

WIOA Workgroup

Chair: **Van Ton-Quinlivan**, Vice Chancellor, CA Community Colleges Chancellor’s Office
 Co-Chair: **Jamil Dada**, Vice President, Provident Bank

Focus – State-level implementation of the federal Workforce Innovation & Opportunity Act-develop architecture for the Governor’s State Strategic Workforce Plan.

- Support and catalyze experimentation, big goals, and large scale system change
- Policy/program/resource alignment – remove policy & administrative barriers
- Cross-system performance metrics/tracking
- For the workgroup- Set goals, tactics, timelines, keep score (metrics/dashboard development)

Members	Org	Category
Van Ton-Quinlivan - Chair	Vice Chancellor, CA Community Colleges Chancellor's Office	State partner
Jamil Dada - Co-Chair	Vice President, Investment Services - Provident Bank-Riverside County Branches	local-regional
Lupita Cortez Alcalá	Deputy Superintendent of Public Instruction, Instruction & Learning Support Branch - CA Department of Education	State partner
Patricia de Cos	Deputy Executive Director, California State Board of Education - CA Department of Education	State partner
Debra Jones	Dean, Career Education Practices - CA Community Colleges Chancellor's Office	State partner
Joe Xavier	Director, Department of Rehabilitation	State partner
Will Lightbourne	Director, CA Department of Social Services	State Partner
Stewart Knox	Executive Director, Employment Training Panel	State partner
Patrick Henning	Director, Employment Development Department	State partner
Brian McMahon	Labor Workforce Development Agency	State partner
Alma Salazar	Los Angeles Chamber of Commerce	local-regional
Bruce Stenslie	President and Chief Executive Officer - Economic Development Collaborative, Ventura County	local-regional
Adam Peck	Executive Director, Tulare County Workforce Investment Board	local-regional
Abby Snay	Executive Director, Jewish Vocational Services, San Francisco	local-regional

Increasing Skills & Credential Attainment Work Group

Chair: **Mike Gallo**, Pres/CEO- Kelly Space and Technology, Inc.

Co-Chair: **Kim Parker**, Pres/CEO - California Employers Assoc.

Focus – Support and catalyze experimentation, big goals, and large scale change. Elements include:

- Regional Innovation (related to SlingShot work)
 - Support regional coalitions
 - Calibrate labor supply and demand based on regional coalition analyses
 - Learn from the regional coalitions’ work
- Content Areas (identify, define, and increase within regional & sector partnerships)
 - Apprenticeships and other work-based learning models
 - Industry Valued Credentials
 - Career Pathways
- Set goals, tactics, timelines, keep score (metrics, dashboard development).

Members	Org	Category
Mike Gallo - Chair	President/ CEO, Kelly Space and Technology, Inc.	local-regional
Kim Parker - Co-Chair	President/ CEO, California Employers Association	local-regional
Kish Rajan	Director, Governor's Office of Business and Economic Development	State partner
Russ Wickle	Director, Early Education and Support Division - CA Department of Education	State partner
John Dunn	Specialist, CA Community Colleges Chancellor's Office	State partner
Diane Ravnik	Director, Department of Apprenticeship Standards	State partner
Andre Schoorl	Undersecretary, Labor Workforce Development Agency	State partner
Colleen Moore	Assistant Director, Institute for Higher Education Leadership & Policy, Sacramento State University	State partner
Imran Farooq	Partner, Ominus Group LLC	local-regional
Pamela Kan	President, Bishop-Weaver Corporation	local-regional
Stephen Baiter	Executive Director - Workforce Development Board of Contra Costa County	local-regional
John Brauer	WED Executive Director - California Labor Federation	Statewide
Robert Redlo	Vice President of Patient Relations, Labor Relations and Workforce Development - Doctors Medical Center	Local-regional

Process

Design

Development

Implementation

\$20,000 grants 1:1 match

Implementation grants awarded-
10% available

Implementation grant
balance kicks in

- December – February
 - Regional Design Sessions to develop strategy for mobilizing regional partners
 - Develop step-by-step plan for the Development phase
- March – June
 - Convene business leaders to identify priority opportunities for growing industry, regional prosperity, and income mobility together
 - Identify integrated strategies focused on priority opportunities and requirements
 - Develop “compact” articulating commitments from Coalition partners and describing shared objectives that guide collaboration
- July On...
 - SlingShot Coalitions move to action on identified strategies
 - Coalitions meet regularly to review and strengthen compact
 - Implementation strategies are refined, scaled, or “scrapped” as impact is assessed

SlingShot Regional Implementation Update – Cohort I

To date, 5 regions have made significant progress in developing SlingShot. This first cohort includes the NorTEC Region, the Capitol Region, Central Valley, Inland Empire, and the East Bay Area. Each of these SlingShot coalitions has emerged early as areas with strong existing regional partnerships and collaborative experience. The Central Valley and Inland Empire are identified as pilot areas for more intensive assistance.

Each coalition has engaged a broad set of stakeholders, including local WIBs, business, labor, economic development agencies, community colleges, and in some cases universities and the K-12 system. Initial work focused on organizing the coalition partners and prioritizing regional employment and jobs challenges.

All 5 Cohort I SlingShots have submitted draft 2-page Action Plans (the 1st stage of SlingShot) and are currently early in the Design/Development Stage (2nd stage of SlingShot). All 5 are receiving \$20,000 each to support the Stage 2 Design/Development work, and each is on track to begin Stage 3 Implementation before the end of June 2015.

Ten percent of the Implementation funds can be available as early as March to support Development. The balance of the Implementation dollars will be contingent on progress and performance.

CWIB staff and a team of technical assistance providers (TA team) are working with each of the Cohort I coalitions to accelerate progress. The 3 biggest challenges identified thus far: 1) Governance – in a few cases, competition over who takes the lead has slowed the organizing work. Each coalition needs a trusted broker with adequate resources to move the work forward; 2) Lack of clear and consistent guidance and technical assistance; and 3) Employer engagement – this is the most crucial component of SlingShot, and the coalitions need a great deal of help in this area.

The CWIB staff and TA team are focused on directly addressing these challenges. The TA team is providing “boots on the ground” support as the CWIB recruits staff with needed experience and expertise.

Below are the next steps. Also below is a brief snapshot of each Cohort I SlingShot.

- **Webinar for Cohort I - Dec 10th**
Purpose – Clarify what it will take to get to Implementation (Stage 3)
- **Regional Design Sessions- January-February**
Purpose – Aggressive technical assistance to finalize Stage 1 Action Plans. It’s also the first of 2 steps to finalizing Stage 2 (Design/Development) and moving Cohort I to the Implementation Stage. The focus of 1.0 is galvanizing the supply-side partners of the broader coalition.

- **Regional Development/ “Compacts” – March-June**

Purpose – Completes Stage 2 “Development.” The Compacts formalize consensus among the supply-side and demand-side partners on the vision, strategies, actions, and outcomes. The Compacts also codify specific commitments from employers in the target sectors. Up to 10% of the Implementation dollars will be available to support this step. Satisfactory completion of the Compacts is required before access to the balance of the Implementation funds.

NorTEC Region

Region: Butte, Del Norte, Lassen, Modoc, Nevada, Plumas, Shasta, Sierra, Siskiyou, Tehama, and Trinity Counties

The NorTEC coalition is focused on creating work-based learning (apprenticeships and internships) that engage students in the High Schools and Community Colleges. The focus is hands-on learning in demand occupations going unfilled by local employers. With this approach, the Slingshot coalition intends to fill a gap in entry-level employment for manufacturers in the region and create a career path to more advanced jobs that currently require 4-year college degrees. The next steps include: identifying outcome goals and metrics that will be used to track progress; defining the potential economic benefits to the region; developing the plan for the Development phase - with the goal of clearly identifying the industry need and opportunity for employment outcomes for residents.

Capitol Region

Region: Alpine, Colusa, El Dorado, Glenn, Placer, Sacramento, Sutter, Yolo, and Yuba Counties

The Capital SlingShot project supports entrepreneurship, business growth, and employment growth in 4 sectors: Agriculture and Food Production, Clean Energy Technology, Health Services, and Advanced Manufacturing. Each of these has been identified by the coalition as providing significant employment, entrepreneurial, and skill building opportunities. This project focuses on supporting the small businesses and startups that account for 60-85% of new employment in the region, helping them to use the regional employment and training system to find employees, and aligning the education and training systems to meet their skill needs. The next steps include: developing the plan for the Development phase of the project and defining the employment impacts for residents that the project is designed to achieve.

East Bay Area

Region: Alameda and Contra Costa Counties

The East Bay collaborative project has a goal of “arresting declining income mobility” through the creation of an economic development and workforce strategy that addresses the regional lack of mid-skilled jobs and the growth of low-wage employment. This SlingShot project intends to replicate the East Bay’s bio-tech sector approach in several key regional industries in order to create a workforce specifically skilled to meet industry needs. The coalition has identified the following initial objectives: 1) Spur the development

and expansion of key regional industry clusters, 2) Enhance the network of services and resources for entrepreneurs and small businesses, and 3) Support a world-class workforce development network that meets the needs of businesses and workers. The next steps include: identifying outcome goals and metrics that will be used to track progress, identifying the target industry sectors, and defining the employment impacts for residents that the project is designed to achieve.

Central Valley

Region: Amador, Calaveras, Fresno, Inyo, Kern, Kings, Madera, Mariposa, Merced, Mono, San Joaquin, Stanislaus, Tulare, and Tuolumne Counties

This SlingShot coalition will address the paradox of “poverty amidst plenty:” a persistently high unemployment rate even when agriculture (the region’s primary industry) is booming. The Central Valley project seeks to attract new sectors and build the food processing and other “value-added Ag” industry by training workers with the skills these employers need to grow. The Central Valley Slingshot coalition seeks to assure that programs produce a workforce that is in high demand by local businesses, and that local businesses see the value of (and are incentivized for) hiring local job seekers. To accomplish this, the coalition membership includes representatives of each of the targeted industry clusters identified for the Central Valley. The next steps include: developing the plan for the Development phase of the project, identifying outcome goals and metrics that will be used to track progress, and identifying the target industry sectors.

Inland Empire

Region: San Bernardino and Riverside Counties

The Inland Empire has identified a need for coordinated and streamlined training in 2 key sectors- Healthcare and Manufacturing- and will focus its SlingShot project on “bringing new training to market.” The coalition of the three WIBs, employers, economic developers, universities, and community colleges will leverage the recent grant to Chaffey College from the US DOL to begin this work, including designing new curricula to meet regional employer skill demands. The 3 WIBs in the Inland Empire have developed a coordinated “steering committee” to begin building a broad-based coalition to further define their goals and objectives and to finalize the Action Plan. The next steps to complete the Action Plan include: developing the plan for the Development phase of the project, identifying outcome goals and metrics that will be used to track progress, and defining the employment impacts for residents that the project is designed to achieve.

SlingShot: TA Strategy Elements – Cohort I

Vision, Models, Process/Tools, Peer-to-Peer, Communications

WEBINAR FOR COHORT I - Dec 10th

(Central Valley, Inland Empire, Capitol Region, East Bay, NorTEC Region)

Purpose: Clarify what it will take to get to Implementation.

Agenda items –

- Messaging/framing of SlingShot
- What's the Technical Assistance strategy
- Clarify what it will take to receive the \$1 million

REGIONAL DESIGN SESSIONS– January-February 2015 (Set dates for all 5)

Purpose: This is an aggressive TA intervention to finalize Stage 1 Action Plans. It's also the first of 2 steps to finalizing Stage 2 (Design/Development) and moving Cohort I to the Implementation Stage. The focus of 1.0 is galvanizing the supply-side partners of the broader coalition.

Possible meeting items/outcomes -

- Confirm problem or gap that will be addressed & what success looks like
- Consensus on “governance” – intermediary/convener functions. Clarify what choices partners need to make for varying roles
- Clarify outcomes/ metrics: System/regional outcomes (NOT program outcomes); How do skills credential/apprenticeship outcomes fit?; What are the metrics around income mobility?
- Consensus on supply-side commitments – what specific action/activities/investments
- Finalize list of employer champions from target sectors
- Identify concrete employer commitments – what is needed to achieve success?
- Develop employer engagement strategy – how do we ensure there is a market among employers for what the supply-side is selling
- Design “Compact” strategy and timeline for getting specific employer commitments
- Develop 2-year timeline for Implementation

REGIONAL DEVELOPMENT/ “COMPACTS” – March-June (Set dates)

Purpose: This completes Stage 2 “Development;” it brings together the supply-side and demand-side coalition partners. The purpose of the Compacts is to codify specific commitments from employers in the target sectors – what are employers ready to do to solve the “problem” and move the needle on regional employment. The intent is to galvanize the demand-side partners with the broader coalition. Focus on opportunities for employers and sectors- not just pain points.

Up to 10% of the Implementation dollars will be available to support this step. Satisfactory completion of the Compacts is required before access to the balance of the Implementation funds.

IMPLEMENTATION – June-

Purpose: Continuing assistance with industry engagement and integrated approach to put Slingshot Compact into action; facilitation of peer learning network among Slingshot regions; continue to provide best practice insights, tools & models