

# CALIFORNIA WORKFORCE DEVELOPMENT BOARD



## MEETING NOTICE

Thursday, November 15, 2018  
10:00 a.m. to 12:00 p.m.

Tim Rainey  
Executive Director

Michael Rossi  
Chair

### California Workforce Development Board - Quarterly Meeting

**Location: Department of Rehabilitation  
721 Capitol Mall, Room #242  
Sacramento, CA 95814**

#### Alternate Meeting Locations

**JVS – Work Transforms Lives**  
225 Bush St. Suite 400 – West Lobby  
San Francisco, CA 94104

**Worker Education and Resource Center**  
1545 Wilshire Blvd, 5th Floor  
Los Angeles, CA 90017

**Riverside County Workforce Development Center**  
1325 Spruce Street, 4th Floor 4-B  
Riverside, CA 92507

**Westin Mission Hills Golf Resort and Spa LOBBY**  
71777 Dinah Shore Drive  
Rancho Mirage, CA 92270

**Lex Machina**  
1010 Doyle Street Suite 200  
Menlo Park, CA 94025



Edmund G. Brown, Jr.  
Governor

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## AGENDA

1. **Welcome and Opening Remarks**
2. **Public Comment**
3. **Action Items**
  - a. Approve Meeting Summary of August 16, 2018
4. **Updates and Discussion**
  - a. Prison to Employment Initiative
  - b. AB1111
  - c. WAF 7.0 RFA
  - d. SlingShot 2.0 RFA
  - e. Regional Coordination and Alignment Indicators
  - f. High Road Construction Careers (SB1)
  - g. High Road Training Partnerships (H RTP)
  - h. Co-Enrollment

## 5. Other Business

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 Development Board staff at (916) 657-1440 at least ten days prior to the meeting. TTY line: (916) 324-6523. Please visit the California Workforce Development Board website at <http://www.cwdb.ca.gov> or contact Carlos Bravo (916) 327-5383 for additional information. Meeting materials for the public will be available at the meeting location.

**Item 1. Welcome and Opening Remarks**

**Item 2. Public Comment**

**Item 3. Action Items**

- a. Approve Meeting Summary of August 2, 2018 (Pages 3-6)

**CALIFORNIA WORKFORCE DEVELOPMENT BOARD  
BOARD MEETING  
THURSDAY, AUGUST 16, 2018  
MEETING SUMMARY**

**1. Welcome and Opening Remarks**

The Meeting began at 10:12 a.m. Executive Director Rainey made the following announcements: Chair Michael Rossi is on a flight and probably will not call in; Hilary Lentini, founder and director of Lentini Design & Marketing, Inc. has been appointed as a new member; Senator Connie M. Leyva from Inland Empire was appointed as a member by the Senate pro-tem; the board will hear a presentation on the evaluation of the Workforce Accelerator Fund and the SlingShot Regional Initiative, which embody the State Board's signature work over the last seven years.

**Members Present:**

Chair Mike Rossi	
Tom Adams for Tom Torlakson	Josh Becker
Jamil Dada	Lee Ann Eager
Marina Espinoza for Kevin Mullin	Diane Factor
Dr. I Angelov Farooq	Laurence Frank
Mike Gallo	Patrick Henning, Jr.
Gary King	Hillary Lentini
Laura Long	Stephen Monteros
Bob Redlo	Nicole Rice
Charles Riojas	Jeremy Smith
Jim Suennen for Michael Wilkening	Joseph Williams
Amy Wilson for Secretary Lanier	Joe Xavier

**Members Absent:**

Robert Beitcher	John Brauer
Jerome Butkiewicz	Bill Camp
Chris Hill	Steven Levy
Connie Leyva	Jim Mangia
Rebecca Miller	Lisa Mortenson
Nathan Nayman	Josh Newman
Eloy Ortiz Oakley	Rudy Salas
Alma Salazar	Hermelinda Sapien
Fabrizio Sasso	Anette Smith-Dohring
Abby Snay	Bruce Stenslie
Floyd Trammel	Van Ton-Quinlivan
Carol Zabin	

**2. Public Comment**

Danny Marquez made a comment, representing California Association of Social Rehabilitation Agencies. This organization primarily serves people with mental health disabilities. Marquez emphasized that the intellectually disabled should be considered at the local level.

### **3. Action Items**

Action item – approve the minutes. Jamil Dada proposed the minutes be approved and seconded by Ms. Lentini.

### **4. Discussion / Updates**

#### **WIOA Regional/Local Planning Guidance - Update**

Executive Director Rainey stated that the local and regional plans for WIOA have to be updated every two years, so guidance was provided to the local boards to follow and adhere to the State Plan. Updates to the local and regional plans are not due until next year, which allows ample time for local boards to make the required updates. The planning guidance update focuses on new partnerships highlighted in the State Plan, including: developing partnerships for the parole population, modifications for agreements with child support services as well as CalFresh (operated by Social Services), and modifications to existing agreements with the competitive integrated employment for participants with disabilities.

#### **Legislation – Update**

Early summer 2019, local workforce development boards and supportive services will provide help to people with barriers to employment.

The first round of funding for the Prison to Employment Initiative has been released. This funding focuses on how to best serve formerly incarcerated individuals and includes \$6 million for direct services and \$8 million for earn and learn grants. An additional \$20 million is expected in the next budget.

The second item discussed was the pre-release construction trade certificate projects that have been funded and are creating new pathways for the formerly incarcerated. The State Board has incorporated the MC3 curriculum in training in the prisons. Nicole Rice asked if this initiative is about braiding funds or building from the successes of MC3. Executive Director Rainey said “yes to both”. Modeled after the Forward Focus, this program expands and systematizes the model by bringing in the parole population.

The goal of this program is to braid funds and integrate services. At its core, this work is about developing common case management and shared responsibility for outcomes; this program asks: “how do we serve people who agree at the regional level?” Bob Redlo asked if there would be set dates for programs to be approved, or if the process would be ongoing. Executive Director Rainey indicated that the program allows three years to distribute funds, and that there is an evaluation component with the project. Josh Becker indicated he would speak with Executive Director Rainey about similar programs he is familiar with.

#### **CAAL-Skills – Update**

Executive Director Rainey thanked Assembly member Kevin Mullin in sponsoring the Assembly Bills related to the CAAL-Skills project. Executive Director Rainey stated that the CAAL-Skills system is the first time we can look across funding streams. The first phase of the project will be completed at the end of this month [August]. Once complete, the system will enable evaluation of programs, and the project is on currently on schedule to evaluate the workforce system. Executive Director Rainey stated that the work that has been completed is a proof of concept, or pilot. Statistical analysis is a goal of this project and requests to the public have been released. The goal is to make this program permanent, and analysis is a necessity for people in labor programs. In order to do an assessment of the efficacy of the program, we

need experts in the field. Nicole Rice asked if the data would be useful to industry and the workforce system. Executive Director Rainey and Patrick Getz explained how these data will allow for an analysis and evaluation of program effectiveness. In other words, it is believed these data can be used to evaluate if the programs are responsible for the success of a participant. Additionally, the CAAL-Skills project will be the way the State Board is able to complete the annual report required for AB 1336 [formerly AB 2148].

### **Co-Enrollment – Update**

Executive Director Rainey said CAAL-Skills is the back end of the work, but co-enrollment is the front end. Jennifer Hernandez provided an update. Conversations started in the spring with a small cohort consisting of core partners, and we now have representation from the state, regional and local level. One of the workgroups has been working to develop guidance. An Information Notice has been developed to inform the public that strategic co-enrollment is coming, which is meant to enhance and align partnerships. Shared case management and leveraging of resources and programs is important. We don't want to mandate co-enrollment, but rather provide guidance on how to co-enroll. With that in mind, the technical assistance workgroup is developing the tools to support the guidance developed, including tools to assist the field. The data team has the task of identifying opportunities on the front-end to streamline the intake process. Business engagement is tackling career pathways, we don't want to leave this out until the end. The intent is to get more people into programs, so we need to know what employers need. The goal is to have the guidance out this fall.

### **SB1 – Update**

SB1 represents a historic investment on transportation infrastructure, with \$5 billion every year for 10 years. A small piece of that goes through the State Board and is modeled by Proposition 39. Proposition 39 work includes \$5 million dollars over the course of 5 years. The State Board continues to ramp up the work with local building trades councils at the center. This work involves finding the best union construction jobs and connecting people to apprenticeship slots. The second piece of the law is intended to guide local agencies who are investing in pre-apprenticeship to follow guidelines developed by the State Board.

### **SB350 & AB398 Meetings – Update**

As a part of the Global Warming Solutions Act, the Air Resources Board is required to limit pollution. The State Board is required to develop a report on the workforce industry impact on any laws passed. The intention is to share the report at the climate summit December 13<sup>th</sup> and 14<sup>th</sup> (only executive summary). A process of stakeholder engagement was just completed.

### **WAF & Slingshot Evaluation**

In Executive Director Rainey's first year at the State Board, he wanted to put out workforce funding that was flexible enough to allow for innovation at the local level. Now, more than \$40 million has been invested across the state, having awarded 125 grants and serving 14,000 participants with the Workforce Accelerator Fund grant. The money is meant to get greater impact and alignment of services.

Slingshot shares a similar innovation strategy with a focus on building leadership and collaboration regionally. SlingShot requires regional leadership to be connected to businesses and industry sectors where there are opportunities for employment. Over the last 12 months, the evaluation process has been

underway, and the presentations will highlight the evaluations. The initiative wasn't about what did or did not work, but what the big takeaways and lessons learned are from these grants.

Josh Williams from BW Research gave a PowerPoint presentation to discuss the results of the Slingshot evaluation. He explained that they wanted to take an entrepreneurial approach to Slingshot. Bob Redlo made comments: being involved with SlingShot in the East Bay, increased partnership with employer engagement. The best way to learn is by individual sector. Moving forward, the key is multi-sector partnerships and how to bring them together for more economies of scale and equity. The second point is that this is not a short term process, but rather a paradigm shift. Huge changes didn't happen, but the work and concept is out there. People need to be engaged in the process for the long term. Executive Director Rainey said the program set out to build a partnership, and that takes a long time.

Christian Geckeler and Kate Dunham from Social Policy research gave a PowerPoint to discuss the results of the Workforce Accelerator Fund evaluation. There was some concern by the grantees about performance, so the evaluators spoke to partners about how the system works well together. They stated that they also need to have hard evidence and see rigorous, impactful data. Ms. Lentini said data is important, but testimonials are important as well. Engaging with employers is another viable approach. Mr. Rainey said the State Board learned how to put out money and spent a lot of time on pivoting. It took a lot of hands-on work with staff, and it wasn't about spending the money to zero, but about flexibility and bringing innovation. The future of Workforce Accelerator Fund funds will allow current grantees to request more money to expand and build. Undersecretary Schoorl made a comment that this is a collaboration and has a lot of value at the regional level. Tom Adams said education is facing the same issues. Lee Ann Eager is looking at how to work together regionally through workforce and economic development.

## **5. Updates**

Motion to adjourn and approved at 12:15 p.m.

**Item 4. Discussion/Updates**

- a. Prison to Employment Initiative (Page 8)
- b. AB 1111 (Page 9)
- c. WAF 7.0 RFA (Page 10)
- d. Slingshot 2.0 RFA (Page 11)
- e. Regional Coordination and Alignment Indicators (Pages 12-20)
- f. High Road Construction Careers (SB1) (Page 21)
- g. High Road Training Partnerships (H RTP) (Page 22)
- h. Co-Enrollment (Page 23)

**Item 5. Other Business**

**Discussion:**

**Prison to Employment**

Prison to Employment (P2E) Initiative

Prison to Employment Planning Grants were awarded to all 14 RPUs ranging from \$50,000 to \$200,000, for a statewide total of \$1.75 million. All RPUs are in the process of developing regional plan updates that include specific plans to serve the formerly incarcerated and justice-involved population, and RPUs are including mandatory partners such as CDCR, probation, and community based organizations who provide services to this population. CWDB staff have finalized the RFA for both direct (\$14 million) and supportive services (\$20 million) for a total amount of \$34 million to all 14 RPUs. The RFA is in final legal review at EDD with anticipated release to the field in early November 2018. Applications will be due in early February 2019, and awards will be made in April 2019 for round one, and July 2019 for round two. CWDB staff have presented to regional organizers, regional training coordinators, CWA and other community partners to provide updates and answer questions about the grant program. Staff continue to work with local boards, CWA, CDCR, CalPIA and EDD to develop necessary changes to CalJobs to track all required data, develop information sharing practices, coordinate training and technical assistance for the field, and build partnerships across the state.

**Discussion:**

**AB 1111**

**AB 1111**

Signed in 2017 and appropriate \$15 million in 2018, AB 1111 intends to address the issue of poverty and limited income mobility among low income families and individuals facing barriers to quality employment. The purpose of the initiative is to create a grant program to provide individuals with barriers to employment the services they need to enter, participate in, and complete broader workforce preparation, training, and education programs aligned with regional labor market needs. It also specifies that people completing these programs should have the skills and competencies to successfully enter the labor market, retain employment, and earn wages that lead to self-sufficiency and economic security.

The CWDB is in the process of designing this program with regional stakeholder engagement meetings this winter and a request for proposals released in the spring of 2019.

**Discussion:**

**WAF 7.0**

**Accelerator 7.0**

Projects funded through the Workforce Accelerator test innovative solutions to specific challenges that inhibit career opportunity and employment success for target populations and improve access to the workforce development pipeline – education, training, support services, placement, retention, etc. These efforts do not create or reinforce service delivery or funding silos, but rather aim to result in strategies that take a new or unique approach to addressing workforce pipeline gaps specific to these populations, which can be applied, replicated or scaled to create broader impact and system improvement.

A total of \$6 million was allocated from the WIOA Governor’s 15% discretionary dollars in 2018. A request for proposals was released in October. To view the RFP click here: [WAF RFP](#)

**Discussion:**

**SlingShot**

**SlingShot 2.0 Regional Plan Implementation**

Implementation of California’s Strategic Workforce Plan 2016-2020 is accomplished through a regional planning process conducted by fourteen (14) Regional Planning Units (RPU) designated by the Governor. The purpose of the regional plan implementation funding is to support RPU to organize regional industry leaders and workforce, education and economic development partners to achieve scale and impact in implementing the objectives of the State Plan: fostering demand-driven skill attainment, enabling upward mobility for all Californians, and aligning, coordinating, and integrating programs and services.

Building on previous SlingShot efforts and last year’s Regional Plan Implementation, \$6.1 million was allocated from the WIOA Governor’s 15% discretionary dollars in 2018. Regions will automatically receive funding to continue working with their Regional Organizer and Regional Training Coordinator. Regions will also receive direct funds for training and capacity building. Approximately \$4 million will go out in competitive grants, one per region. The Request for Proposals was released on October 15<sup>th</sup> with applications due on November 19<sup>th</sup>. Awards are scheduled for January 2019.

**Discussion:**  
**Regional Coordination and Alignment Indicators**

**Regional Coordination and Alignment Indicators**

**Demand Driven Skills Attainment Indicators**

**Indicator A:** Region has a team that jointly convenes industry

Example Considerations: region has a dedicated team (recognized as such by regional workforce and education partners), multiple committed companies (industry champions) in each prioritized industry sector, unions from prioritized industry sectors where workers are represented, frequency of meetings, diversity and reach of representation on the team, depth and representation of priority industry sectors (decision makers, number of employers, size of workforce represented) and a method of ensuring core program partners are connected.

Assessment Questions:	
What industries/sectors meet in the region?	
Who are the industry champions including unions where applicable for each industry sector?	
How were the lead organization(s) and sector experts responsible for convening employers identified?	
What activities take place during a convening/meeting?	
How frequently do convenings/meetings occur? Who attends each convening?	
What new Industry Recognized Credentials and/or Apprenticeship programs will result from the Industry Sector convenings/meetings? Have the partners identified existing credentials offered in the region that meet Industry needs?	
Assessment Levels:	
<b>Learning/ Experimenting</b>	Some of the relevant partners meet episodically with a handful of employers to comply with planning requirements and share labor market information and employer’s workforce needs.
<b>Operationalizing/ Doing</b>	All of the relevant partners meet at least a few times a year to discuss industry sector needs, with industry champions and sector experts and are engaged in a planning process that will result in a regional approach to meeting industry’s workforce needs.
<b>Growing/ Expanding/ Scaling</b>	A dedicated and specialized team of relevant partners meet regularly with decision-making leaders/industry champions in a specified industry to develop and execute a meaningful plan to meet industry workforce needs and includes

	measurable goals to develop education and training programs that meet the needs of industry sectors.
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**Indicator B:** Region has shared sector/occupational focus and shares/pools resources to meet demand in the region

Example Considerations: regional plan partners have identified industry sectors with large numbers of good quality jobs with openings; region has a shared written assessment of regional needs; region has a concrete plan to meet written identifiable needs; region demonstrates ongoing meaningful activity to meet needs and achieve workforce goals; region has achieved relative scale and diversity of dedicated resources and shared/pooled funds, and/or has identified common tools for determining job quality that help assess what industries, companies, and jobs to target.

Assessment Questions:	
How does the region identify demand occupations and sectors, and who are the partners engaged in this process?	
How are resources pooled to meet the identified demand?	
Provide 1-3 examples in how demand was identified and resources pooled to meet this demand.	
Assessment Levels:	
<b>Learning/ Experimenting</b>	Regional partners separately identified priority sectors, or some of the relevant partners have identified and agreed upon the targeted sectors in the region and identified employer champions for each sector.
<b>Operationalizing/ Doing</b>	Regional partners identified same priority sectors, occupations with most openings. Employer champions from one or more of the targeted sectors, including labor where workers are represented, are leading the effort to create industry advisory committees, and relevant regional partners have agreed to use advice in planning/implementing sector strategies and developing curriculum to teach skills necessary for employment in target sectors.
<b>Growing/ Expanding/ Scaling</b>	Regional sector committees are business led and functioning in all targeted sectors. Colleges and training providers are training for the skills needed by regional employers. Regional partners identified industry sectors with large numbers of good quality jobs with openings and developed a common tool for determining job quality that helps assess what industries, companies, and jobs to target.

**Indicator C:** Region has a process to communicate industry workforce needs to supply-side partners

Example Considerations: region has developed communication protocols and professional development opportunities to ensure understanding of the targeted industry sectors and job quality framework by all supply-side partners (America’s Job Center of California<sup>SM</sup> (AJCC) staff and partners, Workforce Innovation and Opportunity Act (WIOA) core program partners, Adult Education Block Grant (AEBG), Community Colleges and other State Plan Partners); has a concrete plan for preparing job candidates to meet the needs of industry; demonstrates ongoing meaningful activity to meet needs and achieve workforce goals; has achieved relative scale and diversity of dedicated resources and shared/pooled funds.

Assessment Questions:	
Who are the supply-side partners engaged at the regional level, and how does the region ensure understanding by staff and partners of targeted industry sectors and job quality framework?	
What training/professional development opportunities are available to front-line staff on targeted sectors and job quality?	
How do the services provided by the AJCC and regional partners prepare job candidates to meet the needs of targeted industry?	
How do One-Stop Operators, AJCC service providers, and other supply-side partners ensure that services are aligned to reduce duplication and redundancy? Give examples.	
Assessment Levels:	
<b>Learning/ Experimenting</b>	One-Stop Operators/AJCC Service providers in a region are connected to Industry Sector Committees, and training is provided to staff and partners on industry workforce needs.
<b>Operationalizing/ Doing</b>	Regional partners have a process to communicate industry workforce needs and train staff on targeted industry sectors and job quality and are developing a method of ensuring that AJCC and other supply-side partners provide work-readiness services to prepare job candidates for targeted industry sector jobs.
<b>Growing/ Expanding/ Scaling</b>	Region has developed communication protocols and professional development opportunities to ensure understanding of the targeted industry sectors and job quality framework by all supply-side partners (AJCC staff and partners, WIOA core program partners, AEBG, Community Colleges and other State Plan Partners); has a concrete plan for preparing job candidates to meet the needs of industry; demonstrates ongoing meaningful activity to meet needs and achieve workforce goals; has achieved relative scale and diversity of dedicated resources and shares/pools funds.

**Indicator D:** Region has policies supporting equity and strives to improve job quality

Example Considerations: region has developed policies and business engagement protocols that focus on job quality, productivity and value added, using a well-paid workforce for greater production, value employee retention and training, provides employer paid benefits, supports good scheduling and sick

time practices, and focuses on long term prospects of the firm and the planet, employers engage workers and community residents.

Assessment Questions:	
Does the region have a job quality policy and make a distinction between better jobs and worse jobs?	
Are business engagement resources targeted to employers who value job quality?	
Does the region assist business customers with internal/incumbent worker skills and retention?	
Does the region reward employers who are treating their workers with care and provide disincentives for employers with high turnover and pay low wage/no benefits?	
Assessment Levels:	
<b>Learning/ Experimenting</b>	Region is working to understand job quality and high road employment practices and is committed to creating and implementing a job quality policy.
<b>Operationalizing/ Doing</b>	Region has a job quality policy in place which requires business engagement staff to assess employers prior to providing services and targeting services to employers who support job quality in their workforce.
<b>Growing/ Expanding/ Scaling</b>	Region is engaged with employers that focus on internal/incumbent worker skills and retention and focuses services on employers with good scheduling and sick time practices, provides training and career pathways with income mobility.

### Upward Mobility and Equity Indicators

**Indicator E:** Region has shared target populations of emphasis

Example Considerations: WIOA core partners, Local Workforce Development Boards (Local Boards), Community College, Adult Education Block Grant programs and community-based organizations identify specific documented target populations to be served at the regional level in a shared regional plan which includes meaningful action steps to provide services to target populations.

Assessment Questions:	
What are the target populations identified in the regional plan?	
Is there agreement by all regional supply-side partners to target these populations?	
Have regional supply-side partners developed any process to evaluate participation by target populations?	
What are the baseline (current) service levels to target populations?	
Have regional partners established service goals for target populations? If yes, what are they?	
Assessment Levels:	

<b>Learning/ Experimenting</b>	Analysis of population in need is conducted by all partners in separate plans and each partner separately implements programs to meet the needs.
<b>Operationalizing/ Doing</b>	Relevant partners agree on targeted populations, begin using Statistical Adjustment Model to measure performance, and develop specific programs and strategies to meet their employment needs.
<b>Growing/ Expanding/ Scaling</b>	Relevant partners meet regularly to ensure programs and strategies meet the needs of targeted populations, professional development opportunities are available to staff for serving this population, and regional partners communicate successes and challenges of serving individuals from target populations so as to better serve relevant individuals.

**Indicator F:** Region deploys shared/pooled resources to provide services, training, and education, to meet target population needs

Example Considerations: Local Boards, WIOA core partners, Community Colleges, and other relevant regional plan partners pool/share resources, identify areas of strength/ leadership, create regional career pathway programs, identify scale and diversity of dedicated resources and funds pooled to fund relevant activities, implement a shared decision-making process on deployment of pooled resources, and plan alignment of services and programming across funding streams and partner programs.

Assessment Questions:	
Have relevant regional partners entered into a Memorandum of Understanding (MOU) to share customers, services and costs?	
List funding streams that are shared/pooled to provide services, training, and education to meet target population needs.	
If funding is not directly administered by Local Boards, please indicate levels of shared/pooled funding resources administered by regional partners.	
Assessment Levels:	
<b>Learning/ Experimenting</b>	Local Boards in a region have executed an MOU that includes referral agreements, infrastructure cost sharing and commitment to target population of emphasis described in local/regional plans.
<b>Operationalizing/ Doing</b>	Regional Plan partners are in the process of developing a plan to pool/share resources to provide services to meet target population needs, have identified industry sectors to create regional career pathway programs for targeted populations.
<b>Growing/ Expanding/ Scaling</b>	Relevant regional plan partners pool/share resources, identify areas of strength/ leadership, create regional career pathway programs, share decision-making on

	deployment of pooled resources, and align services and programming across funding streams and partner programs.
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**Indicator G:** Region utilizes shared, common case management strategies such as co-enrollment, navigators, and/or multi-disciplinary teams to developed shared responsibility for providing services and ensuring quality outcomes

Example Considerations: WIOA core partners and other State Plan/Regional Plan partners have developed policies and are implementing common case management and capacity building practices, including data sharing, co-enrollment, co-location, common assessment tools (including both job skills/work readiness assessment for job seekers and job quality assessment for employers), navigators, professional development opportunities for staff, and/or multi-disciplinary teams, to provide services to common clients who receive services from multiple programs and funding streams.

Assessment Questions:	
What shared/common case management strategies or goals does the region use to remove barriers to employment and develop shared responsibility of services and outcomes?	
Has the region used evidence based practices and/or customer centered design to develop their strategies? If yes, describe.	
List the partners who share strategy by type of strategy and the number of customers currently participating in shared/common case management strategies.	
Provide examples of services and outcomes that exemplify shared responsibility for removing barriers to employment, providing services and ensuring quality outcomes.	
Has the region provided training to frontline staff on common case management strategies? If yes, list trainings and numbers in attendance/partners participating.	
Assessment Levels:	
<b>Learning/ Experimenting</b>	Regional partners are participating in goal-setting discussion regarding shared/common case management strategies and shared responsibility for services and outcomes?
<b>Operationalizing/ Doing</b>	Relevant partners utilize evidence based practices and customer centered design to develop and implement programs to serve population of emphasis, have provided training to staff and partners.
<b>Growing/ Expanding/ Scaling</b>	Relevant partners utilize shared, common case management strategies such as co-enrollment, navigators, and multi-disciplinary teams to develop shared responsibility for providing services and ensuring quality outcomes. Regions have trained staff and partners in these strategies and are increasing the numbers of partners and customers participating in shared/common case management strategies.

## System Alignment Indicators

**Indicator H:** Region has shared/pooled admin systems and/or processes for achieving administrative efficiencies and program outcomes

Example Considerations: Local Boards, WIOA Core program partners and other State Plan/Regional Plan partners have specific documented goals for achieving administrative efficiencies and reducing duplication, including using dedicated staff and/or pooled/shared resources for regional business engagement, regional training coordination and Training Provider Directories, regional contracting, regional performance negotiations and regional data aggregation measuring progress.

Assessment Questions:	
Does your region have shared/pooled administrative systems or processes? If yes, what are the systems/process?	
Describe the administrative efficiencies that your region has identified that will reduce duplication, streamline processes, save money, and/or improve program outcomes.	
Does your region have MOUs or agreements in place to share resources, streamline administrative processes, and/or improve program outcomes?	
Does your region have a plan to unify the regional partners approach to engaging employers?	
Assessment Levels:	
<b>Learning/ Experimenting</b>	Relevant partners have executed a One-Stop MOU that includes commitment to sharing customers, providing shared services, referral agreements, infrastructure cost sharing for the AJCC system.
<b>Operationalizing/ Doing</b>	Region has shared/pooled admin costs for achieving administrative efficiencies and program outcomes, relevant partners meet on a regular basis to identify additional administrative efficiencies that will improve program outcomes and have a plan to implement one or more regional policies/strategies.
<b>Growing/ Expanding/ Scaling</b>	Region has a formal structure or intermediary in place, common policies, coordinated deployment of resources and shares staffing of services and/or regional systems.

**Indicator I:** Regional decision-making in formalized structures

Example Considerations: Local Boards, WIOA Core program partners and other State Plan/Regional Plan partners, with input by industry champions, labor and workforce leaders develop formal decision making structures, including MOUs, partnership agreements, intermediaries to ensure regional cooperation and communication and the development of shared, specific, documented quantifiable goals, regional data

aggregation, evaluating progress towards those goals by dedicated staff using pooled/shared resources to evaluate outcomes for the region.

Assessment Questions:	
Is there a formal structured regional leadership council/structure operating in the region? If yes, what is it called, how often does it meet and who participates in it?	
Does the leadership council have dedicated staff? Is it funded using shared/pooled resources?	
Has the leadership council agreed to regional goals, and does it evaluate and report progress towards these goals?	
Assessment Levels:	
<b>Learning/ Experimenting</b>	Informal regional meetings are conducted to share information and identify shared projects and goals.
<b>Operationalizing/ Doing</b>	Relevant regional partners meet regularly, have developed and evaluated shared goals, have written agreements to share decision making and streamline processes, and are working towards more formal arrangements.
<b>Growing/ Expanding/ Scaling</b>	Formal decision making council/structure is operating within the region with participation by industry champions, labor and workforce leaders, written agreements have been developed to ensure regional cooperation and communication and the development of shared, quantifiable goals, regional data aggregation, and evaluating progress towards those goals.

**Indicator J:** Regional organization and evaluation of performance

Example Considerations: Local Boards, WIOA Core program partners and other State Plan/Regional Plan partners utilize specific documented quantifiable goals, regional data aggregation evaluating progress towards those goals by dedicated staff using pooled/shared resources to evaluating outcomes for the region.

Assessment Questions:	
How will the region qualitatively assess/evaluate progress towards meeting regional industry and occupational demand?	
Have the regional partners determined regional goals for increasing the number of industry-recognized credentials and apprenticeships available in the region? How will, or how might, these outcomes be tracked numerically and categorically?	
Does the region have a numeric goal of placing participants in sector-based occupations? If so, list the sectors and occupations, numeric goal(s), and the number to-date in attaining that goal (baseline).	
Is the region piloting employer engagement performance measures? If yes, what are they?	

Have the Local Boards met to discuss WIOA performance negotiations and how negotiations might align with other regional goals/measures?	
Assessment Levels:	
<b>Learning/ Experimenting</b>	Relevant regional partners meet at least once per year to discuss negotiating regional performance measures with the California Workforce Development Board (State Board), and they use standard performance measures as the basis for evaluating local and regional performance.
<b>Operationalizing/ Doing</b>	Relevant regional partners use the indicators of regional coordination (the nine indicators detailed here) to continuously improve regional plan goals and objectives, develop ways to count, assess and evaluate credential and apprenticeships in the region
<b>Growing/ Expanding/ Scaling</b>	Relevant regional partners work together to evaluate progress on meeting regional industry and occupational demands, share standard performance measures across systems, and develop regional measures to continuously improve regional performance.

**Discussion:**

**High Road Construction Careers - SB 1**

**High Road Construction Careers/SB 1 Implementation**

The State Board is finalizing SB 1 guidelines about quality pre-apprenticeship for state and local transportation agencies receiving SB 1 monies. The guidelines are expected to be issued by the end of 2018, followed by a round of regional convening with key constituencies and partners. The State Board is also beginning to develop a Request for Proposals to invest in regional pre-apprenticeship, building on the model of training partnerships under Prop 39; some years of SB 1 funding may be available for pre-apprenticeship even if Proposition 6 were to pass.

**Discussion:****High Road Training Partnership**

The High Road Training Partnership Initiative (H RTP) supports eight demonstration projects — ranging from transportation to health care to hospitality — that model the sector approach championed by the Board: industry partnerships that deliver equity, sustainability, and job quality. Along with these program investments, the Board is working with our university partners to produce a body of policy and principle — delivered in short, accessible briefs — that can guide related undertakings across the workforce system. To be completed by the end of 2018 and disseminated well in advance of the formal evaluation currently underway, the materials include individual project overviews and metrics, essential elements and best practices for sector partnerships that “start with the jobs,” and guidelines for workforce stakeholders to more directly attend to supply and demand in the labor market. The most recent H RTP community of Practice — convened in Sacramento October 15-16 — explored opportunities to increase job quality while addressing industry skill challenges. This work with grantees and our evaluation partners is laying the groundwork for a Spring 2019 external summit that will introduce the H RTP model and preliminary results to key policy makers.

While we intend to invest in further partnerships, and integrate these lessons across the Board’s work, this first phase (spring 2017 – spring 2019) will successfully deliver on the initial purpose of the Initiative: to advance and document a field of practice that simultaneously addresses urgent questions of income mobility, economic competitiveness, and climate change through regional skills strategies designed to support economically and environmentally resilient communities across the state.

**Discussion:**

**Co-Enrollment**