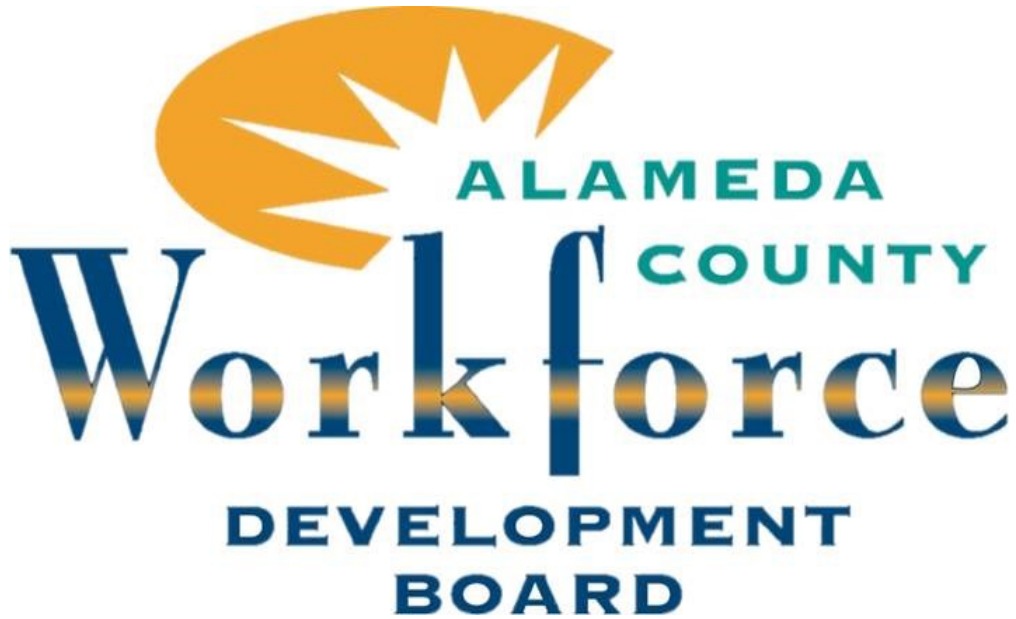


Systems and Strategies Committee



(<http://www.acwdb.org>)

In partnership with the
BOARD OF SUPERVISORS

**Serving the County of Alameda and the cities of
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**February 17, 2021
9:00 A.M.**

**ALAMEDA COUNTY WORKFORCE DEVELOPMENT BOARD (WDB)
SYSTEMS AND STRATEGIES COMMITTEE**

MEETING NOTICE

Wednesday, February 17, 2021

9:00 – 11:00 A.M.

Eden Area Multi-Service Center

The lobby of this building is closed due to the COVID-19. This is a Zoom meeting only

<https://zoom.us/j/98619202486> | Passcode: 331260 | +1 669 900 9128 US (San Jose)

If you would like to make a public comment, please contact Board Secretary, Sheroza Haniff at Sheroza.Haniff@acgov.org to request a speaker card prior to the meeting.

AGENDA

		PAGE
I.	CALL TO ORDER AND ROLL CALL	
II.	PUBLIC FORUM	
	The public can address the Committee on issues other than those on the agenda, with a limit of three minutes per speaker. Members of the public who wish to address the Committee on published issues should do so at the time the agenda item is being discussed.	
III.	PRESENTATION – Initial Four-Year Local Plan (2021-2024) Draft	1
IV.	ACTION ITEMS / PUBLIC HEARING	
	A. Selection of Provider for the Comprehensive America’s Job Center of California (AJCC) for Program Years 2021-2025	3
	B. Selection of Provider for Adult and Dislocated Worker Career Services Collaborative for Program Years 2021-2025	7
	C. Approval of the Initial Four-Year Local Plan (2021-2024) Draft	11
V.	INFORMATION ITEMS	
	A. The California Better Careers Design Group Update	13
	B. Certification of the Eden Area Comprehensive AJCC – Close Out	15
VI.	MATTERS INITIATED BY COMMITTEE MEMBERS	
VII.	ANNOUNCEMENTS	

COMMITTEE MEMBERS: Paul Reyes (Committee Chair); Kelly Johnson (Vice-Chair); Tina Kapoor; Michael Keenan; Tony Lam; Kalpana Oberoi; Jennifer Ong.

THIS IS AN OPEN MEETING. ALL WDB MEMBERS ARE ENCOURAGED TO ATTEND

WDB Members who are not Committee members but are planning to attend may call Sheroza Haniff at (510) 259-3842 to request the material that will be discussed at this meeting.

*These WIOA Title I financially assisted programs or activities are “Equal Opportunity Employers/Programs”.
Auxiliary aids and services are available upon request to individuals with disabilities.*

If you require specific accommodations due to a disability, please call Sheroza Haniff at least 72 hours in advance.

NEXT SYSTEMS AND STRATEGIES COMMITTEE MEETING: APRIL 21, 2021

III – PRESENTATION

INITIAL FOUR-YEAR LOCAL PLAN (2021-2024) DRAFT

BACKGROUND:

Alameda County Workforce Development Board (ACWDB) staff have been working to develop an Initial Four-Year Local Plan 2021-2024 Draft, in line with the State Board's revised draft guidance. The new Four-Year Local Plan for 2021-2024 will include content about Core and Required America's Job Center of California (AJCC) Partners, Two-Year Modified Partner Updates, WIOA Title I Coordination, and other sections such as: strategies that promote and facilitate access, equity, and employer engagement.

Staff member Latoya Reed will present a summary of the Initial Four-Year Local Plan (2021-2024) Draft at the Systems and Strategies meeting on February 17, 2021, followed by an action item that recommends Committee members approve the initial draft and direct staff to continue to evolve the Local Plan for the approval of the full ACWDB membership on March 11, 2021.

For more information contact Latoya Reed, Management Analyst at (510) 259-3833 or by email at latoya.reed@acgov.org.

ITEM IV.A. - ACTION / PUBLIC HEARING

SELECTION OF PROVIDER FOR THE COMPREHENSIVE AMERICA'S JOB CENTER OF CALIFORNIA FOR PROGRAM YEARS 2021-2025

RECOMMENDATIONS:

That the Systems and Strategies Committee (S&S) approve the following recommendations:

1. Select Rubicon Programs, Inc. as the Operator of the Comprehensive America's Job Center of California, and the Adult and Dislocated Worker (A/DW) Career Services Provider for the Eden Area;
2. Direct staff to negotiate contracts effective July 1, 2021 through June 30, 2025;
3. Allow staff to apply Workforce Innovation and Opportunity Act (WIOA) Formula funding allocation methodology to establish contract maximums; and
4. Allow staff to negotiate contract renewal every 12 months based upon the Request for Proposal (RFP) guidelines for up to a four-year program cycle (July 1, 2021 to June 30, 2025) provided contract outcomes and deliverables are met and barring any significant legislative changes and/or availability of Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker (A/DW) Formula funds.

BACKGROUND:

On September 10, 2020, the Alameda County Workforce Development Board (ACWDB) approved staff to release a Request for Proposal (RFP) for the Comprehensive America's Job Center of California Operator and Career Services for A/DW. The RFP was released on October 20, 2020. Responses/proposals were due on November 20, 2020.

RFP announcements were posted in three local newspapers and distributed to over 3,000 organizations from a county-wide mailing list compiled from ACWDB, Alameda County Social Services Agency and General Services Administration in addition to the Alameda County Board of Supervisors offices. A bidders' conference was held on October 28, 2020 with 20 individuals representing 14 agencies in attendance. One (1) proposal was submitted by the due date. The proposal met the minimum submission requirements and was rated by an outside Review Panel.

SELECTION PROCESS AND RANKING

While only one proposal was received, an outside Review Panel was assembled on December 15, 2020 to review and score the following categories: Statement of Need, Management and Organizational Capacity, Strategy and Work Plan, and Outcomes and Deliverables. Review Panel members assigned points in each of the scoring categories for the proposal.

As specified in the RFP, recommendations for selecting providers are strictly based on the aggregate scores of the Review Panel. The final maximum score for any bidder could be up to 100 points. A proposal must score a minimum of 75 points to be considered for funding.

The chart below represents the outcomes of the RFP Review Panel’s scoring. Staff is recommending Rubicon Programs, Inc. to be the Operator for the Comprehensive America’s Job Center of California in the Eden Area.

BIDDER RECOMMENDED

Agency Name	Area	Avg. Score
Rubicon Programs Inc.	Eden	84.6

FUNDING

Program Year (PY) 2021/2022 A/DW Formula allocations are not yet available from the State of California. For planning purposes, staff is utilizing the current allocations for PY 2020/2021.

Staff will present the funding methodology and preliminary budget recommendations to the Executive Committee on February 17, 2021. On March 4, 2021, staff will present recommendations to the ACWDB for actual contract funding levels for a July 1, 2021 effective date. Once the final State allocations are known, staff will make any necessary, final calculations to proceed with implementing program services for PY 2021/2022.

For further information contact David Dias, Career Center Coordinator at (510) 780-8768 or by email David.Dias@acgov.org.

ATTACHMENT:

IV.A.1. Comprehensive America’s Job Center of California Program Summary

**Comprehensive America’s Job Center of California
Program Summary**

Organization	Service Area	Funding Request / # of Participants
Rubicon Programs, Inc.	Eden	\$700,000 to serve 87 Adult and 118 Dislocated Workers.
<p>Program Summary</p> <p>Rubicon Programs, Inc. will:</p> <ol style="list-style-type: none">1. Fulfill both the role of the AJCC Operator and a Career Services Provider;2. Implement services as directed by ACWDB for discretionary grants and projects;3. Coordinate service delivery and maintain active Memoranda of Understanding for all required AJCC partners.		

ITEM IV.B. - ACTION / PUBLIC HEARING

SELECTION OF PROVIDER FOR ADULT AND DISLOCATED WORKER CAREER SERVICES COLLABORATIVE FOR PROGRAM YEARS 2021-2025

RECOMMENDATIONS:

That the Systems and Strategies Committee (S&S) approve the following recommendations:

1. Select the following provider to oversee Alameda County Workforce Development Board (ACWDB) Career Services Collaborative (CSC) and subcontract with multiple organizations for career services in the following sub-regions of Alameda County including:

Sub-regions

Provider

North Cities Area, Tri-Cities Area,
and Tri-Valley Area

Ohlone Community College District

2. Direct staff to negotiate contract effective July 1, 2021 through June 30, 2025;
Note: Contract execution is contingent upon successful negotiations of topics such as sub-contracts with community-based organizations.
3. Allow staff to apply Workforce Innovation and Opportunity Act (WIOA) Formula funding allocation methodology to establish contract maximums; and
4. Allow staff to negotiate contract renewal every 12 months based upon the Request for Proposal (RFP) guidelines for up to a four-year program cycle (July 1, 2021 to June 30, 2025) provided contract outcomes and deliverables are met and barring any significant legislative changes and/or availability of Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker (A/DW) Formula funds.

BACKGROUND:

On September 10, 2020, the Alameda County Workforce Development Board (ACWDB) approved staff to release a Request for Proposal (RFP) for a new service delivery strategy for A/DW Career Services. The RFP was released on October 20, 2020. Responses/proposals were due on November 20, 2020.

RFP announcements were posted in three local newspapers and distributed to over 3,000 organizations from a county-wide mailing list compiled from ACWDB, Alameda County Social Services Agency and General Services Administration in addition to the Alameda County Board of Supervisors offices. A bidders' conference was held on October 28, 2020 with 20 individuals representing 14 agencies in attendance. Two (2) proposals were submitted by the due date and were rated by an outside Review Panel.

An outside Review Panel was assembled on December 15, 2020 to review and score the following categories: Statement of Need, Project Management and Organizational Capacity, Strategy and Work Plan, and Outcomes and Deliverables. Review Panel members assigned points in each of the scoring categories for each proposal.

As specified in the RFP, recommendations for selecting providers are strictly based on the aggregate scores of the Review Panel. The final maximum score for any bidder could be up to 100 points. A proposal must score a minimum of 75 points to be considered for funding.

The chart below represents the outcomes of the RFP Review Panel scoring. Staff is recommending Ohlone Community College District to be the lead agency for the Career Services Collaborative in the region.

BIDDER RECOMMENDED

Agency Name	Serving Sub-Regional Areas	Avg. Score
Ohlone Community College District	North Cities, Tri-Cities, and Tri-Valley	90.6

BIDDER NOT RECOMMENDED FOR FUNDING

Agency Name	Avg. Score
Chabot-Las Positas Community College District	67

FUNDING

Program Year (PY) 2021/2022 A/DW Formula allocations are not yet available from the State of California. For planning purposes, staff is utilizing the current allocations for PY 2020/2021.

Staff will present the funding methodology and preliminary budget recommendations to the Executive Committee on February 24, 2021. On March 11, 2021, staff will present recommendations to the ACWDB for actual contract funding levels for a July 1, 2021 effective date. Once the final State allocations are known, staff will make any necessary, final calculations to proceed with implementing program services for PY 2021/2022.

For further information contact David Dias, Career Center Coordinator at (510) 780-8768 or by email David.Dias@acgov.org.

ATTACHMENT:

IV.B.1. Adult and Dislocated Worker Career Services Program Summary

**Career Services Collaborative
Program Summary**

Organization	Service Area	Funding Request / # of Participants
Ohlone Community College District	Tri-Cities, Tri-Valley, North Cities	\$1,100,000 to serve 355 (approximately 153 Adults and 202 Dislocated Workers).
<p>Program Summary: The A/DW Career Services Collaborative (CSC) lead agency will provide and coordinate access to WIOA funded services, in each sub-region of the Local Area through a network of sub-contracted community-based organizations and other qualifying entities. The lead agency will be the fiscal agent and responsible for all contractual and sub-contracted obligations and outcomes associated with this funding.</p> <p>The CSC <u>must</u> include a Title II Adult Education and Literacy partner and a sub-contracted partner to support career services activities in Santa Rita Jail.</p>		

IV.C. – ACTION / PUBLIC HEARING

APPROVAL OF THE INITIAL FOUR-YEAR LOCAL PLAN (2021-2024) DRAFT

RECOMMENDATION:

That the Systems and Strategies Committee (S&S Committee) approve the following recommendations:

1. Approve the Initial Four-Year Local Plan (2021-2024) Draft; and
2. Direct staff to continue to evolve the Initial Four-Year Local Plan (2021-2024) Draft for approval by the full Alameda County Workforce Development Board membership at their meeting on March 11, 2021.

BACKGROUND:

Local Plan Overview

ACWDB staff is in the process of developing and finalizing an Initial Four-Year Local Plan 2021-2024 Draft, in line with the State Board’s revised draft guidance.

The Workforce Innovation and Opportunity Act (WIOA) requires two plans in any given four-year period (an initial Four-Year Plan and a Two-Year Modified Plan) and content is usually descriptive of existing local area programs, services, and partners, as well efforts to enhance and/or create new workforce strategies. The following content is required in the Four-Year Local Plan (2021-2024):

1. **WIOA Core and Required America’s Job Center of California (AJCC) Partner** mutual agreements stated in an existing Memorandum of Understanding to coordinate services and resources, engage in co-enrollment strategies, expand access to clients with disabilities, and facilitate client access through technology.
2. **Two-Year Modified Partner Updates** that describe how ACWDB and Modified Plan partners will coordinate efforts.
3. **WIOA Title I Coordination that describes:**
 - A plan to ensure that direct service providers are trained in digital literacy and culturally competent delivery of services
 - Rapid Response and Layoff Aversion activities in line with state policy directives
 - Assessment and availability of:
 - WIOA Title I Adult, Dislocated Worker programs and existing priority of service policy
 - WIOA youth workforce activities and strategies to increase digital literacy and fluency of youth participants, including youth with disabilities
 - WIOA Title I competitive grant administration, processes, and disbursement methods
 - AJCC Operator and Career Services Providers duties in line with state guidance

4. **Other sections** of the Initial Four-Year Local Plan (2021-2024) Draft reflect strategies that promote and facilitate access, equity, and employer engagement.

Local Plan Stakeholder Engagement

The involvement of workforce system stakeholders is a key component of the Local Plan process to ensure that multiple perspectives help shape content, strategies, and partnerships. ACWDB staff leads this effort and brings multiple partners to the table to discuss topics that align with or complement the State Board's guidance.

To this end, ACWDB staff held a Virtual Zoon Input Session on January 28, 2021, to solicit ideas from workforce system stakeholders. Fifty individuals representing diverse organizations and agencies were in attendance (adult schools, chambers of commerce, ACWDB members, community-based organizations that serve youth, people with disabilities, immigrants/refugees, and re-entry populations).

ACWDB staff facilitators led ZOOM break-out room brainstorm activities and discussions across four relevant workforce development topics, allowing participants to share feedback in various ways. Attendees expressed gratitude for being able to communicate with other stakeholders and gave good feedback about the format of the break-out room discussions and topics.

The incorporation of stakeholder feedback in this process is valuable and must strike a balance with organizational realities and the state's revised draft directive. Staff will present a summary of the Initial Four-Year Local Plan (2021-2024) Draft at the February 17, 2021 Executive Committee meeting. The Initial Four-Year Local Plan (2021-2024) Draft will be provided as a handout.

For more information contact Latoya Reed, Management Analyst at (510) 259-3833 or by email at latoya.reed@acgov.org.

ITEM V.A.- INFORMATION

THE CALIFORNIA BETTER CAREERS DESIGN GROUP UPDATE

BACKGROUND:

The Alameda County Workforce Development Board (ACWDB) received a \$25,000 award to participate in a statewide Better Careers Design Group (Design Group) initiative funded by the James Irvine Foundation. Design Group members: ACWDB staff, Alameda County Probation Department, Growth Sector, and Rubicon Programs, Inc. will investigate problems that exist within their local workforce system. Members will learn and utilize the human-centered and outcome-oriented design models. The Design Group will build collective knowledge and strategies that aim to remove barriers to employment, and strategically ramp justice-involved individuals into sustainable living wages. Solutions discovered in the Design Group will be leveraged to enhance and improve service and system coordination related to ACWDB's Prison-to-Employment (P2E) program.

The Design Group's focus will complement ACWDB's effort to: 1) enhance and scale human-centered design across the workforce development system; and 2) enhance and coordinate reentry systems and services to promote economic equity for justice-involved individuals. These Design Group activities are aligned with ACWDB's priority to serve individuals with barriers to employment, which is inclusive of the reentry population. The Design Group initiative is an opportunity to innovate services, programs, and system coordination.

MILESTONES

- **April 2020 Learning Community:** The Challenge of Staying Connected
 - The Design Group participated in the statewide forum.
- **May - June 2020 Workshop:** Asking Great Questions
 - The Design Group conducted interviews with both access seekers, (those justice-involved individuals in need of employment and other services) and access providers (Those agencies and companies willing to provide employment and other needed services). From this interview, analysis was completed using Mural, a software platform for group activities.
- **September 2020 Workshop:** Defining the Problem by Elevating Lived Experience
 - The Design Group defined a problem statement and developed the Community Engagement Plan.
 - COVID-19 Impacts - How can we know how this pandemic is affecting our focus population and how does it affect our solution? We expect this will likely develop as the Design Group continues engaging community members and employers in the solution space and keep an intentional focus.
- **November 2020 Learning Community:** Problem Pitches
 - The Design Group has been in the process of developing specific strategies and remedies that will address each identified need or barrier.

- **January - February 2021 Local Team Ideation Meetings**
 - Visioning Meeting where the Design Group will determine the outcomes and goals that will demonstrate solutions and produce a Solutions Plan.
- **February 2021 Workshop: Designing with Community**
 - Focused fully on solutions, the meeting will represent a design sprint to choose solution ideas to prototype. The Design Group has participated in several statewide forums, with more planned for this upcoming spring and fall.

For further information, contact Tamia Brown, Program Financial Specialist at (510) 259-3884, email Tamia.Brown@acgov.org, or Latoya Reed, Management Analyst, at (510) 259-3833, email Latoya.Reed@acgov.org.

ITEM V.B. - INFORMATION

CERTIFICATION OF THE EDEN AREA COMPREHENSIVE AMERICA'S JOB CENTER OF CALIFORNIA (AJCC) – CLOSE-OUT

BACKGROUND:

The Alameda County Workforce Development Board (ACWDB) approved the certification of the Eden Area Comprehensive America's Job Center of California (AJCC) in May 2018. The certification process encompassed a third-party evaluation to assess the quality of services and effectiveness of the AJCC through the eight Hallmarks of Excellence, which also included a plan of continuous improvement goals for the three-year certification period.

ACWDB staff provided updates to the Committees and Board on the progress of Eden Area Comprehensive AJCC/Rubicon Programs and the ACWDB towards accomplishing the 19 improvement goals highlighted in the plan. The last update provided to the Board focused on the status of continuous improvement goals through November 2019, and the roll-out on the next set of goals pending completion by July 1, 2020.

UPDATE:

In anticipation of the new AJCC Certification period, beginning in April 2021, ACWDB must conclude the current cycle and provide a summary of the outcomes. The Eden Area AJCC has completed 17 of the 19 goals outlined in the certification's continuous improvement plan (see IV.B.1. Hallmarks of Excellence Continuous Improvement Goals-Close-Out).

Regarding the "in progress" status of improvement goal, No. 11, (Collaborative Referral Tracking Mechanism), Rubicon Programs and ACWDB explored implementing CommunityPro Suite, the referral tracking system utilized by local adult school partners as well as the Mid-Alameda County Consortium (MACC). However, MACC is still addressing technical issues with the system. Rubicon Programs and ACWDB will explore other options/methods in the next certification period. Improvement goal No. 19 - the exploration of (parking vouchers) has been delayed due to the COVID-19 Shelter in Place. This item will likely arise again in the new certification period as well.

For more information please contact, David Dias, Career Center Coordinator at (510) 780-8768 or by email at David.Dias@acgov.org.

ATTACHMENT:

V.B.1. Hallmarks of Excellence Continuous Improvement Goals-Close-Out

Eden Area Comprehensive America's Job Center of California (AJCC) Certification

Hallmarks of Excellence
Continuous Improvement Goals Close-Out 2018-2021

	Hallmark	Action	Agency	Due Date	Status
1.	6	Expand access to business publications and industry resources.	AJCC	October 31, 2018	Done
2.	3	Update the partner services inventory and review or update quarterly.	AJCC	October 31, 2018	Done
3.	4	Update their organizational chart to include colocated partners.	AJCC	December 31, 2018	Done
4.	4	Update client flow chart to include partner services.	AJCC	December 31, 2018	Done
5.	3	Utilize the partner service inventory to update Eden Area AJCC collaborative outreach collateral.	AJCC	December 31, 2018	Done
6.	1	Ensure addition of Eden Area AJCC signage on the third floor.	ACWDB	December 31, 2018	Done
7.	2	Make the Limited English Proficiency Plan available in Alameda County threshold languages.	ACWDB & AJCC	December 31, 2018	Done
8.	7	Ensure that partner services eligibility trainings are conducted.	AJCC	December 31, 2018	Done
9.	2	Enhance Eden Area AJCC website to include additional virtual resources	AJCC	March 31, 2019	Done
10.	6	Expand the advanced manufacturing and banking sector symposium series to include health care and construction sectors.	AJCC	March 31, 2019	Done
11.	3	Complete research into a collaborative referral tracking mechanism to enhance referral outcomes.	ACWDB & AJCC	March 31, 2019	In progress
12.	1	Explore Wi-Fi to better support job seekers and employers who utilize their own web-enabled devices while at the Eden Area AJCC.	ACWDB	July 1, 2019	Done
13.	5	Perform a client flow assessment to identify service impediments that limit skill attainment of industry-recognized credentials	ACWDB & AJCC	July 1, 2019	Done
14.	8	Dedicate time as needed to review and manage social media and other feedback platforms	AJCC	July 1, 2019	Done

	Hallmark	Action	Agency	Due Date	Status
15.	5	Continue to seek strategic partnerships to maximize supportive services resources for Eden Area AJCC clients.	AJCC	July 1, 2019	Done
16.	7	Implement a training tracking mechanism that documents partner capacity building participation.	AJCC	July 1, 2019	Done
17.	8	Complete research into a data capture mechanism to more easily track client usage data.	AJCC	July 1, 2019	Done
18.	2	Ensure that all staff receive additional human-centered design resources.	ACWDB & AJCC	December 31, 2019	Done
19.	1	Explore parking vouchers or an alternative parking cost offset mechanism.	ACWDB	July 1, 2020	On hold

Hallmark Definitions and Summary of Eden Area Comprehensive AJCC Rankings

The Hallmarks of Excellence	Ranking
1. The AJCC's physical location and facility enhances the customer experience	4
2. The AJCC ensures universal access with an emphasis on individuals with barriers to employment	4
3. The AJCC actively supports the One-Stop system through effective partnerships	4
4. The AJCC provides integrated, customer-centered services	3
5. The AJCC is an on-ramp for skill development and attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways	4
6. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs	4
7. The AJCC has high-quality, well-informed, cross-trained staffing	3
8. The AJCC achieves business results through data-driven continuous improvement	4
Total Ranking for Hallmarks of Excellence:	4