

Contra Costa Workforce Collaborative Evaluation Report

2018 – 2019 Program Year



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I. Introduction

In early 2018, the Workforce Development board of Contra Costa County (WDBCCC) announced an award of \$1,500,000 for a new, collaborative effort comprised of community-based employment and career training organizations, Adult Schools, and Community Colleges throughout the County. Coined the Contra Costa Workforce Collaborative (CCWC), the County-wide partnership delivers and expands access to employment and training services for adult and dislocated workers - per the Workforce Innovation and Opportunity Act (WIOA) - by establishing a Comprehensive America’s Job Center of California (AJCC) in Concord as well as AJCC access points at satellite locations. AJCC locations serve as a hub for a range of no-cost employment and training services for local employers and job seekers as part of WIOA efforts to meet the needs of the California workforce.

The CCWC is managed and operated by Rubicon Programs,¹ who serves as both the fiscal agent and a direct provider of employment and training services; the following education and employment organizations serve as AJCC access points as well as partners for delivering key WIOA services throughout the County:

Contra Costa Collaborative Organizations

- | | |
|---|---|
| 1. Rubicon Programs (Comprehensive AJCC) | 6. New Horizons Career Development Corp. |
| 2. Martinez Adult Education Center | 7. Opportunity Junction |
| 3. Mt. Diablo Adult Education Loma Vista Adult Center | 8. Rubicon Antioch Programs |
| 4. Lao Family Community Development Corp. | 9. Liberty Adult Community Education Center |
| 5. San Pablo Economic Development Corp. | 10. Pittsburg Adult Education Center |

This evaluation report presents findings from an evaluation of the CCWC program that focuses on the initial period of CCWC implementation encompassing July 1, 2018 to June 30, 2019. Since the awarding of the CCWC, the WDBCCC has renewed funding for the 2019-2020 program year in the amount of \$1,150,000.² As the CCWC begins a new cycle of funding, they have arrived at an opportune moment to assess the progress of the new model during the first year of implementation. By discussing the strengths, challenges, and impacts of the program to date, the evaluation aims to support the Collaborative partners in bolstering their efforts during the forthcoming year which include but are not limited to:

- ❖ Ensuring alignment of efforts among Rubicon and the CCWC partners
- ❖ Assessing the quality and delivery of intended services
- ❖ Facilitating learning and program improvement
- ❖ Documenting models and practices
- ❖ Vetting program tools and processes
- ❖ Supporting coordination and outreach
- ❖ Supporting the pursuit of funding

¹ A nonprofit organization, Rubicon’s mission is to transform East Bay communities by equipping people to break the cycle of poverty. Since 1973, Rubicon has provided job training and placement, housing, behavioral health, and other supportive services to low-income people in CCC, and since 2005 it has also served those in Alameda County.

² New funding figures drawn from WDBCC minutes available at: <http://www.wdbccc.com/wp-content/uploads/2019/06/Executive-Committee-Packet-6.12.19.pdf>

Evaluation Framework and Data Collection

Rubicon Programs contracted with Resource Development Associates, a mission-driven consulting firm based in Oakland, to carry out an evaluation of the Collaborative and determine key insights for the Collaborative moving forward. The evaluation focuses on the process and implementation of the CCWC initiative, the experiences of program staff, clients, and leadership, and the effects of the CCWC on access to the general network of WIOA services in Contra Costa County. To measure these areas, the evaluation centers on the domains of partnerships, systems impact, and the consumer experience. Table 1 highlights the research questions that guide the evaluation within each of these domains.

To answer the evaluation questions, RDA collected and analyzed qualitative data sources, CCWC program data and Steering Committee minutes, and secondary research. In collaboration with Rubicon, RDA developed a survey targeting WIOA clients and implemented focus groups that target clients, staff, and Steering Committee leadership. The focus groups resulted in input from 8 clients total, 6 WIOA coaches, and the members of the Steering Committee Leadership. The full evaluation framework is available in Appendix A. Due to limited site-level data, the evaluation focuses on the CCWC as a whole rather than outcomes for individual sites or institutions. Additionally, the evaluation largely received data from first-time clients and staff, therefore data on outcomes for this fiscal year are generally limited.

Table 1. CCWC Evaluation Domains

| Partnership: | Access: | Consumer experience: | Overall Impact: |
|--|--|--|---|
| What is the impact the CCWC has had on member partnerships? | How has the CCWC model increased access to services? | To what extent has the CCWC model improved the WIOA consumer experience? | What is the added value of the CCWC model to regional WIOA services? |
| <i>a. How has the CCWC strengthened communication across the existing network of services?</i> <i>b. How has the CCWC strengthened collaboration across services, programs, and organizations?</i> <i>c. How can the CCWC strengthened collaboration with business partners?</i> | <i>a. How has service accessibility changed since CCWC implementation?</i> <i>b. Consumer Profile: What are the consumer demographics?</i> <i>c. What are accessibility barriers and facilitators?</i> | <i>a. How does the CCWC model improve consumers' experience accessing and navigating systems?</i> <i>b. How has the CCWC model improved the quality of consumer's experience with services?</i> | <i>a. How has the Contra Costa County WIOA system changed since the CCWC implementation?</i> <i>b. What has the CCWC been able to leverage since implementation?</i> <i>c. What is working well and not working well about the CCWC?</i> <i>d. Where are the opportunities for growth?</i> |

II. CCWC Overview

As a public-private partnership of workforce development organizations spanning CBOs, Community Colleges, and Adult Schools, the CCWC aims to provide WIOA career services in a coordinated effort that leverages existing resources to increase access to WIOA services throughout Contra Costa County. This reflects a new approach toward career services in Contra Costa County and more broadly represents an innovative model in the workforce services realm. Given the first year phase of implementation, an assessment of the CCWC calls for a review of program implementation and key program components. The following section lays out the public bodies and institutions that were established as a result of the CCWC rollout, as well as the types of services provided by the program.

CCWC Programs

Employment services in Contra Costa county have traditionally been provided through a Workforce system funded by state and federal programs, such as Temporary Assistance to Needy Families (TANF) and California Work Opportunity and Responsibility to Kids program (CalWORKs). In 2017, reductions CalWORKs and WIOA funding led the WDBCCC to pivot their approach and seek a new provider for AJCC services.³ The resulting award led to the funding and creation of the CCWC, which led to the establishment of three key components: the Concord Comprehensive AJCC, the creation of WIOA services in affiliate sites, and the CCWC steering committee.

Comprehensive Concord AJCC. The Comprehensive American Job's Center of California (AJCC) located in Concord, Ca. is Contra Costa County's central location of WIOA services. Known as the Comprehensive Concord AJCC, the site is center of workforce development, employment, and training services due to it's the network of providers who can refer customers to the location and it's connection to the East Bay Works Regional Planning Unit. The Concord AJCC is one among a national network of career centers that integrates collaboration from local, state, private, and public entities to provide comprehensive and innovative employment services and resources.⁴ AJCC centers provide employment and training services; most sites additionally offer information about unemployment insurance, disability insurance, and paid family leave benefits. The Concord AJCC is currently operated by Rubicon Programs.

WIOA services in affiliate sites. In addition to establishing services at the Concord Comprehensive AJCC, the CCWC established a network of WIOA services in affiliated sites. Consisting of CCWC member organizations, affiliate sites function as AJCC access points, where job seekers and employers can access the programs, services, and activities or of one or more CCWC partner programs. Figure 1 shows the full list of CCWC affiliated sites, each of which located in areas with high concentrations of high unemployment. Before the creation of the affiliated sites, WIOA clients could only access services at the AJCC in Concord or otherwise receive services at the AJCC in Antioch. All participating organizations are embedded in each of the three regions of the County; certain partners bring particular expertise working with select priority populations or audiences.

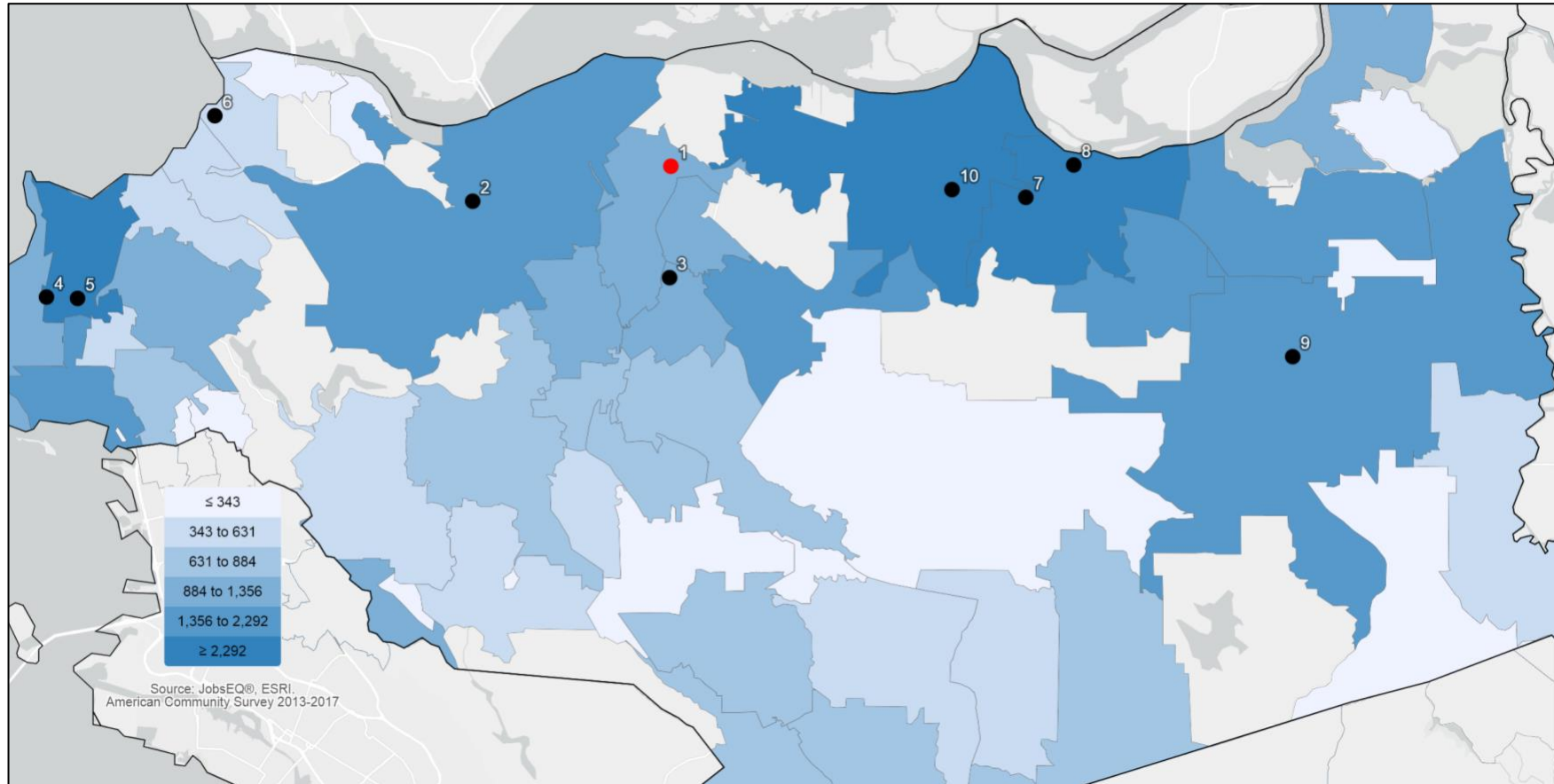
³ Further information is available at:

http://64.166.146.245/public//print/ag_memo_pdf_popup.cfm?seq=31408&rev_num=0&mode=CUSTOM

⁴ Further context on AJCCs is available at: <https://www.mtsac.edu/president/cabinet-notes/About%20Americas%20Job%20Center%20of%20California.pdf>

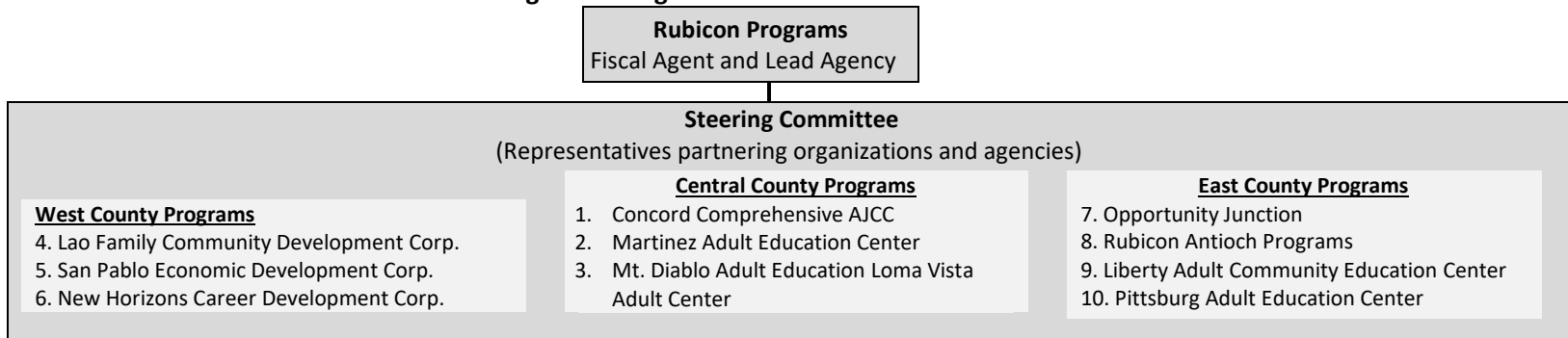
CCWC Steering Committee: in order to ensure integration, collaboration, and mutual accountability across sites, the CCWC established a Steering Committee that includes representatives from each of the member locations. The Steering Committee serves as a governing body which meets regularly to plan and align services, monitor performance, and provide technical assistance and professional development opportunities across all CCWC locations. As the AJCC contractor, Rubicon provides leadership, meeting logistic coordination, and WIOA data reporting for this group.

Figure 1. Map of CCWC Locations in Contra Costa County, with Counts of Unemployed residents



Source: JobsEQ, ESRI, American Community Survey 2013-2017

Figure 2. Program Structure and CCWC Members

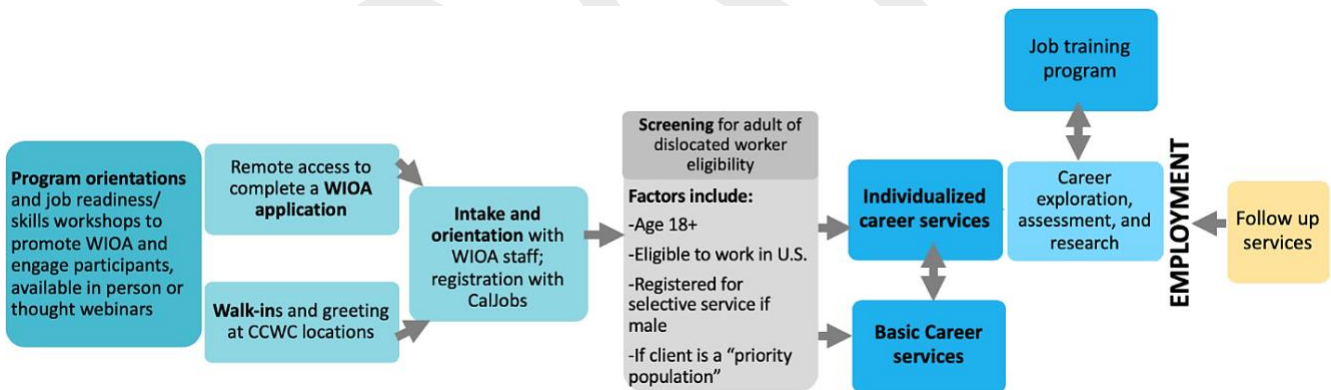


CCWC Services

The CCWC takes a “no wrong door” approach to providing job seekers with access and enrollment in services. In addition to the Concord AJCC, the CCWC affiliate sites provide access points for job seekers to receive employment and training services or referrals to services at other CCWC partners as well as supplemental services provided by community-based partners. Given the location of both AJCC and affiliate sites throughout the community, this model provides access to services at locations (adult schools, community colleges, and CBOs) already frequented by individuals who experience barriers to employment. Similarly, as the affiliate site are already embedded in their communities and familiar with serving Contra Costas diverse communities, this model increases the workforce system’s capacity to engage and enroll hard to reach job seekers and deliver services in a holistic and culturally relevant manner.

Intake and Orientation. Enrollment begins with program orientations and employment readiness/job skills workshops that promote WIOA and engage potential participants. Potential clients then conduct an intake and orientation session (remotely or through the assistance of staff at an AJCC location and register with CalJobs. After creating a CalJOBS account, interested jobseekers schedule an individual intake session with WIOA staff, during which they are further screened for WIOA Adult or Dislocated Worker eligibility and enrolled for Basic and/or Individualized career services. Figure 3 highlights the steps involved in the WIOA enrollment process.

Figure 3. Program Flow for WIOA enrollment



Basic Services. Clients are minimally eligible to access universal, self-directed employment training services at all AJCC locations. Basic services are made available to all individuals seeking employment and training services. Basic career services involve less staff time, and include services such as eligibility determination, initial skill assessments, labor exchange services, provision of information on programs and services and program referrals.

Individualized career services: Clients can qualify for individualized career services if they meet certain criteria; criteria include whether they are older than 18, are registered to work in the U.S., are registered for selective service, and/or comprise a relevant “priority populations.” If clients pass this screening, they receive access to a greater suite of services provided by the comprehensive AJCC and CCWC partners. Individualized services generally involve significant staff time and customization to each individual’s need.

It may include services such as specialized assessments, developing an individual employment plan, counseling work experiences, etc.

Job training. WIOA-enrolled jobseekers may determine that they need additional training or education to achieve their employment goals. Job training services generally include but are not limited to: education and skills training, including, apprenticeship, on-the-job training, classroom and on-online training, customized training and vocational training. Before being referred for training, clients are required to engage with program staff in individualized career assessment, exploration, and research. Participants may review, in detail, the feasibility of the proposed training in terms of availability, travel requirements, and financial resources. Participants may also complete labor market information research in order to construct a complete picture of the job and wage prospects that await them at the completion of training. This extra level of discernment ensures that when a training placement happens, it will be a success all around, for the jobseeker, for the training provider, and ultimately for the employer.

Supplemental Services. Partner organizations additionally provide an array of resources and services to prospective clients that enhance WIOA services. Examples of supplemental services include: Adult Basic education (including GED and HSE), English as a Second Language, Career Technical education, apprenticeship, occupational skills training, pre-employment training, and participant support, and wrap-around services.

III. Findings

The following section details findings about the clients served by Rubicon, and about the evaluation domains, namely: access, partnerships, systems impact, and consumer experience.

Key Takeaways

Clients served

- ❖ Low unemployment, coupled with a small share of priority populations in the County, suggests that the CCWC may experience challenges recruiting target populations for individualized services.
- ❖ During the 2018-2019 program year, CCWC came close to reaching their enrollment targets (363 clients out the 399 goal), but reflected a lower client enrollment for individualized training services (40% of total ITA funding).
- ❖ Survey responses reflect 18% of the CCWC clients; most identify as female (75%) and represent a spectrum of ages.
- ❖ The greatest share of CCWC clients reside in East County (49%); 27% of clients reside in Central County, and 25% of clients reside in West County.

Access

- ❖ CCWC clients expressed that it was easy to access employment and training services through CCWC sites.
- ❖ Clients and staff observed that gaps in knowledge and awareness about the CCWC, WIOA services, and the enrollment process impact service accessibility
- ❖ Though the AJCC access points expand geographic scope WIOA services, certain pockets of the County continue to experience geographic barriers to accessing services.
- ❖ Staff and clients most frequently cited transportation issues as the greatest barrier to accessing employment and training services at CCWC locations.

Partnerships

- ❖ All stakeholders, particularly the Steering Committee, agreed that the CCWC model has improved communication and coordination of services.
- ❖ Improvements in communication have increased the capacity to coordinate enrollment and referrals.
- ❖ Leadership and staff identified challenges collaborating across varied institutional structures.
- ❖ Leadership identified challenges in making warm handoffs between partners from different county sub-regions.

Systems Impact

- ❖ Staff and clients described start-up challenges during the initial rollout of the CCWC.
- ❖ Stakeholder discussions indicate that initial challenges associated with CCWC implementation are tapering off.
- ❖ The CCWC model has already created noticeable system changes to the County workforce development system.

Client Experience

- ❖ Clients generally expressed appreciation and satisfaction with program services.
- ❖ Clients' experiences were colored by issues related to the enrollment process for deeper, individualized services.
- ❖ Clients were especially impacted during the initial implementation phases of the CCWC, new processes exacerbate

Contra Costa WIOA Client Profile

Contra Costa County has experienced a significant recovery from the recession that swept the US in the early 2010s. Since then, Contra Costa County’s unemployment rate has dipped below the U.S. and California (see Appendix B for unemployment trends). Census estimates indicate that the County has a higher percentage of a working age population, a higher labor force participation rate, and lower unemployment as compared to California (see Table 2). Low unemployment is a sign of a tight labor market, which implies more job opportunities than available workforce. While this may imply workforce shortages for the County, it generally implies better prospects for job seekers in the County.⁵

As discussed in the CCWC Services section, Collaborative partners enforce a “priority of service” for target populations in situations where demand exceeds capacity. WIOA and the WDBCC priority populations, include veterans and eligible spouses, Public Assistance recipients, Individuals with Disabilities, returning citizens, and immigrants/refugees. Census estimates reflect that these target populations form a smaller share of the County’s overall population when compared to State percentages (see Table 2). While Census data on returning citizens is limited, the Contra Costa Reentry initiative estimates the re-entry population at 4,138 individuals⁶, while the Center on Juvenile and Criminal Justice estimates that there are 3,378 incarcerated individuals in Contra Costa County.⁷ Appendix B provides further detail on these population estimates for Contra Costa County.⁸

Table 2. Contra Costa County Demographic Profile: Detailed Regional Statistics

| | % of Population | | Labor Force Participation | | % Unemployed | |
|---------------------------------------|-----------------|-------|---------------------------|-------|--------------|------|
| | Contra Costa | CA | Contra Costa | CA | Contra Costa | CA |
| Civilian population 18 years and over | 76.8% | 76.5% | 64.5% | 63.3% | 6.9% | 7.7% |
| Veterans, Age 18-64 | 3.0% | 3.3% | 75.4% | 75.1% | 7.8% | 7.1% |
| Households Receiving Food Stamps/SNAP | 6.5% | 9.3% | | | | |
| With a Disability, Age 18-64 | 8.9% | 8.2% | 46.1% | 40.9% | | |
| Foreign Born ⁹ | 24.7% | 27.0% | | 64.2% | | 4.3% |
| Speak English Less Than Very Well | 14.1% | 18.4% | | | | |

*The labor force participation rate indicates the percentage of all people of working age who are employed or are actively seeking work.
Source: JobsEQ®: American Community Survey 2013-2017, unless noted otherwise*

Low unemployment, coupled with a small share of priority populations, suggests that the CCWC may experience challenges recruiting and enrolling target populations for individualized services. Regardless, the CCWC came close to reaching their enrollment targets during the 2018-2019 program year. During this period, the CCWC served a total of 363 clients, representing 91% of the program’s target goal of 399 clients served. Out of these clients, the program served 298 adults and 79 dislocated workers. However, the program reflected a lower client enrollment for individualized training services, also known as Individual Training Accounts (ITAs). To date, 55 WIOA clients accessed individual training accounts (ITAs)

⁵ Regional Workforce trends are further discussed in the Contra Costa Adult Education Report (BW Research Partnership).

⁶ http://64.166.146.245/docs/2014/PBP/20141027_443/19796_Strategic%20Plan%20Excerpt.pdf

⁷ Center on Juvenile and Criminal Justice (CJCJ). (2018). Sentencing Practices in California, 2016. San Francisco, CA: CJCJ.

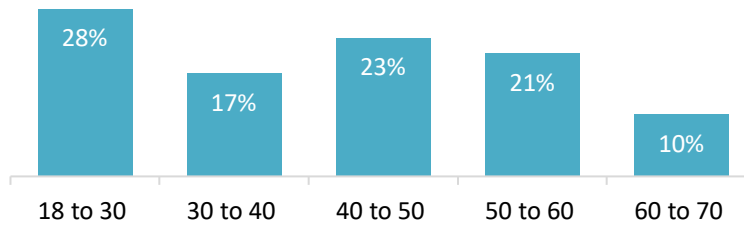
⁸ East Bay Works provides a deeper look into the Contra Costa workforce population and needs in the Contra Costa County Mapping project; see: <http://www.eastbayworks.com/wp-content/uploads/2016/06/Contra-Costa-County-Asset-Map-2015.pdf>

⁹ Statewide labor force participation and unemployment for foreign-born population drawn from data for the Pacific region, which includes Alaska, California, Hawaii, Oregon, and Washington. See: <https://www.bls.gov/news.release/pdf/forbrn.pdf>

for a total value of \$176,036; this is 40% of ITA funding available for the 18-19 program year. WIOA clients have access funds for training in the following industries: Healthcare, Professional Services, Transportation, Construction & Logistics and Information Communications Technology (ICT).¹⁰

Survey Demographics. RDA conducted a survey with program clients as a component of data collection. The client survey included questions regarding client’s WIOA services history, the location(s) where they received services, and questions pertaining to each of the evaluation measures. Altogether, RDA received a total of 64 responses, which represents a response rate of 18% from the pool of 399 CCWC clients. A total of 36 respondents elected to answer demographic questions. As shown in Figure 4, programs serve clients across a spectrum of ages, while the median participant age is 41. The majority of respondents identify as female (27 or 75%), and the majority identify as non-white (18 out of 22, or 81%). Given the limited responses, survey responses may not reflect the breadth of clientele served by the CCWC. The recommendations section provides considerations for strengthening data collection in the future.

Figure 4. Age Ranges of Clients responding to Survey



Source: CCWC/Rubicon Program Data

Geographic Profile. CCWC clients reside in cities located throughout the East, Central, and West sub-regions of Contra Costa County. Table 3 reflects the ten most common cities of origin for CCWC clients as drawn from program data (see Appendix C for the full list). Altogether, the greatest share of clients (49%) reside in East County, 27% of clients reside in Central County, and 25% of clients reside in West County.

Table 3. Top 5 Cities of Residence for CCWC Clients

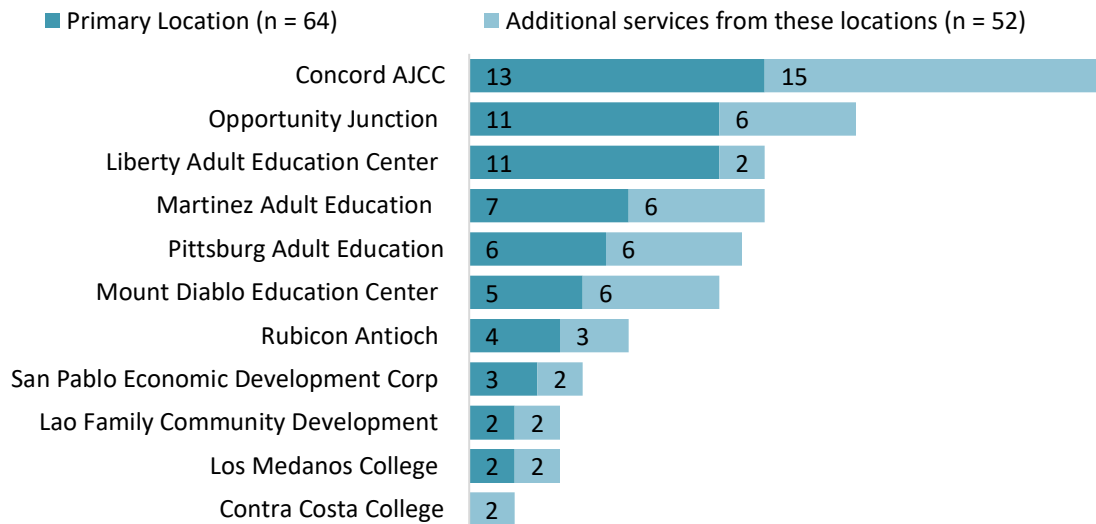
| City | Region | # of Clients |
|-----------------|---------|--------------|
| 1. Antioch | East | 55 |
| 2. Pittsburg | East | 35 |
| 3. San Pablo | West | 35 |
| 4. Concord | Central | 27 |
| 5. Richmond | West | 26 |
| 6. Oakley | East | 25 |
| 7. Martinez | Central | 18 |
| 8. Brentwood | East | 17 |
| 9. Walnut Creek | Central | 12 |
| 10. Bay Point | East | 10 |
| | Other | 45 |
| | Total | 305 |

Source: CCWC/Rubicon Program Data

¹⁰ CCWC End of Year Report: 2018/19 Program Year (PY)

Survey respondents were asked to list the primary location where they received WIOA services, and whether they received training or employment services at any other location. Overall, the survey reflected the highest proportion of clients received services from access points located in Central County (40) followed by East County (24) and West County (10). Figure 5 highlights the primary locations indicated by survey respondents, as well as the additional CCWC locations where the clients received services.

Figure 5. Location of Services indicated by Survey Respondents



Respondent service locations generally reflect the distribution of CCWC sites frequented by program clientele, as highlighted by program data. Appendix C provides the full list of locations utilized by clients according to CCWC program data.

Access

Accessibility of services one of the top priorities for the CCWC service model. The CCWC was first developed as concept and ultimately implemented as a systems change model to improve access by increasing the number of entry points for clients to learn about, enroll in, and engage in services through the variety of community-based organizations and post-secondary institutions incorporated in the collaborative. Adult Education institutions are already places of training and education and serve as natural entry points for students with career needs. Similarly, community based organizations that focus on employment and training already target individuals who experiences barriers to stable employment or need skills development and are also an opportune location to enroll in clients in WIOA services.

Through surveys and focus groups, both staff and clients provided their experience in identifying CCWC locations and accessing WIOA services. The following provides a summary of finding in this domain.

CCWC clients expressed that it was easy to access employment and training services through CCWC sites. Approximately 84% of all the survey respondents reported it was easy to access services at CCWC locations. The majority of respondents (70%) indicated that they ended up going to their primary location through their own choice; another 30% noted that they were directed to go to the primary location. Most clients (at least 80%) agreed that their experience was positively affected by the various aspects of WIOA service delivery, including but not limited to: contacting the location, accessing location information, convenient location, friendly Staff, language accessibility, ease of enrollment, access to resources, array of Job supports, and information on resources.

Clients and staff observed that gaps in knowledge and awareness about the CCWC, WIOA services, and the enrollment process impact service accessibility. While survey respondents generally expressed satisfaction with CCWC services, staff and clients reflected a need to deepen the broader community's understanding and awareness of CCWC components, including the network of AJCCs as a whole, as well as its component parts (WIOA services and eligibility requirements). During focus groups, clients and staff alike observed situations where missing or conflicting information impacted their navigation of services. Staff observed that they dedicate a high portion of their work educating individuals who arrive with misconceptions about WIOA services. Simultaneously, clients expressed frustrations during situations in which they find out that they were not eligible for some services. Some clients also noted mixed messages regarding services, for instance, being told a service is not available only to find out later that the service is provided at a different access point. Other clients express regrets about not knowing about the program sooner. Finally, leadership noted that external community partners reflected differing levels of awareness about AJCC services; for instance, some Transition Specialists expressed interest in learning about the program while their peers knew more about the program.

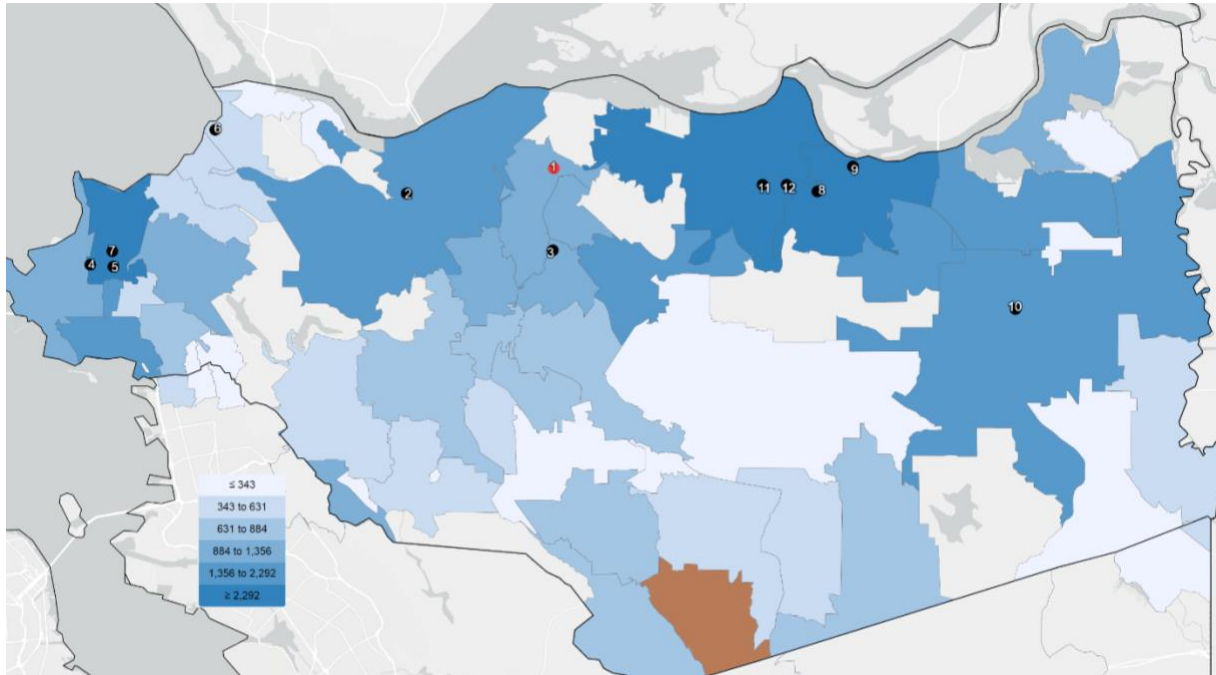
“Availability of WIOA training dollars was presented in a manner leading me to believe I could explore training in any field, however this was not the case and the dollars were limited.”

- Client (survey)

Though the AJCC access points expand geographic scope WIOA services, certain pockets of the County continue to experience geographic barriers to accessing services. Staff described geographic isolation, particularly for San Ramon, as the greatest barrier to access during

focus groups (see Figure 6). In addition to their geographic distance from AJCC services, CCWC staff noted during focus groups that San Ramon also encounters jurisdictional barriers, as Alameda County limits WIOA offerings for individuals that do not reside in Alameda County.

Figure 6. Residents from San Ramon Identified as the Most Geographically Isolated



Staff and clients most frequently cited transportation issues as the greatest barrier to accessing employment and training services at CCWC locations. In the survey and focus groups, clients and staff frequently cited transportation as an ongoing barrier to accessing services. Within the survey, 30% of respondents felt neutral or disagreed that their location is in an area they frequent, and that their location is accessible via transit (excluding “not applicable”).

Certain partnering organizations provide transportation as a supplemental service to CCWC clients. The survey asked clients about the supplemental services that they received during their participation with the Collaborative. Table 4 reflects the supplemental services that were utilized by clients in AJCC access points, including transportation support, childcare, food bank, benefit enrollment, and enrollment in other public services.

Table 4. Supportive Services Received by CCWC Clients (n = 64)

| Supplemental Service indicated by clients | # | % |
|---|----|-----|
| Referrals to other services | 15 | 24% |
| Food pantry | 12 | 19% |
| Transportation vouchers | 10 | 16% |
| Clothing for interviews | 10 | 16% |
| Other - Write In (Required) (click to view) | 8 | 13% |
| I don't know/ Not sure | 5 | 8% |
| Income subsidies | 3 | 5% |

| Supplemental Service indicated by clients | # | % |
|---|---|----|
| Childcare | 2 | 3% |
| Housing support | 1 | 2% |

Partnerships

The CCWC model provides a continuum of supports that additionally strengthen connections between participating Collaborative organizations and with external community partners. Each CCWC partner leverages their experience working with community partners, including but not limited to SparkPoint, the Family Justice Center, HealthRIGHT360, and California Human Development. Supplemental services and offerings from partner sites, such as apprenticeship program, strengthen pathways and opportunities for gainful employment.

All stakeholders, particularly the Steering Committee, agreed that the CCWC model has improved communication and coordination of services. Communication stood out as one of the greatest strengths of the program. In particular, the Steering Committee and quality assurance meetings have formalized communication avenues into the Collaborative structure. In addition, quality assurance meetings serve as a shared learning space for line staff, many of whom were the only WIOA staff at their site and were new to the field of WIOA services when the program began. Coaches with former WIOA experience also serve as mentors and a resource for staff new to the workforce development services. As a result of their collaboration, CCWC Coaches and Case-Managers launched a peer support group for staff focused on providing best practices and feedback related to individual cases and WIOA program flow questions.

“I think [communication] has been exceptional. Rubicon is so responsive. Having this support really helps us. I’m pleased with level of communication.”

- Leadership in focus group

Improvements in communication have increased the capacity to coordinate enrollment and referrals. Leadership and staff observed that the formation of the CCWC has had positive impacts on communication and how organizations and staff deliver services. For instance, communication has improved line staff’s ability to coordinate enrollment, as well as their understanding and ability to refer clients to partners or supplemental services. During the steering committee focus group, leadership noted that line staff have begun to see themselves as connected to the work as a group, rather than independently, adding that “They don’t just see it abstract; we are bringing them in more because the structure has changed. The CCWC builds teamwork around efficiencies.” Cross-organization meetings such as the CCWC steering committee and quality assurance meetings, also provide the added benefit of planning programs, services, and referral pathways across the partners, thereby creating a more systematic and coordinated approach toward service delivery.

Leadership and staff identified challenges collaborating across varied institutional structures. Given the inherently collaborative nature of the work, the CCWC provides services across organizations with varying policies and structures. As a result, leadership cited issues navigating the different internal processes of these collaborating institutions, especially with regard to referrals. For instance, client's eligibility for program funding and referral mechanisms can change regularly and vary by institutions. Leadership identified the processes for community colleges as particularly challenging, as line staff have to determine whether potential clients are better suited for CCWC services, or by other services offered by the college campuses such as Career Center services.

"As part of the school district, we have different expectations than Rubicon, such as unions, etc. I believe we need to work better to understand their expectations of their employees being co-located."

- Leadership in focus group

Leadership identified challenges in making warm handoffs between partners from different county sub-regions. When clients are not a good fit for services at a particular site, WIOA staff may refer the client to more appropriate services at the Comprehensive AJCC or at other AJCC access points. Referrals between organizations location within the same sub-region are common and facilitated by both the relationship developed through the CCWC and often a history of collaboration that pre-date the formations of the CCWC. However, both leadership and staff observed issues referring clients to organizations from different sub-regions. During focus groups, staff agreed that they largely collaborate with institutions at a sub-regional level. As a result, staff may be less inclined to stay apprised of cross-regional opportunities more make referrals to sites beyond their sub-region. Clients additionally noted cases in which they prefer to avoid going to a different site, whether due to transportation barriers or due to loyalties toward their current location.

Systems Impact

The shift from the previous AJCC model toward the CCWC model was a major transition that involved training and capacity building, development of new partnership and alteration to organizational business processes. During the focus group, the Steering Committee leadership described Rubicon as an agile decision maker during the CCWC rollout, as they worked to ensure common understanding of budget changes and impacts, determined regional allocation and staffing needs, and developed a consensus around governance structures.

Staff and clients described start-up challenges during the initial rollout of the CCWC. New staff particularly described the shifts of the initial rollout as a challenging experience involving a steep learning curve. Among other changes during the initial kickoff, each of the affiliate sites received new part-time and/or full time staffing for positions including Case Manager, Assessment Center Proctor, Job Search Facilitator, and Career Center Coordinator. Discussions during focus groups revealed that the majority of hires were often new to the realm of WIOA services and had to quickly learn the complex eligibility and enrollment requirements and processes. Staff particularly observed challenges identifying training materials or resources to support their onboarding

"There were several staff changes and a lack of professional training to handle customers. The WIOA team went through a transition and the coach/case managers were not helpful and limited with available services."

- Client (survey)

to program. In some cases, these start-up issues resulted in challenges to the client enrollment process and the sharing of accurate information regarding eligibility. However, staff noted that these challenges appeared to be specifically linked to the early stages of CCWC implementation and did not appear to be an issue by July of 2019 as described in the next paragraph.

Stakeholder discussions indicate that initial challenges associated with CCWC implementation are tapering off.

Since the initial phases of implementation, each stakeholder group observed that initial hurdles of the CCWC rollout have diminished. Internal processes have become more structured and accessible and both internal and external communication at the sites appears to have improved. Staff reflected that the program structures, trainings, and supports have strengthened over time and have generally become more streamlined. Some staff additionally remarked that while enrollment was slow during the beginning phases of the program, enrollment has ramped up since the program began. During their End of Year report, Rubicon noted that The AJCC and Access Points have seen continued increased participation in WIOA Orientations and enrollment in services.¹¹

“In the beginning it was overwhelming...we had to figure out how to push folks to the access points. We still have work to do, but it worked out pretty well to refer and handoff folks through a phone call or email...the more we can do that, the closer we can come to appear seamless.”

- Leadership in Focus group

The CCWC model has already created noticeable system changes to the County workforce development system.

Since implementation began, CCWC leadership has had to focus on both the tactical and strategic components of system redesign efforts. Early on, the focus of the CCWC leadership was to develop communication plans and internal business processes to address start-up issues and ensure effective and compliant day operations of both the AJCC and the affiliate sites. In the later part of 2019, the CCWC was able to shift their focus more strategically to strengthening partnerships, improving service coordination and referrals between sites, and increasing connections with organizations that can offer clients supportive ancillary services. The ability of the CCWC partners to work collaboratively on both system implementation and system change efforts not only reflects the effectiveness of the collective to address system wide issues, but also strengthen the regional capacity provide coordinated services.

Despite administrative differences between institutions, the CCWC has also encouraged information sharing, cross-training and shared learning across partners. While the CCWC resulted in shifts in local WIOA service delivery, Rubicon and the Collaborative additionally benefitted from their pre-existing relationships among each other and with broader community of Contra Costa social service providers. The CCWC has also begun to explore way that the collaborative can strengthen partnership with other parallel systems such as adult and higher education, adult probation, and social services systems.

Consumer Experience

As noted in the demographic section, RDA received a response rate of 18% from to the pool of CCWC clientele. Survey responses highlight a pool of clients who largely received CCWC services for the first time

¹¹ CCWC End of Year Report: 2018/19 Program Year (PY)

in the 2018-2019 program year. Those who did receive services during the previous year most often did so at the Comprehensive AJCC.

Clients generally expressed appreciation and satisfaction with program services. Altogether, 69% of respondents rated their experience as great, and 67% identified as very satisfied with the program. Clients especially expressed appreciation toward caseworkers. Clients saw coaches as mentors that pushed them to work hard toward their goals. Generally clients expressed a sense of hope and optimism toward themselves and each other despite career frustrations; for instance, one client from the focus group had yet to find a job but feels she has strengthened her confidence as a result of the program.

“The staff are very professional, courteous and helpful...they are current in the employment issues and challenges job seekers face...I really appreciate the staff and I look forward in coming here.”
- Client (survey)

Clients’ experiences were colored by issues related to the enrollment process for deeper, individualized services. Program Enrollment formed a major portion of client discussions as they discussed lags, confusion, and frustration toward program eligibility for individualized services. Clients described the enrollment process as redundant and time consuming, which particularly impacts clients who feel a great sense of urgency in their job search. Some clients undergo the enrollment process and engage in programs, only to find out that they are denied of program funding. Frustrations tended to refer to eligibility individualized programs; during focus groups however, clients expressed gratitude and satisfaction toward the individualized services. While generally appreciative of the supports offered by the program coaches, a handful of clients expressed a need for staff training on customer service skills.

Clients were especially impacted during the initial implementation phases of the CCWC, new processes exacerbate waiting times. Most caseworkers were new to WIOA when CCWC began. Greatest challenges from staff focus group concerned frustration with forms and proving eligibility. Caseworkers cited hurdles acquiring documents as a result of changing policies. However, clients noted that the enrollment process strengthened client’s persistence skills when done successfully. Clients and staff both suggested that these issues were most persistent during the early stages of CCWC implementation and seemed to be less of an issue for individuals who received services in 2019. That the CCWC sites were able to largely address challenges related to new staffing, processes, and service coordination may also be a result of the accountability and a collaborative problem solving that this model facilitates between members.

This is a newer job center so the enrollment process was not very smooth. I felt like I kept getting bounced around...I probably could've started my certificate program weeks sooner.
- Client (survey)

IV. Recommendations

Create more opportunities for shared learning, collaboration, and cross pollination of practices among sites. Encourage staff to conduct site visits at other CCWC sites in their regions. Build on processes that encourage shared learning, professional development, and cross training for direct service staff.

Shift the CCWC Steering Committee's focus toward streamlined and coordinated service delivery, referrals, and communication. Communication and coordination is a strength among sites that can be leveraged to make system improvements. Ensure SC can remain focused on system planning and strategy in addition to oversight role

Provide all CCWC members with a clear process for delivering feedback and requesting technical assistance between the AJCC and access points. Focus on targeted outreach to current and potential partners about the CCWC. Provide clearer descriptions of CCWC programs, sites, and what each site can offer in addition to WIOA services. Improve dissemination of information about WIOA eligibility information.

Focus on targeted outreach to current and potential partners about the CCWC. Upon creating the CCWC, members created a unified brand of the AJCC program that enables consistent messaging. The Collaborative can leverage this unified brand and create clearer descriptions of CCWC programs, sites, and what each site can offer in addition to WIOA services. Improve dissemination of information about WIOA eligibility information.

Leverage opportunities to connect CCWC with parallel regional efforts. The CCWC model uses existing programs to create a seamless system of access points throughout all three regions of the County. The collaborative can expand on its reach by partnering with concurrent efforts. Rubicon can take steps to ensure members are aware of system expansions like Prison to Employment and AB 1111. The CCWC can additionally coordinate with other workforce boards to strengthen coordination and alignment of services and programs across jurisdictions

As the data infrastructure improves, the CCWC can consider steps to strengthen data collection for future evaluation. Rubicon may consider conducting an evaluation on a site by site basis, or compare outcomes for adult education institutions, employment and career service organizations, and community colleges. If not in place, programs can consider integrating survey and feedback tools into CCWC the service enrollment and/or delivery process. Lastly, the program may leverage existing business partnerships to incorporate business perspective into future evaluations.

Appendix A. CCWC Evaluation Framework

| Evaluation Questions | What is being Measured? | Methods |
|--|--|--|
| <p>Partnership: What is the impact the CCWC has had on member partnerships?</p> <ol style="list-style-type: none"> How has the CCWC strengthened communication across the existing network of services? How has the CCWC strengthened collaboration across services, programs, and organizations? How can the CCWC strengthened collaboration with business partners? | <ul style="list-style-type: none"> Impacts on communication among members Impacts on collaboration among members Changes to the # of WIOA partners | <ul style="list-style-type: none"> Leadership focus groups and surveys Staff focus groups and surveys |
| <p>Access: How has the CCWC model increased access to services?</p> <ol style="list-style-type: none"> How has service accessibility changed since CCWC implementation? Consumer Profile: What are the consumer demographics? What are accessibility barriers and facilitators? | <ul style="list-style-type: none"> Impacts on access to services Changes in: <ul style="list-style-type: none"> # of service locations # of services delivered # of clients served Facilitators and barriers to accessing services | <ul style="list-style-type: none"> Staff and Consumer focus groups and surveys Outcome data |
| <p>Consumer experience: To what extent has the CCWC model improved the WIOA consumer experience?</p> <ol style="list-style-type: none"> How does the CCWC model improve consumers’ experience accessing and navigating systems? How has the CCWC model improved the quality of consumer’s experience with services? | <ul style="list-style-type: none"> Changes to the consumer experience of WIOA services since CCWC implementation Impact on consumer experience of: <ul style="list-style-type: none"> Service accessibility Ability to navigate services Quality of services | <ul style="list-style-type: none"> Consumer focus groups and surveys Pre and post surveys when possible |
| <p>Overall Impact: What is the added value of the CCWC model to regional WIOA services?</p> <ol style="list-style-type: none"> How has the Contra Costa County WIOA system changed since the CCWC implementation? What has the CCWC been able to leverage since implementation? What is working well and not working well about the CCWC? Where are the opportunities for growth? <ol style="list-style-type: none"> Model sustainability (quality, program development, marketing, training) Training and professional development for staff New and existing partnerships | <ul style="list-style-type: none"> Changes to the WIOA system: <ul style="list-style-type: none"> # of leveraged resources # of new service and referral connections Strengths and challenges of the CCWC model Recommendations for growth: <ul style="list-style-type: none"> Model Sustainability Training and professional development Partnerships | <ul style="list-style-type: none"> Leadership focus groups and surveys Staff focus groups and surveys Consumer focus groups and surveys |

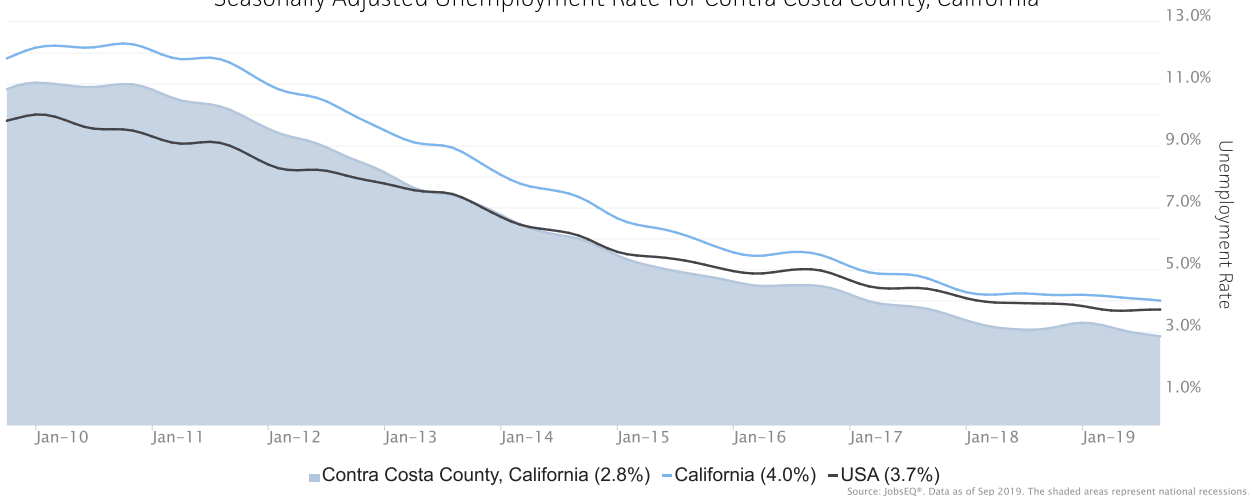
Appendix B. Contra Costa County Demographic Profile: Detailed Regional Statistics

| | Number | | | Percent | | |
|---|---------------------|------------|-------|---------------------|------------|-------------|
| | Contra Costa County | California | USA | Contra Costa County | California | USA |
| Demographics | | | | | | |
| Population (ACS) | — | — | — | 1,123,678 | 38,982,847 | 321,004,407 |
| Population Annual Average Growth ⁴ | 1.2% | 0.8% | 0.7% | 12,687 | 295,271 | 2,307,347 |
| Male | 48.8% | 49.7% | 49.2% | 548,675 | 19,366,579 | 158,018,753 |
| Female | 51.2% | 50.3% | 50.8% | 575,003 | 19,616,268 | 162,985,654 |
| Median Age ² | — | — | — | 39.2 | 36.1 | 37.8 |
| Race: White | 58.6% | 60.6% | 73.0% | 658,569 | 23,607,242 | 234,370,202 |
| Race: Black or African American | 8.6% | 5.8% | 12.7% | 96,345 | 2,263,222 | 40,610,815 |
| Race: American Indian and Alaska Native | 0.5% | 0.7% | 0.8% | 5,410 | 292,018 | 2,632,102 |
| Race: Asian | 16.0% | 14.1% | 5.4% | 180,072 | 5,503,672 | 17,186,320 |
| Race: Native Hawaiian and Other Pacific Islander | 0.5% | 0.4% | 0.2% | 5,542 | 152,027 | 570,116 |
| Race: Some Other Race | 9.2% | 13.7% | 4.8% | 102,876 | 5,329,952 | 15,553,808 |
| Race: Two or More Races | 6.7% | 4.7% | 3.1% | 74,864 | 1,834,714 | 10,081,044 |
| Hispanic or Latino (of any race) | 25.3% | 38.8% | 17.6% | 284,003 | 15,105,860 | 56,510,571 |
| Economic | | | | | | |
| Labor Force Participation Rate and Size (civilian population 16 years and over) | 64.5% | 63.3% | 63.3% | 575,151 | 19,485,061 | 161,159,470 |
| Veterans, Age 18-64 | 3.0% | 3.3% | 4.9% | 20,982 | 818,074 | 9,667,749 |
| Veterans Labor Force Participation Rate and Size, Age 18-64 | 75.4% | 75.1% | 75.8% | 15,813 | 614,057 | 7,326,514 |
| Median Household Income ² | — | — | — | \$88,456 | \$67,169 | \$57,652 |
| Per Capita Income | — | — | — | \$42,898 | \$33,128 | \$31,177 |
| Poverty Level (of all people) | 9.8% | 15.1% | 14.6% | 108,630 | 5,773,408 | 45,650,345 |
| Households Receiving Food Stamps/SNAP | 6.5% | 9.3% | 12.6% | 25,422 | 1,203,818 | 15,029,498 |
| Educational Attainment | | | | | | |
| High school or less | 28.2% | 37.1% | 37.4% | 170,419 | 7,726,417 | 63,015,461 |
| Some College, No Degree | 22.3% | 21.8% | 21.2% | 134,361 | 4,531,624 | 35,803,629 |
| Associate's Degree | 8.4% | 7.9% | 9.0% | 50,552 | 1,645,319 | 15,199,517 |
| Bachelor's Degree | 26.7% | 21.2% | 20.5% | 161,348 | 4,413,635 | 34,602,913 |
| Postgraduate Degree | 14.4% | 11.9% | 11.8% | 86,681 | 2,485,375 | 19,917,735 |
| With a Disability, Age 18-64 | 8.9% | 8.2% | 10.3% | 62,012 | 1,995,286 | 20,276,199 |
| With a Disability, Age 18-64, Labor Force Participation Rate and Size | 46.1% | 40.9% | 41.4% | 28,582 | 815,193 | 8,395,884 |
| Foreign Born | 24.7% | 27.0% | 13.4% | 277,596 | 10,518,488 | 43,028,127 |
| Speak English Less Than Very Well (population 5 yrs and over) | 14.1% | 18.4% | 8.5% | 149,624 | 6,703,770 | 25,654,421 |
| Re-entry population | | | | 4,138 | | |
| adult population incarcerated | | | | 3,378 | 202,541 | |

Source: JobsEQ®: American Community Survey 2013-2017, unless noted otherwise

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Seasonally Adjusted Unemployment Rate for Contra Costa County, California



Appendix C. Additional CCWC Program Data

CCWC Client's Cities of Residence

| Region | City | Count of City |
|---------|------------------|---------------|
| East | Antioch | 55 |
| East | Pittsburg | 35 |
| West | San Pablo | 35 |
| Central | Concord | 27 |
| West | Richmond | 26 |
| East | Oakley | 25 |
| Central | Martinez | 18 |
| East | Brentwood | 17 |
| Central | Walnut Creek | 12 |
| East | Bay Point | 10 |
| Central | Pleasant Hill | 9 |
| East | DISCOVERY BAY | 6 |
| West | El Sobrante | 6 |
| Central | Clayton | 4 |
| Central | Danville | 4 |
| Central | San Ramon | 4 |
| West | Hercules | 3 |
| West | El Cerrito | 2 |
| West | Rodeo | 2 |
| Central | Alamo | 1 |
| West | Crockett | 1 |
| Central | Lafayette | 1 |
| Central | Pacheco | 1 |
| West | Pinole | 1 |
| | Grand Total | 305 |

Location of Services

| Sies | # | % |
|--|----|-----|
| Opportunity Junction | 60 | 20% |
| Concord EASTBAY Works - AJCC | 46 | 15% |
| Liberty Adult Education | 46 | 15% |
| Lao family Community Development | 36 | 12% |
| San Pablo Economic Development Corporation | 27 | 9% |
| Pittsburg Adult Education | 25 | 8% |
| Mt. Diablo Adult Education | 23 | 8% |
| Martinez Adult Education | 21 | 7% |
| Rubicon Programs- Antioch | 21 | 7% |

Appendix D. Overall Response Statistics for CCWC Client Survey

The following tables summarize response frequencies to the questions posed in the CCWC Client survey. Note that the tables do *not* include open text responses.

Overall Response Rate

| | Count | Percent |
|-----------------|-------|---------|
| Complete | 64 | 77 |
| Partial | 19 | 23 |
| Totals | 83 | |

1. Please provide your city and zip code.

| Sub-region | City | Count |
|----------------|--------------------|-------|
| Central | Walnut creek | 3 |
| | Clayton | 1 |
| | Concord | 11 |
| | Danville | 3 |
| | Martinez | 1 |
| | Pacheco | 1 |
| | Pleasant Hill | 4 |
| | San Ramon | 1 |
| East | Antioch | 19 |
| | Bay Point | 2 |
| | Brentwood | 5 |
| | Oakley | 3 |
| | Pittsburg | 11 |
| West | Hercules | 1 |
| | Pinole | 1 |
| | Richmond | 3 |
| | Rodeo | 1 |
| | San Pablo | 4 |
| | Blank | 8 |
| | Grand Total | 75 |

2. Is this your first time receiving employment and training services in Contra Costa County? Examples include job readiness training, job search club, resume development, job placements, enrollment in education, training programs, or work-based learning programs

| Value | Percent | Count |
|---|---------------|-------|
| I have received services before | 17.1% | 13 |
| This is my first time receiving services | 73.7% | 56 |
| I don't know/ Not sure | 9.2% | 7 |
| | Totals | 76 |

3. Please select the site(s) where you previously received WIOA-funded training and employment services.

| Value | Percent | Count |
|---|---------|-------|
| Concord American Jobs Center of California | 15.4% | 2 |
| Contra Costa College | 7.7% | 1 |
| Lao Family Community Development | 7.7% | 1 |
| Liberty Adult Education Center | 7.7% | 1 |
| Martinez Adult Education Center | 7.7% | 1 |
| Mount Diablo Education Center | 7.7% | 1 |
| Opportunity Junction | 15.4% | 2 |

| Value | Percent | Count |
|-------------------------------------|---------|-------|
| Pittsburg Adult Education Center | 15.4% | 2 |
| San Pablo Economic Development Corp | 7.7% | 1 |
| Other - Write In (Required) | 38.5% | 5 |

4. Not including your most recent enrollment, did your previous enrollment in employment or training services in Contra Costa County start before June 30, 2018?

| Value | Percent | Count |
|------------------------|---------|-------|
| No | 38.5% | 5 |
| Yes | 53.8% | 7 |
| I don't know/ Not sure | 7.7% | 1 |
| Totals | | 13 |

5. Did you complete these employment services before June 30, 2018?

| Value | Percent | Count |
|--------|---------|-------|
| Yes | 62.5% | 5 |
| No | 37.5% | 3 |
| Totals | | 8 |

6. During your most recent job search, what was the primary location where you received training or employment services?

| Value | Percent | Count |
|--|---------|-------|
| Concord American Jobs Center of California | 21.1% | 16 |
| Opportunity Junction | 19.7% | 15 |
| Liberty Adult Education Center | 14.5% | 11 |
| Martinez Adult Education Center | 9.2% | 7 |
| Mount Diablo Education Center | 9.2% | 7 |
| Pittsburg Adult Education Center | 7.9% | 6 |
| Rubicon Antioch | 6.6% | 5 |
| San Pablo Economic Development Corp | 5.3% | 4 |
| Los Medanos College | 3.9% | 3 |
| Lao Family Community Development | 2.6% | 2 |
| Totals | | 76 |

7. How did you know to go to your primary location for training or employment services?

| Value | Percent | Count |
|--|---------|-------|
| Totals | | 74 |
| I was referred to this location by another organization or individual | 24.3% | 18 |
| I got information about services at this location from a website (including CalJOBS) | 18.9% | 14 |
| Other - Write In (Required) | 14.9% | 11 |
| I saw a flyer for services at this location | 13.5% | 10 |
| I was previously engaged in services at this location | 9.5% | 7 |
| I heard about it through word of mouth | 8.1% | 6 |
| I was already aware of services at this location | 5.4% | 4 |
| I don't know/ Not sure | 4.1% | 3 |
| I was receiving unrelated services at this location | 1.4% | 1 |

8. Which of the following best describes, the reason you ended up going to your primary location for training or employment services?

| Value | Percent | Count |
|---------------------------------------|---------|-------|
| I chose to go to this location | 59.5% | 44 |
| I was directed to go to this location | 29.7% | 22 |

| Value | Percent | Count |
|-----------------------------|---------|-------|
| Other - Write In (Required) | 8.1% | 6 |
| I don't know/ Not sure | 2.7% | 2 |
| Totals | | 74 |

9. In addition to receiving services at the primary location, did you receive training or employment services at any of other following locations?

| Value | Percent | Count |
|--|---------|-------|
| Concord American Jobs Center of California | 21.6% | 16 |
| Martinez Adult Education Center | 9.5% | 7 |
| Mount Diablo Education Center | 9.5% | 7 |
| Opportunity Junction | 9.5% | 7 |
| Rubicon Antioch | 5.4% | 4 |
| Los Medanos College | 4.1% | 3 |
| Pittsburg Adult Education Center | 4.1% | 3 |
| Contra Costa College | 2.7% | 2 |
| Lao Family Community Development | 2.7% | 2 |
| Liberty Adult Education Center | 2.7% | 2 |
| San Pablo Economic Development Corp | 2.7% | 2 |
| None of the above | 33.8% | 25 |
| Other | 8.1% | 6 |

10. Which of the following most accurately describe the goals of your most recent job search? Mark all that apply.

| Value | Percent | Count |
|---|---------|-------|
| Get a job | 63.5% | 47 |
| Make a career change | 48.6% | 36 |
| Enroll in a training or certificate program | 45.9% | 34 |
| Learn new skills for my career | 36.5% | 27 |
| Get a better job than my current job | 27.0% | 20 |
| Increase my wages | 23.0% | 17 |
| Enroll in school or college | 17.6% | 13 |
| Other - Write In (Required) | 6.8% | 5 |
| Earn a college degree | 5.4% | 4 |
| Get a promotion | 2.7% | 2 |

11. During your most recent job search, what kinds of training or employment services did you receive? Mark all that apply.

| Value | Percent | Count |
|--|---------|-------|
| Access to job search resources | 56.3% | 40 |
| Career Counseling | 56.3% | 40 |
| Information on employment opportunities | 50.7% | 36 |
| Job readiness training (including communication and interview skills development, resume support, and employment preparation skills development) | 49.3% | 35 |
| Skill assessment | 42.3% | 30 |
| Case management | 39.4% | 28 |
| Individualized employment plan development | 33.8% | 24 |
| Job search workshops | 32.4% | 23 |
| Vocational training | 18.3% | 13 |
| Employment or internship placement | 18.3% | 13 |
| Group and individual counseling | 15.5% | 11 |

| Value | Percent | Count |
|--|---------|-------|
| Other - Write In (Required) | 15.5% | 11 |
| Support services (non-tuition financial support) | 14.1% | 10 |
| Follow-up services | 12.7% | 9 |
| Work-based learning placement | 7.0% | 5 |
| I don't know/ Not sure | 4.2% | 3 |
| English language classes | 1.4% | 1 |

12. Did you complete any trainings or workshops you enrolled in during your most recent job search?

| Value | Percent | Count |
|-----------------------------|---------|-------|
| Yes, I completed them | 59.1% | 26 |
| No, I did not complete them | 20.5% | 9 |
| I don't know/ Not sure | 20.5% | 9 |
| | Totals | 44 |

3. What was your reason for not completing the trainings and workshops? Mark all that apply.

| Value | Percent | Count |
|---|---------|-------|
| Services not available in my preferred language | 11.1% | 1 |
| Hours of the location were not convenient for my schedule | 11.1% | 1 |
| I got a job | 22.2% | 2 |
| Other - Write In (Required) | 66.7% | 6 |

14. While receiving employment and training services, did you receive any of the following support services? Mark all that apply.

| Value | Percent | Count |
|-----------------------------|---------|-------|
| Not applicable | 46.2% | 30 |
| Referrals to other services | 23.1% | 15 |
| Food pantry | 18.5% | 12 |
| Transportation vouchers | 15.4% | 10 |
| Clothing for interviews | 15.4% | 10 |
| Other - Write In (Required) | 13.8% | 9 |
| I don't know/ Not sure | 7.7% | 5 |
| Income subsidies | 4.6% | 3 |
| Childcare | 3.1% | 2 |
| Housing support | 1.5% | 1 |

15. You indicated that you received referrals to other services. Did you receive referrals to any of the following services? Mark all that apply.

| Value | Percent | Count |
|--|---------|-------|
| Social services (CalFresh, CalWORKS, or Social Security Offices) | 40.0% | 6 |
| Career Technical Education | 33.3% | 5 |
| On-the-Job Training Programs | 26.7% | 4 |
| Community College Courses | 26.7% | 4 |
| Healthcare services | 20.0% | 3 |
| Housing Services | 13.3% | 2 |
| Family Resource Centers | 13.3% | 2 |
| Adult Basic Education (HSE, GED) | 6.7% | 1 |
| Veterans Services | 6.7% | 1 |
| Not applicable | 13.3% | 2 |

16. Please rate the following statements regarding the accessibility of your primary location's physical location.

| | Strongly Agree | Agree | Neither Agree or Disagree | Disagree | Strongly Disagree | Not Applicable | Total |
|--|----------------|-------|---------------------------|----------|-------------------|----------------|-------|
| I was able to contact the location in advance with questions | 52.9% | 25.0% | 7.4% | 2.9% | 4.4% | 7.4% | |
| Information about the location was easy to find | 61.8% | 30.9% | 5.9% | 1.5% | % | % | |
| The location was convenient for me | 61.8% | 26.5% | 2.9% | 5.9% | 2.9% | % | |
| Services were located in an area I frequent | 38.2% | 26.5% | 16.2% | 11.8% | 5.9% | 1.5% | |
| The location was accessible by public transit | 23.5% | 20.6% | 16.2% | 5.9% | 2.9% | 30.9% | |
| The location met my mobility needs | 44.8% | 31.3% | 9.0% | 4.5% | % | 10.4% | |
| I was able to contact the location in advance with questions | 36 | 17 | 5 | 2 | 3 | 5 | 68 |
| Information about the location was easy to find | 42 | 21 | 4 | 1 | 0 | 0 | 68 |
| The location was convenient for me | 42 | 18 | 2 | 4 | 2 | 0 | 68 |
| Services were located in an area I frequent | 26 | 18 | 11 | 8 | 4 | 1 | 68 |
| The location was accessible by public transit | 16 | 14 | 11 | 4 | 2 | 21 | 68 |
| The location met my mobility needs | 30 | 21 | 6 | 3 | 0 | 7 | 67 |

17. Please rate the following statements regarding the accessibility of your primary locations' employment and training services

| | Strongly Agree | Agree | Neither Agree or Disagree | Disagree | Strongly Disagree | Not Applicable | Total |
|--|----------------|-------|---------------------------|----------|-------------------|----------------|-------|
| I was able to contact the location in advance with questions | 47.8% | 28.4% | 10.4% | 4.5% | 3.0% | 6.0% | |
| The staff at the location were friendly and helpful | 69.6% | 21.7% | 2.9% | 2.9% | 2.9% | % | |
| Services were in a language I am comfortable with | 68.7% | 26.9% | 3.0% | % | % | 1.5% | |
| The resources provided were easy to access | 58.2% | 26.9% | 7.5% | 3.0% | 4.5% | % | |
| I was able to access childcare | 7.5% | 3.0% | 16.4% | 4.5% | % | 68.7% | |
| I was able to contact the location in advance with questions | 32 | 19 | 7 | 3 | 2 | 4 | 67 |
| The staff at the location were friendly and helpful | 48 | 15 | 2 | 2 | 2 | 0 | 69 |
| Services were in a language I am comfortable with | 46 | 18 | 2 | 0 | 0 | 1 | 67 |
| The resources provided were easy to access | 39 | 18 | 5 | 2 | 3 | 0 | 67 |
| I was able to access childcare | 5 | 2 | 11 | 3 | 0 | 46 | 67 |

18. Which of the following statements best describes your experience accessing your primary location's employment and training services:

| Value | Percent | Count |
|--|---------|-------|
| It was very easy for me to access services | 53.6% | 37 |
| It was easy for me to access services | 27.5% | 19 |
| I was neither easy nor challenging | 8.7% | 6 |
| It was challenging for me to access services | 7.2% | 5 |
| It was very challenging for me to access services | 2.9% | 2 |
| Totals | | 69 |

19. How would you rate your most recent experience accessing your primary location's services compared to your past experiences?

| Value | Percent | Count |
|--------------------------------|---------|-------|
| Much Better | 50.0% | 5 |
| The same/ No difference | 30.0% | 3 |
| Worse | 10.0% | 1 |
| Much Worse | 10.0% | 1 |
| Totals | | 10 |

20. Based on your most recent experience receiving employment and training services at your primary location, how would you rate your agreement with the following statements:

| | Strongly Agree | Agree | Neither Agree or Disagree | Disagree | Strongly Disagree | Not Applicable | Total |
|---|----------------|-------|---------------------------|----------|-------------------|----------------|-------|
| Employment services were easy to enroll in | 42.4% | 39.4% | 4.5% | 9.1% | 1.5% | 3.0% | |
| I had access to wide array of services to support my job search | 44.6% | 33.8% | 10.8% | 6.2% | 3.1% | 1.5% | |
| I could get access to other kinds of services through referrals | 39.4% | 28.8% | 15.2% | 6.1% | 3.0% | 7.6% | |
| I was able to find the information and resources I needed | 43.9% | 40.9% | 6.1% | 4.5% | 3.0% | 1.5% | |
| It was easy to enroll in job training and education courses | 43.9% | 33.3% | 3.0% | 7.6% | 7.6% | 4.5% | |
| I had access to support services | 43.9% | 30.3% | 9.1% | 6.1% | 4.5% | 6.1% | |
| Employment services were easy to enroll in | 28 | 26 | 3 | 6 | 1 | 2 | 66 |
| I had access to wide array of services to support my job search | 29 | 22 | 7 | 4 | 2 | 1 | 65 |
| I could get access to other kinds of services through referrals | 26 | 19 | 10 | 4 | 2 | 5 | 66 |
| I was able to find the information and resources I needed | 29 | 27 | 4 | 3 | 2 | 1 | 66 |
| It was easy to enroll in job training and education courses | 29 | 22 | 2 | 5 | 5 | 3 | 66 |
| I had access to support services | 29 | 20 | 6 | 4 | 3 | 4 | 66 |

21. Please rate your level of agreement with the following statements about your current experience compared to your previous experiences with employment and training services.

| | Much Better | Better | The same/ No Difference | Worse | Much Worse | Not Applicable | Total |
|--|-------------|--------|-------------------------|-------|------------|----------------|-------|
| Ease of the intake and screening process | 50.0% | 10.0% | 20.0% | 10.0% | 10.0% | % | |
| Convenience of the location | 40.0% | 20.0% | 10.0% | 30.0% | % | % | |
| Friendliness of the staff | 30.0% | 10.0% | 40.0% | 20.0% | % | % | |
| Access to wider array of services to support my job search | 40.0% | 10.0% | 30.0% | % | 20.0% | % | |
| Availability of support services | 40.0% | 10.0% | 20.0% | 10.0% | 20.0% | % | |
| Ease of enrollment in job training and education courses | 40.0% | 10.0% | 20.0% | 20.0% | 10.0% | % | |
| Referrals to other kinds services | 40.0% | 20.0% | 20.0% | 10.0% | 10.0% | % | |
| Success of my job search | 40.0% | 10.0% | 20.0% | 10.0% | 20.0% | % | |
| Ease of the intake and screening process | 5 | 1 | 2 | 1 | 1 | 0 | 10 |
| Convenience of the location | 4 | 2 | 1 | 3 | 0 | 0 | 10 |
| Friendliness of the staff | 3 | 1 | 4 | 2 | 0 | 0 | 10 |
| Access to wider array of services to support my job search | 4 | 1 | 3 | 0 | 2 | 0 | 10 |
| Availability of support services | 4 | 1 | 2 | 1 | 2 | 0 | 10 |
| Ease of enrollment in job training and education courses | 4 | 1 | 2 | 2 | 1 | 0 | 10 |
| Referrals to other kinds services | 4 | 2 | 2 | 1 | 1 | 0 | 10 |
| Success of my job search | 4 | 1 | 2 | 1 | 2 | 0 | 10 |

23. How would you rate your overall experience at your primary location on a scale of 1 through 5 with 1 being a great experience and 5 being a terrible experience?

| Value | Percent | Count |
|-------------------|---------|-------|
| 1-Great | 66.7% | 44 |
| 2-Good | 16.7% | 11 |
| 3-Neutral | 9.1% | 6 |
| 4-Bad | 6.1% | 4 |
| 5-Terrible | 1.5% | 1 |
| Totals | | 66 |

24. How would you compare your most recent experience to your past experiences receiving similar services?

| Value | Percent | Count |
|--------------------|---------|-------|
| Much Better | 40.0% | 4 |
| Better | 20.0% | 2 |
| Neutral | 10.0% | 1 |
| Worse | 20.0% | 2 |
| Much Worse | 10.0% | 1 |
| Totals | | 10 |

25. Did you experience any of the following outcomes as a result of the employment and training services you received at your primary location? Mark all that apply.

| Value | Percent | Count |
|---|---------|-------|
| Learned new skills for my career | 43.8% | 28 |
| Completed career training or certificate program | 34.4% | 22 |
| Obtained employment | 26.6% | 17 |
| Enrolled in school or college | 20.3% | 13 |
| Other - Write In (Required) | 20.3% | 13 |
| Increased my wages | 9.4% | 6 |
| Not applicable | 9.4% | 6 |
| Got a promotion or raise | 7.8% | 5 |
| I don't know/ Not sure | 6.3% | 4 |

26. How would you rate your job search?

| Value | Percent | Count |
|------------------------------|---------|-------|
| Successful | 30.3% | 20 |
| Neutral | 21.2% | 14 |
| Not applicable | 16.7% | 11 |
| Somewhat Successful | 15.2% | 10 |
| Somewhat Unsuccessful | 9.1% | 6 |
| Unsuccessful | 7.6% | 5 |
| Totals | | 66 |

27. How would you rate your level of satisfaction with your most recent experience at your primary location?

| Value | Percent | Count |
|--------------------------|---------|-------|
| Very Satisfied | 64.6% | 42 |
| Satisfied | 13.8% | 9 |
| Neutral | 10.8% | 7 |
| Dissatisfied | 6.2% | 4 |
| Very Dissatisfied | 4.6% | 3 |
| Totals | | 65 |

28. How would you compare your level of satisfaction of your current experience at your primary location to your previous experience(s) with employment and training services?

| Value | Percent | Count |
|----------------------------|---------|-------|
| Much Less Satisfied | 40.0% | 4 |
| Neutral | 10.0% | 1 |
| More Satisfied | 10.0% | 1 |
| Much More Satisfied | 40.0% | 4 |
| Totals | | 10 |

32. Do you wish to continue with the demographic section?

| Value | Percent | Count |
|--|---------|-------|
| Yes, I want to answer the demographic questions | 56.3% | 36 |

| | | |
|---------------------------------|-------|----|
| No, I want to skip this section | 43.8% | 28 |
| Totals | | 64 |

3.What race/ethnicity best describes you and your children? Please mark all that apply.

| Value | Percent | Count |
|--------------------------------|---------|-------|
| White/Caucasian | 38.9% | 14 |
| Hispanic /Latino | 30.6% | 11 |
| African American/Black | 11.1% | 4 |
| Asian or Pacific Islander | 8.3% | 3 |
| Multi-Race | 8.3% | 3 |
| American Indian/Native Alaskan | 2.8% | 1 |

34.To which gender identity do your most identify?

| Value | Percent | Count |
|-------------------|---------|-------|
| Female | 75.0% | 27 |
| Male | 22.2% | 8 |
| Prefer not to say | 2.8% | 1 |
| Totals | | 36 |

35.Would you consider yourself any of the following: Mark all that apply.

| Value | Percent | Count |
|---|---------|-------|
| Not applicable | 32.3% | 10 |
| Single parent | 25.8% | 8 |
| Individual with a disability | 12.9% | 4 |
| Other - Write In (Required) | 9.7% | 3 |
| Transition-aged youth (18-26 years old) | 6.5% | 2 |
| Prefer not to say | 6.5% | 2 |
| Former foster youth | 3.2% | 1 |
| Homeless | 3.2% | 1 |
| English language learner | 3.2% | 1 |
| Enrolled in High School Equivalency (HSE)or GED program | 3.2% | 1 |

Appendix E. Survey Statistics by CCWC Service Provider

The following section breaks down select responses according to the CCWC institutions: Adult Education, Community-Based Organizations (CBOs), Colleges, and the Comprehensive Concord AJCC. Institutions are not listed in tables when there are no responses tied to that institution.

| | Adult Education | CBO | College | Concord AJCC | not listed | Total |
|---------------------|-----------------|-----|---------|--------------|------------|-------|
| Type of institution | 31 | 26 | 3 | 16 | 6 | 82 |

Is this your first time receiving employment and training services in Contra Costa County? Examples include job readiness training, job search club, resume development, job placements, enrollment in education, training programs, or work-based learning programs

| Row Labels | Adult Education | CBO | College | Concord AJCC | Total |
|--|-----------------|-----|---------|--------------|-------|
| I don't know/ Not sure | 1 | 1 | 2 | 3 | 7 |
| I have received services before | 5 | 5 | | 3 | 13 |
| This is my first time receiving services | 25 | 20 | 1 | 10 | 56 |
| Total | 31 | 26 | 3 | 16 | 76 |

Not including your most recent enrollment, did your previous enrollment in employment or training services in Contra Costa County start before June 30, 2018?

| Row Labels | Adult Education | CBO | Concord AJCC | Total |
|------------------------|-----------------|-----|--------------|-------|
| I don't know/ Not sure | | 1 | | 1 |
| No | 2 | 1 | 2 | 5 |
| Yes | 3 | 3 | 1 | 7 |
| Total | 5 | 5 | 3 | 13 |

Did you complete these employment services before June 30, 2018?

| Row Labels | Adult Education | CBO | Concord AJCC | Total |
|------------|-----------------|-----|--------------|-------|
| No | 1 | 2 | | 3 |
| Yes | 2 | 2 | 1 | 5 |
| Total | 3 | 4 | 1 | 8 |

During your most recent job search, what was the primary location where you received training or employment services?

| Row Labels | Adult Education | CBO | College | Concord AJCC | Total |
|-------------------------------------|-----------------|-----|---------|--------------|-------|
| Concord AJCC | | | | 16 | 16 |
| Lao Family Community Development | | 2 | | | 2 |
| Liberty Adult Education Center | 11 | | | | 11 |
| Los Medanos College | | | 3 | | 3 |
| Martinez Adult Education Center | 7 | | | | 7 |
| Mount Diablo Education Center | 7 | | | | 7 |
| Opportunity Junction | | 15 | | | 15 |
| Pittsburg Adult Education Center | 6 | | | | 6 |
| Rubicon Antioch | | 5 | | | 5 |
| San Pablo Economic Development Corp | | 4 | | | 4 |
| Total | 31 | 26 | 3 | 16 | 76 |

How did you know to go to your primary location for training or employment services?

| Row Labels | Adult Education | CBO | College | Concord AJCC | Total |
|--|-----------------|-----------|----------|--------------|-----------|
| I don't know/ Not sure | 1 | 1 | | 1 | 3 |
| I got information about services at this location from a website (including CalJOBS) | 7 | 4 | | 3 | 14 |
| I heard about it through word of mouth | 4 | 2 | | | 6 |
| I saw a flyer for services at this location | 6 | 3 | 1 | | 10 |
| I was already aware of services at this location | 1 | 1 | 1 | 1 | 4 |
| I was previously engaged in services at this location | 2 | 1 | | 4 | 7 |
| I was receiving unrelated services at this location | 1 | | | | 1 |
| I was referred to this location by another organization or individual | 4 | 10 | 1 | 3 | 18 |
| Other - Write In (Required) | 5 | 2 | | 4 | 11 |
| Total | 31 | 24 | 3 | 16 | 74 |

Which of the following best describes, the reason you ended up going to your primary location for training or employment services?

| Row Labels | Adult Education | CBO | College | Concord AJCC | Total |
|---------------------------------------|-----------------|-----------|----------|--------------|-----------|
| I chose to go to this location | 20 | 15 | 2 | 7 | 44 |
| I don't know/ Not sure | | | 1 | 1 | 2 |
| I was directed to go to this location | 7 | 7 | | 8 | 22 |
| Other - Write In (Required) | 4 | 2 | | | 6 |
| Total | 31 | 24 | 3 | 16 | 74 |

How would you rate your job search?

| Row Labels | Adult Education | CBO | College | Concord AJCC | Total |
|-----------------------|-----------------|-----------|----------|--------------|-----------|
| Neutral | 8 | 1 | 1 | 4 | 14 |
| Not applicable | 7 | 2 | | 2 | 11 |
| Somewhat Successful | 2 | 5 | 1 | 2 | 10 |
| Somewhat Unsuccessful | 2 | 2 | | 2 | 6 |
| Successful | 8 | 10 | | 2 | 20 |
| Unsuccessful | 3 | | | 2 | 5 |
| Total | 30 | 20 | 2 | 14 | 66 |

How would you rate your level of satisfaction with your most recent experience at your primary location?

| Row Labels | Adult Education | CBO | College | Concord AJCC | Total |
|-------------------|-----------------|-----------|----------|--------------|-----------|
| Dissatisfied | 2 | | | 2 | 4 |
| Neutral | 2 | | 1 | 4 | 7 |
| Satisfied | 4 | 2 | 1 | 2 | 9 |
| Very Dissatisfied | 2 | | | 1 | 3 |
| Very Satisfied | 20 | 17 | | 5 | 42 |
| Total | 30 | 19 | 2 | 14 | 65 |

How would you compare your level of satisfaction of your current experience at your primary location to your previous experience(s) with employment and training services?

| Row Labels | Adult Education | CBO | College | Concord AJCC | Total |
|----------------|-----------------|-----|---------|--------------|-------|
| More Satisfied | 1 | | | | 1 |

| | | | | |
|----------------------------|---|---|---|----|
| Much Less Satisfied | 3 | | 1 | 4 |
| Much More Satisfied | 1 | 3 | | 4 |
| Neutral | | | 1 | 1 |
| Total | 5 | 3 | 2 | 10 |

What race/ethnicity best describes you and your children? Please mark all that apply.

| Row Labels | Adult Education | CBO | Concord AJCC | Total |
|---------------------------------------|-----------------|-----|--------------|-------|
| African American/Black | 3 | 1 | | 4 |
| American Indian/Native Alaskan | | | 1 | 1 |
| Asian or Pacific Islander | 2 | 1 | | 3 |
| Hispanic /Latino | 5 | 5 | 1 | 11 |
| Multi-Race | 2 | | 1 | 3 |
| Row Labels | | | | |
| White/Caucasian | 7 | 3 | 4 | 14 |

To which gender identity do you most identify?

| Row Labels | Adult Education | CBO | Concord AJCC | Total |
|--------------------------|-----------------|-----|--------------|-------|
| Female | 15 | 6 | 6 | 27 |
| Male | 3 | 4 | 1 | 8 |
| Prefer not to say | 1 | | | 1 |
| Total | 19 | 10 | 7 | 36 |