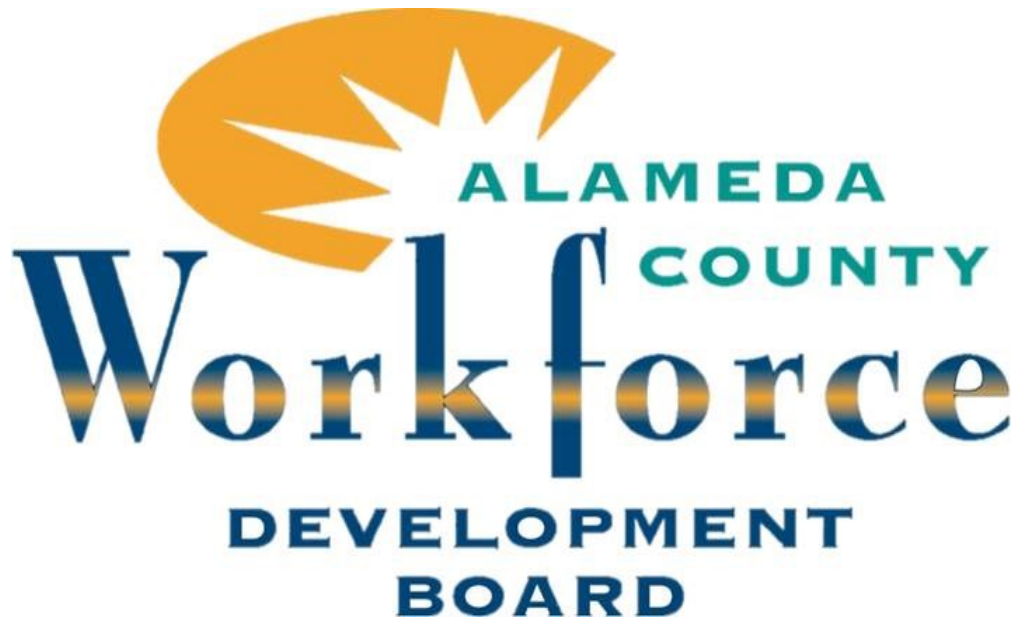


Systems and Strategies Committee



(<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**

**August 21, 2024
9:30 A.M.**

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

MEETING NOTICE

Wednesday, August 21, 2024

9:30 – 11:00 A.M.

Gail Steele Multi-Service Center

24100 Amador Street, 2nd Floor, Hayward, CA 94544-1203

California Poppy Conference Room, A&B

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. PRESENTATION – Labor Market Presentation by Juliet Moeur Labor Market Researcher with the California Employment Development Department	1
III. 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.	
IV. ACTION ITEMS / PUBLIC HEARING	
A. Expanded Incentive and Stipend Payment Policy for Adult, Dislocated Worker, and Other Program Participants	2
B. Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker Service Delivery Strategies and New Procurement for 2025-2029	4
C. America's Job Center of California (AJCC) Recertification	10
V. DISCUSSION ITEMS	
A. ACWDB Two-Year Strategic Priorities Action Plan Understanding and Expanding Sector Partnerships	17
VI. REPORTS	
A. Local Area Performance Reports (Adult/Dislocated Worker/Youth)	19
B. Contract Performance Reports	23
VII. INFORMATION ITEMS	
A. Prison to Employment (P2E) 2.0	27
B. Student Training and Employment Program (STEP)	29
C. Targeted Outreach Update	31

VIII. MATTERS INITIATED BY COMMITTEE MEMBERS

IX. ANNOUNCEMENTS

SYSTEMS AND STRATEGIES COMMITTEE MEMBERS: Matt Kreutz (Chair); Doug Jones (Vice-Chair); Joslyn Buckner; Kennan Scott.

THIS IS AN OPEN MEETING. ALL WDB MEMBERS ARE ENCOURAGED TO ATTEND
WDB Members who are not Systems and Strategies Committee members but are planning to attend may call Sheroza Haniff at (510) 259-3842 to request the materials 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: NOVEMBER 20, 2024

ITEM II. - PRESENTATION

LABOR MARKET PRESENTATION BY JULIET MOEUR **LABOR MARKET RESEARCHER WITH THE CALIFORNIA EMPLOYMENT** **DEVELOPMENT DEPARTMENT**



Juliet Moeur is a Labor Market Researcher for the California Employment Development Department (EDD) covering the East Bay Area.

Ms. Moeur graduated with a Bachelor of Arts in psychology from California State University, Sacramento in 2018 and has worked for the State of California EDD since.

She later went on to pursue her a Master of Science from Grand Canyon University in 2022 to further progress her statistical knowledge.

Ms. Moeur specializes in analyzing and explaining the East Bay labor market and has a passion for helping economic developers, employers, career counselors, workforce partners, and job seekers make data-driven decisions through utilizing and understanding labor force and industry employment estimates.

For more information, contact Juliet Moeur at Juliet.moeur@edd.ca.gov.

ITEM IV.A. – ACTION / PUBLIC HEARING
EXPANDED INCENTIVE AND STIPEND PAYMENT POLICY
FOR ADULT, DISLOCATED WORKER, AND OTHER PROGRAM PARTICIPANTS

RECOMMENDATIONS:

That the Systems and Strategies (S&S) Committee of the Alameda County Workforce Development Board (ACWDB):

1. Approve expansion of the existing Youth Incentive Payment Policy (Action Bulletin 19-3) to include incentive and stipend payments for participants in Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker programs and other local, state, federal, or private grant programs as permitted by the specific guidelines of those grants;
2. Allow ACWDB to establish policy parameters for the provision of stipend and incentive payments as referenced in item #1, above; and,
3. Approve allowance for ACWDB service providers to offer these incentive and stipend benefits in alignment with the state’s directive.

BACKGROUND:

In April of 2019, the ACWDB approved adoption of a policy allowing the provision of Incentive Payments for participants enrolled in WIOA Youth programs.

On May 23, 2024 California’s Employment Development Department (EDD) issued Workforce Services Directive (WSD) 23-08 authorizing the allowance of Stipends and Incentive Payments for participants enrolled in WIOA Adult and Dislocated Worker programs.

Stipend and incentive payments to participants are strong motivators that help enable participation and lead to more successful outcomes for workforce program participants.

Definitions According to WSD 23-08:

Stipends can alleviate financial stress by providing participants with funds they need to be successful in the programs – and cover the costs associated with attending training, to ensure that participants do not drop out of training to return to lower-wage occupations to meet immediate financial needs.

Incentive payments are provided as recognition for achievements and can help motivate participants to achieve successful outcomes that lead to long-term financial self-sufficiency.

Incentive payments are used to encourage participants to complete training, remain in jobs, or achieve other outcomes through program participation.

While the WIOA law and final regulations are silent on the provision of stipends and incentive payments for WIOA Adult and Dislocated Worker participants; through issuance of WSD 23-08, the State of California establishes the allowability of such payments.

PROPOSED POLICY EXPANSION:

Upon Board approval of this policy expansion, ACWDB staff will issue an update to ACWDB's existing policy to include the provision of stipend and incentive payments for WIOA Title I program participants as well as to participants enrolled in other WIOA programs and other federal, state, local, or privately funded programs. Existing incentive payment policy parameters for WIOA Youth participants will remain in place – and the policy will be expanded to allow stipend payment in addition to incentives - and include allowances for WIOA Adult, Dislocated Worker, and other discretionary grant program participants to be eligible for incentive and stipend payments.

For additional information, please contact Michele G. Garcia, Workforce Board System Administrator by phone at 510.259.3802 or through email at mggarcia@acgov.org.

ITEM IV.B. – ACTION / PUBLIC HEARING

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) ADULT AND DISLOCATED WORKER SERVICE DELIVERY STRATEGIES AND NEW PROCUREMENT FOR 2025-2029

RECOMMENDATION:

That the Systems and Strategies (S&S) Committee approve the Adult and Dislocated Worker Career Services delivery strategies and procurement for these services, in the Local Area for a four (4) year program cycle covering July 1, 2025, through June 30, 2029, as follows:

1. One Comprehensive America's Job Center of California (AJCC) as the Program Operator and Adult and Dislocated Worker Career Services Provider (CSP) in the Eden Area;
2. Three Adult and Dislocated Worker CSPs to oversee services in each of the three remaining sub-regions of Alameda County including:
 - North Cities - Alameda, Albany, Berkeley, Piedmont, and Emeryville
 - Tri-Cities - Fremont, Newark, and Union City
 - Tri-Valley - Dublin, Pleasanton, and Livermore
3. Funding available to smaller organizations for the delivery of specialized services focusing on one or two priority populations, including embedded wrap-around services, outreach, and service practices targeted to the intended population(s) that will complement WIOA services; and,
4. Authorize staff to issue Requests for Proposals (RFPs) for these Adult and Dislocated Worker Career Services delivery strategies.

BACKGROUND:

The Alameda County Workforce Development Board (ACWDB) is responsible for selecting all providers, including Adult and Dislocated Worker service providers, in alignment with the federal WIOA Title I program. In program year (PY) 2020/2021, the ACWDB procured WIOA services to cover the timeframe of July 1, 2021 – June 30, 2025.

The ACWDB procured services for one Comprehensive AJCC in the Eden Area located in Hayward. Services were also procured for one entity to serve as a career service provider and lead to the Career Services Collaborative (CSC), a network of sub-contractors that consists of community college districts and community-based organizations that serve ACWDB's priority populations and individuals with barriers and are located in the three sub-regions (North Cities, Tri-Cities, and Tri-Valley).

The shift to the CSC model was an effort to reach more job seekers through community-based organizations and institutions that were accessible and located near other resources and supports.

The CSC model allowed for intentional collaboration among career services providers to be able to offer specialized services along with comprehensive career services. This procurement cycle will sunset on June 30, 2025.

COMMUNITY-LED PROCESS:

ACWDB staff began a process to evaluate the current system and plan for the new procurement process. As part of the planning for the 2024-2029 program cycle, ACWDB contracted with a consulting agency, Apollo AIS, to garner insights that will assist in the program planning and procurement processes. Using surveying methods, listening sessions, and engaging in dialogue with providers and stakeholders, staff then incorporated various viewpoints and information into the process to ensure programs remain community-centered. A total of 68 adult and dislocated worker participants and community members engaged in these activities.

Ten (10) businesses were also engaged in this process. Generally, businesses have shared a need for both technical and soft skills, building awareness among prospective candidates about opportunities, upskilling and re-skilling needs to meet skill demand for updated technologies, meeting salary expectations of prospective talent and workers, and trying to keep up with the industry demand given the talent shortage.

The results of these efforts served to inform staff's recommendation for the proposed Adult and Dislocated Worker service delivery model for the upcoming 2025-2029 procurement. The most prevalent themes included:

1. Increased access and support for priority populations, including on-the-ground outreach and specialized services.
2. Services for individuals with limited access to technology, including support to increase tech access, digital literacy, and Artificial Intelligence (AI) awareness and proficiency.
3. Need for wrap-around support and services, including mental health service partnerships for recently laid-off as well as long-term unemployed individuals.
4. Accessible upskilling and reskilling opportunities, career pathways, and soft skill development for new and existing workforce.
5. Continued partnerships with employers to effectively train and place job seekers into employers' hard-to-fill positions and to capture any shifts in employer needs.

Considerations for 2025-2029 Strategies:

Through the community feedback process and through research of best practices and discussions with other workforce boards, ACWDB staff were able to glean useful information that was used to guide the discussion to develop a plan for the future of workforce services in Alameda County. Staff were very intentional in formulating strategies to address some of the challenges faced during the current system design. Tenets that guided staff's planning sessions included:

- Challenges faced by ACWDB staff, CSPs, and partners within the current workforce system model;

- The workforce system’s ability to be community-centered and focused on equity, with unbundled, specialized services as a method to reach those who may otherwise go unserved;
- The future of workforce services in Alameda County given the shrinking availability of federal workforce funds – along with the increase in community need for high-quality, results-based workforce services;
- Recognition of the employment and training needs of individuals with multiple and specific barriers; and,
- The changing demographic makeup in our various communities, and flexible and accessible services required to address evolving needs.

Comprehensive AJCC:

WIOA regulations require local areas to have at least one Comprehensive AJCC operating within its system. ACWDB will continue following the model for a single Comprehensive AJCC in the Eden Area, located in Hayward. The Comprehensive AJCC requires co-location of WIOA-mandated partners. As the Program Operator, the Comprehensive AJCC must ensure the implementation of partner responsibilities agreed upon in the WIOA Memorandum of Understanding.

The Comprehensive AJCC also must meet and maintain all WIOA certification requirements. The location of the Comprehensive AJCC is in the central part of the County, easily accessible by public transportation, and is located near other public services, including the Alameda County Social Services Agency/Temporary Assistance for Needy Families (TANF) program, which is in the same building.

Subregional Career Services Providers (CSPs):

Sub-regionally located providers ensure physical proximity to job seekers around Alameda County and ensure a deeper understanding of the surrounding communities being served. Each of the sub-regional locations will be entrusted to partner with local organizations and employers to match the specific needs of their local communities and provide a targeted approach to effective career service delivery.

Specialized Services:

Specialized services will target at least one priority population, ensuring comprehensive and customized services to best address the specific workforce needs of the selected population. The service organization(s) will possess a history of specialized service delivery to the chosen population. Populations may include re-entry individuals, unhoused or homeless individuals, veterans, English Language Learners, refugee individuals, people with disabilities, or other populations that service provider can demonstrate will benefit from WIOA services.

Request for Proposals:

ACWDB staff will conduct a procurement process for the Comprehensive AJCC, sub-regional, and specialized services anticipated to be released in October 2024 dependent on Board approval. The RFP process will include information/bidder's sessions to assist organizations with learning about the procurement process and an assembled panel of raters who are Adult and Dislocated Worker and/or workforce development subject matter experts and professionals. Current programs and services will continue through June 30, 2025, and contracts under the new procurement will be effective, July 1, 2025, through June 30, 2029.

For further information, please contact Jennifer Victorica, Program/Financial Specialist at Jennifer.Victorica@acgov.org.

ATTACHMENT:

IV.B.1. - Graphic of Job Seeker Service Strategy

IV.B.2. - Request for Proposal (RFP) Timeline - 2025-2029 Adult/Dislocated Worker Programs

THE ALAMEDA COUNTY WORKFORCE DEVELOPMENT BOARD (ACWDB) ADULT/DISLOCATED WORKER (A/DW) SERVICE DELIVERY STRATEGY- JOB SEEKER SERVICES

Common Elements

- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • Serve target populations, including a wide range of displaced workers • Co-enroll in multiple programs as complementary to the participant • Connect job seekers to industry-recognized certificates and credentials and leverage partner resources for Career Technical Education programs • Capacity to provide participant related payments • Ensure compliance with WIOA and ACWDB policies and procedures | <ul style="list-style-type: none"> • Use of the Industry Sector and Occupational Framework (ISOF) • Perform job development/placement activities • Develop On-the-Job Training opportunities; enroll participants in various available training services • Participate in an evaluation to ensure continuous improvement • Utilize CalJOBS for tracking and reporting system | <ul style="list-style-type: none"> • Provide robust online virtual services for job seekers and businesses; expand use of technology • Offer individualized, custom services for clients who fall into the digital divide • Coordinate with ACWDB's Rapid Response Team • Ensure equitable access to services and programs |
|--|---|--|

**Comprehensive AJCC
Eden Area**

- Located in the Eden Multi-Service Center or Eden sub-region
- Function as AJCC Operator and A/DW Career Services provider
- Required partner co-location and/or physical presence
- Meet compliance mandates of WIOA MOU and AJCC Certification

Subregional Career Services Providers

- Accessible physical location in subregion being targeted
- Knowledge of local sub-region, including history of services provided in area and knowledge of regional industries and employers
- Established partnerships with local employers, CBOs, and other local entities that will facilitate services to job seekers

Specialized Career Services Provider

- Provide specialized services to selected priority group(s)
- Provide comprehensive wrap-around services or provide such services in-house
- History of services to selected group(s)
- Connection to partner organizations and/or employers that will complement and aid services directed at target group

REQUEST FOR PROPOSAL (RFP) TIMELINE

2025-2029 ADULT/DISLOCATED WORKER PROGRAMS

Activity	Date or Timeframe
Community-centered Engagement Efforts Began	May 2024
Community-centered Insights Finalized	July 2024
Systems and Strategies (S&S) Committee Approves Launch of WIOA Adult/Dislocated Worker RFPs	August 21, 2024
ACWDB Approves the S&S Committee's Recommendation to Launch the WIOA Adult/Dislocated Worker RFPs	September 12, 2024
RFPs Released to the Community	October 7-11, 2024
Bidder's Conferences and Addenda Posted	October 15-18, 2024
Proposal Submission Due Date	January 6, 2025
Rating Panel Convenes and Deliberates on Scoring	Early to mid-January 2025
Rating Panel Recommendations Delivered to S&S Committee	February 2025
ACWDB Approval of S&S Committee Recommendations	March 2025
Award Notification Letter	March 2025
Draft New Contracts and Contract Negotiation	April 2025
Final Contract Forwarded for Board of Supervisors' Approval	April 2025 – early May 2025
Contractor Program and Onboarding Meetings	June 2025
Contract and Program Start Date	July 1, 2025

Note: All dates and timeframes are tentative and subject to change

ITEM IV.C. – ACTION / PUBLIC HEARING

AMERICA’S JOB CENTER OF CALIFORNIA (AJCC) CERTIFICATION

RECOMMENDATIONS:

That the Systems and Strategies Committee:

1. Approve the Certification of the Eden Area Comprehensive America’s Job Center of California (AJCC); and,
2. Authorize the Chair of the Board to sign the state’s Comprehensive AJCC Certification application.

BACKGROUND:

Under the Workforce Innovation and Opportunity Act (WIOA), Local Boards are responsible for maintaining a network of high-quality, effective AJCCs. To assist in these efforts, the California Workforce Development Board (State Board), in consultation with an AJCC Certification Workgroup comprised of state-level partners and Local Board representatives, developed objective criteria and procedures for Local Boards to use when certifying the AJCCs within their Local Workforce Development Areas (Local Area).

The Alameda County Workforce Development Board (ACWDB), as a Local Board, is required to certify its Comprehensive AJCC every three years by conducting an objective evaluation in accordance with the State Board’s criteria and procedures. The goals of the certification process are to evaluate the: 1) effectiveness of the AJCC, 2) physical and programmatic accessibility for individuals with disabilities, and 3) continuous improvement. California’s certification process is centered on these key requirements and sets a statewide standard of service delivery that ensures all customers consistently receive a high-quality level of service through each local workforce system.

ACWDB staff conducted the AJCC Certification, which includes the Baseline AJCC Certification as well as the AJCC Indicator Report. ACWDB staff has toured the Comprehensive AJCC, inquired with AJCC staff regarding practices and procedures, and reviewed the Comprehensive AJCC self-assessment. Additionally, customer feedback from surveys has been taken into account and included as part of the assessment. ACWDB staff will provide the state with documents of the AJCC Certification Indicators Assessment Summary and Baseline AJCC Certification through email by the deadline of November 1, 2024.

Once the initial AJCC Certification/Evaluation is completed, staff are required to create a Continuous Improvement Plan (CIP). The CIP will highlight areas or items within the certification document where improvements may be required or recommended. The CIP will also identify goals related to deficiencies found during the certification process and establish a

deadline for the attainment of these goals. ACWDB must attest to developing the CIP with target dates with the AJCC and complete it by December 31, 2024.

For more information please contact, Jennifer Victorica, Program/Financial Specialist at Jennifer.Victorica@acgov.org.

ATTACHMENT:

IV.C.1- AJCC Certification Assessment Ratings

AJCC Certification Indicator #1: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment. (Overall Rating: 4.5/5)

1. All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.
2. The local Equal Opportunity Officer (EOO) periodically reviews the AJCC's policies, procedures, and the facility for accessibility and equal opportunity. The EOO then provides recommendations and staff training, where needed.
3. The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals who do not speak English as their primary language and who have limited ability to read, speak, write, or understand English.
4. The AJCC uses the principles of universal and human-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, or educational level.
5. The AJCC implements the veteran's preference and priority of service requirements.
6. The AJCC provides services outside of regular business hours where there is a workforce need as defined by the Local Board.
7. The AJCC delivers both AJCC-based and virtual services.
8. The AJCC ensures that people with disabilities can access virtual services in a manner that is comparable to those without a disability.

Opportunities identified after ACWDB assessment: Complete pending requests for updated technology to serve individuals with disabilities and continue to engage partners who service priority populations to host events and/or table at the AJCC location. Ensure AJCC hours are responsive to community needs.

AJCC Certification Indicator #2: The AJCC actively supports the One-Stop system through effective partnerships. (Overall Rating: 4.5/5)

1. A system is in place to assess the satisfaction of both co-located and non-co-located partners with the AJCC and its services.
2. Both co-located and non-co-located partners believe that the AJCC adds value to their program and customers.
3. The required AJCC partners meet on a regular basis to discuss the One-Stop system and the AJCC's contribution to the system and make recommendations for continuous improvement.
4. The AJCC actively outreaches and provides access to non-co-located partner customers to participate in AJCC-based services, such as workshops and recruitment events.

5. An inventory and overview of all partner programs and services are available to all AJCC staff, and all AJCC staff has received an orientation to all partner programs and services.
6. One-Stop system marketing materials that overview all partner programs and services for distribution to customers at the AJCC and at all non-co-located partner locations have been developed.
7. The AJCC's partner referral process (as outlined in the Memorandum of Understanding) is being implemented with a focus on quality referrals that are likely to convert to service.
8. Referrals are recorded, and a system is in place for partners to follow through and report progress on referrals made.
9. The AJCC connects to the community through multiple community partnerships and community access points.

Opportunities identified after ACWDB assessment: Continue to engage partners and host events to bring awareness of connection, both of co-located and non-co-located partners. Seek continuous improvement feedback from partners to enhance AJCC system services and highlight connections between programs.

**AJCC Certification Indicator #3: The AJCC provides integrated, customer-centered services.
(Overall Rating: 4/5)**

1. AJCC staff identifies with the AJCC system (and not just their specific program), believes that all AJCC customers are shared customers, and contributes to providing a positive AJCC experience for every AJCC customer.
2. AJCC staff have received customer service and customer-centered design training.
3. AJCC staff is cross trained in program partner eligibility and services, so they have the capacity to functionally serve customers well.
4. The AJCC has clearly identified the roles, responsibilities, and authorities of both functional leaders and the supervisors of program partners, and the AJCC has an integrated functional organizational chart.
5. The AJCC has a system in place to promptly greet all AJCC customers, identify the reason for their visit and their needs, and connect them to appropriate services as quickly as possible.
6. The AJCC has developed integrated customer flow procedures that respond to customer need and moves customers seamlessly between AJCC entry and service delivery with as few hand-offs as possible.
7. All AJCC co-located partners have identified the Career Services that apply to their program, and the AJCC has developed methods to align/integrate the delivery of those services.
8. The AJCC has established protocols to co-enroll customers in more than one partner program when there is value to customers and has a strategy for effectively sharing case management when customers are co-enrolled.

Opportunities identified after ACWDB assessment: Collaborate with partners to simplify co-enrollment process and allow for self-navigation to additional services. Continue to participant in regular customer service trainings.

AJCC Certification Indicator #4: The AJCC is an on-ramp for skill development and attaining industry-recognized credentials that meet the needs of targeted regional sectors and pathways (Overall Rating: 5/5)

1. All AJCC staff (i.e., the staff of all co-located partners regardless of staff position or program) value both skill development and employment outcomes and know how they can promote and contribute to both.
2. All AJCC staff knows the regional target sectors, can identify regional sector career pathways, and can understand what those mean in terms of providing services to customers.
3. The AJCC has skill development and training opportunities for customers at all skill and experience levels
4. The AJCC staff assist customers in accessing and enrolling in robust training services, including career pathways, integrated education and training, workforce preparation, work-based learning, and apprenticeship.
5. AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.
6. The AJCC does not implement a “sequence of service requirement” for training and does not have cumbersome entry steps that prohibit easy access to education and training that leads to industry-recognized credentials.
7. The AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.
8. The AJCC strives to increase the number of all AJCC customers receiving skill development and training services, resulting in industry-recognized credentials.

Opportunities identified after ACWDB assessment: To further increase client opportunities and support training provider partners, continue to facilitate connection to ETPL Coordinator to get training providers state approval.

AJCC Certification Indicators #5: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs. (Overall Rating: 4.5/5)

1. All AJCC staff have advanced knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.

2. The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers.
3. The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement
4. The AJCC has a defined strategy in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
5. The AJCC is an integral partner in the implementation of the Local Board's integrated business services strategy and seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.
6. The AJCC offers a wide range of AJCC-based services for employers, including referral of qualified candidates, on-site recruitment, pre-employment testing, skill verification, and hiring and training subsidies.
7. The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of business services and applies it for continuous improvement.

Opportunities identified after ACWDB assessment: Target Quality-Job Employers to host hiring and informational events, also prioritize these employers when hosting job fairs. Build partnerships with Quality-Job employers. Improve business-facing services by distributing ACWDB employer survey for continuous improvement.

AJCC Certification Indicator #6: The AJCC has high-quality, well-informed, and cross-trained staffing. (Overall Rating: 4.5/5)

1. The AJCC has regular staff meetings with all AJCC staff (i.e., the staff of all co-located partners regardless of program) to build relationships, provide updates on center activities, and discuss strategies for AJCC improvement.
2. Partners have agreed to provide training to all AJCC staff on a regular basis.
3. There is a capacity building and/or professional development plan for staff and partners.
4. All AJCC staff has received training on the services of One-Stop partners, eligibility for those services, and the process for referring customers to partners.
5. All AJCC staff has received training on how to use labor market information to help customers identify career pathways, develop in-demand skills and credentials, and find jobs.
6. All AJCC staff has received training to effectively assist customers in registering with CalJOBS and match customers to available jobs.
7. All AJCC staff has received training on serving individuals with barriers to employment, including customers with disabilities.
8. All AJCC staff has received training on providing excellent customer service and customer-centered design.
9. All AJCC staff has received training on sector strategies, career pathways, job quality, and high road training partnerships.

Opportunities identified after ACWDB assessment: Leverage partner experience and expertise to implement in partner meetings and also to build professional development trainings, available to all AJCC system staff. Co-create CalJOBS reference sheet to inform AJCC-system partners.

AJCC Certification Indicator #7: The AJCC achieves business results through data-driven continuous improvement. (Overall Rating: 4.5/5)

1. The AJCC contributes to the achievement of WIOA performance indicators for all core program partners.
2. The AJCC reports to the Local Board on an ongoing basis the number of customers served, the types of services provided, and the outcomes of those services.
3. The AJCC operates in a cost-efficient manner, and the results justify the resources invested.
4. The AJCC has a system in place to collect satisfaction data from individuals and employers using the AJCC's services.
5. The AJCC has a system in place to capture and respond to specific customer feedback, complaints, and compliments.
6. The AJCC regularly reviews and analyzes performance, customer satisfaction, and service data and develops specific plans for AJCC service improvements.
7. The AJCC regularly identifies areas of needed technical assistance to improve business results and taps available resources to obtain needed assistance.

Opportunities identified after ACWDB assessment: Distribute ACWDB customer and employer feedback surveys to consistently gauge impact of AJCC system and respond to customer and employer needs effectively. Continue to distribute feedback and suggestion surveys to partner programs, and engage in discussions with ACWDB staff for continuous improvement.

ITEM V.A. – DISCUSSION

ACWDB TWO-YEAR STRATEGIC PRIORITIES ACTION PLAN **UNDERSTANDING AND EXPANDING SECTOR PARTNERSHIPS**

BACKGROUND:

As part of Alameda County Workforce Development Board's (ACWDB) two-year Strategic Priorities Action Plan, the Systems and Strategies (S&S) Committee is tasked with two different activities in Quarter 1:

1. Learn about labor market and workforce data; and,
2. Identify (and/or engage) up to two sector partnerships to ultimately initiate new or expand training opportunities.

To support the first activity in Quarter 1, the S&S Committee will receive a presentation from Juliet Moeur, Labor Market Researcher, from California's Employment Development Department (EDD), Labor Market Information Division (LMID) at the August 21, 2024 regular meeting. Juliet will highlight industry sector data that will likely reinforce ACWDB's Industry Sector and Occupational Framework (ISOF) policy. The ISOF policy introduces a standard for service providers to focus occupational training and job placement activities toward stable industry sectors that offer livable wages and quality jobs.

The second activity in Quarter 1 includes a discussion on possible presentations from existing, new, or emerging sector partnerships in the East Bay region. Sector partnerships, also referred to as Next Gen Sector Partnerships (NGSPs) consists of collaborative working relationships between establishments from within the same industry that share a labor market region and collaborate with education, workforce development, economic development, and community organizations to tackle common needs of the targeted industry. NGSPs also focus on other issues related to an industry's competitiveness, ensuring deeper, broader, and longer-term industry engagement.

In the East Bay region, the following sector partnerships exist and have potential for system re/engagement:

1. **Bay Area Health Workforce Partnership (BAHWP)** is an employer and community-led effort working closely with local workforce development boards, community leaders, and educational institutions to meet the workforce needs of Bay Area health employers, expand opportunities for employment for residents, and strengthen the economic and social well-being of the Bay Area.
2. **Association of Manufacturers Bay Area (AMBAYArea)** provides manufacturers with local connection and information to ensure the industry thrives through events, thought leadership, and partnerships.

3. **BayICT Partnership** is a collaboration between Bay Area community colleges, technology companies, and community organizations united under the common goal of creating a diverse and locally grown technology workforce.

The East Bay region is also home to the emerging High Road Training Partnerships (H RTP). H RTPs are slightly different from NGSPs in that they also involve the active voice of training providers, job seekers, and workers. ACWDB was recently awarded a regional H RTP grant to facilitate and oversee the implementation of the Marine Trades and Water Transportation Careers Initiative (Marine Trades Initiative).

To initiate the second activity for Quarter 1, presentations could be arranged to hear from these sector partnership groups and/or the H RTP Marine Trades Initiative to assist committee members with understanding how industry sector partnerships work, what type of engagement is required to maintain those valuable relationships, and ultimately to help inform an overall strategy for devising and designing new or revamped training opportunities for job seekers in ACWDB's local area.

In preparation for soliciting presenters for upcoming committee meetings, members should engage in discussion about:

1. Which sector partnership seems to align more with the committees' interest and/or the local labor market?
2. What strategic areas would you like to explore within the sector partnerships or the H RTP?
3. What additional information do you need from the sector partnership organizations or H RTP to inform the committee's path?

These questions should be addressed, and decisions made so that preparations can be started to keep the S&S Committee on track to accomplish the stated goals by the specified deadline.

For additional information, please contact Michele G. Garcia, MIS Administrator at (510) 259-3802 or by email at mggarcia@acgov.org or Latoya Reed-Adjei, Interim Assistant Director at (510) 259-3833 or by email at latoya.reed-adjei@acgov.org.

ITEM VI.A. – REPORTS

LOCAL AREA PERFORMANCE REPORTS **YOUTH, ADULTS, AND DISLOCATED WORKERS** **ROLLING FOUR QUARTERS - ENDING 6/30/2024**

BACKGROUND:

The Alameda County Workforce Development Board (ACWDB) negotiates Local Area Performance (LAP) biennially with the State of California. LAP goals for program years (PY) 2022/2023 and 2023/2024 were negotiated on September 19, 2022. Staff await confirmation from the State of California regarding LAP negotiations for program years 2024/2025 and 2025/2026; with an expectation that those negotiations will occur during September 2024.

The LAP measures and actual attainments are not evaluated in real time. There is a minimum six-month look back at participants who completed Workforce Innovation and Opportunity Act (WIOA) funded services during previous quarters.

ANALYSIS OF REPORTS:

WIOA performance outcomes reflect that ACWDB service providers achieved over 100% of their goals in the following categories:

- Placement Rate @ 2nd Quarter Post Exit
 - Youth = 106.5% of Goal
- Placement Rate @ 4th Quarter Post Exit
 - Youth = 110.6% of Goal
- Median Earnings @ 2nd Quarter Post Exit
 - Youth = 115.5% of Goal
 - Adults = 133.3% of Goal
- Credential Attainment Rate by 4th Quarter Post Exit
 - Youth = 115.9% of Goal
 - Adults = 118.8% of Goal
- Measurable Skill Gains
 - Youth = 135.6% of Goal
 - Adults = 115.3% of Goal
 - Dislocated Workers = 102.9% of Goal

Although short of the negotiated performance goals, ACWDB service providers have achieved high levels of performance in the following measures:

- Placement Rate @ 2nd Quarter Post Exit
 - Adults = 96.0% of Goal
 - Dislocated Workers = 95.6% of Goal

- Placement Rate @ 4th Quarter Post Exit
 - Adults = 89.4% of Goal
 - Dislocated Workers = 88.0% of Goal
- Median Earnings @ 2nd Quarter Post Exit
 - Dislocated Workers = 93.8% of Goal
- Credential Attainment Rate by 4th Quarter Post Exit
 - Dislocated Workers = 96.6% of Goal

Please review the performance attainments on the attached report for a full representation of ACWDB's LAP outcomes for the rolling 4 quarters ending 6/30/2024.

Please contact Michele G. Garcia, MIS Administrator if you have any questions regarding this report. You can reach Michele at (510) 259-3802 or through email at mggarcia@acgov.org.

ATTACHMENT:

VIA.1. – REPORT LAP Rolling 4 Qtrs Ending 2024.06.30 (2 pages)

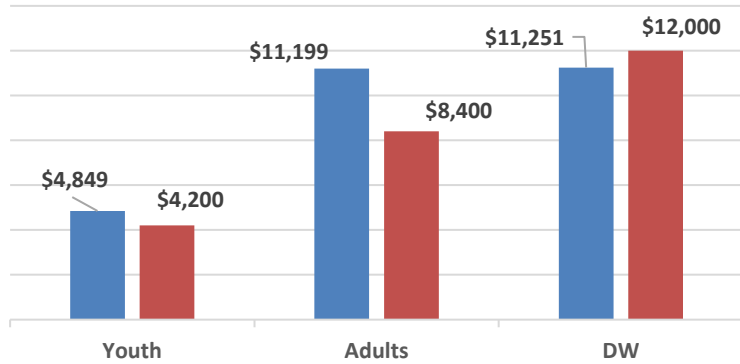
LOCAL AREA PERFORMANCE REPORT
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) TITLE I PROGRAMS
YOUTH, WIOA ADULTS, AND DISLOCATED WORKERS
ROLLING FOUR QUARTERS - ENDING 6/30/2024

Funding Stream/Population:	In-School & Out-of-School Youth			WIOA Adults			Dislocated Workers		
Population Description:	Ages 16 through 24 with Barriers to Employment			Ages 18 and over; predominantly individuals with barriers to employment			Laid-off or terminated workers, eligible for UI, and unlikely to return to their prior occupation		
CORE INDICATORS OF PERFORMANCE	Total Current Period	PY 23/24 Goals	% of Goal	Total Current Period	PY 23/24 Goals	% of Goal	Total Current Period	PY 23/24 Goals	% of Goal
Placement Rate 2nd Quarter Post Exit ① Exited between 7/1/2022 and 6/30/2023	72.1%	67.7%	106.5%	62.4%	65.0%	96.0%	66.9%	70.0%	95.6%
Placement Rate @ 4th Quarter Post Exit ① Exited between 1/1/2022 and 12/31/2022	69.7%	63.0%	110.6%	57.2%	64.0%	89.4%	60.7%	69.0%	88.0%
Median Earnings @ 2nd Quarter Post Exit Exited between 7/1/2022 and 6/30/2023	\$4,849	\$4,200	115.5%	\$11,199	\$8,400	133.3%	\$11,251	\$12,000	93.8%
Credential Rate Exited between 1/1/2022 and 12/31/2022	70.0%	60.4%	115.9%	77.8%	65.5%	118.8%	62.8%	65.0%	96.6%
Measurable Skill Gains ② Exited between 7/1/2023 and 6/30/2024	78.4%	57.8%	135.6%	47.4%	45.0%	105.3%	46.3%	45.0%	102.9%

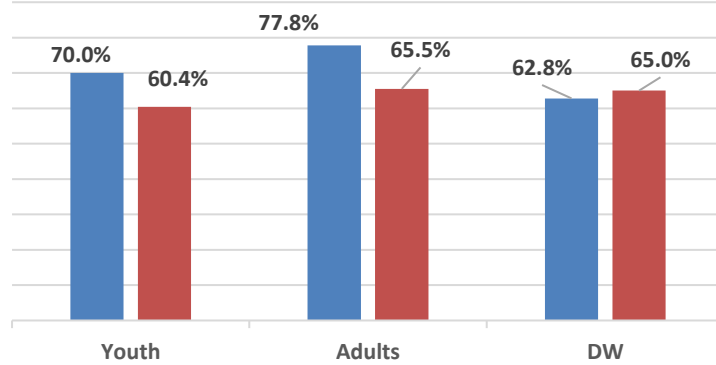
① Placement in Employment for Adults & Dislocated Workers; and Placement in Employment, Education, Advanced Training or the Military for Youth.

② Measurable Skill Gains track an individuals progress toward credential attainment.

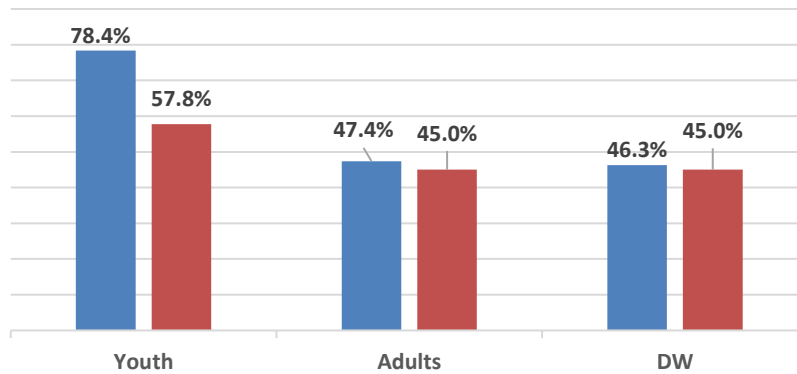
Median Earnings @ 2nd Qtr Post Exit



Credential Rate by 4th Qtr Post Exit



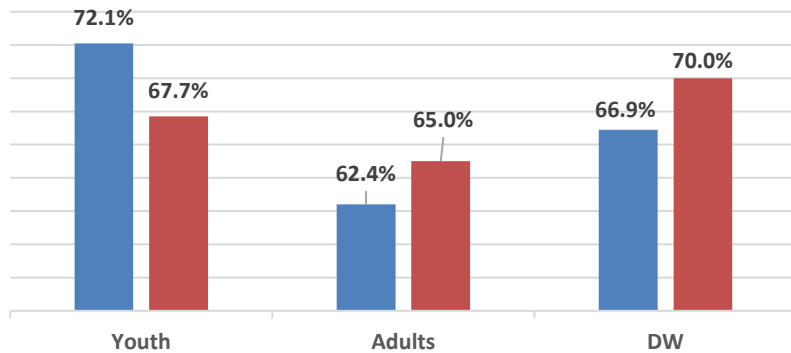
Measurable Skill Gains



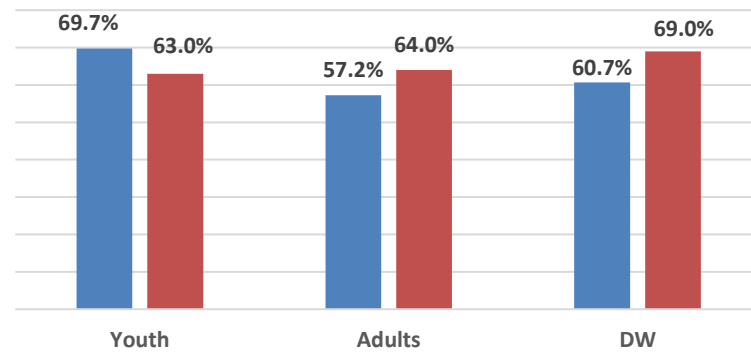
Is Anyone Better Off?

■ Actual ■ Goal

Placement Rate @ 2nd Qtr Post Exit



Placement Rate @ 4th Qtr Post Exit



ITEM VI.B. – REPORTS

CONTRACT PERFORMANCE INDICATORS REPORTS (CPIR)

ADULTS AND DISLOCATED WORKERS

PY 2023/2024; Quarter 4 (7/1/2023 through 6/30/2024)

BACKGROUND:

Alameda County Workforce Development Board's (ACWDB) Contract Performance Indicators Reports provide a method for staff, service providers, our community, and the board to stay informed about progress made toward attainment of contract performance goals. Contract performance goals are written into each of ACWDB's service provider contracts.

ANALYSIS OF REPORTS:

Both of ACWDB's Adult and Dislocated Worker service providers exceeded their enrollment goals for PY 2023/2024. This was the first program year where providers were allowed to take some credit for participants that they continued to serve from prior program years.

Both service providers fully encumbered their training set-asides this program year.

Entered employment rates remain low for both service providers this program year. Staff has continued to offer technical support to ensure timely and accurate data entry with hopes that rates would improve. However, those anticipated increases have not been realized for PY 2023/2024.

Credential attainment and Measurable Skill Gain rates are improving from the last couple of program years. As staff become more familiar with data entry requirements, there is anticipation that these achievements will continue to grow.

Service providers continue to be diligent to guide their job seekers toward priority industry sectors for quality jobs with anticipated growth, livable wages, and opportunities for growth.

Please review the attachment to this item for a full representation of contract performance measures, goals, and achievements for PY 2023/2024.

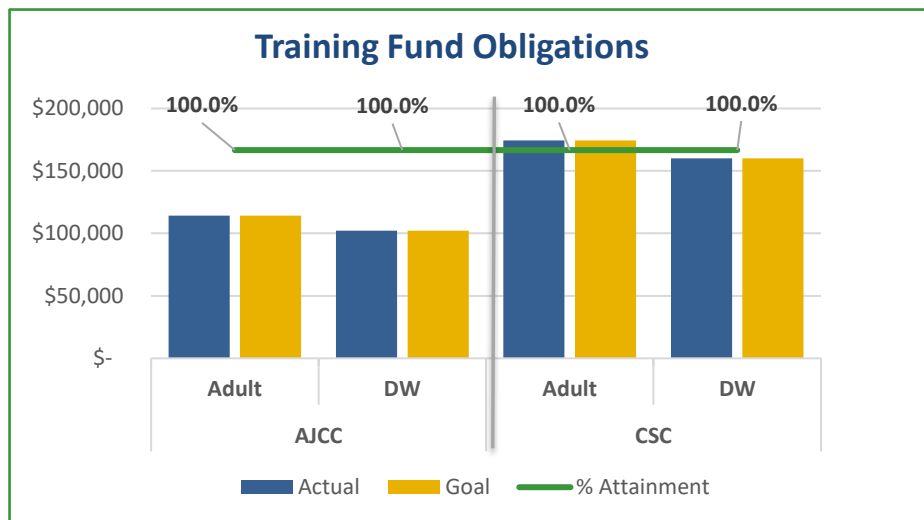
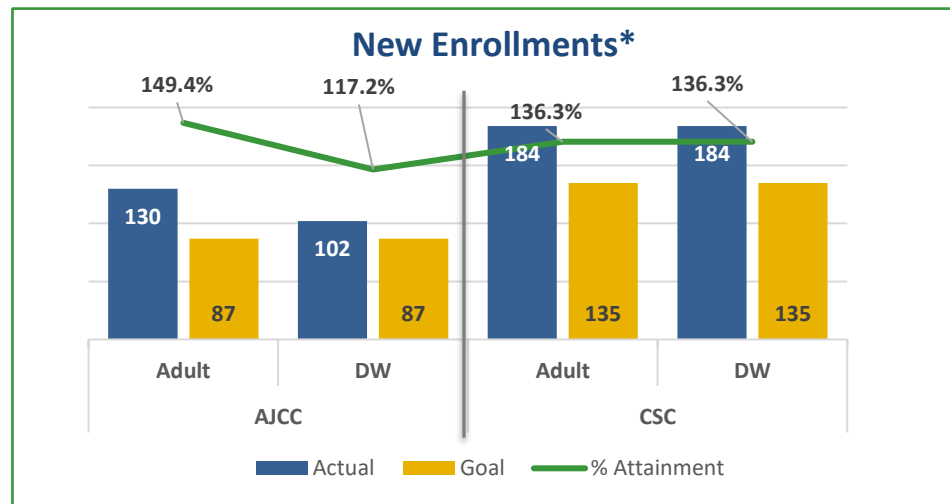
For additional information, you may contact Michele G. Garcia, MIS Administrator. Michele may be reached by phone at (510) 259-3802 or through email at mggarcia@acgov.org.

ATTACHMENT:

VI.B.1. – REPORT Ad DW CPIR PY 23-24 Q4

CONTRACT PERFORMANCE INDICATORS REPORT
WIOA ADULT & DISLOCATED WORKER PROGRAMS
PY 2023/2024; QUARTER 4 (7/1/2023 THROUGH 6/30/2024)

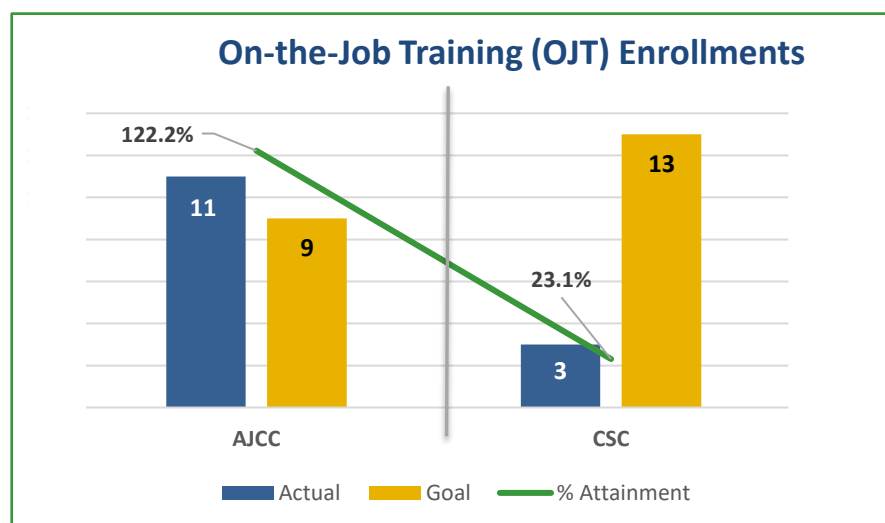
How Much
Did We Do?



***NOTE: Contractors were allowed to carry-in 25% of their PY 23/24 enrollment goal.**

As a result, each provider received credit for carried-in participants from PY 22/23 as follows:

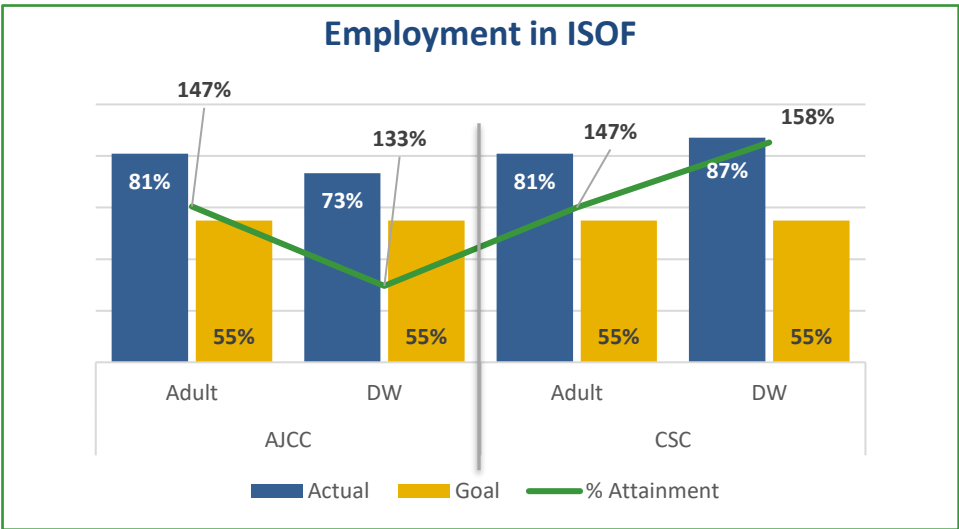
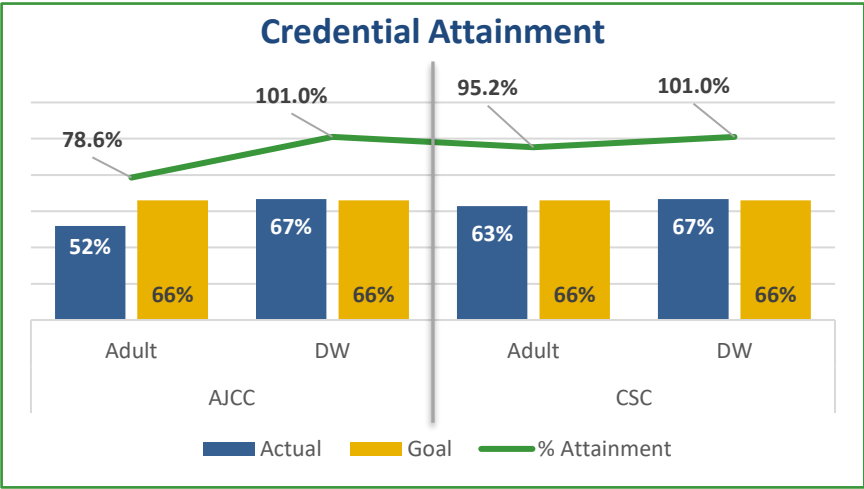
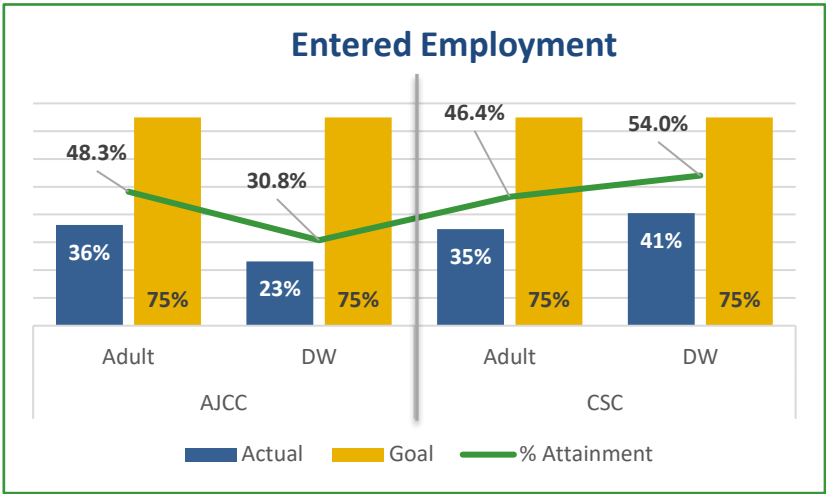
Carry-Ins	Adult	DW
AJCC	22	22
CSC	34	34



AJCC - America's Job Center of California

CSC - Career Services Collaborative

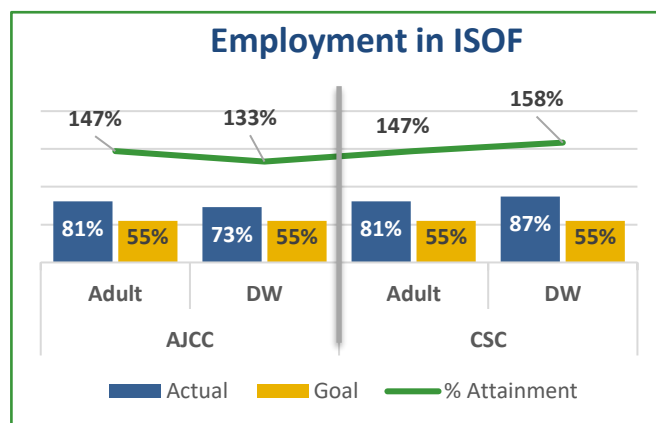
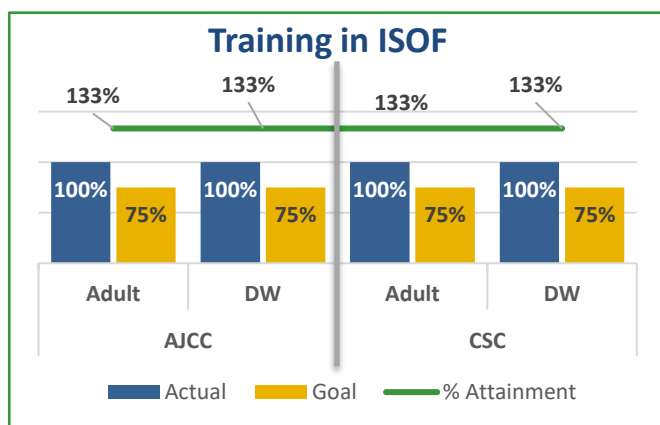
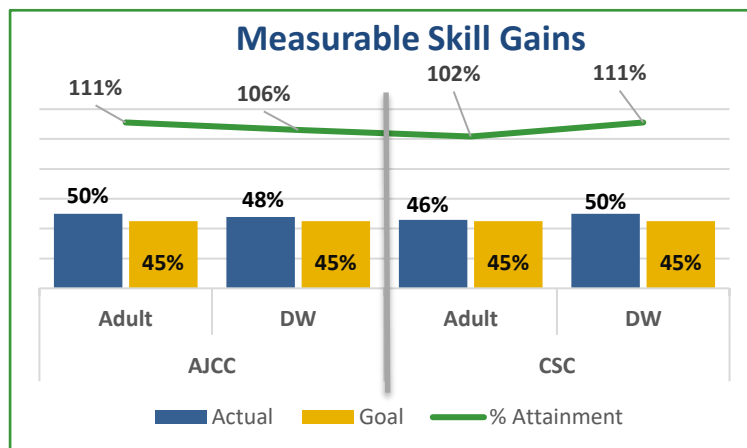
Is Anyone
Better Off



*ISOF = ACWDB's Industry Sector and Occupational Framework - Identifying industry sectors and occupations that are projected to grow, offer livable wages, or are considered quality jobs with high road employers.

How Well Did We Do?

Attachment VI.B.1.
Page 3 of 3



AGGREGATE OF ALL CAREER SERVICE PROVIDERS (WIOA Title I Adult & Dislocated Worker)

PY 2023/2024; 4th QUARTER - JULY 01, 2023 THROUGH JUNE 30, 2024

FUND SOURCE:	ADULT			DISLOCATED WORKER		
PERFORMANCE MEASURES	ACTUAL	GOAL ^①	% of GOAL	ACTUAL	GOAL ^①	% of GOAL
HOW MUCH DID WE DO?						
# OF CARRY-IN ENROLLMENTS	56	56	100.0%	56	56	100.0%
# OF NEW ENROLLMENTS	258	166	155.4%	230	166	138.6%
TOTAL ENROLLMENTS	314	222	141.4%	286	222	128.8%
\$ TRAINING OBLIGATIONS (ITAs & OJTs)	\$288,691	\$288,691	100.0%	\$262,065	\$262,065	100.0%
# OJT ENROLLMENTS (Ad & DW) ^②	14	22	63.6%			
HOW WELL DID WE DO?						
% OF ITA ENROLLMENTS IN ISOF*	100.0%	75.0%	133.3%	100.0%	75.0%	133.3%
% OF OJT ENROLLMENTS IN ISOF* ^②	100.0%	75.0%	133.3%			
% RECORDED MEASURABLE SKILL GAINS (of those enrolled in trng)	47.9%	42.0%	114.0%	48.9%	42.0%	116.3%
IS ANYONE BETTER OFF?						
# ENTERED EMPLOYMENT (of closed cases)	35.5%	75.0%	47.3%	31.8%	75.0%	42.4%
# OF JOB PLACEMENTS WITHIN ISOF*	80.9%	55.0%	147.1%	80.2%	55.0%	145.8%
% THAT ATTAINED CREDENTIAL (of participants in training)	57.4%	65.0%	88.2%	66.7%	65.0%	102.6%

ITEM VII.A. - INFORMATION

PRISON TO EMPLOYMENT 2.0

BACKGROUND:

In February 2019, the East Bay Regional Planning Unit (EBRPU) applied for the California Workforce Development Board, Prison to Employment Initiative (P2E 1.0) grant. The grant was funded through the state general funds for the implementation of regional plans to serve the formerly incarcerated and other justice-involved individuals in California. The program goal is to improve the labor market outcomes and reduce recidivism by increasing the capacity of workforce and community partners, aligning correction and workforce systems, and implementing education, training, and employment services to living-wage career pathways.

The EBRPU encompasses a large geographic area that includes the four local workforce development boards of Alameda County, Contra Costa County (CCCWDB), City of Oakland (OWDB), and City of Richmond (RWDB). ACWDB served as the lead for the P2E 1.0.

The implementation of P2E 1.0 grant was disrupted by COVID-19 due to unprecedented shutdowns that impacted society and the economy, limiting access to the jail facility and hindering the ability to serve the re-entry clients. The public workforce system, services providers, and partners faced profound operational challenges impacting implementation and performance. Despite the pandemic, ACWDB and EBRPU leveraged existing programs, developed new partnerships, and strengthened existing partnerships to innovate and implement best practices.

On May 16, 2023, the State of California approved a new allocation (P2E 2.0) to provide additional resources to continue the P2E initiative. However, the total available funding allocation for P2E 2.0 was significantly less than P2E 1.0. As a result, each region was encouraged to leverage other programs and activities.

For P2E 2.0, EBRPU identified the need for more robust case management, customer navigation, and subsidized wage opportunities. The goal of P2E 2.0 funding and related activities is to enable the EBRPU, ACWDB, and the regional network of service providers to continue to implement re-entry services in coordination with other stakeholders. These efforts will provide sustainable, high-quality, and effective workforce services for the re-entry population. Under this grant, approximately 68 formerly incarcerated and justice-involved individuals will receive comprehensive employment and training services.

HIGHLIGHTS:

ACWDB subcontracted with our service provider, La Familia for the P2E 2.0 program. They currently have 10 participants enrolled, and all of whom have been assured they are receiving the necessary resources for success. These participants completed a four-week digital literacy program through La Familia's core service. During these sessions, they underwent skills assessments and

demonstrated practical digital skills, including basic computer navigation. Participants found this support invaluable in their job search efforts. Following the digital literacy program, three participants successfully completed truck driving training through Performing Solutions, and one participant completed the Environmental Literacy and job training program. Additionally, the remaining participants are interested in truck driving training/other programs and are working with La Familia's staff to secure these training opportunities.

OWDB subcontracted with Mandela Partners. Two of their participants received training in the food business pathway. They have both completed the five-week training and received their Food Handler Cards. They are now starting their internship program which will help them gain employment upon completion.

Contracts for CCCWDB and RWDB have only recently been fully executed with services commencing in August. We expect that the program goals will be achieved by the program's end date of December 31, 2025. To-date, the performance through June 30, 2024, is as follows:

EBRPU	Actual	Goal	% of Goal
Placement Promotion	0	4	0.0%
Placement Employment	0	22	0.0%
Placement Apprenticeship	2	3	66.7%
Placement Post-Secondary Education	0	5	0.0%
Credential Attainment	3	13	23.1%
Completed Training	6	13	46.2%
Enrolled in Training	8	28	28.6%
Participants Enrolled	12	68	17.6%

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 (510) 259-3884 or by email Irene.Wu2@acgov.org.

ITEM VII.B. - INFORMATION

STUDENT TRAINING AND EMPLOYMENT PROGRAM (STEP)

BACKGROUND:

On November 20, 2023, Alameda County Workforce Development Board (ACWDB) was granted an award from the Foundation for California Community Colleges (FCCC) to implement a strategy aimed at supporting students with disabilities through the Student Training and Employment Program (STEP) initiative.

STEP funding is made available through the Workforce Innovation and Opportunity Act Title IV and is overseen by the Department of Rehabilitation (DOR) and the FCCC. Its goal is to enhance career readiness and facilitate paid work experience for students with disabilities. People with disabilities generally experience greater challenges in labor market marginalization and often have less access to quality self-sustaining employment.

The Eden Area Regional Occupational Program (EAROP) has proven capabilities and is recognized for its expertise in providing career services to students with disabilities, will serve as the employer of record for the students' wages. EAROP will provide direct service delivery to all 35 student participants, between the ages of 16 and before their 22nd birthday, in accordance with DOR guidelines.

Aligned with ACWDB's STEP application and requirements, the initiative will provide work through work readiness seminars support and milestone-based rewards to 35 students. Additionally, a subset of 20 students will gain access to 75-100 hours paid work experience at \$17-\$20 per hour with local employers supported by the project's budget.

HIGHLIGHTS:

During the first five months of the ten-month program, EAROP achieved an 82.9 percent success rate in enrolling the targeted students, with all participating students completing the eligibility enrollment process with DOR. The EAROP team provided personalized one-on-one support to students and their families throughout the eligibility process. All students were offered soft skills tutorial sessions as part of the Workforce Readiness seminar. These sessions allowed students to update their resumes, develop digital portfolios, and enhance their electronic communication skills. These acquired skills will help them successfully integrate into future employment environments.

Upon completion of the Workforce Readiness training, a subset of students gained access to paid work experience. To date, EAROP has reached a 40 percent success rate of employment placements for students with disabilities.

EAROP continues to engage with new industry partners interested in supporting students with disabilities and strengthened existing partnerships, which will be advantageous for future initiatives. Among these partnerships are collaborations with organizations such as the Native

American Health Center, Spectrum Community Services, Hayward Police Department, and Royal Ambulance. Furthermore, students with disabilities were placed in diverse work environments during the program, including a dental office, a veterinary clinic, a local bakery, and within EAROP itself, working in their IT Department and Middle School Summer program.

The performance through June 30, 2024, is as follows:

PERFORMANCE MEASURES			
HOW MUCH DID WE DO?	Actual	Goal	% of Goal
# of Enrolled Participants	29	35	82.9%
# of Participants who Received Work-Readiness Workshop	29	35	82.9%
# of Participants who Received Work Experience Opportunities	8	20	40.0%
HOW WELL DID WE DO?	Actual	Goal	% of Goal
# of Participants who Completed Work-Readiness Workshop	29	35	82.9%
IS ANYONE BETTER OFF?	Actual	Goal	% of Goal
% of Enrolled Participants who Self-Report Improved Confidence about Career Prospects	0	75%	0.0%
# of Participants who Complete the Work Experience Component	0	20	0.0%

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

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

ITEM VII.C. - INFORMATION
TARGETED OUTREACH UPDATE

BACKGROUND:

The Alameda County Workforce Development Board (ACWDB) adopted a staff-developed and recommended Diversity Equity and Inclusion (DEI) framework on September 16, 2021 (see Attachment VII.C.1). ACWDB's DEI framework calls for data disaggregation to generate insights that lead to more equitable access to local area Workforce Innovation and Opportunity Act (WIOA) services.

To initiate efforts within the DEI framework, ACWDB staff began disaggregating CalJOBS performance data, specifically honing-in on demographic data, with the goal of assessing if groups with disproportionately higher unemployment rates in the county, were well-represented in ACWDB's WIOA program and services.

As a result, the data revealed and suggested that some groups could be better represented in ACWDB's WIOA program and services given their higher unemployment rates in the county and/or lower enrollment counts in the WIOA program overall, compared to other groups. Ethnically, these groups included: Black, Native Americans and Pacific Islander job seekers and among ACWDB's WIOA Adult priority populations, these groups included: veterans, people with disabilities, re-entry, English Language Learners (ELL), unhoused individuals, and current and former foster youth/young adults.

In response to these preliminary findings and as an exploratory effort, on March 10, 2022, ACWDB staff recommended to the board that it adopt a requirement that would direct 60 percent of WIOA service provider outreach to occur within key zip codes with elevated levels of unemployment. Relatively high unemployment rates within the zip codes were used as a marker or proxy for reaching underserved populations.

ACWDB members generally agreed with the concept of targeting outreach efforts within the zip codes but wanted to first explore the concept of establishing baseline data to then build upon. The baseline year and timeframe of analysis for the collection of targeted outreach data was PY 22/23 or July 1, 2022 – June 30, 2023. ACWDB's WIOA service providers were informed of this direction and given guidance to support targeted outreach efforts, along with an outreach tracker to capture their efforts.

This item therefore focuses on the results of targeted outreach within zip codes with unemployment at five percent or higher. See Table I for targeted zip codes. It is to be noted that not all service providers had zip codes that contained employment at five percent or greater. In this case, emphasis was placed on robust outreach to identify those with higher unemployment rates generally, as well as reaching more of ACWDB's priority populations.

In the near future, ACWDB staff will report on demographic data, which will serve as a companion piece to targeted outreach efforts.

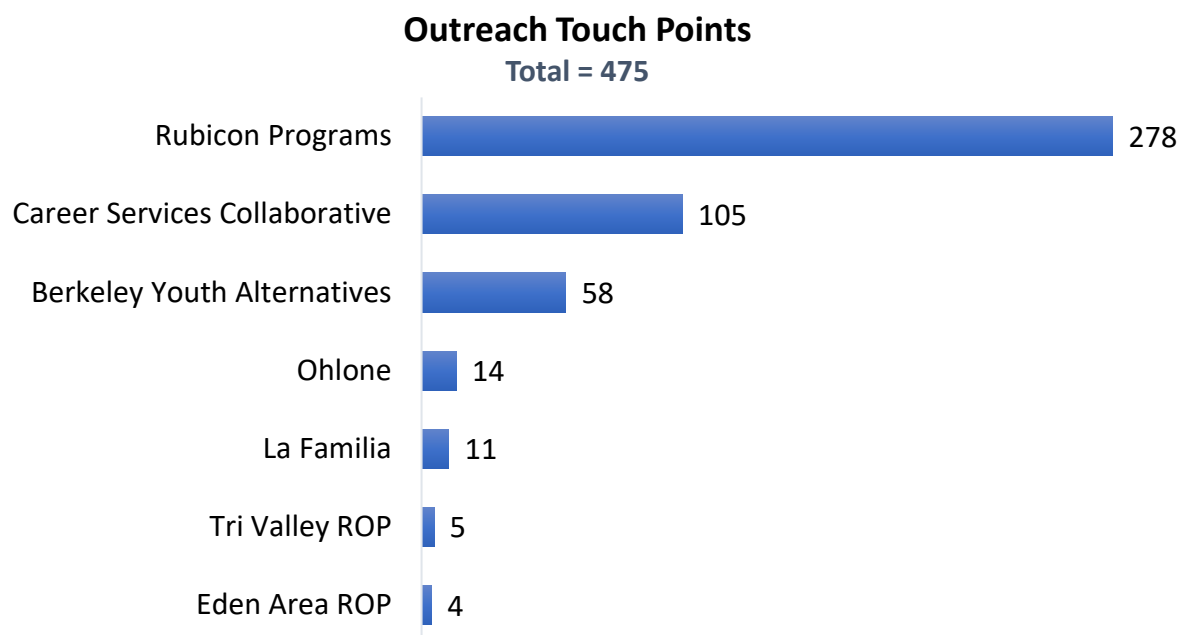
Table I. Targeted Zip Codes and Neighborhoods

Zip Code	Unemployment Rate	City	Neighborhoods/Places
94720	10.3%	Berkeley	UC Berkeley and Northwest Berkeley
94542	7.1%	Hayward	Hayward Highland, CSUEB area
94704	7.0%	Berkeley	Downtown Berkeley, Southside
94545	6.2%	Hayward	Eden Shores, Russell City, Mt Eden
94703	5.7%	Berkeley	Central and South Berkeley
94608	5.5%	Emeryville	Emeryville
94579	5.4%	San Leandro	Washington Manor, Bonaire
94541	5.1%	Hayward	Cherryland, Hayward, Fairview
94577	5.1%	San Leandro	Marina, Mulford Gardens, Davis Tract, Old San Leandro
94578	5.1%	San Leandro	Upper Bal, Hillcrest Knolls, Fairmont Terrace
94580	5.0%	San Lorenzo	Ashland
94702	5.0%	Berkeley	Northwest Berkeley

Source: American Community Survey – 5 years estimates data profiles, 2020 data set

TARGETED OUTREACH UPDATE AND ANALYSIS:

Outreach “touch points” represent the number of times any ACWDB-funded WIOA provider made connection with other organizations, engaged in digital outreach, street outreach, connections with prospective participants, etc. Some touch points are duplicated because some outreach efforts require multiple attempts and/or multiple efforts with different organizations occurred on the same day.



OUTREACH PERFORMANCE IN THE BASELINE YEAR

Rubicon Programs had a total of 278 touch points in the community and within the baseline year timeframe. They engaged in extensive outreach efforts that may have facilitated more connections with ACWDB's Adult priority populations. For instance, Rubicon Programs made inroads with homeless shelters and programs, ELL-serving organizations, re-entry programs, and programs that serve people with disabilities.

Career Services Collaborative and Ohlone College

The Career Services Collaborative (CSC) is a model adopted by the ACWDB which places one organization at the helm of engaging in sub-contractual relationships to ensure WIOA services are available outside of the Comprehensive AJCC. The CSC therefore provides WIOA program coverage within the Tri-Cities, Tri-Valley, North Cities, and at some point, coverage in the Eden Area via CSU East Bay. The CSC is also inclusive of smaller community-based organizations. During the timeframe of analysis, the **CSC collectively had 105 touch points**.

Of the targeted zip codes that have five percent or more unemployment referenced in Table 1, there are five zip codes in the North Cities and seven in the Eden Area that would be relevant to the CSC partner organization's coverage area. Of the five zip codes lifted as targeted areas (refer to Table 1), no outreach occurred in the North Cities but there was some outreach in the Eden Area, accounting for three percent of targeted outreach under the CSC's purview.

While the targeted zip codes did not surface as prominently in the CSC's outreach efforts, there was effort put forth to reach a larger share of ACWDB's priority populations, (i.e., ELL, job seekers with disabilities and unhoused job seekers). Reaching more priority populations is also a major goal in this effort.

Out-of-School and In-School Youth WIOA Providers

Berkeley Youth Alternatives (BYA) serves local area out-of-school youth, ages 16 – 24 by providing WIOA services in the North Cities. During the timeframe of analysis, BYA engaged in 58 touch points, with most outreach occurring in the city of Berkeley.

La Familia serves local area out-of-school youth, ages 16 – 24 by providing WIOA services in the Eden Area. During the timeframe of analysis, La Familia engaged in 11 touch points in the community. La Familia's outreach was mainly targeted toward the Adult School, Libraries, and reentry programs.

Ohlone College serves local area out-of-school youth, ages 16 – 24 by providing WIOA services in the south-end of the county. During the timeframe of analysis, Ohlone College engaged in 14 touch points in the community. The zip codes in Table 1 don't apply to Ohlone's service area.

In-School Youth Providers include both the Eden Area Regional Occupational Program (EAROP) and the Tri-Valley Regional Occupation Program (TVROP). Both ROPs conduct in-reach versus outreach with external organizations and locations since students are referred from within their respective districts. However, in-reaching activities (mostly classrooms visits and

presentations) should include connections with classrooms and students who may be less familiar with the WIOA program.

For more information about targeting efforts within zip codes, see Tables 2 and 3.

Table 2 - Adult and Dislocated Worker Service Provider Targeted Zip Code Outreach

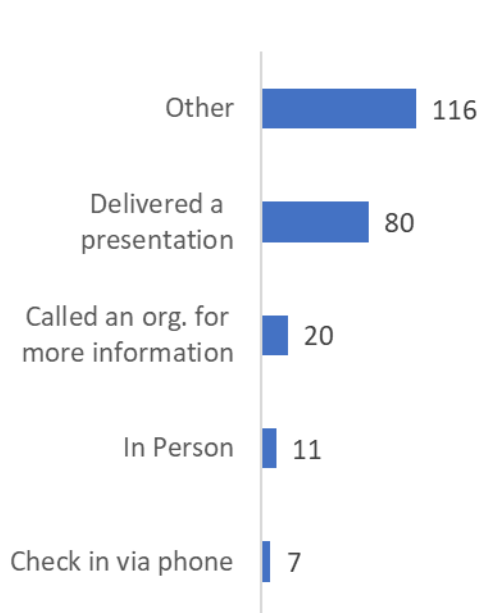
Provider	Total Touch Points	Targeted Outreach Rate in Baseline Year
Rubicon Programs Comprehensive America's Job Center of California (AJCC)	278	136 out of 278 touch points or 49% of outreach occurred within targeted zip codes.
2022	74	
2023	204	
Career Services Collaborative Networked Adult and Dislocated Worker Providers outside the AJCC	105	4 out of 105 touch points or 3% of outreach occurred within targeted zip codes.
2022	53	
2023	52	

Table 3 - Youth and Young Adult Service Providers Targeted Zip Code Outreach

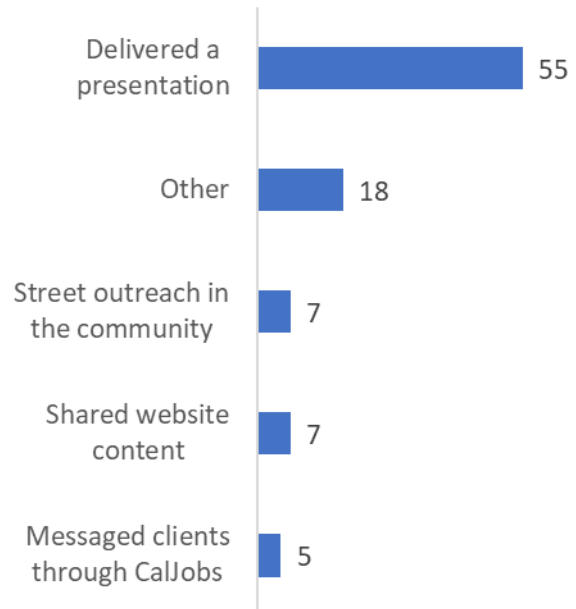
Provider	Total Touch Points	Targeted Outreach Rate in Baseline Year
Berkeley Youth Alternatives Out-of-School Provider in the North Cities	58	47 out of 58 touch points or 81% of outreach occurred within targeted zip codes.
2022	16	
2023	42	
La Familia	11	6 out of 11 touch points or 55% of outreach occurred within targeted zip codes.
2022	5	
2023	6	
Ohlone College	14	N/A
2022	8	
2023	6	
Eden Area Regional Occupational Program	4	100% of outreach occurred within targeted zip codes.
2022	4	
2023	0	
Tri Valley Regional Occupational Program	5	N/A. All outreach was "in-reach" as a result of being the in-school provider and connected to the school district.
2022	5	

TOP FIVE OUTREACH METHODS

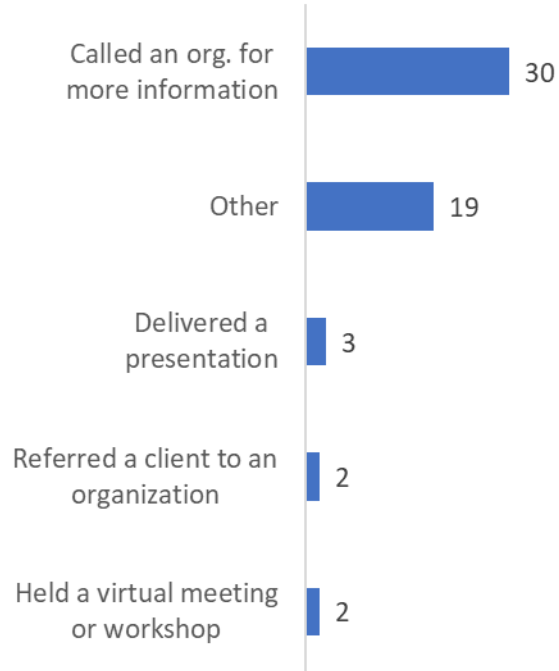
**Rubicon Programs
Top Five Outreach Methods**



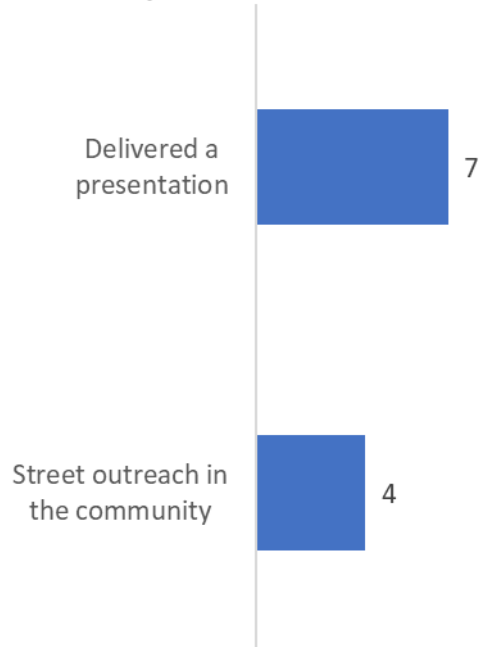
**Career Services Collaborative
Top Five Outreach Methods**

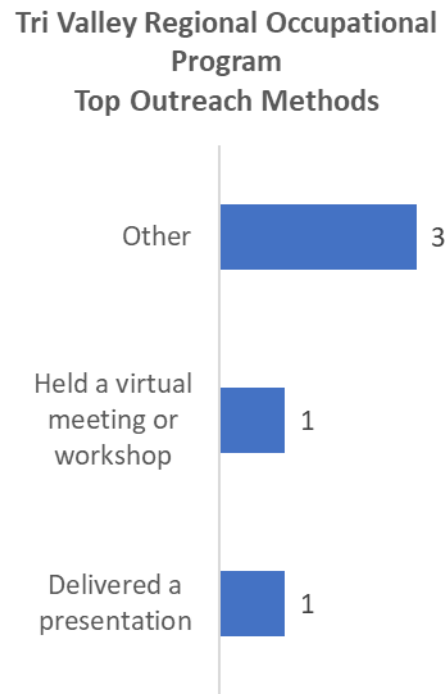


**Berkeley Youth Alternatives
Top Five Outreach Methods**



**La Familia
Top Outreach Methods**





**Eden Area ROP engaged in one method during the timeframe of analysis and is therefore not included in the bar graph visuals.*

SUMMARY:

Overall, all services providers engaged in some level of outreach. Outreach efforts will ultimately have to be tailored and customized to each sub-region. Since not all sub-regions had more than five percent unemployment (which was targeted in this effort), strategies to customize outreach in sub regions with relatively lower unemployment rates are needed. For sub-regions with lower unemployment rates for instance, the emphasis may need to be on outreach to low-wage service workers to assist with up-skilling efforts.

In the Eden Area, more outreach could be conducted in the Eden Shores and Russell City areas and in areas surrounding the CSU East Bay campus. In the North Cities, more efforts could be made in Emeryville and UC Berkeley areas. The findings also suggest that more street outreach may be needed.

Lastly, the ACWDB may consider setting an outreach target of 50 percent for each provider, following the development of a customized outreach strategy for each provider, since there is variance among the sub-regions.

For more information about this item, please contact Latoya Reed-Adjei, Interim Assistant Director by phone at (510) 259-3833 or by email at latoya.reed-adjei@acgov.org.

ATTACHMENT:

VII.C.1 – ACWDB’s DEI Framework