

December 2, 2019

The Honorable Eugene Scalia
U.S. Department of Labor
200 Constitution Avenue
Washington, D.C. 20310

Dear Secretary Scalia:

RE: State of Alabama Program Year 2018 WIOA Titles I and III Annual Report

We are pleased to submit the enclosed State of Alabama's *Program Year (PY) 2018 Workforce Innovation and Opportunity Act (WIOA) Annual Report*. This *Report* contains the Alabama PY 2018 program performance data required under USDOL Training and Employment Guidance Letter 5-18 dated November 7, 2018, which states were instructed to use for the PY 2018 WIOA *Annual Report*. Additionally, this *Report* details other WIOA activities conducted in Alabama during PY 2018.

Alabama continues to focus on collaboration and integration of workforce development resources throughout the state. Throughout PY 2018, we continued our transition efforts to successfully operate the State's seven new local workforce development areas. Alabama looks forward to providing Workforce Innovation and Opportunity Act funded workforce development programs to citizens as the State strives to meet the demands of employers for skilled people during this period of low unemployment.

Please direct any questions regarding the Alabama Workforce Innovation and Opportunity Act *PY 2018 Annual Report* to Tammy Wilkinson at (334) 242-5154 or Robert Brantley at (334) 309-9083.

Sincerely,

Greg Canfield

Secretary
Alabama Department of Commerce

Fitzgerald Washington

Secretary
Alabama Department of Labor

GC:FW:TW:ls

Enclosure

c: Winston Tompoe
Arthur Brooks

State of Alabama Workforce Innovation and Opportunity Act, Titles I & III Program Year 2018 Annual Report

Overview

Program Year (PY) 2018 continued to be a transitional year for workforce development in Alabama. The state reorganized from three Local Workforce Development Areas (LWDAs) to seven LWDAs as of July 1, 2017. These areas also align with the State's regional economic development areas. The new LWDAs continued to learn about the needs of employers and the workforce in their respective areas and how best to serve them. Alabama continued to focus on job skills, education, and relevant occupational skills training to give individuals skills needed to obtain a job and enjoy the quality of life they desire.

Workforce development is preparing individuals with the occupational skills necessary for work. It is recruiting, placing, mentoring, and counseling potential employees; and it is combining education, employment, and job training efforts.

Alabama's workforce development system is working to manage persistent labor shortages for skilled workers, to increase the business community's satisfaction with education and training, to ensure that workforce development activities are integrated into Alabama's economic development strategies, and to assist special populations with entering into workforce and becoming self-sufficient.

A continuous evaluation of industry needs and programs that support those needs enables the Alabama to provide the most up-to-date and innovative training available with the funding provided through the Workforce Innovation and Opportunity Act (WIOA). For PY 2018, the state continued to collect data for the new WIOA performance measures. The state reported on all measures put into place under WIOA except for Youth Median Earnings (2nd Quarter post-exit); Adult, Youth, and Dislocated Worker Measurable Skills Gains (Current Quarter); and Effectiveness in Serving Employers. The state continued to collect baseline data for these measures. State and local program administrators have benefited as Alabama progresses toward a fully-integrated workforce system that concentrates on these demand-driven accountability measures.

The Alabama Career Center System, a proud partner of the American Job Center Network, through its network of fifty (50) career centers, delivers workforce development services to employers and employees eligible for, and in need of, these services. Each Career Center System location provides customers with needed self-service and customized career services and access to education, job training, employment referral, and other workforce development services. Prospective employees may obtain career counseling and individual case manager assessment services. Those with marketable occupational and employable skills may not require Career Center System services beyond direct placement assistance. Individuals who need to be skilled, reskilled, or upskilled will receive the required training.

The principal focus of Alabama's Workforce Development System remains directed toward the fashioning of action strategies appropriate to the ongoing workforce development needs of all Alabamians. In 2007 the acquisition (with WIA Incentive Funds awarded to Alabama) of the state's Mobile Career Center Vehicle (MCCV) expanded our capacity for effective delivery of worker displacement-relief services. The MCCV is packed with many of the features offered by standing career centers, including learning needs/skills assessment tools, computerized job-bank services, and academic and occupational skills

training referral services. The MCCV has helped render needed workforce development services to many persons previously unable to effectively access these services. The highest priority for the vehicle is providing workforce development assistance to those impacted by disasters such as hurricanes and tornados. It is moved to the appropriate location as quickly as allowed by the situation. During PY 2018 the MCCV was scheduled and participated in forty-eight (48) events throughout the state to provide workforce related assistance to the residents of Alabama. These included local and regional job fairs that were sponsored by Alabama Public Television (Alabama's Corporation for Public Broadcasting affiliate.) The MCCV also engaged in business recruitment assistance, rapid response services to dislocated workers, outreach to communities with workforce development services, assistance to Veterans returning home, career fairs at schools, and emergency services to Beauregard and Smith's Station High Schools in the aftermath of the Spring 2018 tornados.

In regard to adult programs, funds are being used for on-the-job training (OJT) where up to seventy-five (75) percent of an eligible employee's salary (considered a training cost) for up to six (6) months can be reimbursed to an employer. There were also active agreements with twenty-nine (29) for-profit, non-profit, and governmental employers for incumbent worker training (funded with Governor's setaside to help current employees get trained on the latest manufacturing techniques.) Funds continue to be used to pay for tuition and the cost of books for dislocated workers, adults, and youth to attend a two-year college or other postsecondary institution to learn new skills needed to re-enter the workforce. Additionally, short-term, job-driven training is provided for dislocated workers and adults to help them acquire the skills necessary to re-enter the workforce as quickly as possible. These services were made more accessible due to the ability to transfer funds (up to 100 percent) between the adult and dislocated worker programs. During Program Year 2018, the greatest need has been for the adult program.

The funding agency for Commerce's WIOA funds is the U.S. Department of Labor (USDOL), and states have until June 30, 2021 to spend all of the PY 2018 workforce funds.

The work of state leaders, coupled with the resources and programs available, has helped increase the economic prosperity and educational attainment of its citizens. This *Annual Report* documents Alabama's record of achievement in its 19th full year of these programs.

Waiver Requests

The State of Alabama did not have any waivers in place for at least one program year during PY2018.

Effectiveness in Serving Employers Performance Measure

On August 31, 2017 the Alabama State Workforce Development Board approved Approaches 1 and 2, which are Retention with the same employer and Repeat Business Customer and recommended that Alabama research a state specific approach.

Approach 1 Retention with the same employer — addresses the programs' efforts to provide employers with skilled workers.

- This approach is useful in determining whether the core programs are serving employers effectively by improving the skills of their workforce and decreasing employee turnover.

- Number of participants who exited who were employed by the same employer during 2nd quarter and 4th quarter after exit/number of participants who exited during the reporting period
- Captured by UI and WRIS wage records

Approach 2 Repeat Business Customers — addresses the programs' efforts to provide quality engagement and services to employers and sectors and establish productive relationships with employers and sectors over extended periods of time.

- This approach is useful in determining whether employers, who receive services from the core programs, are satisfied with those services and become repeat customers. This approach also assesses the workforce system's ability to develop and maintain strong relationships with employers over extended periods of time.
- Number of establishments that received an employer service or continues to receive and received an employer service anytime with the previous 3 program years/ number of establishments that received an employer service anytime within the previous 3 program years.
- This data is captured by department data systems.

The Alabama Department of Commerce (Title I) and the Alabama Department of Labor (Title III) are in the process of transitioning to a unified reporting system and developing data sharing agreements with each of the partner agencies to glean this information so that the data collection can be centralized and reported to USDOL on this performance measure. The new AlabamaWorks reporting system provided by Geographic Solutions will start being used in March 2020.

WIOA Section 116(e) Process Evaluations

During PY2018 Alabama continued to review current evaluation requirements and developing new evaluation strategies. The state has gathered information and attended the webinars provided by the U.S. Department of Labor on the subject. One possibility that is being considered is for the Governor's Office of Education and Workforce Transformation (GOEWT) to conduct evaluation and provide data, reports, and suggestions to the State Board (see Attachment A).

In PY 2018 WIOA *Section 116(e)* process evaluation activities involved the development and provision of information products, which may assist front-line program managers' decision-making. Central to this effort is the identification of WIOA Adult, Dislocated Worker, and/or Youth program services, which appear more effective in spurring individual participants' achievement of their respective workforce development goals. Additionally, process evaluations seek to identify which WIOA service or services seem most cost-effective across identifiable demographic segments within the broader category of WIOA participants - adults, dislocated workers, and youth.

A constraining factor inhibiting any Alabama WIOA process evaluations is the limited availability of “real time” WIOA program data. In order for these evaluations to have the greatest relevance to existing and future Alabama WIOA programs, the studies must utilize actual program outcome data.

State-level evaluation studies in past years have included a longitudinal review of selected economic data series trends, aggregated at the local area and sub-area level. This effort involved the plotting of actual and relative growth, covering civilian labor force, unemployment, unemployment insurance exhaustees, unemployment insurance beneficiaries, and mass layoff data.

Such information may provide insight regarding any association between local, regional, or state-level economic or demographic circumstances and observed directional trends in local area-level WIOA program performance outcomes. There may or may not be potential for WIOA program design innovations directly resulting from this and/or other evaluation study efforts. In addition, the state has considered how to conduct other more formal evaluations that are relevant and helpful to planning these programs. During PY2018 the State discussed the development of additional universal management reports as we transition to a new centralized data management system shared by multiple workforce partners beginning. This work began in February 2019, and the new system will “go live” in March 2020.

Monthly customer traffic at all 50 career centers is tracked in order to help identify any significant trends in the number of career center customer “hits.” Where any such trends are indicated, further analysis may help suggest any causal factors behind such month-to-month variation. Application of such causal information may enable One-Stop Career Center managers to better serve their ever-expanding customer base.

Efforts to identify high demand, high growth, and high wage occupations have been increased with the access of additional resources that provide insight into occupational demands month-to-month by area. This information continues to be relayed to career counselors, educators, and training programs to help them gain sustainable employment for their students. A common response from employers has been they cannot find applicants with the skills they need for the job. There has been some ambiguity regarding skills demand in the state and various regions of the state. In addition to these efforts, we partner with The University of Alabama to conduct a skills gap analysis in the state to get a more specific idea of the types of skills businesses need in new and existing employees. This is an ongoing project with new data published by workforce area/region and statewide each year. This research will certainly continue to facilitate workforce development planning and execution. These reports are provided directly to WIOA staff, board, partners and public via email. Also, this information is available on the Alabama Department of Labor’s website, www.labor.alabama.gov and the Alabama Department of Commerce/Workforce Development Division’s website, <https://wioa-alabama.org>.

Customer Satisfaction

Alabama’s Career Centers launched a formal standardized Customer Satisfaction Survey for job seekers and employers in PY 2017. The survey is a written survey requesting feedback for the individual Career Center that provided services and is included in the *Alabama Career Center System Guide to Customer Services*. Surveys are provided to both employers and individuals. Career Centers attempt to contact customers to address any issues that are discovered from the surveys.

During PY2018, of the 1,328 job seekers responding, 97.0% considered the service exceptional (76.1%) or good (20.9%). One hundred percent (100.0%) of the 196 employers responding to the survey said service

“met expectations.”

Feedback from the surveys is considered in each Career Center and changes are made in response and as part of the Career Center’s continuous improvement plan. Additionally, as part of each LWDA’s Career Center certification process, goals have been set for each Career Center. When those goals are met, new goals are set in an effort to continually improve.

In addition to the Customer Satisfaction Survey, the Alabama Job Link (AJL) system serving customers online has a feedback option. AJL is maintained by the Alabama Department of Labor as part of its Wagner-Peyser Employment Service activities. AJL provides reports, which track complaints, participant usage, and additional metrics. These reports are distributed and discussed with staff during meetings for improvements and corrections. The State of Alabama also began implementation of a new combined data information system for *Title I* and *Title III* programs in February 2019, which will replace AJL (current *Title III* data system) and the AlaWorks system (current *Title I* data system). The state is considering incorporating a customer satisfaction survey into the system. This would allow customers to easily provide feedback and encourage a higher response rate as well as allow the State to sort the data for use in continuous improvement efforts.

Achievements

Sector Strategies and Career Pathways

In PY 2018 the State of Alabama’s LWDA’s, with the support of the State Board, made efforts in the application of industry-focused, sector strategies and career pathways. In partnership with the Regional Workforce Council for each area, targeted industry was engaged throughout the process and provided valuable feedback on the strategic plans. The success of the LWDA’s workforce models was built on cluster engagement and direction. LWDA’s have continued to meet regularly to focus on employment and training needs in their respective regions. Some of the clusters the LWDA’s focused on include Advanced/Modern Manufacturing, Automotive, Agriculture & Forestry, Aviation, Construction, Health Care, IT/Cyber Security, and Logistics/Transportation, Services – Education, Retail, Lodging, and Food Service. LWDA’s focused on three to seven of these clusters depending on the industries located in the area. Through these clusters, needs were assessed and working groups were formed to work on projects or initiatives. Even though the strategic work was industry driven, the local area also had tremendous engagement with education partners and service providers, who were also engaged at all levels of the process. This work continues today.

The increased focus on sector strategies and career pathways can be seen in the Requests for Proposals (RFP) for WIOA programs by various local areas. Requests for Proposals (RFPs) for WIOA youth program providers were released by many areas in Fall 2018, and many of them also have ongoing RFPs for occupational skills training programs. All potential proposals must align with the main industry clusters of the local area. Both RFPs also require potential proposals to provide training that allows program participants to enter into a career pathway and be able to advance within that industry cluster.

In addition to making plans to offer Occupational Skills Training Programs directly, all seven LWDA’s have an Individual Training Account (ITA) Program. Participants in the program are required to choose training in line with high demand occupations in line with the industry sectors in the state. ITAs provide educational or occupational skills training services, and they are currently the primary medium to deliver WIOA training services. ITA services may only be provided to WIOA participants by those training providers who have applied for placement and have been placed on the Eligible Training Provider List. The normal

limitation on length of training for regular WIOA funded ITAs is two years. The local workforce development areas provide all ITA services for adults and dislocated workers.

Prospective education and/or occupational skills training providers must meet specific criteria in order to obtain and subsequently retain WIOA training provider status.

Postsecondary education institutions, which offer instruction leading to generally recognized certification in high-demand occupational skills, and other institutions providing similar vocational instruction services, are among the entities, which may apply for inclusion on the Eligible Training Provider List.

Youth, especially Youth who are out of school and older, are eligible for ITAs through each LWDA's youth program. This program offers enrollment in two-year colleges, or other eligible training provider's occupational skills training class. Training is generally restricted to occupational fields of demonstrated local labor market demand. Participants are provided the appropriate supportive services, which may encourage them to remain in their respective training programs through completion. Participants receive job placement assistance upon receipt of occupational skills achievement certification.

The ITA service delivery model continues to be monitored, revised, and implemented with ongoing success. Based on the principle of customer choice, the ITA is designed to allow each participant to develop a career strategy and to pursue training based on the most effective track for his or her individual interests and skills. During PY18, approximately 4,658 individuals were enrolled in training through ITAs utilizing regular formula WIOA funds.

Work-Based Learning

Apprenticeship - The State of Alabama through its Incumbent Worker Training Program (funded through the Governor's set-aside funds) also funded an apprenticeship pilot project with Newman Technology of Alabama, Inc. located in Albertville, Alabama. This project began in PY 2017 and is expected to last for four years. Nine apprentices are currently enrolled and receiving on the job training at Newman Technology and classroom training at Northeast Alabama Community College. During PY 2018 the apprentices had several measurable skills gains, and at the end of the four years, apprentices will have earned several credentials including an associate degree in either Multi-Skilled Maintenance Technician or Tool and Die and the related apprenticeship national credential. This pilot project was funded to address employers' need for employees with these skills and a shortage of individuals with these skills in the state.

In addition to this pilot project, the Incumbent Worker Training Program funded two additional apprenticeship projects in PY2018 with Sealing Equipment Products Company and Precision Grinding, Inc. Both of these companies are participating in a consortium for Multi-skilled Maintenance Technician apprenticeship. Sealing Equipment Products Company has two apprentices and Precision Grinding has three apprentices. At the end of the apprenticeships, the participants will have earned two certifications in addition to the related apprenticeship national credential. Additionally, the employers will have employees with the skills they need to remain competitive.

On-the-Job Training - The LWDA's (throughout the state) also offer On-the-Job (OJT) training programs. The OJT program gives individuals an opportunity to learn new job skills and allows employers to train new employees while saving money on training costs. A Business Services Representative (BSR) from the local career center or WIOA administrative entity and the employer create a training plan that defines

training objectives and goals for the trainee(s). Employers may receive up to seventy-five (75) percent reimbursement of hourly wages paid to a trainee. This reimbursement serves as an incentive to encourage employers to hire individuals who do not have all of the required skills for a particular job. A negotiated predetermined training period can range from six (6) to twenty-six (26) weeks based on the skill level of the participant(s) and the training occupation. This program is designed to fulfill the employment needs of local employers by providing a trained workforce while increasing productivity and profits.

There are two (2) OJT programs: New Hire, and Performance-Based training. The ultimate goals of the two (2) OJT training programs is permanent employment upon successful completion of training.

The New Hire OJT program may allow an employer to receive up to seventy-five (75) percent reimbursement of hourly wages paid to a trainee. The reimbursement serves as an incentive to encourage employers to hire individuals who do not have all of the required skills for a particular job. This OJT training program places trainees in occupations that enhance long-term employment opportunities.

The Performance-Based training program is designed to offer training to employers for a large number of employees for a short period of training time. The training hours, training plans, number of trainees' costs, and wages are negotiated through the Workforce Development Division (WDD) Staff for five of the Governor's local workforce development areas. Employers are eligible for training cost reimbursement only if the trainee completes the training plus one day and is retained on the employer's payroll. All Performance-Based agreements are different, based on the employer's needs at that time.

Youth: Summer Program/Work Experience

The Southwest Alabama Partnership for Training and Employment, Inc. (SWAPTE) Local Workforce Development Area has a longstanding partnership with the Alabama Department of Rehabilitation Services to provide select in-school youth with the opportunity to gain work experience via a summer jobs program. This program can accommodate participants who are substantially impaired by lost vision or hearing. Special job development is done to identify areas where these young people can be productive and receive real world experience in the elements of having and maintaining employment. During the most recent summer, SWAPTE served 32 youth through this initiative.

The five Governor's Workforce Development Area's (GWDA) services for out-of-school youth ages 18 - 24 included a Work-Based Learning Activity offered through the Career Centers located in the LWDA's. This activity included work experience in public nonprofit businesses and paid internships in private-for-profit businesses. The goal of the program is to promote the development of good work habits and basic work skills by participation in a structured paid work-based learning activity. Objectives included: improving a participant's work maturity skills through meaningful work-based learning assignments and proper supervision; and/or enhancing a participant's academic and other basic skills through relevant worksite experience. Work-Based Learning participants may work up to 30 hours per week for up to 13 weeks, or a maximum of 390 hours. Participants earned \$7.25 per hour of work.

Other Youth Services

The seven local areas' Workforce Development Boards oversaw the delivery of existing programs to area youth with great success. Local area providers offered a variety of training, job readiness, and academic remediation programs for PY18 in an effort to better reach difficult to serve youth. Twenty-nine (29) providers were identified by the seven local areas for funding, and programs were implemented to make available numerous resources for youth.

The Youth programs funded by the local areas offered the following services (some activities may not have been offered by all local boards) directly or via referral during PY 2018.

- Tutoring, study skills training, instruction and recovery strategies that lead to completion of the requirements for a secondary school diploma or a recognized postsecondary credential
- Alternative secondary school services or dropout recovery services
- Activities that help youth prepare for and transition to postsecondary education and training
- Work-based learning programs that include paid and unpaid work experiences, including internships, apprenticeships and job shadowing as appropriate
- Education, offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster
- Entrepreneurial skills training
- Labor market and employment information about in-demand industry sectors or occupations available in the local area
- Leadership development opportunities, which include community service and peer-centered activities encouraging responsibility and other positive social behaviors as appropriate
- Supportive Services
- Adult mentoring
- Comprehensive guidance and counseling

The services provided through the WIOA system are evaluated on specific criteria set forth by the USDOL and by the WDD. Youth are expected to earn a credential such their GED or High School Diploma. Programs must also pre-test participants and offer them assistance in math or reading if needed. Youth enrollees are prepared for the workplace and assisted with job placement or supported in their pursuit of continuing education.

In order to meet these goals, youth receive individual assessment for academic achievement skills, assessment of occupational skills, employability, aptitudes and interests and prior work history guidance services, and services that prepare for post-secondary education and training. Youth assessed to be in need of academic reinforcement, job readiness/workplace skills, world-of-work transition services, and other available services are directed to area providers of these services. Participants may be provided either intermediate or longer-term career planning services.

State Funded Activities (Governor's Fifteen Percent)

Eligible Training Provider List

The Workforce Development Division (WDD) uses an Internet-based system to better ensure that the customers of local career centers have appropriate access to the state's Eligible Training Provider List. Development and maintenance of this system requires a great deal of cooperation between the WIOA *Title I* career center partner agencies and various training providers. Alabama career center staffs have been trained in the use of the Eligible Training Provider List.

The USDOL has provided guidance regarding methods for the certification, the gathering and reporting of performance information, initial certification of out-of-state providers, and recertification of in-state and out-of-state providers. The WDD strives to keep training program information as current and up-to-date as possible.

Presently, there are approximately one-hundred thirty-four (134) different training providers and approximately six hundred fifty-five (655) separate programs on Alabama's WIOA Eligible Training Provider List. Twenty-one (21) of these providers offer apprenticeship. The Alabama Eligible Training Provider List may be accessed at <http://www.etpl.alabama.gov>.

Incumbent Worker Training Program

The IWTP is administered through the Alabama Department of Commerce, Workforce Development Division (WDD). *Section 134(a)(3)(A)(i)* of the WIOA authorizes Incumbent Worker Training as a statewide workforce development activity. Alabama's IWTP was funded through Governor's Ten (10) Percent funds in Program Year 2018. The IWTP provides assistance to Alabama employers to help with expenses associated with new or updated skills training of current, full-time, employees. For-profit companies, non-profits and governmental organizations in operation in Alabama for at least two (2) years are eligible to apply for IWTP funds. An interested company must have at least one full-time, permanent employee other than its owner. Companies seeking IWTP funding must also be current on all state and federal tax obligations. Applicants must provide a dollar-for-dollar "soft" match to requested funds. A soft match can include, but is not limited to, employee wages, benefits, and cash payments to vendors. Each applicant was eligible to apply for up to \$30,000 of IWTP funds in PY18 subject to not exceeding the lifetime award of \$60,000.00.

Successful IWTP applicant companies contract with outside training providers to provide basic work skills training to existing employees. Applicants must demonstrate a need for upgraded skill levels for existing employees. Within their applications, IWTP companies anticipate measurable training outcomes. IWTP skills upgrade training should support company efforts to minimize lay-offs (lay-off aversion) and/or help the company remain competitive. The technical and professional training programs provided with the assistance of these funds, equip incumbent workers with specific workplace skills required to provide optimal performance within existing jobs, and may enable them to broaden the scope of their workplace responsibilities. Successful training completion should allow greater opportunities for employee retention and increased earnings potential, thus achieving one of the major USDOL goals for the IWT Program, which is layoff aversion.

The state of Alabama launched its Incumbent Worker Training Program in September 2001. Through June 30, 2019, Alabama has awarded nearly \$16,404,198 in IWTP funding to Alabama businesses, benefitting over 25,493 workers. This includes \$397,877 awarded for fifteen (15) new IWTP contracts for PY18 (07/01/18 – 06/30/19). Statewide, PY18 contracts were awarded to companies of all sizes in eleven (11) counties benefitting six hundred forty-one (641) individual workers.

Relocation Assistance

The State of Alabama through WIOA Governor's Set Aside funds provides relocation assistance to participants in need of assistance to accept employment in another location. It is intended to serve eligible adults and dislocated workers, who are unable to find suitable employment in their local area and who have secured employment outside of their commuting area (more than 75 miles) necessitating a move. This service is available statewide through the Alabama Career Center System, and information about the program is provided to Dislocated Workers by the State's Rapid Response Team when responding to mass layoffs. Due to the good economy in the State of Alabama with few layoffs, only two individuals were provided this service during PY 2018.

Rapid Response

The Alabama Department of Commerce's Workforce Development Division is designated as the State's Dislocated Worker Unit and is responsible for coordinating WIOA Dislocated Worker program services statewide. These responsibilities include the development of Dislocated Worker program policy and delivery of Rapid Response services. The Rapid Response Team, as part of Alabama's State Dislocated Worker Unit (DWU), receives advance notification of worker dislocation events, under requirements of the federal Worker Adjustment and Retraining Notification (WARN) Act. This advance notification better enables the Team's effective coordination of direct assistance and/or referral of various other agency services provided to both employers and workers affected by such dislocation events (i.e., substantial layoffs or plant closings). The Rapid Response Team may also provide these services to employers and workers affected by smaller scale dislocation events, i.e., those not triggering a WARN notification, but which are expected to have a substantial impact on the local community. These smaller scale dislocation events may come to the attention of the Rapid Response Team staff through the news media, contacts initiated by affected employers/employees, union representatives, or other state and local service agencies.

Alabama's Rapid Response activities are coordinated with federal agencies such as the USDOL's Employment and Training Administration and the Employee Benefits Security Administration. In addition, the State Dislocated Worker Unit coordinates an Information Network of available resources and representatives to provide additional transition assistance, such as; Alabama Children's Health Insurance Program (All-Kids), Alabama Industrial Training, The Governor's Alabama Workforce Council, the Regional Workforce Councils and the Alabama Community College System. The Dislocated Worker Service Agency Information Network is comprised of representatives from the:

- Alabama Department of Commerce
Workforce Development Division -
Workforce Innovation and Opportunity Act
Office of Small Business Advocacy
Regional Workforce Councils
- Alabama Department of Labor
Unemployment Compensation
Employment Service
Trade Adjustment Assistance
- Alabama Department of Economic and Community Affairs
Office of the Director
Community Services Development Block Grant Low Income Program
- Alabama College System
- Department of Human Resources
- Alabama Department of Public Health
Alabama All Kids Program (Insurance for Children Under 19)
Women Infants & Children Program
- Alabama Medicaid Agency
Affordable Care Act - Medical Services
- Alabama Cooperative Extension Service
- Alabama Department of Senior Services
- Alabama Department of Rehabilitation Services
- AFL-CIO Labor Institute for Training (LIFT)

The Dislocated Worker Unit Rapid Response Team is comprised of one (1) full time Dislocated Worker Specialist, who is an employee of the Alabama Department of Commerce and one (1) Supervisor to assist when needed with Group Employee Meetings and to manage the overall program. In situations where Rapid Response Team activities involve unionized companies, an AFL-CIO Labor Institute for Training (L.I.F.T.) representative is also included on the Rapid Response Team.

The Rapid Response Team facilitates Group Employee Meetings to increase dislocated workers' awareness and utilization of the broad range of programs, services, and benefits available through a variety of federal, state, and local sources to which they are entitled as dislocated workers. The Team's overriding objective is to ease the trauma associated with job loss and better enable dislocated workers' return to the workforce. Attempts are made to maximize each individual's fullest potential.

A strong effort is made to appropriately tailor Rapid Response services to the unique circumstances and requirements associated with each individual dislocation event. Upon learning of an anticipated plant closing or substantial layoff, Rapid Response staff schedule on-site meetings with company management and labor representatives (if employees are so represented) to discuss available assistance options. After consultation with the appropriate Dislocated Worker Network partner representatives, group employee/local service agency meetings are usually organized at the local employer's worksite. When necessary, meetings may be held at union halls or other local area community centers.

During these meetings, affected workers are provided details regarding their eligibility for and the availability of retraining services, unemployment compensation benefits, job search and placement services, health insurance continuance, pension benefits/counseling, entrepreneurial training assistance, and more.

The following is a breakout, by industry, of the number of workers affected by plant closings and/or layoffs reported to the Rapid Response Team during PY18 (July 1, 2018 - June 30, 2019):

<u>Total Individuals Laid Off by Sector (July 1, 2018 – June 30, 2019)</u>	
All Other Miscellaneous Food Manufacturing	55
All Other Miscellaneous Manufacturing	118
Anthracite Mining	372
Automotive Parts and Accessories Stores	645
Commercial Bakeries	65
Crude Petroleum Extraction	95
Dental Laboratories	30
Engineering Services	89
Farm Management Services	43
General Medical and Surgical Hospitals	40
Glass Product Manufacturing Made of Purchased Glass	80
Industrial Machinery and Equipment Merchant Wholesalers	181
Metal Tank (Heavy Gauge) Manufacturing	32
Non-Upholstered Wood Household Furniture Manufacturing	182
Offices of Other Holding Companies	84
Other Electronic and Precision Equipment Repair and Maintenance	151
Other Motor Vehicle Parts Manufacturing	585

Paper (except Newsprint)	95
Roofing, Siding, and Insulation Material Merchant Wholesalers	61
Sewing, Needlework, and Piece Goods Stores	70
Shoe Stores	88
Supermarkets and other Grocery (except Convenience) Stores	276
Support Activities for Coal Mining	152
Support Activities for Rail Transportation	650
Telecommunications Resellers	89
<u>Clothing Accessories Stores</u>	<u>41</u>
Total	4,544

Rapid Response records indicate 4,455 workers throughout the state were impacted by forty-two (33) dislocation events (companies) serviced by the Rapid Response Team during PY18. Rapid Response Team staff conducted 53 group employee/local service agency meetings during PY18.

The Rapid Response Team works closely with and encourages the Alabama Career Centers to participate in the Group Employee Meetings (GEMs) at every event and actively participates in the group employee meetings. Each dislocated worker is encouraged to visit one of our many Alabama Career Centers to activate their benefits through the WIOA. If the company may qualify as TRAA, then the process for intake or co-enrollment in the Trade Adjustment Assistance (TRAA) and the Dislocated Worker programs is covered in each GEM. When the TRAA is approved, the dislocated worker receives a letter in the mail telling them how to apply for TRAA benefits online or through one of our Alabama Career Centers.

The Rapid Response Team provides initial meetings with the companies to discuss our services through Group Employee Meetings and Layoff Aversion. During the initial meeting, the Rapid Response Team inquires about the company's position on closing and offers Layoff Aversion strategies to keep the company open. Strategies can include the Incumbent Worker Training Program, which provides up to \$30,000 dollars in training to upgrade existing permanent full-time employees per project and up to \$60,000 in lifetime maximum benefits as well as, the benefits of the other partner organizations. In January of 2018 DWU held a series of Layoff Aversion Planning Meetings to determine the appropriate activities and resources that are available to affected companies and individuals. Shortly thereafter through an Executive Order establishing the Regional Workforce Councils (RWCs) was signed by the Governor. The DWU utilizes the resources of the councils to develop and finalize all layoff aversion resources. The primary objective for the Regions is to provide a direct link to the workforce needs of business and industry (B&I) at the local level. The RWCs are business driven and business led and follow the newly created comprehensive workforce development system that supports their local economy and job development activities. All counties are served with specific focus on rural counties who typically are underserved.

If the company is adamant on closing, the Rapid Response Team asks if the reason for the closing is related to foreign trade. The Rapid Response Team encourages each company to apply for TRAA benefits during each initial meeting. During the initial meeting, the Team also schedules a date and time to hold Group Employee Meetings. During these meetings, the Rapid Response Team meets with the affected workers to discuss benefits afforded to them as dislocated workers, such as the WIOA programs, Unemployment Compensation, Introduction to our Alabama Career Center System, Mortgage Payment Assistance (Up to \$30,000), Veteran Services, Vocational Rehabilitation, the Alabama Department of Human Resources, etc. The program usually last about an hour per Group Employee Meeting.

Alabama's Career Center System Including Wagner-Peyser Act Employment Service Activities

Alabama's Career Center System, a proud partner of the American Job Center Network, works to consolidate the delivery of services presently offered to the eligible public through different state agencies, into a single, localized, seamless delivery one-stop. Services include:

- ❖ Career Services
 - Basic Services
 - Individualized Services
 - Follow-up Services
- ❖ Youth Services
- ❖ Job Training Services
- ❖ Supportive Services

Alabama's network of fifty (50) Career Centers (points of service) strategically located throughout the state, is the delivery system for WIOA *Title I* Career Basic services, Individualized service, Follow-up services, Youth services, Job Training services, and Supportive services to individuals and employers eligible for and in need of these services. WIOA Title III services focusing on hiring and job placement for individuals and business are also available through the Career Centers. Professional staff are available in Centers to assist both job seekers and employers regarding the availability of jobs, training, and skilled prospective employees to meet labor market needs. Self-help service for job seekers and employers is also available 24/7 through the automated workforce system. Employers may also communicate their specific labor market skill needs to these Centers.

A central feature of each Career Center is the Resource Area, where workforce service seekers, including job seekers and businesses, enjoy ready access to computerized databases providing details of available educational and occupational training, job openings, as well as supportive and other services. This information Resource Area also provides businesses with listings of prospective employees possessing the desired skills and work experience. Internet access is available for customers at all Alabama Career Center locations, including the Mobile Career Center Vehicle (MCCV), which brings portable workforce services to those needing them and lacking access to a local career center.

Individual job seekers, assessed to require additional occupational skills training in order to better pursue their vocational objectives, may be provided training through the Individual Training Account (ITA) program, with eligible training providers.

Employers are provided space to conduct employee candidate interviews at most Career Center locations. Additionally, case managers provide job seekers and employers with additional intensive assistance to better satisfy their workforce development needs.

Career Center staff work to reduce, if not entirely eliminate, any incidence of service redundancy or overlap among workforce development partner agencies. Achievement of one-stop services integration, and leveraging of resources rather than duplication, is the goal.

The Career Center Operations Template, developed by the State Workforce Development Board in PY2002, established a uniform services baseline associated with all Career Center locations, including the

Career Center System logo, the availability of resource areas, children’s play area, and other features. The “Career Center” brand has been in place for seventeen (17) years and helps clients, who move from one area of the state to another, to be able to recognize and access workforce services. The state recently adopted “Alabama Works” as its brand for all things workforce, and this has been incorporated into the Alabama Career Center System as was the inclusion of “a proud partner of the American Job Center Network” into the branding of the career centers.

Monthly Career Center tracking reports indicate 379,842 Career Center customer visits were recorded during Program Year 2018 (July 2018 – June 2019).

Comprehensive Career Centers (30)

1) Alabaster, 2) Albertville, 3) Alexander City, 4) Anniston, 5) Bay Minette, 6) Birmingham, 7) Brewton, 8) Decatur, 9) Demopolis, 10) Dothan, 11) Enterprise, 12) Eufaula, 13) Foley, 14) Fort Payne, 15) Gadsden, 16) Greenville, 17) Cullman, 18) Huntsville, 19) Jackson, 20) Jasper, 21) Mobile, 22) Montgomery, 23) Monroeville, 24) Opelika, 25) Pell City, 26) Selma, 27) Sheffield, 28) Talladega, 29) Troy, and 30) Tuscaloosa

Non-Comprehensive Career Centers (8)

1) Andalusia, 2) Center Point, 3) Fayette, 4) Hamilton, 5) Phenix City, 6) Roanoke, 7) Scottsboro, and 8) Valley

Itinerant Career Center (12)

1) Athens, 2) Camden, 3) Haleyville, 4) Lurverne, 5) Phil Campbell, 6) Vernon, 7) Blountsville, 8) Fort Deposit, 9) Hayneville, 10) Livingston, 11) Ozark, and 12) Gilbertown.

Note: Career Center numbers are subject to change; the Mobile Career Center Vehicle is not included.

National Dislocated Worker Grants (NDWGs)

The State of Alabama had one NDWG during PY 2018, the Reemployment and System Integration Dislocated Worker Grant (RSI-DWG) to support the purchase and implementation costs for a Title I and Title III Integrated Data System for the Alabama Department of Commerce, Workforce Development Division, and the Alabama Department of Labor. This grant is assisting the State of Alabama with its conversion to a *Title I* and *Title III* unified customer intake and data reporting system.

Technical Assistance

The State of Alabama received technical assistance from the USDOL/ETA Region 3 for its local workforce development boards in PY 2017. Maher and Maher provided technical assistance in three locations in Alabama during PY 2017. While this technical assistance was very helpful, technical assistance customized to each LWDA is needed. Customized technical assistance is requested since each area is unique and has different needs from the others. A written guide for board members on their roles and responsibilities put in simple terms is also requested.

The State of Alabama also needs technical assistance in developing sound evaluations methodologies, including evaluation of customer satisfaction. LWDAs have also requested technical assistance on apprenticeship and on-the-job training programs.

Promising Practices

In PY 2018 the Central Alabama Partnership for Training and Employment (CAPTE) LWDA implemented its Supportive Services Program to serve the area. Funds were made available to assist with the removal of common barriers to training and employment. The primary barriers remain childcare and transportation, with housing assistance growing in need as well.

The Southwest Alabama Partnership for Training and Employment (SWAPTE) LWDA along with the Employment Service provides areas businesses with the opportunity to utilize the Career Centers for Job Fairs and job seeker screening. These activities are a benefit to local business and industry as they work to meet as many job seekers as possible when they are seeking to add new staff. Large industries have held multiday screening and interviewing events during which they have been able to identify many qualified applicants over a short period of time. These programs are evaluated for effectiveness through interaction with business partners. During the past year, over 60% of the businesses that have used the Career Center services are repeat customers.

Success Stories

Adult Success Stories

At the time of enrollment, **Victoria** was a single parent of 3 small children and recently divorced. She was not allowed to work outside the home during her marriage and had no verifiable work history. Child support was her only source of income. After her divorce she knew she had to return to school to support her boys. She completed her pre-requisites using her Pell Grant, but she soon exhausted her Pell Grant after completing the second semester of nursing because she had attended the University of Alabama-Birmingham after high school but did not earn a degree. She did not know if she would be able to finish school because she did not have the financial aid she needed. A classmate referred her to the Alabaster Career Center to see if she qualified for WIOA. She graduated Jefferson State with her Associates Degree Nursing and immediately went to work with her temporary license in St. Vincent's Surgical Intensive Care Unit earning \$23.00 hour. She passed her State Board Exam one month later and is still employed as a nurse.

Ms. Abbett worked in the police reserves as a volunteer for the town of Jacksons Gap before hearing of an open position with the Dadeville Police Department. After being hired for the City of Dadeville she was placed in OJT on February 4, 2019 as a Patrol Officer trainee making \$11.00/hour. She completed her OJT on 7/27/19 and is still employed with the City of Dadeville at the current wage of \$15.40/hour.

Officer Abbett is the first female police officer for the Dadeville Police Department and is being trained to work with the local Department of Human Resources to respond to domestic violence cases and cases with children. She hopes to one day work her way up to Investigator.

Dislocated Worker Success Stories

Gary is a U.S. Air Force military veteran. He has over 40 years of experience as a mechanical design supervisor for the oil and steel industries. From 1988 to 2016, he worked as a design supervisor for KBR until he was laid off due to downsizing. On September 12, 2016, Gary came into the Alabaster Career Center requesting assistance because he found out that he couldn't re-enter the same line of work that he was doing without a degree. Gary was given local labor market information and it was determined that his previous training would work well with the local area in the robotics field so he could work in the automotive industry that is very prevalent in the area. Gary signed up with Lawson State Community College and began his college career on January 10, 2017. Gary performed exceptionally well in college

and maintained an overall GPA of 3.5 or above. However, his educational career didn't go without a few obstacles. Early in the spring, 2018 semester, Gary developed some health issues and the WIOA case manager, Janice, worked with Gary by allowing him time to recover from his illness by scheduling a gap in his training program so he wouldn't lose the funding to his training program. Gary returned to college in the summer of 2018 with his usual vigor and desire to achieve. However, another stumbling block hit in the Spring 2019 semester when one class that is required for his training program wasn't offered. His ITA had an end date of May 10, 2019. An amendment to extend his ITA time for one semester through the Summer 2019 semester was written allowing him the needed time to complete his training program. Gary graduated Lawson State Community College with an A.S. Automotive Manufacturing Technology degree on August 1, 2019 and he also received Cum Laude honors for completing with an overall GPA of 3.554.

After being laid off from her job, **Ashley** found it difficult to find employment as a software developer. During her job search, she eventually landed an interview with Rural Sourcing, Inc. (RSI). She interviewed for the position and learned via reverse referral about the On-the-Job Training Program (OJT). Austin qualified for the OJT program and she was offered employment at RSI.

She is thankful for the opportunity to work for RSI and the ability to enhance her skills as a software developer "The software industry is forever changing, and you can't get stagnant," states Ashley. "Software used in the 80's and 90's is non-existent. RSI encourages you to use their training to elevate your skill set and your career.

Youth Success Stories

Joseph had been unemployed for about a year after working at McDonald's. Prior to that he had attended Coastal Alabama Community College but dropped out due to transportation issues. He admits drifting without a plan for his future. That's when he heard about the WISE program. The WISE program is the Work-Based Industry Soft-skills Education. The Monroeville/Monroe County Community Development Corporation (MMCCDC) is the fiscal agent and administers the program.

Mrs. Thompson, Executive Director of the MMCCDC and the Monroeville/Monroe County Economic Development Authority, says that individuals like Joseph are exactly who the organization wanted to assist when it wrote the grant. Thompson said, "We target young men and women between the ages of 17-24, who need soft-skills training, basic skills training, and occupational certificates that will assist them with acquiring and retaining a job."

In addition to the classroom training, the Monroe County Public Library, participants in the WISE program work for local employers such as Barnes Enterprises, BD&S Cleaning & Security Service, the Monroeville Senior Center, and Homestead Hospice. "This is valuable work experience for our participants," Thompson added. "I had no idea what I was going to do until I saw a flyer for the WISE program," Joseph said. "I spoke to Ms. Veronica Moore and met with Mrs. Thompson."

"WISE gave me a life; I couldn't get a job because I didn't have any experience." During Joseph's training period he worked at Barnes Enterprises. His plan was to get his Commercial Driver's License so working at a transportation company was a perfect fit.

Mr. Kilpatrick, owner of Barnes Enterprises, said, "The WISE program provided my Company the opportunity to introduce Joseph to the transportation industry without bearing any of the related employment costs or the normal red tape associated with other training programs. Joseph's entry into our industry after completion of his WISE commitment is a win for our industry as well as for Joseph."

The City of Livingston had five youth complete Work Based Learning (WBL). **Dominique** is one of them who started April 2019 and completed June 2019. He was then transferred to an On-the-Job Training (OJT) contract, which he completed August 2019. He is now a full-time employee with paid time off and benefits. The City Administrator couldn't be happier. WBL is a win-win for youth and local employers.

In April 2019 a new production company opened in Sumter County. The first seven employees were WBL youth, funded through WIOA. Five of the seven youth completed 390 hours and saved the company startup costs in excess of \$23,000. The youth were then transferred to an OJT contract, where the company can receive an additional \$12,000 in reimbursed wages. Not only is the company benefitting from this program, the youth are gaining valuable experience and a full-time job.

Challenges

One of the largest challenges in PY 2018 was for LWDA's to find enough available individuals to meet workforce needs of business and industry. LWDA's throughout the state have focused on implementing strategies to address this shortfall in the labor force. With unemployment in the state at record low levels, efforts have revolved around increasing the labor force participation rate. These efforts focus on hard-to-serve populations, provide numerous and varied training opportunities, provide meaningful work experiences to younger residents, upskilling individuals already partially in the workforce, and retraining and placing dislocated workers.

Other challenges that have been noted by workforce staff in the state are customers' transportation needs in rural areas and providing follow-up services. Many customers lack transportation to go to work or attend training, and most rural areas in the state do not have any public transportation available. Local areas are looking into ways to address this challenge such as existing resources in their areas. Also, concerning follow-up services staffs have learned that intensive contact with participants is required in order to determine (in real time) the outcomes for those participants. Some strategies (that have been put into place in some areas) are to contact the person multiple times using different kinds of methods such as letters and emails to ask them if they need assistance with job searches or placement. Providing an easy way to respond such as email has increased the response rate.

The Workforce Investment Partnership

The Workforce Innovation and Opportunity Act (WIOA), *Title I*, prescribes the delivery of a wide array of skills training, job placement, educational opportunities, and other workforce development services. Both job seekers and employers may access WIOA workforce development services through the Alabama Career Center System. Career centers serve as employee/employer gateways to workforce development services and resources. Many of these services are available at the career centers' physical locations. Other services are made available through various other agencies, both directly and indirectly affiliated with the Alabama Career Center System network. This network is principally designed to facilitate customer awareness of and access to the workforce development services required to overcome barriers to employment.

WIOA funds allotted to the state are, in turn, allocated to local workforce development areas within the state. These local workforce development areas, which are charged with administrative responsibility for WIOA programs and services, use some of these allocations for career center operations within their boundaries. Alabama currently has 50 Career Center System sites including comprehensive, non-comprehensive, and itinerant Centers. A Career Center Operations template issued by the State Workforce Investment Board (WIB) in November 2002 and revised January 2010, formalized operational guidance and expectations for the Alabama Career Center System.

Groups targeted for WIOA services include Adults (aged 18 years and over), Youth (aged 14 to 24 years), and Dislocated Workers (job loss due to plant closings and layoffs). There is a greater focus on providing Adults, older Youth, and Dislocated Workers with skills leading directly to employment. More attention is given to achievement of long-term educational milestones for the younger Youth group. For this population, more emphasis is given to basic literacy training, and GED and ACT preparation than to short-term employment opportunities.

Specific strategies have been developed to ease the transition of Dislocated Workers from unemployment to reemployment. These measures include establishment of a dislocated workers Rapid Response Team, which brings information of available workforce development services directly to the affected individuals and advises these workers regarding other available support services for which they may be eligible as dislocated workers. Among these services are health insurance program information and strategies to help protect dislocated workers' pension funds. Another strategy has been adoption of the Reemployment Services and Eligibility Assessment (RESEA) program. This program identifies UI claimants likely to exhaust benefits for mandatory in-person intensive services designed to return them to work.

Priority of Services has also been established, through policy from the State WDB, for public assistance recipients and other individuals with low incomes to receive the highest priority for WIOA services after all eligible veterans and eligible spouses of veterans have been considered for services.

Workforce Development Boards

Workforce Development Boards (WDBs) (State and Local), as provided under *Sections 101 and 107* of the WIOA, are charged with the design, implementation, and ongoing operation of state-level/sub state-level workforce development programs and activities. In order to better ensure that membership on the WDBs is reasonably representative of the various public and private sector principals actively engaged in local area workforce development activity, the legislation requires that the structuring of WDBs correspond to specific membership composition criteria. The seven (7) Alabama local workforce development areas are represented by seven Local WDBs. The State WDB works to achieve ongoing, cohesive, and mutually reinforcing working relationships among the workforce development partner agency stakeholders.

Members of the State WDB are appointed by the Governor. Local WDB members are appointed by each local area's designated chief local elected official. The Governor is the Chief Local Elected Official for the five (5) Governor's Workforce Development Areas. They are North Alabama Works!, East Alabama Works!, West Alabama Works!, Central Alabama Works!, and Southeast Alabama Works! The other two areas are the Central Alabama Partnership for Training and Employment (CAPTE) and the Southwest Alabama Partnership for Training and Employment (SWAPTE). The Chief Local Elected Official for CAPTE is the President of the Jefferson County Commission. The Chief Local Elected Official for SWAPTE is the Chair of the Chief Elected Officials Council established for the LWDA.

The State WDB's collective workforce development-related knowledge and experience helps ensure that

the Board maintains a broad and encompassing perspective, and accompanying insight, regarding Alabama's workforce development system needs. Similarly, the primary focus of the local WDBs is tailored toward the specific needs of their respective local workforce development areas. State and Local WDBs seek to safeguard against giving a disproportionate amount of time and attention to any one program under their purview, such as WIOA *Title I* Adult, Youth, or Dislocated Worker operations, lest they lose an appropriate perspective on the overall state/local area system they are charged to oversee.

State and Local WDBs are the operational settings for much of the WIOA mandated coordination activities described in the following pages.

State Workforce Development Board Members appointed as of Program Year 2018:

Governor:

Honorable Kay Ivey

Representatives of State Legislature:

Alabama House – Terri Collins

Alabama Senate – Clay Scofield

Representatives of Business:

Alabama Power Company – Joseph Brown

Alabama Power Company – Steve Hildebrant

American Buildings Company – Anne Savage

Austal U.S.A. – Sandra Koblas

BroadSouth Communications, Inc. – Mike Reynolds

Bryant Bank – Bobby Humphrey

Chamber of Commerce of West Alabama – Donny Jones

Cooper Law – AJ Cooper

CrowderGulf – Ashley Ramsay-Naile

CSP Technologies – Kasey Myers

Economic Development Association of AL – Jim Searcy

General & Automotive Machine Shop, Inc – Ronnie Boles

Hyundai Power Transformers USA – Tony Wojciechowski

Jobkeeper Alliance – Patrick Cagle

Lavender, Inc. – Lawrence Lavender

Mach III, Inc. – Bruce Willingham

Manufacture Alabama – George Clark, Board Chair

Montgomery Area Chamber of Commerce – Jessica Horsley

Phifer, Inc. – Russell Dubose

Pioneer Electric Cooperative, Inc. – Cleveland Poole

Self-Employed – Sherry Vest

Silas Electric and Tree Service, LLC – Wayne Silas

The Boeing Company – Ken Tucker

Thompson Tractor Company, Inc. – Jason Long

Volkert, Inc. – Perry Hand

Representatives of Workforce:

AL Construction Recruitment Institute – Jason Phelps
Alabama AFL-CIO – Bren Riley
Alabama AFL-CIO – Mary Allbritten
Alabama AFL-CIO – Mike Fields, Executive Board
Easter Seals Alabama – Lynne Stokley
Montgomery Job Corps – Frank Coiro
Southwest Alabama Partnership for Training & Employment – Sydney Raine
Still Serving Veterans – William Webb

Representatives of Government:

Required WIOA Core Partners:

Ed Castile, Deputy Secretary of Commerce for Workforce Development
Alabama Department of Commerce, *Title I*

Jimmy Baker, Chancellor, Alabama Community College System (ACCS), *Title II*

Fitzgerald Washington, Secretary, Alabama Department of Labor, *Title III*

Jane Elizabeth Burdeshaw, Commissioner
Alabama Department of Rehabilitation Services, *Title IV*

Required County Elected Official:

Merceria Ludgood, Commissioner
Mobile County Commission

Required City Elected Official:

Mayor Tony Haygood
City of Tuskegee, Alabama

Other:

Nancy Buckner, Commissioner
Alabama Department of Human Resources

Dr. Jim Purcell, Executive Director
Alabama Commission on Higher Education

Josh Laney, Career & Technical Education
Alabama Department of Education

Alan Baker, State Representative for State House District No. 66
Alabama House of Representatives

Jeff Lynn, Vice Chancellor for Workforce and Economic Development
Alabama Community College System (ACCS)

State Level Coordination

Several State agencies partner with the Alabama Department of Commerce, Workforce Development Division and the Alabama Department of Labor to deliver WIOA sponsored services and programs, including:

- Alabama Department of Commerce, Workforce Development Division - State-level WIOA (WIOA Grant Administration); Local Area WIOA (Local WIOA Grant Administration for LWDA 1, 2, 3, 5, and 6), National Dislocated Worker Grants, Rapid Response Services, Alabama Industrial Development Training (pre-employment services), Apprenticeship Alabama, seven Regional Workforce Councils (aligned with the WIOA local areas), and the statewide Alabama Workforce Council.
- Alabama Department of Commerce, Business Division - Industrial Recruitment and Aid to Existing Industries
- Alabama Department of Education (Secondary) - Career/Technical Education
- Alabama Community College System - Two-Year College System (workforce training programs), Adult Basic Education, Alabama Technology Network, and Ready-to-Work Program
- Alabama Department of Rehabilitation Services
- Alabama Department of Human Resources - Subsidized Employment Program (SEP), Food Stamp Training Program (SNAP E&T), JOBS Program (TANF)
- Alabama Department of Senior Services
- Alabama Department of Labor - Unemployment Compensation, Employment Service, Labor Market Information, Trade Adjustment Assistance, Veterans Services, WIOA Business Outreach, Mobile Career Center Vehicle (MCCV), Staff for Career Centers

Specific interagency coordination activities include:

- A continuous exchange of customer information among: LWDA 4 (CAPTE), LWDA 7 (SWAPTE), and the Alabama Governors Local Workforce Development Areas (LWDAs 1, 2, 3, 5 and 6), the Workforce Development Division, the Alabama Department of Commerce, Alabama Department of Labor, Trade Act Programs, Employment Service/Unemployment Compensation/Labor Market Information Divisions, Postsecondary Education, Adult Education, the Department of Senior Services, the Department of Human Resources, and the Alabama Department of Rehabilitation Services. This exchange better ensures case managers' continuing access to a broad range of locally available workforce development program and services information.
- Regular on-site monitoring/assessment of the progress achieved by WIOA program participants, from their date of application through post program follow-up, by Workforce Development Division Program Integrity Section staff. This action helps determine both the level and quality of the workforce development services provided to these individuals.
- Each local area ensures that its service providers make available to program applicants and/or participants information regarding the full complement of available training/educational opportunities, support services, and other benefits to which they are entitled to receive.
- The establishment by each local area of appropriate linkages, where feasible, with programs operated under the following legislation:

- the Adult Education and Literacy Act
- the Carl D. Perkins Vocational and Technical Education Act of 1998
- *Title IV*, part F, of the Social Security Act
- the Food Stamps employment program
- the National Apprenticeship Act
- the Rehabilitation Act of 1973
- *Title II*, Chapter 2, of the Trade Act of 1974
- the Stewart B. McKinney Homeless Assistance Act
- the United States Housing Act of 1957
- the National Literacy Act of 1991
- the Head Start Act
- the Older Americans Act
- the Trade Act
- Labor Market Information/Employment Statistics
- Work Opportunity and Reconciliation Act
- Jobs for Veterans Act

Workforce Innovation and Opportunity Activity Resource Allocation

Funds are provided annually to the state by the USDOL for the provision of WIOA, *Title I*, Adult, Youth, and Dislocated Worker programs. According to the WIOA, up to fifteen (15) percent of the total Adult, Youth, and Dislocated Worker funds allotted to the state may be reserved for state-level set aside activities, which include: a) state-level program administration, b) incentive awards for local areas, which demonstrate superior program performance, c) technical assistance / capacity building services, d) activities directly and indirectly supporting the ongoing development and operation of the state's One-Stop system, e) activities supporting the compilation and statewide dissemination of listings of eligible training providers, f) evaluations of program development strategies, which support continuous system improvement, and g) the development of a statewide fiscal management system.

PY18/FY19 Federal WIOA Allocation Levels

PY18/FY19 Federal WIOA Allocation Levels	
State-Level Activities	\$4,197,894
Statewide Rapid Response Activities	580,061
Local Area Adult Program	15,080,318
Local Area Youth Program	15,517,002
Local Area Dislocated Worker Programs	17,276,589
TOTAL	\$52,651,864

Local Workforce Development Area WIOA Allocation Levels

North Alabama Works (Area 1)	
Adult	\$2,378,714
Youth	2,340,907
Dislocated Worker	3,394,223
TOTAL	\$8,113,844

East Alabama Works (Area 2)	
Adult	\$1,386,814
Youth	1,354,560
Dislocated Worker	2,926,232
TOTAL	\$5,667,606

West Alabama Works (Area 3)	
Adult	\$1,586,555
Youth	1,773,962
Dislocated Worker	1,092,847
TOTAL	\$4,453,847

Central Alabama Partnership for Training and Employment (Area 4)	
Adult	\$1,754,823
Youth	1,849,923
Dislocated Worker	2,456,860
TOTAL	\$6,061,606

Central Alabama Works (Area 5)	
Adult	\$2,899,759
Youth	3,145,928
Dislocated Worker	2,448,078
TOTAL	\$8,493,765

Southeast Alabama Works (Area 6)	
Adult	\$1,219,224
Youth	3,831,993
Dislocated Worker	2,960,591
TOTAL	\$4,436,711

Southwest Alabama Partnership for Training and Employment (Area 7)	
Adult	\$3,854,429
Youth	3,831,993
Dislocated Worker	2,960,591
TOTAL	\$10,647,013

The Governor’s Office of Education and Workforce Transformation (GOEWT)

Since its establishment in October 2018, the Governor’s Office of Education and Workforce Transformation (GOEWT) has worked to coordinate the combined efforts of Alabama’s education and workforce partners to implement Governor Ivey’s workforce development strategic plan. The touchstone of the Governor’s workforce development strategic plan is the Success Plus postsecondary education attainment goal of adding 500,000 credential Alabamians to the labor force by 2025 through an equity-based strategy that seeks to mitigate the barriers preventing members of special populations from entering the workforce. The GOEWT seeks to reach consensus on workforce policy among 24-member stakeholder groups through the GOEWT board, composed of a member from each of the 24 stakeholder groups. The GOEWT board meets monthly and holds a formal meeting and a work session. Formal votes are taken during the formal meeting to approve the items presented to the board during the previous month’s work session. During the work session, the GOEWT Coordinator presents new policy recommendations (which are vetted by the GOEWT Steering Committee [composed of state education, workforce, and industry leadership]). The board members also present on their current work during the work sessions.

GOEWT Board Member Agencies		
Alabama Medicaid Agency	Mental Health	ADECA
DHR	Commerce	Senior Services
Corrections	GOMA	OIT
Labor	DYS	Alabama Senate
Alabama House	ALSDE	ACCS
ACHE	State WDB	AWC
ADRS	Veterans Affairs	DECE
Child Abuse and Neglect Prevention	Volunteer Services	Revenue

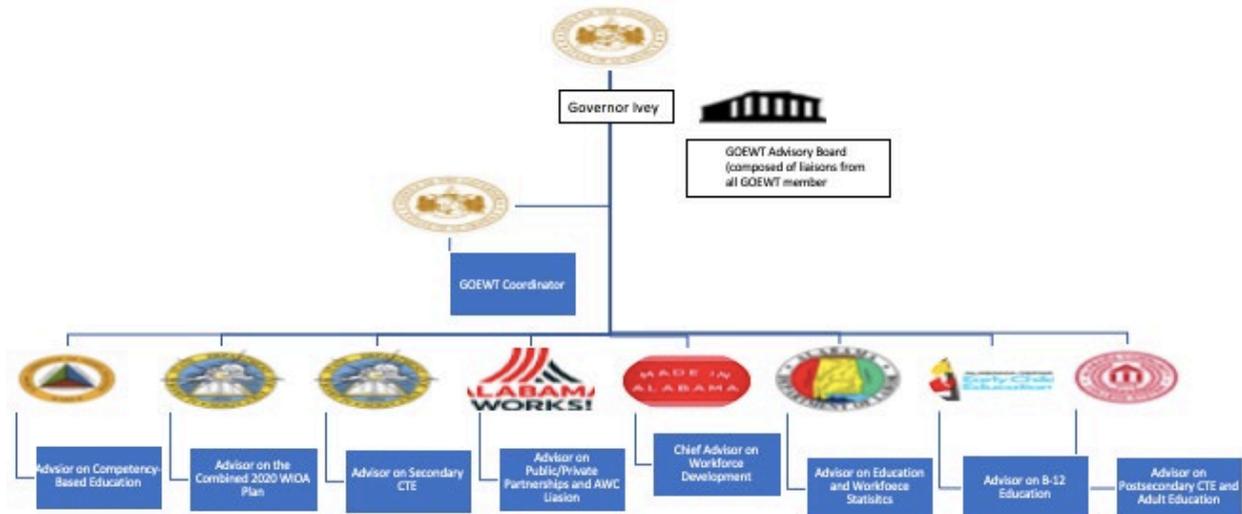
The GOEWT Coordinator meets weekly, during a Wednesday morning phone call, with the GOEWT Steering Committee and the GOEWT Advisors. There are eight GOEWT Advisors, and each Advisor is charged with managing specific projects and areas of the GOEWT scope of work to ensure that proper capacity and support exists to achieve the GOEWT objectives. The names and duties of the GOEWT Advisors are as follows:

- 1) Chief Advisor to the GOEWT on Workforce Development, Josh Laney, the Director of the Alabama Office of Apprenticeship.
 Duties
 - Director of the Alabama Office of Apprenticeship
 - Directs the implementation of the Strong, Start, Strong Finish Strategic Plan
 - Provides support to the GOEWT advisors
- 2) Advisor on Public/Private Partnerships and AWC Liaison, Brandon Glover, Director of the Alabama Power Foundation
 Duties

Attachment A

- Director of Unified Workforce Marketing, Outreach, and Branding Strategy
 - Directs equity and career pathways strategy for disconnected and incumbent populations
 - Directs the development of the Alabama Human Capital Fund and the Alabama Career Promise Initiative
- 3) Advisor on the Combined 2020 WIOA Plan, Jennifer Burt, ALSDE Administrator
- Duties
- Manages the Combined State WIOA Plan (all core and partner programs)
 - Directs career discovery and exploration
- 4) Advisor on Pre-K – 12 Education, Barbara Cooper, DECE Office of School Readiness
- Director
- Duties
- Director of the Alabama Campaign for Grade-Level Reading
 - Director of the Governor’s Advisory Council on Excellence in STEM (ACES)
 - Manages the development of essential skills and character
- 5) Advisor on Secondary Career and Technical Education, Craig Collins, ALSDE CTE Administrator
- Duties
- Co-leads the Alabama Compendium of Valuable Credentials
 - Directs the development of secondary level of the AIRRAP secondary-to-postsecondary education pipeline in valuable career pathways
 - Directs expansion of work-based learning and dual enrollment
 - Director of the JAG network
- 6) Advisor on Post-Secondary Career and Technical Education, Mara Harrison, Special Assistant to the ACCS Chancellor
- Duties
- Co-leads the Alabama Compendium of Valuable Credentials
 - Directs the development of the postsecondary and adult levels of the AIRRAP secondary-to-postsecondary education pipeline in valuable career pathways
 - Directs the Alabama Registered Apprenticeship College Consortium (ARACC)
 - Directs development of secondary-to-postsecondary and adult-to-postsecondary CTE dual enrollment and articulation pathways
- 7) Advisor on Education and Workforce Statistics, Tonya Lee, ADOL Labor Market Division Deputy Director
- Duties
- Director of the Governor’s Office of Workforce Statistics
 - Supports the P-20W Council
 - Project Developer and Manager of the ACCET
 - Project Developer and Manager of the ATLAS on Career Pathways
- 8) Advisor on Competency-Based Education, Jim Purcell, Executive Director of the ACHE
- Duties
- Develops connections between work-based learning, workplace competencies, and academic coursework to develop the “DNA” for competency-based career pathways linked to in-demand occupations.

GOEWT Organizational Structure



The Governor's Office of Education and Workforce Transformation (GOEWT) is charged with three goals: (1) to increase the labor force participation and decrease the unemployment and underemployment rates; (2) to surpass the Alabama post-secondary attainment goal; and (3) to create career pathways in all 16 career clusters for in-school youth, out-of-school youth, adults, and disconnected populations. The GOEWT was assigned three objectives to achieve the three goals: (1) to braid Alabama's federal education and workforce development funding streams to support an education-to-workforce pipeline; (2) to create and manage the Alabama Terminal for Linking and Analyzing Statistics (ATLAS) on Career Pathways and; (3) create the Alabama Industry-Recognized and Registered Apprenticeship Program (AIRRAP). The coordinator of the GOEWT was tasked with making progress against the following major projects to meet the goals and objectives of the GOEWT: (1) overseeing the development of the combined WIOA 2020 state plan to align Alabama's Workforce Development, Secondary and Post-Secondary CTE, and Adult Education Programs and to develop the Two-Pronged Alabama Career Pathways Model; (2) managing the development of the ATLAS on Career Pathways, developing the Alabama College and Career Exploration Tool (ACCET), and overseeing the Governor's P-20W Council that will govern the ATLAS on Career Pathways and the ACCET; (3) establishing the Alabama Committee on Credentialing and Career Pathways and its 16 technical advisory committees (TAC) for each industry to identify in-demand occupations and credentials of value aligned to those occupations in each of Alabama's seven workforce regions; (4) coordinating the establishment of the Alabama Office of Apprenticeship (AOA); (5) creating a unified workforce marketing, outreach, and incentive strategy; (6) providing recommendations for realigning Alabama's workforce and education programs; and (7) coordinating Alabama's federal education and workforce development grant applications. The following major projects update will focus on the first four of the aforementioned major projects, since the objectives for major projects five through seven are interwoven within the updates provided for major projects one through four

below.

Funding the GOEWT

The Carl D. Perkins Career and Technical Education (CTE) Act and the Workforce Innovation and Opportunity Act (WIOA) provide for state leadership activities to align secondary, postsecondary, and adult workforce development programs to career in-demand pathways. The Perkins CTE provides for a 10 percent state leadership set-aside and a 5-percent administration set-aside, which do not require a state match. WIOA Title I (the adult, youth, and dislocated worker programs) provides for a 15-percent Governor’s leadership set-aside fund for statewide workforce activities, which does not require a state match. Five percent of the Governor’s set-aside may be used for administration and 10 percent may be used for statewide leadership activities.¹ WIOA Title II (programs funded under the Adult Education and Family Literacy Act) provides for a 12.5 percent state leadership set-aside, which requires a 12.5 percent state match (the state match may be cash or in-kind).² The required and permissible use of state leadership and administrative funds under CTE and WIOA Title I and II are directly aligned to the goals, objectives, and strategies identified by the GOEWT.

The WIOA Title I Governor’s 15-percent set-aside has seven required uses: dissemination of the state list of eligible providers of training services; evaluations of state workforce investment programs; assistance to local areas for local and regional planning; technical assistance to local areas not meeting required performance accountability measures; assistance to local areas in establishing One-Stop delivery systems; assistance to local areas with high concentrations of eligible youth; and operation of a fiscal and management accountability system in order to report on and monitor the use of WIOA funds. Allowable uses for the Governor’s 15-percent set-aside include: administration of state activities; provision of incentive grants to local areas for performance; research and demonstration projects; supporting financial literacy; implementation of innovative training programs, such as layoff aversion strategies and sector and industry partnerships; and technical assistance to local areas implementing pay-for-performance strategies.³ WIOA II permits the use of state leadership funds to align adult education programs to other core and partner WIOA programs, to provide technical assistance to adult education providers, and to align adult education programs to career pathways.⁴

Under Perkins V, the 10-percent state leadership set aside must be used for five required activities: support for programs for special populations, and other activities that expose students, including special populations, to high skill, high wage and in-demand occupations; individuals in state institutions; recruiting, preparing, or retaining of CTE teachers; providing technical assistance to eligible recipients; and reporting on the effectiveness of this funding stream in achieving the state’s strategic vision. Perkins also includes 25 permissible uses for the 10-percent leadership set-aside, including developing statewide programs of study; establishing statewide articulation agreements; establishing statewide sector or industry partnerships; awarding incentive grants to eligible recipients; supporting the adoption and integration of recognized postsecondary

¹ The Congressional Research Service, The Workforce Innovation and Opportunity Act and the One-Stop Delivery System, 27 October 2015, accessed on 15 October 2018 <<https://www.everycrsreport.com/reports/R44252.html>>.

² U.S. Department of Education, Overview of WIOA Title II, Adult Education, 22 July 2014, accessed 15 October 2018 <<https://www2.ed.gov/about/offices/list/ovae/pi/AdultEd/wioa-overview.pdf>>.

³ The Congressional Research Service, The Workforce Innovation and Opportunity Act and the One-Stop Delivery System, 27 October 2015, accessed on 15 October 2018 <<https://www.everycrsreport.com/reports/R44252.html>>.

⁴ 29 U.S. Code § 3303

credentials and work-based learning into programs of study, and for increasing data collection associated recognized postsecondary credentials and employment outcomes or consultation with other state agencies on licenses or certifications.⁵

The Governor's Office may enter into an MOU with the Alabama Department of Commerce (the fiscal agent for WIOA Title I), the Alabama Community College System (the fiscal agent for WIOA Title II), and the Alabama State Department of Education (the fiscal agent for Perkins CTE) to transfer state leadership and administration funds to the GOEWT for the purposes of implementing the required and permissible activities for state leadership activities under WIOA Title I, WIOA Title II, and Perkins CTE. Due to the close alignment between the required and permissible activities under WIOA and Perkins and the goals and objectives of the GOEWT, implementing the required and permitted for statewide leadership under Perkins and WIOA will permit the GOEWT to achieve its goals and objectives. For program year (PY) 2017, the Department of Commerce carried-over \$2,735,708.96 of the 5-percent of the administration set-aside and \$4,704,057.91 of the 10-percent set-aside for state leadership activities. For PY 2018, the Alabama Community College System carried-over \$304,000 in WIOA Title II leadership funds. The Alabama State Department of Education carried-over \$115,000 state leadership funds and over \$600,000 in administrative funds for Perkins. The Alabama is the only state in the Union to fund Perkins and WIOA on the fiscal year system year system rather than the program year; therefore, there is a lag between the receipt of the federal grant on July 1 (the beginning of the program year) and the dispersal of funds on October 1 (the beginning of the fiscal year). Thus, there is a narrow window of opportunity to take advantage of the lag-time to transfer a portion of the carried-over WIOA and Perkins funds to the GOEWT before those funds are repurposed now that the 2018 fiscal year has begun (carried-over funds are set to a 27-month program period; thus, carrying-over funds year-to-year will lead to funds reverting to the grantor at the end of the 27-month program period). Transferring carried-over state leadership funds will allow the GOEWT to provide administrative, research, evaluation, and technical support, authorized by the required and permissible uses of WIOA and Perkins leadership funds, to achieve its goals and objectives.

Program Year 2018 Carry-Over Levels for Perkins CTE and WIOA Title I and Title II Administration and Statewide Leadership Activities

Commerce

WIOA Title I Administration \$2,735,708.96

WIOA Title I State Leadership \$4,704,057.91

Alabama State Department of Education

Perkins CTE Administration \$600,000

Perkins CTE \$115,000

Alabama Community College System

WIOA Title II State Leadership \$304,000

⁵ Association for Career and Technical Education (ACTE), Strengthening Career and Technical Education for the Twenty-First Century Act Public Law 115-222, Connecting Education and Careers, accessed on 15 October 2018 <https://www.acteonline.org/wp-content/uploads/2018/08/Perkins_Webinar_Slides.pdf>.

Proposed State Leadership and Administration Funding Transfer Levels

Perkins CTE (ALSDE)

Administration \$100,000

State Leadership \$100,000

WIOA Title I (Commerce)

Administration \$200,000

WIOA Title II (ACCS)

State Leadership \$100,000⁶

Total \$500,000⁷

The Governor’s Office of Education and Workforce Transformation (GOEWT) Top Five Policy Priorities

- I. 2020 Combined WIOA Plan**
- II. The Alabama Career Pathways Model**
- III. The Alabama Terminal on Linking and Analyzing Statistics (ATLAS) on Career Pathways and the Alabama College and Career Exploration Tool (ACCET)**
- IV. Alabama Committee on Credentialing and Career Pathways (ACCCP)**
- V. Establishing the Alabama Office of Apprenticeship (AOA)**

I. 2020 Combined WIOA Plan

- Governor Ivey has set a postsecondary education attainment goal of adding 500,000 credential holders to Alabama’s workforce by 2025. To provide the resources needed to reach the attainment goal, the 2020 Combined WIOA Plan will braid Alabama’s federal CTE and WIOA funding streams to develop career pathways based on work-based learning and credential attainment.
- The GOEWT will use data from the Alabama Terminal on Linking and Analyzing Statistics (ATLAS) on Career Pathways, Alabama’s P20-W system, to assist the Alabama Committee on Credentialing and Career Pathways (ACCCP) in establishing competency-based career pathways and stackable sequences of valuable credentials in all sixteen industry sectors.
- Governor Ivey will submit a new four-year WIOA state combined plan in February 2020.

II. The Alabama Career Pathways Model

- The GOEWT is working to establish the two-pronged Alabama Career Pathways Model.
- Under the first prong, in-school youth may participate in a registered- or industry-recognized apprenticeship program, earn their associate degree, and earn stackable credentials at the time of high school graduation.

⁶ The state appropriates over \$12 million in Education Trust Fund dollars for adult education programs, which will cover the required state match for WIOA Title II state leadership funds.

⁷ It is recommended that the Governor’s Office enter into a contract with the Brustein and Manasevit, PLLC, to provide technical legal assistance to the Governor’s Office for transferring WIOA and Perkins leadership and administrative funds to the GOEWT.

- Under the second prong, adults who are disconnected from the workforce or those who are underemployed may upskill or become basic skills proficient through multiple on and off ramps from workforce training and employment through stackable credentials mapped to a traditional associate degree.
- Shortened career pathways for in-school youth will hasten their ability to enter the workforce and lengthened career pathways, with multiple points of entry and exit, for adults will allow for a flexible progression and persistence through a competency model and career pathway.
- The two-pronged Alabama Industry-Recognized and Registered Apprenticeship Program (AIRRAP) model is aligned to the Alabama Career Pathways Model.

III. The Alabama Terminal on Linking and Analyzing Statistics (ATLAS) on Career Pathways and the Alabama College and Career Exploration Tool (ACCET)

- Aligning Alabama's education and workforce development programs requires data-driven decision-making processes. A federal Reemployment & System Integration Dislocated Worker Grant maintained by the Alabama Department of Commerce is being utilized to establish a unified workforce database system.
- Simultaneously, a federal Workforce Data Quality Initiative grant, maintained by the Alabama Department of Labor, is being used to establish the data-matching linkages necessary to match education and workforce data through the Alabama Terminal on Linking and Analyzing Statistics (ATLAS) on Career Pathways.
- The federal Workforce Data Quality Initiative grant maintained by the Alabama Department of Labor is also being used to establish the Alabama College and Career Exploration Tool (ACCET) that will serve as a public-facing, one-stop employment and education and training online dashboard for all Alabamians.
- A \$50,000 grant from Credential Engine will provide funding to imbed a solution within the ACCET to register non-degree credentials of value when initial applications for review are submitted to the ACCCP. Creating a credential registry within the ACCET will provide the basis for fostering credential transparency and developing a credential currency that links the credentials that an individual earns to their ACCET profile to create a digital resume.
- The ACCET will allow students to compare and contrast myriad college and career options by offering head-to-head comparisons of program prerequisites, expenses, and employment statistics. Jobseekers will use the ACCET to seek training and open positions, and employers will be able to post jobs.
- The ATLAS on Career Pathways will be managed by the Governor's Office of Education and Workforce Transformation Division of Education and Workforce Statistics.

IV. Alabama Committee on Credentialing and Career Pathways (ACCCP)

- To make progress against Alabama’s postsecondary education attainment goal of adding 500,000 credential holders to the workforce by 2025, Alabama is establishing a committee of the Alabama Workforce Council (Alabama’s blue-ribbon business investment council) called the Alabama Committee on Credentialing and Career Pathways (ACCCP).
- The ACCCP, and its series of technical advisory committees composed of business and industry members representing each sector, will be responsible for evaluating credentials and determining if they should be placed on the Alabama Compendium of Valuable Credentials—Alabama’s list of credentials of value.
- Alabama anticipates beginning the process of including credentials on the compendium of valuable credentials by the end of 2019.

V. Establishing the Alabama Office of Apprenticeship (AOA)

- The Governor’s Office is working with the Department of Commerce Workforce Development Division to request permission from the U.S. Department of Labor to establish the Alabama Office of Apprenticeship (AOA), which will be housed within the Department of Commerce Workforce Development Division.
- The AOA will create a federally-recognized state apprenticeship credential, equivalent to the Department of Labor’s RA credential.
- The Alabama Community College System will serve as the state apprenticeship intermediary.
- The Apprenticeship Alabama Tax Credit Program offers tax credits to participating companies that have qualified apprentices who receive classroom instruction and on-the-job training. The program provides an income tax credit of \$1,000 to an employer for each qualified apprentice and would cap the cumulative tax credits allowed at \$3,000,000 for 2017 and 2018.
- The Apprenticeship Alabama Tax Credit was enhanced to provide a \$500 additional credit for hiring in-school youth apprentices. The Apprenticeship Alabama Tax Credit Program was modified during the 2019 Legislative session to increase the base tax credit from \$1,000 to \$1,250.

Timeline for the Top Five Priorities

1. 2020 Combined WIOA Plan

- a. **December 2018-May 2019**—Seek waiver from the U.S. DOL to allow in-school youth participating in registered or industry-recognized apprenticeships to receive an individual training account (ITA) for wrap-around services, such as career coaching and counseling.
- b. **December 2018—June 2020**—The Governor’s Office will lead the combined state planning process for the 2020 combined state WIOA plan. Perkins CTE will be included.
- c. **July 18-October 24, 2019**—14 regional CLNA stakeholder meetings
- d. **August 1-September 30, 2019**—60 days of comment on the CLNA template and local application
- e. **October 1-January 30, 2020**—Negotiation of performance levels for secondary and postsecondary Perkins V indicators
- f. **October 25-October 31, 2019**—Drafting of Combined 2020 WIOA State Plan
- g. **November 1-December 31, 2019**—60 days of state comment on draft Combined 2020 WIOA State Plan and negotiated performance levels
- h. **January 1-January 30, 2020**—Review of Combined 2020 WIOA State Plan and sign off by the Governor
- i. **February 1, 2020**—Submission of the Combined 2020 WIOA Plan to the US Departments of Education and Labor for 120 days of federal review
- j. **February 1-June 30, 2020**—Acceptance of local applications
- k. **June 30, 2020**—Combined 2020 WIOA State Plan approval target date
- l. **October 1, 2020**—Combined 2020 WIOA State Plan takes effect due to funds under Perkins V being held in abeyance between July 1 and October 1, 2020 because Alabama uses the October 1

2. The Alabama Career Pathways Model

- a. **June 2019**—The GOEWT will set annual metrics to measure progress towards the postsecondary attainment and labor force participation rate goals by special population, region, county, and career cluster and a statewide target to surpass the goals by 2025.
- b. **July-August 2019**—Establish the Alabama RACC
- c. **July-August 2019**—Provide an initial review of primary labor market information to provide recommendations to the ACCCP on which occupations are in-demand for each region
- d. **July-August 2019**—Use the Competency Model Clearing House to establish draft competency models and career lattices for the in-demand occupations identified in step b
- e. **July 2019**—Establish a Credential Engine account to begin registering credentials aligned to the in-demand occupations and competency models described in steps b and c
- f. **July-September 2019**—Establish stackable credential sequence drafts using the information developed in steps b, c, and d
- g. **September-December 2019**—Partner with the AOA and ACCCP to develop the RTI for AIRRAP programs based on the information developed in steps b, c, d, and e.
- h. **November 2018—December 2019**—The GOEWT will solidify the AlabamaWorks! brand as the unified workforce brand for the state and will unify marketing strategies and budgets to target disconnected individuals.
- i. **November 2019-December 2019**—Develop enhanced articulation agreements between the ALSDE and ACCS so in-school youth may participate in dual enrollment courses aligned to in-demand career pathways.
- j. **November 2018—December 2019**—The GOEWT will target underemployed and disconnected populations (long-term unemployed, ex-felons, SSI recipients, TANF/SNAP recipients for integration into adult education and career pathways through the AIRRAP.

- 3. The Alabama Terminal on Linking and Analyzing Statistics (ATLAS) on Career Pathways and the Alabama College and Career Exploration Tool (ACCET)**
 - a. **January 2019 (awaiting final U.S. DOL approval)**—ADOL will submit modifications to the workforce data quality initiative (WDQI) grant to align the project with the Governor’s Workforce Development Strategic Plan.
 - b. **November 2018—December 2019**—The Department of Commerce will use the Reemployment & System Integration Dislocated Worker Grant to develop a unified workforce database by integrating AlaWorks and JobLink.
 - c. **July 2019**—The P20-W Council will be formed and will hold a meeting to determine the data-sharing and privacy parameters for the ATLAS on Career Pathways.
 - d. **July-August 2019**—ATLAS on Career Pathways partners will sign updated MOUs to reflect the policies adopted by the P20-W Council.
 - e. **July 2019—May 2020** the ADOL and Commerce will collaborate to develop the ATLAS on Career Pathways data-sharing bridge and the ACCET tool. The bridge and the ACCET tool will be managed by the Governor’s Office of Education and Workforce Statistics and will be under the supervision of the Liaison to the GOEWT for Outreach and Workforce Statistics (an employer of the Alabama Department of Labor). The Governor’s Office of Education and Workforce Statistics will be housed within the GOEWT. The WDQI grant will be used to support the development of the SLDS bridge and the ACCET tool.
 - f. **August 2019**—Governor Ivey will sign an executive order creating, and the Alabama Legislature will thereafter codify, the P20-W Council, the GOEWT, the ATLAS on Career Pathways, and the GOEWT Division of Education of Workforce Statistics.
 - g. **July-September 17, 2019**—the ALSDE and the GOEWT will apply for a \$3.5 million SLDS Grant, USDOE from the U.S. Department of Education develop the infrastructure for the ATLAS on Career Pathways and to broaden the capacity of the system.
 - h. **July-September 25, 2019**—The GOEWT will apply for the Lumina Foundation’s State Role in Quality Assurance RFA, Lumina
 - i. **June 2020**—The ATLAS on Career Pathways and ACCET will launch.

4. Alabama Committee on Credentialing and Career Pathways (ACCCP)

1. **July-August 2019**—The Governor will appoint the Alabama Committee on Credentialing and Career Pathways (ACCCP) as a subcommittee of the Alabama Workforce Council.
2. **August 2019**—Using existing labor market information, the ACCCP will determine each regional workforce council's share of the of 500,000 postsecondary attainment goal. Break the regional goals down by each of the 16 career clusters and 79 career pathways.
3. **September 1, 2019**—The ACCCP and takes become effective under law and will begin crating the regional and statewide lists of in-demand career pathways and the compendia of valuable credentials.
4. **September 2019-May 2020**—The ACCCP's 16 technical advisory committees (TACs) will develop competency models, stackable credential sequences, and career lattices related to each in-demand career pathway using labor market data provided by the Alabama Department of Labor (ADOL).
5. **September-December 2019**—the ACCCP will partner with the Urban Institute, a Washington, D.C.-based think tank that is currently conducting research and producing resources on the development of competency models, to survey employers in each of the 16 industry clusters to provide each of the 16 TACs with data needed to develop industry competency models for occupations within each career cluster.
6. **June 2020**—The ACCCP will develop the first list of regional and state in-demand career pathways and the Compendium of Valuable Credentials.
7. **January 2019—April 2020**—The GOEWT will develop a statewide definition of college and career readiness and will promote innovative partnerships between ALSDE and ACCS to remediate students in basic skills before they graduate high school. The GOEWT will work with the ALSDE and the ACCS to promote co-enrollment in WIOA Title II adult education programs, postsecondary CTE programs, and WIOA title I adult programs.

5. Establishing the Alabama Office of Apprenticeship (AOA)

1. **February 2019—December 2020**—Alabama will establish the Alabama Office of Apprenticeship and will apply to the U.S. Department of Labor to become a state apprenticeship agency. The AOA will develop a state apprenticeship credential. The ACCS will serve as the state apprenticeship intermediary. Governor Ivey submitted the application for recognition of the AOA by the USDOL on June 30, 2019.
2. **June 2019—October 2019**—Establish the AIRRAP apprenticeship model, beginning in middle school and culminating with a high school student earning their diploma, industry-recognized credentials, and an associate degree. The ACCS will develop an AIRRAP pathway for out-of-school youth, adults, and dislocated workers through co-enrollment in WIOA Title II adult education programs and post-secondary CTE programs.
3. **July 2019—September 2019**—Develop the AIRRAP Career Promise Pilot Program to provide a state-based scholarship for in-school youth and adult AIRRAP participants. The funding is provided through a new line item in the FY2020 budget to the ACCS and through the \$1.2M state apprenticeship expansion grant (SAEG) awarded to Commerce for expanding access to registered apprenticeship. The funding will provide two dual enrollment courses for in-school youth and two CTE courses for adults who do not have a high school diploma or its equivalency so that they may obtain “the ability to benefit” requirement needed to obtain access to the Pell Grant.
4. **July—September 2019**—Partner with the Human Capital Development Task Force to create a human capital development fund that will extend ITAs for adult apprenticeship students at community colleges. The human capital fund will finance child care, transportation, equipment costs related to career pathways, and other wrap-around and support services needed by AIRRAP participants to complete their apprenticeship and persist in their occupation after completion of the apprenticeship.