specific provisions of the Plan.

The Board has adopted a number of broad economic development goals that are generally derived from the economic development goals adopted by the Contra Costa Economic Partnership (www.cceconptnr.org), Contra Costa County's leading economic development organization. These broad goals are:

- Retain basic industries with high-wage jobs while attracting emerging industries, such as software, telecommunications, bio-technology, environmental sciences and multimedia;
- Prioritize training and job development for the economically-disadvantaged and under-employed population;
- Further link education and training development skills for high-wage jobs to serve Contra Costa County's growing businesses;
- Work closely and cooperatively with economic development organizations to further strengthen the growth and vitality of small- and medium-sized businesses within the County; and
- Work closely and cooperatively with economic development organizations to develop a vision for a sustainable economy.

To achieve these goals by 2005, the Board will take specific steps in 2000 to carefully assess the existing system and identify a broad range of strategic initiatives, related policies and performance outcomes to achieve these economic development goals in partnership with local economic development organizations. These strategic initiatives will be addressed in an Action Plan that will implement the specific provisions of the Plan.

C. Organizations Involved in Development of the Vision and Goals

Section I. F. discusses in detail the various organizations that were involved in the development of the Plan. (See Attachment 3).

III. LABOR MARKET ANALYSIS

Overview of the Changing Economy and Workforce, and Strategic Initiatives to Enhance the Linkage Between Workforce Development and Economic Development:

The California Economic Strategy Panel, a non-partisan body of business and government leaders appointed to examine California's economy, found a systemic and not cyclical transformation from an economy highly dependent on defense-related and natural resource-based activities to a "new economy" with a substantially different industry mix, and a state economy made up of regional economies. The Panel's April, 1996 report, "Collaborating to Compete in the New Economy: An Economic Strategy for California," found that California employers' most important expectation of government was a better-qualified workforce. (For report, see www.commerce.ca.gov/california/economy/neweconomy). Employers gave first priority to improving the workforce development system.

The greatest change has been the emergence of a knowledge-based economy based on information technology. Though information technology is not yet pervasive, it is becoming more and more evident. With the increased use of the Internet, the way business is conducted is changing, with "e-commerce" already affecting retail, banking, finance and travel. On-line education and access to government services is becoming more prevalent. What does this mean for occupations in those industries as the Internet becomes more widely used?

With this New Economy have come greater demands on the workforce to be skilled, flexible, creative, computer literate, customer focused, continuously enhancing one's skills, multi-tasked, productive, as

well as to still be able to balance work and family responsibilities. The employment opportunities are numerous, but those opportunities paying good wages are increasingly requiring more education and higher skills. Conversely, a high number of jobs being created do not require a high school diploma.

A. Local Workforce Investment Needs

Summary:

A major challenge of the Board is to undertake an ongoing assessment of the workforce needs of employers and the skills necessary of current and future workers to obtain quality and sustainable employment. Section III. B. below identifies strategies to begin to address these issues. It is increasingly apparent that for businesses to be competitive in this dynamic economy, the workforce must be skilled, productive, and committed to lifelong learning. At the same time, for workers to be skilled, productive and committed to learning new skills, there are certain needs of workers that must also be addressed, including wages that lead to or retain economic self-sufficiency, support systems to enable them to become and remain employable, positive environments for learning, and opportunities for meaningful skills training. Quality of life issues are becoming more important to the worker and employer as well.

Business:

The future vitality of this county's economy, which is also true of the region, state and nation, is becoming more and more dependent on the availability of skilled workers; employees that continue to enhance their skills and workforce dexterity through continuous learning.

In a recent presentation before the Contra Costa Council, Dr. Tapan Munroe, former Chief Economist with Pacific Gas and Electric Company, and now a private consultant, spoke about the New Economy. Dr. Munroe noted it is technology based and the basis for the longer economic expansion experienced in recent years. He made the point that centers of the New Economy are found, and will continue to be found: 1) around research centers, and universities, 2) where there is a pool of knowledge workers, who are the key to the success of the economy, and 3) where there is a willingness for change, flexibility and adaptation. Dr. Munroe further emphasized that higher paying, New Economy companies that are driving our economy look at certain factors when deciding to locate and remain in an area. He pointed out that the second most important factor is a skilled and educated labor force (first factor is the existence of other high tech firms and research centers). He further stated that the workforce is considered very important in the inception of a company, and critical to its sustained growth. Though tax incentives by public entities may be very important in the inception phase, they are not as important to the growth and sustainability of a business as is its workforce.

Dr. Munroe concluded that the public and private sectors must promote life long learning for current and future workers to insure the sustainability and future vitality of the economy. The Board concurs with Dr. Munroe's observations.

The workforce investment needs of business in Contra Costa County are typical of many mixed urban-suburban areas in California. Because the SDA unemployment rate is low (Dec. '99- 2.2%), employers are encountering difficulties locating and hiring the employees they need. All employers want access to a workforce with at least the basic employability skills: the ability to read, write, perform basic math, and communicate; the positive qualities of promptness, reliability, and integrity; and other skills that will enhance job performance such as cooperation and initiative. Beyond these basic skills, many employers

now want their employees to be “computer literate.” In addition, some employers want or need their employees to already possess job-specific skills, while other employers are willing to train workers on the job provided the basic skills are already in place. Businesses need ways to make job openings known to potential applicants, as well as be able to access a large pool of qualified applicants for their job openings, including receiving referrals of skilled, qualified workers. In addition, employers need reliable information on available skills training and training providers, a venue for influencing training curriculum, access to labor market information, information and guidance on accessing state and federal funding for worker training, and assistance in understanding and complying with labor laws. For the small businesspersons, assistance with human resource issues, such as identification of job requirements, recruitment, interviewing, hiring, job retention and job training, is also needed.

Workforce Investment Needs of Job Seekers:

The workforce investment needs of job seekers, including the county’s CalWORKS clients, in Contra Costa County are evident. Many of them require an improved understanding of the local labor market, including which occupations are in demand, what are the skill requirements, which pay higher wages, and which offer viable career ladders. Other needs include: career counseling, job search and placement assistance, performance and cost information on eligible providers of training services, information on the availability of supportive services, including child and adult care and transportation, and referral to such services as appropriate, information regarding filing claims for unemployment compensation, and assistance in establishing eligibility for financial aid for training and education.

Workforce Investment Needs of Incumbent Workers:

Incumbent workers, particularly those who are “under-employed,” in Contra Costa County have a vested interest in maintaining and increasing their skill levels. Increased productivity can lead to raises and promotions, and helps both workers and their employers remain competitive, thereby lessening the chances of layoffs and business closures. Thus, the workforce investment needs of incumbent workers consist mostly of a system to provide them with the means to pursue lifelong learning. However, for those underemployed individuals who are not economically self-sufficient, specific assistance with career counseling and additional skills training to increase wages may be warranted. Many of the needs identified for job seekers above are also applicable to underemployed incumbent workers.

Workforce Investment Needs of Adults with Serious Barriers to Employment:

In addition to the needs identified for job seekers and incumbent workers above, adults with serious barriers to employment, such as physical, mental or learning disabilities, have special needs to address to ensure their employability. Specific assistance is often warranted to assist with housing, health and medical, specialized skills training, on the job coaching, workplace issues, including workplace modifications, advocacy, assisted living, special communications (Braille, sign language, etc.), specialized workstations and software, personal and family, special transportation, independent living skills, and legal needs.

Workforce Investment Needs of Youth:

The needs of youth are varied, and include many of the same needs that the adult population has in order to become and remain employable. In addition to those needs, youth often need many, if not all, of the following: transition services to navigate the “red-tape” involved in obtaining services in the adult programs; life skills such as nutrition, money management, job/career guidance, inter-personal

management and communication, anger management, parenting, time management; GED programs that are “youth-friendly” with individual attention; bi-lingual education; learning disability evaluation at school; accelerated learning program for teen parents to accommodate their new life style; family learning programs involving parents in the youth’s learning; substance abuse treatment directed toward youth; mental health services that are youth-friendly and available at school; youth clinics offering free physical and mental health services; mentorships; youth court used as prevention and intervention; legal services; youth shelters; teen parent services; teen centers; and job readiness, placement and retention services to assist youth with soft skills and career paths.

Workforce Investment Needs of Training Providers:

The skills needed by employers for their current and future workforce are of particular importance to the Board and training providers as they design and implement training programs. Training providers also need employers involved in providing input into the design of relevant training, as well as providing feedback to the training providers on the effectiveness of their training. A regional approach to addressing training providers need for a system to ensure that they are providing “just-in-time” relevant training is crucial. Industry cluster studies and labor market data to provide information on occupations and skills and an Internet website to access training vendors in the region and state (I-Train) are several products the new workforce investment system will provide in the region to address the needs of employers, job, education and training seekers and training providers. Additional training will be needed for operators that includes update on regulations and reporting under the Act as well as legislative changes effecting workforce development.

Workforce Investment Needs of Economic Development Professionals:

The new local and regional workforce investment system is now directly linked to economic development in a manner that was not evident before. Economic development professionals, in their effort to attract businesses to their areas, are being asked first and foremost by businesses about the local workforce. As earlier noted, the availability of a qualified workforce has also become very important to economic development professionals in their effort to retain or expand a business in the area. The availability of such information is crucial to their efforts. Industry cluster studies will be conducted by the Board and the economic development community to identify infrastructure issues of the cluster, including business retention and business expansion issues. The Board intends to initiate and support these studies so it can develop more effective workforce development strategies.

B. How Will Needs of Employers be Determined

The perspective of the market place regarding the skills needed by workers is key to ensuring that a skilled workforce is developed and sustained by the workforce development system in the county and region. The challenge of the Board, which will be composed of twenty business representatives and two representatives from economic development entities, as well as the decision makers from a representative number of workforce development partners, is to ensure that the workforce development system is not only cognizant of the needs of employers, but is also working together and with other regional workforce investment boards to meet those needs in an ongoing and strategic manner.

A committee or working group of the Workforce Investment Board will be established to ensure responsiveness of the workforce development system to employer needs and to the economic development efforts taking place by the various public and private economic development entities in the county and the region. This committee will develop a process to review, enhance, expand upon and

oversee the strategies identified below. This committee will include others who are not on the Board, particularly employers and other economic development entities and professionals, to better identify employer needs and to further link workforce and economic development efforts.

The following are initiatives the Board will consider for determining employer needs and for effectively linking workforce and economic development:

- Identify industry clusters (i.e., major firms, suppliers, research and development) and develop a process to determine, on an ongoing basis, current, future as well as declining occupations in the clusters, skill sets, entry-level occupations, career paths, etc., as well as business expansion or retention needs (Section V. P. Rapid Response activities available to dislocated workers and employers – Early Intervention and Aversion Plan) (Year 1);
- Conduct industry cluster studies, including identifying career paths that lead to higher wages (Years 2-5);
- Identify emerging industries in the county and region and develop strategies to determine workforce needs of these new industries (Years 1-5);
- Obtain more in-depth analysis of current labor market data to obtain a larger perspective of the labor market and support efforts to insure data is current and usable by workforce and economic development partners (Years 1-5);
- Utilize employer focus groups for identifying needs, involving employers in the workforce development system, and for obtaining customer satisfaction data;
- Identify existing economic and workforce development initiatives and strategies and determine methods by which to collaborate with and enhance, if appropriate (Year 1);
- Develop a strategy to provide findings on industry clusters studies to workforce development system partners for inclusion in their workforce preparation strategies (Year 1);
- Develop and implement a feedback mechanism with employers to determine improvements in the workforce development system in preparing their workforce (Years 2-5);
- Work with city and county economic development entities to determine workforce development information in their respective areas that would enhance their business attraction efforts (Year 1); and
- Collaborate with Rapid Response Visitation Retention and Expansion Program in the development and implementation of these above strategies (Years 1-5).

C. Current and Projected Employment Opportunities in Local Area

A December 1998 report by Pacific Gas and Electric Company entitled, “California Economic Outlook and Key Issues, 1999 and Beyond,” predicted that California will continue to outperform the national economy in employment growth, with construction, software and business services identified as industries to sustain the economic expansion.

A one-year comparison (October 1998 to October 1999) of job growth in the two county area of California - Alameda and Contra Costa, supports this observation. In these East Bay counties, employment increased by 2.8%, or a net growth of 27,000 jobs, with the largest gain occurring in the services industry, which added 7,900 jobs. (Source: Labor Market Information Division of the Employment Development Department.)

Contra Costa County’s low unemployment rate of 2.4% (Dec. ’99) is expected to remain steady for the next several years. Many diverse jobs will be available offering high to low wages and requiring a variety of skills. While it is easier for workers to find jobs, it has become increasingly difficult for many

employers to find workers. In the lower paying jobs (i.e., \$10/hour or less), it has become increasingly difficult to find workers because of the tight labor market for skilled workers and the wages offered. On the one hand, particularly in a county with a high cost of living, lower wages are not attractive to those with the skills for better paying jobs. On the other hand, even for lower paying jobs, there are unemployed individuals who do not have the skills needed for those jobs, and/or who have various barriers to employment that preclude them from either obtaining or retaining a job.

Demand is also high for workers in the higher paying jobs in the county. Part of the reason is that job seekers as well as incumbent workers wishing to improve their income do not have the skills necessary for these higher paying jobs. Another possible reason employers are having difficulty finding workers for their higher paying jobs, particularly in a county where 45% of the residents have a college degree and another 33% have some college, may be that residents have chosen to work outside the county (40% of the workforce) for even higher wages.

A disturbing employment trend that warrants serious study by the Board is that a high percentage of jobs are being created at the very high or very low wage scales. Noticeably fewer jobs are being created in the “mid-range” wages. This “hour-glass” job creation situation poses many problems for low-wage workers who cannot move up to mid-range jobs because they no longer exist in sufficient numbers.

Growth and Declining Industries:

In reviewing projected economic expansion for Contra Costa over a seven-year period (1995 to 2002), nonagricultural employment in Contra Costa County will grow by 62,400 jobs, including both full-time and part-time positions. Most of the industry divisions will show increases; however, one-half of the job additions will be in the services industry division. (See Attachment 6.) Source: Labor Market Information Division of EDD. (Internet address: www.calmis.ca.gov)

The services industries will add the largest number of new jobs in the county: 31,100 between 1995 and 2002. Expansion in business services alone will account for 51 percent or 15,800 of new jobs in the services division. The industries in business services (see table below) include a wide variety of activities ranging from computer programming to building maintenance. Personnel supply firms will continue their recent fast rate of growth and add about 6,100 jobs over the seven-year forecast period.

Contra Costa County
Industries in Business Services: New Jobs 1995-2002

Personnel Supply Services	6,100
Misc. Business Svcs. Inc.\ Security Services	4,800
Computer Programming, Data Processing and Other Computer Related Services	3,300
Building Maintenance, Pest Control	800
Misc. Equipment Rental & Leasing	400
Mailing, Commercial Art, Photo, Steno Services	200
Consumer Credit, Collection Agencies	less than 100
Advertising Services	less than 100

Current and Projected Unemployment Rates:

The unemployment rate in Contra Costa County (2.4%- Dec.'99) is low and is projected to remain low. Job openings exist and will continue to be available as the economy expands. However, the economy is also changing, and at a fast pace, and consequently the skills required by employers are changing too. As a result, the workforce development community can no longer rely on traditional labor market information as the means to determine the workforce skills needed by the market place. New ways of looking at our county and regional economy and workforce issues need to be addressed by the Board. In addition, individuals traditionally not in the workforce, such as those with serious barriers to employment, will need special assistance to become employable and to fill the jobs created in this economy. The Board will develop strategies to address this issue.

The Contra Costa County labor force as of December 1999 was 501,700. The employment rate in the county was 97.6%, or 489,700 employed county residents. The number of unemployed was 12,000, or 2.4%. The city with the lowest unemployment rate was Moraga, at 0.8%. The city with the highest unemployment rate was San Pablo, at 5.0%.

The unemployment rate for the workforce investment area (excluding Richmond) was 2.2%. The cities with the highest number of unemployed in the workforce investment area were: Concord – 1,640, Antioch – 1,180, and Pittsburg – 930. The Board plans to initiate studies to develop specific strategies to address areas with high unemployment rates, such as those communities such as North Richmond, San Pablo, Pittsburg, Bay Point, and Concord. The Board will also work with the Richmond WIB to address Richmond's CalWORKS clients.

The unemployment rate in California at this same time was 4.9%, and in the East Bay as a whole (Alameda and Contra Costa) it was 2.5%. This is compared to the unemployment rate of 2.4% in Contra Costa alone, and 2.2% in this workforce investment area (excluding Richmond).

From a historical perspective, the unemployment rate in Contra Costa County was:

	<u>Rate</u>	<u># unemployed</u>	<u># employed</u>
December 1989	3.5%	14,600	399,500
December 1992	6.3%	28,300	420,000
December 1995	4.8%	21,800	433,500
December 1998	3.0%	14,300	469,600
December 1999	2.4%	12,000	489,700

(Source: EDD Labor Market Information Division Internet address: www.calmis.ca.gov)

According to economist Dr. Tapan Munroe, a slow down in the economy can be expected in the first quarter of 2000 due to the build up of inventory the fourth quarter of 1999. A review of unemployment rates over the past several years does indicate that unemployment rates go up the first quarter of the following year, and then decline. Over the past several years, even though the unemployment rates have gone up the first quarter of each year, they are still less than the unemployment rate at the same time the previous year.

Dr. Munroe's view is that with the New Economy, expansions of the economy will be longer, as is currently the case, and slow downs will be shorter and less drastic. If this is the case, Contra Costa can

expect continued lower unemployment rates and economic expansion, provided a skilled workforce is available to retain and expand this county's businesses, and attract new ones.

Labor Market Information (LMI):

Labor market information is valuable in determining occupations with the greatest employment and those with the greatest growth, the skills required in those occupations, the wages paid, and in which industry those occupations are found. This information is important for individuals seeking employment and those incumbent workers wishing to find jobs that pay higher wages.

The information is critical to education and training institutions in the workforce development system to enable them to adequately prepare the workforce for those occupations. It is also important to know those occupations that are in decline so that skills training is not directed in areas where employment can no longer be found. The Board plans to employ increasingly sophisticated labor market data analysis to ensure that it strengthens the link between what jobs are in demand and what training programs prepare candidates for those jobs. This information will allow for greater efficiency of the Board's resources.

Employers also find the wage information useful in comparing wages paid in their industry for the same or similar occupations.

Current available labor market data for Contra Costa projects the following information for the period of 1995-2002:

TOP TEN OCCUPATIONS WITH THE MOST OPENINGS

OCCUPATION	JOB OPENINGS
Cashiers	4,650
Salespersons, Retail	4,410
General Managers, Top Execs	3,810
General Office Clerks	3,260
Waiters and Waitresses	2,710
Secretaries, General	2,390
Teachers, Secondary	1,940
Teachers, Elementary	1,890
Receptionists, Info Clerks	1,670
Counter Attendants-Food	1,600

TOP TEN OCCUPATIONS WITH THE GREATEST GROWTH

OCCUPATION	ABSOLUTE CHANGE
General Manager, Top Execs	2,430
Cashiers	1,570
Secretaries, General	1,550
General Office Clerks	1,530
Salesperson, Retail	1,510
Waiters and Waitresses	1,250
Teachers, Elementary	1,210

Receptionists, Info Clerks	1,080
Teachers, Secondary	1,070
Truck Drivers, Light	1,060

TOP TEN OCCUPATIONS WITH PROJECTED DECLINES

OCCUPATION	JOB DECLINES
Billing, Posting, Calc Machine Ops	-130
Refuse Collectors	-110
First-Line Suprs/Mgrs-Help, Laborer	- 90
Crushing, Mixing Mach Ops, Tender	- 80
Chemical Plant, Systems Operators	- 80
Typists, Including Word Processors	- 70
Petro Refinery, Control Panel Ops	- 60
Welfare Elig Workers, Interviewers	- 60
Service Station Attendants	- 50
Millwrights	- 50

(Source: EDD Labor Market Information Division Internet Address: www.calmis.cahwnet.gov)

Industry Cluster Analysis for Job Growth and Employment Sustainability:

While the labor market information available is useful, there are two main challenges with the data: 1) many of the occupations surveyed are no longer as relevant as they were twenty years ago, particularly in this economy where workers are expected to be multi-tasked, undertaking assignments in a number of “occupations;” and 2) seven year projections and yearly surveys are based on a sample survey of employers at a particular point in time. With this fast changing economy, “just in time” labor market information is needed if the job seekers and workers are to be adequately trained in the skills needed by the market place. The Board plans to initiate strategies to improve the procurement, analysis, understanding, and application of labor market information for workforce investment purposes.

In Section III. B., Determine Needs of Employers, strategies by which to obtain more relevant information on the skills needed by employers, Industry Cluster studies are identified.

In looking at an industry cluster, one is looking at a group of companies that rely on an active set of relationships among themselves for individual efficiency and competitiveness. These relationships fall into three general categories: buyer-supplier relationships, competitor and collaborator relationships, and Shared-Resources Relationship. Industry clusters, such as bioscience, software, telecommunications, petrochemical, are main industries in Contra Costa County. Surveying these clusters has positive implications not only for the workforce development community in looking at the skills necessary in that cluster, but also for the economic development community in defining medium term strategies for retaining, establishing, and growing regional industry and in organizing long term strategies to sustain regional growth. As earlier mentioned, the Board plans to work closely with economic development organizations on industry cluster analyses and continue to support work that is already under way.

D. Job Skills Needed to Attain Those Opportunities

The *Occupational Outlook Report 1999 Contra Costa County* provides more specific information on these and other occupations with projected job openings or growth, including skills and educational/training requirements, wages, promotional opportunities, employment outlook, supply and demand assessment, major employing industries, and schools offering related training programs for the occupation.

This report can be obtained by contacting the Workforce Investment Board, or on the Internet address: www.calmis.cahwnet.gov. Look in the CCOIS section. Also on the EASTBAY Works website: www.eastbayworks.org information on these occupations can be obtained by linking to “ASK for LMI.”

Attachment 7 contains survey information, collected over the past several years, on those occupations with the most openings identified above. Job skills needed to attain those occupations are identified.

IV. LEADERSHIP

A. Transfer of Interim Board Authority

As earlier noted, on December 7, 1999, the County Board of Supervisors designated the Contra Costa County Private Industry Council to act as an Interim Workforce Investment Board in order to develop the local area Workforce Investment Strategic Plan and oversee other activities supportive of the implementation under the Workforce Investment Act. The Board of Supervisors’ action also called for a slate of candidates to be presented to its Internal Operations Committee in January for possible Board of Supervisors appointment to the Contra Costa County Workforce Investment Board in late January.

The 35-member Workforce Investment Board, which was appointed on March 7, 2000, has taken over full responsibility for the further development of plans and actions necessary to implement the Workforce Investment Act. The Workforce Investment Board, as envisioned by Congress, is a substantially new workforce development policy body. The Workforce Investment Board is comprised of many former members of the Interim Workforce Investment Board; yet the majority of the twenty private sector Workforce Investment Board members are new to any workforce development public policy development board.

B. Conflict of Interest Provisions

The Workforce Investment Board will work closely and expeditiously with County Counsel to develop appropriate Conflict of Interest guidelines to be included in its Bylaws. The standard of conduct will set forth policies so that its members will:

- Avoid situations which give rise to a suggestion that any decision was influenced by prejudice, bias, special interest, or personal gain;
- Exercise due diligence to avoid situations which may give rise to an assertion that favorable treatment is being granted to friends and associates;
- Not solicit or accept any money or any other consideration from any person for the performance of an act reimbursed in whole or part with any public or private funds; and

- Shall not cast a vote in the provision of services by that member (or any organization which that member represents) or vote on any matter which would provide direct financial benefit to that member or any business or organization which is the member directly represents.

C. Provision of Leadership Role in Policy Development and Implementation

The Workforce Investment Board will be the primary venue for the development of workforce development strategies within Contra Costa County. The Board will function as a facilitator among the broad range of workforce development entities within the County and region to ensure that those resources available for workforce development are leveraged to the greatest extent possible and are appropriated in a manner that best meets the needs of the community. This will be achieved by fully engaging the employer community on a regular basis to obtain their perspectives on workforce development issues. It is expected that periodic forums will be convened to ensure that the Board is obtaining timely, relevant, coordinated and accurate information on local workforce development issues and labor market dynamics. Additional information will be obtained through the use of Board standing and ad hoc committees. These committees will further ensure that the procurement of information and diverse perspectives are obtained and considered in the development of workforce development strategies, policies and performance standards.

The Board will also provide leadership within the community by initiating numerous strategic initiatives on behalf of itself and its workforce development partners to ensure that its goals and objectives are met or exceeded.

On February 23, 1999, the County Board of Supervisors took action to empower the future Workforce Investment Board with the responsibility to oversee the development of the County's CalWORKs and U.S. Department of Labor (Workforce Investment Act) policies. The Workforce Investment Board will consider in 2000 its CalWORKs responsibilities. It is anticipated that it will focus on policies that align and continue to effectively link future planning for CalWORKs with the workforce development strategies of the larger workforce development system within both the Contra Costa and the City of Richmond Workforce Investment service delivery areas. Summary information regarding Contra Costa County's CalWORKs Plan and coordination efforts is included in Attachment 8. It is not the intention of the Workforce Investment Board to redesign the County's CalWORKs Plan or strategies, but to ensure that workforce development strategies eliminate duplication and best utilize resources to serve this customer group, among others.

D. Local Board Assurance That the Local System Contributes to Statewide Goals

The Workforce Investment Board will ensure that the Contra Costa County Workforce Investment Services Delivery Area contributes to statewide goals by 1) meeting quarterly with state and regional agencies responsible for statewide workforce development goals, 2) attending conferences and other meetings germane to state and local performance measurement, and 3) reviewing the local Workforce Investment Strategic Plan on a semi-annual basis to ensure that the Board's strategies, policies, goals and objectives remain consistent with the state's goals and objectives. While local workforce investment boards have been granted broad policy latitude, the Workforce Investment Board recognizes that attaining state and local performance goals requires close cooperation and sound collaboration.

E. Prohibition of Local Workforce Investment Board Direct Service Delivery Without Waiver

Neither the Workforce Investment Board as a body nor its staff intends to provide training services as prohibited in Section 117(f)(1)(A) and (B) and as defined in Section 134(d)(4) of the Workforce Investment Act.

F. Assurance of Public Access to Board Meetings

To ensure public access to Workforce Investment Board meetings and activities, and the membership of the Board, the following practices will be used:

- Board and committee meetings will be noticed at least five days prior to the day of the meeting;
- Board and committee meetings will be posted on the Workforce Investment Board’s website at least five days prior to the day of the meeting;
- Board membership will be posted on the Workforce Investment Board’s website and made available by telephone; and
- Board meetings will be held in ADA- compliant facilities.

V. LOCAL ONE-STOP SERVICE DELIVERY AREA

A. Description of the One Stop System in the Local Area

Over three years ago, Contra Costa County began the arduous task of restructuring workforce development service delivery. These efforts provide the groundwork for implementation of the Act, and have resulted in establishing strong relationships with many workforce development partners. As a founding member of EASTBAY Works, the regional partnership serving Alameda and Contra Costa counties (see Attachment 9 for more specific discussion of elements defining this system), Contra Costa County has benefited from successful regional systems-building that has supported the buildout of five one-stop career center sites and helped refine an impressive “operating system” both within the county and regionally. This work positions Contra Costa County for the expansion and integrated program design under the Workforce Investment Act.

Contra Costa County will be served by two Workforce Investment Boards. In order to assure a seamless system serving all of Contra Costa County, Contra Costa County and the City of Richmond have agreed to specific areas for additional coordination. (See Attachment 10.)

As earlier noted, there are presently five sites in Contra Costa County that are offering services as One-Stops. EASTBAY Works Career Centers are located in San Pablo, Concord, Pittsburg, Antioch, and Brentwood. (The Richmond WIB operates two one-stop centers within the City of Richmond.) Contra Costa County partners with the Alameda Private Industry Council to offer services from a sixth site located in Pleasanton to better serve residents and employers in the southern part of Contra Costa County. It is anticipated that the system will be expanded to include satellite sites as well as a network of affiliate sites to better assure access to services. Some of the sites mentioned above may become satellites and others will be comprehensive service points under the Act.

Centers were developed in response to the California Vision for One-Stop Centers, and are networked electronically as part of the EASTBAY Works system. The Centers have benefited greatly from the regional collaboration serving Contra Costa and Alameda counties. Innovative technology assists staff to better capture demographic and activity data, manage customer information, assess needs, and more

efficiently deliver services. Centers have the ability to share data between any sites within the system. Staffs at all centers have access to training and other support services that are available regionally. EASTBAY Works Career Center sites are located at the following addresses:

Antioch
218 I Street
Antioch, CA 94509

Brentwood
120 Oak Street
Brentwood, CA 94513

Concord
1875 Willow Pass Road
Concord, CA 94520

Pittsburg
415 Railroad Avenue
Pittsburg, CA 94565

San Pablo
1510 International Market Place
San Pablo, CA 94806

B. Process for Selecting Operator(s)

The Interim Workforce Investment Board, through its One-Stop Committee, will review One-Stop operator options. *It is expected that a decision will be reached at the March 2000 board meeting.* Criteria will have as its foundation the Baldrige Principles. Based on review of other state plans, it is anticipated that California will also set some criteria standards for defining comprehensive centers. These principles will be incorporated into the process used within this county. Evaluation for re-certification will be based on measurement against the criteria and measurement established as part of the certification process. Four criteria that will be included are: 1) universality, 2) service integration, 3) accountability, and 4) customer choice. These principles are also the foundation of the California Vision for One-Stops and have served as the principles for planning and implementation since the inception of the Career Centers in this county.

The Appeals process will begin with a letter to bidders indicating intent to award that will include the timeframe and instructions for filing an appeal. Any agency desiring to appeal will have full opportunity to do so by submitting that intent in writing to Board staff or any agency it designates. There will be a scheduled hearing date within one week of the issuance of the letter of intent.

C. Service Coordination

The Board intends to provide integrated service delivery through the One-Stop Centers. The precedent has been set in Contra Costa County through the existing model used for provision of JTPA services, and this integration of staff, and coordination of services will be expanded under the Act to include coordination of all core services, specifically those common to more than one mandated partner's programs. Discussion is moving forward to clarify these relationships and will specify the level of staff coordination. The foundation for this work can be found in the attached draft MOU, specifically the matrix of services. Further detail will be available in a companion MOU to be negotiated among the partnering agencies once a program operator(s) is/are certified.

D. Delivery of Core and Intensive Services

Core Services: The Act provides for progressive levels of services for job seekers. Core Services will be available to all customers entering a Center. It is anticipated that there is an overlay in the core services

required of the various mandated partner programs, and therefore integrated delivery will eliminate duplication of services and streamline delivery for all customers. Most mandated partners will be involved in providing integrated core services through the One-Stop Centers, while some partners may focus on intensive services (e.g., State Department of Rehabilitation).

Customers will use Core Services in a largely self-directed manner, with limited assistance. Services and activities may include the following:

- Provision of employment information, including job vacancy listings, skills necessary to obtain employment in specific jobs, demand occupations, and the earnings and skill requirements for those in the local, regional, and national labor markets;
- Provision of information regarding filing claims for unemployment compensation;
- Determinations of eligibility for services requiring criteria-tested eligibility;
- Outreach and orientation to Center services; Provision of performance and cost information on eligible providers of training services; Provision of information on the availability of supportive services, including childcare, transportation, and referral to such services, as appropriate;
- Assistance in establishing eligibility for welfare-to-work activities and other financial aid for training and education not funded under the Act; and
- Other self-service and informational services that are no cost or low cost.

Core Services requiring staff assistance are available to those who demonstrate or are identified as needing additional assistance in their job search and may include the following:

- Job search and placement assistance, and where appropriate, career counseling;
- Initial assessment, of skill levels, aptitudes, abilities, and supportive services needs;
- Follow-up services for Workforce Investment Act-funded customers placed in employment for not less than 12 months, as appropriate, after the first day of employment; and
- Other staff-assisted services.

Intensive Services: To receive Intensive Services, the initial assessment shall document that the individual being provided such services is eligible in accordance with the Board's written policy for services. Intensive Services may include the following:

- Comprehensive assessment of skill levels and service needs, which may include diagnostic testing and in-depth interviewing to identify employment barriers;
- Development of an individual employment plan, to identify the employment goals, and the combination of service activities necessary to achieve the employment goals;
- Group counseling, individual counseling and career planning;
- Case management for customers seeking training services; and
- Short-term prevocational services including development of learning, communication and interviewing skills, punctuality, personal maintenance and professional conduct, to prepare individuals for employment.

The Board will work closely with various partners and organizations to ensure that clients with multiple barriers to employment receive appropriate intensive services, including those with disabilities, weak work histories, and veterans.

(See also Attachment 9 for more information on service delivery.)

E. Leveraging of Funds to Create a More Effective System with Business and Other Client Involvement

It is the intent of the Board on behalf of the larger community of workforce services and related support providers and other stakeholders to assure the successful leveraging of available funds to best deliver effective services to businesses and other clients. Toward that end, the selection of the One-Stop Operator will be based on the ability of that agency to serve as a successful broker of the multiple funding streams supporting each center and its services and to be actively involved in seeking additional funds to support expansion of services and to assure a full array of core services are available to anyone coming into the system for services.

The Board is committed to meet present and future needs of businesses, employers and individuals. This will be done by restructuring services presently available through each partnering agency into a network of coordinated services that complement and support each other. This reconfiguration will better meet existing needs of customers and through leveraging, result in more flexibility to accommodate future needs.

F. Needs of Dislocated Workers, Displaced Homemakers, Migrant Farm Workers, etc.

During its first year of operation, the Board will develop and refine strategies to identify and meet the needs of targeted customer groups in a workforce system that is universal, seamless, customer-focused and performance-based. Activities and programs will be assessed for effectiveness and responsiveness and continuously improved to expand outreach and marketing to customers, increase staff development, engage in cross training, and build partnerships with public and private entities that work with targeted customer groups. These strategies will support success in achieving individual goals, as well as state and local performance outcome goals, and will ensure non-discrimination and equal opportunity.

- **Dislocated Workers:** The Board will ensure exchange of information and coordination of programs with economic development agencies serving the county to develop strategies that may avert business closings and mass layoffs and accelerate the re-employment of affected individuals. Marketing and outreach efforts will increase awareness of available services to groups such as potential dislocated workers, employers, organized labor, economic development agencies, chambers, and other agencies. The Employment Development Department has permanent staff located at each One-Stop Center to ensure that unemployment insurance claims are filed by phone access at the One-Stop Centers and that dislocated workers are directed to job listings on CalJobs and all other online and on site resources. Worker profiling will increase responsiveness to re-employment needs of the dislocated worker. This work will include coordination through Rapid Response efforts and collaboration with appropriate partnering agencies, including the Employment Development Department. Early identification and timely referral will maximize effectiveness of the workforce investment system for dislocated workers.
- **Displaced Homemakers:** As identified in the Carl D. Perkins Vocational and Applied Technology Act and in the Workforce Investment Act, displaced homemakers may be served through access to quality vocational education programs that lead to high skill, high wage occupations. Employment and training needs will be addressed through efficient referral as well as integrated service delivery at the One-Stop Centers. Displaced homemakers will benefit from the wide array of core services available through the One-Stops and the expertise partnering agencies already have with successful work with this targeted customer group. Non-traditional employment will be one of the career opportunities that will be readily accessible to those coming into the workplace as displaced

homemakers. The Board's goal is to work closely with displaced homemakers to ensure their ability to become and remain economically self-sufficient as quickly as possible.

- **Low-income Individuals:** In the Contra Costa County service area, the Workforce Investment Board is also the policy/planning body for CalWORKS. This is to ensure that those who are striving toward economic self-sufficiency are an integral part of the system design and that services are prioritized to assist those most in need and those who are not yet earning a living wage. Through the designation of affiliate sites, it is anticipated that a stronger collaboration with local community-based organizations that serve targeted populations will result in a system that offers a continuum of services for those moving toward self-sufficiency and toward financial security.
- **Public Assistance Recipients:** As earlier mentioned, the Workforce Investment Board as policy/planning body for CalWORKS and will ensure that local planning for welfare reform is an integral part of the planning process for design and delivery of services under the Act. These planning efforts have been the basis for the development of local partnerships designed to best serve the needs of unemployed or under-employed individuals who are working to achieve economic self-sufficiency. Recognizing the value of the one-stop concept and services for meeting these goals, staff from the Contra Costa County Employment and Human Services Department delivers case management at the one-stop centers and will continue to provide critical services to support this customer group. It is critical to the larger workforce development system that this type of local partnership be sustained, thus avoiding duplication of effort and ensuring the seamless delivery of services to those most in need. The Board will work closely with the Richmond WIB to address CalWORKS client issues within the City of Richmond.
- **Women and Minorities:** The Workforce Investment Board will address the issues specific to women and minorities by setting local priorities for resources to best serve those most in need. Childcare and transportation are two of the most serious barriers to employment for these two targeted groups. Support services referral, targeted program resources, and affiliation with other agencies will be some of the strategies employed to bring the needed services to these populations. Some of the mandated partners funds can specifically address the needs of these customers as well as access to adult literacy and basic skills attainment through education partners. The Small Business Development Center will also work with the Board in exploring new strategies to assist women and minorities with small businesses.
- **Individuals Training for Non-traditional Employment:** Nontraditional employment is defined as employment in occupations for which individuals from one gender comprise less than 25% of the occupation's workforce. To encourage the training and retaining of individuals in such employment, non-traditional training programs and related services to support entry into those occupations will be provided as appropriate. It is anticipated that the local training providers' list and the statewide training providers' list will specify providers who offer nontraditional training services. The Board anticipates working closely with labor organizations and other partners that are well positioned to address the complex challenges associated with non-traditional employment.
- **Other Individuals with Multiple Barriers to Employment:** The Board will ensure enhancement of employability to increase the earning potential of individuals with multiple barriers to employment. Strategies to address individual needs will include literacy and basic skills assessment and referral, occupational skills training, job analyses, job accommodations, disability awareness training, and other activities that will address barriers and support the achievement of positive employment outcomes. Individuals with multiple barriers to employment will be offered a continuum of services

to include education, job training, career counseling, and development to enhance achievement and retention of employment. The Board will work closely with community organizations and public agencies to develop new and innovative strategies to address these challenges.

- **Older Individuals:** The Board will assure that special accommodation within the One-Stop Centers is targeted to the special needs of the older worker, an increasing percentage of the workforce. These may include larger print, large text availability on computers, and hearing devices. In addition, partners who serve older workers will be encouraged to bring their expertise. Title V programs will ensure that these customers receive assistance in keeping skills current and develop new skills. Opportunities for work as staff within the centers will continue to be an available option, building on the positive effect of peer-to-peer support in accessing services, identifying other supporting services and resources specific to the needs of the older worker.
- **Individuals with Limited English Speaking Ability:** Contra Costa County's service area, like most of the state, has many individuals with limited English speaking ability. Recent demographic studies suggest that California's future population will consist of a higher percentage of people with limited English speaking ability. Partnering with the adult schools and the community colleges brings resources into the One-Stop Centers to better address the needs of these individuals. Presently, resources are being designed in various languages to begin addressing this need. Translation of some online resources, procedures and policies, and labor market information are three examples of the effort to make resources more accessible to these customers. In East County, which has a relatively high number of residents with limited English speaking ability, there are staff who are bilingual. One of the most effective strategies will be forming alliances with community-based organizations with knowledge of the customs and specific issues of certain ethnic groups located in the county, and often with staff who are multi-lingual.
- **Individuals with Disabilities:** The Board will ensure that all sites are in compliance with accessibility requirements and that equipment and resources are available to ensure reasonable access to all core services for those with disabilities. Partnership with the State Department of Rehabilitation will assure a level of staff expertise to best address those with the most disabling conditions. In addition, partnership with other entities and additional funding sources will be continued and developed to ensure provision of appropriate services and effective referral for those with less severe disabilities.

Some strategies that may be employed include the following:

- Representation of individuals with disabilities on staff, when feasible;
- Cross-training for staff;
- Disability awareness for staff;
- Outreach programs for individuals with disabilities;
- Technical assistance to employers including information regarding ADA requirements and available tax credits; and
- Outcome measures specific to this customer group.

G. Criteria for Determining Priority Service When There Are Limits on Adult Funds

In the event that funds allocated to the Contra Costa Workforce Investment Area for adult employment and training activities are limited, priority for intensive services and training activities shall be given as follows:

- 1) Recipients of public assistance who are members of the target customer groups specified in the Act;
- 2) All other recipients of public assistance;
- 3) Other low-income individuals who are members of the target customer groups including ex-offenders; and
- 4) All other low-income individuals.

Once the local Workforce Investment Board is certified, there may be additional local priority criteria established.

H. Non-discrimination and EEO, Including ADA Compliance

Operation of all programs under this Plan will be administered in full compliance with safeguards against fraud and abuse. (Presently the reference for this compliance document is the JTPA regulations). No portion of these programs will in any way discriminate against, deny benefits to, deny employment to, or exclude from participation any persons on the grounds of race, color, national origin, religion, age, sex, disability, or political affiliation or belief. Contractors must comply fully with the nondiscrimination and equal opportunity provisions (presently Job Training Partnership Act of 1982, amended), including the non-traditional Employment for Women Act of 1991; Title VI of the Civil Rights Act of 1964, as amended; the Age Discrimination Act of 1975 as amended; Title IX of the Education Amendments of 1972, as amended; and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29CFR part 34.

The Workforce Investment Board will assure the designation of an Equal Opportunity Officer who is responsible for coordinating its obligations under these regulations. Initial and continuing notice of nondiscriminatory practices and the right to file a complaint must be:

- Posted in prominent locations;
- Disseminated in internal memoranda and other written communications;
- Included in handbooks and manuals;
- Made available to each participant; and
- Included in the participant's file.

All contracts, plans, and agreements for provision of services under the Act will include provisions and nondiscrimination assurances, (reference Title 29 CFR Section 34.6 and 34.20).

I. General Job Requirements/Wagner Peyser- (See Attachment 11.)

The Board will support and improve the systems to help employers determine general job requirements and list jobs, including Wagner-Peyser Act services, through the one-stop system. This will be ensured through the following Board actions:

- Employers and labor organizations will actively participate on the Board;
- The Board will conduct focus groups with area employers to solicit input;
- Major market employers and targeted industry cluster employers will be surveyed periodically to determine current and projected training needs. These efforts will be coordinated with other partnering agencies to assure elimination of duplication;
- The Board will ensure that changes in the circumstances of local employers such as new technology, shifting market demands, etc., are addressed by the workforce training delivery system in an expedient manner; and

- Employers will be provided access to all services of the one-stop system. This will include, but not be limited to CalJobs and America’s Job Bank. Employers will continue to receive services authorized by the Wagner-Peyser Act. Many of the mandated partners have expertise in operating federal tax credit programs. All one-stop partner staff will be cross-trained in these programs to ensure full exposure to the employer community.

J. Reemployment Services for Worker Profiling re Wagner-Peyser

The worker profiling and reemployment services system will identify those unemployment insurance (UI) recipients in an Employment Development Department’s field office’s administrative area who are most likely to exhaust their claims and who would benefit from re-employment services in order to obtain employment.

If selected from the pool of UI claimants to participate in the profiling program, individuals report to an orientation session during which the program and their responsibility for participation are explained. Those not exempt from further participation proceed to an in-depth assessment interview. During the assessment interview, the participant and one-stop staff determines which of the available services are most likely to assist the participant to obtain employment. The services included on the profiling program “menu” include:

- In-depth individual employment counseling to assist those who need to make a vocational choice or overcome other kinds of barriers to employment;
- Testing for assessment purposes, utilizing such instruments as the Test of Adult Basic Education (TABE) and other self-assessment tools located at the one-stops;
- Self-directed job search, whereby individuals are assigned to make a number of job contacts then report back to a counselor to discuss the results of those contacts and to discuss ways to improve job search techniques; and
- Job search workshop training in a group setting that instructs claimants on proven methods for obtaining employment.

Participants who are assessed as needing education or job training in order to obtain employment are exempt from further participation in the profiling program if they accept referral to an education or training provider. Other claimants who are assessed as job ready and for whom there are available job orders are enrolled in CalJobs and America’s Job Bank and are also considered exempt from further participation in the profiling program. Thus, the profiling program attempts to serve only those who are most likely to benefit from the available reemployment services.

K. Veterans Service Priority

Through the one-stop centers, the Employment Development Department will provide employment and training services to veterans. Levels of service are targeted to meet or exceed the performance standards established by the Assistant Secretary for Veteran’s Employment and Training. Currently, these consist of 14 performance standards in five basic categories (placement/obtained employment, placement in jobs listed by federal contractors, counseling, placement in training, and provided some service).

L. Local Veterans Employment Representative/Disabled Veterans Outreach Program Services

The role of the Local Veterans Employment Representative/Disabled Veterans Outreach Program Services (LVER/DVOPS) staff will be accordance with Title 38 and the Special Grant Provisions of the

LVER/DVOP Grant Agreement with the Department of Labor, Veterans Employment and Training Service. The Special Grant Provisions state in part that “As recipient of funds provided pursuant to Title 38, U.S.C., compliance shall be maintained with all applicable statutory provisions and regulations pursuant to Chapters 41 and 42”. The grantee will ensure all of its service delivery points provide priority services to disabled veterans and veterans of the Vietnam-era in the provision of all labor exchange services and specifically, when making referrals to job openings and training opportunities, shall observe the following order of priority:

1. Special disabled veterans
2. Vietnam-era veterans
3. Disabled veterans other than special disabled veterans
4. All other veterans and eligible persons
5. Non-veterans.

In addition to the above categories are additional categories, which apply to all federal contractors and subcontractors for contracts of \$25,000 or more. The categories are as follows:

1. Special disabled veterans, Vietnam-era veterans;
2. Other covered veterans (e.g. Haiti, Somalia, and Granada veterans eligible to receive a campaign badge);
3. Disabled veterans; and
4. Other veterans (active duty not covered by one of the above categories) eligible person, non-veteran who is the spouse of: a any veteran who died of a service-connected disability, b. any member of the Armed Forces serving on active duty at the time of the spouse’s application, is listed by the Secretary concerned in one or more of the following categories and has been so listed for more than 90 days (1) missing in action, (2) captured in the line of duty by a hostile force, or forcibly detained or interned in the line of duty by a foreign government or power, (3) any veteran who has total disability permanent in nature resulting form a service connected disability; or (4) a veteran who died while a disability so evaluated was in existence.

The Employment Development Department will continue to comply with the guidelines and directives as stated in the Special Grant Provisions of the LVER/DVOP agreement and encourage all one-stop partners to abide by these provisions. The state will enter into and comply with a negotiated agreement.

M. Wagner-Peyser/Agricultural Community

Services to agricultural workers and employers will be provided through the one-stop centers. These services are predominantly in demand in the East and Far East subregions of the Contra Costa Workforce Investment Area. The Board will continue to use local and statewide networks to identify farmers who employ migrant and seasonal labor. Included in these networks will be agricultural employers, growers associations and the Department of Agriculture.

N. Coordination of Local Rapid Response (RR) Activity with Statewide Activities

Rapid Response coordinators and State and Federal representatives participate in the Northern California quarterly regional rapid response work group/roundtable. The group developed operational goals to be used in focusing on areas of rapid response, which have received little attention. They include:

- Enhance present regional rapid response efforts in promoting the use of rapid response as a strategy for improving employer relations, including collaborative responses to employers using private out-placement firms
- Link with economic development activities to facilitate more effective job creation efforts, responses to employer skill shortages, incumbent worker training and area redevelopment efforts
- Continue promoting the coordination and collaboration of all appropriate resources and entities
- Improve timeliness of the initial contact and planning
- Develop successful coordination models demonstrating integration of services among Trade Adjustment Assistance, Unemployment Insurance, Secondary Workers, persons with disabilities delivery
- Coordinate with One-Stop partners

These quarterly meetings are an opportunity for the Northern California region coordinators to review rapid response initiatives and strategies, sharing information, and build collaborative and coordinated systems.

In California, rapid response is a cooperative effort of the local Workforce Investment Board, the local Employment Development Department representative and other state and local organizations that may play a role in the provision of rapid response services.

The entities responsible for providing rapid response services in Contra Costa County are the Workforce Investment Board and the State, as outlined in a memorandum of understanding. The local Workforce Investment Board takes the lead in responding to Workforce Adjustment and Retraining Notification (WARN) and coordinates services with the State Employment Development Department's Economic Dislocation Worker Adjustment Act Unit, representing Unemployment Insurance, Trade Adjustment Assistance and Basic Readjustment Services. Upon receipt of a WARN notice, or becoming aware of a closure or layoff by other means, the Workforce Investment Board's Rapid Response Coordinator contacts the employer within a short period of time (preferably 48 hours or less) to provide management information regarding rapid response services. The rapid response coordinator establishes dates and times for orientations and coordinates services with union representatives, financial planners, counseling providers, one-stop partners, and other interested parties as appropriate; assists in the formation of labor-management and worker transition committees; and assists local communities in developing their own coordinated response and in obtaining access to state and federal employment, training and economic development assistance. Initial early intervention will include on-site contact with employer and union or employee representatives and will include information gathering and sharing, information on aversion to dislocations. A response strategy may include:

- An examination of possible alternatives to closing the plant or implementing layoffs
- Assistance in planning to complete the closure or layoff in a manner that reduces the impact on business and those employees who are being dislocated
- Assistance to employees in finding other jobs or identifying possible career options early and prior to layoff
- Provision of information to employees concerning unemployment insurance
- Assistance to employees desiring to enter training programs
- Advice to employers to lessen the risks of a negative public image in the local community
- Identification of support services that can help employees financially and emotionally during the transition period
- Coordinate regional rapid response services in partnership with local Workforce Boards and service delivery areas

- Facilitate state efforts to train incumbent workers by coordination with state and local Employment and Training Panel providers
- Provide or obtain appropriate financial and technical advice and liaison with economic development agencies and other organizations to assist in efforts to avert worker dislocations
- Assist the local community in developing its own coordinated response and obtaining access to state economic development assistance.
- Maintain data and information on rapid response services
- Applying for state and national grant funds when required

Specific responsibilities of the state on behalf of rapid response services include:

- Ensuring prompt distribution of WARN notices to local Boards and rapid response coordinators
- Providing technical assistance to local areas to increase coordination of other available resources, for example, the Department of Labor North American Free Trade Agreement - Trade Adjustment Assistance
- Maintaining data and information on WARN notices, employers and industry

The Board will work closely with the state and local economic development entities to develop and refine analytical tools to help predict possible layoffs or business closures within the Contra Costa County region. These tools will further strengthen the Board's ability to respond to WARN situations and other dislocation or business closure scenarios.

O. Chief Local Elected Official/Local Board Involvement in Rapid Response

Rapid Response activities, initiatives and strategies will be discussed, reviewed and receive oversight from a committee of the Board established to insure responsiveness of workforce development system to employer needs and to the economic development efforts in the county (See Section III.B.). The Chief Elected Official (the Board of Supervisors) will be invited to attend and will receive reports from this committee. The Chief Elected Official and the Board will be informed of layoffs and closures and will receive status reports of Rapid Response efforts related to identified layoffs and closures. When warranted, the Board may ask the Chief Elected Official and other public officials to become involved in addressing issues that have been identified that negatively impact a business's ability to do business in the county, thus leading to layoffs or closure. A permitting requirement is an example whereby the Chief Elected Official and/or other public officials may have authority and may be able to mitigate the problem affecting the business, thus averting a layoff or closure.

The Workforce Investment Board is responsible for tracking all rapid response activities. A new rapid response accountability compliance system will track activities and produce reports on WARN notices, dislocated workers and on-site services provided. The system will be expanded through a Network and made available to One-Stop partners to capture services provided to laid off workers not affected by WARN notifications.

P. Rapid Response Activities Available to Dislocated Workers/Employers

When working with an employer to avert or minimize a layoff, early intervention services are made available to workers as a group activity. The requirements for rapid response on-site group orientations include:

- Overview of Workforce Investment Board and Economic Dislocation and Worker Adjustment Act services
- Overview of eligibility, certification and enrollment process
- Overview of One-Stop Career Centers
- Labor Market Information and Transferable Skills Analysis
- Information about training, on-the-job training, and support services including community resources
- Training support expenses
- Documents required for certification
- Information about various workshops
- Unemployment Insurance Information
- Veteran services
- California Training Benefits
- Job Clubs and Peer Network Groups
- Establishment of Worker Transition Committee when appropriate
- Financial and stress counseling services
- Survey of reemployment interests and evaluation of orientations for continuous quality improvement
- Other job preparation and skill development services such as objective assessment that identifies occupational capabilities, vocational potential and training needs are available through the One Stop system.

Early Intervention and Aversion Plan to Downsizing and Business Closures:

Early intervention and aversion strategies to downsizing and business closures will be translated into a comprehensive system of business retention, utilizing current programs and best practices already in place in the county and state. The Workforce Investment Board's Visitation Retention and Expansion Program is designed to avert downsizing, business slowdown, and stimulate local economic growth by assisting businesses that are already in operation. The program pinpoints businesses' issues, concerns and opinions expressed during a visit or in response to a letter or questionnaire, the purpose of which is to gather information about development plans, economic concerns or opinions about their community as a place to do business. A visit by the Team, which includes representatives from the Contra Costa Small Business Development Center and local and countywide economic development entities, may be as a result of a possible need identified by the Employer Outreach personnel in the One-Stop Career Center system. Once aware of these issues, the Workforce Investment Board's Rapid Response Coordinator with the Visitation Team can identify local, state and federal programs that can help.

The Business Visitation Retention and Expansion Program provides sound business assistance linking businesses with a variety of financial, technical, environmental, health and safety, business planning, marketing, workforce development and job training resources. If a firm wants to develop a clear blueprint for the future, the program will introduce the owners to local small business development officials who can help with creating a comprehensive business plan, or link them with programs that can help them grow. Or if a company is seeking a site for expansion or relocation purposes, the program will connect them with the state trade and commerce and redevelopment agencies, when appropriate. The information gathered from the local business sector would be used to address immediate problems and developing programs and policies that promote a diversified stable local economy. The Board will solidify this program strategy under the Workforce Investment Act implementation. (Year- 1- Further development of program with economic and workforce partners including training of Employer Outreach personnel in identifying possible business retention or expansion needs to which the Visitation Team can respond; Year 1-5 - Implementation)

Dislocated Worker Initiatives and Strategies:

The Workforce Investment Board, through its Rapid Response division, will develop and enhance relationships with regional and local providers to ensure services are available to dislocated workers in the area. A program of comprehensive service strategy will include: (Year 1-5)

- Incumbent worker training as a layoff aversion strategy - exploring innovative incumbent worker training demonstration model as a strategy to save jobs, upgrade worker skills and improve employer relations
- Early intervention, sooner versus later strategies can be more successful; on-site better than off-site or bring services to the workers
- Worker transition committee opportunities to initiate peer worker projects
- Coordinating and leverage resources to provide workers and employer with the services they need
- Active promotional activities as a strategy for making employers, workers and others aware of rapid response services; developing and distributing brochures, making presentations at meetings, chambers of commerce, unions, public service announcements and informal contacts
- Identification of performance measures for successful rapid response and early intervention; measurable goals provide valuable feedback to program staff performance
- Develop partnerships as a vehicle for assisting communities to pull together during a dislocation
- Staff capacity building, continuous training to improve performance
- Coordination with private out placement agencies

Improved services to businesses and dislocated workers will be the main strategies to assess performance for Workforce Investment Act implementation. In June 2000, a special training session will be held on using the rapid response accountability compliance system. An additional objective of this training will be to prepare local staff to understand and participate in the development and use of rapid response performance measurement data under the Act.

Q. Description of Adult and Dislocated Worker Employment and Training Services Available

Training Services: Training Services are provided in a manner that maximizes customer choice in the selection of training providers. A consumer report card system has been built and will be connected to the Individual Training Accounts regionally and developed through a Board-approved procedure. Information on the options available to a customer in choosing a specific institution or training program will be available online and by other methods. This information will be provided to assure that customers have the information and resources they need to manage their own careers. This information helps the customer develop a comprehensive and realistic individual employment plan in consultation with Center vocational counselors. It is anticipated that the EASTBAY Works regional list of providers will be rolled up and compiled as part of the statewide training inventory list of training providers.

Once a customer develops the individual employment plan, a training provider is selected and an Individual Training Account is established from which to pay for the costs associated with training. The Workforce Investment Boards of EASTBAY Works may determine to have ITAs pay for training and other ancillary services, such as childcare, and transportation. This will be determined once the system is in place.

Training Services may include the following:

- Occupational skills training, including training for nontraditional employment;

- On-the-job training (may also be provided for employed workers who are employed in jobs which do not meet the locally defined self-sufficiency criteria);
- Training that combines workplace training with related classroom instruction, which may include cooperative education programs;
- Training provided by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training;
- Job readiness training;
- Adult education and literacy activities provided in combination with the occupational skill training services described above; and
- Customized training conducted with a commitment by an employer or group of employers to employ successful completers of the training.

R. MEMORANDUM OF UNDERSTANDING (MOU)

The Board will use a template that allows for customization based on the strengths brought to the system by each of the mandated partners. The MOU is designed to be a longstanding document that will have subsequent attachments that add detail and clarification as the system evolves. The MOU includes the vision of the Board and mandated partners and the pledge to participate in the mutually beneficial support of the one-stop centers and the larger development of a comprehensive workforce investment system. (See Attachment 4.)

The MOU and its attachments will describe:

- a. Services that will be provided through the One-Stop system.
- b. Equitable cost allocation plan for sharing service and operational costs.
- c. Referral among One-Stop Centers and mandated partners is included as an attachment to the MOU. (Specific referral process between One-Stop operator and partners- both mandated and additional partners- will be defined in a subsequent MOU between operation and one-stop service providers).
- d. The MOU will be in effect generally, until signatory Mandated Partners, in agreement with the Board, elect to dissolve it.
- e. Amendment procedures are outlined in the attached MOU.
- f. Additional provisions may be added as an addendum to the MOU once the certified Workforce Investment Board is seated.

VI. YOUTH ACTIVITIES

A. Description of Youth Council or Efforts to Form Council

The Interim Workforce Investment Board empowered its existing Education and Workforce Skills Committee to develop a list of a broad spectrum of individuals and organizations to act in the capacity of the Youth Council, using the Act as the primary criteria for Youth Council appointment. The process for compiling this list is in the beginning stages. The intent is to be very inclusive and comprehensive in obtaining demographic and ethnic representation, as well as the diversity of experienced youth-serving agencies and business representation. It is anticipated that this list will be ready for review by the Workforce Investment Board in the same timeframe that it receives official certification by the Governor.

B. Youth Service Connection to One-Stop

The Board has prepared and issued a Request for Proposal (RFP) that combines in school and out of school youth funds. The goal is to ensure that the contractor(s) for youth services will be able to tailor services based on individual needs and goals. Those youth who are clearly seeking employment rather than return to education, and are presently out of school, will either receive direct services specific to their needs at the One-Stop center or the contractor will assure access and connectivity to the One-Stop system. The RFP further requires the contractor(s) to utilize the technology and software used in the One-Stop system. This includes case management, tracking, job order databases, career development, assessment and other tools. This will ensure continuity of service and maximize the use of equipment, software, cross-training and other resources as one system. The Board expects that this approach will better support youth as key customers in the emerging workforce development system.

C. Coordination with Job Corps, Youth Opportunity Grants, and other Youth Programs

The Board believes that a youth program under the Act will be most successful by leveraging resources with other youth providers, and moving toward a more comprehensive system of youth services. Toward that end, the Youth Services Request for Proposal issued requires the contractor to partner with the K-12 system as well as at least two of the following:

1. Local area justice and law enforcement officials;
2. Local public housing authorities;
3. Job corps representatives; and
4. Representatives of other area youth initiatives, including those that serve homeless youth and other public and private youth initiatives.

In addition, the RFP requires utilization of subregional group work that is presently under way through the K-12 system in development of intermediaries - the connections to work-based opportunities for youth.

The Youth Services RFP is intended to ensure the best use of the Act's youth resources, leveraging of program dollars through partnerships, and increased efficiency in delivering a more comprehensive and enhanced array of services for those youth eligible under the Act.

D. Type and Availability of Youth Activities in Local Area

Contra Costa County has many strong youth services, including a longstanding School to Career partnership, EASTBAY Learns. The K-12 schools have been engaged in very successful work in developing standards, agreed to by all schools within the County. Youth are served by a variety of community-based programs, government agencies, and private efforts. The Youth Council over the next few years will catalogue these services and provide policy guidance around better alignment of various services focused on youth. The Youth Council will make recommendations to the Board to, among other things, craft a more effective system for supporting all youth in our county in their development of those skills necessary for pursuing ongoing education options, future employment, and good citizenship.

E. Strategy for Providing Comprehensive Youth Services, Including Services for Youth with Special Needs

By encouraging partnership and the leveraging of funds with those who specifically bring expertise in serving targeted youth groups, the WIB will ensure effective services for all WIA eligible youth. The

Board will establish planned participant goals for each of the above targeted groups, and will assure that resources identified in the delivery plan are appropriate to address the needs of those to be served.

F. Description of Youth Program Design Elements

All of the elements required under WIA Section 129(c)(2)(a) through (j) are part of the RFP and will be addressed by the bidders. In all cases, it is the expectation of the Board that Act funds will be leveraged with other youth providers' funds and other resources to support the design elements required under the Act and to successfully meet all performance measures. *The award(s) for this RFP is scheduled to be made on February 22, 2000.*

VII. ADMINISTRATIVE REQUIREMENTS

A. Competitive Procurement Process for Youth Contracts

The Interim WIB issued an RFP calling for either a single contractor or a consortium to respond for delivery of services to any one or combination of the three subregions of Contra Costa County, excluding the City of Richmond. Single respondents, as well as agencies, submit MOUs with partnering youth providers. Notification of intent to issue the RFP was mailed to the "Interested Party" list and posted in the local paper for three days.

The RFPs were reviewed by the Board's Education and Workforce Skills Committee. The Committee made a recommendation for award(s) to the full Board. The Board will award the bid on February 22, 2000.

B. Competitive and Non-Competitive Processes, Including Information Provided as to Availability of WIA and Related Funding

The One-Stop Committee of the Interim Workforce Investment Board will review options in partnership with the mandated partners. Their discussion will be taking place in March, after the final submission of this draft. Information will be supplied to the state once the process is determined by the Committee and accepted by the Interim Workforce Investment Board.

C. Entity to Serve as The Local Grant Recipient

The Contra Costa County Board of Supervisors is the grant recipient and responsible for the disbursement of funds at the direction of the Workforce Investment Board if the direction does not violate provisions of the Workforce Investment Act of 1998. The Board of Supervisors, through its Employment and Human Services Department and its County Auditor's Office, shall disburse the funds immediately upon receiving such direction from the Workforce Investment Board. (The procedures of this process are currently being researched.)

D. Criteria for Awarding Youth Activity Funding Including Factors Used in Identifying Effective and Ineffective Youth Activities and Providers

The following are the criteria used for evaluation of the RFP for Youth Services under WIA:

Quality of Design:

- a. Program design addresses each program purpose; addresses both out-of-school and in-school youth and has demonstrated effectiveness in providing services similar to those in this WIA Youth Program
- b. Partnering agencies include at least one K-12 and at least two of the RFP listed entities (See Section VI.C. above); leveraging additional resources
- c. Continuous improvement- plan for collecting customer satisfaction data and making improvements based on that data
- d. Demonstrated quality of training and effectiveness in working with characteristics of participants

Financial/Organization Strengths:

- a. Budget is complete and accurate; program operation reasonable, including administration plan
- b. Realistic inkind administration plan and experience supporting administrative costs with other funding sources
- c. Experience with eligibility determination

Planned Performance Outcomes:

- a. Plan for assessment of skill deficiencies at entry and skills attainment at termination
- b. Realistic process for and effective methods to assure retention for six months
- c. Past experience in meeting performance measures and assuring accountability

Coordination and Linkage:

- a. Description of collaboration with One-Stops
- b. Description of connection with intermediaries
- c. Has process for sharing information; linkages between academic and occupational learning are established

E. Local Area Definition Regarding Sixth Youth Criterion

The Interim WIB issued the RFP and requested that the Bidder response include a proposed definition:

“ Students enrolled in schools who have rated 3 or lower (out of 10) on the Academic Performance Index (API) or who lack a significant work history (lacks continuous employment for one year) will require additional assistance to complete an educational program or secure and hold employment”- Youth Development Services, (California Public Schools Accountability Act of 1999).

VIII. ASSURANCES

- A. The Local Workforce Investment Board and its staff assure that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds provided to the Local Workforce Investment Board through the allotments made under sections 127 and 132. [WIA, Section 112(b)(11)]
- B. The Local Workforce Investment Board assures that it will comply with WIA, Section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary that it has:
 - 1. Implemented the uniform administrative requirements referred to in WIA, Section 184(a)(3);
 - 2. Annually monitored local areas to ensure compliance with the uniform administrative requirements as required under WIA, Section 184(a)(4); and
 - 3. Taken appropriate action to secure compliance pursuant to WIA, Section 184(a)(5).
- C. The Local Workforce Investment Board assures that compliance with the confidentiality requirements of WIA, Section 136(f)(3).
- D. The Local Workforce Investment Board assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. [WIA, Section 181(b)(7)]
- E. The Local Workforce Investment Board assures that nondiscrimination provisions of WIA, Section 188, including an assurance that Methods of Administration have been developed and implemented.
- F. The Local Workforce Investment Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA, Section 188.
- G. The Local Workforce Investment Board assures that there will be compliance with grant procedures of WIA, Section 189(c).
- H. The Local Workforce Investment Board certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator. [State Planning Guidance VI. 11.]
- I. The Local Workforce Investment Board certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
- J. The Local Workforce Investment Board certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees. [State Planning Guidance VI. 13.]

- K. The Local Workforce Investment Board certifies that Workforce Investment Act section 167 grantees, advocacy groups as described in the Wagner-Peyser Act (e.g., veterans, migrant and seasonal farmworkers, people with disabilities, UI claimants), the State monitor advocate, agricultural organizations, and employers were given the opportunity to comment on the Wagner-Peyser Act grant document for agricultural services and local office affirmative designated offices.
- L. The Local Workforce Investment Board assures that it will comply with the annual Migrant and Seasonal action plans and that affirmative action plans have been included for Farmworker significant office requirements in accordance with 20 CFR part 653.
- M. The Local Workforce Investment Board has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners. [WIA Section 118(a)]
- N. The Local Workforce Investment Board assures that it will comply with section 504 of the Rehabilitation Act of 1973 (29 USC 794) and the American's with Disabilities Act of 1990 (42 USC 12101 et seq.)
- O. The Local Workforce Investment Board assures that funds will be spent in accordance with the Workforce Investment Act, written Department of Labor guidance, and other applicable Federal and State laws and regulations.

IX. PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

- 1. This plan represents the Contra Costa County Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act of 1998.

This Plan is submitted for the period of _____ through _____ in accordance with the provisions of the Workforce Investment Act.

Workforce Investment Board Chair

Signature

Name

Title

Date

Chief Local Elected Official

Signature

Name

Title

Date

For more information about the Strategic Five-Year Local Workforce Investment Plan, contact

Linda Chandler: <mailto:lchandler@ehsd.co.contra-costa.ca.us>