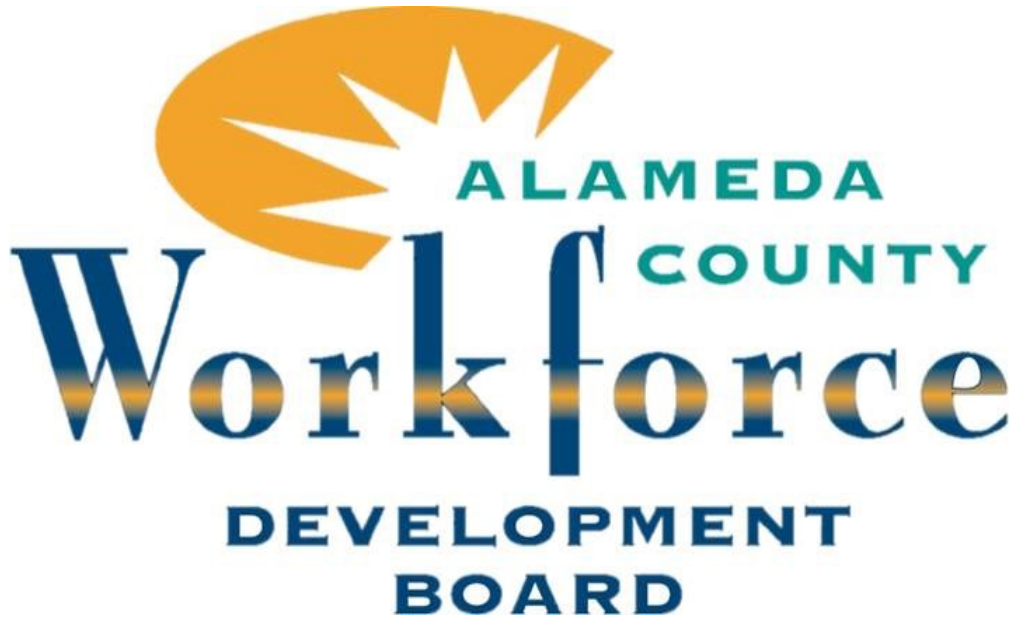


Systems and Strategies Committee



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

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**April 21, 2021
9:00 A.M.**

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

MEETING NOTICE

Wednesday, April 21, 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/97801586756?pwd=K3BDNDRoV2NubHNrNGM3N2FMV0JHUT09>

Passcode: 999999

+1 408 638 0968 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

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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.	ACTION ITEMS / PUBLIC HEARING	
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	A. Annual Monitoring Report – Adult/Dislocated Worker	21
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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: AUGUST 18, 2021

ITEM III.A. – ACTION / PUBLIC HEARING

SELF-SUFFICIENCY WAGE THRESHOLD POLICY UPDATE

RECOMMENDATION:

That the Systems and Strategies (S&S) Committee approve an increase to the Alameda County Workforce Development Board's (ACWDB) Self-Sufficiency Wage Threshold Policy from \$24.10 to \$35.11 per hour.

BACKGROUND:

In 2005, under the Workforce Investment Act (WIA), the Alameda County Workforce Investment Board (ACWIB) adopted a policy which prohibited enrollment into the WIA Adult program for applicants who were employed on the date of application and earning a wage that exceeded \$24.10 per hour.

The WIA [federal legislation that preceded the Workforce Innovation and Opportunity Act (WIOA)], called for such a restriction, but allowed each Local Area the flexibility to define their own self-sufficiency threshold based on local labor market and cost-of-living statistics.

WIOA does not mandate such restrictions. However, some Local Areas continue with similar policies applied at the time an employed applicant applies for services. Other Local Areas have opted to apply a similar restriction, but only for participants who seek vocational training services that are WIOA-funded – and some Local Areas have discontinued the policy all together.

In the interest of continuing to ensure that WIOA provides support and services to individuals most in need, staff are recommending the Self-Sufficiency Wage Threshold Policy be updated and extended until such time that there is a subsequent review resulting in a determination that this policy should be altered or rescinded.

In order to determine an appropriate wage threshold for this policy, staff consulted multiple resources and determined that the following two offered the most thorough and realistic findings:

1. A New York Times article published on October 8, 2019 and updated on January 23, 2020 entitled "What is Middle Class in California" by Jill Cowan.

<https://www.nytimes.com/2019/10/08/us/what-is-middle-class-in-california.html>

The article cited the work of Sarah Bohn, director of research at the [Public Policy Institute of California](#) who indicated that an annual income of between two and seven times the California Poverty Measure would be considered middle class in California.

Bohn estimated that the minimum threshold for being considered middle class in the San Francisco Bay Area was \$74,750 annually. This figure breaks down to \$35.94 per hour when calculated based on a 40-hour work week.

2. The Online Living Wage Calculator tool is presented by the Massachusetts Institute of Technology (MIT), Housing, Community and Economic Development Group headed by Amy Glasmeier, creator of the Living Wage Calculator tool.
<https://livingwage.mit.edu/counties/06001>
The Living Wage Calculator indicates that a living wage for Alameda County, California ranges between \$21.88 and \$76.92 per hour depending on the makeup of the family/household and considering that only one member of the household is employed. The calculator lands on \$34.27 per hour for a 2-adult family with no children and only one person employed.

Using these two tools – and averaging the results from them, staff have arrived at \$35.11 as the recommended new Self-Sufficiency Wage Threshold.

SELF-SUFFICIENCY WAGE THRESHOLD POLICY:

Applicants who are employed on the date they apply for WIOA-funded services must fall into one of the following three categories:

1. They qualify for WIOA-funded services based on Dislocated Worker eligibility criteria; or
2. They are earning a wage below \$35.11 per hour; or
3. They are earning a wage at or above \$35.11 per hour and qualify as “Underemployed” based on the definition as stated below.

DEFINING “UNDEREMPLOYED”:

For the purposes of this policy ACWDB is defining “underemployed” as follows:

Individuals who are employed on the date they apply for WIOA-funded services – and are earning a wage at or above \$35.11 per hour, but fall into one of the following three categories:

1. They are employed part-time (less than 30 hours per week)
2. They are employed on a temporary, project, or contract basis
3. They are employed in an entry-level position that may be considered “stop-gap” in that the job is not in their regular career field or is not compensating them at a level to which they had become accustomed based on their prior work history

Individuals who do not meet the requirement as outlined in this definition, will be determined ineligible to enroll into WIOA-funded programs, but will continue to be able to access universal/basic career services that do not require enrollment into the WIOA program.

Additionally, these individuals must be referred to other resources for career services within the communities where they reside. These WIOA-ineligible individuals may also be advised that they may be eligible for WIOA-funded services if they experience a change in their employment status – at which time they will be allowed to submit a new application.

For additional information, please contact Michele G. Garcia, MIS Administrator at (510) 259-3802 or by email at mggarcia@acgov.org.

ITEM III.B. – ACTION / PUBLIC HEARING

EXTENSION OF THE RESIDENCY EXCEPTION POLICY

RECOMMENDATION:

That the Systems and Strategies (S&S) Committee approve the Alameda County Workforce Development Board’s (ACWDB) Residency Exception Policy as follows:

1. Allow a maximum of 10% of Workforce Innovation and Opportunity Act (WIOA) enrolled participants to qualify for WIOA Formula funded services based on an exception to ACWDB’s residency policy; and
2. Extend this policy indefinitely.

BACKGROUND:

In 2004, the ACWDB adopted a policy which restricted enrollment of customers who resided outside the boundaries of the Local Area (Alameda County outside the city of Oakland) to a five percent (5%) maximum. This policy was applicable only to Formula funded programs under the Workforce Investment Act (WIA), Title I (Adult, Dislocated Worker and Youth).

At their September 14, 2017 meeting, the ACWDB approved an increase of the cap on out-of-area enrollees from five percent (5%) to ten percent (10%) through June 30, 2018. The term of the policy was subsequently extended through June 30, 2021 at the ACWDB meeting on May 10, 2018.

TRACKING OF RESIDENCY FOR WIOA ENROLLED AND UNIVERSAL CUSTOMERS:

WIOA Enrolled:

ACWDB’s enrollment data for program years 2018/2019, 2019/2020, and 2020/2021 (through February 2021) reflect the following statistics with regard to residency of WIOA-enrolled participants:

PY 2018/2019 (7/1/2018 through 6/30/2019)				
ENROLLED INDIVIDUALS				
Total Enrolled	Outside Local Area	% Out of Local Area	City of Oakland	Oakland % of Total Enr
842	116	14%	63	7%

PY 2019/2020 (7/1/2019 through 6/30/2020)				
ENROLLED INDIVIDUALS				
Total Enrolled	Outside Local Area	% Out of Local Area	City of Oakland	Oakland % of Total Enr
957	154	16%	72	8%

PY 2020/2021 (7/1/2020 through 2/28/2021)				
ENROLLED INDIVIDUALS				
Total Enrolled	Outside Local Area	% Out of Local Area	City of Oakland	Oakland % of Total Enr
642	142	22%	85	13%

NOTE: Some of the “out of area” enrollments may be individuals who worked within ACWDB’s service area within six months of applying for WIOA-funded services. These individuals meet ACWDB’s residency requirement through the locations of their employers. Additionally, in PY 20/21 ACWDB ran a COVID-19 related supportive service project that did not carry a residency requirement. ACWDB’s current residency policy waives the residency requirement for WIOA Title I Formula enrollees when they are co-enrolled in discretionary or special projects that do not carry a residency requirement.

Registered in CalJOBS:

For program years 2018/2019, 2019/2020, and 2020/2021 through February; individuals sought career services from outside of ACWDB’s service area at the following rates:

PY 2018/2019 (7/1/2018 through 6/30/2019)		
REGISTERED INDIVIDUALS		
Total Registered	Outside Local Area	% Out of Local Area
10418	525	5%

PY 2019/2020 (7/1/2019 through 6/30/2020)		
REGISTERED INDIVIDUALS		
Total Registered	Outside Local Area	% Out of Local Area
29351	1072	4%

PY 2019/2020 (7/1/2020 through 2/28/2021)		
REGISTERED INDIVIDUALS		
Total Registered	Outside Local Area	% Out of Local Area
5221	232	4%

Approving the 10% Residency Exception Policy will allow service providers more flexibility in meeting their enrollment goals and determining individual’s appropriateness for WIOA services based on criteria relevant to WIOA performance. This policy provides priority to Alameda County residents and allows some flexibility to serve other individuals from outside of this Local Area.

For more information, please contact Michele G. Garcia, MIS Administrator at (510) 259-3802 or by email at mggarcia@acgov.org.

IV.A. - DISCUSSION

FUTURE OF WORK IN CALIFORNIA REPORT – WORKFORCE ALIGNMENT

BACKGROUND:

On August 14, 2019, Governor Newsom established the Future of Work (FOW) Commission with Executive Order N-17-19. FOW Commissioners were called upon to study, analyze, and make recommendations regarding the changing nature of jobs, the impact of technology on work, workers, and industry, quality jobs, modernizing safety net protections, preparing workers for future opportunities, and ensuring prosperity for all.

Twenty-one FOW Commissioners convened a series of public meetings across the state over the course of eighteen months to dive into various issues affecting California’s economy and diverse labor markets. The FOW was co-chaired by James Manyika, Chairperson and Director of the McKinsey Global Institute, and Mary Kay Henry, President of the Service Employees International Union (SEIU). The FOW Commission was supported by senior members of the Governor’s team, including Julie Su (Secretary of the Labor and Workforce Development Agency), Lenny Mendonca (Chief Economic and Business Advisor), and Lande Ajose (Senior Policy Advisor), along with ten additional staff members.

FOW convenings culminated in a report - *Future of Work in California: A New Social Compact for Work and Workers* (FOW Report). Alameda County Workforce Development Board (ACWDB) staff will share, with members of the Systems and Strategies (S&S) Committee, components of the FOW Report that align with key workforce development concepts. Staff intends to develop or enhance program policies, system strategies, and service delivery components to align with FOW Report findings and recommendations.

FUTURE OF WORK REPORT SUMMARY:

The FOW Report contains the following fifteen key findings:

- **Challenges of inequity, economic mobility, and low-quality work**
 1. Address the unequal distribution of wages, income, and wealth
 - 2. Tackle workforce inequalities across race, gender, and vulnerable populations**
 3. Tackle workforce inequalities across California’s regions
 - 4. Ensure that more workers have quality jobs**
 5. Empower worker voice and organization.

- **Challenges of work-adjacent issues and broader quality of life**
 6. Address work-adjacent issues that create barriers
 7. Strengthen the social safety net for today and the future

- **New opportunities and challenges in the Future of Work**
 - 8. Support workers in transition**

9. Safely enable technology and protect workers in a data-driven future
- 10. Build skills to prepare for jobs of the future**
11. Make the most of California's position as a global leader to make California the place where workers thrive
12. Support and value essential workers
13. Support workers disproportionately impacted by external shocks (e.g., COVID-19)
14. Restart and accelerate job creation and growth
15. Apply, enforce, and extend workplace protections

The FOW Report also contains five priority recommendations:

- 1. Ensure there are jobs for everyone who want to work**
2. Eliminate working poverty
3. Create a 21st century worker benefits model and safety net
- 4. Raise the standard and share of quality jobs**
- 5. Future-proof California with jobs and skills**

WORKFORCE ALIGNMENT WITH THE FOW REPORT:

Finding #2 - Tackle workforce inequalities across race, gender, and vulnerable populations.

The FOW Report cites data figures that point to persistent disparities in unemployment rates for Black and Latinx workers in the state, as well as employment barriers for other diverse workers by: gender, age, education level, sexual orientation, disability status, military service history, housing status, citizenship status, and justice-involvement. ACWDB staff are working toward establishing an equity framework/policy/stance to support vulnerable workers of color, immigrants, and populations with employment barriers. Initial ideas are centered on leveraging equity work already established in nearby Local Areas and using WIOA demographic data to establish equity criteria and advance equity strategies.

Finding #4 - Ensure that more workers have quality jobs.

According to the FOW Report, quality jobs contain six characteristics:

- 1. Living wage**
- 2. Stable and predictable pay**
3. Control over scheduling
- 4. Access to benefits**
- 5. Safe and dignified work environment**
- 6. opportunities for training and career advancement**

Staff are particularly interested in exploring ways to facilitate five out of six characteristics of a quality job (in bolded text above). According to a 2019 Gallup poll referenced in the FOW Report, at least 90% of California workers surveyed also referenced job security, enjoying day-to-day work, sense of purpose, and stable and predictable pay as important elements for a good

job. This information is consistent with survey results in ACWDB's Stakeholders Report, whereby surveyed job seekers identified in-demand jobs with benefits and promotional opportunities as being important.

Additionally, the FOW Report highlighted that low-wage earners lag in all forms of benefits (disability insurance, retirement plan, life insurance, health insurance, paid sick leave, etc.) when compared to middle income and top earners in California. Initial ideas for advancing quality jobs are related to leveraging existing employer and employer-facing relationships and scanning the local area for high-road employers likely to offer quality jobs.

Finding #8 – Support workers in transition.

Worker displacement due to COVID, automation within specific industries, and shifts in the economy requires preparing workers for successful transition. According to the FOW Report, women, young workers, workers of color, and workers without a bachelor's degree are likely to face disproportionate displacement. An effort to upskill vulnerable workers to prevent worker displacement may be facilitated through existing programs like the Customized/Incumbent Worker Training program and/or through extensive outreach to identify and re-train low-wage earning front-line workers.

Finding #10 - Build skills to prepare for jobs of the future.

It will be essential to empower workers with 21st century skills to meet future needs in the labor market (including: critical thinking, collaboration, and creativity). The FOW Report also references that several sectors have notable projected employment increases (professional and business services, educational services, health care and social assistance and leisure and hospitality). There is also mention of employment in climate mitigation careers (explored more in Recommendation #1 below).

Recommendation # 1 – Ensure there are jobs for everyone who wants to work.

In summary, job creation is encouraged in the FOW Report, as well as:

- Entrepreneurship,
- Workforce preparation through skills acquisition and employer-based training,
- Creating one million green jobs, and
- Ensuring equity-based access to employment.

Staff may explore entrepreneurial training, as well as preparing workers for climate careers and ensuring equitable access to WIOA programs based on equity criteria.

Recommendation # 4 – Raise the standard and share of quality jobs.

At the state level, a job quality index is likely underway that can be leveraged in the future. One suggestion in the FOW Report that may translate well in ACWDB's local area is related to conducting detailed labor market analyses to identify areas where quality job creation exists. As mentioned in finding #4, initial ideas for advancing quality jobs are related to leveraging existing

employer and employer-facing relationships and scanning the local area for high-road employers likely to offer a career path quality jobs.

Recommendation # 5 - Future-proof California with jobs and skills to prepare for technology, climate, and other shocks.

The FOW Report recommendations point to the state concerting its efforts to identify and create future jobs, while equipping workers with corresponding skills. In summary, the FOW Report suggest that the state establish criteria to designate a future job, based on California's priorities and future shocks which could include occupations aligned with: STEM, green/climate, disaster relief, health and care-related, infrastructure related (engineering and construction), and agriculture. The FOW Report also emphasized providing employer-based incentives and partnerships. In developing strategies, staff can align finding 10 with recommendation 5, to continue to prepare job seekers and workers for future opportunities.

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

ATTACHMENT:

IV.A.1 - Future of Work in California: A New Social Compact for Work and Workers – Introduction and Executive Summary Excerpt

Introduction

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- 3 Executive Summary
- 13 Key Findings:
Challenges Facing Work
and Workers in California
- 38 A Social Compact for
Work and Workers in
California
- 49 Conclusion
- 50 Endnotes

California, the fifth-largest economy in the world, has been, and continues to be, at the center of many of the world’s innovations in science, technology, and business.

Many of these innovations have become the foundations of economies everywhere, and California’s entrepreneurs and businesses are the leaders in many aspects of the American and global economy. While California boasts a strong and vibrant economy by most measures of growth, too many Californians have not fully participated in or enjoyed the benefits of the state’s broader economic success and the extraordinary wealth generated here, especially workers and workers of color who are disproportionately represented in low-wage industries. While real wages for high-income workers have increased over the past 40 years, median wages have generally stagnated, and even slightly declined for low-income workers. There has been growth in both high-wage and low-wage jobs, leading to a hollowing out of the middle class and a declining share of workers receiving health or retirement benefits—important sources of economic security and key measures of job quality. Moreover, not all regions of California have fully participated in California’s economic success and vibrant economy.

Though we anticipate technological change and advancement, the effects of that change are not inevitable. California aspires to be a high-road state and prides itself on its strong commitment to working people, where worker protections are just as critical to our identity as our technological innovations. The California Future of Work Commission was established by Governor Gavin Newsom to “study, understand, analyze, and make recommendations regarding the kinds of jobs Californians could have in the decades to come; the impact of technology on work, workers, employers, jobs, and societies; methods of promoting better job quality, wages, and working conditions through technology; modernizing worker safety net protections; and the best way to preserve good jobs, ready the workforce for the jobs of the future throughout lifelong learning, and ensure shared prosperity for all.”

In its work, the Commission has been guided by several key questions: What is the current state of work and workers in California? What are the key challenges and opportunities for work and workers in California? What is our vision for the future of work in California? How can we chart a path to reach that vision? At the same time, how do we address the present challenges facing workers in California? In this way, the Commission became concerned with both the present and future of work.



The Commission has spent 18 months meeting and listening to workers, employers, researchers, and other members of civil society to understand the current state and future of work and workers in California. The scope of the Commission's work has gone beyond the common topics of technological change and automation and has encompassed a wider range of substantive topics that are critical to the future of work. This includes shifts in growing sectors and job types, the evolving nature of work arrangements, the increasing costs of many basic necessities such as health and housing, national and global trends, demographic and regional trends, and the impacts of the COVID-19 pandemic as well as anticipated future shocks such as public health crises and climate change.

The Commission has found that there are many challenges facing work and workers today, and many more in the future if these challenges are not addressed. Our current political moment, defined by a devastating public health crisis that has had severe negative impacts on our economy and a new federal administration that can provide the national leadership to accelerate and scale adoption of these recommendations, also creates urgency and possibility. In order to address these challenges and fully capture the opportunities that lie ahead, the Commission proposes a bold new Social Compact for work and workers in California. To achieve the new Social Compact, employers, workers, the state, and civic society each have important roles to play.

Executive Summary

This Executive Summary articulates the **Key Findings of the Commission**, and the **Commission's recommendation for a Social Compact for Work and Workers in California**.

Key Findings of the California Future of Work Commission

Through its work, the Commission identified critical challenges for California to address for work and workers. Many of the challenges for work and workers have existed for years. Here we focus on those that, if unaddressed, could persist or worsen. These challenges are informed by technological and economic trends underway in California and by anticipated future shocks and opportunities. Many of the challenges identified by the Commission have been exacerbated by the COVID-19 pandemic.

Challenges of inequity, economic mobility, and low-quality work

1. **Address the unequal distribution of wages, income, and wealth.** Inequality is worsened by the growth of low-wage jobs, decline of middle-wage jobs, and wage stagnation experienced by a large share of workers, particularly when there are limited pathways to move from low-wage to higher-wage work. Thirty-one percent of California workers make less than \$15 per hour.
2. **Tackle workforce inequalities across race, gender, and vulnerable populations.** Vulnerable populations face wage gaps, employment gaps, exclusion from the workforce, and disproportionate employment in low-quality jobs. These workers face inequalities across race, gender, age, education level, sexual orientation, disability status, military service history, housing status, citizenship status, and criminal record. Working people of color are over three times more likely than white workers to live in poverty.
3. **Tackle workforce inequalities across California's regions.** A growing divide in economic advancement between coastal and inland counties, and between rural and urban communities, leads to inequality in income and employment between geographic regions in California. Just five large California counties make up more than two-thirds of California's economy in terms of economic output and employment.
4. **Ensure that more workers have quality jobs.** Quality jobs provide a living wage, stable and predictable pay, control over scheduling, access to benefits, a safe and dignified work environment, and opportunities for training and career advancement. Fewer than half of California workers report being in a quality job.
5. **Empower worker voice and organization.** Declining worker power and organization has been a significant contributor to inequality, declining job quality, and violation of workers' rights. The share of California workers that are members of unions declined from 24 percent in 1980 to 15 percent in 2018. While the probability of low-wage employment is reduced by 33 percent if a worker has a college degree, it is reduced by 39 percent if a worker is a member of a union.

Challenges of work-adjacent issues and broader quality of life

- 6. Address work-adjacent issues that create barriers to employment and job quality.** Rising costs of housing, transportation, childcare and early childhood education, health care, and other living essentials place a substantial burden on low-wage and middle-wage workers. More than half of renter households in the state are housing cost-burdened, paying more than 30 percent of their incomes toward housing.
- 7. Strengthen the social safety net for today and the future.** The social safety net needs to be broadened to provide real security and to adapt to new realities of the labor market, including increased income volatility, various types of employment relationships, and more contingent work, and adjust for demands of an aging workforce, growing numbers of working parents, greater need for care, and the ongoing possibility of significant workforce disruptions.

New opportunities and challenges in the Future of Work

- 8. Support workers in transition.** Technological change, public health crises, climate change, and other labor market impacts will require many workers to change occupations, build new skills, match to new jobs, relocate, and adapt to evolving workplace requirements for health and safety.
- 9. Safely enable technology and protect workers in a data-driven future.** As new technologies are adopted in the workplace, workers will require adequate transparency and protection for collection of data in the workplace, benefits from the data they generate, and mitigation of algorithmic bias in areas like hiring and worker assessment.
- 10. Build skills to prepare for jobs of the future.** Workers should be empowered with the skills to meet future needs in the labor market, including greater demand for critical thinking, collaboration, and creativity, in sectors from care work to climate mitigation to digital technology and beyond.
- 11. Make the most of California's position as a global leader to make California the place where workers thrive.** California possesses a diverse set of assets: world-class innovation, the diversity of its people, strength in agricultural production, world-class university systems, technology innovation in Silicon Valley, and a history of leadership and strong protection for workers. These assets should be leveraged to make the Golden State work for everyone.

Challenges further exacerbated and brought to light by the COVID-19 crisis

The COVID-19 pandemic has exacerbated many of the challenges already identified for work and workers in California. The pandemic has amplified and accelerated existing trends and challenges, bringing many aspects of the future of work forward. Moreover, the pandemic has exposed new challenges and imperatives. Workers particularly impacted include essential and front-line workers, workers who cannot work from home, and workers vulnerable to temporary furloughs, reductions in hours or wages, or permanent layoffs. Many of these vulnerable workers are employed by small businesses and/or in sectors that have experienced diminished activity due to public health concerns, and many have lost benefits that were tied to their employment. In addition, the pandemic has highlighted interdependencies between work, income and economic security, and health.

- 12. Support and value essential workers.** The pandemic and 2020 wildfires have highlighted the occupations that are essential to society, and also revealed that society's essential workers tend to be undervalued and under-protected despite their importance. Essential and front-line workers face both economic vulnerabilities and health and safety risks, and are disproportionately female and workers of color.
- 13. Support workers disproportionately impacted by external shocks (e.g., COVID-19).** COVID-19 highlighted the particular plight of workers (mostly low-income) who work in sectors and occupations where they must be physically present to work—the work cannot be done remotely—as well as the plight of workers in sectors that may experience diminished activity amidst shocks or are employed by small businesses, which often have limited resources and capacity to support their workers and sustain employment and the associated benefits such as employer-provided health care when external shocks occur. In addition, many workers lack protections (e.g., unemployment insurance) to weather these shocks.
- 14. Restart and accelerate job creation and growth.** California's unemployment rose from a historic low of 3.9 percent in February 2020 to 16.4 percent in April 2020 and 8.2 percent in November 2020. The COVID-19 pandemic made more than 6.4 million jobs in California vulnerable to permanent layoffs, temporary furloughs, or reductions in hours or wages. As public health concerns persist, consumer preferences evolve, and companies adopt new technologies and business models, many jobs lost in the pandemic may not return. Meanwhile, jobs that experienced high growth during the pandemic are not all quality jobs.
- 15. Apply, enforce, and extend workplace protections.** The COVID-19 pandemic has highlighted the need to protect workers and workplaces, and support small businesses. California has some of the strongest worker protections that must continue to be fully enforced. Workplace protections must be extended in areas where they do not currently exist. Front-line workers and workers who must be physically present to work must have support to enable them to stay home when sick, have access to appropriate protective equipment, and be ensured safe and sanitary workplaces.

These challenges are actively recognized by stakeholders across California. A number of initiatives to address these challenges have already been advanced and operationalized through the Governor's Task Force on Business and Jobs Recovery, or the individual work of Commissioners and other stakeholders.

Commission's Recommendation: A Social Compact for Work and Workers in California

Our vision for the Social Compact is based on a common understanding of shared values between employers, workers and their unions/organizations, education/training institutions, entrepreneurs, investors, corporations, technology developers and platforms, nonprofit organizations, government at all levels, the state, and others, and a commitment from each stakeholder to undertake actions, individually and collectively, that uphold these values and advance bold, measurable moonshot goals by 2030 that translate this new Social Compact for Work and Workers into reality. Our vision for the Social Compact is also based on a view of California that is always looking forward and creating a strong, innovative, competitive, and sustainable economy that attracts and creates opportunities for all. California is home to a diverse set of employers and entrepreneurs whose commitment and collaboration to advance these ambitious goals will be central to the achievement of the desired results.

The Commission's vision for the new Social Compact includes: (A) core principles and values for all stakeholders to live up to, and (B) five Priority Recommendations with clear and measurable moonshot goals for California to achieve by 2030. To achieve each recommendation, the Commission proposes an initial set of actions, programs, legislation, and other initiatives, and calls on other stakeholders to develop initiatives in pursuit of the moonshot goals for California. As it stands, these are elements that the Commission considers to be essential, though not necessarily comprehensive for a new social compact. The Commission invites all stakeholders to add to and enrich the initial set of actions in order to achieve the aspirations set forth in the five Priority Recommendations.

A. Core Principles and Values for All Stakeholders

1. **Promote equity of people and place.** The Social Compact should uplift, empower, and improve economic mobility for workers that have been disadvantaged by race, gender, age, education level, immigration status, housing status, incarceration history, or other dimensions that define vulnerable populations, and for California's regions that are experiencing a growing divide in economic advancement.
2. **Empower workers and rebalance power with employers.** Reinvigorating worker voice through unions and worker organizations in California will improve equality, job quality, and worker rights and safety, regardless of the nature of their employment.
3. **Harness the full capabilities and collaboration of all stakeholders in the Social Compact.** The state, employers, workers, and social, educational and training institutions, investors, small businesses, technology developers and platforms, and nonprofits each have unique capabilities and responsibilities to uphold in the Social Compact, and to collaborate and contribute toward its achievement.
4. **Be forward-looking.** California has always looked forward and is uniquely positioned to prosper in the future as a global hub of innovation and world-class higher education and workforce development systems. While the Social Compact should address current challenges, it should also be forward-looking in preparing for already known trends, as well as opportunities and challenges, including impact of technology, and the increasing frequency and severity of shocks such as pandemics, extreme weather, and climate change.
5. **Aspire toward ambitious goals.** The Commission proposes moonshot goals with the intent to set ambitious and transformative objectives for California, and calls on all stakeholders—government, but also employers, workers, and others—to come together and apply their ingenuity to work toward these goals. Moonshot goals are accompanied by interim milestones that set a practical path to measure progress over time.

B. Five Priority Recommendations for California

The Commission puts forward five Priority Recommendations for California. For each priority, we outline a measurable moonshot goal for California to achieve by 2030, the actions required to make progress toward that goal, and an initial set of proposed initiatives toward these goals to be further developed and adopted by a variety of stakeholders.



1

ENSURE THERE ARE JOBS FOR EVERYONE WHO WANTS TO WORK

Facing high levels of unemployment and underemployment amidst the COVID-19 pandemic, and for those people and regions that never fully recovered from the last recession, job creation, job readiness, and job access will be critical to California over the coming years.



By 2030 there are enough jobs guaranteed for all Californians who want to work.

Achieving this goal requires California to address three areas of concern:

- **Job creation:** Enact mechanisms (e.g., incentives to promote private sector investment and entrepreneurship) to encourage creation of a sufficient number of jobs for the number of Californians who want to work, including the restoration of jobs lost during the COVID-19 pandemic. All Californians who want to work should have the opportunity to work, including at the level and amount they desire to build a quality life.
- **Workforce development:** Ensure that all Californians who want to work are prepared with the necessary skills (through employer-based training, training institutions, apprenticeships) to fill new positions created.
- **Employment access for vulnerable populations:** Ensure all Californians who want to work are able to access a job, regardless of gender, race, status, background, and location.

An initial list of proposed initiatives to advance toward this goal includes:

- Create at least 1 million jobs in line with California's climate goals by accelerating the deployment of relatively mature clean energy technologies, including utility-scale wind and solar, residential solar, EVs, batteries, and electric appliances.
- Double the number of undergraduates in California's educational and training institutions who are prepared to create new jobs through entrepreneurship. Expand opportunities for entrepreneurship by leveraging public and private sector investment in small businesses through procurement.
- Extend financial and technical assistance to mission-oriented businesses, referred to as employment social enterprises, which provide access to training and employment specifically to groups who face high barriers to work.
- Call on the federal government to enact a Job Guarantee. The majority of job creation should be driven by the private sector in response to growing needs for employment; the state of California, and ultimately the federal government, can serve as a backstop to guarantee all Californians a job, through incentives for private sector job creation or public employment opportunities.

2 ELIMINATE WORKING POVERTY

Nearly 45 percent of the approximately 7 million Californians in poverty reported living in a family with at least one family member working full time. These workers earn wages below the eligibility thresholds of essential safety net programs, and they rely on these programs to make ends meet. Working poverty is highest in the service sector and in work-enabling sectors like care work. Moreover, working poverty is high across groups including Hispanics and Latinos, African Americans, Pacific Islanders, Native Americans, woman-headed households, adults with lower levels of education, and formerly incarcerated workers.



By 2030 working poverty is eliminated in California for workers in the most vulnerable sectors and occupations, particularly in the hospitality, retail, and care sectors.

Achieving this goal requires California to address three areas of concern:

- **Low wages:** Raise wages for the lowest paid workers to a living wage.
- **High cost of living:** Address rising costs of basic goods including housing, health care, and transportation that place a substantial burden on low-wage workers.
- **Work fragility:** Develop mechanisms to support workers who face further economic and employment fragility as a result of employment in part-time work or contingent employment.

An initial list of proposed initiatives to advance toward this goal includes:

- Raise wages to at least 75 percent of an indexed, regional living wage measure for 50 percent of workers in the hospitality, retail, and care sectors.
- Create supports for workers to organize in unions and worker associations. Actions to address working poverty should engage and involve leading unions or worker associations in each sector to strengthen worker organization.
- Increase low-wage workers' resiliency to withstand crises, such as by extending universal unemployment insurance, support reskilling in quality jobs, and further "high-road" employment supports.

3 CREATE A 21ST CENTURY WORKER BENEFITS MODEL AND SAFETY NET

Social safety nets must adapt to meet the needs of the labor market today and in the future, given modern challenges such as increasing income volatility, expanding and evolving forms of work and work arrangements, aging populations, a growing number of working parents, and workforce disruptions caused by automation, public health crises, and other challenges. California has recently made a significant investment in the expansion of the Earned Income Tax Credit (EITC), an important approach that collectively incorporates the state, employers, and workers to ensure the well-being of workers in low-wage occupations.



By 2030 California doubles the share of workers who have access to benefits, with a particular focus on low-income workers.

Achieving this goal requires California to address two areas of concern:

- **Worker benefits:** Extend and/or enhance benefits tied to employment (e.g., paid time off and sick leave) to a greater share of workers in California, including those traditionally excluded (e.g., domestic workers).
- **Safety net:** Broaden access to a modern safety net for all individuals in California to provide opportunity for people to leverage the support and resources they need to have a decent quality of life.

An initial list of proposed initiatives to advance toward this goal includes:

- Develop and pilot a portable benefits platform like Alia for domestic workers. The portable benefits platform should include a mandate for employer contributions to benefits, and a maintenance of effort provision for the current benefits workers receive.
- Expand programs that offer the opportunity for workers to earn income while they build skills, including apprenticeship programs applied to more occupations and designed to engage more low-income workers and people who are unemployed or underemployed; pre-apprenticeship and “earn and learn” programs; and employment in social enterprises and other entities.
- Move benefits eligibility assessments, administration, and provision to central online systems that are up to date for changed income circumstances and accessible to workers in all geographies. Assessments would be for unemployment insurance, Medicaid, SSI/SSDI, SNAP, family leave, the EITC, and affordable housing.
- Launch a working group to identify the benefits needs of Californians and assess the feasibility and desirability of new benefits that have been piloted in regions of California and other regions around the world (e.g., guaranteed income).

4 RAISE THE STANDARD AND SHARE OF QUALITY JOBS

Currently, less than half of California workers report being in a quality job. Even though overall employment was strong prior to the COVID-19 pandemic, workers faced a labor market paradox: declining unemployment rates coupled with weak wage growth, resulting in a crisis of declining job quality.



By 2030 California reverses the trend of declining job quality, and creates at least 1.5 new “high-quality” jobs for every one new “low-quality” job.

Achieving this goal requires California to address two areas of concern:

- **Identify and measure quality jobs:** Workers and employers should both contribute to the definition of a quality job in California. The state should take the lead to regularly measure the share of quality jobs to inform interventions.
- **Improve job quality:** Deploy targeted interventions to improve job quality in low-scoring sectors and geographies, through policy or state and private sector initiatives to encourage employers and entrepreneurs to create and invest in high-quality jobs across California.

An initial list of proposed initiatives to advance toward this goal includes:

- Create a California Job Quality Index (JQI) to define “high-quality” jobs, modeled after the U.S. Private Sector Job Quality Index produced by Cornell Law School and initially based on analysis of monthly wage data from the Bureau of Labor Statistics.
- Create a California Job Quality Incubator to deploy a range of policy tools and resources to achieve the goals of improving job quality where JQI scores are low and expanding the number of high-scoring JQI jobs; for example, linking state spending to quality job creation with accountability and transparency. Conduct market and industry sector analysis to identify areas where quality job creation exists (or does not exist) in order to target incentives and supports to increase the number of quality jobs. Convene multiple stakeholders including the state, business leaders, unions and worker organizations, and academics twice a year to review trends and consider steps to incubate more quality jobs.

5 FUTURE-PROOF CALIFORNIA WITH JOBS AND SKILLS

to prepare for technology, climate, and other shocks

California workers must be positioned to benefit from future opportunities and access “future” jobs while being protected from future risks. California will define its future jobs based on California’s current and future priorities, including infrastructure needs, climate response and adaptation, disaster relief, demographics and care for an aging population, agriculture, and continued innovation. With ongoing economic and technological transformations, as well as future unanticipated shocks, California workers must be supported in accessing future and quality jobs, in changing occupations, and in building new skills to be resilient through the future.



By 2030 California defines the “jobs to be done” to address future work needs, and commits to growing the share of workers employed in these future jobs by two to three times. In addition, California should grow the number of workers prepared with the skills to work in future jobs by two to three times.

Achieving this goal requires California to address four areas of concern:

- **Identify future jobs:** Identify and certify jobs that meet California’s future priorities related to forces such as technology, climate change, and public health.
- **Create future jobs:** Ensure creation of the jobs needed to meet California’s current and future needs, primarily through private-sector led investment with a government-supported backstop, and with a lens toward job quality.
- **Equip workers with skills for and match to future jobs:** Incentivize private sector investment and inform priorities for public education, training institutes and laboratories, employment social enterprises, and apprenticeship programs to ensure workers are equipped with the skills to access and can be matched to future jobs.
- **Complement future jobs through technology:** Develop technology to complement and support workers, and ensure workers play an active role in this development through a collective that includes technology companies, worker organizations including unions, and academic researchers to collaborate in developing and testing new workplace technologies while assessing its implications. Particular attention should be paid to the role of data to ensure that data about workers, the workplace, and labor markets is used

responsibly to benefit workers and meet the needs of employers.

An initial list of proposed initiatives to advance toward this goal includes:

- California establishes criteria to designate a future job, based on California’s priorities and anticipation of future shocks. California reevaluates its future job criteria every two years.
- California calls on the private sector and provides demand-side incentives to support creation of future jobs. California serves as the backstop employer only if necessary in order to guarantee all needs for future jobs are met.
- California provides supply-side incentives to the private sector to invest in worker training to ensure that workers are equipped with the skills to access future jobs.
- California drives investments in research and development into technology for public good and worker well-being, enabling, complementing and creating work, leveraging California’s technological leadership to prioritize computing-driven R&D that will inform efforts to fight poverty, improve job quality, expand access to health care, protect our climate, improve cybersecurity, and enhance social science application to solving the many challenges we face now and in the future.

The proposed initiatives for each of the above recommendations serve as a starting point for employers, workers, the state, and other stakeholders. The California Future of Work Commission calls all stakeholders to identify, design, and act on initiatives that embody the Social Compact and work to achieve the five moonshot goals through cross-sector dialogue and collaboration.

ITEM V.A. – INFORMATION

ANNUAL MONITORING REPORT
PY 2020/2021 ADULT/DISLOCATED WORKER

BACKGROUND:

Annually, staff produces a Monitoring Report that includes recommendations for contract renewals for the upcoming program year. This year (PY 2020/2021) marks the end of the current three-year procurement cycle. Therefore, the attached report has been drafted as an information item to inform the Systems and Strategies Committee regarding the status of monitoring with our existing service providers.

Since there is no contract renewal recommendation, there will be no recommendations or actions.

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

ATTACHMENT:

V.A.1. Annual Monitoring Report PY20-21 Ad DW

ANNUAL MONITORING REPORT
PY 2020/2021 ADULT/DISLOCATED WORKER

1. Rubicon Programs, Inc.

Criteria	Outcome	
Program Monitoring Goal: No Findings/Findings Cleared	Findings: Performance goals not met indicated below in red font; case file review.	
Enrollment Goal: 80% of annual goal by 12/31/20 Goal:100% of annual goal by 03/31/21	Adult 73.6% 101.1%	Dislocated Worker 85.8% 103.5%
OJT Enrollment Goal: 80% of annual goal by 12/31/20 Goal:100% of annual goal by 03/31/21	0.0% 0.0%	
Training Obligations Goal: 80% of annual goal by 12/31/20 Goal:100% of annual goal by 03/31/21	Adult 57.0% 60.7%	Dislocated Worker 82.2% 87.4%
Monthly Narrative Reports Goal: On time submission at 85%	Received 100% on time	
Invoices submission Goal: On time submission at 85%	Received 50% on time	
AJCC Certification Goal: Implement improvement goals	Meets requirements	
ACWDB MOU Goal: Ensures implementation of mandated partner memorandums of understanding	Meets requirements	
The goal for the next 5 criteria is to show significant progress toward achieving the annual goals by March 31, 2021:		
% of ITA Enrollments in ISOF		
Goal = 75%	December 31, 2020	100.0%
	March 31, 2021	100.0%
% of OJT Enrollments in ISOF		
Goal = 75%	December 31, 2020	100.0%
	March 31, 2021	100.0%
% Entered Employment		
Goal = 75%	December 31, 2020	50.0%
	March 31, 2021	44.0%
% of Job Placements within ISOF		
Goal = 50%	December 31, 2020	57.1%
	March 31, 2021	81.8%

% that Attained Credential Goal = 65%	December 31, 2020	Adult 87.5%	Dislocated Worker 50.0%
	March 31, 2021	75.0%	35.7%

Rubicon Programs, Inc. has not met all required performance goals and is subject to Conditional Funding resulting in 25% of their funding being placed in reserve. If performance is not met by June 30, 2021, Rubicon Programs, Inc. will forfeit funding.

2. Ohlone Community College District

Criteria	Outcome	
Program Monitoring Goal: No Findings/Findings Cleared	Findings: Performance goals not met indicated below in red font; case file review.	
Enrollment Goal: 80% of annual goal by 12/31/20 Goal :100% of annual goal by 03/31/21	Adult 75.9% 100.0%	Dislocated Worker 65.8% 77.6%
OJT Enrollment Goal: 80% of annual goal by 12/31/20 Goal :100% of annual goal by 03/31/21	40.0% 60.0%	
Training Obligations Goal: 80% of annual goal by 12/31/20 Goal :100% of annual goal by 03/31/21	Adult 26.0% 57.5%	Dislocated Worker 79.5% 99.1%
Monthly Narrative Reports Goal: On time submission at 85%	Received 100% on time	
Invoices submission Goal: On time submission at 85%	Received 100% on time	
The goal for the next 5 criteria is to show significant progress toward achieving the annual goals by March 31, 2021:		
% of ITA Enrollments in ISOF Goal = 75%	December 31, 2020 March 31, 2021	100.0% 100.0%
% of OJT Enrollments in ISOF Goal = 75%	December 31, 2020 March 31, 2021	100.0% 100.0%
% Entered Employment Goal = 75%	December 31, 2020 March 31, 2021	Adult 66.7% 56.5% Dislocated Worker 43.2% 49.0%
% of Job Placements within ISOF Goal = 50%	December 31, 2020 March 31, 2021	Adult 90.0% 76.9% Dislocated Worker 100.0% 92.0%
% that Attained Credential Goal = 65%	December 31, 2020	Adult 0.0% Dislocated Worker 68.8%

March 31, 2021	50.0%	70.0%
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OCCD has not met performance and is subject to Conditional Funding resulting in 25% of their funding being placed in reserve. If performance goals are not met by June 30, 2021, the OCCD will forfeit funding.

3. Peralta Community College District (PCCD)

Criteria	Outcome	
Program Monitoring Goal: No Findings/Findings Cleared	Findings: Performance goals not met indicated below in red font; case file review.	
Enrollment Goal: 80% of annual goal by 12/31/20 Goal: 100% of annual goal by 03/31/21	Adult 106.4% 127.7%	Dislocated Worker 103.3% 114.8%
OJT Enrollment Goal: 80% of annual goal by 12/31/20 Goal: 100% of annual goal by 03/31/21	0.0% 0.0%	
Training Obligations Goal: 80% of annual goal by 12/31/20 Goal: 100% of annual goal by 03/31/21	Adult 5.6% 41.8%	Dislocated Worker 67.1% 88.7%
Monthly Narrative Reports Goal: On time submission at 85%	Received 12.5% on time	
Invoices submission Goal: On time submission at 85%	Received 33% on time	
The goal for the next 5 criteria is to show significant progress toward achieving the annual goals by March 31, 2021:		
% of ITA Enrollments in ISOF Goal = 75%	December 31, 2020 100.0%	March 31, 2021 100.0%
% of OJT Enrollments in ISOF Goal = 75%	December 31, 2020 N/A (No OJT Enrollments) March 31, 2021 N/A (No OJT Enrollments)	
% Entered Employment Goal = 75%	Adult December 31, 2020 4.0% March 31, 2021 3.0%	Dislocated Worker 10.0% 11.0%
% of Job Placements within ISOF Goal = 50%	Adult December 31, 2020 0.0% March 31, 2021 0.0%	Dislocated Worker 50.0% 100.0%
% that Attained Credential Goal = 65%	Adult December 31, 2020 50.0% March 31, 2021 33.3%	Dislocated Worker 42.9% 45.5%

PCCD has not met performance and is subject to Conditional Funding resulting in 25% of their funding being placed in reserve. If performance goals are not met by June 30, 2021, the PCCD will forfeit funding.

4. Chabot-Las Positas Community College District (CLPCCD)

Criteria	Outcome	
Program Monitoring Goal: No Findings/Findings Cleared	Findings: Performance goals not met indicated below in red font; case file review.	
Enrollment Goal: 80% of annual goal by 12/31/20 Goal:100% of annual goal by 03/31/21	Adult 83.9% 112.9%	Dislocated Worker 65.9% 102.4%
OJT Enrollment Goal: 80% of annual goal by 12/31/20 Goal:100% of annual goal by 03/31/21	33.3% 66.7%	
Training Obligations Goal: 80% of annual goal by 12/31/20 Goal:100% of annual goal by 03/31/21	Adult 59.9% 90.6%	Dislocated Worker 65.7% 100.0%
Monthly Narrative Reports Goal: On time submission at 85%	Received 87.5% on time	
Invoices submission Goal: On time submission at 85%	Received 75% on time	
The goal for the next 5 criteria is to show significant progress toward achieving the annual goals by March 31, 2021		
% of ITA Enrollments in ISOF Goal = 75%	December 31, 2020 March 31, 2021	100.0% 100.0%
% of OJT Enrollments in ISOF Goal = 75%	December 31, 2020 March 31, 2021	100.0% 100.0%
% Entered Employment Goal = 75%	December 31, 2020 March 31, 2021	Adult 100.0% 86.4% Dislocated Worker 83.3% 62.3%
% of Job Placements within ISOF Goal = 50%	December 31, 2020 March 31, 2021	Adult 100.0% 89.5% Dislocated Worker 85.0% 90.0%
% that Attained Credential Goal = 65%	December 31, 2020 March 31, 2021	Adult 100.0% 71.4% Dislocated Worker 91.7% 94.6%

CLPCCD has not met performance and is subject to Conditional Funding resulting in 25% of their funding being placed in reserve. If performance goals are not met by June 30, 2021, the CLPCCD will forfeit funding.

ITEM V.B. - INFORMATION

THE STORY BEHIND THE NUMBERS REPORT

BACKGROUND:

Career Service Providers (CSP) are required to submit a Monthly Narrative Report that provides qualitative information in support of the data from the Quarterly CalJOBS reports as well as other relevant information. This item represents a summary of the reports from the period July 1, 2020 through February 28, 2021.

Please see the attachment V.B.1. – “The Story Behind the Numbers Report” for more details.

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

ATTACHMENT:

V.B.1. – The Story Behind the Numbers Report

ATTACHMENT V.B.1.

THE STORY BEHIND THE NUMBERS REPORT

AJCC Operator	Geographic Sub-Region
Rubicon Programs Inc.	Eden Castro Valley, Hayward, San Leandro, San Lorenzo

- Assisted over 20 WIOA enrolled individuals to find employment.
- Enrolled nearly 200 Adult and Dislocated Workers in WIOA.
- Partnered with Employment Development Department (EDD) and facilitated three Rapid Response workshops.
- Collaborated with over 15 employers during the July 2020 - December February 2021 timeframe including Tesla, Google, and Amazon.
- Worked with Temco Logistics to assist with the recruitment of 50 technicians.
- Partnered with the Alameda County Food Bank as a worksite under the HERO grant to fill 21 Community Resiliency Worker positions.

Adult and Dislocated Worker Career Services Provider	Geographic Sub-Region
Peralta Community College District	North Cities Alameda, Albany, Berkeley, Emeryville, Piedmont

- Enrolled over 120 Adult and Dislocated Workers in WIOA.
- Worked with non-profit community partner Village of Love, providing wrap-around services to individuals living in parking lots.
- Provided virtual as well as personal case management in the field meeting clients in the community.
- Delivered three workshops in December for justice-involved individuals off-site.
- Enrolled 12 justice-involved individuals in WIOA from life skills and job readiness presentations.

Adult and Dislocated Worker Career Services Provider	Geographic Sub-Region
Ohlone Community College District	Tri-Cities Fremont, Newark, Union City

- Placed 30 WIOA clients in employment.
- Over 100 Adult and Dislocated Workers enrolled in WIOA.
- Integrated Appointlet online appointment scheduler for clients and launched Zoom workshops.
- Provided Zoom video conferencing with clients as well as drop-in sessions, job clubs, and community events.
- Worked with over (80) employers including Go Pro, Blue Shield of California, Cisco and Wells Fargo.
- In partnership with Bay Area Council and Silicon Valley Leadership Group, hosted first virtual career fair with over 1000 registrants and over 600 attendees.
- Partnered with over 20 Community Colleges and Universities.
- Launched Ohlone College Micro Internship Program with 15 clients placed with 7 worksites.

Adult and Dislocated Worker Career Services Provider	Geographic Sub-Region
Chabot-Las Positas Community College District	Tri-Valley Dublin, Livermore, Pleasanton, unincorporated Sunol

- Enrolled 60 Adult and Dislocated Workers enrolled in WIOA.
- Hosted virtual Coffee Breaks providing job seekers the opportunity to meet with employers in a relaxed, small group, atmosphere.
- Provided Zoom video conferencing with clients as well as drop-in sessions, job clubs, and community events.
- Partnered with Nelson Staffing for a virtual hiring event.
- Began delivery of virtual job readiness workshops in Spanish.