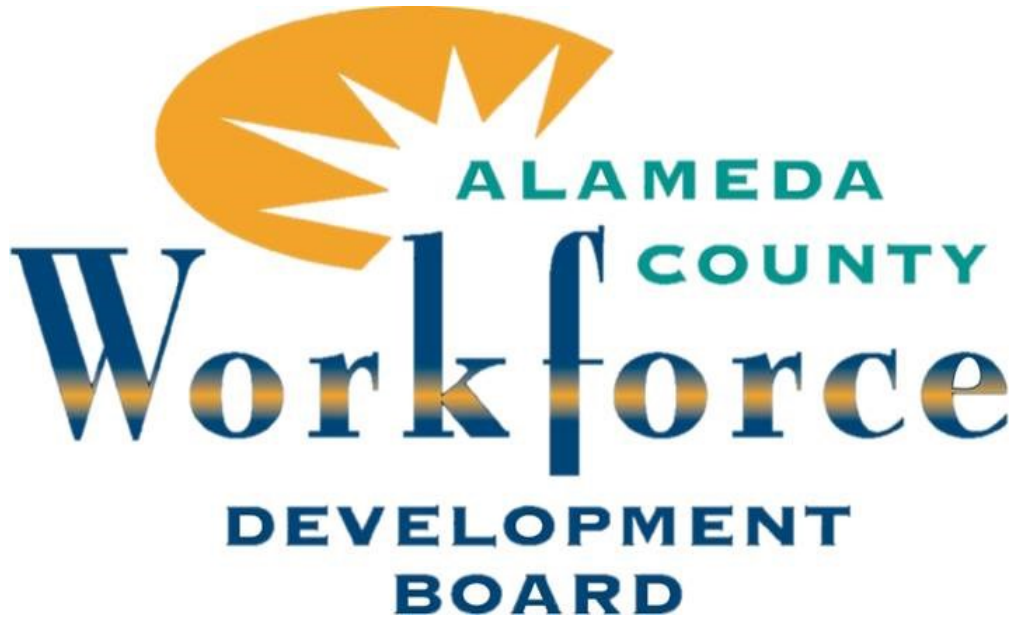


Systems and Strategies Committee



(<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

February 19, 2025
9:30 A.M.

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

MEETING NOTICE

Wednesday, February 19, 2025

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 – Dr. Marcela Reyes, Director, Bay Region Center of Excellence	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. Selection of New Adult and Dislocated Worker Service Providers for PY 2025 – 2029	2
	B. Approval of Policy Updates: On-the-Job Training	7
V.	DISCUSSION ITEMS	
	A. Alameda County Workforce Development Board’s Strategic Priorities – Two Year Action Plan	8
VI.	REPORT ITEMS	
	A. Local Area Performance Report	15
	B. Contract Performance Indicators Report Adult/Dislocated Worker	19
VII.	INFORMATION ITEMS	
	A. HighRoad Training Partnership (HRTP) Marine Trades and Water Transportation Careers Project Update	23
	B. Project Equity: Employee Ownership Project Update	24
	C. Eden Area Comprehensive America’s Job Center of California (AJCC) Continuous Improvement Plan Update	26

VIII. MATTERS INITIATED BY COMMITTEE MEMBERS

IX. ANNOUNCEMENTS

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

THIS IS AN OPEN MEETING. ALL WDB MEMBERS ARE ENCOURAGED TO ATTEND
WDB Members who are not Committee members but are planning to attend may call Sheroza Haniff at (510) 259-3842 to request the material that will be discussed at this meeting.

*These WIOA Title I financially assisted programs or activities are “Equal Opportunity Employers/Programs”.
Auxiliary aids and services are available upon request to individuals with disabilities.*

If you require specific accommodations due to a disability, please call Sheroza Haniff at least 72 hours in advance.

NEXT SYSTEMS AND STRATEGIES COMMITTEE MEETING: APRIL 16, 2025

ITEM II. – PRESENTATION

DR. MARCELA REYES, DIRECTOR, BAY REGION CENTER OF EXCELLENCE



Dr. Marcela Reyes is the Director of the Bay Region Center of Excellence. She and her team are responsible for providing in-depth regional labor market research and workforce data to support program development at the 28 colleges across the Bay Area.

As part of her role, Dr. Reyes is committed to addressing how community colleges influence equity gaps in the labor force, particularly as they relate to underserved populations. She collaborates with administrators, faculty, and classified professionals across various colleges, as well as the Bay Area Community College Consortium (BACCC).

With 20 years of experience in quantitative and qualitative research in K-12 and higher education, Dr. Reyes brings a wealth of expertise to the Center of Excellence.

For more information, please contact Dr. Marcela Reyes by email at mareyes@cabrillo.edu or by phone at (831) 219-8875.

ITEM IV.A. - ACTION / PUBLIC HEARING

SELECTION OF NEW ADULT AND DISLOCATED WORKER SERVICE PROVIDERS FOR PY 2025-2029

RECOMMENDATIONS:

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

1. Select Rubicon Programs, Inc. as the Operator of the Comprehensive America's Job Center of California (AJCC)/Career Services Provider (CSP), for service delivery to Adults and Dislocated Workers (A/DW) in the Eden area;
2. Select Ohlone Community College District as a Sub-Regional CSP for service delivery to A/DW in the Tri-Cities area;
3. Select International Rescue Committee as a Targeted CSP for service delivery to English Language Learners, Refugees, and Asylees;
4. Direct staff to negotiate contracts effective July 1, 2025-June 30, 2029, for the Comprehensive AJCC and Sub-Regional Career Services;
5. Direct staff to negotiate contracts effective July 1, 2025-June 30, 2026, for Targeted Career Services, with the possibility to renew;
6. Allow staff to apply the Workforce Innovation and Opportunity Act (WIOA) Formula funding allocation methodology to establish contract maximums; and,
7. Allow staff to negotiate contract renewal every 12 months based upon the RFP (RFP) guidelines for up to a four-year program cycle (July 1, 2025, to June 30, 2029), provided contract outcomes and deliverables are met and barring any significant legislative changes and/or availability of A/DW Formula funds.

BACKGROUND:

On September 12, 2024, the Alameda County Workforce Development Board (ACWDB) approved staff to release RFPs for the Comprehensive AJCC Operator and Career Services, Sub-Regional CSPs, and Targeted CSPs. The RFPs were released on November 15, 2024, and responses/proposals were due on January 6, 2025.

RFP announcements were distributed to over 4,000 organizations/individual subscribers from a county-wide mailing list compiled from ACWDB, Alameda County Social Services Agency, and General Services Administration in addition to the County of Alameda Board of Supervisors offices. Announcements were also made through social media platforms. Two bidders' conference sessions were held on December 4, 2025, with 29 individuals representing 19 agencies in attendance.

For the Comprehensive AJCC RFP, two (2) proposals were submitted. The proposals both met the minimum score requirement.

Three (3) proposals were submitted for Sub-Regional CSPs, representing Tri-Cities and North Cities, with two (2) organizations meeting the minimum score requirement.

One (1) proposal was submitted for Targeted CSPs and met the minimum score requirement.

All proposals submitted were reviewed and scored by an outside rating panel, made up of workforce development subject-matter experts.

FAILED PROCUREMENT WITH PART OF THE SUB-REGION

With no qualifying score for the North Cities, and no proposals to provide services in the Tri-Valley, staff will relaunch a procurement to support the goal of providing services in the North Cities and Tri-Valley sub-regions, aligning with the ACWDB’s previous approval of the Sub-Regional approach.

SELECTION PROCESS AND RANKING

The rating panel was convened on January 22, 2025, to review and score the following categories of received proposals: Statement of Need, Management and Organizational Capacity, Strategy and Work Plan, Outcomes and Deliverables, Interview, and Employer Letters of Commitment. Review Panel members assigned points in each of the scoring categories for the proposal.

As specified in the RFP, recommendations for selecting providers are based on the aggregate scores of the Review Panel. The final panel score for any bidder could be up to 100 points. A proposal must score a minimum of 75 points to be considered for funding.

This year, due to a change in federal guidelines, organizations could receive up to ten percent additional points if they were Small, Local, and Emerging Business (SLEB) certified. Bidders could receive five percent for being small and local, and five percent for being small and emerging.

The chart below represents the outcomes of the RFP Review Panel’s scoring. Staff is recommending Rubicon Programs, Inc. to be the Operator and CSP for the Comprehensive AJCC in the Eden Area, Ohlone Community College District as the Tri-Cities Sub-Region CSP, and International Rescue Committee as a Targeted CSP, serving English Language Learners, Refugees, and Asylees.

Agency Name	RFP	Area	Avg. Score (Panel)	Final Avg. Score
Rubicon Programs	Comprehensive AJCC	Eden	95	95
Goodwill SF Bay	Comprehensive AJCC	Eden	89	93

Agency Name	RFP	Area	Avg. Score (Panel)	Final Avg. Score
Ohlone Community College District	Sub-Regional	Tri-Cities	95	95
TRENDS Careers	Sub-Regional	Tri-Cities	72*	76
The UC Theater	Sub-Regional	North Cities	66*	69*
International Rescue Committee	Targeted Career Services	All	91	95

*Indicates non-qualifying score.

FUNDING

Program Year (PY) 2025/2026 A/DW Formula allocations are not yet available from the State of California. For planning purposes, staff is utilizing the current allocations for PY 2024/2025. Funding recommendations can be found in the attachment.

Staff will present the funding methodology and preliminary budget recommendations to the Executive Committee and Board. Once the final State allocations are known, staff will make any necessary, final calculations to proceed with implementing program services for PY 2025/2026.

For further information contact Jennifer Victorica, Program/Financial Specialist, at Jennifer.Victorica@acgov.org or at (510) 259-3841.

ATTACHMENT:

IV.A.1. A/DW Program Summaries

**Comprehensive America’s Job Center of California
Program Summary**

Organization	Service Area	Funding Request / # of Participants
Rubicon Programs, Inc.	Eden	\$697,000 to serve 80 Adult and 70 Dislocated Workers, <i>Continue 20 Adult and 20 DW from the previous program year (PY 24/25).</i>
<p>Rubicon Programs, Inc. proposes to:</p> <ol style="list-style-type: none"> 1. Fulfill the role of the AJCC Operator and to provide career services to Adults and Dislocated Workers. 2. Implement services as directed by ACWDB for discretionary grants and projects, including cohort-style models that provide career pathways for participants. 3. Coordinate service delivery and maintain active Memorandum of Understanding for all required AJCC partners, allowing for facilitated referrals for participants, among other coordinated efforts. 		

Sub-Regional Career Services Provider Program Summary

Organization	Service Area	Funding Request / # of Participants
Ohlone Community College District	Tri-Cities	\$464,000 to serve 130 each year (not specified Adult or DW)
<p>Ohlone Community College District proposes to:</p> <ol style="list-style-type: none"> 1. Serve as Career Services Provider for the Tri-Cities, with flexible service delivery in the area (Office hours at EDD, libraries, etc.). 2. Coordinate sub-regional partnerships with community organizations and employers to best serve the Tri-Cities region. 3. Implement services as directed by ACWDB for discretionary grants and projects. 		

Targeted Career Services Provider Program Summary

Organization	Service Area	Funding Request / # of Participants
International Rescue Committee	All	\$174,982 to serve 20 Adult and 30 Dislocated Workers
<p>International Rescue Committee proposes to:</p>		

1. Serve as Targeted Services Provider for English Language Learners, Refugee/Asylee population.
2. Establish and maintain partnerships with community organizations and employers to provide wrap-around services to English Language Learners and, Refugee/Asylee population.
3. Offer population-relevant services such as culture-integration support, access to multi-lingual staff, and connections to other relevant services targeted to the needs of the population, such as credential evaluation or digital literacy.

ITEM IV.B. - ACTION/PUBLIC HEARING

APPROVAL OF POLICY UPDATES: ON-THE-JOB TRAINING (OJT)

RECOMMENDATIONS:

That the Systems and Strategies Committee authorize the following recommendations:

1. Approve updates to the On-the-Job (OJT) Training policy to align with industry needs.
2. Authorize Alameda County Workforce Development Board (ACWDB) staff to revise the OJT policy language to reflect updates.

BACKGROUND:

The OJT program is a valuable tool that seeks to assist both businesses and job seekers. The program is designed to provide reimbursement to employers for the cost of hiring a job seeker from the local area. The employer agrees to permanently hire the candidate full-time and receives up to a \$5,000 subsidy. The intent of the program is to allow job seeking candidates, ideally from within the local area, an opportunity to gain new skills and professional experiences via employment. Job placement participants are considered regular employees under the law and are afforded the same rights and responsibilities as their other fellow co-workers.

Workforce Innovation Opportunity Act (WIOA) allows for local determination of several aspects of the OJT program including limitations on the total amount of wage reimbursement. Other aspects of the OJT program are regulated per State and/or Federal policies. For example, an OJT participant cannot be an existing employee of the company (incumbent worker). Whereas the labor force trends, state guidance, employer needs, and worker preferences are continuously evolving, ACWDB staff recommend updates in the following OJT policy content areas:

- 1) **Part-Time Employment:** Revise policy language to reflect less restrictions on the number of hours worked. For example, the allowance of part-time employment opportunities. This enhancement seeks to provide increased flexibility with respect to the number of hours worked, as well as to expand the number of businesses (including smaller business) that would otherwise not qualify for the benefits of the program. Additionally, it expands the benefits of the program to job seekers in the labor force that voluntarily do not seek full-time employment including students, new parents, and older workers.
- 2) **Placement Agencies:** Include language that allows for partnerships with placement agencies.
- 3) **Reimbursement Amounts:** Explore if employer incentive thresholds should be updated.

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

ITEM V.A. – DISCUSSION

ACWDB STRATEGIC PRIORITIES - TWO-YEAR ACTION PLAN

BACKGROUND:

The Systems and Strategies Committee (S&S) is tasked in part, with business engagement activities, in alignment with the Alameda County Workforce Development Board's (ACWDB) Two-Year Strategic Priorities Action Plan. Specifically in quarter 3, the S&S committee will: (1) [discuss] small business outreach and (2) review the California Employers Association (CEA) survey for [business/industry] appropriate questions. See attachment V.A.1.

In Program Year (PY) 2023/2024, ACWDB staff developed the Alameda County Employer Survey to begin the process of gathering business insights to inform strategy and program development. Recognizing CEA's reach with employers, ACWDB staff shared the survey for CEA to disburse among their employer and business channels. While the survey's launch occurred later than expected, six employers have since responded to the survey. See attachment V.A.2.

Therefore, the goals of this discussion item are three-fold: (1) share the initial findings of the Alameda County Employer Survey, (2) assist the S&S Committee with achieving its quarter 3 goal by reviewing the current survey questions and gaining feedback, and; (3) iterate and relaunch the survey to reach more employers to enhance program development and alignment opportunities.

INITIAL SURVEY ANALYSIS:

Though the survey has only yielded six responses, most respondents shared they had key staffing patterns to include: administrative, clerical, and managerial positions. In reviewing the question on the survey, more categories should be included to capture a broader array of occupations though there is an "other" category. However, these responses tend to reinforce labor market data regarding administrative occupations in that clerical and administrative positions are plentiful in the Bay Area region.

Half of the respondents shared that the soft/ 21st century skills needed were related to people management, leadership and computer skills, communication skills, organizational skills, taking initiative, and being self-motivated. The same respondents shared similar responses for hard skills, in that people skills, being disciplined, reliable, were needed. Given these responses, the survey may need to be re-written in a way that asks about overall hard and soft skills and competencies for key occupations within their respective companies, instead of having two distinct questions.

Some responses for hard-to-fill positions included: certified Teachers, Construction Project Managers and Coordinators, Drivers and Warehouse positions, Swim Instructors and Lifeguards.

In a similar vein, respondents attempted online software to find candidates, as well as: networking, professional services, word-of-mouth, the California Employment Development Department, local colleges, and staffing agencies.

Regarding company future hiring needs and stability, one company plans to expand into the Denver Colorado market, one plans to move their early education site, one company plans to stay the same size, and two anticipate stability. However, the education company shared that their future depends on the enrollment of students.

All respondents shared they would like to stay in contact with the ACWDB, and half shared they are interested in training programs that prepare prospective job candidates and slightly less than half shared an interest in job seeker recruitment assistance, incumbent worker training, and learning more about the local workforce system.

DISCUSSION QUESTIONS:

1. What are your thoughts about the survey questions and do any questions need to be revised?
2. What is your initial reaction to the business responses?
3. What are your thoughts for further distributing and disbursing the survey?
- 4.

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

ATTACHMENTS:

V.A.1 – ACWDB Action Plan 2024-2026

V.A.2 – Business Survey Questions

ACWDB Act on Plan 2024-2026 (Updated 2024.11.21)

	Launch – Q1 (Jul-Sept '24)	Q2	Q3 (Jan-Mar '25)	Q4	Q5 (Jul-Sept '25)	Q6	Q7 (Jan-Mar '26)	Q8	Victory (Jul-Sept '26)
Sector Insights S&S	Identify 1-2 sector partnerships to grow or start new training Conduct and review training on LMI workforce data	Presentations on 3 existing sector partnerships	Cultivate sector experts Convene stakeholders for planning sessions around selected industry sectors	Identify key occupational shortages & assess short term skills-based programs (where are the gaps)	Career pathways speakers from community colleges	Ensuring career centers are supporting sector strategies	More customized webpage for employer & job seeker resource portal Enhance ability to track sector data		Develop clear ROI data points for 3 identified sectors to inform LWDB of progress
Outreach For WDB member engagement/ Recruitment EXEC	Focus WDB member recruitment on ISOF sectors Develop ad hoc WDB development committee Staff to discuss storytelling strategy	Fact sheet updated, possible PPT developed Ideas for Speaking opportunities to WDB Staff (ongoing) Storytelling strategy presented to Board	Bring Board member to meet with County elected officials (quarterly)		Increase engagement at K-12 tables & increase partnerships				Success storytelling campaign launched Expanded awareness of the ACWDB work within industry, elected officials, & K-12
Bridging Gaps YC	Review WEX language for youth, consider requiring 50% of WEX enrollments be in ISOF		Youth service provider contracts for WEX ISOF emphasis (new procurement)	Recurring feedback from key industry sectors to education		Explore the possibility of developing an apprenticeship program			50% of youth WEX are in ISOF sectors. Pathways for Youth to ISOF sectors and occupations.
Business Engagement Resources S&S			Small business outreach (CEA survey) Review CEA survey for appropriate questions (based on contract extension)	Research other local boards resource pages for employers Look at budget for website refresh – possible contractor. More customized website for job seekers		ID all employer incentives for hiring diverse workforce on resource page	Identify/Collect all relevant resource & create webpage mockup	BSU visits chambers for outreach to small business and resource page	Website/page for employers that includes all business resources Small business survey completed Board member participation in BSU visits
Barrier Removal & Increasing Access OE		ID speakers to present on socio-economic challenges at Board or Committee meetings	Invite breaking barrier funded CBOs to discuss partnerships around removing socio-economic barriers	Meet with 211 to explore adding referrals to WDB/AJCCs Look at budget for website refresh – possible contractor. More customized website for job seekers					Pick 1 barrier and develop action plan to remove barrier Convene providers and employers focused on chosen barrier

10

Alameda County WDB Action Plan 2024-2026 (Updated 2024.11.21)

Acronym Key:

BSU: ACWDB's Business Services Unit (Responsible for managing services to Businesses through WIOA funding).

CBO: Community-Based Organizations

CEA: California Employers Association (Current contractor with ACWDB, provides resources for the areas employers)

EXEC: ACWDB's Executive Committee (sub-committee of the ACWDB)

ISOF: ACWDB's Industry Sector and Occupational Framework / Priority or Growing Local Industry Sectors

LMI: Labor Market Information

OE: ACWDB's Organizational Effectiveness sub-committee

S&S: ACWDB's Systems and Strategies sub-committee

YC: ACWDB's Youth sub-committee

WEX: Work Experience Opportunities

Alameda County Employer Survey - 2024

Please provide your company Information

Company/Organization Name

Company Headquarters Location (city)

Other company locations

Contact Name

Email

Phone

2. Staffing patterns are generally core working positions or occupations within companies. Which core staffing patterns exist in your company? Check all that apply:

- Administrative
- Managerial
- Information Technology
- Clerical Occupations
- Retail
- Engineering Occupations
- Custodial
- Production Worker occupations
- Direct Health Care occupations
- Other (please specify)

3. What positions are currently vacant and what are the critical soft/foundational skills needed to successfully perform these jobs?

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4. What positions are currently vacant and what are the critical hard or technical skills needed to successfully perform these jobs?

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5. What are the hard-to-fill positions in your company/organization?

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6. What strategies (if any) has your company attempted to find candidates?

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7. What are your company's plans for growth and/or downsizing in the next five years and which occupations may be affected as a result?

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8. What support do you need to avert future layoffs?

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9. Do you have other non-hiring business needs? If so, please share:

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10. Which workforce development programs/activities would be of value to your company right currently? Please select all that apply:

- Partnership on job fairs
- Incentives for hiring local job seekers
- Job seeker recruitment assistance
- Assistance with finding diverse workers
- Assistance with finding target or special groups of workers (i.e., veterans, job seekers with disabilities, youth, etc.).
- Training programs that prepare my current/incumbent workforce
- Training programs that prepare prospective job candidates
- Starting or growing a pre/apprenticeship program
- Partnering to create or scale internships
- Learning more about workforce programs and services
- Future workforce planning
- Learning about incentives for employers for local hiring
- None currently

11. Are you interested in staying in touch with the Alameda County Workforce Development Board for future partnership opportunities?

- Yes, please reach out to me
- No thanks, not at this time

ITEM VI.A. – REPORTS

LOCAL AREA PERFORMANCE REPORTS **YOUTH, ADULTS, AND DISLOCATED WORKERS** **ROLLING FOUR QUARTERS - ENDING 12/31/2024**

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) 2024/2025 and 2025/2026 were negotiated on September 30, 2024. The new performance goals are represented in the attached Local Area Performance Report.

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 at least 100% of their goals in the following categories:

- Placement Rate @ 2nd Quarter Post Exit
 - Youth = 100.7% of Goal

- Median Earnings @ 2nd Quarter Post Exit
 - Youth = 120.5% of Goal
 - Adults = 104.0% of Goal

- Credential Attainment Rate by 4th Quarter Post Exit
 - Youth = 105.4% of Goal
 - Adults = 117.6% 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 = 98.5% of Goal
 - Dislocated Workers = 98.4% of Goal

- Placement Rate @ 4th Quarter Post Exit
 - Youth = 99.7% of Goal
 - Adults = 99.8% of Goal
 - Dislocated Workers = 94.9% of Goal

- Median Earnings @ 2nd Quarter Post Exit
 - Dislocated Workers = 93.4% of Goal

- Measurable Skill Gains
 - Adults = 94.6% of Goal
 - Dislocated Workers = 87.6% of Goal

Please review the performance attainments on the attached report for a full representation of ACWDB's LAP outcomes for the rolling four quarters – ending December 31, 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:

VI.A.1. – REPORT Local Area Performance PY 24-24 Rolling 4 Qtrs Ending 2024.12.31
(2 pages)

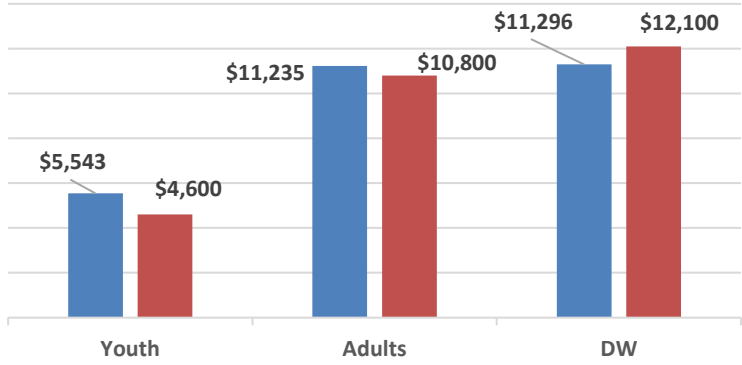
**LOCAL AREA PERFORMANCE REPORT
 WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) TITLE I PROGRAMS
 YOUTH, WIOA ADULTS, AND DISLOCATED WORKERS
 ROLLING FOUR QUARTERS - ENDING 12/31/2024**

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 24/25 Goals	% of Goal	Total Current Period	PY 24/25 Goals	% of Goal	Total Current Period	PY 24/25 Goals	% of Goal
Placement Rate 2nd Quarter Post Exit ① <small>Exited between 1/1/2023 and 12/31/2023</small>	72.5%	72.0%	100.7%	64.0%	65.0%	98.5%	67.9%	69.0%	98.4%
Placement Rate @ 4th Quarter Post Exit ① <small>Exited between 7/1/2022 and 6/30/2023</small>	67.8%	68.0%	99.7%	62.9%	63.0%	99.8%	64.5%	68.0%	94.9%
Median Earnings @ 2nd Quarter Post Exit <small>Exited between 1/1/2023 and 12/31/2023</small>	\$5,543	\$4,600	120.5%	\$11,235	\$10,800	104.0%	\$11,296	\$12,100	93.4%
Credential Rate <small>Exited between 7/1/2022 and 6/30/2023</small>	68.5%	65.0%	105.4%	84.7%	72.0%	117.6%	73.4%	67.0%	109.6%
Measurable Skill Gains ② <small>Exited between 1/1/2024 and 12/31/2024</small>	49.7%	75.0%	66.3%	47.3%	50.0%	94.6%	43.8%	50.0%	87.6%

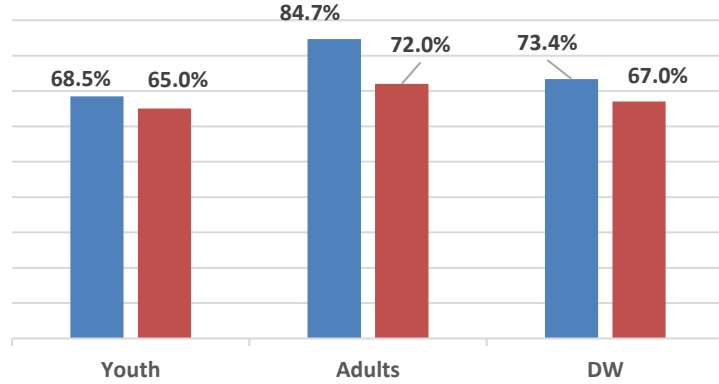
① Placement in Employment for Adults & Dislocated Workers; and Placement in Employment, Education, Advanced Training or the Military for Youth.

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

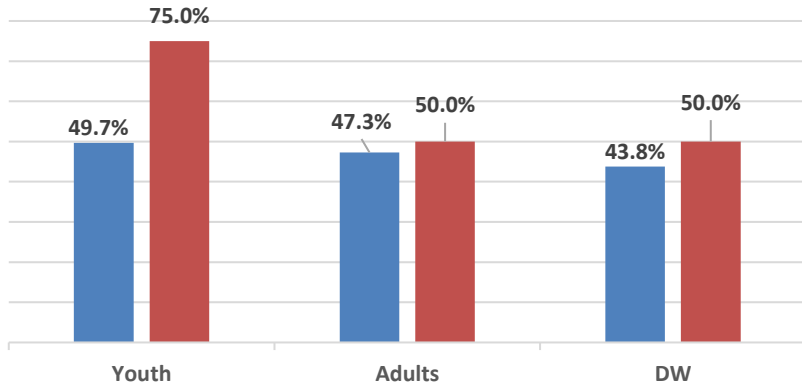
Median Earnings @ 2nd Qtr Post Exit



Credential Rate by 4th Qtr Post Exit



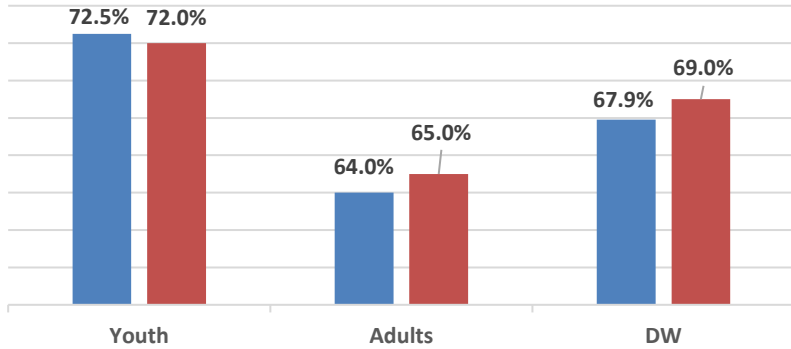
Measurable Skill Gains



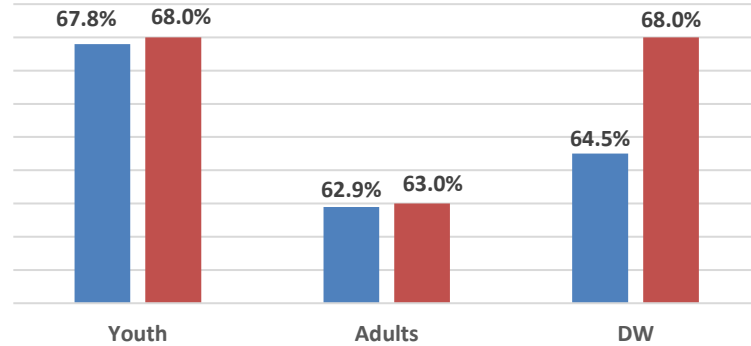
Is Anyone Better Off?

■ 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 2024/2025; QUARTER 2 (7/1/2024 THROUGH 12/31/2024)

BACKGROUND:

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

ACWDB has contracted with two organizations to provide services to Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker participants. Rubicon Programs, Inc. operates the America's Job Center of California (AJCC) in the Eden Area, and Ohlone Community College leads the Career Services Collaborative (CSC) to provide access to services in the North Cities, Tri-Cities, and Tri-Valley sub-regions of ACWDB's local service delivery area.

ANALYSIS OF REPORTS:

At the mid-point of the program year, Adult and Dislocated Worker service providers are on track to meet enrollment goals by June 30, 2025 – and possibly before. Training fund obligations also appear to reflect a trajectory toward success.

There are mixed outcomes with achieving On-the-Job (OJT) Training goals; with the AJCC at 133% of goal; and the CSC not having engaged any participants in the OJT program for the first half of the program year. ACWDB's Business Services Unit continues to host monthly OJT meetings to provide technical support and assistance on the process. These meetings are also an opportunity to share best practices to help improve outcomes in this area.

Entered employment rates continue to be low. One possible explanation could be that staff turn-over continues to be a challenge as Career Coaches transition in and out of workforce programs. Additionally, Career Coaches continue to indicate that participants fully disconnect from services once they obtain employment – leaving staff without the vital information needed to track positive program outcomes. ACWDB's new Incentive Payment Policy may offer additional encouragement for participants to inform their Career Coach when obtaining employment.

Please review the attached report for a complete representation of contract performance attainments for the first half of PY 2024/2025.

To obtain further information about this report, you may contact Michele G. Garcia, Workforce Board System Administrator. Michele may be reached through email at mgarccia@acgov.org or by phone at (510) 259-3802.

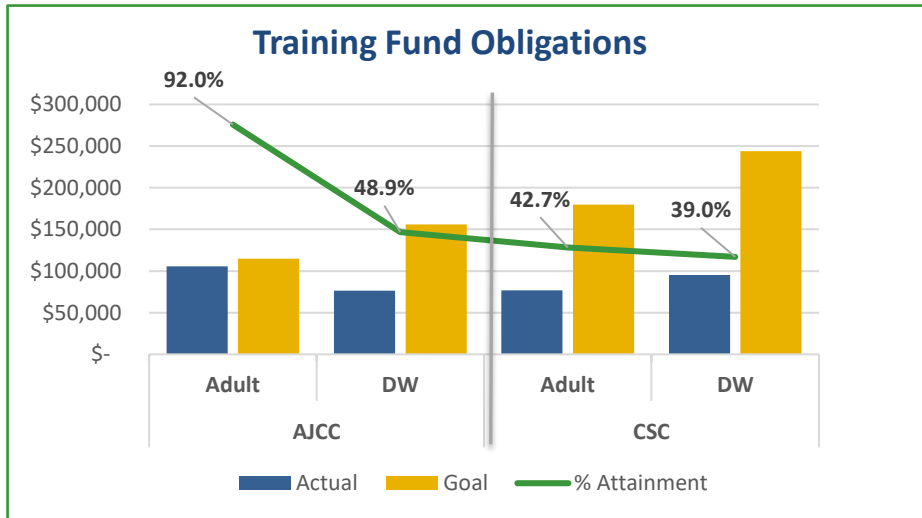
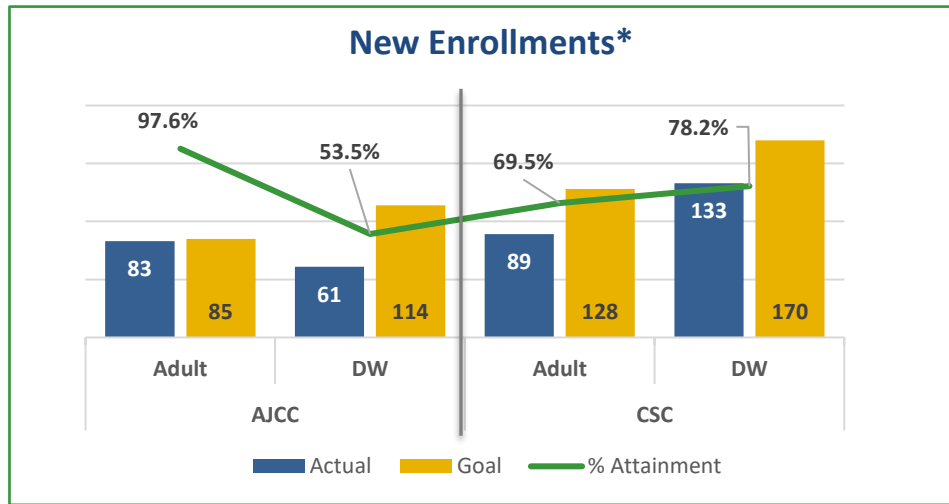
ATTACHMENT:

VI.B.1. – REPORT Adult Dislocated Worker CPIR PY24-25 Q2



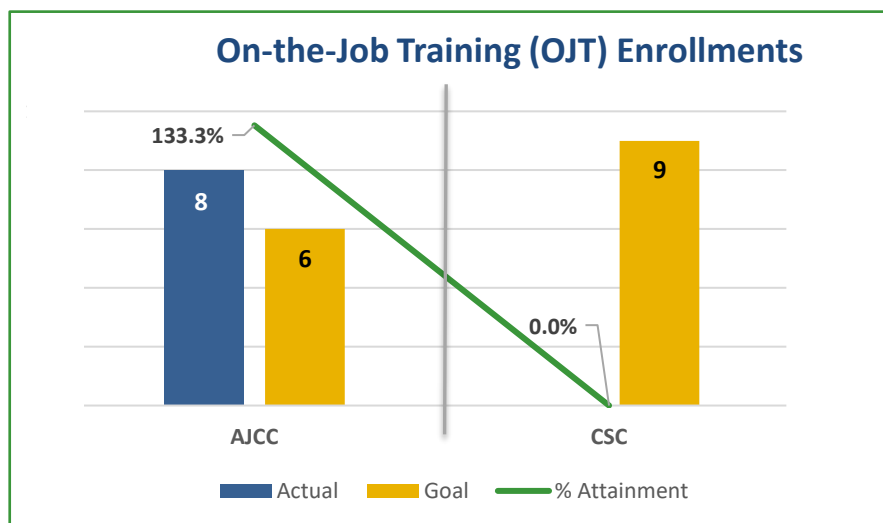
CONTRACT PERFORMANCE INDICATORS REPORT
WIOA ADULT & DISLOCATED WORKER PROGRAMS
PY 2024/2025; QUARTER 2 (7/1/2024 THROUGH 12/31/2024)

How Much Did We Do?



***NOTE: Contractors were allowed to carry-in 25% of their PY 24/25 enrollment goal.**
 As a result, each provider received credit for carried-in participants from PY 23/24 as follows:

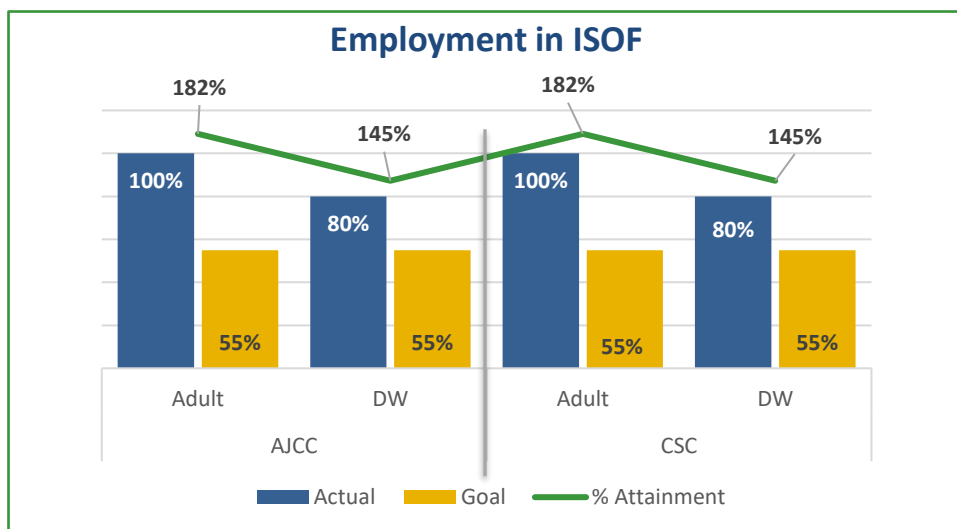
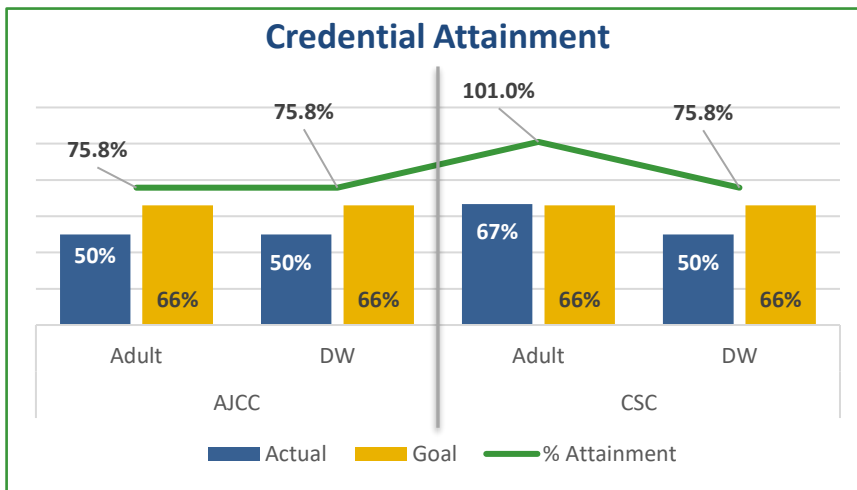
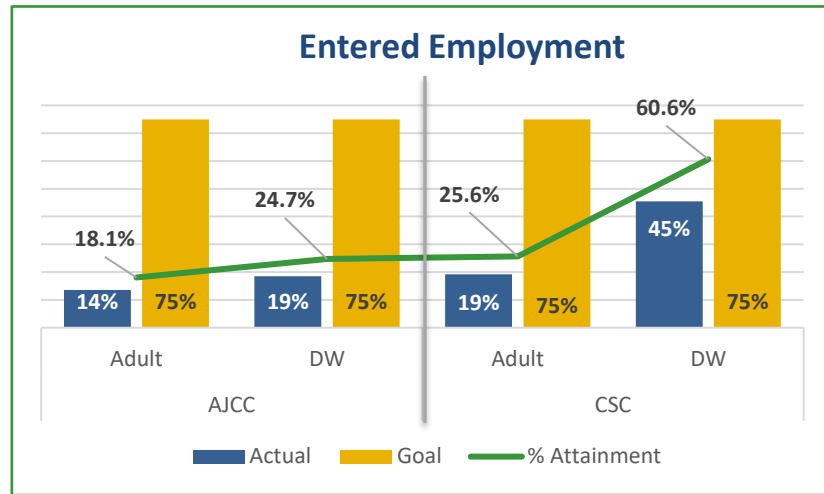
Carry-Ins	Adult	DW
AJCC	21	28
CSC	32	42



AJCC - America's Job Center of California

CSC - Career Services Collaborative

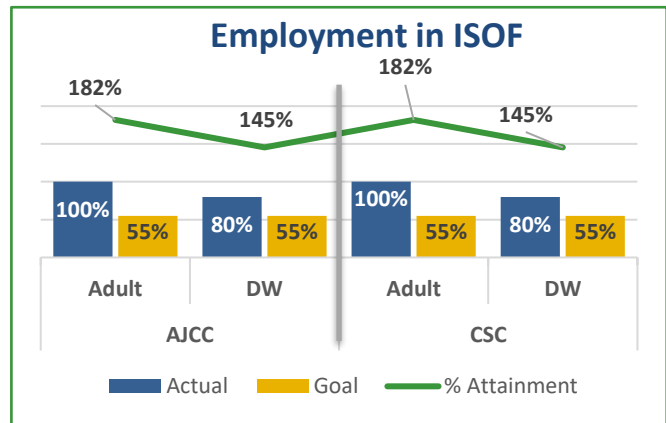
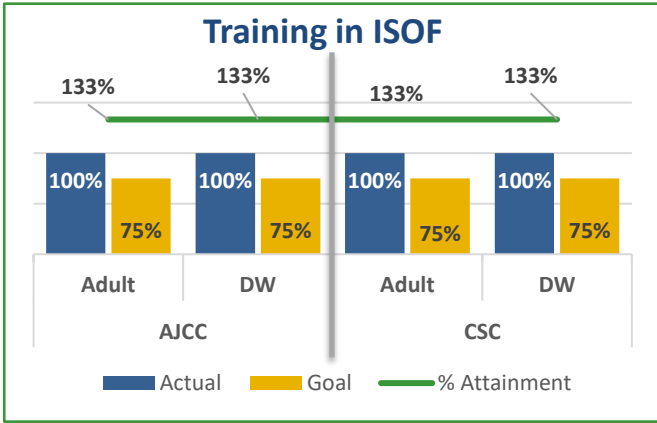
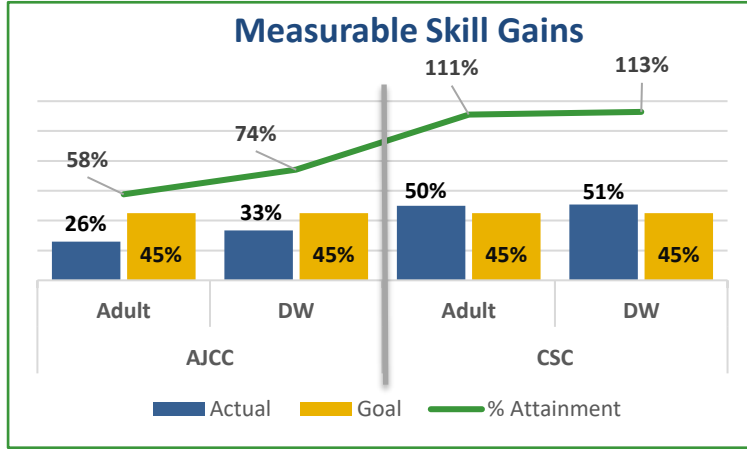
Is Anyone Better Off



*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 2024/2025; 2ND QUARTER - JULY 01, 2024 THROUGH DECEMBER 31, 2024

PERFORMANCE MEASURES	FUND SOURCE:			DISLOCATED WORKER		
	ACTUAL	GOAL ^①	% of GOAL	ACTUAL	GOAL ^①	% of GOAL
HOW MUCH DID WE DO?						
# OF CARRY-IN ENROLLMENTS	56	53	105.7%	56	70	80.0%
# OF NEW ENROLLMENTS	119	160	74.4%	124	214	57.9%
TOTAL ENROLLMENTS	175	213	82.2%	180	284	63.4%
\$ TRAINING OBLIGATIONS (ITAs & OJTs)	\$182,423	\$294,532	61.9%	\$171,384	\$399,783	42.9%
# OJT ENROLLMENTS (Ad & DW) ^②	8	15	53.3%			
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	50.0%	75.0%	66.7%			
% RECORDED MEASURABLE SKILL GAINS (of those enrolled in trng)	38.0%	42.0%	90.4%	42.1%	42.0%	100.1%
IS ANYONE BETTER OFF?						
# ENTERED EMPLOYMENT (of closed cases)	16.4%	75.0%	21.9%	32.0%	75.0%	42.6%
# OF JOB PLACEMENTS WITHIN ISOF*	100.0%	55.0%	181.8%	80.0%	55.0%	145.5%
% THAT ATTAINED CREDENTIAL (of participants in training)	58.3%	65.0%	89.7%	50.0%	65.0%	76.9%

ITEM VII.A. - INFORMATION

HIGHROAD TRAINING PARTNERSHP (H RTP) MARINE TRADES & WATER TRANSPORTATION CAREERS PROJECT UPDATE

BACKGROUND:

This item seeks to provide a project update to the Systems and Strategies Committee with respect to the progress of the Maritime Trades and Water Transportation Careers (MTWTC) project.

The Alameda County Workforce Development Board (ACWDB) is the project lead and fiscal agent for a State-funded High-Road Training Partnership grant. This multi-year regional initiative also includes the partnership of both the Oakland Workforce Development Board and Workforce Development Board of Contra Costa County. Collectively, the three boards are partnering with community organizations through six subcontracts to perform outreach, recruitment, and case management, to prepare job seekers for training and job placement into maritime careers.

The MTWTC training program seeks to enroll 300 participants over two years through March 31, 2026. The inaugural cohort was launched in September and on November 15, 2024, the program successfully completed its first cohort. The cohort included 24 graduates which represents a 96% graduation rate (24 of 25). The cohort composition was very diverse with priority populations representing 75% of participants. To date there have been 15 job offers, 9 graduates placed into employment across different maritime industry employers. Two graduates have been sponsored into apprenticeships programs. Another graduate was hired as an On-the-Job Training (OJT) placement on January 15, 2025, with an industry advisory board member. Other graduates continue to work with their case managers to seek additional training and/or employment opportunities. In January, the outreach and recruitment progress continued as community-based organization held three information sessions to field the next cohort that started on February 3, 2025. The second cohort will also initiate an additional training site location within Alameda County and is expected to commence on March 28, 2025.

Whereas this project represents new programing within a new sector we are highly encouraged by the progress and inroads we have and continue to make. Notwithstanding, this is an ambitious project with much still to be accomplished including the development of a second career pathways for water transportation careers, formalization of industry hiring agreements, and the registration of apprenticeships and/or pre-apprenticeships.

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

ITEM VII.B. – INFORMATION

PROJECT EQUITY: EMPLOYEE OWNERSHIP PROJECT UPDATE

BACKGROUND:

Project Equity was established in the San Francisco Bay Area and quickly grew into a national non-profit agency. The organization seeks to provide a mutually beneficial solution to business owners seeking an exit strategy and their impacted workers. Project Equity helps businesses transition to employee ownership, securing liquidity and a fair sale price for the owner while helping employees build equity and a solid career path. From a workforce development perspective, the demographic transition which many have referred to as the “silver tsunami” is both an opportunity and a challenge. See website for more information - [Project Equity | Discover the power of employee ownership](#)

Faced with an uptick in both business closure and layoff activity exiting PY 2022/23, the Alameda County Workforce Development Board (ACWDB) sought to deploy a new resource to provide enhanced business services and layoff aversion strategies with the goal of increasing businesses resiliency and job retention. Towards that goal, a pilot program for employee ownership conversions as a layoff aversion strategy was established. Project Equity was contracted to provide business outreach, education, and assessments to determine if closing businesses could benefit from employee ownership conversions. The contract concluded at the end of November 2024.

Service	Performance	Goal	% of Goal
Number of outreach events	8	10	80%
Number of business consultations completed	13	10	130%
Number of feasibility assessments initiated	1	2	50%
Number of conversions initiated	0	1	0%
Number of conversions completed	2	2	100%
Number of businesses receiving post-conversion service	2	4	200%
Number of jobs saved/created	68	60	114%
Number of businesses served	48	50	96%

Although Project Equity pilot program resulted in successful business retention service with an overall gain in regional jobs saved due to California Workforce Development Board reporting protocols, we are limited in our ability to translate measurable increases in our layoff aversion performance. Given the overall benefit to positive economic activity, continued partnership may be best pursued through a collaborative regional contract which can include cost sharing with local economic development partners. This approach would allow us to retain referral access to employee ownership conversion services for qualifying businesses while reducing our proportional direct program cost outlays.

For more information, please contact Carmelo San Mames, Senior Strategic Partnership Coordinator at (510) 259-3828 or by email at Carmelo.SanMames@acgov.org.

ITEM VII.C. - INFORMATION

EDEN AREA COMPREHENSIVE AMERICA'S JOB CENTER OF CALIFORNIA (AJCC) CONTINUOUS IMPROVEMENT PLAN UPDATE

BACKGROUND:

The Alameda County Workforce Development Board (ACWDB) approved the certification of the Eden Area Comprehensive America's Job Center of California (AJCC) in September 2024. The certification process is state-mandated and encompasses an evaluation to assess the quality of services and effectiveness of the AJCC, according to seven indicators. It also requires the Board to attest to the creation of a plan of continuous improvement goals based on the indicators, for the three-year certification period, spanning from January 1, 2025, to June 30, 2028. The Continuous Improvement Plan was to be created by December 31, 2024, to be in effect on January 1, 2025.

The indicators assessed include the following:

1. The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.
2. The AJCC actively supports the One-Stop system through effective partnerships.
3. The AJCC provides integrated, customer-centered services.
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.
5. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.
6. The AJCC has high-quality, well-informed, and cross-trained staffing.
7. The AJCC achieves business results through data-driven continuous improvement.

After approval from the Board, ACWDB staff met with the AJCC staff to discuss the various indicators as well as the opportunities for improvement that were identified within each indicator. ACWDB staff presented possible goals and collaborated with AJCC staff to ensure feasibility and alignment with the system, including appropriate timelines. The plan and timelines were established with the mutual understanding that the organization selected as the Comprehensive AJCC operator through the 2025-2029 procurement cycle would inherit the goals and be asked to implement them within their programming.

For more information please contact, Jennifer Victorica, Program/Financial Specialist, at Jennifer.Victorica@acgov.org, or (510) 259-3841.

ATTACHMENT:

VII.C.1. - AJCC Continuous Improvement Plan

Eden Area Comprehensive America’s Job Center of California (AJCC) Certification
AJCC Continuous Improvement Plan

Item	Indicator	Action/Improvement Opportunity	Agency	Due Date
A	1	The AJCC will track computer use and check all computers/equipment to ensure availability and functionality. Share results with ACWDB for needed updates.	AJCC/ACWDB	February 28, 2025
B	1	The AJCC will establish regular coordination/communication and/or events with Military/Veteran-serving organizations to support the priority of service and referrals.	AJCC	March 31, 2025, and ongoing
C	1,6	The AJCC will provide written plan to implement cross-training of staff to inform of the priority of service groups and support job seekers requiring immediate support, including CalJOBS registration and the initial two-page WIOA application.	AJCC	March 31, 2025
D	2	The AJCC will integrate real-time feedback opportunities at meetings, through polls, discussions, etc. regarding AJCC’s impact on their services.	AJCC	March 31, 2025, and ongoing
E	2	The AJCC will host at least two events per program year that intentionally integrate partner services and highlight and strengthen partner linkages.	AJCC	Through June 30, 2028
F	2	The AJCC will create a flyer that features mandated partners and available services and make it available to all partners/participants.	AJCC/Partners, as needed	March 31, 2025
G	2,3	The AJCC will explore tools to create and maintain a joint spreadsheet to track referrals and co-enrollments between partners.	AJCC	June 30, 2025

H	3	The AJCC will explore the possibility of co-creating an ISOF-aligned career pathway strategy/map, for clients receiving services from multiple mandated partners.	AJCC, other partners as needed	June 30, 2025
I	4	The AJCC will work collaboratively with ACWDB to link training providers to the Eligible Training Provider List (ETPL) Coordinator towards state approval.	AJCC/ACWDB	June 30, 2028
J	5	The AJCC will host 1-3 “quality job/employer” hiring events, virtually or in-person.	AJCC	June 30, 2025
K	5	The AJCC will distribute the ACWDB employer hiring needs survey to partner employers to help improve business-facing services.	AJCC/ACWDB	March 31, 2025, and ongoing
L	3,6	AJCC staff will engage in training related to the implementation of sector strategies, leading to a focus on one or two career pathways that will be offered to participants, in alignment with ACWDB priority sectors.	AJCC	March 31, 2025, and ongoing
M	6	AJCC will invite partners to host training sessions on best practices with the populations they serve or on relevant information learned through their programs for all levels of partner staff. At least once or twice a year, virtually, or on-site at the AJCC.	AJCC	February 1, 2025, and ongoing
N	7	The AJCC will distribute the ACWDB Customer Feedback survey to support network-wide improvement efforts.	AJCC/ACWDB	Through June 30, 2028