

May 30, 2019 Regional In-Person Convening Notes

California Workforce Development Board Regional Updates:

1. **Regional Plan Implementation Technical Assistance and Evaluation**
 - Awards announced and made to CWA (with partners) for TA and CSW for Evaluation.
 - Grant terms begin June 1, 2019
2. **Accelerator 7.0**
 - All awards made and going into subgrants.
3. **H RTP 2.0**
 - Project extension grant recommendations waiting for Labor Secretary's signature.
4. **ELL Co-Enrollment Pilots – Jennifer Hernandez**
 - Awards approved and being announced.
5. **SB1**
 - RFA still being written, Q&A will be posted soon
6. **Prison to Employment**
 - Planning grants should be in contract.
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 - Six have been returned and are being reviewed and recommended to the Labor Secretary for final award.
 - 5 RPU's have successfully submitted docs, 9 due on 6/1.
7. **AB1111**
 - RFA is still in review
 - LOI deadline extended to June 24, 2019
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Regional Discussion:

Challenges, Impact, and Advice on Geography of regions, Role of Workforce Boards- Strategic or Program, Flexibility in funding/structure of allocation

Geography of Regions:

1. Challenges

- Funding not being distributed with geography of region in mind
- Regionalism concept is not being shared with front line staff or staff that is responsible to be engaged in partnerships.
- Regional communication and meeting regularly can be challenging (schedules and distance)

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- Different governance structures within a region may add to administrative barriers City, County, Nonprofit and government
 - Individual county structures/requirements are a challenge
 - Different local areas may have different focus cultures (Focus more on locally driven priorities vs regional priorities)
 - Distance between LWDB within region can present a challenge
 - Not all WDB in each region share the same demographics and sectors
 - Boundaries may feel like artificial lines drawn on a map and configuration may not always be sensible (based on job seekers or economy/businesses?) Example - SF and San Benito have nothing in common.

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- RPU configuration doesn't match community college consortia or Adult Education
 - Difficult to be locked into an RPU configuration - may be better to work with other areas on a case by case basis (industry-based would be better)
 - Burden on fiscal agent for big region is difficult
 - Larger regions are at disadvantage in multiple ways
 - Funding,
 - In person meetings,
 - Additional administrative costs are not taken into consideration
 - Some stand-alone regions feeling pressured to join others but prefer their nimbleness as a stand alone

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- People might not have skillset to make regionalism work --such as how to partner at a regional level or how to see big picture.
 - Case may not have been made (convincingly) of how locals benefit from regional work
 - Relationships may not have been in place before regional requirements came down
2. **Impact on sectors**
 - Regional cooperation is necessary to meet needs of industry sectors
 - Sectors sometimes overlap with other regions (ex: IT and Bay Peninsula and East Bay)

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- Sector alignment should be fluid and flexible with fewer rigid partnerships and a focus on letting industry lead.
3. **Advice:**
 - Distribute funding based on geographic need
 - Institute a process to review and modify regional planning unit boundaries
 - Allow Multi-county LWDBs the option to be a stand-alone RPU or reorganize RPUs
 - Incentivize Sub-regional work and Cross regional work
 - Support regional planning, strategy development, and local service delivery
 - For funding - want boards to work together based on need/project

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- Support development of virtual meetings
 - Virtual video conferencing (Zoom), equipment, and technology
 - Technology can help
 - Information sharing
 - Training
 - Targeted websites
 - Mobile services
 - More opportunity
 - Can also be a challenge

Workforce Board Focus -

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Strategy (Demand/Industry), Program (Supply/Job Seeker) or Both

1. **Challenges:**
 - Create consistent regional marketing materials.
 - Board-staff-capacity, especially for regional fiscal agents used as a pass-thru
 - Competitive funding streams
 - Creating duplicative funding structure
 - Silo driven - partners
 - Staff are wearing 3-4 hats - Doing everything

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- Told to be “strategic” and business oriented, but funding comes for “services to target populations”
 - Underestimated cost of supporting the demand-side strategy
 - Without RPI funds, sector work would go unfunded
 - Need to determine the value proposition for boards to stay at the table (once sector councils are embraced and funded by industry, what is the value of the workforce boards staying involved?)
 - Ensuring big picture/demand-drive strategy is implemented by program/supply side partners
 - MOU resource sharing requirement discourages working together. Looks like “PAY FOR PLAY”

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- Administrative requirements take time and take away from the ability to focus on strategies and program
 - Focusing on Strategy may reduce time/attention on program
 - Partners have different priorities, goals, outcome requirements that are more locally focused than regional focused.
 - Not all LWDB on board or understand the think big/outside the box concepts
 - Difficult to coordinate with college and adult ed being that regionalism concept is not being shared with lower level staff.
 - Building/Scaling regional industry sector strategies

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2. Impact on sectors

- Lack of alignment between business engagement and services/programs available to “skill-up” target population
- Uncertainty of future of regional efforts
- Creating duplicative funding structures that is driving partners to work in silos.
- Multiple partners contacting industry focusing on duplicative effort.

3. Advice

- Provide guidance on how to connect policy and demand
- Provide funding that focuses on industry sectors.

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- Organize supply and demand side to get share consistent regionalism language.
 - Incentivize regionalism (continue to provide flexible cash) with more lump sum funding versus small amounts on separate initiatives.
 - Experiment with pay for performance/flexible funding
 - Continue to allow modification and re-programming funds
 - Sit in on sector meetings to hear needs of business and meet those needs of business
 - Provide more guidance/technical assistance on becoming a Convener - how do we get there?
 - Centralized definitions/descriptions/communication vehicles

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- Example - blog or web page
- More flexibility in definitions of program and administrative costs
 - Policy/guidance on how to fund the “strategy” work
 - Guidance and models for connecting the demand-side strategy to the supply side service delivery system
 - Holistic view - demand and supply
 - State level staff of local required partners need to be on board and communicate new policy to their system (local offices). Example: County Child Support Enforcement, Department of Rehabilitation, etc.

Flexibility in funding/structure allocation:

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1. Challenges:

- Not enough funding to make significant impact; funding is too small to accomplish regionally focused deliverables.
- Fiscal agent must educate local elected and others that regional grant must be shared with region (all funds are not for the local area).
- Administrative burden for fiscal agent is significant:
 - Fiscal agent, cost and time to set up contracts
 - Level of administrative burden can reduce staff bandwidth to be out building local partnerships
 - Can take too long to go through multiple county approval processes - delays start of grant

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- **Fiscal agent taking responsibilities for other entities**
 - Sometimes not enough time in grant terms - State may or may not be able to extend
 - Balancing other ongoing responsibilities with multiple regional grant requirements
 - Experienced staff are critical – it is difficult to think strategically to cross train/find staff with necessary experience, knowledge and skills.
 - Last minute grant funding opportunities needs to provide better framing/expectations information.
 - RPU's not having enough time to prepare and submit a timely and responsive proposal

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- Limiting flexibility with funds and grant timeline.
2. **Impact on Industry sectors**
 - Administrative contract implementation challenges impacts work getting done. Can't achieve outcomes without money.
 - Lose sector partnerships due to time being spent focusing on administrative contract requirements.
 - Lost sector partners as a result of other workforce partners duplicating efforts.
 3. **Advice:**
 - Recommend streamlining reporting requirements - should go back to combined report for regional grants

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- One template for grants. Standardize required forms with instructions
 - State should not try to manage to lowest common denominator and have mandates for everyone if problem is only in a few areas
 - People appreciate tools and resources but not mandates - allow local to determine what works best in their areas.
 - Need to make sure new staff have enough support/info
 - Implement what makes sense for each respective region
 - Distribute regional funds to individual LWDB based on regional plan and agreements on how money is allocated
 - More technical assistance on how to hold subcontractors/LWDBs within RPU accountable

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- Template to screen workforce partners and CBOs.
- Regional Awards guidance should be published as final
- CWDB-EDD-WDB leadership to meet to determine next steps and policies for administrative efficiencies and reducing administrative burdens
- Share how grants/proposals are being rated, scored, and/or allocated.

Small group work to begin developing a list of technical assistance needs

- Policy structure around improving/expanding apprenticeship programs working with youth and school districts (Hold bi-monthly calls with technical assistance professionals/DAS
 - Clear definition on what apprenticeship really is

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- How to develop apprenticeships
 - Streamline administrative requirements and unnecessary layers that get in the way of focusing on program and strategies
 - State advocate and lead by example by aligning statewide policies and cross training workforce staff
 - Provide Snippet/High level overview of a directive. Webinar/Executive summary.
 - Scan/evaluate all the projects to capitalize on wins to scale, revisit challenges/barriers to address
 - Develop ways to connecting similar regional initiatives being implemented across the state

May 30, 2019 Regional In-Person Convening Notes

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-
- Q&A on commonly asked questions
 - Blog for Regional staff
 - Training videos
 - Align Statewide policies to assist/provide guidance on how to leverage funds, co-enroll customers and focus on sectors
 - Mentor, coaching from State on specific issues/topic
 - Assist by developing messaging that locals can use to communicate with CLEO - not WIOA 101, but tools to explain:
 - Sector strategies
 - Board development
 - Partnering with LWDB

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- Vision sharing - connect to state board members
 - CLEO's as champions
 - Targeted regional efforts
 - RR; Business; Target populations
 - More information on Governor Newsom's vision for workforce; Future of workforce
 - Internal workgroup at state to ensure policy alignment
 - Scaling promising practices regionally
 - Regional fiscal management strategies/best practices and grant management training for CBOs
 - Ways to utilize technology

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- How to serve:
 - Homelessness
 - Underemployed
- State fiscal/administrative guidance in writing to help move issues locally
- State needs technical assistance
- Grant management for Community Based Organizations

ROI Feedback - Professional Development and Capacity Building Report

What stands out in the report?

- Number of people trained

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- Variety of training and that there was training at all levels - Statewide and regional
- Number of businesses engaged
 - Professional development and capacity building
- What should we include which is not already in this report?**
- Include an Executive Summary or Introduction that quantifies the outcomes and clearly states the numbers trained and the impact on the workforce system.
 - Include a description of how the ROI relates to money spent
 - What is the value of training to Business partners?
 - Did it change anything? – ROI is missing from report

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 - Example: HCD - leads to better customer service and program delivery
 - Customer satisfaction
 - Performance improvement
 - What supplemental? What strategy?
 - Survey for effectiveness of training
 - 6 months later do staff remember what they learned? Are they using it in their work?

How do other grants supporting RPI relate to capacity building?

Regional On-Boarding Manual and Regional Plan Implementation Portal Feedback

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- Review Sections 1-5: Welcome to Regionalism, What Should Regionalism Look Like? History of Regionalism, Important and Frequently Used Resources, Tools, Websites, and On Boarding Acronyms. Review of Regional Portal.
 - Feedback received is that manual appears to be addressing all elements.
- Discussion of Regional Snapshot/Manual:
 - Advice from RO's is to not move forward with Snap/Shots or Manuals for the RPU's as the data will change and be outdated and need constant updating.
- Regional Plan Implementation Portal Revision Recommendations:
 - To develop a platform as part of the Regional Portal that could use keywords to help link regional staff working on initiatives to other regions/programs/areas that are working on similar issues.

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- To develop a Q&A section to the portal where the regional staff can submit their questions and an answer will be provided. Site will maintain a list of regional questions and answers.