

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

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**MEETING NOTICE**  
**Wednesday, February 19, 2020**  
**9:00 – 11:00 A.M.**  
**Eden Area Multi-Service Center**  
**24100 Amador Street, 2<sup>nd</sup> Floor**  
**California Poppy Rooms A/B (#225/226)**  
**Hayward, CA**

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**AGENDA**

	<b>PAGE</b>
<b>I. CALL TO ORDER AND ROLL CALL</b>	
<b>II. PUBLIC FORUM</b>	
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.	
<b>III. ACTION ITEMS / PUBLIC HEARING</b>	
A. Selection of New Vice-Chair	1
<b>IV. DISCUSSION ITEMS</b>	
A. Implementation of Board-Approved Conditional Funding Actions Regarding Contract Performance for PY 2019/2020	3
<b>V. INFORMATION ITEMS</b>	
A. California Better Careers Design Group Award	11
B. Services and Outcomes for Unhoused WIOA Participants	13
C. The Story Behind the Numbers Report	15
<b>VI. MATTERS INITIATED BY COMMITTEE MEMBERS</b>	
<b>VII. ANNOUNCEMENTS</b>	

**COMMITTEE MEMBERS:** Paul Reyes (Committee Chair); Vacant (Vice-Chair); Tina Kapoor; Michael Keenan; Tony Lam; Kalpana Oberoi; Susie Passeggi; Regina Stanback Straud

**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 15, 2020**

**ITEM III.A. – ACTION / PUBLIC HEARING**

**SELECTION OF THE SYSTEMS AND STRATEGIES COMMITTEE**  
**VICE-CHAIR**

**RECOMMENDATION:**

That the Systems and Strategies (S&S) Committee select a member to serve as Vice-Chairperson to this committee.

**BACKGROUND:**

Article V. Committees Section 5.1.2 of the Alameda County Workforce Development Board (ACWDB) Bylaws state:

*“The Workforce Development Board Chairperson shall appoint the chairpersons of the standing committees and shall approve the membership of the committees. All committees shall select a Vice-Chairperson from among the members of that committee”.*

Vice-Chair, John Torok, resigned from the S&S Committee and opted to join the Organizational Effectiveness Committee. As a result, your Committee now needs to select a new Vice-Chair.

For more information, please contact Patti Castro, Director at 510-259-3843 or by email at [pcastro@acgov.org](mailto:pcastro@acgov.org).



## **ITEM IV.A. – DISCUSSION**

### **IMPLEMENTATION OF BOARD-APPROVED CONDITIONAL FUNDING ACTIONS REGARDING CONTRACT PERFORMANCE FOR PY 2019/2020**

#### **BACKGROUND:**

At the Alameda County Workforce Development Board (ACWDB) meeting on May 9, 2019, the board authorized ACWDB staff to move forward with contract renewal criteria that included conditional funding for providers who did not meet their PY 2018/2019 contract performance goals.

At the ACWDB meeting on September 12, 2019, ACWDB staff presented an Information Item to the board further defining the parameters for conditional funding and shared updated performance data.

During the six-month review of contract performance, and in preparation of implementing the approved criteria for contract renewals, staff sought advice from County Counsel due to the funding implications for July 1, 2020.

Upon the recent advice from County Counsel, staff have amended those parameters which now state that service providers who do not achieve 100% of their contract performance goals by March 31, 2020 will be impacted as referenced in items #1 and #2 below. Additionally, per County Counsel's advice, ACWDB staff have removed the requirement to roll unattained performance into the subsequent program year. The parameters are as follows:

1. Withhold 25% of Workforce Innovation and Opportunity Act (WIOA) grant funds for PY 2019/2020 in reserve if 100% of contract performance goals are not met by March 31, 2020;
2. If 100% of contract performance goals are not achieved by June 30, 2020, then the 25% being held in reserve will be forfeited by the contracted service provider.

ACWDB Program Liaisons have delivered official notification to providers who failed to attain their roll-over performance goals for PY 2018/2019 by the September 30, 2019 deadline.

#### **UPDATE:**

ACWDB staff presented an Action Item to the Organizational Effectiveness (OE) Committee at their February 5, 2020 meeting requesting to implement the conditional funding actions as prescribed in ACWDB's WIOA service provider contracts.

Staff will present an update to your Committee on February 19, 2020, regarding the discussion and actions taken at the OE Committee meeting.

For further information, contact Michele G. Garcia, Workforce Board System Administrator at (510) 259-3802 or through email [mggarcia@acgov.org](mailto:mggarcia@acgov.org).

**ATTACHMENTS:**

IV.A.1. – Adult DW Contract Performance Areas of Concern

IV.A.2. – Youth Contract Performance Areas of Concern

**ATTACHMENT IV.A.1.****ADULT & DISLOCATED WORKER  
CONTRACT PERFORMANCE AREAS OF CONCERN  
FOR PY 2019/2020**

Staff of the Alameda County Workforce Development Board (ACWDB) wanted to give ACWDB's Organizational Effectiveness (OE) Committee an opportunity to review the current status of contract performance attainments for PY 2019/2020 Adult and Dislocated Worker Career Service Providers (CSP).

It will be important for the OE Committee to be familiar with the status of performance – especially as we approach the March 31, 2020 deadline for attainment of 100% of contract performance goals.

ACWDB's Workforce Innovation and Opportunity Act (WIOA) Service Providers were expected to reach 80% of their annual goals by December 31, 2019; and 100% of their annual goals by March 31, 2020.

Staff will present for discussion items from the Contract Performance Reports located in Section VI of this packet. These reports reflect the status of contract performance as of December 31, 2019.

**Areas of Concern:**

<b>OJT Enrollments</b>			
<b>CSP</b>	<b>Actual</b>	<b>Annual Goal</b>	<b>% of Annual Goal</b>
<b>ACWDB System-Wide</b>	<b>10</b>	<b>37</b>	<b>27.0%</b>
Eden	3	12	25.0%
North Cities	2	7	28.6%
Tri-Cities	0	12	0%

<b>WIOA Adult Enrollments</b>			
<b>CSP</b>	<b>Actual</b>	<b>Annual Goal</b>	<b>% of Annual Goal</b>
<b>ACWDB System-Wide</b>	<b>167</b>	<b>247</b>	<b>67.6%</b>
Eden	49	91	53.8%
Tri-Cities	41	61	67.2%

<b>Dislocated Worker Enrollments</b>			
<b>CSP</b>	<b>Actual</b>	<b>Annual Goal</b>	<b>% of Annual Goal</b>
<b>ACWDB System-Wide</b>	<b>250</b>	<b>333</b>	<b>75.1%</b>
Eden	89	129	69.0%
Tri-Cities	60	88	68.2%

<b># WIOA Adult - Entered Employment</b>			
<b>CSP</b>	<b>Actual</b>	<b>Annual Goal</b>	<b>% of Annual Goal</b>
<b>ACWDB System-Wide</b>	<b>79</b>	<b>186</b>	<b>42.5%</b>
Eden	21	68	30.9%
North Cities	0	47	0.0%
Tri-Cities	33	46	71.7%

<b># Dislocated Workers – Entered Employment</b>			
<b>CSP</b>	<b>Actual</b>	<b>Annual Goal</b>	<b>% of Annual Goal</b>
<b>ACWDB System-Wide</b>	<b>90</b>	<b>250</b>	<b>36.0%</b>
Eden	32	97	33.0%
North Cities	1	53	1.9%
Tri-Cities	30	65	46.2%

<b>Credential Attainment – WIOA Adult</b>			
<b>CSP</b>	<b>Actual</b>	<b>Annual Goal</b>	<b>% of Annual Goal</b>
<b>ACWDB System-Wide</b>	<b>30.0%</b>	<b>62.0%</b>	<b>48.4%</b>
Eden	40.0%	62.0%	64.5%
North Cities	0.0%	62.0%	0.0%
Tri-Cities	30.0%	62.0%	48.4%

<b>Credential Attainment – Dislocated Worker</b>			
<b>CSP</b>	<b>Actual</b>	<b>Annual Goal</b>	<b>% of Annual Goal</b>
<b>ACWDB System-Wide</b>	<b>35.0%</b>	<b>62.0%</b>	<b>56.5%</b>
North Cities	0.0%	62.0%	0.0%
Tri-Cities	31.3%	62.0%	50.4%

NOTE: Contract Performance items not referenced in the “Areas of Concern” section above are on target to meet their annual goals by the prescribed deadlines.

Staff are providing technical support to assist providers in meeting all performance goals.

**ATTACHMENT IV.A.2.****YOUTH PROVIDER  
CONTRACT PERFORMANCE AREAS OF CONCERN  
FOR PY 2019/2020**

Staff of the Alameda County Workforce Development Board (ACWDB) wanted to give ACWDB's Organizational Effectiveness (OE) Committee an opportunity to review the current status of contract performance attainments for PY 2019/2020 Youth Service Providers.

It will be important for the OE Committee to be familiar with the status of performance – especially as we approach the March 31, 2020 deadline for attainment of 100% of contract performance goals.

Staff will present this information in a discussion item at the February 10, 2020 Youth Committee meeting – and provide an update regarding action taken by the OE Committee.

ACWDB's Workforce Innovation and Opportunity Act (WIOA) Service Providers were expected to reach 80% of their annual goals by December 31, 2019; and 100% of their annual goals by March 31, 2020.

**Areas of Concern:**

<b>Training that Leads to Credential Attainment – In School</b>			
<b>Youth Service Provider</b>	<b>Actual</b>	<b>Annual Goal</b>	<b>% of Annual Goal</b>
<b>ACWDB System-Wide</b>	<b>0</b>	<b>5</b>	<b>0.0%</b>
Eden ROP*	0	5	0.0%

<b>Training that Leads to Credential Attainment – Out of School</b>			
<b>Youth Service Provider</b>	<b>Actual</b>	<b>Annual Goal</b>	<b>% of Annual Goal</b>
<b>ACWDB System-Wide</b>	<b>16</b>	<b>39</b>	<b>41.0%</b>
Berkeley Youth Alternatives	0	12	0.0%
La Familia – Tri-Cities	2	8	25.0%
La Familia – Valley	1	5	20.0%

<b>Work-Based Learning Activities – In School</b>			
<b>Youth Service Provider</b>	<b>Actual</b>	<b>Annual Goal</b>	<b>% of Annual Goal</b>
<b>ACWDB System-Wide</b>	<b>0</b>	<b>36</b>	<b>0.0%</b>
Eden ROP*	0	36	0.0%

<b>Work-Based Learning Activities – Out of School</b>			
<b>Youth Service Provider</b>	<b>Actual</b>	<b>Annual Goal</b>	<b>% of Annual Goal</b>
<b>ACWDB System-Wide</b>	<b>74</b>	<b>134</b>	<b>55.2%</b>
Hayward Adult School	32	49	65.8%
Berkeley Youth Alternatives	16	41	38.6%
La Familia – Tri-Cities	19	28	68.1%
La Familia - Valley	7	16	43.2%

<b>Soft-Skills / Leadership Training – In School</b>			
<b>Youth Service Provider</b>	<b>Actual</b>	<b>Annual Goal</b>	<b>% of Annual Goal</b>
<b>ACWDB System-Wide</b>	<b>0</b>	<b>36</b>	<b>0.0%</b>
Eden ROP*	0	36	0.0%

<b>Soft-Skills / Leadership Training – Out of School</b>			
<b>Youth Service Provider</b>	<b>Actual</b>	<b>Annual Goal</b>	<b>% of Annual Goal</b>
<b>ACWDB System-Wide</b>	<b>64</b>	<b>134</b>	<b>47.7%</b>
Hayward Adult School	25	49	51.4%
Berkeley Youth Alternatives	15	41	36.2%
La Familia – Tri-Cities	17	28	60.9
La Familia – Valley	7	16	43.2%

<b>Youth Placement – In School</b>			
<b>Youth Service Provider</b>	<b>Actual</b>	<b>Annual Goal</b>	<b>% of Annual Goal</b>
<b>ACWDB System-Wide</b>	<b>0.0%</b>	<b>62.0%</b>	<b>0.0%</b>
Eden ROP*	0.0%	62.0%	0.0%

<b>Youth Placement – Out of School</b>			
<b>Youth Service Provider</b>	<b>Actual</b>	<b>Annual Goal</b>	<b>% of Annual Goal</b>
<b>ACWDB System-Wide</b>	<b>19.0%</b>	<b>62.0%</b>	<b>30.7%</b>
Berkeley Youth Alternatives	0.0%	62.0%	0.0%
La Familia – Tri-Cities	33.3%	62.0%	53.8%

<b>Credential Attainment – In School</b>			
<b>Youth Service Provider</b>	<b>Actual</b>	<b>Annual Goal</b>	<b>% of Annual Goal</b>
<b>ACWDB System-Wide</b>	<b>0</b>	<b>5</b>	<b>0.0%</b>
Eden ROP*	0	5	0.0%

<b>Credential Attainment – Out of School</b>			
<b>Youth Service Provider</b>	<b>Actual</b>	<b>Annual Goal</b>	<b>% of Annual Goal</b>
<b>ACWDB System-Wide</b>	<b>13</b>	<b>17</b>	<b>76.5%</b>
Berkeley Youth Alternatives	0	6	0.0%
La Familia – Tri-Cities	2	4	50.0%
La Familia – Valley	0	2	0.0%

\*Eden ROP recently met 100% of their annual enrollment goal. ACWDB staff are working with Eden ROP staff to enter all enrollment activities which should be reflected in ACWDB's 3<sup>rd</sup> quarter reports.

Note: Contract Performance items not referenced in the “Areas of Concern” section above are on target to meet their annual goals by the prescribed deadlines.

Staff are providing technical support to assist providers in meeting all performance goals.



## **ITEM V.A.- INFORMATION**

### **THE CALIFORNIA BETTER CAREERS DESIGN GROUP AWARD**

#### **BACKGROUND:**

The Alameda County Workforce Development Board (ACWDB) received an award in the amount of \$25,000 to participate in a statewide Better Careers Design Group (Design Group) initiative funded by the James Irvine Foundation. Design Group members will partner with individuals and the communities they serve to investigate problems that exist within their local workforce system. Members will learn and utilize the human-centered and outcome-oriented design models, while building relationships across sectors and gaining guidance from state-level agencies. ACWDB will build collective knowledge and strategies that aim to remove barriers to employment, and strategically ramp justice-involved individuals into sustainable pre-apprenticeship and apprenticeship programs. 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.

Additionally, 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.

ACWDB and other Design Group team members have a long-standing working relationship that is an advantage in this process. The Design Group organizations include:

- ACWDB
- Alameda County Probation Department
- Growth Sector (CBO)
- Rubicon Programs (CBO)

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



**ITEM V.B. - INFORMATION**

**SERVICES AND OUTCOMES FOR UNHOUSED  
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) PARTICIPANTS**

**BACKGROUND:**

At the November 13, 2019 meeting of Alameda County Workforce Development Board's (ACWDB) Systems and Strategies Committee, Laura Guzman, Continuum of Care Director for Everyone Home in San Leandro gave an eye-opening presentation covering some unexpected statistics about homelessness in Alameda County.

This Information Item is a follow up to that presentation. Staff is providing a summary of services and outcomes experienced by unhoused WIOA participants during the 2018/2019 program year. Please see attachment.

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

**ATTACHMENT:**

V.B.1. – Services & Outcomes Unhoused WIOA Participants

**V.B.1. - INFORMATION**  
**SERVICES AND OUTCOMES FOR UNHOUSED WIOA PARTICIPANTS**  
**PY 2018/2019**

Workforce Innovation and Opportunity Act (WIOA) Enrolled Participants  
 who reported being homeless on the date of application:

WIOA Adults and Dislocated Workers:	<b>19</b>
WIOA Youth:	<b>67</b>
Total:	<b>86</b>

**WIOA Adults & Dislocated Workers:**

	#	% of 19
Co-Enrolled and/or Referred to Partner Agency/Organization <sup>①</sup> :	<b>10</b>	53%
Provided WIOA-Funded Supportive Services <sup>②</sup> :	<b>7</b>	37%
Received Training Services <sup>③</sup> :	<b>5</b>	26%
Lost Contact <sup>④</sup> :	<b>4</b>	21%
Reported Credential Attainment:	<b>0</b>	0%
Reported Employment @ Case Closure:	<b>8</b>	42%
Average Wage @ Case Closure:	<b>\$24.65</b>	

**WIOA Youth and Young Adults (Ages 16 - 24)**

	#	% of 67
Co-Enrolled and/or Referred to Partner Agency/Organization <sup>①</sup> :	<b>14</b>	21%
Provided WIOA-Funded Supportive Services <sup>②</sup> :	<b>16</b>	24%
Received Training Services <sup>③</sup> :	<b>31</b>	46%
Lost Contact <sup>④</sup> :	<b>23</b>	34%
Reported Credential Attainment:	<b>9</b>	13%
Reported Employment @ Case Closure:	<b>16</b>	24%
Average Wage @ Case Closure:	<b>\$14.99</b>	

<sup>①</sup> Either: Social Services; or Shelter/Housing; Food; Financial Aid; or Clothing.

<sup>②</sup> Either: Transportation; Testing; Tools/Clothing; or Other.

<sup>③</sup> Either: Occupational training; GED Prep; OJT; Metrix Learning; Pd Internship; or Pd Work Exp; Pre Appren; or Post Sec Edu.

<sup>④</sup> Either: Incarcerated; Moved from Area; Non-Responsive; or Deceased.

## **ITEM V.C. - INFORMATION**

### **THE STORY BEHIND THE NUMBERS REPORT**

#### **BACKGROUND:**

Beginning with the contract period July 1, 2019, Adult and Dislocated Worker Career Service Providers (CSP) are required to submit as Monthly Narrative Report that provides qualitative information in support of the data from the Monthly CalJOBS reports as well as other relevant information. This item represents a summary of the reports from the period July 1, through December 31, 2019.

Since July 1, 2019, Adult and Dislocated Worker CSP hosted or participated in over 10 Job Fairs, engaged with over 150 employers, and assisted in 15 Rapid Response events. Please see the attachment V.C.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](mailto:david.dias@acgov.org).

#### **ATTACHMENT:**

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



**ATTACHMENT V.C.1.**

**THE STORY BEHIND THE NUMBERS REPORT**

<b>Adult and Dislocated Worker Career Services Provider</b>	<b>Geographic Sub-Region</b>
<b>Rubicon Programs Inc.</b>	<b>Eden</b> Castro Valley, Hayward, San Leandro, San Lorenzo

**Enrollment/Employment/OJTs:**

- Over 50 WIOA enrolled individuals found employment
- 3 individuals placed in OJTs

**Workshops/Rapid Response:**

- Staff conducted 12 workshops between the Fremont and Oakland locations
- Assisted in 5 Rapid Response events, assisting 168 displaced workers
- Partnered with Employment Development Department (EDD) and facilitated 5 workshops reaching 143 job seekers

**Employer Engagement/Job Fairs:**

Rubicon Programs worked with the following employers during the July - December 2019 timeframe:

- |                        |                              |                            |
|------------------------|------------------------------|----------------------------|
| ● EmployBridge         | ● Aerotek                    | ● Home Instead             |
| ● Workforce Specialist | ● Childcare Careers          | ● Senior Care              |
| ● Kelly Services       | ● Tire Warehouse             | ● Highland Energy          |
| ● Prologistics         | ● AccentCare                 | ● Census 2020              |
| ● Distribution         | ● ComForCare                 | ● Johnson Family Home      |
| ● Bright Star Care     | ● Allied Universal Services  | ● Pacific Home Care        |
| ● CareBuilders at Home | ● Empire Workforce Solutions | ● Berkeley Farms           |
| ● ResCare Homecare     | ● Rising Sun                 | ● USP                      |
| ● Staples Energy       | ● Darice Tilery              | ● FedEx                    |
| ● Balance Staffing     | ● Harambee                   | ● GAT Air Ground           |
| ● Trade Mark Staffing  | ● Community Services         | ● Michael's Transportation |
| ● Fidelitone           |                              | ● Baron HR                 |
|                        |                              | ● Graduate Berkeley        |

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

**Enrollment/Employment/OJTs:**

- Over 100 Adult and Dislocated Workers enrolled in WIOA

**Workshops/Rapid Response:**

- Assisted in 3 Rapid Response events, serving 49 displaced workers
- Delivered Berkeley Adult School WIOA presentations every Monday and Tuesday morning
- Provided weekly WIOA presentations in the Career Center every Monday

**Employer Engagement/Job Fairs:**

College of Alameda hosted employers and participated in job fairs and recruitment events during the July - December 2019 timeframe:

- Oakland Midnight Basketball League Job and Resource Fair
- ChildCare Careers
- Safeway/Albertsons
- Laney College Career Fair – 200 attendees
- Securitas
- Amazon
- Census 2020
- Berkeley City College Fair – over 50 attendees
- Jackson Hewitt Hiring Event

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

**Enrollment/Employment/OJTs:**

- Over 100 Adult and Dislocated Workers enrolled in WIOA
- 63 WIOA clients placed in employment

**Workshops/Rapid Response:**

- Assisted in 6 Rapid Response events, serving 199 displaced job seekers
- Integrated Appointlet – Online appointment scheduler for clients
- Provided Zoom video conferencing with clients to assist individuals that are unable to meet in person
- Delivered drop-in sessions, workshops, job clubs, and various events are being offered to the community

**Employer Engagement/Job Fairs:**

Ohlone College created 44 new business connections and posted over 300 jobs on their website during the July 1 – December 31, 2019 timeframe:

**Career Fairs:**

- Fall 2019 Career Fair – 240 attendees
- In-n-Out Tabling – 27 attendees
- Mission College Career Fair – 25 businesses
- Business Expo – 35 Businesses
- Allogene Information Session - 73 Job Seekers
- Kadient Tabling - 10 Job Seekers

**Career Fair Feedback from Business:**

- 96% found candidates
- 92% were satisfied with event
- 92% will continue with Ohlone Recruitment Services

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

**Enrollment/Employment/OJTs:**

- Over 60 WIOA enrolled individuals found employment
- 5 individuals placed in OJTs
- Averaged 23 client visits at Career Center per day

**Workshops/Rapid Response:**

- Assisted in Rapid Response event, serving 70 displaced workers

**Employer Engagement/Job Fairs:**

- Hosted bi-weekly Coffee Breaks providing job seekers the opportunity to meet with employers in a relaxed, small group, atmosphere. Coffee Breaks averaged 10-15 per meeting
- Delivered a Job Fair with 43 employers and 150 job seekers
- Hosted a Pharmaceutical Job Club
- Exhibited at two Chamber business expos, in Pleasanton and Livermore.