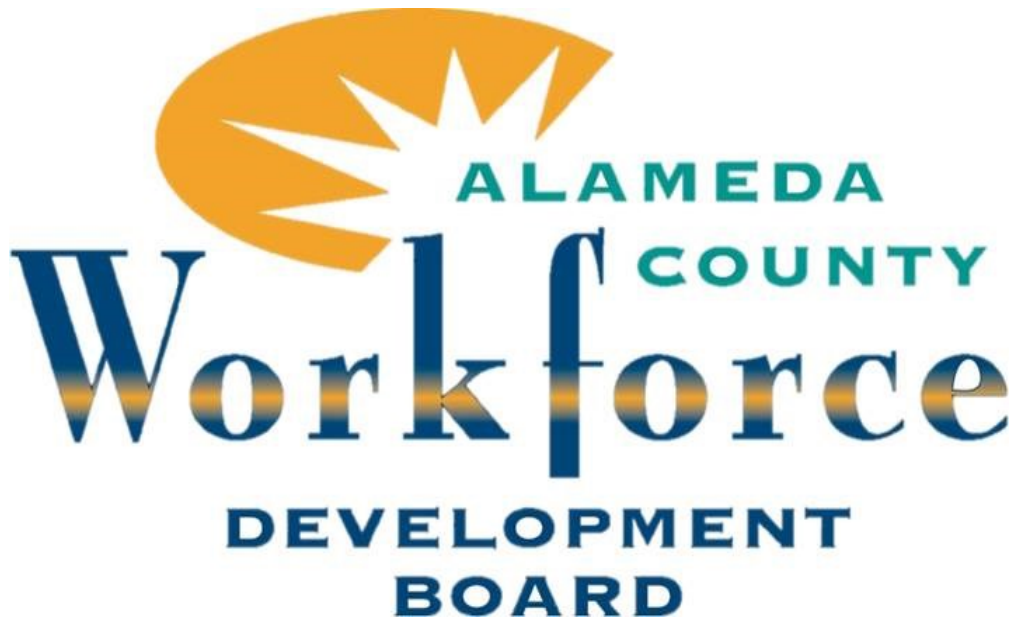


Systems and Strategies Committee



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

In partnership with the
BOARD OF SUPERVISORS

Serving the County of Alameda and the cities of
Alameda Albany Berkeley Dublin Emeryville Fremont
Hayward Newark Livermore Piedmont Pleasanton
San Leandro Union City

April 19, 2023
9:00 A.M.

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

MEETING NOTICE

Wednesday, April 19, 2023

9:00 – 11:00 A.M.

Gail Steele Multi-Service Center

24100 Amador Street, 3rd Floor (Lupine Conference Room), Hayward, CA 94544-1203

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	
Members of the public may address the Committee regarding any of the Action Items, or public input at this time of the agenda. Speakers have a maximum of three minutes per person which must include the speaker's name and organization.	
III. ACTION ITEMS / PUBLIC HEARING	
A. Adult and Dislocated Worker Contract Renewal Recommendations for PY 2023/2024	1
B. Workforce Innovation and Opportunity Act Adult Priority Population Policy Updates	6
IV. DISCUSSION ITEMS	
A. Business Workforce Needs in Alameda County Workforce Development Board Local Area	8
V. INFORMATION ITEMS	
A. Rapid Response Additional Assistance Back to Work (B2W) Grant Update	10
B. American Rescue Plan Act Workforce/Job Training Programs in Unincorporated Areas of Alameda County	12
VI. MATTERS INITIATED BY COMMITTEE MEMBERS	
VII. ANNOUNCEMENTS	

SYSTEMS AND STRATEGIES COMMITTEE MEMBERS: Kelly Johnson (Chair); Tony Lam (Vice-Chair); Debra Chaplan; Beth Cutter; Doug Jones; Kalpana Oberoi; Paul Reyes.

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 16, 2023

ITEM III.A. – ACTION / PUBLIC HEARING

**ADULT AND DISLOCATED WORKER CONTRACT RENEWAL
RECOMMENDATIONS FOR PROGRAM YEAR (PY) 2023/2024**

RECOMMENDATION:

That the Systems and Strategies (S&S) Committee of the Alameda County Workforce Development Board (ACWDB) approves the following contract renewal recommendations for PY 2023/2024 for the Adult and Dislocated Worker programs:

1. Renew contracts with the following Adult and Dislocated Worker providers either with or without additional conditions based on whether contract renewal criteria are met for PY 2022/2023 by June 30, 2023:
 - a. **Career Services Collaborative (CSC):**
 - Ohlone Community College District
 - b. **Comprehensive America’s Job Center of California (AJCC):**
 - Rubicon Programs, Inc.
2. Apply Workforce Innovation and Opportunity Act (WIOA) Formula Funding Allocation Methodology as approved by ACWDB for PY 2023/2024;
3. Direct staff to negotiate contracts effective July 1, 2023, through June 30, 2024.

BACKGROUND:

The following contract renewal criteria were approved by the ACWDB on March 9, 2023, and were used to inform contract renewal recommendations:

All Career Services Providers should meet requirements for the program and fiscal monitoring, including the below measures.

Performance Measure	Percent of Goal Met by 12/31/2022	Percent of Goal Met by 3/31/2023
Enrollments	80%	100%
Training Expenditures	80%	100%
On-the-Job (OJT) Training Enrollments	80%	100%
ITA and OJT enrollments in ISOF*	Shows significant progress by 3/31/2023	
Job Placements in ISOF*	Shows significant progress by 3/31/2023	
Job Placements at Closure	Shows significant progress by 3/31/2023	
Measurable Skills Gains (in training)	Shows significant progress by 3/31/2023	
Credential Attainments	Shows significant progress by 3/31/2023	
Submission of Monthly Invoice and Monthly Narrative Report	85% by the 25 th of each month	

*Industry Sector and Occupational Framework (AB 20-01 Attachment 1, AB 99)

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.

The service providers have not met all the renewal criteria due to reported challenges including shifts in the labor market and decreased foot traffic in centers. The service providers have each submitted corrective action plans to address ongoing efforts and strategies to improve performance.

To address the deficiencies throughout the 2022/2023 program year, staff have and will continue to:

- 1. Provide regular and ongoing programmatic and fiscal technical support and guidance;
- 2. Regularly monitor the performance and operations of service provision and advise on systematic best practices;
- 3. Conduct programmatic and fiscal monitoring reviews.

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:
Unresolved program and fiscal monitoring findings.	ACWDB staff will utilize submitted corrective action plans to monitor the resolution of deficiencies by June 30, 2023.
Failure to attain 100% of specified contract performance goals or achieve significant progress toward other contract performance goals by March 31, 2023.	25% of PY 2022/2023 funding will be held in reserve until 100% of specified performance goals are met, or until June 30, 2023. If providers fail to meet performance, they will forfeit a prorate amount of funding.

A progress report on the contract renewal criteria is included in attachment III.A.1.

For additional information, contact Jennifer Victorica, Career Services Coordinator, at Jennifer.Victorica@acgov.org or by phone at (510) 259-3841.

Attachment: - III.A.1. Program Progress Reports

PROGRAM PROGRESS REPORTS

1. Comprehensive America’s Job Center of California (Operated by Rubicon Programs, Inc.)

Criteria	Outcome (% of goal)	
Program Monitoring Goal: No Findings/Findings Cleared	Findings: Performance goals not met	
Enrollment Goal: 80% of annual goal by 12/31/22 Goal:100% of annual goal by 03/31/23	Adult 74.7% 93.1%	Dislocated Worker 31.9% 56.6%
OJT Enrollment Goal: 80% of annual goal by 12/31/22 Goal:100% of annual goal by 03/31/23	62.5% 112.5%	
Training Obligations Goal:80% of annual goal by 12/31/22 Goal:100% of annual goal by 03/31/23	Adult 100% 100%	Dislocated Worker 27% 27.5%
Monthly Narrative Reports Goal: On-time submission at 85%	Received 100% on time	
Invoices Submission Goal: On-time submission at 85%	Received 37.5% on time	
AJCC Certification Goal: Implement improvement goals	Meets requirements	
ACWDB MOU Goal: Ensure implementation of the Mandated Partner Memorandum of Understanding	Meets requirements	
The goal for the next six (6) criteria is to show significant progress toward achieving the annual goals by March 31, 2023:		
% of ITA Enrollments in ISOF* December 31, 2022 March 31, 2023		133.3% 133.3%
% of OJT Enrollments in ISOF* December 31, 2022 March 31, 2023		133.3% 133.3%
% Entered Employment December 31, 2022 March 31, 2023	Adult 39.2% 32.1%	Dislocated Worker 19% 18.4%
% of Job Placements within ISOF* December 31, 2022 March 31, 2023	Adult 181.8% 167.8%	Dislocated Worker 181.8% 181.8%
% Credential Attainment December 31, 2022 March 31, 2023	Adult 115.4% 107%	Dislocated Worker 153.8% 123.1%

Measurable Skill Gains	Adult	Dislocated Worker
December 31, 2022	79.4%	37.6%
March 31, 2023	73.7%	17%

*Industry Sector and Occupational Framework (AB 20-01 Attachment 1, AB 99)

Rubicon Programs, Inc. has not met all required performance goals and is subject to Conditional Funding resulting in 25% of its funding being placed in reserve. If performance is not met by June 30, 2023, Rubicon Programs, Inc. will forfeit a prorated amount of funding.

2. Career Services Collaborative (Led by Ohlone Community College District)

Criteria	Outcome (% of goal)	
Program Monitoring Goal: No Findings/Findings Cleared	Findings: Performance goals not met	
Enrollment Goal: 80% of annual goal by 12/31/22 Goal: 100% of annual goal by 03/31/23	Adult 62.5% 87.5%	Dislocated Worker 38.8% 68.5%
OJT Enrollment Goal: 80% of annual goal by 12/31/22 Goal: 100% of annual goal by 03/31/23	133.3% 133.3%	
Training Obligations Goal: 80% of annual goal by 12/31/22 Goal: 100% of annual goal by 03/31/23	Adult 65.2% 95.3%	Dislocated Worker 37% 56.7%
Monthly Narrative Reports Goal: On-time submission at 85%	Received 100% on time	
Invoices Submission Goal: On-time submission at 85%	Received 25% on time	
The goal for the next six (6) criteria is to show significant progress toward achieving the annual goals by March 31, 2023:		
% of ITA Enrollments in ISOF* December 31, 2022 March 31, 2023	133.3% 133.3%	
% of OJT Enrollments in ISOF* December 31, 2022 March 31, 2023	133.3% 133.3%	
% Entered Employment December 31, 2022 March 31, 2023	Adult 37.2% 47.4%	Dislocated Worker 48.9% 54.4%
% of Job Placements within ISOF* December 31, 2022 March 31, 2023	Adult 181.8% 147.7%	Dislocated Worker 165.3% 150.5%

% Credential Attainment	Adult	Dislocated Worker
December 31, 2022	55.9%	97.9%
March 31, 2023	87.2%	126.7%
Measurable Skill Gains	Adult	Dislocated Worker
December 31, 2022	44.6%	25.1%
March 31, 2023	85.6%	53.4%

*Industry Sector and Occupational Framework (AB 20-01 Attachment 1, AB 99)

The Career Services Collaborative has not met all required performance goals and is subject to Conditional Funding resulting in 25% of its funding being placed in reserve. If performance is not met by June 30, 2023, the Career Services Collaborative will forfeit a prorated amount of funding.

ITEM III.B. – ACTION / PUBLIC HEARING
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) ADULT
PRIORITY POPULATION POLICY UPDATES

RECOMMENDATIONS:

That the Alameda County Workforce Development Board’s (ACWDB) Systems and Strategies (S&S) Committee approve the following proposed updates to the Workforce Innovation and Opportunity Act (WIOA) Adult Priority Population Policy:

1. Increase the minimum enrollment rate of Priority Populations in the WIOA Adult Formula funded programs, from 60 percent to 65 percent; and,
2. Include Housing Choice Voucher Program Section 8 participants in the WIOA Adult Priority Population Policy.

BACKGROUND:

On November 24, 2020, the Employment and Training Administration (ETA), under the United States Department of Labor (DOL) issued Training and Employment Guidance Letter (TEGL), 7-20 which highlights federal expectations regarding the effective implementation of Priority of Service Provisions for WIOA Adult enrolled participants. The TEGL summarizes that while the ETA envisions that 75 percent of the states WIOA Adult participants will meet the priority population criteria, no state should have a Priority Population enrollment rate of less than 50.1 percent.

In response to TEGL 7-20, the California Employment Development Department (EDD) issued Workforce Services Draft Directive (WSDD) 228, proposing that beginning in program year (PY) 2021/2022, the EDD will begin a two-year implementation phase allowing time for Local Areas to be in compliance with the 75 percent WIOA Adult Priority Population enrollment requirement by PY 2022/2023. The public comment period for the draft directive expired on August 24, 2021. To date, no final directive has been issued regarding this topic.

ACWDB’s Existing WIOA Priority Population Categories:

1. Veterans and Eligible Spouses
2. Low-Income Individuals and Recipients of Public Assistance
3. Basic Skills Deficient and English Language Learners
4. People with Disabilities
5. Justice Involved
6. Long-Term Unemployed (27+ weeks)
7. Older Individuals (55+)
8. Single Parents
9. Department of Child Support Services Involved
10. Refugees/Asylees
11. First Generation College Students

12. LGBTQ+

13. Women

Adding the percent increase and inclusion of the Housing Choice Voucher Section 8 Program to the Priority Populations demonstrates ACWDB's intent to align with the anticipated direction of the DOL and EDD.

If approved, these updates would go into effect beginning in Program Year (PY) 2023/2024 (July 1, 2023). Additionally, ACWDB will consider further incremental increases to the minimum Priority Population enrollment rate in future program years – with the eventual goal of achieving the 75% minimum Priority Population enrollment rate.

Lastly, approval of this item will trigger staff to update the existing policy for circulation to our service delivery system prior to the anticipated July 1, 2023 implementation date.

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

ITEM. IV.A. – DISCUSSION

BUSINESS WORKFORCE NEEDS IN ALAMEDA COUNTY WORKFORCE DEVELOPMENT BOARD'S LOCAL AREA

BACKGROUND:

The Alameda County Workforce Development Board's Business Services Unit (BSU) refers businesses to both internal and external stakeholders, as necessary, including: the Small Business Development Center, Chambers of Commerce, Employment Development Department's (EDD), Employer Advisory Council, Employer Training Panel, Go- Biz, Manex Consulting, and local public economic development departments.

In addition to business referrals, BSU engages with business through job fairs, hiring events, employer spotlights, sector symposium, industry events, and career panels. BSU contracts with the California Employers Association (CEA), which facilitates ACWDB's employer education webinar series and manages its Employer HR hotline. BSU also contracts with Metrix Learning Online, which provides access to a large catalog of training courses for job seekers, including incumbent workers.

Moving forward, the BSU team has opportunities to develop sharper insights into the workforce and labor needs of the business community, by working with small businesses and researching what business engagement models have been successful in other regions. Simultaneously, BSU strives to improve services provided to employers, employees, and job seekers in Alameda County.

Steps to address local area business and workforce needs:

- Explore a collaboration with CEA to hold an in-person business summit hosted by ACWDB.
- Distribute employer surveys to over 200 businesses that have engaged with ACWDB.
- Engage with small businesses in Alameda County to gather information on how ACWDB can better serve the small business community.
- Provide feedback to employers if they are not in alignment with providing quality jobs, with the goal of helping businesses address gaps in their workplaces.
- Review Customize/Incumbent Worker Training program strategies and other promising practices from other Local Workforce Development Boards that could be replicated by ACWDB.
- Explore the pros and cons of gig work and ways in which businesses can thrive in the gig work economy.

DISCUSSION FOR COMMITTEE MEMBERS:

- What are some of your organization's hiring needs right now?
- What type of skills gaps are you seeing in the workforce?

- How is your organization addressing staffing shortages?
- What incentives does your organization offer to attract future employees?
- What impacts, if any, is the gig economy having in filling job vacancies?
- What are the job opportunities available within your organization to provide on-the-job training for entry level positions?

For further information, contact David Dias, Business Services Coordinator at (510)780-8768 or by email david.dias@acgov.org.

ITEM V.A. – INFORMATION

RAPID RESPONSE ADDITIONAL ASSISTANCE FUNDING
BACK-TO-WORK (B2W) GRANT UPDATE

BACKGROUND:

In 2021 Alameda County Workforce Development Board (ACWDB) pursued and was successfully awarded a California Employment Development Department’s Additional Assistance grant. The purpose of the grant was to help mitigate the adverse workforce impacts of the COVID-19 pandemic. Although there was much uncertainty regarding the severity and duration of the pandemic, it was clear that inaction was not an option. Accordingly, the Back-to-Work (B2W) Initiative sought to bring additional resources to expand workforce services for pandemic-impacted businesses and job seekers.

Following the launch of a competitive solicitation process, ACWDB selected five service providers as detailed in table below. Providers proposed sector-based services that included a combination of training, job placement, and supportive services within the health care, transportation, and logistics (T&L), manufacturing, and information technology (IT) sectors.

Table 1. Awarded Providers

Service Providers	Industry/Sector
*International Rescue Committee (IRC)	Transportation & Logistics (T&L)
*Love Never Fails	Information Technology (IT)
Ohlone College	Manufacturing
Las Positas Chabot Community College District	Health Care/T&L
Rubicon Programs	Medical/T&L

* First Time Service Provider

RESULTS:

Activities	Goal	Actual	% of Goal
Enrollments	100	137	137%
Participants Trained	100	89	89%
Training Completers	85	27*	32%
Job Placements	85	14*	17%
Businesses Served	100	228	228%

* Actual performance may be under reported due to continuing services during closeout and co-enrollments

On March 31, 2023 the B2W grant ended, and goals were successfully met in alignment with state enrollment outcomes. However, the road to that success was hard fought and provided a plethora of lessons learned for both our providers and staff. Below are the top five lessons learned in a tight labor market:

- Participation incentives can assist recruitment for training and upskilling;
- Enrollments are facilitated by enhanced outreach and recruitment strategies;
- Services require longer performance periods;

- Benefits of cohort models maybe off set due to recruitment challenges; and,
- Be flexible, iterate quickly, and pivot if necessary.

For additional information, please contact Carmelo San Mames, Sr. Strategic Partnership Coordinator by phone at (510) 259-3828 or by email at, Carmelo.sanmames@acgov.org.

ITEM V.B. - INFORMATION

AMERICAN RESCUE PLAN ACT
WORKFORCE/JOB TRAINING PROGRAMS IN UNINCORPORATED
AREAS OF ALAMEDA COUNTY

BACKGROUND:

In alignment with the County of Alameda Board of Supervisor's (BOS) direction, the Community Development Agency (CDA) received one-time American Rescue Plan Act (ARPA) funding in the amount of \$14 million, to invest into underserved communities. A portion of ARPA funding (\$1 million), was allocated for the development of workforce/job training programs in the unincorporated areas of Ashland, Cherryland, Hayward Acres, unincorporated areas of San Lorenzo, and unincorporated areas of Castro Valley.

Targeted investments in these unincorporated communities are long overdue due in part to structural issues associated with unincorporated areas, as well as a general dearth of business establishments and overall lack of economic opportunity. Residents in the unincorporated areas earn less comparatively and are generally overrepresented in low-wage employment.

CDA and Alameda County Workforce Development Board (ACWDB) have a long-standing collaborative and partner-oriented relationship. CDA recommended, with BOS approval, that ACWDB be awarded the \$1 million to lead and oversee the planning and implementation of ARPA-funded workforce programs and services.

On July 5, 2022, ACWDB staff leveraged a community meeting to facilitate a listening session segment and receive feedback on workforce development challenges, program approaches, and business opportunities needed in the unincorporated communities. Over 25 organizations and providers that represent residents in the unincorporated communities were in attendance. Organizations provided input on the needs of the community. A second virtual event with residents from the unincorporated communities was held on August 9, 2022, with over 50 residents from the community participated.

Based on the community feedback received, ACWDB staff recognized the following strategies offer promising approaches for unincorporated communities:

- 1) Entrepreneurial pathways that offer a wide range of supportive services
- 2) Earn and Learn program
- 3) VESL/Career Education/Linkages to Employment
- 4) Community Resource Navigator

At the Joint Organizational Effectiveness and Systems and Strategies Committee meeting on August 17, 2022, ACWDB members approved for staff to release solicitations utilizing ARPA funds

UPDATE:

Following ACWDB approval, a review panel selected the following appropriate service providers, through a competitive procurement process to implement two strategies:

- 1) Renaissance Entrepreneurship Center for Entrepreneurial Pathways
- 2) Rubicon Programs for Vocational English as Second Language/Career Education/Linkages to Employment

The Earn-and-Learn program and Community Resource Navigator strategies were extended for an additional two weeks to generate broader community interest in the proposals. As a result of this extension, we have received five additional proposals.

ACWDB staff will continue to provide updates to the S&S Committee in future meetings.

For additional information, please contact Irene Wu, Program Financial Specialist at Irene.Wu2@acgov.org or by phone at (510) 259-3884.