CALIFORNIA WORKFORCE INVESTMENT BOARD
WIOA Implementation Work Group

MEETING NOTICE

Tuesday, April 21st, 2015
1:00 p.m. to 3:00 p.m.

Department of Rehabilitation
721 Capitol Mall, Room 242
Sacramento, CA 95814
(916) 324-1313

To listen to the meeting, call 1-888-808-6929; passcode 3243425

AGENDA

1. Welcome and Introductions

2. Action Item
   a. February 17th, 2015 Meeting Summary

3. Discussion Items
   a. Strategic Planning Process Update
   b. Staff Workgroups Update
      i. Mapping the Field
      ii. Data Sharing, Performance Systems, and Common Metrics
      iii. State, Regional, and Local Service Delivery
   c. Regional Planning Units
   d. Strategic Planning Next Steps

4. General Discussion/New Business

5. Public Comment

Meeting conclusion time is an estimate; meeting may end earlier subject to completion of agenda items and/or approved motion to adjourn. In order for the State Board to provide an opportunity for interested parties to speak at the public meetings, public comment may be limited. Written comments provided to the Committee must be made available to the public, in compliance with the Bagley-Keene Open Meeting Act, §11125.1, with copies available in sufficient supply. Individuals who require accommodations for their disabilities (including interpreters and alternate formats) are requested to contact the California Workforce Investment Board staff at (916) 657-1459 at least ten days prior to the meeting. TTY line: (916) 324-6523. Please visit the California Workforce Investment Board website at http://www.cwib.ca.gov or contact Loren Shimanek at (916) 657-1459 for additional information. Meeting materials for the public will be available at the meeting location.
Workforce Innovation and Opportunity Act  
Implementation Work Group  
February 17, 2014  
1:00 pm – 3:00 pm  
Meeting Summary

Council members/designees and advisors who were in attendance are listed below:

**Van Ton-Quinlivan, Chair**  
Vice Chancellor  
Workforce and Economic Development  
Community Colleges Chancellor’s Office

**Jamil Dada, Co-Chair**  
Vice President, Investment Services  
Provident Bank  
Riverside County Branches

**Patricia de Cos**  
Deputy Executive Director  
California State Board of Education

**Patrick Henning Jr.**  
Director  
Employment Development Department

**Debra Jones**  
Dean, Career Education Practices  
Community Colleges Chancellor’s Office

**Stewart Knox**  
Executive Director  
Employment Training Panel

**Will Lightbourne**  
Director  
Department of Social Services

**Brian McMahon**  
Undersecretary  
Labor Workforce Development Agency

**Adam Peck**  
Executive Director  
Tulare County Workforce Investment Board

**Mike Rossi, Advisor (by phone)**  
Senior Jobs Advisor to Governor Brown  
Workforce Investment Board Chairman

**Alma Salazar**  
Vice President of Education and Workforce Development  
Los Angeles Chamber of Commerce

**Abby Snay (by phone)**  
Executive Director  
Jewish Vocational Services, San Francisco

**Bruce Stenslie (by phone)**  
President and Chief Executive Officer  
Economic Development Collaborative, Ventura County

**Russell Weikle (for Lupita Cortez Alcalá)**  
Director  
Career and College Transition Division  
Department of Education

**Joseph Williams**  
Chief Executive Officer  
Youth Action Project

**Joe Xavier**  
Director  
Department of Rehabilitation
I. Welcome and Introductions

Ms. Ton-Quinlivan (Chair) and Mr. Dada (Co-Chair) introduced themselves and welcomed the members to the second convening between WIOA core program partners and strategic partners and stakeholders from across the workforce and education system who are working toward a combined strategic State plan for WIOA.

II. Action Item
   a. December 16th, 2014 Meeting Summary

The Workgroup met quorum and approved the meeting summary from the first meeting.

III. Discussion Items:
   a. Workforce Development in the California Budget

The Chair and Co-chair shared responsibility of introducing the presentation prepared for the workgroup. The presentation covered the opportunities for greater alignment between education and workforce and how state agencies can partner with their local and regional partners to better serve funded populations. As part of the presentation, Mr. Rainey from the California Workforce Investment Board (State Board) discussed the workforce development section of the Governor’s budget. Comparisons were made between goals of the new legislation and goals outlined for workforce and education in the Governor’s budget. There was discussion about when the federal Department of Labor and Department of Education would release the proposed rules to clarify statutory language and if we have enough information to begin working collaboratively toward strategic planning. Following this discussion a facilitated session asked members to identify possible shared goals for the purposes of strategic planning.

   b. Common Elements of Workforce Planning

Following the facilitated discussion on shared program goals, the Chair introduced seven program strategies that will help guide the strategic planning process. Members responded by asking if there were further opportunities to revise the program strategies. Members also requested that a common language be built around the individual programs for the purposes better coordination. There was a robust discussion around the effectiveness of the identified program strategies and if each program strategy is applicable to every program. It was decided that each partner will identify what program strategies will work for their programs and populations in the strategic planning process.

   c. Identifying Shared Spaces of Innovation and Opportunity

This discussion was pushed to the end of the presentation to focus on partner outreach strategies and discuss opportunities to build “learning communities” or workgroups. The basic tenets of partners identifying shared spaces for innovation and opportunity is to
elevate existing partnerships and build partnerships where a value-add opportunity exists to better serve populations and administer programs more effectively. In the process of better service delivery and braiding existing resources, best practices are expected to emerge which the workforce and education system would replicate and bring to scale. Members offered suggestions about areas where there is already shared opportunity and successful partnerships.

d. Work Group Member Outreach Strategies

Following a discussion around concerns that may arise during the strategic planning process, members requested subject-matter specific staff-driven workgroups to begin the process for detailed strategic and operational planning. The three workgroups that emerged from this request was: a learning community workgroup that is tasked with information sharing for the purpose to facilitate partners’ familiarity with each other’s programs; a workgroup around data sharing, data systems, performance accountability, and WIOA common metrics to discuss how to bridge existing data systems and create data sharing opportunities for the purposes of WIOA reporting and system articulation and to discuss how to track measures for the purposes of system outcomes and federal performance accountability; a service coordination workgroup to discuss how we might serve our populations through greater alignment amongst core and strategic partners and how to provide integrated delivery and braided funding opportunities at the state, regional and local levels.

IV. General Discussion/New Business

There was discussion about how regional boundaries were to be drawn. Members suggested staff prepare an agenda item for discussion around proposed regional boundaries and other planning requirements in WIOA.

V. Public Comment

Members from the public reminded the members to keep the populations they serve as a focal point in this process. A member of the public pointed out that out-of-school youth are a hard to serve population that would benefit greatly from greater system alignment and outcomes would be strengthened by a focus on credential attainment. Another members of the public offered suggestions for where there are existing areas where shared opportunity and partnerships exist and reminded the members to include these existing partnerships and shared opportunities in the strategic planning process.

Meeting Adjourned
Discussion Items

- Strategic Planning Process Update
- Staff Workgroups Update
  - Mapping the Field
  - Data Sharing, Performance Systems, and Common Metrics
  - State, Regional, and Local Service Delivery
- Regional Planning Units
- Strategic Planning Next Steps
Strategic Planning Process Update

- WIOA Workgroup requested staff-driven learning communities/workgroups;
- Staff-driven workgroups identified
- Questionnaire distributed
  - Program Strategies
  - Common Program Elements
  - Program Goals transforming into Shared Goals;
- Partners tasked staff to populate questionnaire and identify lead staff
- Questionnaires used to frame initial discussions
Workgroups have met twice and have provided content for us to review and discuss:

- **Mapping the Field**
  - 3/17 & 4/7

- **Data Sharing, Performance Systems, and Common Metrics**
  - 3/24 & 4/9

- **State, Regional, and Local Service Coordination**
  - 4/1 & 4/14
Mapping the Field

- What we wanted to know:
  - Common Program Elements
  - Knowledge Transfer
  - Identify Common Program Goals
  - Potential for Value-Added Partnerships
Mapping the Field

- What we learned:
  - Who are your client populations and needs
  - What are your program structures and service delivery models
  - What are your best practices
  - What are your program goals (incomplete)
  - What are your core competencies (incomplete)
What we wanted to know:

- How we connect performance to policy
  - Identify policy outcomes and how success is measured
- Understand AB2148 dashboard implementation
- Identify how data is collected and reported
- Review and discuss WIOA performance and common metrics
- Review and discuss WIOA joint proposed rules for performance accountability
What we learned:

- Partner variation of measurable outcomes and indicators
  - Wages, employment, attainment
- Variation on how we report and collect data
  - Methodology
  - Identifiers
- Distinct reporting systems
  - Interest in getting system to “talk to each other”
- Shared accountability in WIOA
  - Performance assessment framework
State, Regional and Local Service Coordination

- What we wanted to know:
  - Requirements of a State Plan
  - Client and program needs in a coordinated system
  - What we want from an aligned system
  - Potential for Value-Added Partnerships
  - Common Program Strategies as emphasized by WIOA
State, Regional and Local Service Coordination

- What we learned:
  - Needs assessment from partners (incomplete)
  - Common Program Strategies
  - Potential and Current Value-Added Partnerships (incomplete)
Summary of Needs Assessment From First Service Coordination Meeting

Employer Engagement
- Clearinghouse
- Career Pathways

Customer Centered
- Staff/Management Training
- Apprenticeship Models
- Support Services
- Multiple Funding Sources
- Evidence Based Practices
- Better Coordination
- Economic Development Partners
- Consistency
- Common Performance Metrics
- Team Approach
- Job Creation
- Outreach Technical Assistance

Stackable Credentials
- Consortium
- Array of Pathways
- Services Focused
- Job Creation
- Short Term Options

Share Best Practices
- Leverage Single Pipeline
- Incentivize the Policy

Subsidized Employment
- Industry Recognized Credentials
Program Strategies as a Policy Toolkit

- WIOA requires alignment between education and workforce systems and coordination between WIOA core programs.
- To accomplish this requirement, WIOA envisions a policy toolkit utilizing seven strategies as a basic framework for strategic planning:
  - Partnering in Sector Strategies
  - Building Career Pathways
  - Utilizing “Earn and Learn”
  - Organizing Regionally
  - Providing Supportive Services
  - Creating Cross-System Data Capacity
  - Integrating Service Delivery and Braiding Resources
When considering the following program strategies, we asked your staff to do the following:

- Identify what works, what doesn’t, and for whom
- Identify operational and resource constraints for implementation
- Identify how we may employ these strategies for the strategic plan
# Matrix 1: Needs vs. WIOA Program Strategies

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*Legend: + = currently utilizing, - = not currently utilizing but would like to implement, +/- = currently utilizing but would like to strengthen.*
Matrix 2: Potential Partnerships

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- 1 – Partnering in Sector Strategies; 2 – Career Pathways; 3 – Utilizing “Earn-and-Learn” Training; 4 – Organizing Regionally; 5 – Provide Supportive Services 6 – Creating Cross-System Data Capacity; 7 – Integrating Service Delivery and Braiding Resources
- Your Program is represented in the ‘row’ section, and we would like you to mark a ‘1-7’ across the cells for Programs you either already have a partnership with or believe a potential partnership can develop according to a Program Strategy
- Which partnership strategies provide an opportunity for partnership?
Regional Planning Units (RPUs)

- EDD Labor Market Information Division
  - Regional Economic Market (REM) Framework

- Methodology for REM Framework

- Proposed RPU Framework

- Rationale for RPU Framework

- Process for feedback and public comment
EDD LMI Regional Economic Market (REM) Framework

Counts in Numbered Subregions:
- Northern Region: Butte, Colusa, and Glenn
- Lassen, Modoc, Plumas, Shasta, Sierra, Siskiyou, Tehama, and Trinity
- Del Norte, Humboldt, and Mendocino
- Sacramento Region: Alpine, El Dorado, Nevada, Placer, Sacramento, and Yolo
- Sutter and Yuba
- San Joaquin Valley Region: Alameda, Contra Costa, and Solano
- Lake, Napa, and Sonoma
- Marin, San Francisco, San Mateo, and Santa Clara
- San Joaquin Valley Region: San Joaquin, Stanislaus, and Merced
- Fresno, Kern, Kings, Madera, and Tulare
- Eastern Sierra Region: Amador, Calaveras, Inyo, Mono, Mariposa, and Tuolumne
- Coastal Region: Monterey, Santa Cruz, and San Benito
- Santa Barbara and San Luis Obispo
- Southern Region: Los Angeles, Orange, San Bernardino and Riverside
- Ventura
- Southern Border Region: San Diego, Imperial
Methodology for REM Framework

- EDD LMID started by dividing California into regions based on geography and transportation infrastructure.
- EDD LMID used commute pattern data (U.S. Census Bureau) and industry employment data (EDD-LMID) to identify the largest employment center in each region.
- EDD LMID used commute pattern data (U.S. Census Bureau) to identify whether surrounding counties within a region were attached to the "largest employment center" county.
- For counties without a clear region designation as based on the steps above, EDD LMID used labor market and industry employment data to evaluate the labor market size and industry composition of a county. EDD LMID then used this analysis to place counties in regional markets.
- Using the foregoing methodology EDD LMID arrived at 8 macro-regional markets and 19 sub-regional economic markets.
Proposed Regional Planning Unit Framework
Rationale for RPU Framework

- Local Workforce Boards will only be required to plan in one regional planning unit.
- Boards will always plan in the macro-regional economic markets where the majority of their populations are located.
- Regional planning units respect the existing administrative boundaries of Counties and Local Workforce Investment Boards.
- Regional planning boundaries provide some deference to existing planning relationships provided that boards plan inside the macro-regional economic market where the majority of their populations reside.
- Regional planning units carved out of larger regional economic markets correspond, as much as possible, with the boundaries of sub-regional economic markets.
Regional Planning unit boundaries are typically consistent with or nested inside the historical economic development area boundaries determined by California’s defunct Economic Strategy Panel.

The location and number of Adult Education providers in the Adult Education consortia is under examination to ensure that there are a sufficient number of providers in each regional planning unit.
Process for Public Comment

- April: informal consultation with workforce boards and state partners

- April/May: open formal 30 day public comment period, initiate consultation with chief local elected officials, continue consultation with workforce boards and state partners
Strategic Planning Next Steps

- **Mapping the Field will:**
  - Be absolved
  - May reconvene on ad-hoc basis

- **Data/Performance workgroup will:**
  - Meet biweekly

- **Service Delivery workgroup will:**
  - Reconvene following CWIB bilateral discussions with partners
  - Crosswalk with sub-workgroups, such as One-Stop Design

- Review and discuss Proposed Rules (NPRMs)
  - How might we respond collectively?
# WIOA Program Strategies

## Partnering In Sector Strategies
- Organizing Industry To Strategize/Address Common Workforce Needs
- Organizing Workforce/Education Professionals To Provide Training And Education To Meet Industry Needs
- Developing A Plan To Connect Job Seekers With Relevant Skillsets To Industries That Are Hiring

**Purpose:** Ensure Training Program Are Relevant To The Economy

## Building Career Pathways
- Progressive Skills Development
- Each Level Of Development Has Earnings Impact (Stackable Credentials)
- Multiple Entry And Exit Points (On And Off Ramps)

**Purpose:** Access, Flexibility, Facilitated Navigation Of Training And Education Programs

## Utilizing “Earn-and-Learn”
- Paid Work While Learning Skills
- Apprenticeships
- On-the-job Training (OJT)
- Subsidized/Transitional Employment
- Paid Internships

**Purpose:** Simultaneous Access To Income And Training For Those Who Cannot Afford Full Time Education

## Organizing Regionally
- Value-added Partnerships (Both Sides Gain)
- Partnerships Based On Program Specialization/Core Competencies

**Purpose:** Economies Of Scale, Gains To Exchange, Labor Markets Are Regional, Industry Is Organized Regionally

## Providing Supportive Services
- Removing Barriers
- Subsidized Childcare & Transportation
- Assistive Technology
- Reasonable Accommodation
- Books, Uniforms, Equipment
- Counseling
- Tutoring/Mentoring

**Purpose:** Removing Barriers To Program Completion And Employment

## Creating Cross-System Data Capacity
- Diagnostic Data To Understand Labor Markets
- Research Data To Know What Works
- Performance Data To Ensure Success And Foster Accountability

**Purpose:** Effective Use Of Resources

## Integrating Service Delivery & Braiding Resources
- Each Partner Has Something To Contribute
- Everyone Has Limited Resources
- We Share Common Goals

**Purpose:** Optimize Limited Resources And Make Use Of Program Specialization To Better Serve Individuals
Proposed Regional Planning Units

With LMID Economic Markets and Submarkets

Cartography By:
Labor Market Information Division
California Employment Development Department
March 2015