



## Agenda Packet

*Governor*  
*Edmund G. Brown Jr.*

*Chair*  
*Mike Rossi*

*Executive Director*  
*Tim Rainey*

**Tuesday, June 23, 2015**  
10:00 a.m. to 12:00 p.m.

**State Building & Construction  
Trades Council of California  
1231 I Street, Suite 302  
Sacramento, CA 95814  
(916) 443-3302**



**CALIFORNIA WORKFORCE INVESTMENT BOARD  
MEETING NOTICE**

**Tuesday, June 23, 2015  
10:00 a.m. to 12:00 p.m.**



Tim Rainey  
Executive Director

Michael Rossi  
Chair

**State Building & Construction Trades Council of California  
1231 I Street, Suite 302  
Sacramento, CA 95814  
(916) 443-3302**

Edmund G. Brown, Jr.  
Governor

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**AGENDA**

- 1. Welcome and Opening Remarks**
- 2. Public Comment**
- 3. Action Items**
  - a. [Approve the Meeting Minutes from January 20, 2015](#)
  - b. [Approve the Designation of Local Workforce Development Areas](#)
- 4. Update/Discussion**
  - a. [Review of Methodology and Proposed Boundaries for WIOA Regional Planning Areas](#)
  - b. [SlingShot Implementation](#)
  - c. [WIOA Workgroups](#)
- 5. Other Business**

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Meeting conclusion time is an estimate; meeting may end earlier subject to completion of agenda items and/or approved motion to adjourn. In order for the State Board to provide an opportunity for interested parties to speak at the public meetings, public comment may be limited. Written comments provided to the Committee must be made available to the public, in compliance with the Bagley-Keene Open Meeting Act, §11125.1, with copies available in sufficient supply. Individuals who require accommodations for their disabilities (including interpreters and alternate formats) are requested to contact the California Workforce Investment Board staff at (916) 657-1440 at least ten days prior to the meeting. TTY line: (916) 324-6523. Please visit the California Workforce Investment Board website at <http://www.cwib.ca.gov> or contact Daniel Patterson (916) 657-1446 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 the January 20, 2015 Meeting Summary**
- b. Approve the Initial Designation Actions for Local Workforce Development Areas**

**[Directive 14-10](#) provided guidance to request initial designation as a local workforce development area for the 2 year period of July 1, 2015 through June 30, 2017. The full State Board will review staff recommendations based on the evaluation criteria included in the Directive. The Executive Committee approved the recommendations at their meeting on June 1, 2015.**

**CALIFORNIA WORKFORCE INVESTMENT BOARD**  
**FULL BOARD MEETING**  
**January 20, 2015**

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**1. Welcome and Opening Remarks**

With a quorum present, Chair Mike Rossi convened the meeting at 10:15 a.m., welcoming the Board members and giving a brief overview of the State Board's work for the next 12 months.

Members in Attendance:

Josh Becker	John Brauer
Jerome Butkiewicz	Jamil Dada
Jim Suennen for Diana Dooley	Diane Factor
Imran Farooq	Lawrence Frank
Mike Gallo	Van Ton-Quinlivan for Brice Harris
Chris Hill	Patrick Henning, Jr.
Pamela Kan	Brian McMahon for David Lanier
Steve Levy	Laura Long
Hanna Snider for Mullen	Kimberly Parker
Henry R. Perea	Diana Ravnik
Bob Redlo	Mike Rossi, Chair
Hermelinda Sapien	Jeremy Smith
Abby Snay	Bruce Stenslie
Russell for Weikle/Torlakson	Joseph Williams

**2. Public Comment**

Support of the Local Area Modification (Item 2b) was provided by:  
Mayor Henry Sanchez, Jr., City of Lomita  
Councilman Tim Goodrich, City of Torrance  
Wayne Spencer, Chair-South Bay Workforce Investment Board

**3. Action Items**

**a. Approval of the January 20, 2015 Meeting Summary**

A motion to approve the summary was offered Jamil Dada and seconded. The Board voted unanimously to approve the item.

**b. Approval of the Local Area Modification Application:**

Tim Rainey amended the staff recommendation and made a motion that the State Board postpone this item and defer it to the Executive Committee for their consideration at their meeting on February 20, 2015. The purpose of the delay is to provide the chief local elected official representing Pacific Gateway a 30-day period to provide a formal response to the proposed application. Chair Rossi and Patrick Henning, Jr. clarified that the EDD's analysis and recommendation were not complete without the proper notice and input from the CLEO. There was concern expressed by members if the delay by the Board would impact the quality of services to the participants. Jamil Dada made the motion to approve the recommendation, seconded by Patrick Henning, Jr. 27 voted in Favor; 3 members Opposed. The motion was approved and the item will be deferred to the Executive Committee.

Executive Committee Action: On February 20, 2015 the Executive Committee heard the item and passed it unanimously. It was approved by the Governor on April 29, 2015. The modification will be effective July 1, 2015.

**c. Approve the Amendment to the Eligible Training Provider List Policy**

A motion was offered, Bob Redlo seconded the motion. There was some discussion regarding the amendment; benefits and unintended consequences, state and local board responsibilities. A member recommended that the new Credentialing Committee take a look at the programs on the ETPL to make sure that they are actually resulting in training related placements and an assessment of the overall quality of the programs on the ETPL. The motion was passed unanimously. 1 abstention.

**4. Updates & Discussion**

**Governor's 2015-16 Proposed Budget Summary:**

The Governor proposed a framework for alignment of agencies and investment of funding to unify, strengthen and leverage workforce investment activities in California.

**WIOA Implementation Workgroup:**

Co-chairs Van Quinlivan and Jamil Dada provided a brief overview of the work of the WIOA Implementation Committees. There is a commitment from Labor Agency to ensure that there is an ongoing planning process among all the partner agencies and that all the work will be funneling through a larger workgroup lead by the Labor Agency.

**Increasing Skill and Credential Attainment Workgroup:**

Co-chairs Mike Gallo and Kim Parker provided a brief overview of the work of the Committee.

**Health Workforce Development Council:**

Chair Bob Redlo – the Council’s Advocacy Committee will be conducting a legislative briefing on February 18 at 10:00am to 12pm at the State Capitol.

Pamela Kan recommended that through the implementation of the Slingshot initiatives there may be a need to bring other groups back together to provide assistance in some of this work: Advanced Manufacturing was one such area that the slingshot grants were focusing on.

John Brauer asked for information on what some of the common outcomes were on the Slingshot initiatives: income mobility, what types of jobs, higher paying employment, etc. Mr. Rossi spoke to the need to grow and learn on these initiatives. They are still in the early stages of these grants and we want to make sure we are setting the right goals in the right areas.

**5. Other Business**

Mr. Rossi closed the meeting by committing the Executive Committee to making a recommendation to the Governor on the local area modification application. He also reminded members that change is not easy but as long as we continue to move forward we will achieve what we set out to accomplish. The Governor is using the Slingshot as the vehicle to move this work out to the local/regional areas. He thanked members for the work and commitment.

Meeting was adjourned.

### **Action Requested**

Review and recommend approval to the Governor the initial designation of local workforce development areas for the period of July 1, 2015 through June 30, 2017.

### **Background**

Section 106 of the Workforce Innovation and Opportunity Act (WIOA) requires the Governor to designate local workforce development areas (local area) within the state, and Section 107 requires the Governor to certify one local workforce development board for each local area in the state. These certifications are to be effective July 1, 2015 through June 30, 2017.

### **Policy Criteria**

The California Workforce Investment Board (State Board) and the Employment Development Department (EDD) published Directive 14-10, dated February 20, 2015 which contained policies and procedures to request these designations. The policies and timelines in the directive provide maximum flexibility to local areas so they have sufficient time to prepare for and fully comply with the new WIOA requirements, to include local planning by July 1, 2016 when WIOA is to be fully implemented. The directive allows for three options for the Governor's consideration:

- Full designation - all documents are included and fully executed and local area meets performance standards
- Conditional designation - all documents are included but missing local CLEO signature and local area meets performance standards.
- Denial of eligibility - local area does not meet performance or fiscal integrity requirements

The State Board and EDD reviewed the applications and make the following recommendations to the Executive Committee.

### **Full Designation for the period of July 1, 2015 through June 30, 2017**

City of Anaheim	Foothill
Golden Sierra Consortium	Humboldt County
Imperial County	Kings County
City of Long Beach (Pacific Gateway)	City of Los Angeles
Los Angeles County	Madera County
Mendocino County	Merced County
Monterey County	Mother Lode Consortium
North Central Counties Consortium	
Northern Rural Training & Employment Consortium	Orange County
North Valley Job Training Consortium (NOVA)	City of Richmond
Riverside County	San Bernardino County
San Diego County	San Joaquin County
City of San Jose	County of Santa Ana
Santa Barbara County	Santa Cruz County
Sacramento County (SETA)	Sonoma County
South Bay	Southeast Los Angeles County
Solano County	Tulare County
Ventura County	Yolo County

**Conditional Designation for the Period of July 1, 2015 through June 30, 2017**

Alameda County  
Fresno County  
Marin County\*  
City of Oakland  
City of San Francisco  
Stanislaus County

Contra Costa County  
Kern, Inyo, Mono Counties Consortium  
Napa, Lake County  
San Benito County  
San Luis Obispo County  
Verdugo County

Marin County did not meet standards for performance for the previous 2 program years. However, their performance is improving significantly in the current year. The State Board's staff and EDD will develop a corrective action plan that includes strategies, actions and milestones that must be completed or staff will recommend additional actions for the Governor's consider as stipulated in WIOA Section 184 "*Fiscal Controls: Sanctions*"

**Denial of Initial Designation**

City of San Bernardino – did not meet standards for fiscal integrity. The County of San Bernardino, a separate local area, will become responsible for administration of WIOA and delivering services within the city of San Bernardino. These actions will be implemented once the Governor hears and approves the full Board's recommendations.

**Next Steps**

Recommendations from the State Board will be forwarded to the Governor for the designation of local areas as required by the WIOA. Letters will be sent to all local area Chief Local Elected Officials informing them of the final determination by the Governor.

Michael Rossi, Chair   ■   Tim Rainey, Executive Director   ■   Edmund G. Brown, Jr., Governor

May 8, 2015

Marin County Workforce Investment Board  
Katie Rice, President  
Marin County Civic Center  
3501 Civic Center Drive, Suite 329  
San Rafael, CA 94903

SUBJECT: Application for Initial Designation as a Local Workforce Development Area

Dear Ms. Rice,

The California Workforce Investment Board (State Board) has received and carefully assessed your application for initial designation as a Local Workforce Development Area (local area) under the new federal Workforce Innovation and Opportunity Act (WIOA).

This letter is to inform you that Marin County's application for initial designation will be recommended for denial. This determination is made by applying the criteria included in Directive WSD 14-10, dated February 20, 2015. Marin County did not perform successfully in Program Years (PY) 2012-13 and 2013-14, as required. Therefore the recommended action for the State Board at its next scheduled meeting will be to advise the Governor to deny Marin County's application for initial designation.

Directive WSD 14-10 contains the specific minimum federal requirements that must be met for a local workforce area to request and be approved for initial designation. The three elements are:

- Was designated as a local area under the Workforce Investment Act (WIA);
- Performed successfully; and
- Sustained fiscal integrity.

The directive also provides clearly stated definitions of these elements. In reference to the definition of performed successfully, a local area is ineligible for initial designation if it did not achieve at least 80 percent of its local performance goal on seven or more of the performance measures during either PY 2012-13 or PY 2013-14.

For your information, the PY 2012-13 and PY 2013-14 Annual Performance Report Table O performance outcomes for the Marin County are attached. The attached tables are verified and published in coordination with the Employment Development Department, by the State Board in compliance with WIA Title IB requirements and the Department of Labor's Employment and Training Administration.

Following State Board action on this item at its next scheduled meeting, a notice of the Board's action will be mailed to you. Your County may appeal the action. Instructions for submitting an appeal are included in Directive WSD 14-10.



TIM RAINEY, Executive Director  
California Workforce Investment Board

Enclosure

cc: David Lanier, Secretary - Labor and Workforce Development Agency  
Mike Rossi, Chair - California Workforce Investment Board  
Patrick Henning, Director - Employment Development Department  
Brian McMahan, Labor and Workforce Development Agency

Michael Rossi, Chair   ■   Tim Rainey, Executive Director   ■   Edmund G. Brown, Jr., Governor

May 29, 2015

Marin County Workforce Investment Board  
Katie Rice, President  
Marin County Civic Center  
3501 Civic Center Drive, Suite 329  
San Rafael, CA 94903

SUBJECT: Application for Initial Designation as a Local Workforce Development Area

Dear Ms. Rice:

On May 8, 2015, the Marin County Workforce Investment Board was informed that the County of Marin did not meet the minimum standards for designation as a local workforce development area (local area) under the new federal Workforce Innovation and Opportunity Act (WIOA). As such, the recommended action was to deny the County's application for local area designation. The standards and evaluation criteria used to make this determination are included in Directive WSD 14-10, dated February 20, 2015.

The purpose of this letter is to inform you that this office, along with the Employment Development Department, will amend the original recommended action (denial), and recommend conditional initial designation of the local area.

During the period of conditional initial designation, the State will work with the Marin County Workforce Investment Board members, staff, and County officials to jointly develop a corrective action plan. If the corrective action is implemented successfully and results in sustained achievement of the local area designation standards, the State will upgrade the conditional designation to full designation. Failure to correct and sustain the acceptable level of performance will result in the consideration of other actions granted to the Governor in the WIOA Section 184 Fiscal Controls; Sanctions.

Following the State Board's action on this item at its next scheduled meeting of June 23, 2015, a notice of the Board's action will be mailed to you.



TIM RAINEY, Executive Director  
California Workforce Investment Board

cc: Patrick Henning, Jr., Director – Employment Development Department  
David Lanier, Secretary – Labor and Workforce Development Board  
Michael Rossi, Chair – California Workforce Investment Board

Michael Rossi, Chair   ■   Tim Rainey, Executive Director   ■   Edmund G. Brown, Jr., Governor

May 15, 2015

City of San Bernardino  
Honorable R. Carey Davis, Mayor  
300 North D Street  
San Bernardino, CA 92401-1148

SUBJECT: Application for Initial Designation as a Local Workforce Area

Dear Mayor Davis,

The California Workforce Investment Board (State Board) has received and carefully assessed your application requesting initial designation as a Local Workforce Development Area (local area) under the new federal Workforce Innovation and Opportunity Act (WIOA).

This letter is to inform you that the City of San Bernardino's application for initial designation will be recommended for denial. This determination was made by applying the criteria included in Directive WSD 14-10, dated February 20, 2015. The City did not meet the criteria for fiscal integrity as required. Therefore, the recommended action for the State Board at its next scheduled meeting will be to advise the Governor to deny the City's application for initial designation.

Directive WSD 14-10 contains the specific minimum federal requirements that must be met for a local area to request and be approved for initial designation. The three elements are:

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The directive also provides clearly stated definitions of these elements. In reference to the definition of fiscal integrity, a local area is ineligible for initial designation if it did not adhere to the applicable uniform administrative requirements set forth in Title 29 CFR Parts 95 and 97, appropriate Office of Management and Budget circulars or rules, WIA regulations, and state guidance. These responsibilities include the following: (1) Timely reporting of WIA participant and expenditure data; (2) Timely completion and submission of the required annual single audit; and (3) Have not been placed on cash hold for longer than 30 days.

Specifically, the City's single audit for SFY 2011-12, due on March 31, 2013, was not submitted until June 2014. The single audit for SFY 2012-13, due March 31, 2014, has not yet been submitted. The City has also been on cash hold since October 2014.

Following State Board action on this item at its next scheduled meeting, a notice of the Board's action will be mailed to you. You may appeal the action. Instructions for submitting an appeal are included in Directive WSD 14-10.



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**Item 4. Discussion/Updates**

- a. Methodology and Proposed Boundaries for WIOA Regional Planning Units

[Draft Directive 116](#) communicates the State’s analysis, rationale and methodology for designation of regional planning units as required by Section 106 of the Workforce Innovation and Opportunity Act

Attachment 1: Proposed Regional Planning Units with LMID Markets

Attachment 2: Map of LMID Economic Markets

Attachment 3: Regional Planning Unit Methodology

- b. SlingShot Implementation

- c. WIOA Workgroups

**Item 5. Other Business**

# Proposed Regional Planning Units

With LMID Economic Markets and Submarkets



# LMID Economic Regions and Subregions for Regional Economic Analysis Profiles



## Counties in Numbered Subregions:

### Northern Region

1. Butte, Colusa, and Glenn
2. Lassen, Modoc, Plumas, Shasta, Sierra, Siskiyou, Tehama, and Trinity
3. Del Norte, Humboldt, and Mendocino

### Sacramento Region

4. Alpine, El Dorado, Nevada, Placer, Sacramento, and Yolo
5. Sutter and Yuba

### San Francisco Bay Area Region

6. Alameda, Contra Costa, and Solano
7. Lake, Napa, and Sonoma
8. Marin, San Francisco, San Mateo, and Santa Clara

### San Joaquin Valley Region

9. San Joaquin, Stanislaus, and Merced
10. Fresno, Kern, Kings, Madera, and Tulare

### Eastern Sierra Region

11. Amador, Calaveras, Inyo, Mono, Mariposa, and Tuolumne

### Coastal Region

12. Monterey, Santa Cruz, and San Benito
13. Santa Barbara and San Luis Obispo

### Southern Region

14. Los Angeles
15. Orange
16. San Bernardino and Riverside
17. Ventura

### Southern Border Region

18. San Diego
19. Imperial

## Proposed Regional Planning Units

1. Coastal Region (5 boards): Monterey, San Benito, SLO, Santa Barbara  
Santa Cruz

Counties Included (5): Monterey, Santa Cruz, San Benito, Santa Barbara, San Luis Obispo

Major City Populations in Region: Salinas, Santa Maria, Santa Barbara, Monterey, San Luis Obispo, Santa Cruz

2. Middle Sierra (1 board): Mother Lode

Counties Included (4): Amador, Calaveras, Mariposa, Tuolumne

Major City Populations in Region: Sonora, Angels City

3. North Coast (2 Boards): Humboldt and Mendocino

Counties Included (2): Humboldt and Mendocino

Major City Populations in Region: Eureka, Ukiah

4. North State (1 board): NORTEC

Counties Included (11): Del Norte, Siskiyou, Modoc, Trinity, Shasta, Tehama, Butte, Nevada, Sierra, Plumas, Lassen

Major City Populations in Region: Redding, Chico, Paradise, Oroville, Truckee, Susanville

5. Capitol Region (4 boards): Golden Sierra, North Central Counties, SETA , Yolo

Counties Included (9): Alpine, Sacramento, Yolo, Sutter, Colusa, Glenn, Yuba, Placer, El Dorado

Major City Populations in Region: Sacramento, Elk Grove, Roseville

6. East Bay (4 boards): COCO, Alameda, Richmond, Oakland

Counties Included (2): Contra Costa, Alameda

Major City Populations in Region: Oakland, Fremont, Concord, Berkeley, Richmond, Antioch

7. North Bay (4 boards): Marin, Napa-Lake, Sonoma, Solano

Counties Included (5): Marin, Napa, Lake, Sonoma, Solano

Major City Populations in Region: Santa Rosa, Vallejo, Fairfield, San Rafael, Napa

8. Bay-Peninsula (4 boards): SF, NOVA, San Mateo, San Jose

Counties Included (3): San Francisco, San Mateo, Santa Clara

Major City Populations in Region: San Jose, San Francisco, Sunnyvale, Santa Clara, Daly City, San Mateo, Palo Alto

9. San Joaquin Valley and Associated Counties (8 Boards): Fresno, Kern-Inyo-Mono, Kings, Madera, Merced, San Joaquin, Stanislaus, Tulare

Counties Included (10): Fresno, Kern, Inyo, Mono, Kings, Madera, Merced, San Joaquin, Stanislaus, Tulare

Major City Populations in Region: Fresno, Bakersfield, Stockton, Modesto, Visalia, Clovis, Merced

10. Southern Border (2 Boards): San Diego, Imperial

Counties Included (2): San Diego, Imperial

Major City Populations in Region: San Diego, Chula Vista, Oceanside, Escondido, Carlsbad, El Cajon

11. Los Angeles Basin (7 Boards): LA City, LA County, Foothill, SELACO, South Bay, Verdugo, Pacific Gateway

Counties Included (1): Los Angeles

Major City Populations in Region: Los Angeles, Long Beach, Santa Clarita, Glendale, Lancaster, Palmdale, Pomona, Torrance, Pasadena, El Monte, Downey, Inglewood, West Covina, Norwalk, Burbank, Carson, Compton, Santa Monica,

12. Orange (3 Boards): Santa Ana, Orange, Anaheim

Counties Included (1): Orange

Major City Populations in Region: Anaheim, Santa Ana, Irvine, Huntington Beach, Garden Grove, Orange, Fullerton, Costa Mesa, Mission Viejo

13. Inland Empire (3 Boards): Riverside, San Bernardino County, San Bernardino City

Counties Included (2): Riverside, San Bernardino

Major City Populations in Region: Riverside, San Bernardino, Fontana, Moreno Valley, Rancho Cucamonga, Ontario, Corona, Victorville, Murrieta, Temecula, Rialto

14. Ventura (1 Board)

Counties Included (1): Ventura

Major City Populations in Region: Oxnard, Thousand Oaks, Simi Valley, San Buenaventura

### **How the regions were determined (Summary)**

Local board placement in **regional planning units** is based primarily on economic data, the location of WIOA client populations, the way these populations fit into regional economies, commute patterns between counties, and the geographic distribution of industry sectors.

While the boundaries of the proposed **regional planning units** were largely set by giving weight to the foregoing economic data and by starting with **regional economic market** boundaries drawn by EDD, proposed regional planning unit boundaries were modified to take into account the number of local workforce investment areas in a region, the size of the area covered, and the boundaries and planning relations of existing regional workforce consortia. Additionally the CWIB took into account the location of regional consortia providing Adult Education services, and economic development areas when drawing these boundaries.

### **EDD's Method to Draw Regional Economic Market Boundaries**

1. EDD LMID started by dividing California into regions based on geography and transportation infrastructure.
2. EDD LMID used commute pattern data (U.S. Census Bureau) and industry employment data (EDD-LMID) to identify the largest employment center in each region (as measured by the number of jobs in a county and the number of people entering the county from elsewhere for employment).
3. EDD LMID used commute pattern data (U.S. Census Bureau) to identify whether surrounding counties within a region were attached to the "largest employment center" county as measured by commute patterns.
4. For counties without a clear region designation as based on the steps above, EDD LMID used labor market (EDD-LMID) and industry employment (EDD-LMID) data to evaluate the labor market size and industry composition of a county. EDD LMID then used this analysis to place counties in regional markets based on whether or not the county's labor market was similar in size to the regional market and/or whether it had a similar industry footprint.
5. Using the foregoing methodology EDD arrived at 8 macro-regional markets and 19 sub-regional economic markets.

### **Principles CWIB Used to Modify Market Boundaries and Draw Planning Unit Boundaries**

- Local Workforce Boards will only be required to plan in one regional planning unit.
- Boards will always plan in the macro-regional economic markets where the majority of their populations are located.
- Regional planning units respect the existing administrative boundaries of Counties and Local Workforce Investment Boards.

- Regional planning boundaries provide some deference to existing planning relationships provided that boards plan inside the macro-regional economic market where the majority of their populations reside.
- Regional planning units carved out of larger regional economic markets correspond, as much as possible, with the boundaries of sub-regional economic markets.

#### **Other Considerations**

- Regional planning unit boundaries are typically consistent with or nested inside the historical economic development area boundaries determined by California's defunct Economic Strategy Panel.
- An examination of the location and number of Adult Education providers in the Adult Education consortia was undertaken to ensure that there were a sufficient number of providers in each regional planning unit.

**How the regions were determined**  
**(Detailed Consideration)**

Local board placement in **regional planning units** is based primarily on economic data, the location of WIOA client populations, the way these populations fit into regional economies, commute patterns between counties, and the geographic distribution of industry sectors.

While the boundaries of the proposed **regional planning units** were largely set by giving weight to the foregoing economic data and by starting with **regional economic market** boundaries drawn by EDD, proposed regional planning unit boundaries were modified to take into account the number of local workforce investment areas in a region, the size of the area covered, and the boundaries and planning relations of existing regional workforce consortia.

**Initial Considerations**

Initial examination of relevant economic data led to the identification of regional economic markets by EDD's Labor Market Information Division. They used the following methodology:

1. EDD LMID started by dividing California into regions based on geography and transportation infrastructure.
2. EDD LMID used commute pattern data (U.S. Census Bureau) and industry employment data (EDD-LMID) to identify the largest employment center in each region (as measured by the number of jobs in a county and the number of people entering the county from elsewhere for employment).
3. EDD LMID used commute pattern data (U.S. Census Bureau) to identify whether surrounding counties within a region were attached to the "largest employment center" county as measured by commute patterns.
4. For counties without a clear region designation as based on the steps above, EDD LMID used labor market (EDD-LMID) and industry employment (EDD-LMID) data to evaluate the labor market size and industry composition of a county. EDD LMID then used this analysis to place counties in regional markets based on whether or not the county's labor market was similar in size to the regional market and/or whether it had a similar industry footprint.
5. Using the foregoing methodology EDD arrived at 8 macro-regional markets and 19 sub-regional economic markets.

## **How LMID Boundaries were Modified**

**Simplicity.** Some Local Workforce Investment Boards straddle the eight macro-regional economic markets identified by EDD LMID. To keep things simple, boards are only placed in one regional economic market and only required to plan in a single regional planning unit.

- Local Workforce Boards will only be required to plan in one regional planning unit.

**Client Needs.** Keeping in mind the needs of the jobseeker, boards are required to plan in regional planning units tied to the macro-regional economic markets where the majority of the populations they serve are located.

- Boards will always plan in the macro-regional economic markets where the majority of their populations are located.

**Practicality.** Some macro-regional economic markets are too big, or contain too many local workforce investment boards to function practically as regional planning units. In these instances regional planning units were carved out of economic markets using three principles:

- Regional planning units respect the existing administrative boundaries of Counties and Local Workforce Investment Boards.
- Regional planning boundaries provide some deference to existing planning relationships provided that boards plan inside the macro-regional economic market where the majority of their populations reside.
- Regional planning units carved out of larger regional economic markets correspond, as much as possible, with the boundaries of sub-regional economic markets.

Regional planning units' primary purpose is to provide coordinated service delivery to both industry and job seekers who enter employment relations within a given labor market. Accordingly, boards should plan and coordinate service delivery regionally on the basis of shared labor market dynamics. Doing so requires that the state keep regional planning units boundaries in alignment, as much as is practically possible, with the location of the regional economic markets where their populations reside.

## **Other Considerations**

- Regional planning unit boundaries are typically consistent with or nested inside the historical economic development area boundaries determined by California's defunct Economic Strategy Panel.
- An examination of the location and number of Adult Education providers in the Adult Education consortia was undertaken to ensure that there were a sufficient number of providers in each regional planning unit.

### Why is my board assigned to its regional planning unit?

**Coastal Region** (5 boards): Monterey, San Benito, SLO, Santa Barbara, and Santa Cruz. This regional planning unit brings together all the boards inside the Coastal regional economic market. The populations served by these boards all live inside a common labor market, providing a strong policy rationale for having these boards plan together.

**Middle Sierra** (1 board): Mother Lode. This regional planning unit contains one board, Mother Lode, which is the only board whose boundaries are wholly contained inside the EDD's Eastern Sierra macro-regional economic market. Moreover, Mother Lode is the only board that serves a client base whose majority population lives within this region and already functions as a regional planning consortium that serves multiple counties.

**North Coast** (2 Boards): Humboldt and Mendocino. EDD's Northern regional economic market is too geographically vast to function as a regional planning unit and was split into two regional planning units. The North Coast regional planning unit contains the boards that serve Humboldt and Mendocino counties, and the boundaries of this regional planning unit are largely contiguous with the borders of the relevant sub-regional economic market. While Mendocino has an existing planning relationship with the boards that will likely make up the North Bay regional planning unit, its population resides outside of the Bay Area regional economic market and inside the Northern regional economic market. Based on the location of relevant labor markets, Mendocino and Humboldt should plan together.

**North State** (1 board): NORTEC. This is the other regional planning unit carved out of the Northern regional economic market and is largely contiguous with the boundaries of the relevant sub-regional economic market. The board in this regional planning area, NORTEC, already functions as a regional planning consortium and serves multiple counties.

**Capitol Region** (4 boards): Golden Sierra, North Central Counties Consortium, SETA, Yolo. This regional planning unit brings together all the boards inside the Sacramento regional economic market, including North Central Counties Consortium, a local board that straddles the Northern regional economic market and the Sacramento regional economic market. Because most of NCCC's population resides in the Sacramento regional economic market, NCCC is assigned to this regional planning unit.

**East Bay** (4 boards): COCO, Alameda, Richmond, Oakland. EDD's Bay Area regional economic market contains too many boards to function as a regional planning unit and was split into three regional planning units of four boards apiece. The East Bay regional planning unit contains 4 of the 5 boards located in the Alameda-Contra Costa-Solano sub-regional economic market, omitting Solano which has an existing planning relationship with the boards contained in the North Bay regional planning unit.

**North Bay** (4 boards): Marin, Napa-Lake, Sonoma, Solano. This is the second regional planning unit carved out of EDD's Bay Area regional economic market. It contains all the boards in the Napa, Lake, Sonoma sub-regional economic market and adds-in both the Solano and Marin boards, as both have an existing regional planning relationship with the Napa-Lake and Sonoma boards. Note that placing Marin and Solano with the other boards planning in the North Bay does not violate the second principle of board placement discussed above: *boards will always plan in the macro-regional economic markets where the majority of their populations are located.*

**Bay-Peninsula** (4 boards): SF, NOVA, San Mateo, San Jose. This is the third regional planning unit carved out of EDD's Bay Area regional economic market. This regional planning unit contains all the boards remaining in the Bay Area and is largely contiguous with the third and remaining sub-regional economic market contained inside the Bay Area regional economic market.

**San Joaquin Valley and Associated Counties** (8 Boards): Fresno, Kern-Inyo-Mono, Kings, Madera, Merced, San Joaquin, Stanislaus, Tulare. This regional planning unit contains all the boards inside the San Joaquin Valley, including the Kern-Inyo-Mono board, whose area straddles two macro-regional economic markets. The Kern-Inyo-Mono board was grouped with the San Joaquin Valley regional planning unit because the majority of the population it serves resides in Kern County which is in the San Joaquin Valley macro-regional economic market.

**Southern Border** (2 Boards): San Diego, Imperial. This regional planning unit contains both of the boards operating inside the Southern Border macro-regional economic market.

**Los Angeles Basin** (7 Boards): LA City, LA County, Foothill, SELACO, South Bay, Verdugo, Pacific Gateway. EDD's Southern macro-regional economic market contains too many boards to work as a regional planning unit and was split into four regional planning units using county and sub-regional economic market boundaries. The LA Basin planning unit contains all the boards that operate in LA County and is wholly contiguous with the sub-regional economic market.

**Orange** (3 Boards): Santa Ana, Orange, Anaheim. The Orange regional planning unit contains all the boards that operate in Orange County and the planning unit is wholly contiguous with the relevant sub-regional economic market.

**Inland Empire** (3 Boards): Riverside, San Bernardino County, San Bernardino City. The Inland Empire regional planning unit contains all three boards operating in Riverside and San Bernardino counties and is contiguous with the relevant sub-regional economic market.

**Ventura (1 Board):** The Ventura regional planning unit contains one board, but it is contiguous with the relevant sub-regional economic market, and in this regard it is like all other regional planning units carved out of the Southern regional economic market.

## Cohort 1

Stage 1 – Sling Shot Summary				
	Geography/WIBs/Schools	Business Champs	Sling Shot Challenge - ID Issue	Targeted Sectors
<b>Capital Region</b>	Alpine, Colusa, El Dorado, Glenn, Placer, Sutter, Yolo, <b>Sacramento</b> , Yuba  3 local WIBs  Sacramento Regional Tech Alliance (SARTA), Hacker Lab, CSUS, Greater Sacramento Urban League	Velocity Venture Capital, NextEd, UC Davis World Food Center, AgTech Innovation Fund, Beutler Corp., PackageOne, Sutter Health, Xerox, Product Builders  Valley Vision, Sacramento Metro Chamber, California Capital, Sierra Economic Development Corp., Center for Strategic Economic Development Research, Sac City and County EDAs	Support small companies and start-ups in target sectors to promote small business growth and employment growth <ul style="list-style-type: none"> <li>• Increase in the number of regional businesses mentoring start-ups</li> <li>• Increase the impact of academies, business accelerator programs and incubators to increase success of small companies</li> <li>• Increase in the number of start-ups, small businesses and job growth in high demand regional sectors</li> </ul>	Agriculture and Food Production, Clean Energy Technology, Healthcare/Life Sciences, ICT, Advanced Manufacturing
<b>Central Valley</b>	Amador, Calaveras, <b>Fresno</b> , Inyo, Kern, Kings, Madera, Mariposa, Merced, Mono, San Joaquin, Stanislaus, Tulare, and Tuolumne  8 local WIBs  State Center CC District, West Hills CC District, Merced CC District, Kern CC District, San Joaquin Delta CC District, Sequoias CC District, Yosemite CC District	<b>Manufacturing:</b> Ag/H2O, Betts Company, Franklin Electric Co. Inc., Jain Irrigation Los Gatos Tomato Processing, Netafim, Paige Electric Co., Wiseconn  <b>Water:</b> Columbia College, Franklin Electric Co. Inc., Jain Irrigation, Water-School.com  <b>AG:</b> Greenleaf Farms, Inc., Indegrow Enterprises, LLC, Nichols Farms, Worth Farms  <b>Construction:</b> Local Building Trades Council (Fresno/Madera/Tulare/Kings), Sundowner Insulation Company, Inc.  Central Valley Economic Development Agency, County EDA	Ag and related manufacturing and infrastructure (esp. high Speed Rail) play significant roles in driving the local and regional economies. High paying middle-skill jobs within the related industries e.g. food processing, milk processing, packaging equipment manufacturing, etc. remain challenging to fill. These middle-skill jobs that pay living wages are the key to the success of this sector.  Businesses and community leaders in the Central Valley are committed to working together to develop strategies that build on existing partnerships that lead to short term and long term solutions. May include: <ul style="list-style-type: none"> <li>• Employer driven regional advisories to develop, manage, and deliver effective trainings by qualified faculty and industry professionals</li> <li>• Up-skill incumbent workers via short term, customized and specialized training</li> <li>• Stringent pre-screening processes to select qualified candidates</li> <li>• Targeted training programs for pre-selected candidates and also to improve the skills of entry level workers at</li> </ul>	Value-added Agriculture and Infrastructure

		form each county	<p>an accelerated pace (i.e. on-demand)</p> <ul style="list-style-type: none"> <li>• Develop mechanisms to allow community colleges to share successful programs, knowledge, and curricula across the region</li> <li>• Develop occupational pathways with high focus on student placement by braiding the existing funding sources to provide necessary work experience</li> <li>• Identify regulatory and policy barriers that prohibit the creation of an education and training system in which student success is measured by industry recognized competencies and job placement</li> </ul>	
<b>East Bay Region</b>	<p>Alameda and <b>Contra Costa</b></p> <p>2 local WIBs</p> <p>Contra Costa CC District, Peralta CC District</p>	<p>Inland Metals Technologies, Futuris, USS POSCO, C&amp;H Sugar, Bay Ship and Yacht</p> <p>East Bay Economic Development Alliance, East Bay Leadership Council, East Bay Manufacturing Sector Partnership, California Emerging Technology Fund</p>	<p>With industry leads, engage public partners to coordinate action plans around broad goals. The SlingShot will center on:</p> <ul style="list-style-type: none"> <li>• Strong industry engagement that leverages and strengthens pre-existing industry- community partner networks</li> <li>• An integrated approach among partners in workforce development, education, economic development, and others to play complementary roles in addressing priority opportunities and system gaps</li> <li>• A set of shared outcomes among business and public partners that includes both process and long-term impact measures to ground the SlingShot strategy</li> </ul> <p>The SlingShot project builds on the work of many prior initiatives (most recently the DOL TACCCTT grants) to align employer engagement efforts in key industries. SlingShot will leverage and build upon these initiatives to create a sustainable vehicle for authentic employer engagement in key sectors</p>	<p>Advanced Manufacturing; Biomed/Bioscience Healthcare, ICT, Transportation &amp; Logistics</p>

<b>Inland Empire</b>	<p>Riverside and <b>San Bernardino</b></p> <p>2 local WIBs</p> <p>San Bernardino City Unified School District, San Bernardino County Schools, Riverside County Office of Education, Riverside CC District, San Jacinto CC, College of the Desert, Chaffey, San Bernardino CC District, Copper Mountain College, Victor Valley College, UC Riverside, Cal State San Marcos, La Sierra University</p>	<p>McLane Food Service, Parkview Hospital, Metroll, California Steel, Southern California Aviation, Ashley Furniture, Riverside Medical Clinic, Kaiser Permanente, American Medical Response, Nestle Waters, St. Mary's Hospital, Community Healthcare Partners, Inc.</p> <p>Greater Riverside Chamber of Commerce, County of Riverside EDA, County of San Bernardino EDA, Southwest Economic Development Corp, Inland Empire Economic Partnership, Coachella Valley Economic Partnership</p>	<p>Bringing new training to market</p> <ul style="list-style-type: none"> <li>• Convene and engage selected industry, including larger employers that significantly contribute to the regional and state economies</li> <li>• Develop a coordinated process for training in demand sectors, beginning with the two target sectors</li> </ul>	<p>Healthcare, Manufacturing, Transportation &amp; Logistics</p>
<b>NoRTEC</b>	<p>Nevada, Shasta, Modoc, Sierra, Del Norte, Butte, Siskiyou, Lassen, Tehama, Trinity, Tuolumne</p> <p>1 local WIB <b>(NoRTEC)</b></p> <p>Paradise Unified, Glenn County Office of Ed, Shasta County Office of Ed, Butte CC, Shasta CC, Feather River CC</p>	<p>Grow Manufacturing Sector Group, CSU Chico Information Technology Advisory Board, Valley Contractor's Exchange Chico, PG&amp;E</p> <p>Butte County Economic Development, Center for Economic Development CSU Chico, Superior California Economic Development</p>	<p>Career pathways and Work-based learning for high school and community college students in high demand industry sectors</p> <ul style="list-style-type: none"> <li>• strengthen the connection between the classroom and the workplace for high-demand occupations going unfilled by regional employers</li> <li>• fill a gap in entry-level employment for manufacturers in the region and</li> <li>• create a career path to more advanced jobs that currently require 4-year college degrees</li> </ul>	<p>Manufacturing and Engineering</p>

## SlingShot update for Executive Committee

June 1, 2015

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On May 12, the Cohort 1 SlingShot Coalitions- Capital Region, East Bay Area, Central Valley, Inland Empire, and NoRTEC each sent a core team - a mix of WIBs, colleges, and business partners. The goal of this event was to clarify the SlingShot objectives and process, and begin to accelerate the implementation and development of regional compacts.

Each SlingShot Cohort 1 Collaborative is:

- **Establishing regional leadership/governance** – each coalition is establishing some form of steering committee or leadership council led by the business champions, some using existing business leadership groups to take on this regional convening role.
- **Building on existing relationships** – in each region, there was some modest effort to coordinate multiple organizations. SlingShot is being used to step-up the regional coordination.
- **Organizing industry engagement** – each knows there are too many workforce/education programs chasing the same employers. They are using SlingShot to begin organizing coordinated communication.
- **Mobilizing existing resources** – each SlingShot is focused on connecting significant funds already on the ground- for example they all cited Career Pathway Trust Fund grants as a focus.
- **Combining workforce and economic development strategies** – all are focused on the win-win of industry focused workforce development that can both fill job openings, replacements, and possibly attract more jobs.
- **Portability of CTE programs** – If a group of employers in a region values or champions a specific program on a college campus, it still takes two years to offer the program at other campuses in the same region. All identified this is a problem to solve with their community college partners.

Although the Slingshot teams zeroed in on these and other issues as challenges and opportunities, they are all still in the development phase – clarifying the “what” and working on the specific implementation details of the “how.” They are at varying points of development on their strategies, goals, partner/employer commitments, and success metrics.

The State Board has received proposals for five more coalitions that will make up SlingShot’s Cohort 2. Four have been awarded their \$20K planning grant: North Bay Employment Connection, LA County, Orange County, and San Diego/Imperial. A proposal from Silicon Valley was received this week.

## **Workforce Innovation and Opportunity Work Group Report**

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### **WIOA Implementation Work Group Background**

The State Board approved the creation of the Workforce Innovation and Opportunity Act (WIOA) Implementation Work Group in September 2014. This work group will ensure that California's implementation of the new law reflects state strategies and aligns resources accordingly. The group's work includes developing WIOA performance measures and multi-agency metrics, developing policy, catalyzing systems alignment and regional collaboration, and determining any needed governance changes.

Membership of the work group includes core partner programs administered by the California Department of Rehabilitation, Department of Education, Employment Development Department, and strategic partner State partners from the Community Colleges Chancellor's Office and Department of Social Services. Membership also includes employer, non-profit, and local area representation.

The focus of the work group is to provide guidance on State-level implementation of the federal Workforce Innovation and Opportunity Act and develop architecture for the Governor's State Strategic Workforce Plan through seven Common Program Strategies:

1. Partnering In Sector Strategies
2. Building Career Pathways
3. Utilizing "Earn-and-Learn"
4. Organizing Regionally
5. Providing Supportive Services
6. Creating Cross-System Data Capacity
7. Integrating Service Delivery & Braiding Resources

### **Summary of Activities**

#### ***Shared Goals***

Through a facilitated initial meeting, The Work Group identified opportunities where greater alignment and coordination may be sought at the state, regional, and local level to attain shared goals that would strengthen programmatic outcomes. To acutely identify these opportunities as well discuss the strategic and operational aspects of state unified planning, the Work Group requested targeted discussion through the use of staff-driven work groups.

#### ***Staff-driven Work Groups***

The staff-driven work groups are tasked to discuss program and policy alignment detail for the purposes of WIOA strategic and operational planning for a Unified State Plan. Three workgroups have met on a regular basis and are expected to continue to meet after bilateral meetings between partnering agencies provide more substantive material for group discussion. Some

groups may meet only in an ad-hoc capacity or at a further sub-work group level when needed for deeper subject-matter discussions.

#### *Mapping The Field Workgroup*

This workgroup will meet to facilitate information exchange about the programs we operate so we can begin to identify areas of potential partnership. The workgroup will begin by discussing the requested information prepared by each agency, partner, and/or department.

#### *Data Sharing, Performance Systems and Common Measures Workgroup*

This workgroup will share information about existing data systems, performance measures, and will identify possibilities, requirements, and will conduct both needs and capacity assessments for implementing WIOA common performance metrics for core programs and will also act as an advisory body to facilitate and implement possible data-sharing and data-matching requirements for cross-system measurement of education and workforce outcomes.

#### *State, Regional and Local Service Coordination Workgroup*

This group will meet to gather information and exchange ideas about service coordination and effectively implement WIOA in the state, regional, and local areas. Here, partners and potential partners will develop a roadmap using shared language, common knowledge, and shared goals to build the strategy and rationale for the state plan, and finally for WIOA implementation as a collaborative effort.

#### ***Regional Planning Unit Discussion***

The work group discussed the methodology for arriving on a draft of the Regional Planning Unit (RPU) framework. The Governor is required to identify regional planning areas in WIOA. The RPU draft framework is currently in a public comment period and will undergo a thorough discussion with state agency partners and regional and local stakeholders before a final determination.

#### ***WIOA Notices of Proposed Rulemaking***

The federal Department of Labor and Education Department have released proposed rules for comment on the WIOA. The Work group requested an opportunity to coordinate comments to the federal government. Currently, State agencies as well as local and regional stakeholder are preparing comments to the federal government, and where there is an opportunity and where applicable, the State will coordinate comments.

#### **Next Steps**

- The next WIOA Implementation work Group will meet at the Department of Rehabilitation on Thursday, July 2<sup>nd</sup> from 10:00 – noon.
- The work group will continue to meet at least until the WIOA strategic state plan is completed in draft form in October 2015. The strategic plan is due in March 2016.

# REGIONAL PLANNING UNITS UPDATE

June 23rd, 2015



# WIOA and Regional Planning



- Overview
  - ▣ WIOA Regional Planning Requirements
  - ▣ Policy Rationale
  - ▣ Method and Process
  - ▣ Public Comment on Boundaries

# WIOA Requires Regions

- Governor Shall Identify Regions for Planning Purposes
  - ▣ Criteria include common labor market, common economic development area, sufficient Title 2 providers, common industry, geography, population density, commute patterns
- Regions shall submit a regional plan which includes
  - ▣ cooperative service delivery, sector strategies informed by labor market analysis, shared administrative costs, coordination with economic development agencies, shared performance strategy

# Policy Rationale

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- Industry is organized regionally
- Labor markets are organized regionally
- Helps align program and training with industry need
- Facilitates economies of scale, efficiencies

# Methodology (EDD's regional markets)

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

# EDD LMI Regional Economic Market (REM) Framework



## Counties in Numbered Subregions:

### Northern Region

1. Butte, Colusa, and Glenn
2. Lassen, Modoc, Plumas, Shasta, Sierra, Siskiyou, Tehama, and Trinity
3. Del Norte, Humboldt, and Mendocino

### Sacramento Region

4. Alpine, El Dorado, Nevada, Placer, Sacramento, and Yolo
5. Sutter and Yuba

### San Francisco Bay Area Region

6. Alameda, Contra Costa, and Solano
7. Lake, Napa, and Sonoma
8. Marin, San Francisco, San Mateo, and Santa Clara

### San Joaquin Valley Region

9. San Joaquin, Stanislaus, and Merced
10. Fresno, Kern, Kings, Madera, and Tulare

### Eastern Sierra Region

11. Amador, Calaveras, Inyo, Mono, Mariposa, and Tuolumne

### Coastal Region

12. Monterey, Santa Cruz, and San Benito
13. Santa Barbara and San Luis Obispo

### Southern Region

14. Los Angeles
15. Orange
16. San Bernardino and Riverside
17. Ventura

### Southern Border Region

18. San Diego
19. Imperial

# Methodology (CWIB's Planning Units)

- Local Workforce Boards required to plan in one regional planning unit.
- Boards will plan in the macro-regional economic markets where the majority of their populations are located.
- Regional planning units respect the existing administrative boundaries of Counties and Local Workforce Investment Boards.
- Regional planning boundaries provide some deference to existing planning relationships.
- Regional planning units carved out of larger regional economic markets correspond, as much as possible, with the boundaries of sub-regional economic markets.

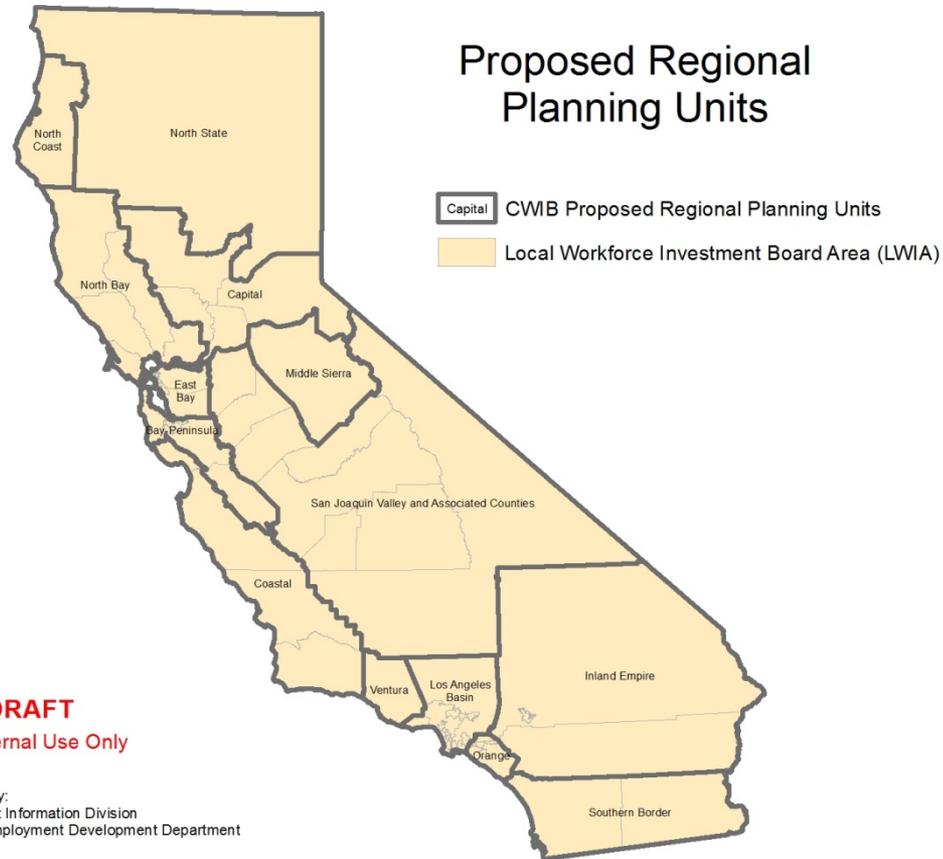
# Draft Regional Planning Unit Framework



# Public Comment Process and Feedback

- Consultation with CWA, CSAC, League of Cities
- Letter to Chief Local Elected Officials
- Draft Directive with 30 day Public Comment Period
- Ongoing dialogue with LWIB Directors
- Proposed Changes
  - Move San Benito from Coastal Region to Bay-Peninsula
  - Move Mendocino to North Bay (Requested by Mendocino and North Bay members)
  - Consolidate North Bay and North Coast (Requested by Humboldt)

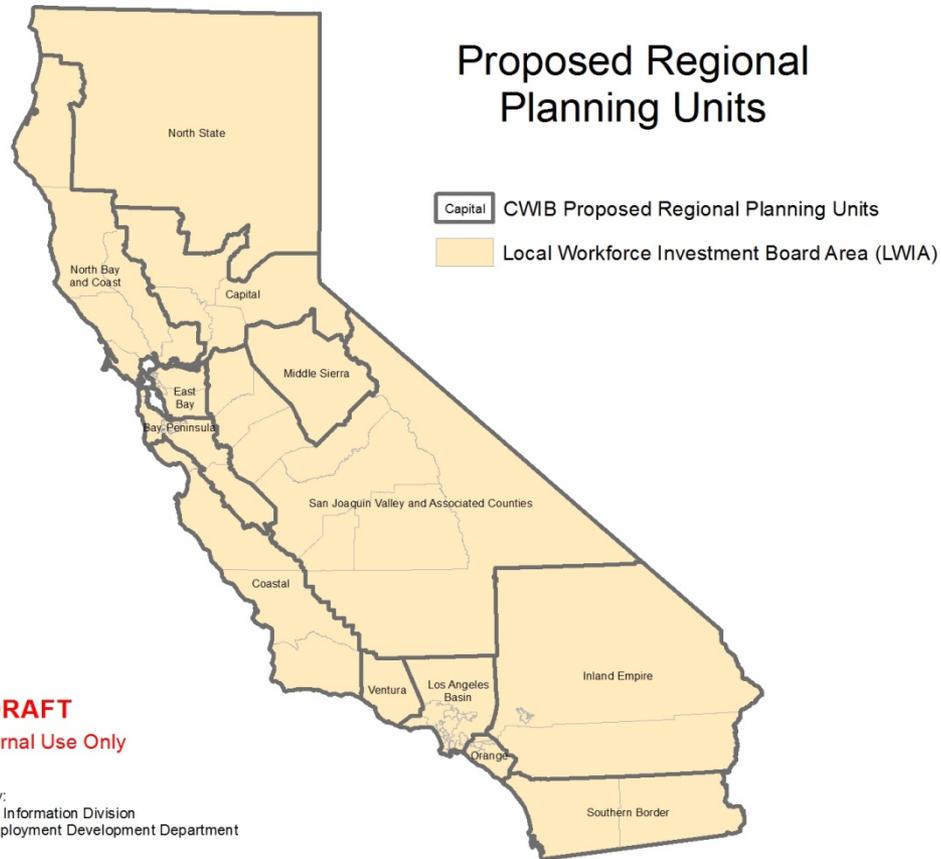
# Alternative Regional Planning Unit Framework #1



**DRAFT**  
For Internal Use Only

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

# Alternative Regional Planning Unit Framework #2



**DRAFT**  
For Internal Use Only

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

# Current Status and Next Steps

- Proposed changes are being evaluated
  - ▣ Mendocino's request is supported by commute data and existing planning relationships
  - ▣ San Benito's request is supported by service delivery patterns, use of community colleges in Santa Clara County by WIOA clients, and commute data
- Next Steps: evaluate Humboldt proposal based on feedback of all affected parties and make recommendation to Chair and Secretary
- Finalize regional planning unit policy and boundaries



# SlingShot Update

California Workforce Investment Board  
June 23, 2015



# Cohorts 1 & 2

## ➤ Cohort 1

- Capital Region
- Central Valley
- East Bay Area
- Inland Empire
- NoRTEC Region

## ➤ Cohort 2

- Los Angeles Region
- North Bay Region
- Orange County
- San Diego/Imperial Region
- Silicon Valley Region

December 2014

Cohort 1 Orientation

March 2015

Cohort 1 Planning  
Grants Awarded

May/June 2015

Cohort 2 Planning  
Grants Awarded

June 2015

Cohort 2  
Development &  
Implementation  
Grants Awarded

# SlingShot Building Blocks

## Industry Engagement

Focus on sectors that grow regional economies

Prioritize opportunities to grow industry sectors while also raising incomes

Business as a full partner

Industry skill needs drive training and education

Competencies and credentials are *used* by regional employers

## Integrated Approach

Coalition partners identify complementary roles and collaborative actions

Students, job seekers, and workers have access to skill development and regional employment through training, education, and “earn and learn” opportunities

Career pathways are clear, the infrastructure is scaled and tailored to industry and job-seeker needs

Competencies and credentials delivered regionally have meaningful labor market value, and are prioritized by Coalition partners

## Shared Outcomes

Ownership for outcomes is shared among public and business partners

Interim measures and progress points are calibrated to build to regional goals e.g.:

- # of apprenticeship completers
- # of industry valued credentials attained
- % of youth with career-oriented internship

“Risk taking” and experimentation are built into the process and success metrics – not every strategy will succeed, but all can be learned from

*Codified in a “compact” among SlingShot Coalition partners*

# The SlingShot Compact

The “compact” represents a critical stage in partnership commitment and a collective vision:

- *Consensus on regional industry drivers and how to grow these*
- *Articulation of the Coalition’s role in increasing regional prosperity and income mobility*
- *Shared agreement that becomes a “touchstone” for course correction, bringing new partners into the Coalition, and measuring progress*

The compact will commit to:

- Shared Outcomes
- Complementary Roles Among Partners
- Specific Commitments to Action
- Resource Allocation Across Actions
- Sustainability beyond Implementation grant term

# SlingShot Work Underway

## ➔ SlingShot Industries

- Agriculture (3)
- Clean Energy (1)
- Healthcare (7)
- Information Technology (3)
- Manufacturing (8)
- Infrastructure (2)
- Biomedical (1)
- Transportation & Logistics (2)
- Hospitality (1)
- Retail (1)

## ➔ Common Strategies

- Establishing regional leadership
- Building on established relationships and work in progress
- Organizing industry engagement
- Mobilizing existing resources
- Combining workforce and economic development strategies
- Growing and replicating career and technical education programs

# WORKFORCE INNOVATION AND OPPORTUNITY ACT— WORK GROUP

June 23<sup>rd</sup>, 2015

# Discussion Items

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

# Strategic Planning Process Update

- WIOA Workgroup requested staff-driven learning communities/workgroups;
- Staff-driven workgroups identified
- Questionnaire distributed
  - ▣ Program Strategies
  - ▣ Common Program Elements
  - ▣ Program Goals
- Partners tasked staff to populate questionnaire and identify lead staff
- Questionnaires used to frame initial discussions

# Staff Workgroups Update

- Who is Involved?
  - ▣ LWIAs, EDD, CDE, DOR, DSS, CCCCO, ETP
- Why are the Partners Involved?
  - ▣ Core program alignment and greater system integration
- What are we doing?
  - ▣ Currently bilateral meetings are underway with program partners for better integration, and these meetings will serve as the blueprint for the State Plan

# Mapping the Field

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

# Mapping the Field

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- What we learned:
  - Client populations and needs
  - Program structures and service delivery models
  - Program goals
  - Program core competencies

# Data Sharing, Performance Systems, and Common Metrics

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

# Data Sharing, Performance Systems, and Common Metrics

- What we learned:
  - ▣ Partner variation of measurable outcomes and indicators
    - Wages, employment, attainment
  - ▣ Variation on how we report and collect data
    - Methodology
    - Identifiers
  - ▣ Distinct reporting systems
    - Interest in getting systems to “talk to each other”
  - ▣ Shared accountability in WIOA
    - Performance assessment framework

# State, Regional and Local Service Coordination

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

# State, Regional and Local Service Coordination

- What we learned:
  - ▣ Needs assessment from partners (incomplete)
  - ▣ Common Program Strategies
  - ▣ Potential and Current Value-Added Partnerships (incomplete)

# Program Strategies as a Policy Toolkit

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

# Matrix 1: Needs vs. WIOA Program Strategies

	LWIA	CWIB	CDE	CCCCO	ETP	EDD	DOR	CDSS – CalWORKs	CDSS – CalFresh
Partnering in Sector Strategies	+/-	+	+/-	+	+	+/-	+/-	+/-	-
Building Career Pathways	+/-		+	+	+	+/-	+	+/-	-
Utilizing “Earn-and-Learn” Training	+/-	+	+	+	+	+/-	+/-	+	+/-
Organizing Regionally	+/-	+	+/-	+	+/-	+/-	-		
Provide Supportive Services	+/-		+/-	-	+/-	+/-	+	+	+
Creating Cross-System Data Capacity	+/-	+/-	-	+/-	-	+/-	-	+/-	-
Integrating Service Delivery & Braiding Resources	+/-	+	+	+	+/-	+/-	=/-	+/-	+/-

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

# Strategic Planning Next Steps

- Ongoing discussions with state level partners
- Ongoing discussions with LWIBS
- Focus on regional plans as architecture for workforce pipelines
- Focus on local plans as access points to pipelines
- Discussions with partners focused on needs and whether to meet needs through polices pertaining to local or regional plans