

November 27, 2023

Acting Secretary Julie A. Su  
U.S. Department of Labor  
200 Constitution Avenue  
Washington, D.C. 20310

Dear Acting Secretary Su:


RE: State of Alabama Program Year 2022 WIOA\_ Titles I and III Annual Report

We are pleased to submit the enclosed State of Alabama's *Program Year (PY) 2022 Workforce Innovation and Opportunity Act (WIOA) Annual Report*. This *Report* contains the Alabama PY 2022 program performance data required under USDOL Training and Employment Guidance Letter 05-18 dated November 7, 2018, which states were instructed to use for the PY 2022 WIOA *Annual Report*. Additionally, this *Report* details other WIOA activities conducted in Alabama during PY 2022.

Alabama continues to focus on collaboration and integration of workforce development resources throughout the state. 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 a skilled workforce.

Please direct any questions regarding the Alabama Workforce Innovation and Opportunity Act *PY 2022 Annual Report* to Tammy Wilkinson at (334) 242-5154 or Stephen Smith at (334) 309-9085.

Sincerely,



Greg Canfield, Secretary  
Alabama Department of Commerce



Fitzgerald Washington, Secretary  
Alabama Department of Labor

GC:FW:TW:jp

Enclosure

c: Julian Hardy  
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State of Alabama  
Workforce Innovation and Opportunity Act, Titles I & III  
Program Year 2022 Annual Report

Submitted by

Alabama Department of Commerce, Alabama Department of Labor

Prepared for Julie A. Su, Acting Secretary of Labor  
U.S. Department of Labor

November 27, 2023

Prepared in Accordance with WIOA Section 185(d) Specifications

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## **Overview**

Program Year (PY) 2022 was a challenging year for workforce development in Alabama. As the pandemic subsided, Alabama continued to focus on the needs of workers and employers in the state including job skills, education, relevant occupational skills training, and work-based learning to give individuals the skills needed to obtain a job.

Workforce development continues to prepare individuals with the occupational skills necessary to work. It involves recruiting, placing, mentoring, and counseling potential employees; as well as combining education, employment, and job training efforts.

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

A continuous evaluation of industry needs and programs that support those needs enables 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 2022, the state continued to collect data for WIOA performance measures. The state reported on all measures put into place under WIOA including Youth Median Earnings (2nd Quarter post-exit), and Adult, Youth, and Dislocated Worker Measurable Skills Gains (Current Quarter). 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-six (56) 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 receive the required training.

Regarding adult programs, funds are being used for On-The-Job Training (OJT) where up to fifty (50) 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 Incumbent Worker agreements for the for-profit, non-profit, and governmental employers for training (funded with the Governor's set-aside funds to help current employees get trained in up-to-date in-demand skills). 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 institutions to learn new skills needed to re-enter the workforce. Additionally, short-term, job-driven training was 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 the Program Year 2022, the greatest need was in 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, 2025, to spend all the PY 2022 workforce funds.

The work of state leaders, coupled with the resources and programs available, has helped increase the economic prosperity and educational attainment of Alabamians. This Annual Report documents Alabama's record of achievement in its 21st full year of these programs.

**Waiver Requests**

The State of Alabama had one waiver in place during PY 2022.

**Waiver Allowing the Use of Individual Training Accounts (ITAs) for In-School Youth, Ages 14 – 21**

This waiver of 20 CFR 681.550 allowed the state to offer Individual Training Accounts (ITAs) to in-school youth. The waiver enhanced the state's ability to serve in-school youth with ITAs. Expected programmatic outcomes included:

- Serving 100 in-school youth per year who would not be eligible for an ITA otherwise (i.e. as an Adult participant)
- 50% of in-school youth enrolled in ITAs will earn a credential
- 45% of in-school youth enrolled in ITAs will obtain a Measurable Skills Gain

This waiver has not boosted participation numbers as expected. Only one (1) in-school youth was enrolled statewide during PY 2022, who would not have been eligible for an ITA as an adult at the time of enrollment. This participant earned a credential and a Measurable Skills Gain, resulting in 100% earned a credential, and 100% earned a Measurable Skills Gain.

This waiver will continue to be available in PY 2023. The state will look at data from all years of the waiver (PY21 – PY23) to make a determination if it will reapply for the waiver in the upcoming PY24 – PY28 State Plan submission due in March 2024.

**Effectiveness in Serving Employers' Performance Measures**

A continuous evaluation of client and stakeholder needs and programs that support those needs enables 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 2022, the state continued to collect data for WIOA performance measures. Additionally, Alabama has begun reporting on provisional performance measures including Training Related Employment, Participants Served, and Retention with the Same Employer to create benchmark targets for future evaluation consideration. Alabama has also conducted research on sector targeting and penetration, training completion, credential effectiveness, and labor force participation rate.

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 Customers.

**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 the 2nd quarter and 4th quarter after exit/number of participants who exited during the reporting period.
- Captured by case management follow-up, state UI, and SWIS 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 continue to receive and receive an employer service anytime within 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 AlabamaWorks! for Title I and Title III. The Alabama Department of Rehabilitation Services captures data with its in-house system. Adult Education does not provide any employer data for this measure.

In PY2022, Alabama's Workforce Development system served 6,769 employers with support services and information, assisted 10,239 employers with recruitment assistance, and 1,031 employers with training services. Alabama only had 25 employers who were downsizing or closing and utilized Rapid Response assistance. As for Retention with the same employer during the second and fourth quarters after exit, Alabama had 14,280 participants who remained at the same employer out of 26,514 total participants served which is about 53.9%. Alabama served 10,536 repeat employers out of 45,586 employers for a Repeat Business Customer rate of 23.1%. Both measurements have increased more and more rapidly from PY2021 as Alabama has focused awareness on this metric.

### **WIOA Section 116(e) Process Evaluations**

During PY 2022 Alabama initiated and furthered several new and ongoing process evaluation activities as defined under WIOA Section 116(e).

- Ongoing evaluations of WIOA Title I Adult, Dislocated Worker, and Youth program performance
- Implementation of discretionary grant performance evaluation policy
- Development of the State Evaluation Plan and revisions to the sanctions policy
- Continued improvement of Quarterly Reporting Analysis element accuracy
- Research into the Employment Related to Training metric
- Research into the Labor Force Participation Rate
- Research into industry sector targeting and penetration rates
- Planning and development of the One Workforce project to include LER data for job orders
- Analysis of credential attainment across all Alabama state agencies
- Further updates to the State Data Validation policy in the wake of TEGF 23-19 CH1/2
- Interfacing with partner agencies to secure performance and priority data
- Further development of the WIOA Provider Performance evaluation process
- Fiscal and Programmatic Monitoring and Technical Assistance
- Continuous training for all stakeholders and employees including:
  - State and Local Workforce Board Training
  - Administrative and Case Management Training
  - Monitoring and Oversight Training

All current and planned evaluation activities are outlined on the WDD website at: <https://wioa-alabama.org/information-management-reporting-section/>.

During PY 2022 several efforts to coordinate projects with WIOA, partner agencies, and workforce boards solidified a thoroughly developed working relationship with all required and optional partners and stakeholders of the workforce system which has culminated in the "One Workforce" working group. The group develops policy across all partner agencies. All process evaluation activities detailed above are presented to these partners and boards on at least an annual basis. Workforce partners and details on these working relationships can be found at: [Alabama State Workforce Board | Alabama Workforce Innovation & Opportunity Act | Alabama \(wioa-alabama.org\)](https://wioa-alabama.org/).

To ensure the protection of restricted participant information and compliance with digital privacy requirements, the State of Alabama does not make publicly available the evaluation reports developed by the State Reporting Section or the Program Integrity Section. These sections are tasked with the

creation and retention of these deliverables. The authority to disseminate such reports rests with WDD management. Detailed information on the roles and responsibilities of these sections can be found at the [www.WIOA-alabama.org](http://www.WIOA-alabama.org) website.

Information/Research requests, compliance reviews, and similar State and Federal evaluations are processed through the Workforce Development Division's State Reporting Section. The Section is responsible for the administration of the AlabamaWorks! system, preparation for on-site visits and compliance reviews, developing policy and procedures for research/evaluation, developing/maintaining workforce data for evaluation activities, researching workforce and training needs, analyzing workforce processes, delivering performance and evaluation reports, and providing technical assistance through the AlabamaWorks! Helpdesk.

Per TEGL 23-19, Change 1, "States and outlying areas must summarize their data validation methodology, policies, and procedures in their annual narrative performance reports." Data Validation is the process of ensuring the accuracy of reported data through electronic or physical review of participant records and their supporting documentation and is performed in Alabama twice a year. Validation is administered by the State Reporting Section with validators pulled from both the Section and the Program Integrity Section. Validation is followed by Data Reconciliation, performed by the Section, which is the process of correcting errors found in validation and developing policies and procedures to prevent similar errors from reoccurring. The Section then proposes new policies/procedures to management and then trains the state staff in these areas.

WDD has placed the responsibility of data validation with the State Reporting Section. In PY2022, Alabama performed one data validation process which was published to staff and administrators of Title 1 activities. The validation report is included as an attachment to this document. Alabama was unable to perform multiple data validation processes by the time of the submission of this narrative due to the very recent release of the new TEGL 23-19 Change 2 which required several policy adjustments which have been successfully implemented for PY2023.

### **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 seeking workforce-related assistance. Career centers attempt to contact customers to address any issues that are discovered from the surveys.

During PY2022, of the 8250 job seekers responding to the survey, 76% considered the services exceptional (an increase of 4% from the previous year), and 98% said the Career Center services were good or better. Of the 1024 employers who responded to the survey, 99.9% said the Career Center services "met expectations".

Feedback from the surveys is monitored in each Career Center and changes are implemented as needed as part of the Career Center's continuous improvement plan. Additionally, as part of each Career Center Certification process, goals are established for each Career Center to promote continuous improvement.

### **Achievements**

#### **Sector Strategies and Career Pathways**

In PY 2022 the State of Alabama's Local Workforce Development Areas (LWDAs), with the support of the State Workforce Board, continued their efforts in the application of industry-focused sector strategies and career pathways. In partnership with the Regional Workforce Council (RWC) for each Local Area, the targeted industry was engaged throughout the process and provided valuable feedback on the strategic plans. The success of the LWDAs workforce models was built on cluster engagement and direction. LWDAs met quarterly to focus on employment and training needs in their respective regions.

Workforce Development Board and Regional Workforce Council meetings are held on the same day to increase participation because the boards share many of the same members. Some of the clusters the LWDAs focused on include Advanced/Modern Manufacturing, Automotive, Agriculture and Forestry, Aviation, Construction, Health Care, IT/Cyber Security, Logistics/Transportation, Services – Education, Retail, Lodging, and Food Service. LWDAs 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 LWDAs also had tremendous engagement with education partners and service providers, who were also engaged at all levels of the process. This work focusing on the sectors is continual.

Strategies to connect employers and job seekers include a partnership between the Regional Workforce Council, local schools, and local businesses to conduct World of Works Career Exploration events (WOW) allowing local in-demand industries to reach in-school youth. The job fairs connecting employers and job seekers have allowed businesses to reach a wide variety of job seekers, including adult, dislocated workers, and youth.

The focus on sector strategies and career pathways can also be seen in the Requests for Proposals (RFP) for WIOA programs by various local areas. The Governor's Local Workforce Areas also had ongoing RFPs for occupational skills training programs open throughout PY 2022. All potential proposals aligned with the main industry clusters of the local area. RFPs also require potential proposals to provide training allowing program participants to enter a career pathway and be able to advance within that industry cluster.

In addition to offering Occupational Skills Training Programs directly, all seven LWDAs have an Individual Training Account (ITA) Program. Participants in the program are required to choose short-term 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 the length of training for regular WIOA-funded ITAs is the last four (4) semesters of a long-term ITA. The LWDAs provide all ITA services for adults and dislocated workers.

Prospective education and/or occupational skills training providers must meet specific criteria 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 state's Eligible Training Provider List.

Youth, including in-school youth, served through the ITA in-school youth waiver, are eligible for ITAs through each LWDA's youth program. This program offers enrollment to programs offered by two-year colleges or other eligible training providers' occupational skills training classes. Training is generally restricted to occupational fields demanded by the local labor market. 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 / her individual interests and skills. During PY 2022, approximately 2,549 participants were enrolled in ITAs through 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) offers an opportunity for employers to receive reimbursement for Related Technical Instruction expenses such as tuition for Registered Apprentices, who are also incumbent workers. This opportunity is presented to employers by both the Business Services Representatives in the Alabama Career Center System and the Alabama Office of Apprenticeship.

The State of Alabama also continued to make efforts to connect apprentices with WIOA training to support their apprenticeships through the Individual Training Account Program (ITA) and On-the-Job Training (OJT) Program. Additionally, the State of Alabama received an Apprenticeship State Expansion (ASE) grant in PY2019 that continued into PY2022. This grant funded an OJT program specifically for apprentices and these participants were also co-enrolled in Wagner-Peyser (W-P) and WIOA career (intensive) services. This program served 212 participants.

### **On-the-Job Training**

The LWDAs (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 with the employer creates a training plan that defines training objectives and goals for the trainee(s). During PY2022 employers received up to fifty (50) percent reimbursement of hourly wages paid to a trainee. A negotiated predetermined training period ranged 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 types of agreements under this program: New Hire and Performance-Based. The goal of any OJT training program is permanent employment upon successful completion of training. The New Hire OJT program may allow an employer to receive up to fifty (50) 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 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 many 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.

In addition to WIOA funds, during PY2022 the WDD also provided OJT and Incumbent Worker Training to additional individuals through a separate grant from the U.S. Department of Education's Reimagine Workforce Preparation fund. The Alabama Workforce Stabilization Program approved dozens of employers for OJT and provided training to approximately 1,171 individuals. Training was for up to 225 hours reimbursed at \$9.00 per hour. All positions were in high-demand industries and had a minimum wage of \$12.00 per hour. 2,320 incumbent workers also received training through the program for in-demand skills. A total of 3,491 credentials were earned by participants in either the OJT or Incumbent Worker portion of the program. All these participants were also co-enrolled in Wagner-Peyser and WIOA and received career services.

### **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 35 youth through this initiative.

The Central Alabama Partnership for Training and Employment (CAPTE) Local Workforce Development Area partnered with local youth provider The Dannon Project to offer work-based learning experiences to out-of-school youth ages 16-24. In April of 2023, CAPTE was dissolved and renamed North Central Alabama Works (NCAW). NCAW was added to the five local areas overseen by the Governor's Workforce Development Area. This program offered work-based learning assignments designed for high-growth/high-wage in-demand careers across multiple career clusters and professions including warehouse and manufacturing, logistics/transportation, lodging, retail, and construction. These industries were selected based on recent local LMI reports.

The six Governor's Workforce Development Area's (GWDA) services for both in-school and out-of-school youth ages 16-24 included a Work-Based Learning Activity offered through the Career Centers located in the LWDBAs. This activity included work experience in public nonprofit businesses and 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 32 hours per week for a maximum of 390 hours. The participant's hourly rate of pay varies from \$7.25 to \$19.66 per hour depending on the Local Workforce Development Area and the type of employment.

### **Other Youth Services**

The seven Local Workforce Development Boards (LWDBs) 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 PY 2022 to better reach difficult-to-serve youth. Twenty-one (21) providers were identified and contracted by the five local areas, two (2) by North Central AlabamaWorks!, and ten (10) by SWAPTE. Funding and programs were implemented to make available the 14 Youth Program Elements as required by WIOA, as well as numerous additional resources for youth.

The Youth programs funded by the local areas offered the following services (some activities may not have been offered by all youth providers) directly or via referral during PY 2022.

- 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
- Occupational skills training which includes training that leads to recognized postsecondary credentials aligned with in-demand occupations or industry sectors in the local area
- 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
- Financial literacy education for the ability to create household budgets and savings goals, manage spending, credit, and debit, and understand credit scores and financial services.
- Follow-up services that continue for a period of not less than twelve months after the completion of program participation. Follow-up services are based on the needs of the individual.

The services provided through the WIOA system are evaluated on specific criteria set forth by the USDOL and by the WDD. WIOA focuses on young adults who meet the Out-of-School Youth criteria but also serves In-School youth. Youth are expected to earn a credential such as a GED or High School Diploma as well as at least one Measurable Skills Gain (MSG). Programs must also pre-test participants and offer them assistance in math or reading if the youth tests below an eighth-grade level. Youth enrollees are prepared for the workplace and assisted with job placement or supported in their pursuit of continuing education.

To meet these goals, youth receive individual assessments 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 need academic remediation, job readiness/workplace skills, world-of-work transition services, and other available services are directed to area youth program providers. Participants may be provided either intermediate or longer-term career planning and educational services.

### **State Funded Activities (Governor's Fifteen Percent)**

#### **Eligible Training Provider List**

The Workforce Development Division (WDD) uses the AlabamaWorks! 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 staff have been trained in the use of the Eligible Training Provider List.

The United States Department of Labor (USDOL) has provided guidance regarding methods for the certification, 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 seventy-two (72) different training providers and approximately six hundred seventy-five (675) separate programs on Alabama's WIOA Eligible Training Provider List. Twenty-four (24) of these providers are part of the Alabama Community College System and have over sixty-six (66) locations throughout the State. There are also thirty (30) Registered Apprenticeship Programs on the WIOA Eligible Training Provider List. The Alabama Eligible Training Provider List may be accessed at <http://www.alabamaworks.alabama.gov>.

#### **Incumbent Worker Training Program**

The Incumbent Worker Training Program (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 the Governor's Ten (10) Percent funds in Program Year 2022. 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 PY

2022 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 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, 2023, Alabama has awarded nearly \$17,575,472 in IWTP funding to Alabama businesses, benefitting more than 26,066 workers. This includes \$198,876 awarded for seven (7) new IWTP contracts for PY 2022 (07/01/22 – 06/30/23). Statewide, PY2022 contracts were awarded to companies of all sizes in seven (7) counties benefitting ninety-five (95) individual workers.

In addition to WIOA funds, during PY2022 the WDD also provided Incumbent Worker Services to additional individuals through a separate grant from the U.S. Department of Education's Reimagine Workforce Preparation fund. Throughout the life of the grant, the Alabama Workforce Stabilization Program has approved 262 employers for IWT and served approximately 1,136 incumbent workers, who were provided with training to upskill them in their current jobs. All of these participants were also co-enrolled in WIOA and received career services.

#### **WIOA Supportive Services including 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. One individual requested this service during PY 2022. The Rapid Response Team also presented information on this service during programs in PY22.

WDD established a program providing supportive services for WIOA participants such as reimbursement of exam and licensing fees and training materials not covered by ITAs or OJTs. This service was fully expanded in PY 2022. Two hundred and four (204) participants were served, and reimbursements totaling \$59,784.19 were provided to support participants.

#### **Rapid Response**

The Alabama Department of Commerce's Workforce Development Division is designated as the State's Dislocated Worker administrator and is responsible for coordinating WIOA Dislocated Worker program services statewide. These responsibilities include the development of the Dislocated Worker program policy and delivery of Rapid Response services. The Rapid Response Section, as part of Alabama's State Dislocated Worker administrative responsibilities, 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 section'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 Section 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 section staff through the news media, and 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 Rapid Response Section coordinates an Information Network of available resources and representatives to provide additional transition assistance, such as the Alabama Children's Health Insurance Program (All-Kids), Alabama Industrial Development Training (AIDT), The Alabama Workforce Council (AWC), the Regional Workforce Councils (RWC), the Governor's Office of Education and Workforce Transformation (GOEWT), and the Alabama Community College System (ACCS). This network is comprised of representatives of:

- 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 Rapid Response Section is comprised of one (1) full-time Dislocated Worker Coordinator, 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 activities involve unionized companies, an AFL-CIO Labor Institute for Training (L.I.F.T.) representative is also included in Rapid Response activities.

The Rapid Response Section facilitates Group Employee Meetings (GEM) 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 resources to which they are entitled as dislocated workers. The Section's overriding objective is to ease the trauma associated with job loss and better enable dislocated workers to return to the workforce. Attempts are made to maximize each individual's fullest potential.

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. A strong effort is made to appropriately tailor Rapid Response services to the unique circumstances and requirements associated with each individual dislocation event.

During the GEMs, the Rapid Response Section meets with the affected workers to discuss benefits afforded to them as dislocated workers, such as their eligibility for and the availability of retraining services through WIOA programs, Unemployment Compensation, Introduction to our Alabama Career Center System, for job search and placement services, Veteran Services, Vocational Rehabilitation, the Alabama Department of Human Resources, health insurance continuance, pension benefits/counseling,

entrepreneurial training assistance, and more. The program usually lasts about an hour per GEM.

The Rapid Response Section works closely with and encourages the Alabama Career Centers to participate in the GEMs at every event and actively participate. Each dislocated worker is encouraged to visit one of our many Alabama Career Centers to activate their benefits through the WIOA.

Rapid Response records indicate that 4,282 workers throughout the state were impacted by forty-one (41) dislocation events (companies) serviced by the Rapid Response Section during PY 2022. Rapid Response Section staff conducted 55 group employee/local service agency meetings during PY 2022.

The Rapid Response Section also provides Layoff Aversion services to companies in need. 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 2019, 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 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 a specific focus on rural counties that typically are underserved.



[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-six (56) 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 businesses 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.

Individual job seekers, assessed to require additional occupational skills training to better pursue their vocational objectives, may be provided training through the Individual Training Account (ITA) program, with eligible training providers, On-the-Job-Training (OJT) or Work-Based Learning.

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 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 PY 2002, established a uniform services baseline associated with all Career Center locations, including the Career Center System logo, the availability of resource areas, and other features. The "Career Center" brand has been in place for twenty-eight (28) 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.

#### Comprehensive Career Centers (7)

1) Anniston, 2) Birmingham, 3) Dothan City, 4) Huntsville, 5) Mobile, 6) Montgomery, and 7) Tuscaloosa

#### Affiliate Career Centers (26)

1) Alabaster, 2) Albertville, 3) Alexander City, 4) Bay Minette, 5) Brewton, 6) Cullman, 7) Decatur, 8) Demopolis, 9) Enterprise, 10) Eufaula, 11) Fayette, 12) Foley, 13) Fort Payne, 14) Gadsden, 15) Greenville, 16) Hamilton, 17) Jackson, 18) Jasper, 19) Monroeville, 20) Oneonta, 21) Opelika, 22) Pell City, 23) Selma, 24) Sheffield, 25) Talladega, and 26) Troy

#### Itinerant & Satellite Career Centers (23)

1) Aliceville, 2) Andalusia, 3) Athens, 4) Camden, 5) Centre, 6) Chatom, 7) Clanton, 8) Fort Deposit, 9) Gilbertown, 10) Haleyville, 11) Hayneville, 12) Jefferson State, 13) Livingston, 14) Luverne, 15) Ozark 16) Phenix City, 17) Phil Campbell, 18) Prattville, 19) Roanoke, 20) Scottsboro, 21) Union Springs, 22) Valley, and 23) Vernon

**Note:** Career Center numbers are subject to change.

#### National Dislocated Worker Grants (NDWGs)

The State of Alabama had three active NDWGs during PY 2022.

The state was awarded \$2,617,849 to address the opioid crisis in May 2021. This grant serves dislocated workers impacted by opioids in Regions 2, 3, 4, and 5. This grant served 13 individuals during PY2022.

In PY21, the state applied for the Quality Jobs, Equity, Strategy, and Training (QUEST) Disaster Recovery National Dislocated Worker Grant. In PY22, Alabama won a \$4.425 million QUEST grant to provide OJTs, ITAs, and disaster-relief employment to laid-off workers in Regions 1,3, and 6. The project had served 49 people by the end of PY22.

#### Other Programs

In PY22, Alabama was awarded a \$1.384 million Workforce Opportunity for Rural Communities (WORC) grant. This project has focused on providing soft skills, work readiness, career coaching,

mentoring, supportive services and employment-driven training to individuals living in Lowndes County, Alabama. Eighty (80) people received services through WORC during PY22. The project will be ongoing through September 30, 2025.

### **Technical Assistance**

The State of Alabama Workforce Development Division provides technical assistance to providers, participants, employers, and case managers through the State Reporting Section. The Section is responsible for performance accountability, performance monitoring, data validation, and technical assistance needs concerning WIOA Title One and other WDD-administered grant programs. Technical assistance is provided passively through the issuance of policy and guidance via the Governor's Workforce Innovation Directives and actively through staff training, data reconciliation, and the HelpDesk.

The Section performs case management training for program and provider staff. In PY22 the Section conducted on-site training sessions in each of the seven WIOA Areas across the state.

The Section is also responsible for administering and enforcing negotiated levels of performance for all WDD grant programs. The current policy requires that any Area that fails to meet negotiated levels of performance targets for 4 + consecutive quarters:

- Develop a performance improvement plan with assistance from the Section
- Be subject to performance monitoring until compliance is met, and
- Receive technical assistance from the State actively and upon request

Once an Area reaches 8 consecutive quarters of noncompliance, the Section must perform an ongoing desk review and consider stricter measures such as sanctions. If an Area were to reach 12 consecutive quarters of noncompliance, the State would enact the required measures indicated in TEGF 11-19 Change 1.

In PY22, three WIOA Areas were under a sanction review process for noncompliance with state-negotiated targets of performance.

- East AlabamaWorks! failed to meet goals set for Credential Rate for Dislocated Worker programs for 6 consecutive quarters.
  - Resolved through subsequent performance compliance in PY22 Quarter 4.
- West AlabamaWorks! failed to meet goals set for Measurable Skills Gains for Youth programs for 7 consecutive quarters.
  - Resolved through subsequent performance compliance in PY23 Quarter 1.
- Central AlabamaWorks! failed to meet goals set for Credential Rate for Dislocated Worker programs for 7 consecutive quarters.
  - Resolved through subsequent performance compliance in PY22 Quarter 4.
- Central AlabamaWorks! failed to meet goals set for Measurable Skills Gains for Youth programs for 8 consecutive quarters.
  - The Area 5 local workforce board and the State Board have been notified of this noncompliance.
  - The Section has attended several board meetings to provide technical assistance regarding policy and procedure.
  - The Section has provided on-site training and virtual training to Area 5 staff and management which included an in-depth discussion of performance items and case management requirements.
  - The Section has provided "workable" predictive reports of participant records that will require a MSG but do not have one recorded into the virtual One-Stop system.



## **Success Stories**

### **Adult Success Stories**

**Anthony** was determined to be eligible for the WIOA funding as an Adult-Economically Disadvantaged in 01/23. His entry-level employment had not provided occupational skills or wages for financial self-sufficiency. He was referred to an ITA for occupational skills training in the high-wage/high-demand occupation of CDL Truck Driver. Anthony successfully completed Commercial Truck Driver Training from technical school in 05/23. Anthony originally went to work for Coca-Cola out of Rome, Georgia, which was an hour's drive from his home. He pursued a CDL Driver/Merchandiser position with Buffalo Rock in Gadsden, Alabama. He was hired in 07/23 with Buffalo Rock delivering Pepsi Cola and making \$78,000.00 per year with benefits beginning after ninety days of employment and vacation beginning after one year of employment.

**Brantley's** long-term goal of becoming a Registered Nurse seemed impossible when she failed 1<sup>st</sup> semester at Lawson State in December 2020. WIOA paid for that semester. She was 28 years old at eligibility and was working low-wage retail positions. Brantley paid for her 1<sup>st</sup> repeat and 2<sup>nd</sup> semester of the RN program. She continued to keep monthly contact with her case manager. Her case manager continued encouraging her to reach her goal. WIOA funding paid for her 3<sup>rd</sup>, 4<sup>th</sup>, and 5<sup>th</sup> semesters. She was not able to work due to the demands of the RN program, but she was able to survive financially because her WIOA funds paid for her tuition, books, and fees, and she used her Pell Grant funds for supplemental expenses like gas and food. She graduated Lawson State in January 2023, passed her NCLEX, and is working at Brookwood Baptist Health Systems earning \$26.50 per hour with a \$3.00 per hour shift differential.

### **Dislocated Worker Success Stories**

**Beth** was laid off from Fred's (retail store) in September 2019 because of a store closure. She did not work during her layoff period and decided to go back to school to become a Registered Nurse. Nursing was a new adventure for her. She visited the Hamilton Career Center where she was eligible for ITA funding as a Dislocated Worker and an Adult. Beth had to wait several semesters before finally receiving ITA funds to cover her final four semesters. The case manager states that "Beth was always timely in providing requested information and completing any requirements to receive ITA funds". In December 2022, Beth received her Nursing Pin from Beville State Community College. Graduation Day, December 19<sup>th</sup>, revealed her loyalty to the program and classmates as one of her instructors described Beth's class as "one of the best". Beth has entered the workforce in training-related employment as an Operating Room Registered Nurse for North Mississippi Health System in Tupelo, MS. Her first day was January 30, 2023.

**Ronald** owned a construction company, Blue Sky Scrape, that suffered a loss in the 2009 housing bubble and market crash. He continued to keep his business afloat until 2011. In 2011 he was forced to file for bankruptcy. Since losing his business he was never able to retain gainful employment or restart his business. Ronald met with a WIOA case manager in October 2022 and through that discussion of labor market information and an assessment of his interests, he decided to pursue truck driving training. He enrolled in CDL Class A training at Truck Driving Institute in Oxford, AL in November 2022 and completed his training in December 2022. He was able to obtain employment with Rare Transportation as a truck driver earning \$24.00 an hour. He now has stable employment, wages, and enjoys his work.

### **Youth Success Stories**

**Jayla** came to the career center as a youth, single parent, and low-income with very few job skills. She successfully completed the Patient Care Technician (PCT) training program through The Dannon Project and is employed full-time as a DS Technician. She plans to further her career in the medical field and become an RN.

**A.H.** completed training on 11/18/22. She is licensed as a CNA since 1/23/23 and is also employed by Sumter Health and Rehabilitation since 4/3/23. She recently enrolled in post-secondary training (UWA's RN program) as of Fall 2023 (8/14/23).

**J.O.** completed training on 6/22/23 and is licensed as a CNA since 9/2/23. She is employed by Sumter Health and Rehabilitation since 5/22/23 and plans to pursue further education in the healthcare field.

**D.W.** completed training on 6/22/23. She is employed at Choctaw Health and Rehabilitation as CNA since 06/27/23. Plans to become licensed with UWA's new credential testing site in November 2023.

### **Challenges**

Alabama continued to respond effectively to the challenges of being post-pandemic. Local Career Centers across the state continued to remain open to serve the needs of employers and job seekers. As our unemployment rate continued to drop and employers continued to fill jobs, Alabama once again demonstrated, it is open for business. Career Centers were assisting employers in job orders, participating in and creating local/regional job fairs, and teaming up with training providers to certify job seekers' eligibility for job training programs. Career Center staff responded to the challenge of aiding those affected by the pandemic receiving unemployment and basic needs, to assisting some of those same people in finding employment post-pandemic.

### **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 fifty-six (56) Career Center System sites including comprehensive and affiliate (itinerate & satellite) centers. The Alabama Career Center System has been guided by the Career Center Operations template established by the State Workforce Investment Board (WIB) since its issuance in November 2002. This template, the Alabama Career Center Guide to Customer Services, most recently revised in November 2018, serves as a formal framework delineating operational guidelines and expectations. It provides comprehensive direction to ensure the effective and cohesive functioning of the Alabama Career Center System. In addition to the 2018 revision to the guide, Commerce WDD has released numerous Governor's Workforce Innovation Directives (GWIDs) that provide supplementary operational guidance to the career centers.

Groups targeted for WIOA services include Adults (age 18 years and over), Youth (age 16 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 the 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 the establishment of a dislocated workers Rapid Response Team, which brings information on 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 the 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 in accordance with TEGL 7-20, for public assistance recipients, individuals with low incomes, and those who are basic skills deficient 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**

#### **Local Area Four (4) Becomes A New Governor's Local Workforce Area**

On Dec. 8, 2022, county commissioners representing the six counties making up the Central Alabama Partnership for Training and Employment (CAPTE) voted to remove Jefferson County as the Fiscal Agent/Grant Recipient for Local Area 4.

The commissioners also voted to assign the role of Fiscal Agent/Grant Recipient for Local Area 4 to the State (Alabama Department of Commerce).

On March 29, 2023, the Alabama Workforce Development Board voted to approve CAPTE's recession of Local Area Designation as voted by Local Elected Officials, effective March 31, 2023. The Board then approved the North Central AlabamaWorks! as a new Governor's Local Workforce Area.

### **Workforce Development Board Roles and Membership**

Workforce Development Boards (WDBs), State and Local, as provided under *Sections 101 and 107* of the Workforce Innovation and Opportunity Act (WIOA), are charged with the design, implementation, and ongoing operation of state and local level workforce development programs and activities. 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 corresponds to specific membership composition criteria. The seven (7) Alabama Local Workforce Development Areas (LWDAs) are represented by seven (7) Local Workforce Development Boards (LWDBs). The State Workforce Development Board (SWDB) works to achieve ongoing cohesive and mutually beneficial working relationships among all workforce development partner agencies and stakeholders.

Members of the State Workforce Development Board are appointed by the Governor. LWDB members are appointed by each local area's designated Chief Local Elected Official(s). The Governor is the Chief Local Elected Official for the six (6) Governor's Local Workforce Development Areas. Those areas include Area 1 - North AlabamaWorks!, Area 2 - East AlabamaWorks!, Area 3 - West AlabamaWorks!, Area 4 – North Central AlabamaWorks!, Area 5 - Central AlabamaWorks!, and Area 6 - Southeast AlabamaWorks!. Area 7 - Southwest Alabama Partnership for Training and Employment (SWAPTE), is represented collectively by the Chief Local Elected Officials within its respective counties. The Chief Local Elected Officials for SWAPTE are represented by the Chair of the Chief Local Elected Officials Council (CEOC), which has been established by the LWDA.

The State Workforce Development Board's collective knowledge and experience helps ensure that the Board maintains a broad and encompassing perspective and insight regarding Alabama's workforce development system and its needs. Similarly, the primary focus of the LWDBs 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 or local area system they are charged to oversee. State and Local WDBs

are the operational centers for much of the WIOA-mandated programs, coordination, and activities within the state's workforce development system.

**State Workforce Development Board Members During Program Year 2022 (PY22):**

**Governor:**

The 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 – Brandon Glover

Boeing- Chrystal Morgan

American Cast Iron Pipe Co. – Mike Petrus; Austal U.S.A. – Sandra Koblas

BroadSouth Communications, Inc. – Mike Reynolds; Bryant Bank – Bobby Humphrey

Chamber of Commerce of West Alabama – Donny Jones; Cleveland Senior Living – Dr. Phillip Cleveland

Cooper Law – A.J. Cooper; CrowderGulf – Ashley Ramsay-Naile; CSP Technologies – Kasey Myers

DCH Healthcare System – Peggy Sease-Fain

Economic Development Association of AL – Jim Searcy; General & Automotive Machine Shop, Inc. – Ronnie

Boles Hyundai Power Transformers USA – Tony Wojciechowski; Kappler Corp. – Laura Kappler-Roberts

Inteva-Jocelyn Welch

Lavender, Inc. – Lawrence Lavender; Mach III, Inc. – Bruce Willingham

Manufacture Alabama – George Clark, Board Chair;Phifer, Inc. – Russell DuBose

Pioneer Electric Cooperative, Inc. – Cleveland Poole

United Launch Alliance –David Smith

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 BEJATC – Matthew Dudley

Easter Seals Alabama – Lynne Stokley;Federal Reserve Bank – Julie Kornegay Montgomery; Job Corps –

Frank Coiro; SAFE Sylacauga – Margaret Morton

Southwest Alabama Partnership for Training & Employment – Sydney Raine; Still Serving Veterans –

Paulette Risher

**Representatives of Government:**

**Required WIOA Core Partners:**

Ed Castile, Deputy Secretary of Commerce

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, Director  
Alabama Office of Apprenticeship

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

Keith Phillips, Executive Director ATN  
Alabama Community College Workforce Development (ACCS)

Mickey Hutto, Board Member Inter-Tribal Council of Alabama

**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's 1, 2, 3, 4, 5, and 6), National Dislocated Worker Grants, Other Federal Grant programs, 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, Staff for Career Centers

Specific interagency coordination activities include:

- A continuous exchange of customer information with LWDA 7 (SWAPTE), the Alabama Governor's Local Workforce Development Areas (LWDAs 1, 2, 3, 4, 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 programs 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.

**PY22/FY23 Federal WIOA Allocation Levels**

State-Level Activities	\$ 4,412,886
Statewide Rapid Response Activities	\$ 430,623
Local Area Adult Programs	\$ 9,708,006
Local Area Youth Programs	\$10,021,547
<u>Local Area Dislocated Worker Programs</u>	<u>\$12,282,713</u>
<b>TOTAL</b>	<b>\$36,855,775</b>

**Local Workforce Development Area WIOA Allocation Levels**

**North AlabamaWorks! (Area 1)**

Adult	\$1,283,811
Youth	\$1,527,786
<u>Dislocated Worker</u>	<u>\$2,027,823</u>

**TOTAL** **\$4,839,420**

**East AlabamaWorks! (Area 2)**

Adult	\$ 915,828
Youth	\$ 873,872
Dislocated Worker	\$1,512,146
<b>TOTAL</b>	<b>\$3,301,846</b>

**West AlabamaWorks! (Area 3)**

Adult	\$ 791,618
Youth	\$ 825,476
Dislocated Worker	\$1,196,863
<b>TOTAL</b>	<b>\$2,813,957</b>

**Central Alabama Partnership for Training and Employment –  
North Central Alabama Works! (Area 4)**

Adult	\$1,071,681
Youth	\$1,005,210
Dislocated Worker	\$1,716,249
<b>TOTAL</b>	<b>\$3,793,140</b>

**Central AlabamaWorks! (Area 5)**

Adult	\$2,861,374
Youth	\$3,102,728
Dislocated Worker	\$2,278,590
<b>TOTAL</b>	<b>\$8,242,693</b>

**Southeast AlabamaWorks! (Area 6)**

Adult	\$ 637,865
Youth	\$ 600,268
Dislocated Worker	\$ 1,113,602
<b>TOTAL</b>	<b>\$ 2,351,735</b>

**Southwest Alabama Partnership for Training and Employment (Area 7)**

Adult	\$2,145,829
Youth	\$2,086,207
Dislocated Worker	\$2,437,440
<b>TOTAL</b>	<b>\$6,669,476</b>

## Attachment A

### A Goal-Oriented Strategic Analysis of the Alabama Governor's Office of Education and Workforce Transformation (GOEWT)

#### Executive Summary

The Alabama Governor's Office of Education and Workforce Transformation (GOEWT) was created to implement Governor Kay Ivey's Strong Start, Strong Finish education strategic plan. Governor Ivey developed the Strong Start, Strong Finish education strategic plan to integrate Alabama's education, workforce, and human services systems (Office of Governor Kay Ivey, 2019). **The GOEWT was not created by executive order or through an Act of the Legislature; instead, Governor Ivey established the GOEWT within her personal office. Being located within the Governor's personal office provides the GOEWT with a stronger convening authority and a strong coordinating role, since agencies do not view the GOEWT as a subsidiary of a cognate agency.**

#### A Brief History of the GOEWT

In 2003, Alabama Governor Bob Riley began the process of consolidating and aligning workforce development efforts in Alabama when he signed Executive Order No. 17 to consolidate state workforce development programs into the Office of Workforce Development (GOWD). The order was developed to reduce duplication and provide seamless delivery of services to citizens and employers in Alabama. The GOWD was housed in the Department of Postsecondary Education, the precursor to the Alabama Community College System, and suffered the fate of many Governor's offices of workforce development throughout the country: the office became a subsidiary of a state agency outside of the Governor's Office and the agency was not sustained after the transition to a new administration. Governor Riley's executive order No. 17 creating the GOWD vouchsafes that Alabama made tremendous progress towards aligning the workforce system; however, the GOWD was forgotten during the administration of Governor Robert Bentley, who served betwixt the Riley and Ivey Administrations. **Governor Ivey established the GOEWT in October 2018 to align and integrate Alabama's education, workforce, and human services systems. The GOEWT was modeled from the approach taken by other states, such as Oklahoma through Oklahoma Works, Ohio with the Governor's Office of Workforce Transformation, South Carolina with its Department of Employment and the Workforce, and Indiana with the Governor's Workforce Cabinet.**

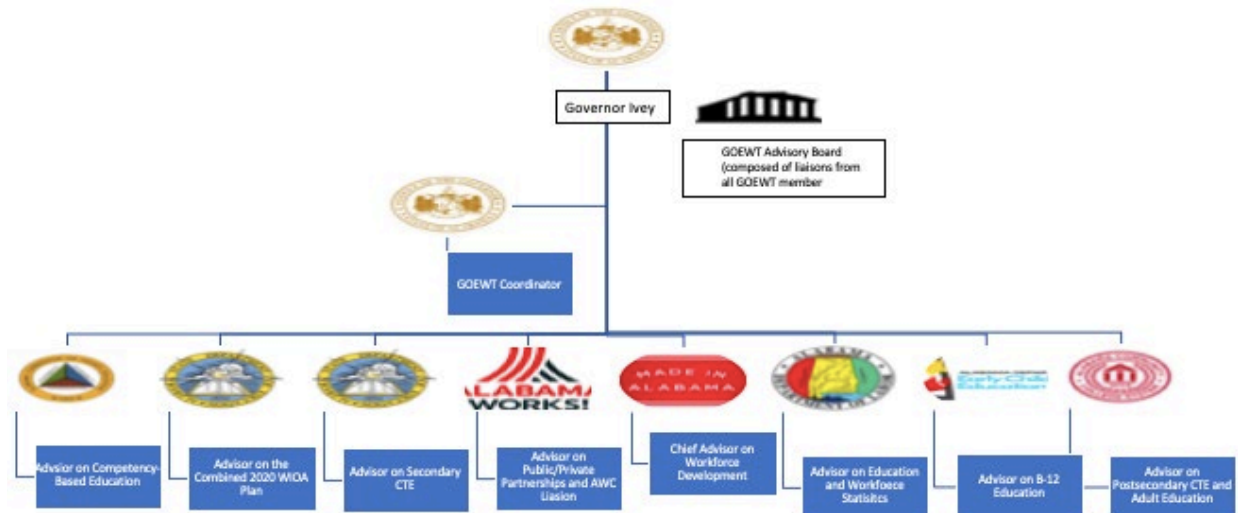
It is also important to understand an organization's competencies in terms of core, distinctive, and core distinctive competencies. Bryson, Eden, and Ackermann (2007) define competencies as the ability to do something well; distinctive competencies are those competencies that are difficult for others to replicate; core competencies are competencies that are central to an organization's success; and distinctive core competencies are competencies that are central to the success of the organization and add public value beyond the alternatives. Broadly speaking, the primary goal of the GOEWT is to align Alabama's education, workforce, and human services programs and to provide an integrated education-to-workforce system for all Alabamians. This goal was established out of the desire to increase Alabama's labor force participation rate and the aspiration to eliminate benefits cliffs, or marginal tax increases, for Alabamians when entering the workforce. The core competencies for the GOEWT are tapping in the governor's convening authority to organize stakeholders across Alabama's education, workforce, and human services systems; developing policies that will be broadly adopted across agencies within the administration; coordinating the collaboration between government, business and industry, and the non-profit sector; and cultivating legislative support for technologies and systems (such as Alabama's longitudinal database system and sector strategies for identifying regional and statewide in-demand jobs) that are used to provide an evidence-based approach to public policy in Alabama. The GOEWT's distinctive competencies are the ability to engender support for policies and communications strategies that go beyond the proclivities of a single agency, industry, or constituency of Alabama's education, workforce, and human services system and motivating Alabama's public sector through a goal-oriented



approach to making progress against the GOEWT’s core competencies. The GOEWT’s core distinctive competency is the ability to leverage the governor’s convening and policy-making role to influence the policy, process, and politics affecting the GOEWT’s core competencies and its goals, desires, and aspirations. The intersection of the GOEWT’s core and distinctive competencies, the ability to convene stakeholders and generate consensus among them, is predicated on the GOEWT’s core distinctive competency.

**Figure 1**

GOEWT Organizational Chart



The GOEWT was charged with three goals: (1) to increase the labor force participation and to 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 its 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 as Alabama’s state longitudinal database system; and (3) to create the Alabama Office of Apprenticeship. **The GOEWT is led by the Director of the GOEWT, who also concurrently serves as the governor’s education policy advisor.** The Director of the GOEWT is charged with nine tasks for achieving the goals and objectives of the GOEWT. The Director of the GOEWT is charged with (1) braiding Alabama’s federal education and workforce funding streams; (2) leading the Governor’s P-20W Council that governs the ATLAS on Career Pathways; (3) managing the development of the ATLAS on Career Pathways; (4) developing the Alabama College and Career Exploration Tool (ACCET); (5) identifying valuable credentials and career pathways aligned to secondary, post-secondary, and adult education programs of study; (6) coordinating the development of the combined WIOA 2020 State Plan; (7) coordinating the establishment of the Alabama Office of Apprenticeship as Alabama’s state apprenticeship agency; (8) creating a unified workforce marketing, outreach, and incentive strategy; and (9) coordinating Alabama’s federal education and workforce development grant applications.

The GOEWT Advisory Board consists of the 24 state agencies involved in education, workforce development, and human services in Alabama. The GOEWT Advisory Board provides advice and consent on the recommendations of the Director of the GOEWT. The Director of the GOEWT presents recommendations to implement the goals and objectives of the GOEWT to the GOEWT Advisory Board.

**Figure 2**

*The GOEWT Advisory Board Member Agencies*

Alabama Medicaid Agency	Alabama Department of Mental Health	Alabama Department of Economic and Community Affairs
Department of Human Resources	Alabama Department of Commerce	Alabama Department of Senior Services
Alabama Department of Corrections	Governor’s Office of Minority Affairs	Alabama Office of Information Technology
Alabama Department of Labor	Alabama Department of Youth Services	Alabama State Senate
Alabama State House of Representatives	Alabama State Department of Education	Alabama Community College System
Alabama Commission on Higher Education	Alabama State Workforce Development Board	Alabama Workforce Council
Alabama Department of Rehabilitation Services	Alabama Department of Veterans Affairs	Alabama Department of Early Childhood Education
Alabama Department of Child Abuse and Neglect Prevention	Alabama Governor’s Office Volunteer Services	Alabama Department of Revenue

The GOEWT Director is supported by a team of advisors who represent key partner state agencies. The advisors include: (1) a chief advisor on workforce development, who is the director of the Alabama Office of Apprenticeship; (2) an advisor on outreach and workforce statistics, who is the director of the Office of Education and Workforce Statistics; (3) an advisor on pre-k-12 education, who is an employee of the Alabama Department of Early Childhood Education; (4) an advisor on secondary career and technical education, who is an employee of the Alabama State Department of Education; (5) an advisor on public/private partnerships, who is recommended for appointment by the chairperson of the Alabama Workforce Council; (6) an advisor on competency-based education, who is the state higher education executive officer; (7) an advisor on the combined 2020 WIOA plan, who is an employee of either the Alabama State Department of Education, the Alabama Department of Commerce, or the Alabama Community College System; and (8) an advisor on postsecondary career and technical education, who is an employee of the Alabama Community College System.

The GOEWT director is also supported by a small staff, which provides administrative, technical, and logistical support to the director of the GOEWT. The GOEWT staff provides research, evaluation, and technical support to the GOEWT and its partner agencies and supports the GOEWT Director in fulfilling the role of education policy Advisor. The GOEWT is funded by braiding funds through memorandum of agreement between the Governor’s Office and the Alabama Department of Commerce, the Alabama Community College System, and the Alabama State Department of Education to transfer state leadership and administration funds to the GOEWT.

The GOEWT operates efficiently by employing a hub-and-spoke model of collaboration with state agencies to manage myriad special projects, grants, and policy academies. **The most frequently lauded aspect of the GOEWT by other governor’s offices and national associations, such as the National Governors Association (Office of Governor Kay Ivey, 2020), is that the GOEWT director concurrently serves as the governor’s education policy advisor, which facilitates an organic synchrony between the k-12, postsecondary, and public workforce systems.** The GOEWT’s partnership with the Federal Reserve Bank of Atlanta and its focus on integrating human services into the public workforce system has also been cited as a national best practice (Federal Reserve Bank of Atlanta, 2020). Under Governor Ivey’s leadership, the GOEWT has made progress against its goals and objectives.

Since its inception in 2018, the GOEWT has:

- (1) developed the Success Plus attainment goal of adding 500,000 credentialed workers to the workforce by 2025 and the Alabama Committee on Credentialing and Career Pathways (ACCCP) for identifying Alabama's in-demand occupations and credentials of value;
- (2) led the development of the 2020 Combined Workforce Innovation and Opportunity Act (WIOA) State Plan;
- (3) designed and led the development of the Alabama College and Career Exploration Tool (ACCET), Alabama's learning and employment record, and the Alabama Terminal on Linking and Analyzing Statistics (ATLAS) on Career Pathways, Alabama's state longitudinal database system;
- (4) led the creation of the Alabama Office of Apprenticeship (AOA) as Alabama's state apprenticeship agency;
- (5) elevated Alabama's status as a leader in workforce development policy on the national stage by participating in policy academies led by the National Governors Association, the Lumina Foundation, and Credential Engine that were focused on developing a competency-based learning and hiring system;
- (6) won myriad education and workforce grants that have proven elusive for Alabama for years, including a \$3,500,000 State Longitudinal Database System (SLDS) grant that is being used to build the infrastructure for the ATLAS on Career Pathways and a \$17,800,000 Reimagining Workforce Preparation federal pandemic respond grant that will support the Alabama Workforce Stabilization Program (Office of the Governor, 2020); and
- (7) recalibrated Alabama's public workforce system to meet the needs of the post-COVID-19 workforce through the Alabama Workforce Stabilization Program.

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