

# REGIONALCA

*Working together to align, coordinate and  
integrate opportunities for Californians.*



## REGIONALISM ON-BOARDING MANUAL

v. 2.2021



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# 1

## WELCOME TO REGIONALISM

### **Letter from Tim Rainey, CWDB Executive Director**

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## Welcome to Regionalism

*Welcome to Regional Organizing!* You are joining a group of workforce professionals who are seeking to expand partnerships and create regional strategies to increase and enhance economic opportunities for all Californians. The California Workforce Development Board (CWDB) is leading this effort in partnership with the Local Workforce Development Boards (Local Boards) in the State's fifteen Regional Planning Units (RPUs) to organize resources, and identify effective approaches, systems, and leadership to achieve scale and impact in the existing workforce system.

This work is exciting, challenging, and ever-changing. We value creativity and try to encourage new ways of working together, taking risks, learning from our mistakes, and sharing our lessons-learned. We encourage you to work with us to identify the challenges and the “things that get in the way” of regional work, to create solutions that streamline bureaucratic processes, and to focus on regional strategies that result in upward mobility, equity, and quality jobs for more Californians, especially for those historically locked out of shared prosperity.



Tim Rainey, CWDB Executive Director

Read the bio for Tim Rainey, CWDB Executive Director [here](#).

## CWDB Vision and Mission

The CWDB regional vision and mission began in 2014 and continues to evolve toward fulfilling the Workforce Innovation and Opportunity Act (WIOA) objectives to strengthen and improve our nation's public workforce system and help get adults, dislocated workers, youth, and those with significant barriers to gain employment into high-quality jobs and careers, while helping employers hire and retain skilled workers. Through partnership with industry, education, economic development, criminal justice, and human services agencies, the regional initiatives have paved the way to create high road, industry-led initiatives, break down silos, provide opportunities for the workforce system to share best practices, provide professional development opportunities to workforce staff, build capacity within the workforce system, enhance partnerships, develop more customer-centered approaches, and enhance business engagement strategies.

Read *California's 2020-2023 Unified Strategic Workforce Development Plan* [here](#).

## WIOA 101 – High Level Overview

The WIOA landmark legislation was signed into law on July 22, 2014. The law's focus is to strengthen and improve our nation's public workforce system and help get Americans, including youth and those with significant barriers to employment, into high-quality jobs and careers and help employers hire and retain skilled workers.

Visit [Department of Labor, Employment Training Administration](#) to obtain more WIOA overview information. WIOA requires that the following workforce programs and partners collaborate.

### WIOA Core Programs/Partners:

Title I	Workforce Development Activities Job training and related services to unemployed or underemployed individuals Governance and performance accountability system Adult, Dislocated Worker and Youth formula programs
Title II	Adult Education and Literacy Education services to assist adults with basic skills improvement, secondary education, and transitioning to postsecondary education
Title III	Wagner-Peyser Employment Services Amends the Wagner-Peyser Act to integrate the U.S. Employment Service (ES) into the One-Stop system
Title IV	Rehabilitation Act of 1973 Employment-related vocational rehabilitation services to individuals with disabilities, integration of vocational rehabilitation into the One-Stop system

Read about Coordination with Partner Programs information and guidance [here](#).







# 2

## **What Should Regionalism Look Like?**

- o Demand Driven Skills Attainment Measures and Indicators
- o Income Mobility and Equity Measures and Indicators
- o System Alignment Measures and Indicators

## **What is the CWDB's Role?**

- o Meet the CWDB Staff
- o CWDB Organization Chart
- o CWDB Initiatives
- o CWDB Regional Initiatives Contact List

## **The Workforce System in Numbers**

- o 45 Local Workforce Development Boards
- o 15 Regional Planning Units (RPU's)
- o 200+ America's Job Centers of California (AJCC)

## **WHAT SHOULD REGIONALISM LOOK LIKE?**

## SECTION 2

### What Should Regionalism Look Like?

## What Should Regionalism Look Like?

The goal of regionalism is to bring key workforce leaders together to enhance partnerships, create collaboration among multiple workforce systems, improve resources, and develop effective and innovative approaches that result in better services to jobs seekers and employers. How this is accomplished varies from region to region due to the uniqueness of each region's economy and the priorities of the Local Boards within the region. To support the development of strong regions, the CWDB invested in regional plan implementation and created Indicators of Regional Coordination and Alignment to chart and measure progress on one or more of the following California Workforce Development Plan Policy Objectives:

2. **Fostering demand-driven skills attainment:** Workforce and education programs need to align program content with the state's industry sector needs so as to provide California's employers and businesses with the skilled workforce necessary to compete in the global economy.
  - Indicators:
    - o Region has a process to communicate industry workforce needs to supply-side partners.
    - o Region has policies supporting equity and strives to improve job quality.
3. **Enabling upward mobility for all Californians:** Workforce and education programs need to be accessible for all Californians, especially populations with barriers to employment, and ensure that everyone has access to a marketable set of skills and is able to access the level of education necessary to get a good job that ensures both long-term economic self-sufficiency and economic security.
  - Indicators:
    - o Region has shared target populations of emphasis, while maintaining flexibility to drive localized target population needs.
    - o Region deploys shared/pooled resources to provide services, training, and education to meet target population needs.
4. **Aligning, coordinating, and integrating programs and services:** Workforce and education programs must economize limited resources to achieve scale and impact, while also providing the right services to clients, based on each client's particular and potentially unique needs, including any needs for skills-development.
  - Indicators:
    - o Region has developed a process for measuring performance.



## What is the CWDB's Role?

WIOA mandates the creation of a statewide strategic workforce plan. In 2016, the State Board, in conjunction with its statewide partners, released the Unified Strategic State Plan (State Plan), which was updated/revised in 2018. In 2020 the State Board submitted the California Unified Strategic Workforce Development Plan for Program Years 2020-2023 to the US Department of Labor. This plan is built around three policy objectives, which are intended to guide state policy and practice across partner programs, as well as inform local policy and service delivery. The three State Plan objectives are outlined in the 'Welcome to Regionalism' section, above.

The California Workforce Development Board (CWDB) is the Governor's agent for the development, oversight, and continuous improvement of California's workforce investment system. The CWDB is responsible for:

- The development, implementation, and modification of the State plan.
- Review of statewide policies, statewide programs, and recommend actions that should be taken by the State to align workforce development programs.
- Review comments on the State plans for programs and activities of one-stop partners that are not core programs in a manner that supports a comprehensive and streamlined workforce development system in the State.

Additionally, as required by WIOA, the CWDB:

- Develops State and Federal funded workforce initiatives.
- Provides program oversight over federal funded initiatives and all-inclusive oversight over State Fund initiatives.
- Implements continuous innovative policies and improvements to the California workforce investment system.
- Supports alignment of the education and workforce investment systems, and
- Develops performance assessments, measurements, and reports.

### **CWDB Resources:**

Learn more about CWDB staff [here](#).

Learn more about CWDB Initiatives [here](#).

## SECTION 2

### What Should Regionalism Look Like?

## The Workforce System in Numbers

### 45 Local Workforce Development Boards



## The Workforce System in Numbers (cont.)

15 Regional Planning Units:

### California's 15 Labor Regions Source: CWDB



## SECTION 2

### What Should Regionalism Look Like?

#### Local Workforce Development Boards within each Regional Planning Unit:

Region	Local Workforce Development Board
North Coast	Humboldt County
North State	NoRTEC
North Bay	Workforce Alliance of North Bay, Sonoma, Solano
Capital	Golden Sierra, North Central Counties (NCCC), SETA, Yolo
Middle Sierra	Motherlode
East Bay	Contra Costa, Alameda, Richmond, Oakland
South Central Coast	Santa Barbara, San Luis Obispo
North Central Coast	Monterey, San Benito, Santa Cruz
San Joaquin Valley & Associated Counties	Fresno, Kings, Madera, Merced, Tulare, San Joaquin, Stanislaus, Kern/Inyo/Mono
Ventura	Ventura County
Los Angeles Basin	Los Angeles City, Los Angeles County, Foothill, Pacific Gateway, SELACO, South Bay, Verdugo
Inland Empire	Riverside County, San Bernardino County
Orange	Orange County, City of Santa Ana, City of Anaheim
Southern Border	San Diego Workforce Partnership, Imperial County
Bay-Peninsula	San Francisco, NOVA, San Jose

Visit [Office Locator](#) to access 200 (+) America's Job Centers of California (AJCC).

The AJCCs role is designed to provide a full range of assistance to job seekers and employers. Established under the Workforce Investment Act, and reauthorized in the Workforce Innovation and Opportunities Act of 2014, the centers offer career services and training from a variety of education, workforce, and human services partners and focus on preparing workers with the skill needed by regional employers.







# 3

## EVOLUTION OF REGIONALISM

### **SlingShot – Cohort 1 through 3**

- SlingShot at a Glance
- Strategic Stages of SlingShot
- SlingShot Materials and Publications

### **SlingShot Evolved**

- SlingShot Additional Funding
- SlingShot Statewide Capacity Building

### **Regional Organizer**

- Regional Organizer Scope of Work

### **Regional Training Coordinator**

- Regional Training Coordinator Scope of Works

### **Regional, State and Local Plans**

- Regional and Local Plans Guidance and Functions
- Where to locate Regional, State and Local Plans

### **SlingShot - Regional Plan Implementation (RPI)**

- Regional Plan Implementation - 1.0
  - RPI 1.0 Awards and Priority Goals
- Regional Plan Implementation - 2.0, 3.0, 4.0

The CWDB introduced the SlingShot initiative to the State of California in 2014. SlingShot was the first CWDB regionally focused initiative that set out to establish collaboration between employers/industry, government, workforce and economic development, and education stakeholders within a region to identify employment challenges and then work toward creating and implementing creative solutions and workforce system change.

SlingShot funding provided the CWDB an opportunity to embark on and promote a “new business as usual” strategy. More information can be found in the [SlingShot at a Glance](#) brochure.

Cohort 1	Cohort 2	Cohort 3
<b>Capital Region</b> <i>Golden Sierra, North Central Counties (NCCC), SETA, Yolo Counties</i>	<b>Los Angeles County Regional Slingshot Coalition</b> <i>LA City, LA County, Foothill, Pacific Gateway, SELACO, South Bay, Verdugo, and Ventura Counties</i>	<b>Humboldt County</b> <i>Humboldt County</i>
<b>East Bay Region</b> <i>Contra Costa, Alameda, Richmond, Oakland Counties</i>	<b>San Diego and Imperial County</b> <i>San Diego Workforce Partnership and Imperial Counties</i>	<b>Central Coast Region</b> <i>Monterey, San Luis Obispo, Santa Cruz and Santa Barbara Counties</i>
<b>North State Regional Prosperity Collaborative</b> <i>(NoRTEC)</i>	<b>Orange County Region</b> <i>Orange County, Santa Ana and Anaheim</i>	
<b>Central California SlingShot Consortium</b> <i>Fresno, Kings, Madera, Merced, Tulare, San Joaquin, Stanislaus, Kern/Inyo/Mono Counties</i>	<b>North Bay Business Sector Alliance</b> <i>Workforce Alliance of the North Bay, Solano, Sonoma</i>	
<b>Inland Empire Regional Collaborative</b> <i>Riverside and San Bernardino Counties</i>	<b>Workforce Innovation Network (WIN)</b> <i>San Francisco, NOVA, San Jose, San Benito Counties</i>	

## SECTION 3

### Evolution of Regionalism

Each SlingShot region was tasked to develop and provide innovative solutions that addressed five dimensions:

- We can make the greatest impact on major jobs and employment issues at the regional level.
- We must turn the tide on income mobility in California.
- We need to tackle big issues.
- We need to measure what we undertake.
- We must create the space to take risks.

The SlingShot projects were then required to outline four (4) separate strategic stages:

#### **STAGE 1: Action Plan – What are we trying to accomplish?**

- Increase intergenerational income mobility
- Move the needle on big employment, education and jobs issues
- Increase prosperity and agility of regions, businesses and workers

#### **STAGE 2: Research, Design and Development – How will Slingshot do that?**

- Regional SlingShot partnership or coalitions
- Focus on vexing employment, education and jobs issue
- Undertake bold solutions
- Measure and adapt
- State Accelerator grants combined with local match supports the work

#### **STAGE 3: Implementation Development – Why Will Slingshot Work?**

- Aligns economic, workforce development and education strategies
- Engages the creativity of diverse partners to come up with “move the needle” solutions
- State provides flexible seed capital for innovative strategies and remove barriers - creating the space to take risks & accelerate innovations

#### **STAGE 4: Sustain & Grow – What will be the long term difference?**

- Robust, lasting regional coalitions tackling tough systemic challenges, rather than working at the margins and proliferating boutique programs
- Leveraging investments through a venture-fund approach.
- Creating flexibility and incentives to align existing and new funding toward shared outcomes, not focusing on outputs - i.e. regionalism is not an end but a means to an end
- Creating a culture of rapid, ongoing experimentation - using solid measurement to make course corrections

## SlingShot Evolved

As the SlingShot regional projects evolved and moved through the implementation stage, CWDB identified that the regions needed additional support and funding to focus on elements that were not previously predicted. To fulfill this need, the CWDB provided two additional funding opportunities:

- SlingShot Additional Funding
- SlingShot Statewide Capacity Building initiative

### SlingShot Additional Funding

The CWDB invested approximately \$750,000 toward implementation of the SlingShot Additional Funding initiative. Through a competitive process, the SlingShot regions were able to apply for additional resources to further boost, expand, and/or sustain original compact goals that were not already funded through their current SlingShot project. The State Board was especially interested in activities that furthered the following goals:

- Added new Industry Champions, employer commitments, and/or a new sector focus.
- Leveraged additional resources/funding and partnerships.
- Developed, tailored, and/or piloted regional and/or state-wide industry-recognized credentials and associated skills preparation.
- Aligned SlingShot efforts with WIOA regional and/or local plans.
- Addressed long-term sustainability of the region's SlingShot efforts (i.e. Creating a New "Business as Usual").

### SlingShot Statewide Capacity Building

The SlingShot Statewide Capacity Building (SWCB) initiative was another innovative first for the CWDB. Approximately \$900,000 was used to:

- Address goals of the Strong Workforce Task Force, State Board Strategic Plan and/or the Adult Education Consortia and meet a clearly defined gap in state or regional workforce development systems. The funds could also be used to implement this goal at the local, district, and/or county level;
- Replicate and scale successful strategies; and
- Embed processes for sharing successes and lessons learned with local, regional, and state stakeholders.

## Regional Organizer (RO)

In 2016, Local Board Directors worked collaboratively to hire/designate a Regional Organizer (RO) for each RPU to assist with the development of their Regional Plan. The ROs are accountable to the Local Board Directors, who are ultimately responsible for the implementation of their Regional Plan. In addition, ROs work with the CWDB staff, regional workforce leadership, the state's RO coordinator and the Technical Assistance (TA) provider(s) selected by the CWDB.

The ROs are tasked with assisting in building momentum and strengthening regional leadership by identifying and enhancing partnerships with industry, education, and workforce development leaders, strategically maintaining ongoing collaborations to accomplish regional plans goals, and enhancing communication between regions and the state. In subsequent years, each RPU received additional funding to support the implementation of their approved regional plans.

Read the [ROs scope of work](#) that outlines their objective and desired outcomes.

## Regional Training Coordinator (RTC)

In 2016 each RPU received funding to support the Local Board Directors in hiring/designating a Regional Training Coordinator (RTC). The RTC worked collaboratively with the California Workforce Association (CWA) to assess and develop RPU Regional Training Plans. In subsequent years, each RPU received additional funding to expand their efforts to support ongoing professional development and capacity building for workforce staff and partners in the region. The RTCs continue to be responsible for identifying ongoing workforce staff professional development and capacity building opportunities within their designated RPU. Throughout the implementation of the RPUs Regional Training Plan, the RTC is also tasked with identifying additional skills gaps, revisit and revise Regional Training Plans as deemed necessary, solicit/negotiate trainings, and provide logistical set up for regional trainings taking place as outlined in the RPUs Regional Training Plan.

Read the [RTCs scope of work](#) that outlines allowable training activities.



## Regional, State and Local Plans

The WIOA requires regional and local strategic plans be completed and provided to the state. The plans were required to clearly outline background information on the relationship between the State Plan, regional plans, and local plans, and to give an overview of the requirements for regional and local plans.

The State Plan is the controlling state policy document for regional and local plans. It sets the state's policy direction for these plans and serves as a conceptual map for Local Boards and their partners as they jointly develop the regional and local plans required by WIOA. The current State Plan outlines three (3) primary policy objectives as outlined in Section 2 "What Should Regionalism Look Like".

The goal of the State Plan is to implement a high road workforce development agenda. California will employ three main strategies to operationalize these high road principles, this includes leveraging the state's power of public investment, establishing policy, and providing guidance to the workforce development field, and raising awareness in multiple forums.

1. **Public Investment in High Road** - The first strategy is to directly invest funds in CWDB-designed high road workforce development programs and training partnerships. This includes CWDB's High Road Training Partnerships (H RTP) and High Road Construction Careers (HRCC) initiatives, which together represent \$175 million in state investment over the next seven years
2. **Development of High Road Policy** - The second strategy emphasizes policymaking as a means to establish measures either mandating or encouraging that high road practices are implemented, and meaningful outcomes are achieved. In practice, CWDB translates high road principles and practices in state legislation and regulations, as well as developing policy directives and guidance for public agencies and the local workforce development system.
3. **Increasing Education and Awareness of High Road** - Lastly, CWDB advances the high road vision through education – by raising awareness of high road principles, practices, and programmatic successes – in order to change the culture of workforce development statewide.

Read the EDD Directive, [Regional and Local Planning Guidance for PY 21-24](#) to learn more.

Read the [Regional, State and Local plans](#) to learn more.

Read the [High Road Training Partnerships Overview](#) to learn more.

## SlingShot - Regional Plan Implementation

### **Regional Plan Implementation (RPI) 1.0**

To provide ongoing support to the RPUs regional efforts, in 2017 the CWDB invested approximately \$7 million of WIOA 15% Discretionary funds into the SlingShot – Regional Plan Implementation (RPI) 1.0 initiative. The RPUs were provided the opportunity to competitively apply for up to \$500,000 of flexible funding to support RPU RPI efforts including but not limited to the following elements:

- o Regional Alignment Goals
- o System Alignment for Demand-Driven Skill Attainment
- o Coordinating Supply-side Pipeline with High Demand Sectors
- o Sustainability

Types of activities allowed through the SlingShot – RPI 1.0 initiative include, but not limited to:

- o Developing a regional governance model.
- o Aligning Regional Plan goals with existing State Board investments (i.e. WIOA One-Time Regional Planning grants, Regional Training Coordination, SlingShot, Workforce Accelerator Fund (WAF), and High Road Training Partnerships).
- o Continuing to build regional coalitions.
- o Enhancing employer/partner engagement.
- o Developing innovative approaches to preparing individuals with barriers to employment in sectors in demand in the regional economy.
- o Enriching the current service delivery methods being provided through the local America's Job Center of California (AJCC) system through June 2019.
- o Plan, design, develop, engage partners, and implementation activities.

Read the [Regional Plan Implementation Funding](#) document for a brief outline of RPI 1.0 awards, priority goals and outcomes.

### **Regional Plan Implementation (RPI) 2.0. 3.0 and 4.0**

In 2018, 2019, and 2020 the CWDB offered an additional competitive funding opportunity through the SlingShot/Regional Plan Implementation (RPI) 2.0, 3.0 and 4.0 initiatives. These funds provide ongoing support to the RPUs efforts in organizing regional industry leaders and workforce, education and economic development partners to achieve scale and impact while implementing the three (3) policy objectives of the California's Strategic Workforce Plan 2016-2020.

Funds were awarded to regions that clearly outlined one or more regional initiatives that scaled the three (3) policy objectives of the State Plan.









# 4

## IMPORTANT AND FREQUENTLY USED RESOURCES, TOOLS & WEBSITES

### **CWDB Website Overview**

- Latest CWDB Updates
- About Us
- State Board, Meetings, and Archives
- Plan/Policies
- Initiatives

### **CWDB Regional Plan Implementation Portal Overview**

- General Resources
- Regional Organizer Resources
- Regional Training Coordinators  
Resources
  - California Workforce Association (CWA)
  - Department of Rehabilitation (DOR)
  - Employment Development Department (EDD) Capacity Building Unit (CBU)
  - EDD Traveling Disability Resource Coordinator (DRC)
- Trainings
  - Events
  - Meeting Materials
  - Publications
  - Contacts



## SECTION 4

### Important and Frequently Used Resources, Tools & Websites

## CWDB Website Overview

You may be asking yourself, “Where can I find some additional tools and resources?”

The [CWDB website](#) provides the latest updates on all CWDB federal and state funded initiatives. Additionally, regional staff can access:

- **About Us** –brief descriptions of each staff person currently working within CWDB.
- **State Board, Meetings and Archives** – Provides State Board Membership information and State Board meeting documents.
- **Plan/Policies** – Provides legislative resources, Regional and State plan information and resources.
- **Initiatives** – Provides all CWDB Grants and Initiatives as well as provides the most recent grant and initiative award announcements.

The CWDB also provides Featured Links to other collaborative workforce partners.

### CWDB Regional Plan Implementation Portal Overview

In an effort to provide additional state support, the CWDB has developed a [Regional Plan Implementation Portal](#) specifically for the ROs and RTCs to access as needed throughout the regional implementation process. Both the ROs and RTCs will find foundational resources, tools and most commonly used websites.

The portal is password protected and if you have not been granted access to the portal, please contact your RPI Grant Manager at the CWDB.

Upon entering the portal, regional staff will receive information regarding the objective of regionalism, ROs and RTCs individual regional roles, and the roles of the CWDB State Coordinator, CWDB Regional Support Manager, EDD Regional Advisors, and contracted Technical Assistance Providers.

This is a list of what can be found in the portal:

- **General Resources** – Provides general regional information and websites that may be beneficial to the regional staff as they implement their RPU's regional efforts.
- **Regional Organizer Resources** – Is specifically designed with the RO's scope of work in mind. Regional staff will find flowcharts, strategic planning tools, resources and commonly used websites.
- **Regional Training Coordinators Resources** – Is specifically designed with the RTC's scope of work in mind. Regional staff will find flowcharts, probing training questions, and websites to trainings opportunities. Additionally, RTCs will have access to other workforce training providers. RTCs will be able to review training catalogs, training topics and description from the:
  - o California Workforce Association,
  - o Department of Rehabilitation,
  - o EDD Capacity Building Unit, and;
  - o EDD Traveling Disability Resource Coordinator Trainings
- **Events** – This area will provide a list of all CWDB regional initiatives events, webinars, conference calls and in-person convening's.
- **Meeting Materials** – Regional staff will be able to access prior meeting materials and/or minutes that were provided during most recent regional conference calls and in-person convening.
- **Publications** – Provides access to regional publications that have been developed and are being built upon as a result of the regionalism efforts.
- **Contacts** – Access to the most current contact list for all CWDB staff leading specific initiatives, Regional Plan Implementation Technical Assistance Providers, and links to the EDD Regional Advisors, Regional Organizer and Regional Training Coordinator.





# 5

## ON-BOARDING ACRONYMS

### On-boarding Acronyms

- Acronyms A-Z

## A-K

### A

<b>AA</b>	Additional Assistance
<b>AB</b>	Assembly Bill
<b>AJCC</b>	America's Job Centers of California

### B

### C

<b>CBO</b>	Community Based Organization
<b>CBU</b>	Capacity Building Unit
<b>CRM</b>	Customer Relationship Management
<b>CTE</b>	Career and Technical Education
<b>CTI</b>	California Training Initiative Association
<b>CWA</b>	California Workforce Association
<b>CWDB</b>	California Workforce Development Board

### D

<b>D&amp;B</b>	Dun & Bradstreet
<b>DAS</b>	Department of Apprenticeship Standards
<b>DEI</b>	Disability Employment Initiative
<b>DIR</b>	Department of Industrial Relations
<b>DOE</b>	Department of Education
<b>DOL</b>	Department of Labor
<b>DOR</b>	Department of Rehabilitation
<b>DOR DAS</b>	Department of Rehabilitation Disability Access Services
<b>DRC</b>	Disability Resource Coordinator

### E

<b>ECJ</b>	Equity, Jobs, and Climate
<b>EDD</b>	Employment Development Department
<b>EI</b>	Emotional Intelligence
<b>ELL</b>	English Language Learner
<b>ES</b>	Employment Service
<b>ETP</b>	Employment Training Panel
<b>ETPL</b>	Employment Training Provider List

### F

<b>FA</b>	Fiscal Agent
<b>FCCC</b>	Foundation of California Community Colleges

### G

### H

<b>HRCC</b>	High Road Construction Careers
<b>HRTTP</b>	High Road Training Partnerships

### I

<b>IWT</b>	Incumbent Worker Training
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### J, K



## L-Z

### L

<b>LMID</b>	Labor Market Information Division
<b>LWDA</b>	Labor Workforce Development Agency

### M

### N

<b>NAWB</b>	National Association of Workforce Boards
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### O, P, Q

### R

<b>RA</b>	Regional Advisor
<b>RFA</b>	Request for Application
<b>RFP</b>	Request for Proposal
<b>RO</b>	Regional Organizer
<b>RPI</b>	Regional Plan Implementation
<b>RPU</b>	Regional Planning Unit
<b>RTAA</b>	Reemployment Adjustment Assistance
<b>RTC</b>	Regional Training Coordinator

### S

<b>SS</b>	Slingshot
<b>SWCB</b>	Statewide Capacity Building
<b>SOW</b>	Scope of Work

### T

<b>TA</b>	Technical Assistance
<b>TAA</b>	Trade Adjustment Assistance
<b>TEGL</b>	Training and Guidance Letter

### U, V

### W

<b>WAF</b>	Workforce Accelerator Fund
<b>WDB</b>	Workforce Development Board
<b>WIA</b>	Workforce Investment Act – 1998
<b>WIOA</b>	Workforce Innovation and Opportunity Act – 2014
<b>WSD</b>	Workforce Services Directive
<b>WSIN</b>	Workforce Services Information Notice

### X, Y, Z



