

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

MEETING NOTICE

Wednesday, April 15, 2020

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 call-in meeting only.

Call-In: Toll-Free Phone Number: 1-877-873-8018;

Enter the Access Code 178553 followed by the # key

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. ACTION ITEMS / PUBLIC HEARING	
A. Business Engagement Model PY 2020-2024	1
B. Contract Renewal Recommendations for Adult and Dislocated Worker Service Providers PY 2020/2021	9
C. Contract Recommendation for Career Transition Services for Reentry Project	11
IV. DISCUSSION ITEMS	
A. Sub-Regional Workforce Network Evaluation	15
V. INFORMATION ITEMS	
A. Human Impact Budget Project for Workforce Development	19
VI. MATTERS INITIATED BY COMMITTEE MEMBERS	
VII. ANNOUNCEMENTS	

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

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 MEETING: AUGUST 19, 2020

ITEM III.A. – ACTION / PUBLIC HEARING
BUSINESS ENGAGEMENT MODEL PY 2020-2024

RECOMMENDATION:

That the Alameda County Systems and Strategies Committee approve an extension of the Business Engagement Model as approved by the Workforce Development Board in December 2017, to be effective from July 1, 2020 to June 30, 2024, including:

- 1) Providing employer services activities currently implemented by Alameda County Workforce Development Board’s (ACWDB) Business Services Unit (BSU);
- 2) Serving as intermediary to a collaboration of internal and external partners known as the Alameda County Business Engagement Team (ACBET) to better coordinate employer-focused services to have maximum impact on hiring, skills development, and intensive use of incentive programs for all job-seekers;
- 3) Building and utilizing existing employer relationships with four primary sector partnerships focused on Advanced Manufacturing, Healthcare, BioMedical Manufacturing and Construction;
- 4) Leveraging employer resources with mandated Memorandum of Understanding (MOU) partners including the California Employment Development Department (EDD) and the Alameda County Social Services Agency (SSA) in the short-term, and other County agencies and industry partnerships in the long-term;
- 5) Continuing a long-term focus on anchor institution “relationships” for access to entry-level jobs, workforce solutions, and for their significant contributions to the local economy.

BACKGROUND:

At the December 14, 2017 ACWDB meeting, the Board approved the adoption of a new business engagement model to be implemented by the BSU in PY 2018/2019 and PY 2019/2020. The new model was implemented to:

- a) Increase the capacity to conduct outreach to employers in a more strategic and systematic manner across three major publicly funded programs;
- b) Align program strategies and goals across partners;
- c) Allow for collaborative relationships with program providers also involved with employer outreach while assisting in mitigating further duplication of workforce development programs and thus “employer fatigue.”

The model has a two-tiered approach. Tier I services are those offered by the BSU and include Customized Training, Rapid Response and Rapid Re-employment activities, Layoff Aversion, building industry partnerships and referring businesses to resources and incentives to help their businesses thrive. Tier II services are facilitated by BSU staff and include the collaborative work with agencies that are involved in workforce-related outreach activities and/or serving Alameda County businesses. To best leverage staff capacity and resources in the demand-driven model, Tier II services focus on workforce solutions to large numbers of employers through the coordinated efforts of key partners. Tier II services offer a “no wrong door” approach through which employers can access high-impact services, solutions, and resources.

As reported in the semi-annual BSU reports provided at Board meetings, the BSU has focused on implementing Phase I of the business engagement model, namely building coordination of the ACBET to leverage the talent and expertise of agencies with employer-facing initiatives. ACBET members and initiatives include:

- EDD’s Employer Advisory Council (EAC);
- East Bay Economic Development Alliance (EBEDA) and the Economic Development Directors Council;
- Alameda County Social Services Agency’s Workforce & Benefits Administration’s (WBA) AC Hire Program for employers;
- Alameda County Community Development Agency’s (CDA) services to employers in the unincorporated areas of Ashland and Cherryland;
- The Alameda County Small Business Development Center (ACSBDC);
- Hayward Chamber of Commerce.

Industry sector partnerships, originally part of the East Bay SlingShot Initiative, have also been key relationships that will continue to be leveraged. Whereas the initial partnerships focused on the industries of Advanced Manufacturing, Information & Communications Technology (ICT), Healthcare, Transportation & Logistics, and BioMedical Manufacturing, the ACBET now partners with Advanced Manufacturing, BioMedical Manufacturing and Healthcare – the partnerships that have sustained themselves beyond the life of the SlingShot grant. The Construction Partnership is currently in development and will be another important partner given the rise in construction activities and apprenticeships in the skilled trades throughout Alameda and Contra Costa counties.

In addition, ACWDB staff will continue to be in conversations with Alameda County agency directors about the “value-add” ACWDB brings to other workforce programs. These are programs being initiated in other agencies that blend the need for career services, internships, and apprenticeships with assisting Alameda County in meeting their goals/vision as a large employer stakeholder. ACWDB staff acknowledges the significance of being invited to the table as collaborators.

ACWDB will also continue to focus on initiating Phase II of the business engagement model – a longer-term strategy that will focus on developing resources and defining specific goals and objectives in partnership with specific County agencies. See Attachment III.A.1. Chart C. These

other activities that have opportunity and promise to build out a more comprehensive plan for Alameda County (employer) and/or workforce services include:

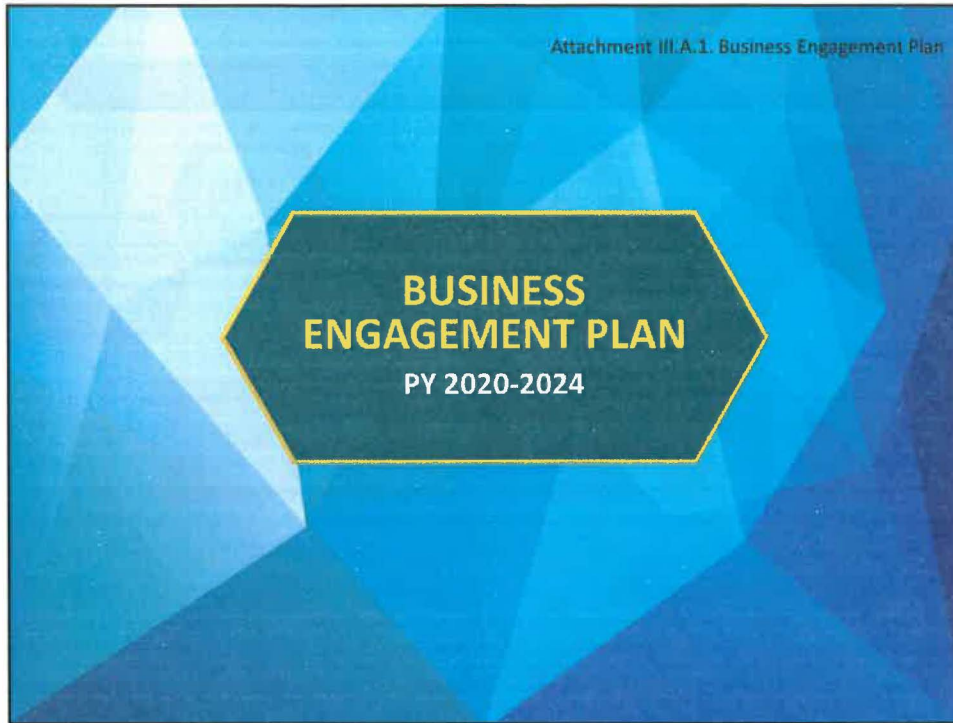
- Collaborating on the apprenticeship hiring strategies led by the Public Works Agency;
- Supporting business and workforce services to small, minority, and women-owned businesses led by the General Services Agency;
- Coordinating employer outreach more strategically with the Probation Department and the Sheriff's Office.

In addition, the BSU will restore a focus on the Area's "anchor institutions," primarily the Alameda Health System and hospitals, the Port of Oakland, Kaiser Permanente, and Alameda County. The value in engaging the County's largest employers has huge economic impact (see Attachment III.A.1. Chart D). Tier II partners with a focus on employer relationships and initiatives will continue to engage with the supply side service delivery system through the efforts of the ACBET.

For more information, contact Samantha Miller, Program Financial Specialist at (510) 259-3832 or by email at: samiller@acgov.org.

ATTACHMENT:

III.A.1. Business Engagement Plan (Charts A-F)



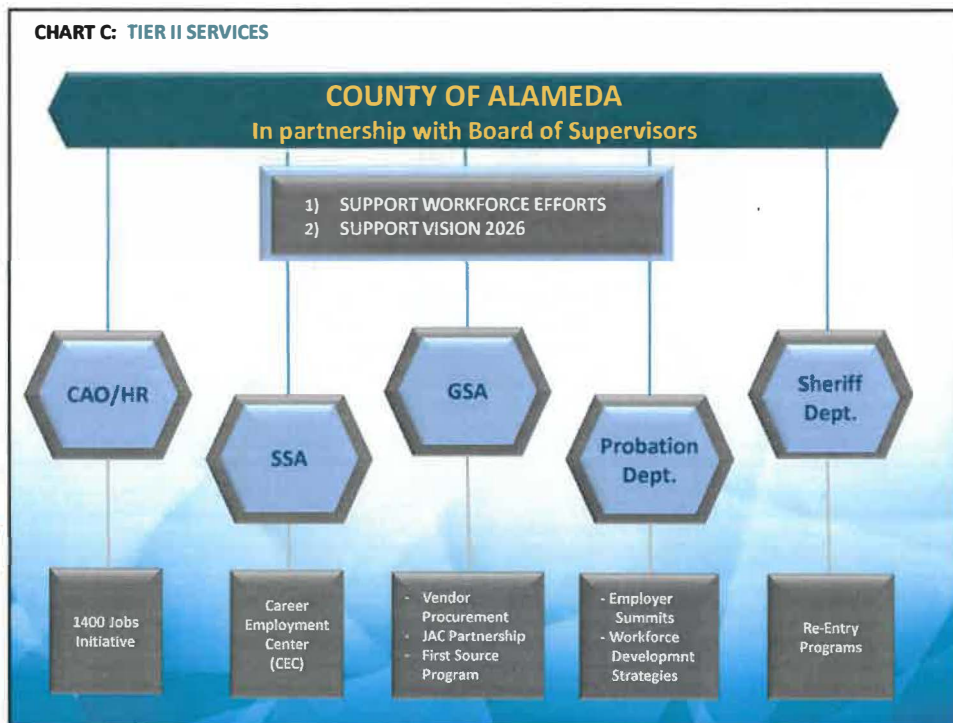
1



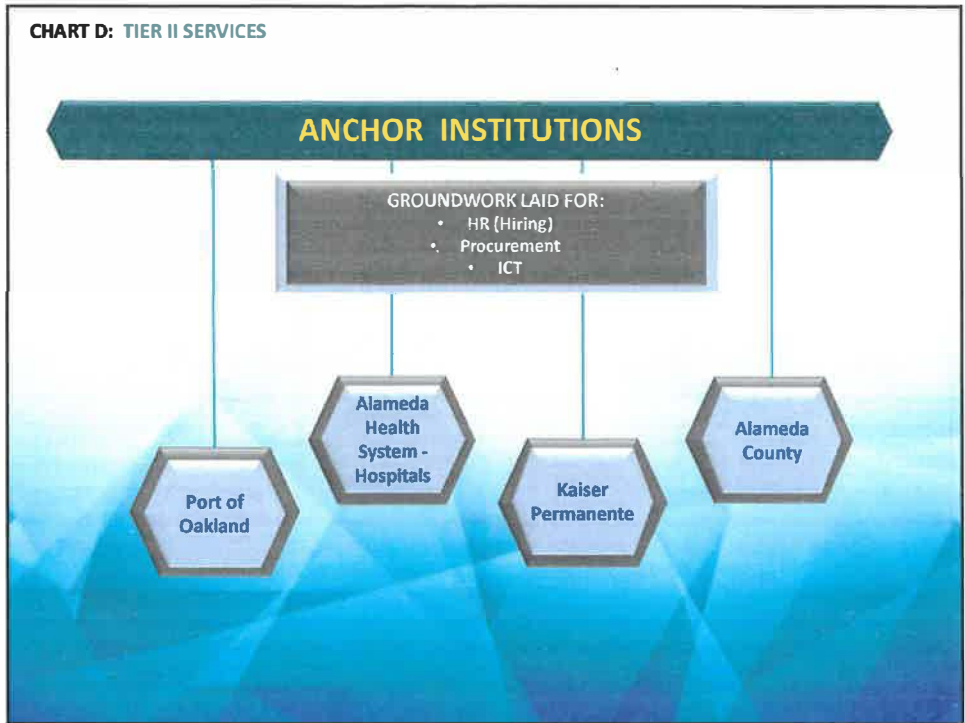
2



3



4



5



6



7

ITEM III.B. – ACTION / PUBLIC HEARING
CONTRACT RENEWAL RECOMMENDATIONS
FOR ADULT AND DISLOCATED WORKER SERVICE PROVIDERS
PY 2020/2021

RECOMMENDATIONS:

That the Systems and Strategies (S&S) Committee of the Alameda County Workforce Development Board (ACWDB) approve the following contract renewal recommendations for program year (PY) 2020/2021 for the Eden Area Comprehensive America’s Job Center of California (AJCC) Operator and the Sub-regional Workforce Network (SWN) Adult and Dislocated Worker Career Services Providers (CSP):

1. Renew contracts with the following Career Services Providers (CSPs) and Eden AJCC Operator either with or without additional conditions based on whether contract renewal criteria are met for PY 2019/2020 by June 30, 2020:
 - a. Sub-regional Workforce Network (SWN)
 - Ohlone Community College District
 - Peralta Community College District
 - Chabot-Las Positas Community College District
 - b. Eden AJCC Operator
 - Rubicon Programs, Inc.
2. Apply Workforce Innovation and Opportunity Act (WIOA) Formula Funding Allocation Methodology as approved by ACWDB for PY 2020/2021;
3. Direct staff to negotiate contracts effective July 1, 2020 through June 30, 2021.

BACKGROUND:

On September 12, 2019, the ACWDB approved the S&S Committee recommended contract renewal criteria for PY 2020/2021 as outlined below:

For the SWN Providers:

1. Meets requirements for program and fiscal monitoring for PY 2019/2020 and 2020/2021;
2. Meets 80% of annual enrollment, On-the-Job Training (OJT), and training obligation goals for Adults and Dislocated Workers by the end of the second quarter (December) and 100% by the end of the third quarter (March);
3. Shows significant progress toward achieving annual performance goals by the end of the third quarter (March); and
4. Meets 85% submission of an acceptable Monthly Narrative Reports (MNR) and invoices by the 25th of each month.

For the Comprehensive AJCC, it must meet all criteria as specified above and an additional two criteria:

- a. Implements AJCC Certification improvement goals;
- b. Ensures implementation of the Mandated Partner Memorandums of Understanding.

PY 2020/2021 will be the final year of the three-year procurement cycle that began in 2018/2019. Throughout this program year staff have:

- 1. Provided regular and ongoing technical support and guidance;
- 2. Regularly monitored the performance and operations of service provision and advised on systematic best practices;
- 3. Conducted or will conduct programmatic and fiscal monitoring reviews.

Note: Fiscal monitoring will take place by May 31, 2020

Contingent upon contract performance attainments and the outcomes of programmatic and fiscal monitoring providers will be subject to the following conditions:

Providers in the following categories:	Conditions:
Outstanding program and fiscal monitoring findings	Provider will be required to submit a corrective action plan and ACWDB staff will ensure resolution of deficiencies by June 30, 2020; staff will add appropriate contract stipulations to mitigate deficiencies in contract for PY 2020/2021
Failed to attain 100% of specified contract performance goals or achieve significant progress toward other contract performance goals by March 31, 2020	25% of PY 2019/2020 funding will be held in reserve until 100% of specified performance goals are met or until June 30, 2020 when provider forfeits the 25% due to not meeting performance goals

The requisite data to compile a progress report was not available at the time the S&S Committee packet was compiled. A progress report on the contract renewal criteria and contract stipulations will be available as a handout at the April 15, 2020 meeting.

For further information, please contact David Dias, Program Financial Specialist at (510) 780-8768 or david.dias@acgov.org.

ITEM III.C. - ACTION / PUBLIC HEARING
CONTRACT RECOMMENDATION FOR CAREER TRANSITION SERVICES FOR
REENTRY PROJECT

RECOMMENDATIONS:

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

1. Select La Familia Counseling Services (La Familia) as the provider of the Prison to Employment (P2E) Initiative Career Transition Services for Reentry Project; and
2. Approve, based upon the Solicitation for Proposal (SFP) guidelines, a contract renewal every 12 months for up to a two-year cycle (July 1, 2020 to June 30, 2022) provided contract outcomes and deliverables are met and barring any significant legislative changes and/or availability of P2E funds.

BACKGROUND:

On December 12, 2019, the Alameda County Workforce Development Board (ACWDB) approved staff to launch a procurement process for the Career Transition Services for Reentry project under the California Prison to Employment Initiative (P2E). The procurement was for two services under the P2E funding streams – direct services and supportive services including earn and learn activities. The SFP was released on January 28, 2020 and was due on February 27, 2020. SFP announcements were distributed to over 1,000 agencies from a County-wide mailing list compiled from ACWDB, Alameda County Probation Department, Eden Information and Referral, and the General Services Administration, in addition to the County of Alameda Board of Supervisors offices.

A focus group was facilitated by ACWDB staff on September 20, 2019 in Hayward. Staff were able to ascertain service needs, understand challenges and recommendations from current reentry service providers, formerly incarcerated, and the Alameda County Sheriff's Office Santa Rita Jail staff. A total of 25 individuals attended the meeting.

Four (4) proposals were submitted by the due date. All proposals met the minimum submission requirements and they were rated by a Review Panel.

SELECTION PROCESS AND RANKING

The Review Panel scored proposals in the following categories: Demonstrates Capacity; Project Management and Organizational Capacity; and Workforce Strategy. Reviewers assigned points in each of the scoring categories for the proposal. Recommendations for selecting providers are strictly based on the aggregate scores of the reviewers. The final maximum score for any bidder is 100 points. A proposal must score a minimum of 75 points to be considered for funding.

The chart below represents the grant(s) each applicant applied for and SFP bidders' results. Staff is recommending La Familia to be the provider for the Career Transition Services for Reentry project. La Familia will provide direct services and supportive services earn and learn under the P2E funding streams.

BIDDERS RESULTS

Agency	Direct Services	Support Services/ Earn & Learn	Demonstrates the Capacity	Project Management & Organizational Capacity	Workforce Strategy	Total Points
			Maximum Points Allowed			
			25	25	50	
La Familia Counseling	X	X	23	24	44	91
Rubicon Programs	X		21	25	40	86
Center for Employment Opportunities, Inc.	X	X	21	24	42	87
Five Keys Schools & Programs	X		23	22	35	80

FUNDING

Due to COVID-19 and its impact on service provisions, ACWDB staff are awaiting guidance and direction on possible modifications from the State of California. Given the current economic circumstances, staff will present the funding recommendations to the Executive Committee on April 22, 2020. On May 14, 2020 staff will present recommendations to the Board for actual contract funding levels for a July 1, 2020 effective date. Once the final State plans are known, staff will make any necessary, final calculations in order to proceed with implementing program services for PY 2020/2021.

For further information contact Tamia Brown, Program Financial Specialist at (510) 259-3884 or by email Tamia.brown@acgov.org.

ATTACHMENT:

III.C.1 – La Familia Career Transition Services for Reentry Program Summary

La Familia Career Transition Services for Reentry Project
Program Summary

Organization	Service Area	Funding Request/# of Participants/Stipulations
La Familia Counseling Services	Alameda County	\$160,000 requested to serve 150 justice-involved persons. No stipulations.
<p>Program Summary:</p> <p>La Familia proposes to deliver high quality workforce development services and earn and learn activities that emphasize accessibility and focus on overcoming barriers to employment in alignment with the direct services and supportive service earn and learn activities grants. La Familia will provide reentry services that include but are not limited to pre- and post- release case management, employment and training education, and linkages to appropriate support services such as substance abuse treatment and housing assistance, and access to earn and learn and paid on-the-job training experiences.</p> <p>La Familia is well positioned to provide full scope support services to the reentry community. They have numerous years of experience building relationships and working directly with justice-involved individuals, an extensive network of community partners and resources, a program approach integrating trauma-informed implementation strategies, and evidence-based programming based on Risk/Need/Responsivity/Framework, allowing them to successfully guide justice-involved individuals towards an enhanced ability to obtain employment.</p>		

ITEM IV.A. – DISCUSSION
SUB-REGIONAL WORKFORCE NETWORK EVALUATION

BACKGROUND:

In 2017, the full board approved a three-year procurement of a program operator for the America’s Job Center of California (AJCC) and three Career Services Providers (CSPs) for community-based service delivery to Adults and Dislocated Workers through a Sub-Regional Workforce Network (SWN) Model. The three-year procurement cycle for SWN services began in PY 2018/2019 (July 1, 2018) and extends through PY 2020/2021 (June 30, 2021). The full board also approved an evaluation of the effectiveness of the SWN model at the end of the second program year in 2020.

The SWN Model requires the AJCC and CSPs to work as SWN leads within their respective sub-regions to strategically deliver community-based services, by intentionally developing partnerships with a wide array of partners. (See the SWN diagram in Attachment IV.A.).

AJCC/CSPs are contractually required to work with their SWN partners in order to expand client services within the community, integrate and coordinate client services, co-enroll individuals when possible, leverage resources, develop joint strategies, and keep partners informed of program updates and opportunities. SWN partners include:

- Adult Schools;
- Community Colleges;
- Community-based organizations that serve veterans, people with disabilities, and re-entry populations;
- Libraries;
- Employers;
- Social Services Agency; and,
- AJCC Mandated Memorandum of Understanding (MOU WIOA Title II-IV partners).

Consistent with the recommendations approved by the full board, staff set out to evaluate the SWN service delivery model.

SUB-REGIONAL WORKFORCE NETWORK EVALUATION:

SWN Evaluation Process - Staff launched into a SWN evaluation process, with an objective to promote continuous quality improvement of services, partnerships, and systems. To date, staff has initiated internal workgroup meetings to establish an evaluation process, review monthly narratives and program performance, and to determine appropriate evaluation methods.

SWN Evaluation Methods – After reviewing the feasibility of the SWN evaluation, staff determined the following evaluation methods were most appropriate:

1. Internal review of data, WIOA performance, and monthly narratives submitted by AJCC/CSPs, and other relevant information;

2. Development of a self-assessment tool that prompts AJCC/CSPs to assess their role as a SWN lead within their respective sub-regions in keeping with the fidelity of the SWN model, by partnering with each of the required SWN partners to expand, coordinate, and integrate services, as well as leverage resources and technology to better serve clients within their sub-regions.

The SWN self-assessment tool also prompts providers to detail their working relationships with SWN partners and describe partnership strengths and growth opportunities, and;

3. Launch a SWN partner survey to provide balance to the SWN self-assessment and take stock of SWN partner feedback.

SWN Evaluation Status – To date, staff has made progress in the SWN evaluation process, completing the internal review of materials, and developing and coordinating the SWN self-assessment tool. One goal is to build traction between the SWN evaluation and larger planning efforts for our next three-year procurement cycle, making adjustments to the model as needed and as informed by the SWN evaluation.

In addition to gathering information to begin the development of a SWN partner survey, staff has begun to analyze and synthesize a lot of information to develop more formal findings of the SWN evaluation. Staff will keep committee members informed of progress and will also have an update at the full board meeting in May 2020.

For more information, please contact Latoya Reed, Management Analyst at (510) 259-3833 or by email at: latoya.reed@acgov.org or David Dias, Career Center Coordinator at (510) 780-8768 or by email at: David.Dias@acgov.org.

ATTACHMENT:

IV.A. 1 – Sub-Regional Workforce Network Diagram

SUB-REGIONAL WORKFORCE NETWORK

BOARD PRIORITY
EXPAND ACCESS
THROUGH
TECHNOLOGY



TECHNOLOGY
INNOVATION



CBO VETERANS
EXPERTISE



SOCIAL SERVICES



PUBLIC LIBRARY



LEAD PROVIDER
COORDINATION



ADULT SCHOOLS



COMMUNITY
COLLEGES



CBO INDIVIDUALS
W/ DISABILITIES
EXPERTISE

BOARD PRIORITY
EXPAND ACCESS TO
INDIVIDUALS W/
DISABILITIES



TARGET GROUPS

- LONG-TERM UNEMPLOYED
- REENTRY
- PUBLIC ASSISTANCE RECIPIENTS
- VETERANS



MANDATED
PARTNERS



EMPLOYERS
(OJT & JOB PLACEMENT)



CBO REENTRY
EXPERTISE

ITEM V.A. – INFORMATION

HUMAN IMPACT BUDGET PROJECT FOR WORKFORCE DEVELOPMENT

BACKGROUND:

In response to State budget cuts to safety net programs the Human Impact Budget (HIB) Project was launched by Supervisor Wilma Chan and supported by the County of Alameda Board of Supervisors (BOS), to demonstrate the impact of program budget cuts on residents in Alameda County. The HIB Project is managed by the County Administrator's Office (CAO) and includes a HIB book that is co-developed by several contributing departments and spans over a few agencies in Alameda County to highlight programs, performance, and budget cut impacts to client services.

As a department within the Alameda County Social Services Agency, staff collaborates every year with the Office of Program Evaluation and Policy (OPEP) to develop a HIB page for Workforce Innovation and Opportunity Act (WIOA) Title I programs.

This year staff made some updates to the WIOA HIB page to reflect information on priority populations, WIOA youth and young adult data, and made the case for a new and more relevant WIOA Title I Formula funding to better address the needs of people with barriers to employment and to offset the decline in WIOA Title I funding.

The HIB page was submitted in a timely fashion to align with the CAO's deadlines and may go through further iterations before approved and published together with other department and agency HIB pages. While the HIB page was developed to support the County of Alameda BOS process, it can also be used internally to drive program planning efforts and initiatives. See the WIOA Human Impact Budget Page in Attachment V.A.1 for more information.

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

ATTACHMENT:

V.A. 1 – WIOA Human Impact Budget Page

Workforce Innovation & Opportunity Act (WIOA)

WIOA Title I **establishes employer-led local workforce development boards (LWDBs)** that provide administrative, fiscal, and program policy oversight of Title I programs. WIOA Title II through IV are mandated to partner with LWDBs. The Alameda County Workforce Development Board (ACWDB) administers Title I programs for the County outside the City of Oakland. Career Service Providers ensure that job seekers have access to high-quality career services and training programs that facilitate skill development and lead to industry-recognized credentials and high-wage employment within high-growth industries. WIOA Title I programs serve adults, dislocated workers, youth, and employers. Priority populations include: veterans and their spouses, low-income individuals, people with basic skills deficiencies, people with disabilities, and justice-involved individuals.



Human Impacts

In FY 2018-19:



831

Participants (adults, dislocated workers, and youth/young adults) enrolled in WIOA Title I



201

Youth and young adults (ages 16-24) enrolled in WIOA Title I



211

WIOA Title I participants completed industry and occupational training

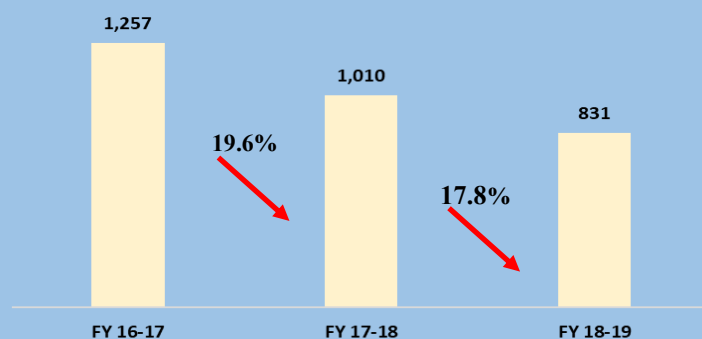


454

WIOA Title I participants entered into employment

Sources: ACWDB and CalJOBS, 2019

ACWDB's WIOA-Enrolled Participants



WIOA Title I funding has decreased over the past few years, as the funding formula is correlated with the local unemployment rate, which has been on a downward trajectory since the end of the Great Recession. At the same time, people with barriers to employment require more resources to successfully enter the job market. This dynamic represents a challenge in serving people with employment barriers who are well-represented in WIOA Title I programs in Alameda County.

Looking Forward

Funding — The Governor's Proposed FY 2020-21 State Budget includes some investments overall for workforce development but there are no explicit and new investments for Workforce Development Boards in the state. Alameda County's low employment rate will be a driving factor in WIOA Title I funding, making WIOA Title I programs vulnerable to further cuts. **An update, more robust, and relevant state WIOA Title I funding formula is needed to intentionally serve people with barriers to employment.** In the meantime, ACWDB has successfully grown partnerships and secured discretionary grant opportunities (re-entry and dislocated worker funding) to offset cuts to WIOA Title I programs.

Service Strategy — ACWDB's Sub-Regional Workforce Network (SWN) is designed to bring partners together to leverage resources, develop new funding opportunities, and coordinate job seeker services. ACWDB will continue to refine the SWN service delivery model while also aligning with the State's Labor and Workforce Development Agency's focus on shared prosperity, good jobs and wages, job security, and apprenticeship career pathways.

Policy — ACWDB's program policies will align with serving priority populations and target groups with barriers to employment to facilitate skill development, training and employment opportunities, good wages, and job security.

Nara's Story

Nara emigrated to the United States from Mongolia and didn't know how to translate her experience as a Human Resources Officer in the local labor market. With the help of ACWDB's Career Service Provider at the College of Alameda, Nara was enrolled at CSU East Bay to earn a certificate in Human Resources Management Payroll Practice. Nara is on her way to a brighter and more secure future in the United States.