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# Workforce Innovation & Opportunity Act (WIOA) Local & Regional Planning

*Thursday, November 3, 2016*

# Overview

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- ❑ WIOA refresher (WIOA 201)
- ❑ California Workforce Development Board (CWDB) Unified State Workforce Development Plan
  - Plan Goals
  - Strategies
  - Major Elements
- ❑ Regional Planning Guidance
- ❑ Local Planning Guidance
- ❑ Leverageable Planning Efforts
- ❑ Relevant Research & Data Sources
- ❑ Near-Term Priorities

# Workforce Innovation & Opportunity Act (WIOA)



The purpose of WIOA is to better align the workforce system with education and economic development in an effort to create a collective response to economic and labor market challenges on the national, state, and local levels.



# Principles of WIOA

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- ❑ Accountability and alignment of training programs to support development of in-demand skills
- ❑ Encouraging regional partnerships among industry, educators, worker representatives, nonprofits, and the workforce system
- ❑ Career pathways (Request for information from education, DOL, HHS)
- ❑ Priority Interventions: focus on long-term unemployed, veterans, apprenticeship, on-the-job training (OJT)
- ❑ Innovation & Pilot Programs

# California's Big Workforce Goal

- ❑ One million “middle-skill” industry-valued and recognized postsecondary credentials
- ❑ Goal is aligned with Community College Board of Governor’s Workforce Task Force goal
- ❑ What is a middle-skill postsecondary credential?
  - A credential with demonstrable labor market value that requires more than a high school education but less than a four-year degree

## 3 What's (Objectives)

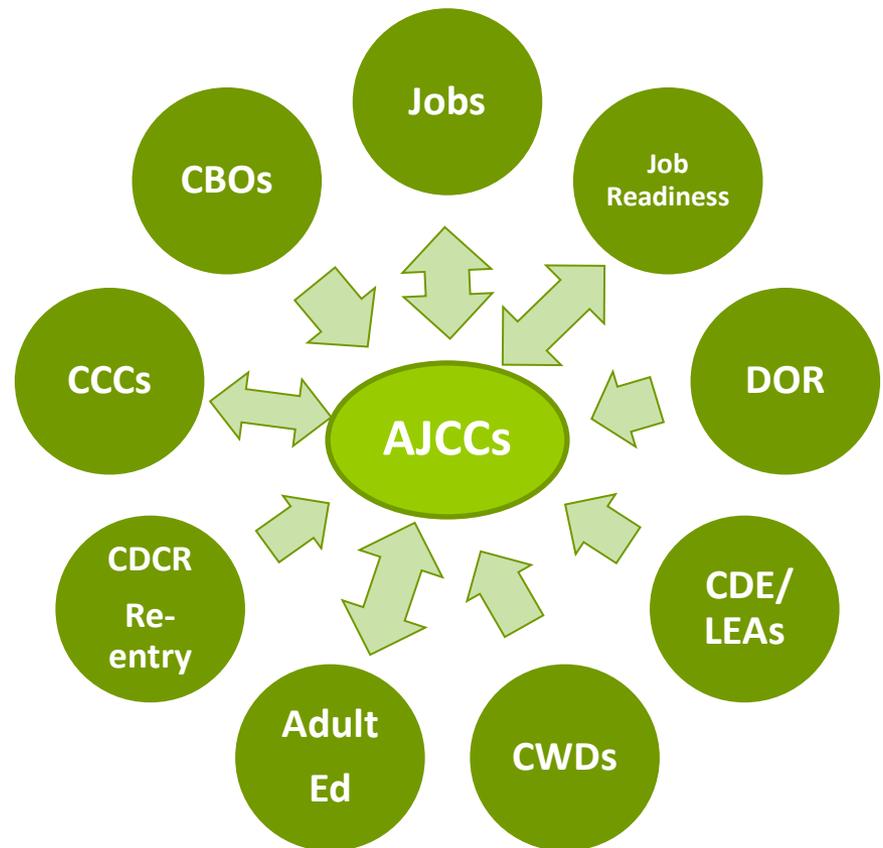
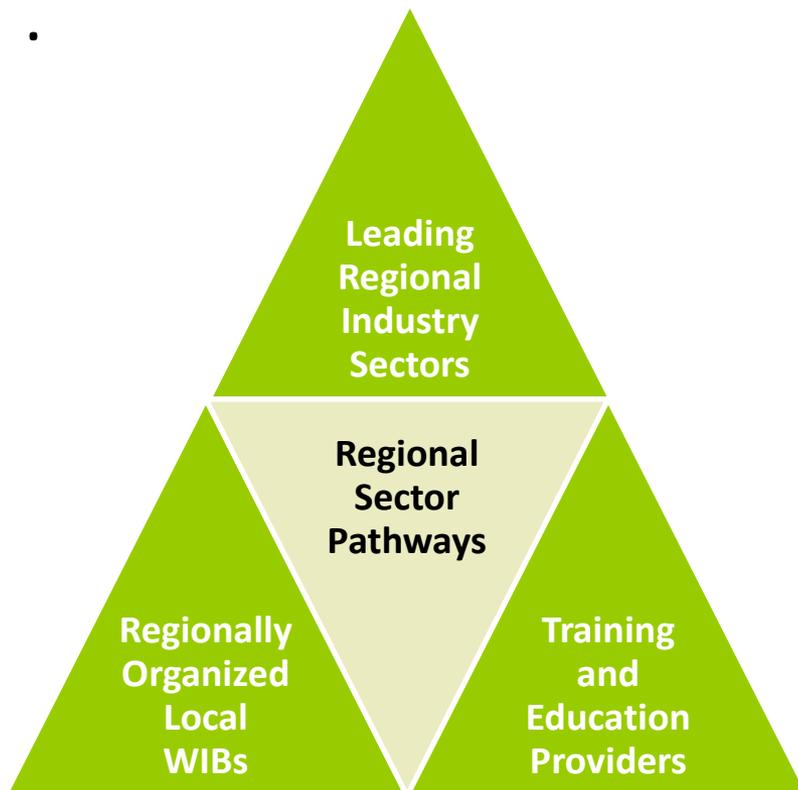
- Fostering “demand-driven skills attainment”
- Enabling upward mobility (especially for populations with barriers to employment)
- Aligning, coordinating, and integrating programs and services

## 7 How's (Strategies)

- Sector Strategies
- Career Pathways
- Utilizing “Earn and Learn” Strategies
- Organizing Regionally
- Providing Supportive Services
- Building Cross-System Data Capacity
- Integrating Services and Braiding Resources

# State Plan Chapter 3: Comprehensive Overview of Policy Strategies

## Vision for Service Delivery



# State Plan Chapter 3: Comprehensive Overview of Policy Strategies

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## Vision for Service Delivery

- Regional Workforce Pipelines – AKA “Regional Sector Pathways”
  - Regional alignment as accomplished through three strategies
    - Sector Strategies
    - Career Pathways
    - Organized Regional Partnerships
- Local access to regional pipeline
  - Providing supportive services
  - Integrating services and braiding resources (AJCCs)

# State Plan Chapter 3: Comprehensive Overview of Policy Strategies

## Organizing Regionally

- ▣ Partnerships based on program specialization/core competencies

Purpose: economies of scale, labor markets are regional, industry is organized regionally

WIOA Regional Planning Units



# State Plan Chapter 3: Comprehensive Overview of Policy Strategies

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## Partnering In Sector Strategies/Building Career Pathways

- ❑ Organizing with industry to strategize/address common workforce needs
- ❑ Organizing workforce/education professionals to provide training and education to meet industry needs
- ❑ Developing a plan to provide job seekers with relevant skillsets to connect them to industries that are hiring

Purpose: ensure training programs are relevant to the economy

# Chapter 3: Comprehensive Overview of Policy Strategies

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## Partnering In Sector Strategies/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

# State Plan Chapter 3: Comprehensive Overview of Policy Strategies

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## Vision for Service Delivery

### 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

# State Plan Chapter 3: Comprehensive Overview of Policy Strategies

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## Providing Supportive Services

- ❑ Dealing with obstacles faced by those with barriers to employment
- ❑ Subsidized childcare
- ❑ Subsidized transportation
- ❑ Books, uniforms, equipment
- ❑ Counseling
- ❑ Tutoring/Mentoring

Purpose: removing barriers to program completion and employment

# State Plan Chapter 3: Comprehensive Overview of Policy Strategies

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## **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

# State Plan Chapter 3: Creating Cross-System Data-Capacity

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## □ Context

- Decentralized service delivery structures
- Legacy systems and existing contract commitments

## □ Principles for Data Integration

- Form meets function
- Negotiated solution
- Different programs have different needs

## □ High level workgroup to work through the issues

# State Plan Chapter 3: Creating Cross-System Data-Capacity

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## Creating Cross-System Data Capacity

- ❑ Labor market data to understand labor markets
- ❑ Research data to know what works
- ❑ Performance data to ensure success and foster accountability

Purpose: effective use of resources

# State Plan Chapter 3: Creating Cross-System Data-Capacity

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## Performance Assessment

### □ Assessment of Core Programs

- WIOA performance measures
- Initial independent reporting based on existing systems using modifications where necessary

### □ Assessment of One-Stop Program Partners

- Co-location, cross training, and virtual access

### □ Regional Assessment

- Middle-skilled industry-valued postsecondary credentials (State goal of one million over the next 10 years)
- Training-related job placement

# Chapter 3: Creating Cross-System Data-Capacity

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## Performance

- ❑ State will “give great weight” to WIOA performance measures related to skills attainment
- ❑ CWA NOTE: DOL measures focused on placement/retention, State goals driving certificates/credentials

# Chapter 5: Roles and Functions of Core and Non Core Partners plans and Service Delivery in the AJCCs

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## Local Boards (Title I)

- ❑ Convene employers and partners to build model partnerships
- ❑ Work with partners to implement the state plan program strategies
- ❑ Provide business services to engage employers at the local level

## EDD-WSB field Staff (Title III)

- ❑ Provide job services in the AJCCs
- ❑ Coordinate TAA and Veteran's programs
- ❑ Provide representation on LWDBs

## SBE, CDE, and CCCCO (Title II Administrators and Operators)

- ❑ Issue mandatory partnership guidance to Title II providers
- ❑ Assess current level of partnership and compliance



**Regional & Local Planning  
Guidance for Local Workforce  
Boards & Regional Planning Units**

# Why Regional Plans?

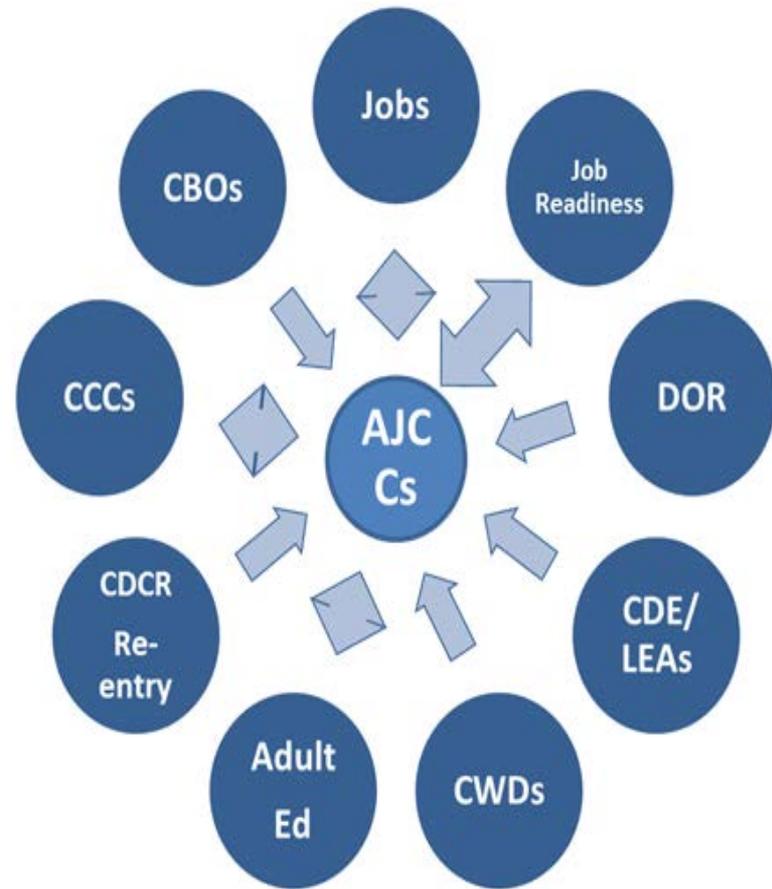
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- ❑ Aligning education & training with industry sector needs
- ❑ Identifying regional sector pathways
- ❑ Regional alignment between organizations
- ❑ Aligning regional systems



# Why Local Plans?

- ❑ Facilitating access to workforce services
  - ❑ i.e. making regional and state policy strategies actionable
- ❑ Ensuring a baseline level of WIOA core program alignment at the local level
- ❑ Positioning AJCC as an access point to a customizable menu of services and as an “on ramp” to regional sector pathways



# Regional Plan Requirements

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## ❑ WIOA Regional Plan Requirements

- ❑ Preparation of a regional plan
- ❑ Establishment of regional service strategies
- ❑ Development and implementation of sector initiatives for in-demand industry sectors or occupations
- ❑ Collection and analysis of regional labor market data
- ❑ Establishment of administrative cost arrangements
- ❑ Coordination of transportation and other supportive services
- ❑ Coordination of services with regional economic development services and providers
- ❑ Establishment of an agreement concerning how the region will collectively negotiate and reach agreement with the Governor on local levels of performance
  - ❑ Described in WIOA Section 116(c), for the Local Workforce Development Area(s) (Local Area) or the planning region

## ❑ State Plan Requirements

- ❑ Required Regional Partners
- ❑ Development of Regional Sector Pathways
- ❑ Industry-Valued Post-Secondary Credential Attainment
- ❑ Accessibility and Inclusivity
- ❑ Job Quality Considerations
- ❑ Regional Assessment

Note: WIOA Section 106 states that local plans are considered part of the regional plan and are submitted with Regional Plans to the state for approval

# Regional Plan Requirements

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- ❑ Regional Planning Partners
  - ❑ Describe the geographic boundaries of the Regional Planning Unit
  - ❑ List regional partners and their role in the development and implementation of the plan
    - ❑ Industry sector leaders, including associations, business organizations, and organized labor from the region's priority industry sectors
    - ❑ Regionally organized Local Boards
    - ❑ Local economic development agencies
    - ❑ Regional consortia of community colleges
    - ❑ Regional consortia of adult education providers
    - ❑ Representatives of K-12 Career and Technical Education (CTE) programs funded by either federal Perkins funds or various state-specific CTE funding streams

# Regional Plan Requirements

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- ❑ Regional Economic and Background Analysis
  - ❑ Economic conditions including existing and emerging in-demand industry sectors and occupations, and employment needs of employers in existing and emerging in-demand industry sectors and occupations
  - ❑ Knowledge and skills needed to meet the employment needs of the employers in the region
  - ❑ Assessment of the regional workforce (e.g. employment and unemployment, labor market trends, educational and skill levels of the workforce, individuals with barriers in the labor market)
  - ❑ Workforce development activities in the region (e.g. education and training)
  - ❑ The region's foreign born and limited English proficient population (in applicable RPUs)

# Regional Plan Requirements

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## □ Regional Sector Pathways

- A description how regional industry workforce needs have been assessed
  - data sources utilized
  - industry leaders engaged and the manner in which industry engagement took place
  - summary of relevant convening activities, dates, and attendees
- An analysis of the manner in which regional partners have or will determine whether existing training and education programs in the region were/are meeting industry's workforce needs.
- A description of any existing career pathway programs in the region that have been identified as meeting leading and emergent industry sector needs.
- A description of the work being done by industry, workforce boards, economic development agencies, and relevant faculty partners to recommend and implement any necessary adjustments to further develop career pathway programs that meet regional industry needs

# Regional Plan Requirements

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## □ Industry-Valued Post-Secondary Credential Attainment

- The process used to determine industry-valued and recognized postsecondary credentials, including a description of the process taken to insure industry leads this discussion
- The current industry-valued and recognized postsecondary credentials being emphasized in the regional plan and the process that will be used to ensure their relevance in subsequent years as labor markets change
- The manner in which regional partners, including industry leaders determined that the relevant credentials are actually industry valued
- Relevant training and education providers providing the credentials
- Description of how regional planning partners will establish regional goals for the attainment of industry recognized credentials

## □ Job Quality

- Projected earnings of those employed in occupations directly related to the regional sector pathway programs identified in the regional plan
- Foregoing wage levels to the median wage in the relevant RPU
- A description of the way each of the Local Boards in the RPU will prioritize working with employers who offer jobs with good wages and benefits, especially those with a history of hiring high need or historically disadvantaged populations

# Regional Plan Requirements

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## □ Accessibility and Inclusivity

### □ Descriptions of:

- outreach efforts made to include stakeholders and CBOs representing target populations
- the manner in which AEBG consortia participated in the WIOA regional planning process
- efforts to streamline and coordinate intake, assessment, and referrals of individuals needing basic skills remediation
- the role of CBOs in helping provide services to and integrating individuals with barriers to employment into region sector pathway programs
- the process Local Boards and their partners will use to retain individuals in relevant programs

### □ Analyses of:

- the need for basic skills education in the RPU with an estimated number of individuals being served and the types of basic skills services offered
- the way basic skills education will be integrated into regional sector pathways programs
- the ways in which RPU partners will ensure program and physical accessibility and participation for individuals with disabilities
- the means by which regional partners will work together to place individuals enrolled in TANF/CALWORKS in regional sector pathway programs
- the way regional program partners will work together to provide supportive services to individuals enrolled in regional sector pathways programs

# Regional Plan Requirements

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## □ Additional Requirements

- Determination of the extent to which persons receiving training and education services aligned with regional industry needs are actually obtaining employment in occupations and sectors directly related to their programs of study
- A description of how regional partners will work together to track training-related employment for individuals entering the labor market.
- RPUs that contain a county with a workforce of at least 15% limited English proficient (LEP) individuals must provide:
  - A description of outreach efforts to include stakeholders and COBs representing LEP individuals
  - An assessment of the need to provide services to and how services will be provided to LEP individuals
  - A description of the services that will be provided to LEP individuals

# Regional Plan Requirements

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## □ Process for Approval

1. The Chair of each local workforce development board must sign off on the regional plan
2. The State Board will “approve” regional plans
3. After approval, each chief local elected official must approve the regional plan
4. Local boards must submit documentation of CLEO signature to State Board

# Local Plan Requirements

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# Local Plan Requirements

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- ❑ Vision, strategic planning, and implementation
  - ❑ A cohesive statement pertaining to the vision, goals, and strategy of the Local Board and its partners that includes:
    - ❑ a description the Local Board's strategic vision to support regional economic growth and economic self-sufficiency
    - ❑ a strategy to work with the entities that carry out core programs and other required partners to align resources available to the Local Area to achieve the strategic vision of the local plan
- ❑ Local program alignment to implement state plan
  - ❑ Descriptions of:
    - ❑ the workforce development system in the Local Area that identifies programs included in the system
    - ❑ how the Local Board will support the seven policies identified in the State Plan and will work with the entities carrying out core programs and other workforce development programs

# Local Plan Requirements

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- ❑ Specified services and service delivery strategies
  - ❑ A description of the ways the Local Board will:
    - ❑ work with entities carrying out core programs to expand access to employment, training, education, and supportive services
    - ❑ facilitate the development of career pathways and co-enrollment in core programs
    - ❑ improve access to activities leading to a recognized post-secondary credential
    - ❑ facilitate engagement of employers
    - ❑ support a local workforce development system that meets the needs of businesses in the Local Area
    - ❑ better coordinate workforce development programs and economic development
    - ❑ strengthen linkages between the AJCC delivery system and unemployment insurance programs

# Local Plan Requirements

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- ❑ Information Pertaining to AJCCs
  - ❑ Descriptions of:
    - ❑ the way the Local Board will ensure continuous improvement of eligible providers of services through the system
    - ❑ how the Local Board will facilitate access to services provided through the AJCC delivery system
    - ❑ the way entities within the AJCC delivery system will comply with WIOA Section 188 and the *Americans with Disabilities Act*
    - ❑ roles and resource contributions of the AJCC partners
    - ❑ how Local Boards will work with WIOA Section 166 and WIOA Section 167 grantees.
    - ❑ how AJCCs will serve as an on-ramp for regional Sector pathways
  - ❑ Include executed MOUs, cost sharing agreements and cooperative agreements, or if cost sharing agreements are not yet completed, a description of where they are in the process

# Local Plan Requirements

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- ❑ Specific programs, populations, and partners
  - ❑ Descriptions of:
    - ❑ plans to coordinate local workforce investment activities with regional economic development activities
    - ❑ adult and dislocated worker employment and training activities
    - ❑ coordination of rapid response activities
    - ❑ the type and availability of youth workforce activities in the Local Area
    - ❑ plans to coordinate secondary and post-secondary education programs with workforce development activities
    - ❑ plans to coordinate WIOA Title I activities with the provision of transportation and other supportive services
    - ❑ plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act services
    - ❑ how the Local Board will coordinate WIOA Title I with adult education and literacy activities under WIOA Title II
    - ❑ services that will be provided to limited English proficient individuals (in applicable counties)

# Local Plan Requirements

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## ❑ Administration

- ❑ Identification of the entity responsible for the disbursement of grant funds
- ❑ The competitive process that will be used to award the subgrants and contracts for WIOA Title I

## ❑ Performance Goals

- ❑ A description of the performance levels negotiated the performance measures negotiated with the Governor and chief elected official

## ❑ Training Activity

- ❑ A description of how training services outlined in WIOA Section 134 will be provided through the use of individual training accounts

# Local Plan Requirements

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- ❑ **Transparency, Accessibility, and Inclusivity**
  - ❑ Describes the process used by the Local Board to provide a 30-day public comment period prior to submission of the plan
- ❑ **Intake and Case Management**
  - ❑ Describes how Local Boards currently handle intake and case management and whether their existing approach allows for the tracking of co-enrolled individuals
  - ❑ Describes how AJCCs are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by AJCC partners
- ❑ **Regional Plan Portions and Attachments**
  - ❑ Identifies the portions of the local plan that are being handled in the narrative content of the regional plan
- ❑ **Federal High Performance Board Efforts**
  - ❑ Includes a status report or description of local policies on Priority of Service, MOU Phase I and MOU Phase II policy plans

# Plan Submission

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## □ Format

- Cover Page
- Regional Plan
- Local plans for all local areas in the RPU

## □ Regional and local plans must be submitted to the State Board no later than **March 15, 2017**

- One original version with original signatures of Local Board Chairs
- One electronic version of the regional/local plan(s)
- Three copies of the regional plan and each local plan

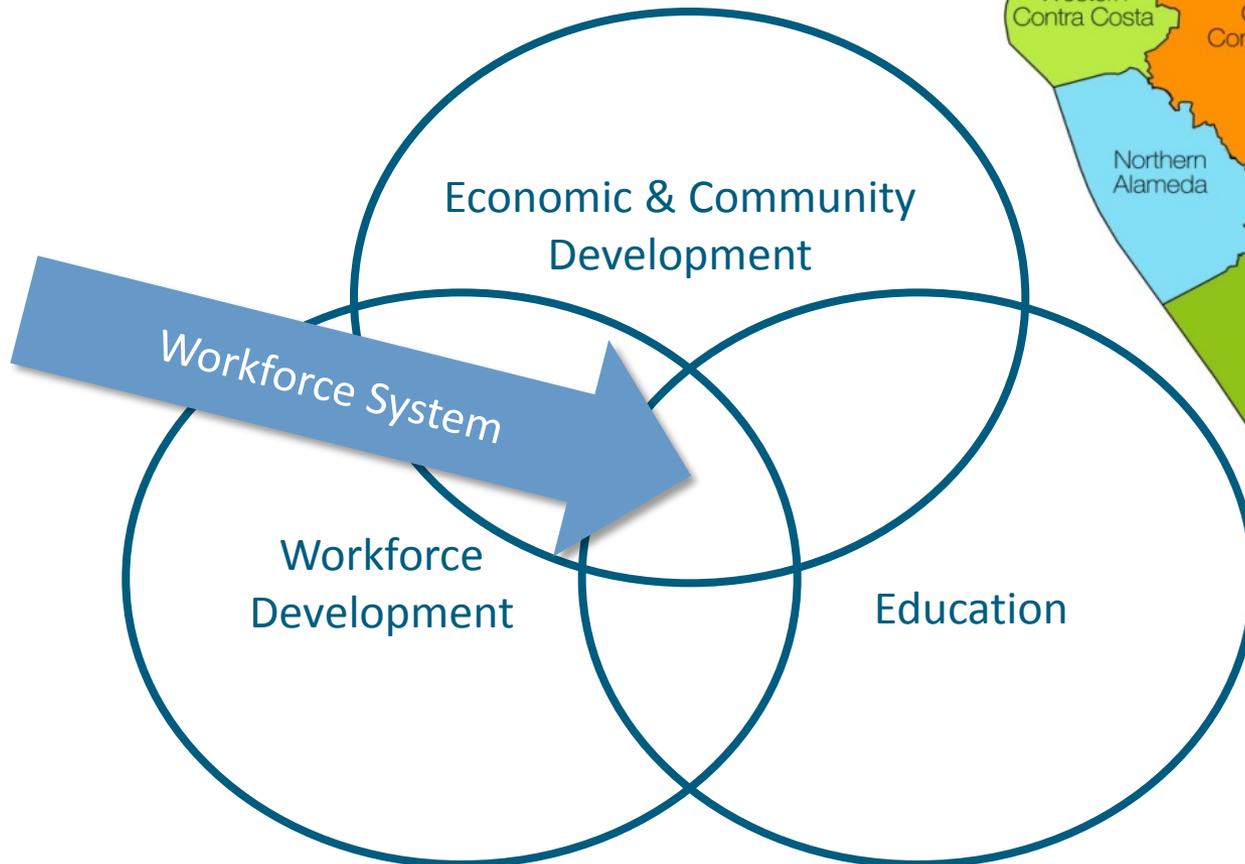
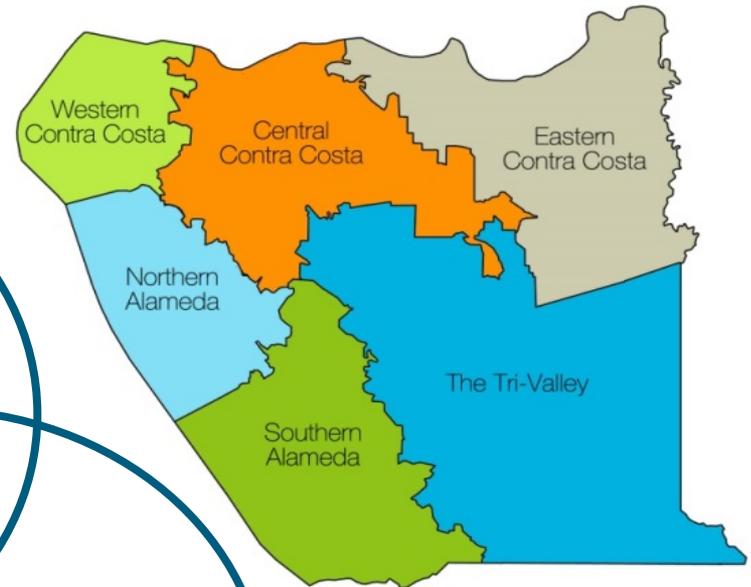


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# Regional & Local Plan Approach

# System Alignment

East Bay Area Sub-Regions



# Leverageable Planning Efforts

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- Strong Workforce Task Force (SWTF)
  - California Community College Chancellor's Office
  - Regional and local (college district) plans
  - Plans due January 31, 2017
  
- Bay Area Comprehensive Economic Development Strategy (CEDS)
  - Nine-County Bay Area effort
  - Plan to be submitted between Spring – Fall 2017

# Leverageable Research

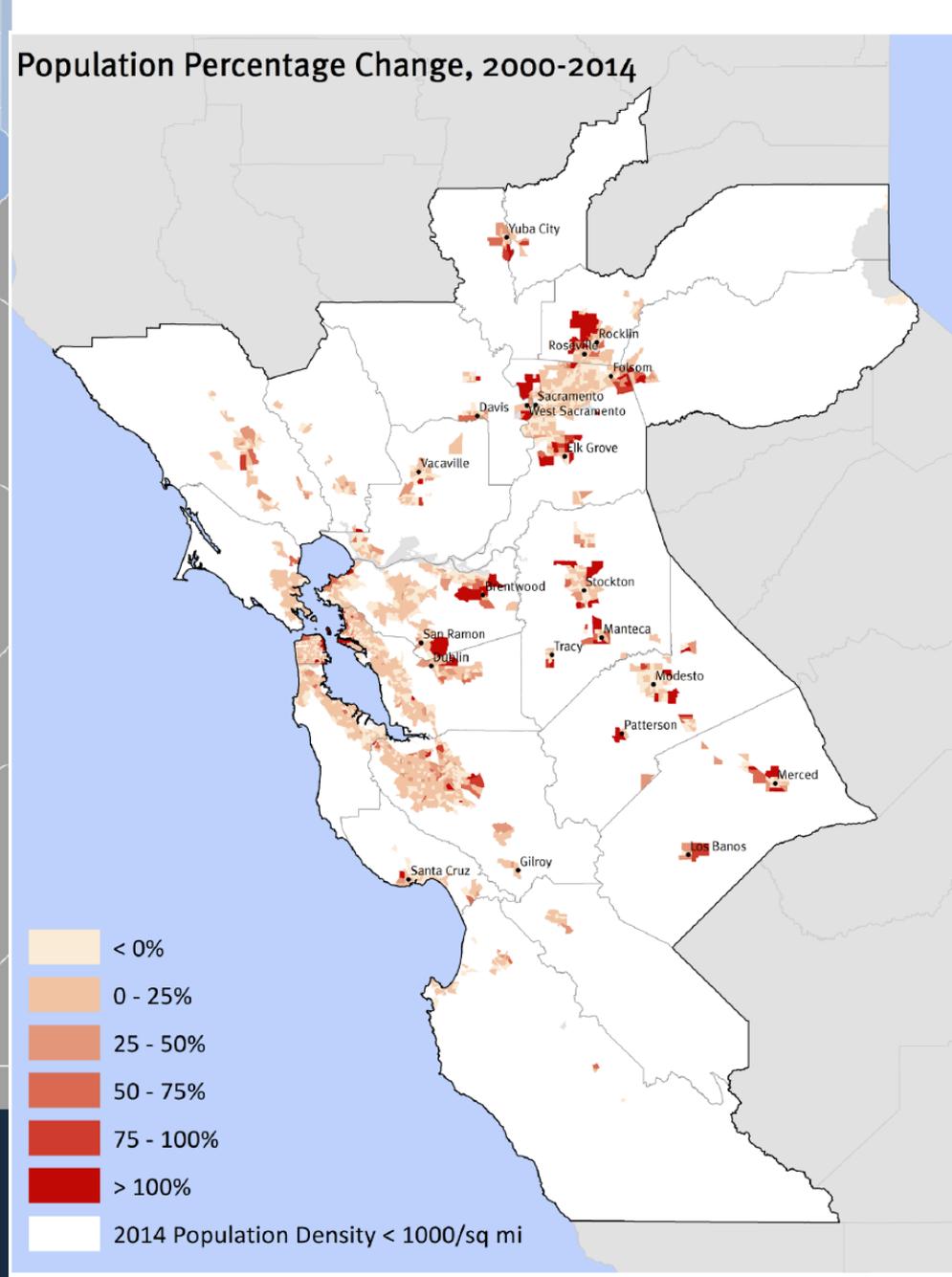
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- California Employment Development Department
  - Regional & Local Planning Tools
- Northern California Mega-Region Report (Bay Area Council Economic Institute – BACEI)
- Bay Area Community College Consortium
  - Macro and micro-regional data sets & reports
- East Bay Economic Development Alliance
  - 2016 Outlook Report
  - 2014 Workforce Report (needs specific updates)
- Other Analyses & Reports



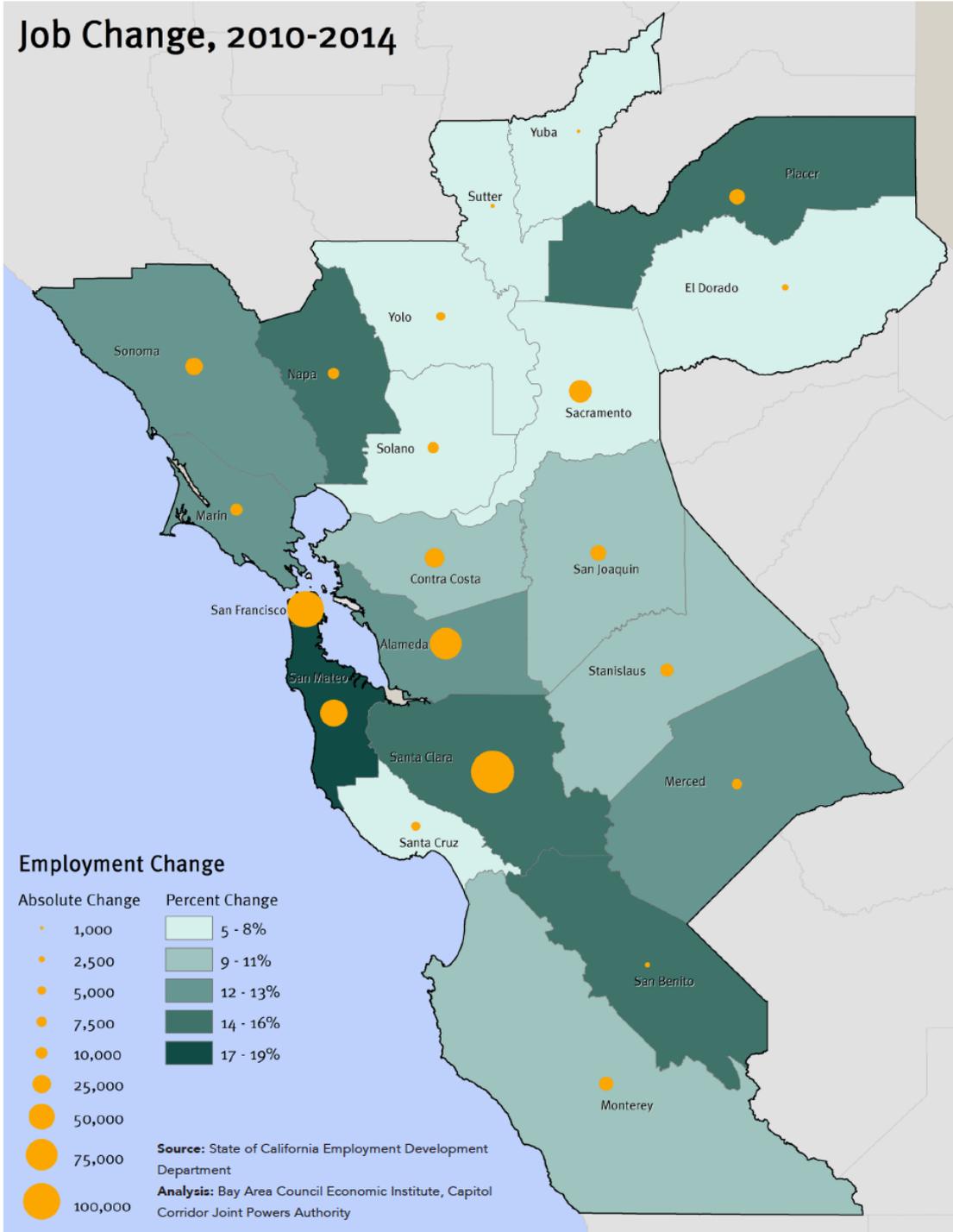
**Population:** 12.2 million, accounts for 31.5% of California's population

**Gross Regional Product (GRP):** \$875 billion in 2014, the highest GRP per capita of any U.S. megaregion

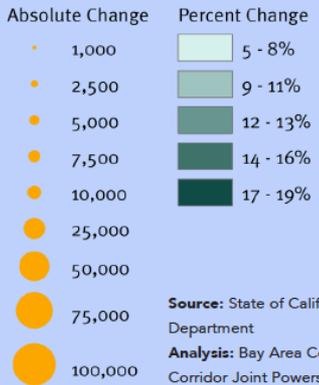


Source: California Department of Finance  
 Analysis: Bay Area Council Economic Institute, Capitol Corridor Joint Powers Authority

# Job Change, 2010-2014



## Employment Change

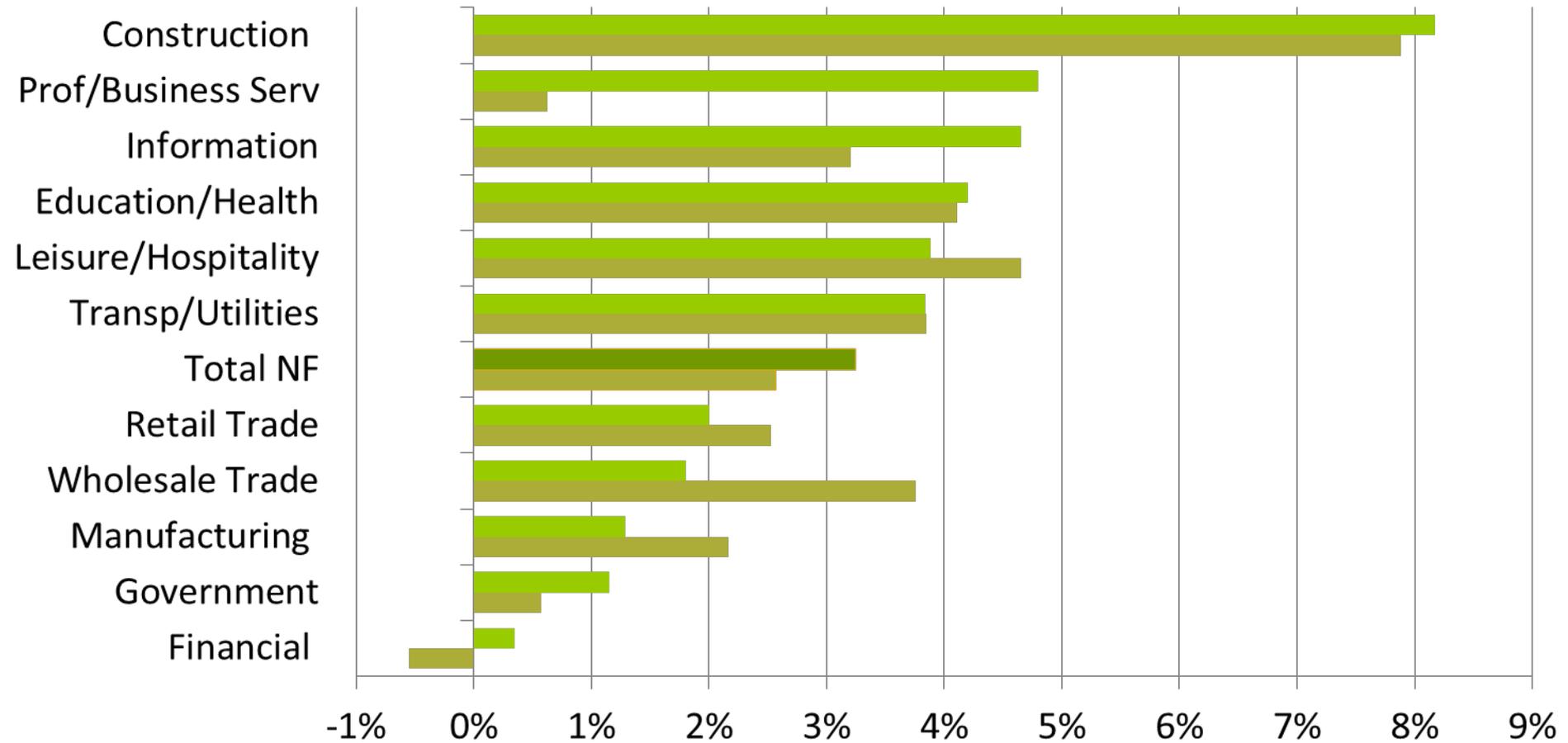


**Source:** State of California Employment Development Department  
**Analysis:** Bay Area Council Economic Institute, Capitol Corridor Joint Powers Authority

# Drivers of Regional Growth

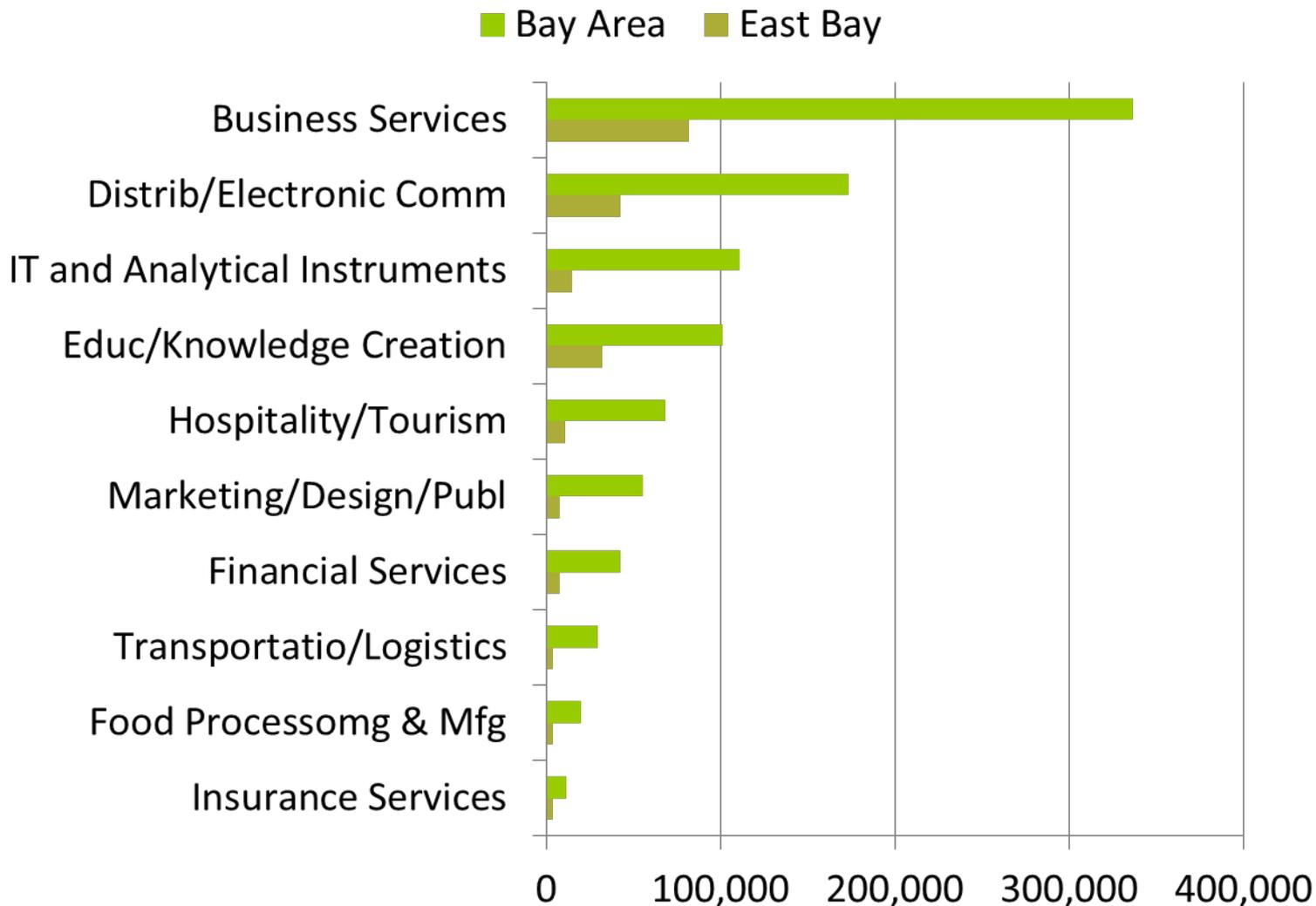
Percent Change, Year over Year, 2016 YTD

■ Bay Area ■ East Bay



Source: ABAG from California Employment Development Department data through August 2016. <sup>45</sup>

# Key Export Clusters—Bay Area and East Bay



Source: ABAG from County Business Patterns data applied to US Cluster Mapping Project trade cluster definitions.

# Leverageable Initiatives

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- Slingshot
- California Career Pathways Trust
  - Coordination of community college & adult education services at local education agencies (LEAs)
  - Plans completed – annual updates required
- Adult Education Block Grant (AEBG) Consortia
  - Coordination of community college & adult education services at local education agencies (LEAs)

# Slingshot



*Increasing regional economic prosperity and improving income mobility in regions throughout California*

# Existing Regional Collaboration

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- East Bay Regional Planning Unit (RPU)
  - Contra Costa County WDB
  - Alameda County WDB
  - City of Richmond WDB
  - City of Oakland WDB
  
- Additional East Bay RPU Slingshot Partners
  - East Bay EDA
  - East Bay Leadership Council/Contra Costa Economic Partnership
  - Community Colleges
  - California Labor Federation

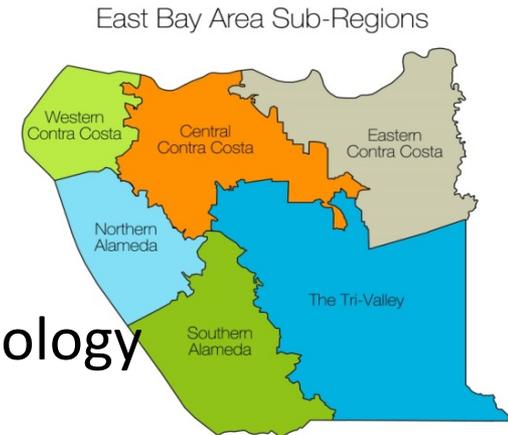
# East Bay Slingshot

## □ Five (5) Priority Industry Sectors

- Advanced Manufacturing
- Biomedical/Biotechnology
- Healthcare
- Information Communication Technology
- Transportation & Logistics

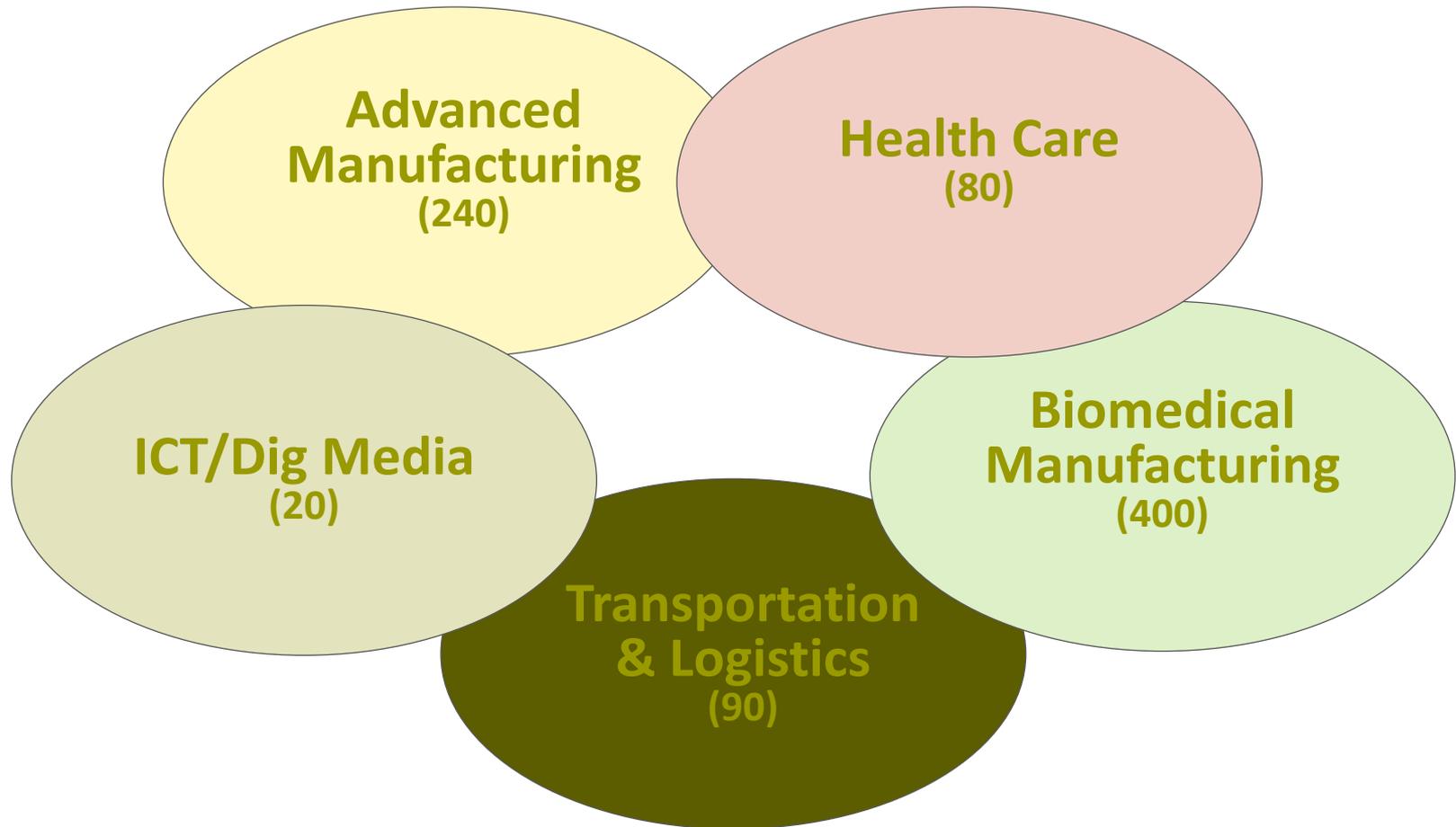
## □ Aggregating & strengthening demand-side perspective in each sector

## □ Distributed Network strategy (Sub-Regional Concentrations/Focus Areas)



# Sectors in Development

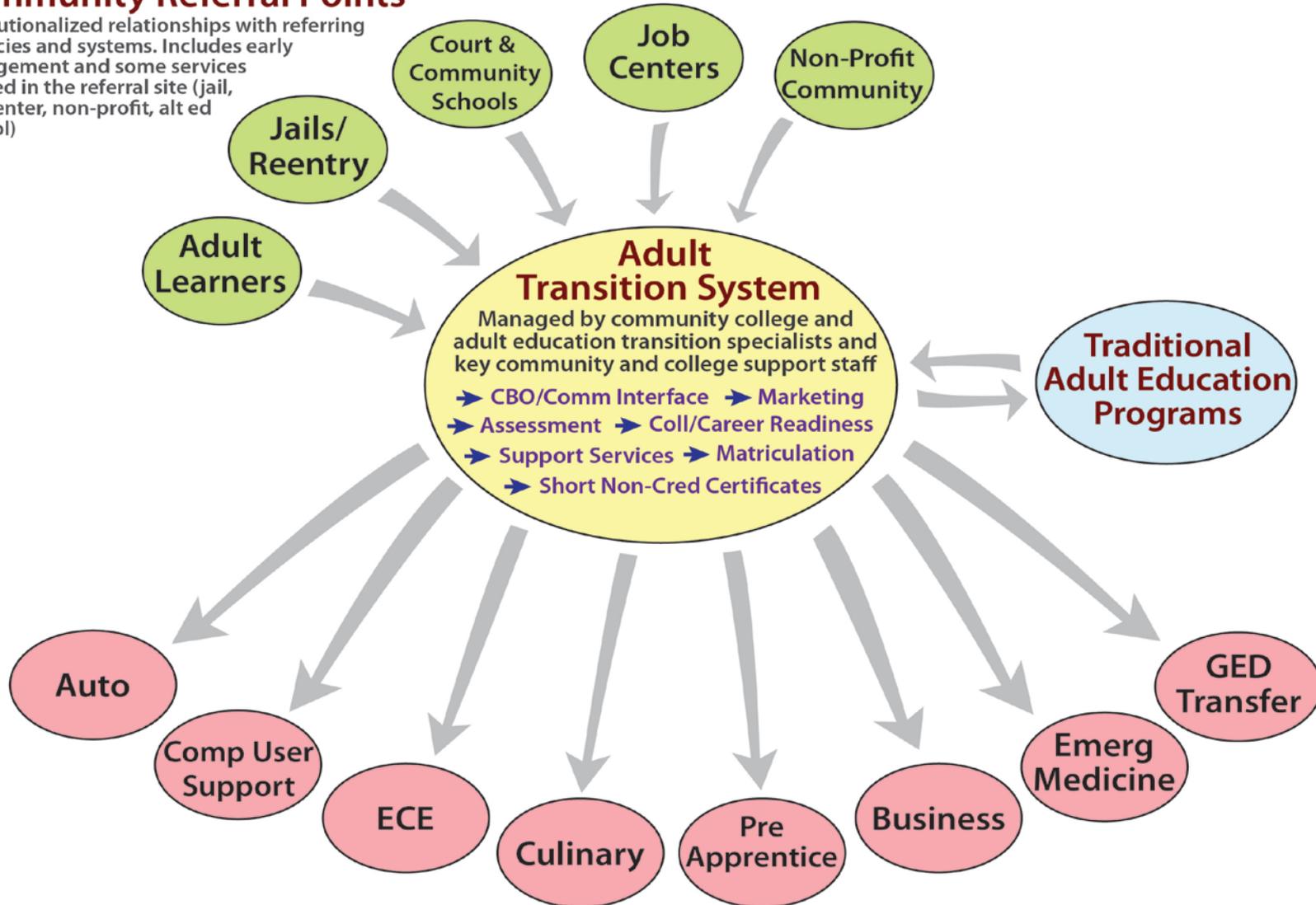
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# Regional Adult Learner and Transition Services

## Community Referral Points

institutionalized relationships with referring agencies and systems. Includes early engagement and some services offered in the referral site (jail, job center, non-profit, alt ed school)



## College Pathways and Onramps

Employment and College Degree/Transfer

1-2 term cohort based education pathway programs that include linked courses, team instruction, embedded counseling, job readiness, and contextualized basic math and english instruction. Each Pathway lead to employment or to advanced certification, 2 year degree or transfer pathways

# Challenges & Opportunities

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## OWDB Planning Efforts

- What do we know about the local and regional economy and labor market?
- What does the current and prospective landscape of workforce development investments look like?
- How are we helping populations find opportunities that they would not be able to find on their own?
- What partnerships can enable the OWDB to have the greatest impact on Oakland businesses and residents?

# Looking Ahead...

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- Near-Term Priorities (2016-2017):
  - Strategic Plan process (2017-2020)
    - City of Oakland Strategic Workforce Development Plan
    - East Bay Regional Workforce Development Plan
  - Continued focus on core program areas
    - Further augment and enhance business services
    - Improve alignment of job seeker services for adults & youth
    - Strengthen organizational development & administrative systems
    - Deepen capacity for workforce intelligence & data analysis
  - Special projects
    - Existing projects with current investments
    - Potential projects that are aligned with the OWDB strategic vision