

WIOA

DRAFT

Strategic Workforce Development Plan Update for the Capital Region

2017 – 2021



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Capital Area Regional Strategic Workforce Development Plan Update PYs 2018-2019

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Workforce Innovation and Opportunity Act 4-Year Regional Planning Unit Plan Update and Related Local Plan Updates Program Years 2018-2019

LOCAL Workforce Development Area(s)

Golden Sierra Job Training Agency (Golden Sierra or GSJTA)
North Central Counties Consortium (NCCC)
Sacramento Employment and Training Agency (SETA)/Sacramento Works, Inc.
Yolo County

Regional Lead Contact for RPU: SETA

Date of Plan Modification Submission: March 15, 2019

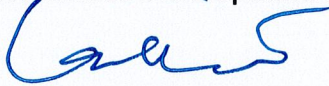
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REGIONAL PLAN MODIFICATION SIGNATURES

This regional plan modification represents the Capital Area Regional Planning Unit's efforts to maximize and coordinate resources available under Title I of the Workforce Innovation and Opportunity Act.

This regional plan modification is submitted for the period of July 1, 2018 through June 30, 2019 in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair



Signature

Gary King

Name

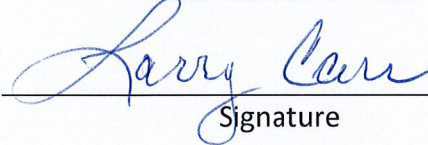
Chair, Sacramento Works, Inc.

Title

2-27-19

Date

Chief Elected Official



Signature

Larry Carr

Name

Chair, Governing Board

Title

3-7-19

Date

**Capital Region Plan Update
Program Year 2018-19**

Introduction

The Capital Region has prepared this two year modification to its four year workforce development regional plan in partnership with regional partners. These partners have either been identified through the Workforce Innovation and Opportunity Act (WIOA) or through long standing partnerships. By engaging partners in stakeholder meetings throughout the nine-county region, individually as well as a through the development of a robust community engagement process, the Capital Region has collected data that defines how the regional workforce development system will integrate services for the required plan elements as defined in Workforce Services Directive (WSD) 18-01.

A. Workforce-Corrections Partnerships

Overview

The Capital Region Workforce Development Agency Partners have prepared and submitted the Prison to Employment Initiative Direct and Supportive Service Grants RFA #84049 (the P2E Implementation Proposal). The following summarizes the content, focus, and priorities outlined in the submission.

The size of the supervised population in the nine county area defined as the Capital Region (Capitol Region Planning Unit: Placer, El Dorado, Alpine, Sacramento, Yolo, Sutter, Yuba, Glenn, Colusa) as of June 2017 on probation was 33,176 of which 30,634 were adults and 2,542 Juveniles (including Juvenile Halls and Camps). The number of individuals released annually from state prison to the region encompassing all four Workforce Development Agency service areas is 2,606.

The target justice-involved population includes individuals subject to probation, mandatory supervision, or post-release community supervision. These individuals experience significant barriers to employment including:

- Drug Abuse/ Addiction
- Mental Health Issues
- Homelessness
- Gaps in Employment
- Lack of Family Support
- Unreliable Transportation, No Driver's License, or Lack of Insurance
- Lack of Education, Training and/or Job/Readiness Skills
- Lack of Diploma/GED
- Lack of Certifications/Licenses to Support Living Wage/Wage Progression
- Inadequate Life Skills

Capital RPU implementation partners will focus on “earn and learn activities” and direct placements in employment consistent with Implementation Plan objectives which emphasize rapid employment after re-entry as a primary means of mitigating recidivism. The implementation team also recognizes the importance of assisting this population with establishing an individualized pathway to success. The pathway includes all the life/foundation skills to make good decisions, completing high school, reducing additional barriers they might have and providing an onramp to a career pathway. The overall strategy anticipates that rapid employment, sustained attendance, and the implicit incentives with this work-centric opportunity outweigh the draw to recidivate.

Partners essential to an integrated system of direct and support services for the justice involved population served by the region will include Capital RPU Workforce Boards, County Probation, Child Support Services, CDCR, CALPIA, Adult Education, Community Colleges (Strong Workforce Program), Parole, Sacramento County Office of Education, Placer Re-entry Program, County Health and Human Services/Clean Slate, Sacramento State University, Sacramento-Sierra and Mid-Valley Building Trades Councils, North State Building Industry Association (NSBIA), Sacramento Valley Manufacturing Initiative, and Valley Vision.

The Capital RPU will pursue a fully-integrated referral process that encompasses shared case management of justice-involved individuals including coordinated services and referrals with representatives of State Parole and County Probation supervision. The strategy will build on current relationships developed through previous grant awards with the expectation that this Implementation Grant funding will further bolster those relationships and improve current referral strategies by identifying appropriate candidates.

The direct service partners will prioritize occupations favorable to the supervised population while developing employer relationships as a function of implementation. Focus of the employer engagement process will be on new employer connections (including community resource fairs) for work-based learning, training, and successful employment outcomes. A primary focus will be placed on the region’s business intermediaries including Sacramento Valley Manufacturing Initiative (SVMI), NSBIA, Labor, etc. The team will also leverage existing employer relationships that have been developed or under development by CBO’s, Strong Workforce, regional industry cluster convening sessions, and governmental agency partners.

The P2E Project Consultant will facilitate local stakeholder engagement as scheduled through one meeting per local area monthly and quarterly regional P2E meetings to build an effective “community of practice.” The community of practice will provide a strong mechanism for identification of effective practices that can be shared throughout the Capital RPU including practices reported from other regions as identified by State sponsored community of practice meetings conducted quarterly. The workforce agency leadership will also participate in meetings convened by parole partners.

The Capital RPU is also hosting a Fair Chance Employment Summit. The summit will bring employers who work with this population together to talk about their experiences working with justice-involved individuals and encourage hiring from within this group. Occupations and

trades to be emphasized will include: Construction, Maintenance and Repair, Advanced Manufacturing, Allied Health Care, Hospitality-Tourism and Recreation, Agriculture, Information and Communications Technology, Transportation and Logistics, Production, and Project Management.

Partners working with the justice involved population within the Capital Region include:

- Local workforce boards & regional workforce partners as specified by WSD18-01:
 - GSJTA, NCCC, SETA, and Yolo County
- Representatives of State Parole offices for the California Department of Corrections and Rehabilitation:
 - Adult Program Parole Administrator Division of Adult Parole Operations, Northern Region California Department of Corrections & Rehabilitation (CDCR)
 - Regional Parole Administrator or Designee Division of Adult Parole Operations, Northern Region (CDCR)
- Community based organizations (as recruited through outreach)
- County Probation Department(s) that elect to participate
- Labor organizations and joint labor-management partnerships (TBD)
- Employers who have labor shortages in selected industries and/ or have expressed a history or interest in employing the formerly incarcerated (as recruited through outreach)

One workforce board in the Capital Region, NCCC, is currently serving most offenders in a Forward Focus Project. Project activities are coordinated by the AJCC's in the counties of Colusa, Glenn, Sutter and Yuba in partnership with each county probation department, local parole offices and a variety of CBOs, county agencies such as County Social Services and Mental Health and the County Superintendent of Schools. The AJCC's have provided work experience, transitional jobs and occupational training with approved vendors on the Eligible Training Provider List.

In addition, NCCC and SETA have been recipients of Proposition 39 grants and have provided Pre-Apprenticeship and Apprenticeship opportunities to ex-offenders in partnership with the various trades councils and pre-apprenticeship and apprenticeship programs.

The Capital Region places a high priority on serving vulnerable populations, such as justice involved and individuals with disabilities, with barriers to employment. Regional strategies will include the provision of remedial education services, which may include services designed to improve literacy skills and English language proficiency, and to provide assistance with obtaining high school diplomas or equivalent. The RPU will work with educational partners to develop and/or expand offerings for Integrated Education and Training (IET), which is a service delivery model that provides adult education activities concurrently and contextually with

workforce preparation and training activities when appropriate. IET targets training in in demand occupations and sectors. The region will focus on Career Technical Education opportunities that integrate and embed basic education and literacy into the curriculum, improve training completion rates and training related job placement rates, and improve the likelihood of a client’s enrollment into subsequent skills courses leading to stackable credentials and a career pathway.

Workforce development activities in the Capital Area Region are coordinated through collaborations between numerous education, labor, social service, economic development, and workforce organizations that bring together resources and services needed to bolster regional workforce development efforts for both job seekers and employers.

Intensive case management, incentive/bonus payments, work experience and occupational skills training are currently being funded by NCCC’s Forward Focus grant. In two of the region’s counties, staff are co-located at the Probation Departments or Day Centers. It is intended to scale this within the other counties of the Capital Region. Additional funding through the Prison to Employment Initiative will assist and support this effort.

The Capital Region intends to provide accelerated educational services opportunities coupled with an “earn and learn training model” leading to attainment of industry recognized credentials, in particular, in the construction trades. Attention will be focused on leading participants to training opportunities within the trades, such as the Building Trades Multi-Craft Core Curriculum (MC3), to assist with the obtaining of an industry recognized credential, which will lead to transition into an apprenticeship within the participant’s chosen trade. Participants not interested in the trades will be provided access to other training opportunities through credential-earning vocational, classroom training, or earn and learn opportunities, and/or guided into direct placement.

Justice involved individuals return to communities where social and economic conditions contribute to almost insurmountable barriers. These barriers impede successful reintegration into the communities. Significant barriers to obtaining employment for this population include: two out of five (40%) individuals do not have a high school diploma or GED; limited employment history that hampers their ability to obtain employment; three out of four ex-offenders (75%) have substance abuse problems; and most recently noted one out of three (33%) have some form of physical or mental disability.

The following elements will be focused on in order to effectively serve and provide supports to the justice involved population:

- Motivate and nurture the commitment to change
- Offer support and access to resources when needed as early as possible
- Providing non-punitive, problem solving assistance
- Providing access to concrete supports like transportation, interview and work clothes, housing and food

- Creating a well-developed network of potential employers
- Coordinating employment and criminal justice commitments to provide as little disruption to training and job responsibilities as possible
- Focusing on job retention

Also, financial needs assessments are conducted by workforce professionals for all participants served to determine the appropriate level of support needed to ensure their success and to identify partner services or resources that may be needed to support that success, and coaches check-in monthly/regularly to monitor progress.

The Capital Region will expand on existing collaborative practices that have proven effective in assisting workforce and community partners to work with parole and probation in linking to those being released. One such effort is “Successful Connections”, a quarterly event offered in Yuba County for Yuba and Sutter probationers and parolees. This recurring event provides an opportunity for probationers and parolees to connect with local agencies who provide various community resources, including Probation, Parole (AJCC’s, Probation, Parole, Social Services, Child Support, Veteran’s Services, Mental Health and Drug/Alcohol Rehabilitation agencies, etc.) to assist clients with reintegrating back into the community and stabilizing their life. Through this collaborative effort, a referral process was developed with Probation. The Capital Region will build upon the current referral process, and will replicate within the Capital Region with the intention to include a more comprehensive referral and communication procedure.

The Capital Region will better coordinate workforce/career pathways in Pre-Apprenticeship training in the Construction Trade, and other industry sectors, and address identified gaps in the pipeline partnership and project model development; provide training for parole agents, transition center staff, WDB and CBO staff, and apprenticeship coordinators; provide stipends so that participants have income while in training (early earn-and-learn); coordinate support services with transition centers, WDBs, and CBOs; coordinate case-management with parole, WDBs, and CBOs; and provide mentoring through the trades. In order to provide systematic workforce readiness for participants interested in construction careers, training will be provided using the Multi-Craft Core Curriculum (MC3) Pre-Apprenticeship model.

The Capital Region partners will work with clients, parole and probation to obtain transcripts or other training information acquired while incarcerated to assist them in moving forward in advancing education, and obtaining gainful employment

The Capital Region will also work with parole, probation, CBOs and others serving justice involved populations to identify agreed-upon methods of communication, to address the need for the development or amendment of MOUs or Partnership Agreements, which specifically address information-sharing provisions, as well as to identify agreed upon alert systems to address client vulnerabilities as they arise, and to ensure timely interventions.

The Capital Region utilizes CalJOBS for both data collection and reporting. The Capital Region, however, will work closely with CDCR/CALPIA and Department of Parole Operations, etc. to

explore opportunities for systems' alignment, as well as other means of tracking and reporting service delivery, outcome, and effectiveness.

Over the years, one of the significant challenges faced by the re-entry population has been the inability to complete education and training due to lack of funds to cover living expenses. To address this challenge the Capital Region will explore the use of stipends, as well as supportive services and incentives to ensure or improve upon a participant's success. It is recognized that supportive services are critical in ensuring job retention, therefore, the Capital Region places great emphasis on strategies and resources that support individuals in maintaining and promoting in their employment. Retention services include, but are not limited to, continued case management support, transportation assistance, ancillary supports, such as boots, uniforms, etc. that may be needed to start a job and retain a job.

Relationship to Regional Labor Market Needs, Regional Sector Pathway Programs, and Regional Partnerships

SETA received AB 2060 Recidivism Reduction funds from the CWDB and EDD for the provision of workforce training services, specifically apprenticeships, to supervised populations, including persons on probation, mandatory supervision, or the post release community who are supervised by or under the jurisdiction of a county. During the program SETA worked closely with the County Probation Department and partner agencies to deliver services under the program. Recidivism reduction services were integrated within the Sacramento workforce development system to ensure that system employment, education and training services are available to the re-entry population. The Capital Region will apply "lessons learned", best practices, and build upon and implement strategies utilized under the initiative to serve the re-entry population that will be served under the Prison to Employment Initiative.

The Capital Region's Prison to Employment Initiative partnership will interface well with the existing Community Workforce Pipeline project in the Sacramento Region, supporting public construction projects, whereby SETA conducts the outreach, recruitment and screening campaign through the workforce system to identify "Priority Workers" to enroll in pre-apprenticeship programs in preparation for construction jobs in the region. "Priority Workers" are identified as individuals meeting at least two of the Priority Worker criteria (economically disadvantaged, receiving cash public assistance, receiving food stamps, emancipated from the foster care system, homeless, have a criminal record or involvement with the criminal justice system, and/or are veterans). Individuals interested in a career in the construction industry and who meet the Priority Worker criteria are directed to one of several programs, based on their previous experience and skills. The program options provided include:

- Pre-apprenticeship programs
- Pre-Construction Training at the Sacramento Job Corps (for Priority Workers under the age of 26) and Apprenticeship Programs operated by the Joint Apprenticeship Training Committees by members of the Sacramento Sierra Building Trades Council.

As mentioned above, the Capital Region will apply “lessons learned”, best practices, and build upon and implement strategies utilized to scale this strategy in other counties of the Capital Region.

Also, within the Capital Region, NCCC, serving Colusa, Glenn, Sutter and Yuba Counties has a current Forward Focus grant that will be leveraged to serve parolees and probationers. Current services include: outreach, recruitment, assessment, work experience, transitional jobs, incentive payments, occupational training, supportive services and job retention/follow-up services.

The Capital Region will ensure that job developers working with the re-entry population are well trained in screening employers for those willing, able, or attuned to hiring individuals who are formerly incarcerated and justice-involved individuals. In addition, connections and relationships with Temporary Agencies will be developed and/or expanded to coordinate similar assessments of employers for the referral or cross-referral of formerly incarcerated and justice-involved individuals to those employers who are willing to hire them. The Capital RPU is further committed to develop resources to inform employers about AB 1008 Fair Chance Hiring (McCarty, Ch.789, Statutes of 2017), the federal Work Opportunity Tax Credit, California New Employment Tax Credit, Federal Fidelity Bonding through the California Employment Development Department’s state bonding services, information about CBOs and other organizations that provide job placement services for formerly incarcerated people, and the benefits of hiring formerly incarcerated people.

Currently, Capital Region workforce boards are developing, expanding on or continuing their MOUs with county probation, as well as local CBOs, and other organizations serving the re-entry population. In addition, the Capital Region has recently executed an MOU with the CDCR.

Ongoing regional training opportunities through the Capital Area Investment Zone (CAIZ) Training Team made up of representatives from all four workforce boards within the Capital Region, will continue to provide and ensure the professional development and capacity building of workforce professionals covering a comprehensive spectrum of topics, including training on serving the re-entry population to improve their direct service experience, including increased access to programs and services, and well as improved outcomes.

Shared case management begins with referrals. Referrals will be initially coordinated via an email referral and AJCC staff report back to Probation and Parole to communicate whether the client has showed for their appointment.

Steps to ensure the comprehensive provision of services the re-entry population will include referral/outreach, thorough needs assessment, case management, client tracking, and referrals to resources or ancillary support services that may be needed to alleviate barriers to employment, and follow up. Through a coordinated, multi-disciplinary case management approach, Capital Region workforce professionals will work with re-entry individuals in identifying short-mid-long-term goals, and create a participant plan. Services provided may

include: job search, resume preparation, application/interview workshops, skills/interest assessment testing, career research, vocational training, misdemeanor conviction expungement, reduction of felony conviction to misdemeanor, driver's license reinstatement, education, literacy programs, etc. Career pathway exploration provides the opportunity for the client to identify on-ramps and off-ramps for a particular career and where the labor market payoffs exist within a pathway. Workforce professionals will maintain contact with the client to collect information related to the client's progress toward attaining his/her goals and to assist in addressing unforeseen obstacles.

Workforce boards within the Capital Region work closely with local CBOs, and other organizations serving the re-entry population. These agencies include, but are not limited to, social service programs such as Calfresh, Mental Health, Housing Authority, homeless committees and coalitions, veteran's programs, the Salvation Army, Habitat for Humanity and California Human Development.

<p>B. Multi-Craft Core Curriculum (MC3) pre-apprenticeship partnerships <i>Required Content</i></p>

The regional Boards coordinate pre-apprenticeship training and construction sector activities with the local building trades councils and regional partners. Partnership agreements have been executed with the Sacramento Sierra Building Trades Council, the Mid-Valley Building Trades Council and the Boards are in the process of executing an MOU specifically for SB1 public works projects. The Boards are working with the Joint Apprenticeship Training Programs to establish relationships and opportunities for MC3 graduates, and recently coordinated a regional MC3 instructor certification training, thereby increasing the supply of MC3 certified instructors in the region by six.

The Capital Region's Construction and Energy Industry Sector Collaborative was supported by the regional workforce boards and was led by the North State Building Industry Association, which represents over 500 business members from the construction and energy sectors. Through regular monthly meetings, the initiative focused on aligning construction-related education and training programs with industry needs, and developing career pathways that start in the high schools and are connected to careers in construction and energy sectors.

The Boards also coordinate Construction and Clean-Energy Sector convenings and partner with the community colleges' Center of Excellence to conduct labor market research on Construction sector trends. The desired impact is to align education and workforce investments with Construction sector needs, create curriculum, certificates and programs that are informed by industry needs, foster career awareness and help support industry-led training and education opportunities, including internships, apprenticeships and other work-based learning opportunities.

One of the Boards' strategies is to connect its construction sector activities to the Re-entry initiative and they have established partnerships with the CDCR, California Prison Industry

Authority, Division of Adult Parole Operations, along with local corrections partners. The Boards are coordinating with parole units and attending CDCR's Parole PACT meetings to develop partnerships with Parole Agents and connections to parolees. The Boards are also working with regional probation offices to engage probationers and parolees.

The Boards also work with local community based organizations that have extensive experience working with justice involved individuals, and are establishing community based partnerships and identifying best practices for case management, co-enrollment, retention and support services strategies and other practices consistent with providing services to ex-offenders. In addition, the Boards work closely with Local Adult Education and Community College Programs to address academic needs of justice-involved individuals and leverage resources in-line with the MC3 training. Each of the partners brings their specific expertise to the table which helps with recruitment, assessment, pre-apprenticeship training, earn and learn activities, and employer engagement.

In February 2014, Turner Construction Company executed a CWTA Supplement Agreement with the Sacramento-Sierra Building and Construction Trades Council to include priority hiring of disadvantaged workers with barriers to employment, which included ex-offenders—21 percent met the criteria. Turner Construction Company, and Rudolph and Sletten, General Contractors, have been awarded contracts by the Department of General Services (DGS) to construct two buildings in downtown Sacramento. SETA was included in DGS's Community Workforce Agreement to coordinate with the contractor to ensure that the targeted population are enrolled into the MC3 training and referred to the Projects; a similar agreement to include SETA is being developed by the City of Sacramento for future Public Works Project. SETA is coordinating its supply-side activities with the other local Boards, and together, the Boards are working with numerous Construction Industry employers to help provide the workforce on several regional projects.

The Construction Sector provides the supervised population an excellent opportunity to succeed. The Employment Development Department's (EDD) Labor Market Information Division (LMID) is projecting employment growth in the Construction Trades of 51,040 jobs during the span of 2014-2024, a 40.6% growth. LMID projects Construction Laborers median wage at \$19.78 per hour; Iron and Steel Workers at \$27.35 per hour, Brick Masons/Block Masons at \$20.66 per hour, Electricians at \$29.95 per hour, Sheet Metal Workers at \$32.59, and the 26 other various Trades will also have a need to develop a skilled workforce. Those participants interested in the Building Trades and Construction will be directed toward MC3 pre-apprenticeship programs throughout the region including the Los Rios Community College Construction Technologies Training Programs, which result in industry certifications. Capital Region Local Training Provider and Vendor lists will be accessed for additional services/training

C. Regional Self-Assessment using indicators of Regional Coordination and Alignment
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See Attachment 1

Capital Region Coordination and Alignment Indicators

Demand Driven Skills Attainment Indicators

Indicator A: Region has a team that jointly convenes industry

Example Considerations: region has a dedicated team (recognized as such by regional workforce and education partners), multiple committed companies (industry champions) in each prioritized industry sector, unions from prioritized industry sectors where workers are represented, frequency of meetings, diversity and reach of representation on the team, depth and representation of priority industry sectors (decision makers, number of employers, size of workforce represented) and a method of ensuring core program partners are connected.

Assessment Questions:	
What industries/sectors meet in the region? <i>All the critical industry clusters including Manufacturing, Healthcare, ICT, Food/Ag, Construction, Clean Energy, etc.</i>	
Who are the industry champions including unions where applicable for each industry sector? <i>Numerous industry champions. A few examples include Siemens (Manufacturing), Bayer Crop Science (Agriculture), Marriott (Hospitality), Teichert (Construction), Sutter Health (Healthcare), and Hewlett Packard (ICT). The region's workforce boards also have established partnerships with labor unions across the industry clusters.</i>	
How were the lead organization(s) and sector experts responsible for convening employers identified? <i>The Boards and education, economic development and other supply-side partners have designated Valley Vision as the regional lead to convene industry advisory groups across the critical industry clusters.</i>	
What activities take place during a convening/meeting? <i>Typical format includes an in-depth report/analysis of the industry cluster followed by an expert panel and group discussion.</i>	
How frequently do convenings/meetings occur? Who attends each convening? <i>Monthly, quarterly and/or periodically.</i>	
What new Industry Recognized Credentials and/or Apprenticeship programs will result from the Industry Sector convenings/meetings? Have the partners identified existing credentials offered in the region that meet Industry needs? <i>The convenings have led to increased partnership by employers, new curricula at the community colleges and increased alignment by supply-side partners. Examples of new apprenticeship programs include Center for Land Based Learning's Farmworker Apprenticeship, SVMI's CNC Machinist Apprenticeship and Sierra Health's/Los Rios's Community Healthcare Worker Apprenticeship.</i>	
Assessment Levels: <i>3.0</i>	
Learning/ Experimenting	Some of the relevant partners meet episodically with a handful of employers to comply with planning requirements and share labor market information and employer's workforce needs.
Operationalizing/ Doing	All of the relevant partners meet at least a few times a year to discuss industry sector needs, with industry champions and sector experts and are engaged in a planning process that will result in a regional approach to

	meeting industry's workforce needs.
Growing/ Expanding/ Scaling	A dedicated and specialized team of relevant partners meet regularly with decision-making leaders/industry champions in a specified industry to develop and execute a meaningful plan to meet industry workforce needs and include measurable goals to develop education and training programs that meet the needs of industry sectors.

Indicator B: Region has shared sector/occupational focus and shares/pools resources to meet demand in the region

Example Considerations: regional plan partners have identified industry sectors with large numbers of good quality jobs with openings; region has a shared written assessment of regional needs; region has a concrete plan to meet written identifiable needs; region demonstrates ongoing meaningful activity to meet needs and achieve workforce goals; region has achieved relative scale and diversity of dedicated resources and shared/pooled funds, and/or has identified common tools for determining job quality that help assess what industries, companies, and jobs to target.

Assessment Questions:	
How does the region identify demand occupations and sectors, and who are the partners engaged in this process? <i>Via industry cluster reports and convenings conducted in partnership with Valley Vision, EDD's Labor Market Information Division, Los Rios Centers of Excellence, and other education, economic development and business partners.</i>	
How are resources pooled to meet the identified demand? <i>Boards follow a strategy of co-investing in regional education, economic development and business partner initiatives.</i>	
Provide 1-3 examples in how demand was identified and resources pooled to meet this demand. <i>Manufacturing – Boards co-invested in SVMl's apprenticeship program which includes investments from the California Manufacturing Technology Consortium, Community Colleges and business association members.</i> <i>Healthcare – Boards co-invested in the development of the Community Healthcare Worker Apprenticeship Program which includes investments by Sierra Health Foundation, Community Colleges, Adult Education Schools, the Greater Sacramento Urban League, and healthcare sector businesses.</i>	
Assessment Levels: 2.5	
Learning/ Experimenting	Regional partners separately identified priority sectors, or some of the relevant partners have identified and agreed upon the targeted sectors in the region and identified employer champions for each sector.
Operationalizing/ Doing	Regional partners identified same priority sectors, occupations with most openings. Employer champions from one or more of the targeted sectors, including labor where workers are represented, are leading the effort to create industry advisory committees, and relevant regional partners have agreed to use advice in planning/implementing sector strategies and developing curriculum to teach skills necessary for employment in target

	sectors.
Growing/ Expanding/ Scaling	Regional sector committees are business led and functioning in all targeted sectors. Colleges and training providers are training for the skills needed by regional employers. Regional partners identified industry sectors with large numbers of good quality jobs with openings and developed a common tool for determining job quality that helps assess what industries, companies, and jobs to target.

Indicator C: Region has a process to communicate industry workforce needs to supply-side partners

Example Considerations: region has developed communication protocols and professional development opportunities to ensure understanding of the targeted industry sectors and job quality framework by all supply-side partners (America’s Job Center of CaliforniaSM (AJCC) staff and partners, Workforce Innovation and Opportunity Act (WIOA) core program partners, Adult Education Block Grant (AEBG), Community Colleges and other State Plan Partners); has a concrete plan for preparing job candidates to meet the needs of industry; demonstrates ongoing meaningful activity to meet needs and achieve workforce goals; has achieved relative scale and diversity of dedicated resources and shared/pooled funds.

Assessment Questions:
Who are the supply-side partners engaged at the regional level, and how does the region ensure understanding by staff and partners of targeted industry sectors and job quality framework? <i>Partners programs include WIOA Titles 1-4, Adult Education, Community Colleges, community based organizations and economic development. The partners are engaged in regular regional sector convenings, in-depth reports and presentations, and ongoing discussions with business partners.</i>
What training/professional development opportunities are available to front-line staff on targeted sectors and job quality? <i>Boards have created a regional capacity building team and web-site and conduct regular regional trainings for all partners and staff. In addition, the Boards have worked closely with CWA to implement the Workforce Development Professional Apprenticeship Program and have completed 2 cohorts to date. The Boards also participate in the Regional Rapid Response Roundtable which provides additional training and professional development opportunities for Business Services staff.</i>
How do the services provided by the AJCC and regional partners prepare job candidates to meet the needs of targeted industry? <i>The AJCC’s coordinate services with regional partners to ensure that job seekers possess the work readiness skills to successfully participate in training activities and obtain/retain employment.</i>
How do One-Stop Operators, AJCC service providers, and other supply-side partners ensure that services are aligned to reduce duplication and redundancy? Give examples. <i>The Boards include regional partners in the planning and implementation of regional initiatives and new</i>

<i>programs. In addition, the Boards follow an integrated resource team approach to providing services to avoid duplication and maximize available services for customers. Examples include the disability-related and ELL-related initiatives where navigators are assigned to help arrange and coordinate resources and services across the multiple funding silos.</i>	
Assessment Levels: 2.0	
Learning/ Experimenting	One-Stop Operators/AJCC Service providers in a region are connected to Industry Sector Committees, and training is provided to staff and partners on industry workforce needs.
Operationalizing/ Doing	Regional partners have a process to communicate industry workforce needs and train staff on targeted industry sectors and job quality and are developing a method of ensuring that AJCC and other supply-side partners provide work-readiness services to prepare job candidates for targeted industry sector jobs.
Growing/ Expanding/ Scaling	Region has developed communication protocols and professional development opportunities to ensure understanding of the targeted industry sectors and job quality framework by all supply-side partners (AJCC staff and partners, WIOA core program partners, AEBG, Community Colleges and other State Plan Partners); has a concrete plan for preparing job candidates to meet the needs of industry; demonstrates ongoing meaningful activity to meet needs and achieve workforce goals; has achieved relative scale and diversity of dedicated resources and shares/pools funds.

Indicator D: Region has policies supporting equity and strives to improve job quality

Example Considerations: region has developed policies and business engagement protocols that focus on job quality, productivity and value added, using a well-paid workforce for greater production, value employee retention and training, provides employer paid benefits, supports good scheduling and sick time practices, and focuses on long term prospects of the firm and the planet, employers engage workers and community residents.

Assessment Questions: <i>N/A</i>
Does the region have a job quality policy and make a distinction between better jobs and worse jobs? <i>While the Boards do not have a formal policy in place, they share the practice of matching a candidate's skills and interests with career opportunities, preferably in quality jobs. In many instances, however, career opportunities in entry-level jobs with advancement opportunities are the best match for job seekers. In addition, the Boards target resources toward employers that offer career opportunities.</i>
Are business engagement resources targeted to employers who value job quality? <i>Yes.</i>
Does the region assist business customers with internal/incumbent worker skills and retention? <i>Yes.</i>
Does the region reward employers who are treating their workers with care and provide disincentives for employers with high turnover and pay low wage/no benefits? <i>Yes.</i>

Assessment Levels: 1.5	
Learning/ Experimenting	Region is working to understand job quality and high road employment practices and is committed to creating and implementing a job quality policy.
Operationalizing/ Doing	Region has a job quality policy in place which requires business engagement staff to assess employers prior to providing services and targeting services to employers who support job quality in their workforce.
Growing/ Expanding/ Scaling	Region is engaged with employers that focus on internal/incumbent worker skills and retention and focuses services on employers with good scheduling and sick time practices, provides training and career pathways with income mobility.

Upward Mobility and Equity Indicators

Indicator E: Region has shared target populations of emphasis

Example Considerations: WIOA core partners, Local Workforce Development Boards (Local Boards), Community College, Adult Education Block Grant programs and community-based organizations identify specific documented target populations to be served at the regional level in a shared regional plan which includes meaningful action steps to provide services to target populations.

Assessment Questions:	
What are the target populations identified in the regional plan? <i>Target populations include disadvantaged youth, veterans, basic skills deficient, justice involved, ELL, disability, low-income, public assistance, homeless and dislocated workers.</i>	
Is there agreement by all regional supply-side partners to target these populations? <i>Yes, although some partners have mandates to target specific populations.</i>	
Have regional supply-side partners developed any process to evaluate participation by target populations? <i>The Boards utilize CalJobs reports to evaluate participation by target populations.</i>	
What are the baseline (current) service levels to target populations? <i>Current service levels include the following estimates: Disabled-10%, Veterans-5%, Public Assistance-17%, Food Stamps-30%, Homeless-5%, and Foster Youth-2%. CalJobs contains limited data on a number of specific target populations.</i>	
Have regional partners established service goals for target populations? If yes, what are they? <i>The Boards do not have formal service goals for target populations, but strive to increase access and services for all target populations.</i>	
Assessment Levels: 2.0	
Learning/ Experimenting	Analysis of population in need is conducted by all partners in separate plans and each partner separately implements programs to meet the needs.
Operationalizing/ Doing	Relevant partners agree on targeted populations, begin using Statistical Adjustment Model to measure performance, and develop specific programs

	and strategies to meet their employment needs.
Growing/ Expanding/ Scaling	Relevant partners meet regularly to ensure programs and strategies meet the needs of targeted populations, professional development opportunities are available to staff for serving this population, and regional partners communicate successes and challenges of serving individuals from target populations so as to better serve relevant individuals.

Indicator F: Region deploys shared/pooled resources to provide services, training, and education, to meet target population needs

Example Considerations: Local Boards, WIOA core partners, Community Colleges, and other relevant regional plan partners pool/share resources, identify areas of strength/ leadership, create regional career pathway programs, identify scale and diversity of dedicated resources and funds pooled to fund relevant activities, implement a shared decision-making process on deployment of pooled resources, and plan alignment of services and programming across funding streams and partner programs.

Assessment Questions:	
Have relevant regional partners entered into a Memorandum of Understanding (MOU) to share customers, services and costs? <i>Yes.</i>	
List funding streams that are shared/pooled to provide services, training, and education to meet target population needs. <i>All required partner funding sources as well as numerous non-required partners.</i>	
If funding is not directly administered by Local Boards, please indicate levels of shared/pooled funding resources administered by regional partners. <i>Shared resources administered by partners is defined in detail in the WIOA MOUs/RSAs.</i>	
Assessment Levels: <i>2.0</i>	
Learning/ Experimenting	Local Boards in a region have executed an MOU that includes referral agreements, infrastructure cost sharing and commitment to target population of emphasis described in local/regional plans.
Operationalizing/ Doing	Regional Plan partners are in the process of developing a plan to pool/share resources to provide services to meet target population needs, have identified industry sectors to create regional career pathway programs for targeted populations.
Growing/ Expanding/ Scaling	Relevant regional plan partners pool/share resources, identify areas of strength/ leadership, create regional career pathway programs, share decision-making on deployment of pooled resources, and align services and programming across funding streams and partner programs.

Indicator G: Region utilizes shared, common case management strategies such as co-enrollment, navigators, and/or multi-disciplinary teams to developed shared responsibility for providing services and ensuring quality outcomes

Example Considerations: WIOA core partners and other State Plan/Regional Plan partners have developed policies and are implementing common case management and capacity building practices, including data sharing, co-enrollment, co-location, common assessment tools (including both job skills/work readiness assessment for job seekers and job quality assessment for employers), navigators, professional development opportunities for staff, and/or multi-disciplinary teams, to provide services to common clients who receive services from multiple programs and funding streams.

Assessment Questions:	
What shared/common case management strategies or goals does the region use to remove barriers to employment and develop shared responsibility of services and outcomes? <i>The Boards follow an integrated resource team approach and attempt to maximize services/resources for customers.</i>	
Has the region used evidence based practices and/or customer centered design to develop their strategies? If yes, describe. <i>Yes, the Boards apply evidence based practices, have been trained in Human-centered Design, and apply these principles regularly when implementing programs or services.</i>	
List the partners who share strategy by type of strategy and the number of customers currently participating in shared/common case management strategies. <i>Shared case management is a fundamental principle of the AJCC network and the majority of enrolled customers experience shared case management among the network of partners. Partners heavily invested in shared case management include all the required partners and numerous other partners.</i>	
Provide examples of services and outcomes that exemplify shared responsibility for removing barriers to employment, providing services and ensuring quality outcomes. <i>Examples include the Mather Homeless Project, the disability and ELL navigator initiatives, the Strong Workforce Mobile Services initiative, and the Black Child Legacy initiative.</i>	
Has the region provided training to frontline staff on common case management strategies? If yes, list trainings and numbers in attendance/partners participating. <i>The regional training team provides numerous training opportunities for front-line staff that include case management strategies and services to specific target populations. A list of past regional trainings is attached.</i>	
Assessment Levels: 3.0	
Learning/ Experimenting	Regional partners are participating in goal-setting discussion regarding shared/common case management strategies and shared responsibility for services and outcomes?
Operationalizing/ Doing	Relevant partners utilize evidence based practices and customer centered design to develop and implement programs to serve population of emphasis, have provided training to staff and partners.
Growing/ Expanding/ Scaling	Relevant partners utilize shared, common case management strategies such as co-enrollment, navigators, and multi-disciplinary teams to develop shared responsibility for providing services and ensuring quality outcomes. Regions have trained staff and partners in these strategies and are

	increasing the numbers of partners and customers participating in shared/common case management strategies.
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System Alignment Indicators

Indicator H: Region has shared/pooled admin systems and/or processes for achieving administrative efficiencies and program outcomes

Example Considerations: Local Boards, WIOA Core program partners and other State Plan/Regional Plan partners have specific documented goals for achieving administrative efficiencies and reducing duplication, including using dedicated staff and/or pooled/shared resources for regional business engagement, regional training coordination and Training Provider Directories, regional contracting, regional performance negotiations and regional data aggregation measuring progress.

Assessment Questions:	
Does your region have shared/pooled administrative systems or processes? If yes, what are the systems/process? <i>The regional Board/Director meetings, regional training team and web-site; regional customer satisfaction, regional industry sector convenings, regional labor market studies, regional rapid response team, and various regional planning initiatives. The Boards are currently implementing a regional business services web-site, a regional hearing officer, and a regional confidentiality policy.</i>	
Describe the administrative efficiencies that your region has identified that will reduce duplication, streamline processes, save money, and/or improve program outcomes. <i>In addition to the efforts described above, the Boards follow a co-investment strategy that aligns funding and resources with regional partners and attempts to reduce duplication across funding silos.</i>	
Does your region have MOUs or agreements in place to share resources, streamline administrative processes, and/or improve program outcomes? <i>The Boards have a regional MOU and, to the extent practicable, work together to share regional resources, streamline administrative processes and improve program outcomes.</i>	
Does your region have a plan to unify the regional partners approach to engaging employers? <i>Yes, the regional has engaged Valley Vision as the intermediary to coordinate common policies, strategies and initiatives related to employer engagement.</i>	
Assessment Levels: 2.5	
Learning/ Experimenting	Relevant partners have executed a One-Stop MOU that includes commitment to sharing customers, providing shared services, referral agreements, infrastructure cost sharing for the AJCC system.
Operationalizing/ Doing	Region has shared/pooled admin costs for achieving administrative efficiencies and program outcomes, relevant partners meet on a regular basis to identify additional administrative efficiencies that will improve

	program outcomes and have a plan to implement one or more regional policies/strategies.
Growing/ Expanding/ Scaling	Region has a formal structure or intermediary in place, common policies, coordinated deployment of resources and shares staffing of services and/or regional systems.

Indicator I: Regional decision-making in formalized structures

Example Considerations: Local Boards, WIOA Core program partners and other State Plan/Regional Plan partners, with input by industry champions, labor and workforce leaders develop formal decision making structures, including MOUs, partnership agreements, intermediaries to ensure regional cooperation and communication and the development of shared, specific, documented quantifiable goals, regional data aggregation, evaluating progress towards those goals by dedicated staff using pooled/shared resources to evaluate outcomes for the region.

Assessment Questions: N/A	
Is there a formal structured regional leadership council/structure operating in the region? If yes, what is it called, how often does it meet and who participates in it? <i>While the Boards have not created a formal regional leadership council, they have formally engaged Valley Vision along with a number of other partners to coordinate regional workforce development policies, strategies, and initiatives.</i>	
Does the leadership council have dedicated staff? Is it funded using shared/pooled resources? <i>Yes.</i>	
Has the leadership council agreed to regional goals, and does it evaluate and report progress towards these goals? <i>Yes.</i>	
Assessment Levels: 2.0	
Learning/ Experimenting	Informal regional meetings are conducted to share information and identify shared projects and goals.
Operationalizing/ Doing	Relevant regional partners meet regularly, have developed and evaluated shared goals, have written agreements to share decision making and streamline processes, and are working towards more formal arrangements.
Growing/ Expanding/ Scaling	Formal decision making council/structure is operating within the region with participation by industry champions, labor and workforce leaders, written agreements have been developed to ensure regional cooperation and communication and the development of shared, quantifiable goals, regional data aggregation, and evaluating progress towards those goals.

Indicator J: Regional organization and evaluation of performance

Example Considerations: Local Boards, WIOA Core program partners and other State Plan/Regional Plan partners utilize specific documented quantifiable goals, regional data

aggregation evaluating progress towards those goals by dedicated staff using pooled/shared resources to evaluating outcomes for the region.

Assessment Questions:	
How will the region qualitatively assess/evaluate progress towards meeting regional industry and occupational demand? <i>The Boards have implemented a regional customer satisfaction survey process for both job seekers and employers to qualitatively assess/evaluate success in meeting regional industry needs. In addition, the Boards gather qualitative data through regional industry sector convenings and other regional initiatives with business partners.</i>	
Have the regional partners determined regional goals for increasing the number of industry-recognized credentials and apprenticeships available in the region? How will, or how might, these outcomes be tracked numerically and categorically? <i>Numerical goals have not been established, but the Boards continuously work with business and other partners to increase industry-recognized credentials and apprenticeships throughout the region.</i>	
Does the region have a numeric goal of placing participants in sector-based occupations? If so, list the sectors and occupations, numeric goal(s), and the number to-date in attaining that goal (baseline). <i>Numerical goals have not been established, but the Boards continuously work with business and other partners to meet the workforce needs of demand industry sectors/clusters.</i>	
Is the region piloting employer engagement performance measures? If yes, what are they? <i>The Board have implement a regional business customer satisfaction survey process and are awaiting the implementation of other employer engagement measures.</i>	
Have the Local Boards met to discuss WIOA performance negotiations and how negotiations might align with other regional goals/measures? <i>Yes, the Boards discuss regional WIOA performance in relation to other regional goals/measures and have negotiated regional WIOA performance measures with the State Board.</i>	
Assessment Levels: 2.0	
Learning/ Experimenting	Relevant regional partners meet at least once per year to discuss negotiating regional performance measures with the California Workforce Development Board (State Board), and they use standard performance measures as the basis for evaluating local and regional performance.
Operationalizing/ Doing	Relevant regional partners use the indicators of regional coordination (the nine indicators detailed here) to continuously improve regional plan goals and objectives, develop ways to count, assess and evaluate credential and apprenticeships in the region
Growing/ Expanding/ Scaling	Relevant regional partners work together to evaluate progress on meeting regional industry and occupational demands, share standard performance measures across systems, and develop regional measures to continuously improve regional performance.

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Attachment 2 - Workforce – Corrections Partnerships

Justice involved individuals return to communities where social and economic conditions contribute to almost insurmountable barriers. These barriers impede successful reintegration into the communities. Significant barriers to obtaining employment for this population include: two out of five (40%) individuals do not have a high school diploma or GED; limited employment history that hampers their ability to obtain employment; three out of four ex-offenders (75%) have substance abuse problems; and most recently noted one out of three (33%) have some form of physical or mental disability. According to the most recent California Department of Corrections and Rehabilitation (CDCR) report - released in 2014, the recidivism rate for ex-offenders in Sacramento was 59.5% for inmates returning to prison or jail within three years. The CDCR report also indicated the recidivism rate for felons between 18 to 19 years of age was 73.7% and the recidivism rate for felons between the ages 20-24 was 66.9% in Sacramento County. The Project will focus on building relationships among the regional State Prisons, post release centers, Parole and existing CWDB funded pre-apprenticeship partnerships.

Intensive case management, incentive/bonus payments, work experience and occupational skills training is key to success and currently funded with NCCC's Forward Focus grant.

Implementation partners will focus on "earn and learn activities" and direct placements. Earn and learn approaches will include work experience and on-the-job training, partnerships with local organizations serving the re-entry population and the local boards providing the "Support services and Earn and Learn". Staff will prioritize occupations likely to hire the supervised population emphasizing transitional jobs, work experience, pre-apprenticeship and apprenticeship opportunities. Regional staff and probation will identify and coordinate with local public and private businesses partnership to provide the opportunity for internships, work experience, on-the-job training and direct hiring.

The size of the supervised population in each of the counties within the Capital RPU as of June 2017 on Probation is as follows:

The size of the supervised population in the nine county area defined as the Capital Region as of June 2017 on probation was 33,176 of which 30,634 were adults and 2,542 Juveniles (including Juvenile Halls and Camps). The number of individuals released annually from state prison to the region encompassing all four Workforce Development Agency service areas is 2,606. (detail in tables below)

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California County Probation Data Dashboard – Sacramento Region Adults & Juveniles:

County	Adults	Juveniles	Juvenile Halls	Juvenile Camps	Total
Colusa	260	15			275
Glenn	571	43	7		621
Sutter	1,021	57			1,078
Yuba	1,042	60	28	16	1,146
NCCC Total	2,894	175	35	16	3,120
Alpine	92	0	0	0	92
El Dorado	994	78	27	7	1,106
Placer	3,439	228	25	0	3,692
Golden Sierra Total	4,525	306	52	7	4,890
Sacramento	21,286	1,601	134	0	23,021
Yolo	1,929	191	25	0	2,145
Capital Region Grand Total	30,634	2,273	246	23	33,176

Individuals released annually from state prison to the region:

Golden Sierra	349
NCCC	362
SETA	1715
Yolo	180
Total	2606

Partners will include:

- Local workforce boards & regional workforce partners as specified by WSD18-01
 - GSJTA, NCCC, SETA Yolo
- Representatives of State Parole offices for the California Department of Corrections and Rehabilitation:
 - Adult Program Parole Administrator Division of Adult Parole Operations, Northern Region California Department of Corrections & Rehabilitation (CDCR)

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- Regional Parole Administrator or Designee Division of Adult Parole Operations, Northern Region (CDCR)
- Community based organizations (as recruited through outreach)
- County Probation Department(s) that elect to participate
- Labor organizations and joint labor-management partnerships (TBD)
- Employers who have labor shortages in selected industries and/ or have expressed a history or interest in employing the formerly incarcerated (as recruited through outreach)

The Regional Directors of the four participating workforce development agencies in the Capital RPU meet on the 3rd Tuesday every month to review progress on the P2E and related project initiatives. The P2E Project Consultant will facilitate local stakeholder engagement as scheduled through one meeting per local area monthly and quarterly regional P2E meetings to build an effective “community of practice.” The community of practice will provide a strong mechanism for identification of effective practices that can be shared throughout the Capital RPU including practices reported from other regions.

Workforce boards within the Capital Region have lists of employers that have a history and are attuned to hiring formerly incarcerated and other justice involved individuals. The list/catalog of employers can be made available upon request. These lists are fluid and continue to grow as new employers are engaged. Outreach efforts to new employers include providing the information to them regarding the Fair Chance Hiring, the federal Work Opportunity Tax Credit, California New Employment tax Credit, Federal Fidelity Bonding and other available services, as well as showcasing the value of hiring an individual re-entering a community and the workforce.

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Attachment 3 - Summary of Stakeholder and Community Engagement -

1. Outreach Efforts

The four (4) workforce areas facilitated four (4) Public Input Meetings throughout our 9-county Capital Region, including one after regular business hours, to solicit input from local workforce development stakeholders (education, labor, business, economic development and community based organizations) on the WIOA Local and Regional Plan Modifications. Attendees were informed that the plan modification to be developed would be intended to respond to current and foreseen challenges faced by the local workforce system, that it would provide a framework for continued regional cooperation and investment, that it would encourage continuous improvement of integrated services to clients, and finally that it would respond to policy direction in workforce legislation.

North Central Counties Consortium	950 Tharp Rd., Bldg. 1100 Yuba City, CA 95991	Nov. 1, 2018 9:30 a.m. -11:30 a.m.
Golden Sierra Job Training Agency	1536 Eureka Road Roseville, CA 95661	Nov. 8, 2018 10:30 a.m. – 12:30 p.m.
Yolo County Workforce Innovation Board	25 N. Cottonwood St. Woodland, CA 95695	Nov. 15, 2018 9:30 a.m. – 11:30 a.m.
Sacramento Employment and Training Agency	925 Del Paso Blvd., Suite 100 Sacramento, CA 95815	Nov. 29, 2018 5:00 p.m. – 7:00 p.m.

Public Notices were posted in local and regional publications, including the Sacramento Bee and published on SETA’s website. In addition, an email notification was widely disseminated to local area stakeholders, including the required list as mandated by the state’s policy guidance, and other representatives from the business and organized labor communities, the K-12 system, the community college system, adult education, private postsecondary institutions, and community-based organizations. Special care was taken to ensure that organizations representing historically disadvantaged populations, such as the Sacramento County Department of Human Assistance, the California Human Development, Department of Rehabilitation, Crossroads Diversified Services, Inc., the local American Association of Retired Persons, Vietnam Veterans of California, the California Indian Manpower Consortium, Alta Regional, NorCal Center on Deafness, to name a few, received a notification of the postings. Partners were also invited to submit written comments via a fill-in enabled form regarding the Public Input Meeting Questions.

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2. Public Input Meetings

Each of the four (4) Public Input Meetings brought a unique regional perspective and focus to the conversation. Attendees included stakeholders and partners from education, labor, business, economic development and community based organizations, including those serving specialized populations such as the Sacramento County Department of Child Support Services (SCDCSS), and Alta Regional. The overarching input indicates a need for increased and ongoing communication among service partners and improved integration of services to meet all the needs of participants. A re-occurring barrier for participants included in each population is transportation to and between service providers where paperwork must be completed, causing frustration and fatigue with the process of obtaining job seeker and support services needed to obtain and retain meaningful employment. Through the development and strengthening of local partnerships, and utilizing an integrated resource team approach with frequent communication among service providers, we are better able to serve the participants and address barriers to success.

Public input indicated the following needs and challenges, by targeted population:

CalFresh E&T Participants

Needs:

- Felon friendly employers
- Job Search assistance/follow up
- Job Readiness including resumes, job interview skills, locating prospective employers
- Resources for expungement
- Transportation supports/Drivers' Licenses
- Financial education

Challenges/Barriers:

- Lack of Education
- Transportation/Drivers' Licenses
- Substance Abuse
- Mental Health
- Homelessness
- Felony Record
- Lack of work history
- Fragmented services, multiple steps and doors to accessing services/frustration with process

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Local Child Support Program Participants

Needs:

- Felon friendly employers
- Job Search assistance/follow up
- Job Readiness including resumes, job interview skills, locating prospective employers
- Resources for expungement
- Transportation supports/Drivers' Licenses
- Employment services for undocumented participants
- Financial education

Challenges/Barriers:

- Lack of Education
- Transportation/suspended Drivers' Licenses
- Suspended professional licenses
- Substance Abuse
- Mental Health
- Homelessness
- Felony Record
- Lack of work history
- Fragmented services, multiple steps and doors to accessing services/frustration with process

Individuals with ID/DD

Needs:

- Transportation Supports
- Financial education
- Job Search assistance/follow up
- Job Readiness including resumes, job interview skills, locating prospective employers

Challenges/Barriers:

- Fear of discrimination
- Fear of losing disability benefits if employed
- Need for extensive wrap-around services
- Job Readiness including resumes, job interview skills, locating prospective employers
- Lack of, disrupted, or spotty work history
- Fragmented services, multiple steps and doors to accessing services/frustration with process
- Difficult transition from sheltered employment

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- Misplaced belief by employers of high costs to accommodate disabilities

English Language Learners

Needs:

- Job Readiness including resumes, job interview skills, locating prospective employers
- Transportation supports/Drivers' License
- Employment services for undocumented participants
- Child Care
- Forms assistance/Translation services
- Financial education

Challenges/Barriers:

- Separation of language learning from vocational skills learning
- Limited employer engagement with employers that are attuned providing opportunities to ELLs
- Fragmented services, multiple steps and doors to accessing services/frustration with process
- Lack of work history
- Validating foreign credentials and degrees

In addition, attendees expressed the following needs:

- Increased services to disadvantaged youth and high poverty neighborhoods/areas
- Increased focus on minorities, particularly Black and Hispanic/Latino
- Increased focus on entrepreneurship and innovation
- Improved performance measures and accountability
- Industry/Sector focus

3. Documentation:

- Public Notice, Planning Calendar, and In-put Questions – Copy Attached (Exhibit 1)

The Public Notice was emailed to the Capital Region Planning Unit's (RPU's) applicable stakeholders and partners included in the State Board's "Directory of Planning Partners", as well as the applicable stakeholders and partners included in the State Board's Interactive Corrections Map. Additionally, SETA emailed the Public Notice to stakeholders and partners on its internal "Public Notice" mailing list. The draft local plan was posted on the SETA website on January 18, 2019, and the draft regional plan was posted on February 15, 2019. The links to both the regional and local plan updates were posted on SETA's website and made available to all of the required stakeholders identified in the policy guidance, as well as to over 400

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Attachment 3

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partners, stakeholders and other interested parties for comment. Finally, a public notice was published in the Sacramento Bee, and SETA will be receiving public comments through March 15, 2019. Documentation of outreach efforts to all required planning partners shall be sent under separate cover.

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Attachment 4 - Additional Capital Region Planning Efforts and Initiatives

The following is a list of ongoing and recent Valley Vision, Inc. projects commissioned by Capital Region Workforce Development Boards –

1. **Regional Plan:** Valley Vision is working with Capital Region Workforce Development Boards to streamline and strengthen employer participation and leadership in regional industry sector initiatives, and align education and workforce investments to the changing needs of the economy and workforce. Activities have included research defining the breadth and depth of career technical education (CTE) advisory committees of the regional community colleges; future of work activities (detailed below); supporting and convening regional CTE advisory committees (detailed below), organizing and supporting regional industry cluster leadership structures, and conducting best practices research on effective business engagement sector models. 2019 priorities include researching and creating profiles of occupations in the region at high risk of displacement due to technological innovations.
2. **Convening Advisory Committees:** Valley Vision has taken an active role in organizing and convening advisory committees in high-demand sectors with critical skill gaps. We collaborate with the North/Far North Center of Excellence to conduct timely labor market research on industry cluster trends and high-occupations, which are used to frame convenings where we bring together employers, and educational and community partners in the following sectors validate the data and hear from employers on their priority workforce needs. The focus is on the following clusters: Health and Life Sciences, Information and Communications Technology, Construction (evolving to include energy and utilities), Manufacturing, and Food and Agriculture. A new workforce assessment is forthcoming on the Hospitality and Tourism Cluster. The desired impact is to align education and workforce investments with priority needs, creating curriculum, certificates and programs that are informed by industry needs; foster career awareness and help support industry-led training and education opportunities, including internships, apprenticeships and other work-based learning opportunities.
3. **Future of Work:** Valley Vision was supported by the Capital Region Workforce Development Boards in 2018 to bring together workforce partners, educators, and employers to identify high priority actions to prepare the workforce for changes in the workplace related to technological innovations like automation, artificial intelligence, robotics, and the internet of things. Five forums were held across the region, and a research brief was prepared summarizing key trends and challenges. The desired impact is to catalyze action to advance preparedness in the region for the future of work. The findings are being used in cluster convenings and occupational demand analyses.

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4. **Sacramento Valley Manufacturing Initiative (SVMI):** SVMI is a new industry-led collaboration to build and sustain a robust manufacturing sector in the Sacramento region by informing and supporting education and training providers about the needs of the 21st century manufacturing workforce. Efforts include training the trainer about how to develop relevant curriculum and skills and upgrade training programs; work with high schools on career awareness; and collaboration with the Community Colleges and industry associations to develop customized training programs responding to industry needs, that can be modeled for additional pathways. Valley Vision is working with the leadership of SVMI to establish itself as an independent nonprofit 501(c)(3) and is serving as fiscal agent. The desired impact is to build a best in class, dynamic workforce pipeline of talented workers who are interested in and can fulfill the complex needs of 21st Century advanced manufacturing. This effort has leveraged support from the California Manufacturing Technology Consulting Manufacturing Extension Partnership to support the development of organizational capacity.

5. **Innovative Pathways to the Public Sector (IPPS):** IPPS is a coalition of stakeholders working together to improve awareness and inroads to public sector jobs for youth and young adults. Valley Vision is supporting the IPPS leadership group in strategic planning as well as supporting public sector development by conducting research quantifying future occupational demand and engaging employers and other stakeholder to strengthen the sector. The desired impact is to increase interest in and access to public sector jobs.

6. **Brookings Prosperity Strategy:** In 2018 Valley Vision, Sacramento Area Council of Governments (SACOG), the Greater Sacramento Economic Council (GSEC), Sacramento Metropolitan Chamber of Commerce, and Sacramento Region Business Association partnered to engage the nationally recognized Brookings Metropolitan Policy Program to conduct a market assessment of the six-county Sacramento region. The findings of the Brookings market assessment note the changing market, technology and demographic trends for broad-based economic growth. Responding to the Brookings call to action, the Regional Prosperity Partnership is developing the Prosperity Plan, a strategic framework to champion a pathway for inclusive economic prosperity. Valley Vision is taking a leading role and is driving the workforce strategy that is centered on increasing digital skills with a broad-based Digital Skills Initiative, addressing a major talent pipeline challenge. This initiative is also supportive of findings and engagement from the Future of Work forums. The desired impact is to support inclusive economic growth and prosperity in the region and prepare the workforce with critical technology skills.

7. **JPMorgan Chase Supported Work:** Valley Vision is participating in a statewide network on best practices in employer engagement and future of work strategies, working in

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partnership with community colleges, workforce boards, and business and civic leadership organizations to prototype new models of leveraging workforce demand analyses and industry data for demand-driven system responses. The desired impact is to generate sustained industry partnerships and increased awareness of high demand skills gaps and strategies to create a strong talent pipeline supporting regional economic growth.

8. **Collaboration with State Economic Summit and California Forward:** Valley Vision actively participates in and helps inform the initiative, led by CA Forward, to create one million middle skill jobs, partnering with other regions across the state to drive action and working with the CA Community College Chancellor’s Office. The “Roadmap to Prosperity” which is the 2019 Action Plan will focus on advancing career technical education and apprenticeships across key industry sectors.
9. **Morgan Family Foundation:** Valley Vision has submitted for a 2019 grant to support pathways and apprenticeship in the food and agriculture sector with partner Center for Excellence and the Community Colleges and workforce boards. This will support the Regional Prosperity Strategy which has a focus on the food and ag cluster as an area of regional competitive advantage. This work has been supported for several years by the Foundation, providing for both technical assistance and policy engagement to remove state barriers to apprenticeships, and providing support for the California League of Food Processors to engage with the education and workforce system and build career pathways.
10. **Metro Chamber Cap to Cap Workforce Committee:** As a member of the Committee, Valley Vision will be providing information on the region’s key workforce needs, partnership activities and policy priorities, and supporting the team of regional leaders from the education and workforce systems.

Regional Planning Unit Record of Comments

Section 108 of the Workforce Innovation and Opportunity Act requires the Local Boards within a Regional Planning Unit (RPU) to publish the regional plan modification for public comment. The RPU should include with their regional plan modification submittal, all comments that have been received that disagree with the regional plan modification, how the RPU considered that input and its impact on the narrative in the regional plan modification.

Please provide these comments in the following format:

Regional Plan Section	Comment/Response
Section:	Comment:
	RPU Response:
Section:	Comment:
	RPU Response:
Section:	Comment:
	RPU Response:
Section:	Comment:
	RPU Response:



NOTICE OF PUBLIC INPUT MEETINGS

The Capital Region’s Workforce Boards are soliciting public input on modifications to the Workforce Innovation and Opportunity Act (WIOA) Regional/Local Plans.

Dates and locations of Public Input Meetings are as follows:

November 1, 2018 (Thursday) - 9:30 a.m.-11:30 a.m.
North Central Counties Consortium
950 Tharp Rd., Bldg. 1100, Rm. 311, Yuba City, CA 95991 (Garden Room)

November 8, 2018 (Thursday) – 10:30 a.m.-12:30 p.m.
Golden Sierra Job Training Agency
1536 Eureka Rd., Roseville, CA 95661

November 15, 2018 (Thursday) – 9:30 a.m.-11:30 a.m.
Yolo County Workforce Innovation Board
25 N. Cottonwood St., Woodland, CA 95695 (Clarksburg Room)

November 29, 2018 (Thursday) – 5:00 p.m.-7:00 p.m.
Sacramento Employment and Training Agency
925 Del Paso Blvd., Sacramento, CA 95815 (Board Room)

Members of the community wishing to submit written input may email it to the attention of Heather Luke at Heather.Luke@seta.net.

**Auxiliary aids, interpreting services, and other reasonable accommodations are available upon request. Please contact Heather Luke at 916-263-4072 or Heather.Luke@seta.net no later than 5 days in advance. CA relay services are available by dialing 711 and referencing the host agency’s phone number.

CAPITAL Regional Workforce Boards

EXHIBIT 1

(Golden Sierra, North Central Counties, Sacramento County and Yolo County)

Workforce Innovation and Opportunity Act (WIOA)

PLAN MODIFICATION

CALENDAR-REVISED (Dates and

Times are subject to change)

EVENT

DATE

DATE	EVENT
Thursday, November 1, 2018 9:30 a.m. – 11:30 a.m.	Planning/Public Input Meeting #1 – North Central Counties Location: 950 Tharp Rd., Bldg. 1100, Rm. 311, Yuba City, CA 95991
Thursday, November 8, 2018 10:30 a.m. – 12:30 p.m.	Planning/Public Input Meeting #2 – Golden Sierra Location: 1536 Eureka Rd., Roseville, CA 95661
Thursday, November 15, 2018 9:30 a.m. – 11:30 a.m.	Planning/Public Input Meeting #3 – Yolo County Location: 25 N. Cottonwood St., Woodland, CA 95695
Thursday, November 29, 2018 5:00 p.m. – 7:00 p.m.	Planning/Public Input Meeting #4 – Sacramento County Location: 925 Del Paso Blvd., Sacramento, CA 95815
Friday, January 18, 2019, 5:00 p.m.	Release of WIOA Draft Local Plan Modifications
Friday, February 15, 2019, 5:00 p.m.	Release of WIOA Draft Regional Plan Modification
Thursday, February 21, 2019, 2:00 p.m.	Approval of WIOA Draft Local Plan Modification – North Central Counties Workforce Development Board
Wednesday, February 27, 2019, 8:00 a.m.	Approval of WIOA Draft Regional/Local Plan Modification – Sacramento Workforce Development Board
Thursday, March 7, 2019, 10:00 a.m.	Approval of WIOA Draft Regional/Local Plan Modification – SETA Governing Board
Friday, March 15, 2019	Deadline to Submit Regional/Local Plan Modification – Unsigned
Thursday, March 21, 2019, 1:00 p.m.	Approval of WIOA Draft Regional/Local Plan Modification – Golden Sierra Workforce Development Board
Wednesday, April 10, 2019, 8:30 a.m.	Approval of WIOA Draft Regional/Local Plan Modification – Yolo County Workforce Innovation Board
Thursday, May 16, 2019, 2:00 p.m.	Approval of WIOA Draft Regional Plan Modification – North Central Counties Workforce Development Board
Thursday, August 1, 2019	Deadline to Submit Regional/Local Plan Modification – Signed

WIOA PLANNING/PUBLIC INPUT MEETING QUESTIONS

Public Input on all relevant topics is welcome; however, the Local Boards are particularly interested in information on the following topics:

A. Workforce Corrections Partnerships (Regional)

- How can program partners best facilitate information sharing to evaluate the needs of formerly incarcerated individuals and justice involved individuals?
- What are strategies for offering services that are accessible to formerly incarcerated or justice-involved people who are likely to face the greatest challenges in the labor market such as persons with disabilities facing barriers to employment or low-income disconnected women and men with little to no previous work experience or education and who require immediate income assistance?
- What are potential barriers to successful participation and completion of workforce education and training among the region's re-entry population and what support services are needed (such as transportation, housing, child care, etc.)
- What are the best outreach and recruitment strategies to ensure services are provided to those individuals who need services the most?
- What case management and intake needs exist for serving the justice-involved population?
- What staff training is needed to adequately serve this population?

B. CalFresh/Human Services Agencies Partnerships (Local)

- What types of workforce services are needed to help people receiving CalFresh succeed in the labor market?
- What employment barriers are experienced by people receiving CalFresh, including those with disabilities and what resources are needed to help them?
- What local partnerships exist to support CalFresh recipients with education and workforce services, and what potential partnerships can be developed? What services and intensity of service are being provided by these partners?
- How can we as a system best facilitate information sharing among partners to evaluate need?
- How can we as a system coordinate service delivery to people receiving CalFresh?
- What roles do partners play in helping provide services and integrating CalFresh recipients into pathway programs, including program development, outreach, and provision of specialized support services?
- What specialized supportive services are needed to facilitate program completion?

C. Child Support Services Agencies Partnerships (Local)

- What types of services are needed for each targeted group challenged with meeting their parental responsibilities (e.g., noncustodial parents who are unemployed, ex-offenders, disabled, etc.)?
- What baseline services are already being provided in the local area to individuals from the Child Support Program population?

- What barriers are experienced by Child Support Program participants, including those faced by people with disabilities?
- What existing resources can be utilized to assist with overcoming the barriers identified?
- How can program partners best facilitate information sharing to evaluate participants needs?
- What steps should be taken to ensure that comprehensive provision of services is provided to noncustodial parents to facilitate successful labor market outcomes and progression into livable wage jobs and careers?
- What obstacles are there to providing services to the Child Support Program population?
- What additional tools can be explored to motivate and support participation and any legal or regulatory barriers to using these tools?

D. Competitive Integrated Employment (Local)

- What are the barriers to employment facing individuals with intellectual disabilities and developmental disabilities (ID/DD)?
- How can program partners best facilitate information sharing to evaluate needs of participants with ID/DD?
- How can we as a system coordinate service delivery to this population?
- What types of services are needed for this population?
- What specialized support or staff training is needed to serve this population?

E. English Language Learners/Refugees (Local)

- What barriers to employment exist for the English Language Learner, foreign born, and refugee populations?
- What gaps in services currently exist within the workforce system for this population?
- What services are needed to retain this population in regional sector pathway programs as they progress into livable wage jobs and careers?
- How can we as a system coordinate service delivery to this population?
- What specialized support or staff training is needed to serve this population?

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