

WIOA

Strategic Workforce Development Plan for the Capital Region PYs 2021-2024



Workforce Innovation and Opportunity Act 4-Year Capital Area Regional Plan PYs 2021-2024

Local Workforce Development Area(s)

Regional Lead Contact for RPU

Date of Submission

Local area

Contact name

Phone number

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CAPITAL AREA REGIONAL STRATEGIC WORKFORCE DEVELOPMENT PLAN, PY 2021-24

INTRODUCTION

This document represents the 4-year Regional Plan of the four workforce development areas comprising the Capital Region, which consists of Alpine, Colusa, El Dorado, Glenn, Placer, Sacramento, Sutter, Yolo, and Yuba Counties. This plan builds on previous work and is jointly submitted by the Chief Local Elected Officials (CLEOs) and the four Local Workforce Development Boards (LWDBs). The Regional Plan outlines strategies that assist adults and youth gain access to employment opportunities, including career pathways, within critical industry sectors identified within the greater Capital Area Regional Planning Unit (RPU), with special emphasis on targeting vulnerable populations to ensure equitable access to programs and services. The ultimate goal of these strategies is to support economic prosperity and income mobility. This will be completed through aligning the regional plan objectives in support of sector strategies that enhance WIOA outcomes and the State Plan, and take into consideration temporary and permanent effects of COVID-19. Strategic areas of focus include:

- Development of Partner Network
- Identification of Sector Partnerships and LMI/Workforce Analysis
- Development of Career Pathway Programs (Youth and Adult)
- Service Alignment/Resource Braiding
- Increase of Employer Work-based Training
- Continuous System Performance Review

The Capital Region RPU has developed the regional plan with a clear understanding of the State Policy Framework and its objectives. The State Policy Framework includes three overarching policy objectives:

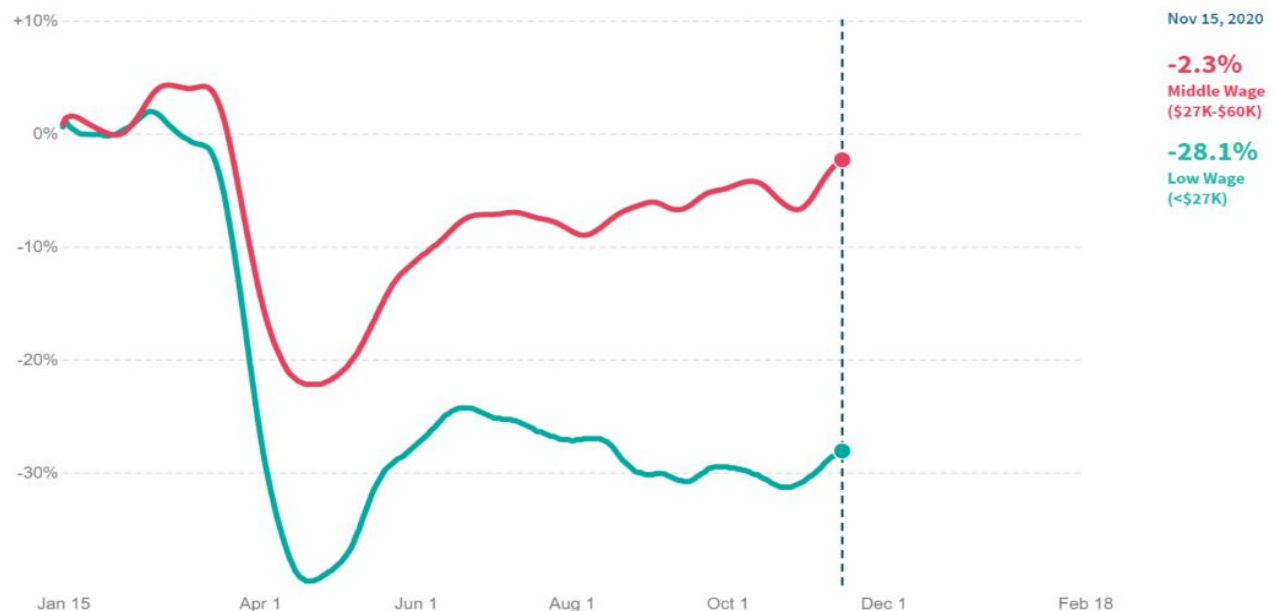
1. Fostering Demand Driven Skills Attainment
2. Enabling Upward Mobility for All Californians
3. Aligning, Coordinating and Integrating Programs and Services

ANALYTICAL OVERVIEW OF THE CAPITAL AREA REGION

This section of the Regional Plan reflects the labor market data in the Capital RPU. The information guides the RPU in strategic planning and decision-making. Although the overall economic effects of COVID-19 are still unknown, the COVID-19 pandemic has wreaked havoc on economies, populations, lifestyles, and cultures across the RPU, the state, the nation and the world.

According to the Little Hoover Commission's report, First Step Toward Recovery: Job Training and Reskilling, published February 2021, employment impacts of pandemic closures have unmistakably hit low-income people and people of color hardest. In addition, according to the

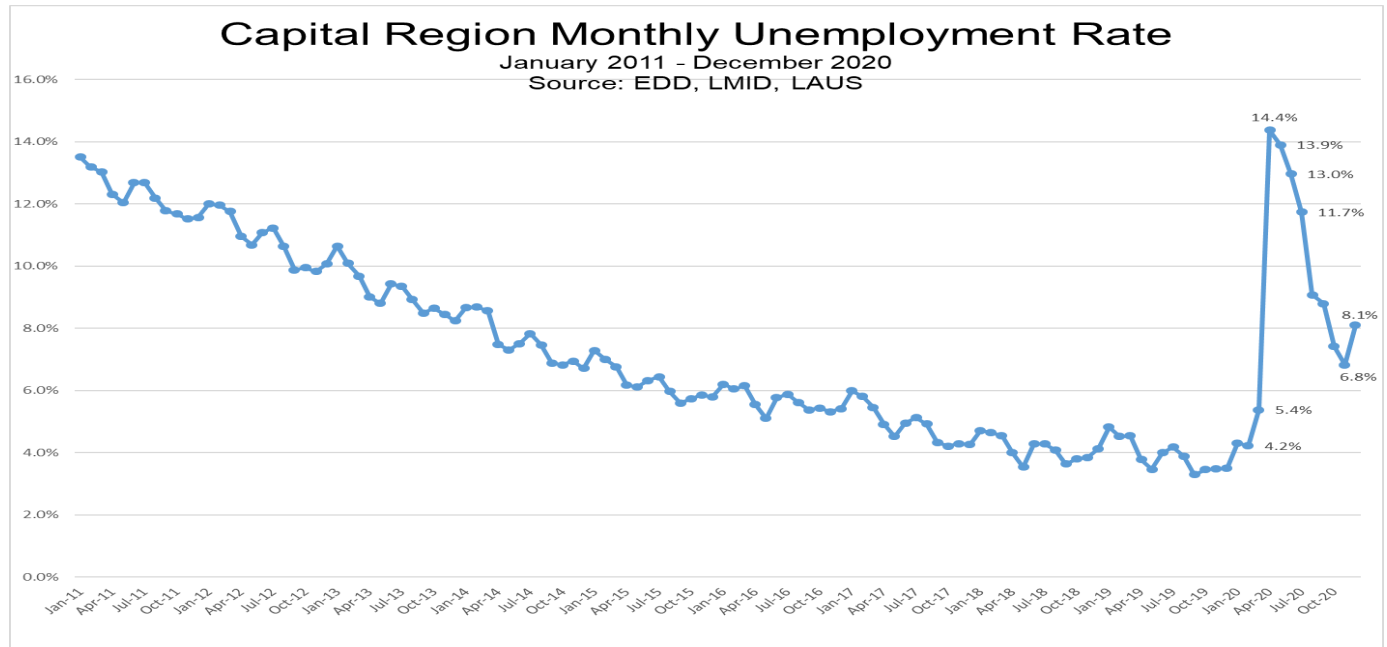
February 3, 2021 article by McKinsey & Company, Achieving an Inclusive US Economic Recovery, Black and Hispanic workers faced 1.6 to 2.0 times the unemployment rates of white counterparts, households with less than \$30,000 in annual income faced double the unemployment rates of higher-income households, and women have accounted for nearly 56 percent of workforce exits since the start of the pandemic, despite making up just 48 percent of the workforce. These effects build on one another, resulting in the economic fallout being even greater for those who belong to two or more of those affected segments. Further, the graph below by Opportunity Insights Economic Tracker, which tracks the economic impacts of COVID on people, business, and communities across the United States in real-time, clearly displays that those suffering the brunt of the economic impact are in lower paying jobs compared to middle-wage workers. As of mid-November, workers in the Sacramento MSA earning less than \$27,000 a year had employment rates more than 25 percent lower than those earning \$27,000 to \$60,000 a year.



Source: Opportunity Insights Economic Tracker, <https://tracktherecovery.org/>

Given the extensive disruption to employment, an inclusive recovery depends on the stability of vulnerable workers to return to work safely, gain new skills where needed, and find stable new quality jobs where possible.

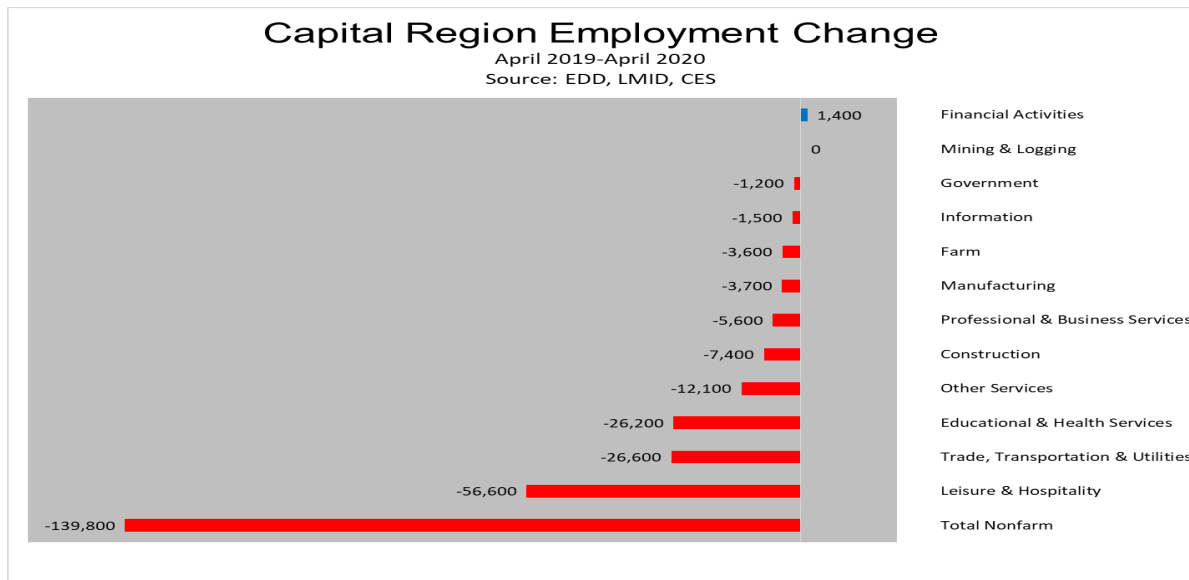
Capital RPU Employment/Unemployment Landscape



Source: EDD, CES, LMID

The Capital RPU's unemployment rate in December 2019 was 3.5 percent and in December 2020 sat at 8.1 percent, slightly under California's state average. At the height of the pandemic, the unemployment rate for the RPU reached 14.4 percent in April 2020, as indicated in the graph above. Although the percentage of employment recovery from that period to December 2020 was noteworthy, dropping 56 percent, the unemployment rate of 8.1 percent is still more than double the rate from the same time the prior year indicating that the RPU is still in a state of economic languor.

Impact on Jobs During COVID-19



This chart reflects the RPU's total loss of 139,800 nonfarm jobs from April 2019 to April 2020, the height of job loss resulting from the pandemic. As indicated, sectors hit hardest were Leisure and Hospitality (down 56,600 jobs), Trade, Transportation, and Utilities (down 26,600 jobs), and private educational and health services (down 26,200 jobs). These three sectors combined accounted for 109,400 lost jobs and 78.3 percent of total job decline in the region over the period. Leisure and Hospitality alone accounted for 40 percent of the decline in employment in the region. Financial Activities was the only industry in the Capital Region to experience job growth, adding 1,400 jobs. This is a minimal gain considering the size of the 9-county region. Not surprising, Mining and Logging reported no change over the period likely due to the rural locations of those jobs.

Jobs Recovery During COVID-19

Capital RPU - April 2020 through December 2020

Industry Sector	Apr 2019 - Apr 2020	Apr - Dec 2020	Recovery
Mining & Logging	0	0	-
Financial Activities	1,400	1,300	-
Construction	-7,400	8,800	100%
Trade, Transportation & Utilities	-26,600	27,900	100%
Professional & Business Services	-5,600	11,000	100%
Educational & Health Services	-26,200	13,700	52%
Leisure & Hospitality	-56,600	25,700	45%
Other Services	-12,100	1,800	15%
Information	-1,500	0	0%
Manufacturing	-3,700	-200	0%
Farm	-3,600	-1,000	0%
Government	-1,200	-6,300	0%

Source: EDD, LMID, CES

The chart above indicates the percentage of jobs recovered in the Capital RPU as of December 2020, following year-over losses from April 2019 to April 2020. Industries that did not decline between April 2019 and April 2020 are not noted in the table. The chart further illustrates the following:

- In the Capital RPU the industries which have experienced the greatest recovery are:
 - Construction, recovering 100 percent of jobs lost
 - Trade, transportation, and utilities, recovering 100 percent
 - Professional and business services, recovering 100 percent of jobs lost
- Industries that did not recover, and have lost more jobs are:
 - Manufacturing
 - Farm
 - Government
- The industries which have recovered the least are:
 - Other Services at 15 percent
 - Leisure and Hospitality at 45 percent
 - Educational and Health Services at 52 percent
- Mining and logging, and Financial Activities have not declined during the pandemic

The chart below the industries with the highest number of jobs posting in the RPU between April 1, 2020, the beginning of the pandemic impact, and December 31, 2020 indicating an emerging demand.

Top Industries in the Capital RPU - April 1, 2020 to December 31, 2020

Industry	Number of Job Ads
General Medical and Surgical Hospitals (NAICS 6221)	2,622
Insurance Carriers (NAICS 5241)	610
Other General Merchandise Stores (NAICS 4529)	488
Restaurants and Other Eating Places (NAICS 7225)	487
Grocery Stores (NAICS 4451)	385
College, Universities, and Professional Schools (6113)	350
Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly (NAICS 6233)	323
Executive, Legislative, and Other Government Support (NAICS 9211)	294
Traveler Accommodation (NAICS 7211)	284
Junior Colleges (NAICS 6112)	248
Investigation and Security Services (NAICS 5616)	236
Department Stores (NAICS 4521)	205
Building Equipment Contractors (2382)	190
Health and Personal Care Stores (4461)	188
Building Material and Supplies Dealers (NAICS 4441)	183
Aerospace Product and Parts Manufacturing (NAICS 3364)	178
Services to Buildings and Dwellings (NAICS 5617)	176

Activities Related to Real Estate (NAICS 5313)	168
Depository Credit Intermediation (NAICS 5221)	160
Architectural, Engineering, and Related Services (NAICS 5413)	156

Source: EDD, LMID (Labor Insight - Burning Glass Technologies)

FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT

Capital Region Demand Industry Sectors and Initiatives

The RPU and Valley Vision's, the designated Regional Organizer for the Capital Region and a regional leadership organization focused on resolving complex problems and multi-stakeholder initiatives across the region, process to communicate industry workforce needs to supply-side partners, focuses on convening critical industry clusters/sectors identified in the regional plan, such as Manufacturing, Healthcare, Food/Ag, Construction, Clean Energy, Information and Communications Technology and Hospitality throughout the region. These convenings are a proven strategy to engage business and identify industry champions. A few examples include Siemens (Manufacturing), Bayer Crop Science (Agriculture), Sutter Health (Healthcare), Hewlett Packard (ICT), and Marriott (Hospitality). The convenings are also used to publicize industry cluster/sector reports and inform new curricula at the community colleges and increased alignment by supply-side partners. Participation in convenings is tracked by industry cluster/sector and utilized to communicate with partners on workforce needs.

Valley Vision has taken an active role in organizing and convening advisory committees in high-demand sectors with critical skills gaps. They collaborate with the North/Far North Center of Excellence to conduct timely labor market research on industry cluster trends and high-demand occupations, which is used to frame convenings that bring together employers, and educational and community partners to validate the data and provide input on priority workforce needs. The focus is on the following industry clusters: Health and Life Sciences, Education and Knowledge Creation, Information and Communications Technology, Energy, Construction, 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, inform the development of curriculum, certificates and programs; foster career awareness and help support industry-led training and education opportunities, including internships, apprenticeships and other work-based learning opportunities.

Analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in demand industry sectors and occupations can be found in Valley Vision's report, Our Path Forward: The Prosperity Strategy – A Bridge to Action for Inclusive Economic Recovery and Growth, <https://www.valleyvision.org/resources/the-prosperity-strategy-our-path-forward-2020/>. In addition, and still relevant today, is the 2016 Next Economy Cluster Research Workforce Needs Assessment: http://www.valleyvision.org/wp-content/uploads/losrios-next_economy_cluster_key_findings-web.pdf, which includes six

cluster reports that provide an overview of the cluster, industry trends and economic impact, as well as an overview of the top demand occupations in the cluster requiring postsecondary education or training, along with projected occupational demand, institutions providing related education and training, and possible workforce gaps. The report has been widely utilized throughout the region by workforce boards, education, economic development, private industry and other partners who agree that economic development and other resources should target and grow these clusters.

In addition, Valley Vision, in collaboration with Burning Glass Technologies, has identified opportunities to upskill dislocated workers to improve job quality, including improving wages and reducing future risk of automation/obsolescence. The three areas identified for “upskilling” fall into three main categories; Digital Skills, Professionalism Skills, and Managerial Skills. In the category of Digital Skills, those most requested by employers in occupations without a Bachelor’s degree requirement included Microsoft Office, Microsoft Excel and Computer Literacy. Specific digital skill requests for occupations below a Bachelor’s degree were relatively minimal outside of the occupations within the technology sector. Occupations requiring a Bachelor’s degree or above showed more significant digital skill requests, although most were still minimal (less than 5% of overall postings). The top five digital skills requested for occupations requiring a Bachelor’s degree or above included Microsoft Office, SQL, Java, Software Development and JavaScript. Digital skill requests in the Capital Region represent slightly lower than the national level. Across all education levels, Microsoft Office is the most requested digital skill for employment.

It was further noted that interpersonal or professionalism skills are the highest requested skills across current job postings meeting a “quality of jobs threshold” requiring a minimum income of \$36,000 per year, reduced automation risk and a minimum of 500 openings. The highest requested skills in this category included Communication Skills, Organizational Skills, Teamwork/Collaboration, and Problem Solving in ranking order. Customer Service is an additional skill requested across many occupations related to the skills noted in this section. Since interpersonal skills are relatively un-automatable, an increased emphasis on building these inherently human traits creates a protective factor to prevent future layoffs and increased employment opportunities. Valley Vision has been lifting up the New World of Work as a soft-skills/professional skills open source curriculum platform for building skills in these areas, and has been having conversations with the Chancellor’s office on the future of updating or promoting this resource.

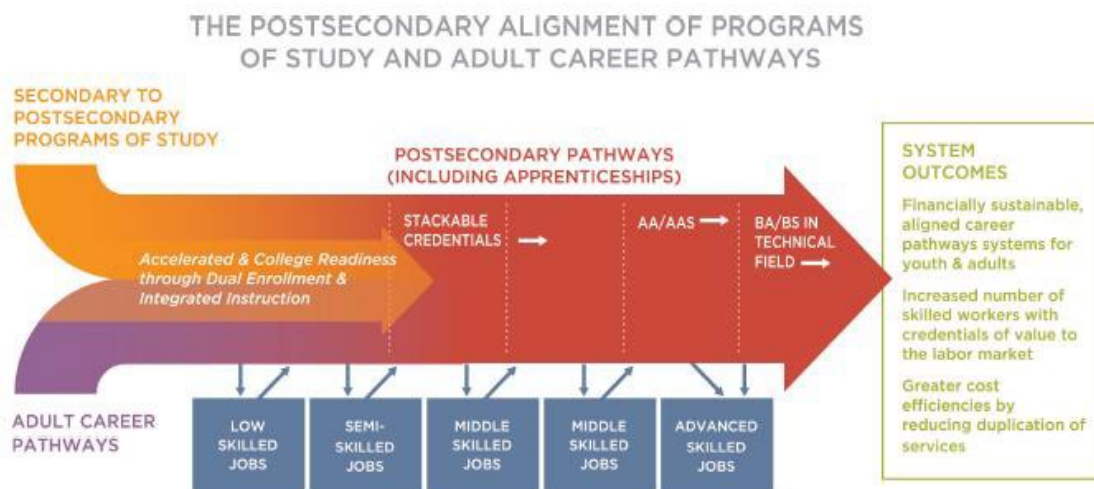
Further, providing training in key managerial skills demonstrates a significant opportunity for front-line workers to move up the career ladder, improve employability, job quality and wages, as well as reduce automation risk. The most highly requested skills in this category include Management Skills, Scheduling, Budgeting and Planning. Specific training programs offering these key managerial skills could provide immediate opportunities for advancement to less at-risk positions. These skills are also highly transferable, offering the opportunity for workers to move across industries if needed or desirable.

The RPU and regional partners will continue to expand, develop and implement sector initiatives for those in-demand industry sectors or occupations by working with key partners, including the community colleges, adult education, economic development, community-based organizations and private industry, to ensure implementation is collectively developed.

Each of the regional workforce boards is involved in sector pathway initiatives, such as those reflected below. Utilizing Valley Vision as an intermediary on behalf of the Capital Area RPU, efforts are organized around regional sector career pathway development through a network of engaged industry, education, labor, and other stakeholders who are invested in regional workforce development. This is accomplished through industry advisory alignment, engaging employers more efficiently, bringing employers into regional planning, developing strategies to address important industry gaps, and developing partnerships with industry, such as internships and apprenticeships. This approach is preferable to creating duplicative efforts that increase the time commitment for business leaders, educators, and workforce systems.

Valley Vision will continue to lead the Capital Area RPU in identifying, as well as creating and implementing, regional sector pathways to meet regional industry needs. Through convening intensive workgroups and planning sessions with the regional workforce boards, businesses, labor, education, and economic development in the Capital Area RPU, Valley Vision serves as a hub for dialogue, information sharing, planning and development of resource strategies. The result is the development of career pathways that identify key competitive and emerging industry sectors in the RPU, the aligning, coordinating, and integrating of regional resources to support the development of industry-specific partnerships in those targeted priority industries, the aligning of public programs and funding streams, the identifying of resources to support sector initiatives, the integrating of education and training to accelerate learning when possible, and the development of common success indicators and tracking systems.

As illustrated in the diagram below, regional career pathways identified include intentional connections to employment opportunities providing labor market payoffs at each off-ramp, and are designed to allow for easy re-entry for participants for education/training continuum.



CAREER PATHWAY INITIATIVES:

Sacramento Valley Manufacturing Alliance (SVMA) - SVMA is an 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; the development of pre-apprenticeships and apprenticeships in manufacturing occupations; 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. 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.

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 stakeholders to strengthen the sector. The desired impact is to increase interest in and access to public sector jobs. These efforts have led to a recent report on the potential for public sector pathways in the mental and behavioral health field: https://www.valleyvision.org/wp-content/uploads/COE-LosRios-MBH_Workforce-Needs-Assessment-3d-web_FINALXO.pdf

Other Valley Vision, Inc. projects/initiatives commissioned by Capital Region Workforce Development Boards:

Capital Region Workforce Action Plan - Valley Vision is working with the 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. Priorities include researching and creating profiles of occupations in the region at high risk of displacement due to technological innovations. Additional details are available at: <https://www.valleyvision.org/projects/capital-region-workforce-action-plan/>

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. Additional details are available at: <https://www.valleyvision.org/projects/future-of-work/>

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 developed 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. The detailed report is available at: <https://www.valleyvision.org/resources/brookings-charting-a-course-to-the-sacramento-regions-future-economic-prosperity-2018/>

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 focuses on advancing career technical education and apprenticeships across key industry sectors.

HRTF Construction Careers Initiative - Valley Vision was recently funded under the State's High-Road Training Construction Careers Initiative to enhance working relationships between labor unions, associations, employers, jurisdictions, educational institutions and community-based nonprofits to ensure access to high road construction jobs for the region's diverse and often disinvested populations. Under the project, Valley Vision will provide outreach and informational materials tailored to reach vulnerable and minority communities that are underrepresented in the building and construction trades. In an effort to lengthen the pipeline, both alignment and outreach/messaging efforts will include extended engagement of high school and middle schools for early introduction to this quality jobs sector and promotion of career awareness. Valley Vision will help bring an expanded network of stakeholders and partners together throughout the region to reduce pipeline barriers and improve alignment between system partners to ensure the widest net for access into high road construction careers which are in high demand in our region, that also are aligned with major new construction-related initiatives to reduce greenhouse gas emissions, improve community health and create economic resiliency.

Metro Chamber Cap to Cap Workforce Committee - As a member of the Committee, Valley Vision provides information on the region's key workforce needs, partnership activities and policy priorities, and supports the team of regional leaders from the education and workforce systems.

ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS

Job Quality and Equity

The RPU does not currently have a formal policy on job quality, however, it prioritizes working with employers who offer career pathway opportunities to its job seeker customers. Over 81% of the RPU's adult customers have one or more significant barriers to employment and often require lengthy pre-employment and pre-educational activities in order to qualify for entry-level jobs. The RPU understands that these entry-level jobs are a necessary and valuable opportunity for many customers that desire high-road employment to obtain the basic skills and experience needed for advancement along a career pathway. Similarly, the RPU prioritizes its services for employers that are willing to work with job seeker customers on a long-term basis in order to develop the skills necessary to move to high-road employment.

The RPU and Valley Vision continue to emphasize policies and services that focus on equity and job quality to underserved populations including disadvantaged youth, veterans, basic skills deficient, justice involved, ELL, disability, low-income, public assistance, homeless and dislocated workers. This emphasis is evidenced by the customers served in the system, with over 81% of adults having one or more significant barriers to employment, over 68% being low-income, and over 62% coming from a minority group. The RPU's focus is on regional initiatives that support economic prosperity and income mobility, and ensure equity and accessibility to all for a strong, sustained workforce. The RPU has not yet adopted a formal policy related to "equity", however, will be exploring the development and adoption of one as an accompaniment to the priority of service policies already in existence.

On the regulatory side, the WIOA regulations and State policy guidance requires "priority of service" for use of WIOA, Title I, Adult funds. In addition to giving priority to veterans and spouses of veterans, American Job Center systems are required to give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. All four boards in the RPU have approved and implemented priority of service policies that assist them locally and regionally in providing equitable access to education, training and employment opportunities to those most in need.

Additionally, on an annual basis, all boards in the RPU meet compliance under the nondiscrimination and equal opportunity provisions found in Section 188 of the WIOA. Section 188 of the WIOA and its implemented regulations prohibits discrimination on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identify), national origin, including Limited English Proficient (LEP) individuals, age, disability, or political affiliation or belief, or, for beneficiaries, applicants, and participants

only, on the basis of citizenship status or participation in a WIOA Title I-financially assisted program or activity. Compliance with this section of the WIOA ensures that programs, services, and employment practices are provided in a manner that ensures nondiscrimination and equal opportunity.

The RPU and regional partners recognize that COVID -19 has exacerbated challenges faced by underserved, vulnerable communities and has upended the US economy. The RPU and regional partners will pursue coordinated actions to address barriers and facilitate efforts to mobilize a sustainable workforce. Regional efforts will address long term shifts where the COVID-19 pandemic has economically and socially disrupted target populations in the workforce. The RPU will reassess efforts as needed to ensure that strategies focus on equity and accessibility to serve its hardest hit workers.

The RPU and regional partners will continue to work with employers and training providers to ensure that the underserved, vulnerable communities have equal access to regional sector pathways, earn and learn opportunities, and supportive services by continuing to implement regional initiatives with Valley Vision and regional partners.

The continued shift to technology in numerous industries, which has been accelerated as a result of the pandemic, will exacerbate the recovery for most vulnerable populations. Technology, including access to equipment and telecommunication services, as well as digital literacy will be critical to the recovery of many, especially the most vulnerable.

Inspired by a Brookings Institution report on the strengths and weaknesses of the Capital Region, in 2018, the Sacramento Coalition for Digital Inclusion (Coalition) was launched. A series of community discussions occurred to organize around the mission of digital equity which led to the creation of a Coalition with more than 40 members. The Coalition is led by a Steering Committee that includes the Workforce Boards, City of Sacramento, the Sacramento Public Library, Valley Vision, and workforce and education partners.

During 2019, the Coalition built collaborative relationships, conducted assessments of needs through community engagement, and produced an initial report focused on three main components: 1) increasing digital access to affordable, reliable internet services, 2) providing access to reliable technology devices, and 3) equitable access to digital literacy/skills acquisition. With the onset of the COVID-19 pandemic in 2020, the work of the Coalition has become critical to address the digital divide that separates underserved communities from technology and skills building opportunities. Valley Vision has taken on the more formal role of Coalition manager and the RPU has engaged Valley Vision to sustain and expand the Coalition's scope throughout the Capital Region.

The project focuses on specific outputs that target underserved community needs and create meaningful technology opportunities in the lives of our region's residents through the expansion of the Coalition and its three core tenets and working groups:

- Broadband Access & Adoption - Enhanced public computing labs and other public access points, and awareness of low-cost home subscription options (this also includes working with CBOs and providers to expand equitable, reliable, affordable access to the Internet)
- Computing Devices - Free laptop and desktop computers through surplus equipment refurbishing partnerships and other options
- Digital Skills - Increased learning opportunities for underserved youth, adults, and seniors through relevant skills development programs

The goal of the project is to assist the region with a more targeted economic recovery process, setting the foundation for sustained economic vitality, growth of key industry sectors, and expanded equity in the workforce system. The project will help stakeholders to manage through a time of great uncertainty and disruption with the guidance of updated and real time information and changing labor market dynamics. Building upon the Jobs at Risk of Automation findings, the ongoing engagement with employers through regional advisories and other meetings, and the Burning Glass report, *After the Storm*, found at <https://www.burning-glass.com/research-project/after-storm-recovery-jobs/>, commissioned by the City of Sacramento, the project will generate additional research to identify the range of skills and pathways needed for various sectors and occupations; ways to determine standards and measure and assess acquisition of digital literacy and digital skills; and innovative strategies.

The RPU has invested into the initiative and its overall goal to develop standards to grow the *regional* digital literacy and align to the workforce needs of the region.

Advancing Economic Prosperity of Shared Target Populations

The RPU and regional partners have a long history of working together to implement regional multi-stakeholder initiatives, from Slingshot to RPI projects and beyond, that involve convening partners and developing common plans, goals and outcomes. Two such current initiatives are:

Prison to Employment (P2E)

The RPUs Prison to Employment (P2E) initiative is one of those projects, providing critically, vulnerable justice-involved individuals with the services needed to assist them in finding gainful employment in good quality, sustaining jobs. Under the initiative, the targeted justice-involved population includes subjects 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 partners under this initiative 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. Establishing individualized pathways to success for this population is critical. The pathway includes all the life/foundation skills to make good decisions, completing high school, reducing additional barriers they may 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.

High-Road Construction Careers Initiative (SB1)

The RPU was in partnership with the Sacramento Sierra Building and Construction Trades Council (SSBCTC), were recently funded under the CWDB’s High-Road Construction Careers (SB1) initiative to prepare women, racial/ethnic minorities, justice involved disadvantaged youth and adults, veterans and other underrepresented subgroups for high quality career construction opportunities. The initiative focuses on delivering the Multi-Craft Core Curriculum (MC3) pre-apprenticeship program that connects to registered apprenticeships and high-road careers in the construction trades. In addition, the initiative is connected to the development of Project Labor Agreements between SSBCTC and public sector entities where the RPU connects priority apprentices from disadvantaged neighborhoods to publicly-funded construction projects.

ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES

This section of the Regional Plan describes the RPU’s commitment to regional coordination and integrating programs and service to better economize limited resources, to maximize effectiveness, and to achieve a greater return on investment, and community reach.

In August and September of 2016, the RPU solidified its agreement for WIOA systems alignment through the signing of the “Memorandum of Understanding for the Capital Area Regional Planning Unit” or Capital Region MOU. The purpose of the MOU is to establish mutually beneficial relationships in regards to regional coordination and systems alignment including the regional planning items outlined in WIOA Section 106 commonly referred to as the A-H requirements. The RPU further agreed to work towards meeting the objectives in the state plan as indicated above. The RPU expanded the agreement to include the following seven additional elements of alignment:

1. Review and align local policies and procedures
2. Investigate cobranding of initiatives
3. Coordinate outreach and business engagement strategies

4. Coordinate capacity building for Workforce Board Members, Chief Local Elected Officials, Partners and staff
5. Coordinate Staff and system partners' development activities
6. Coordinate regional business advisory groups and employer engagement strategies
7. Continuous planning in response to state and federal requirements

Representatives from the RPU membership meet to discuss these issues on a monthly basis.

Central to alignment efforts is Valley Vision. Due to Valley Vision's central role in regional planning matters, its expertise in conducting objective research and findings, and its ability to convene and coordinate multi-stakeholder initiatives, multiple regional partners have jointly engaged Valley Vision to lead joint planning efforts. SETA, Los Rios Community College District, economic development and private industry have all jointly invested in Valley Vision to lead planning efforts. Valley Vision is able to coordinate these multiple and often overlapping planning efforts in a more efficient manner that reduces the time commitment from partners and private industry.

The RPU and Valley Vision continue to identify and deploy shared/pooled resources such as regional industry cluster/sector studies, regional business services strategies, regional policies/protocols, and to the extent practicable, regional MOUs and agreements. The RPU's strategy to engage Valley Vision as the Regional Organizer allows for improved coordination of policies, strategies and initiatives across the region. In addition, Valley Vision's central role on initiatives that cross funding silos and programs enables the Boards to better align and integrate supply-side partners and improve the system-wide responsiveness to business needs. Through the CART Team, the RPU continues to track professional development training for workforce and partner staff, with an emphasis on activities that improve remote services to customers.

In addition to the four workforce boards, other regional partners include the State of California, Department of Rehabilitation (DOR) and the Employment Development Department (EDD)—Unemployment Insurance, Wagner-Peyser, Veterans, Trade Assistance Act, County CalWORKs and child support departments, local economic development agencies, county offices of education, the Capital Adult Education Regional Consortium (CAERC), Job Corps, as well as representatives of Indian and Native American, Migrant and Seasonal Farmworkers and older worker programs, and numerous community based organizations and other partners. Many of the regional partners are simultaneously conducting concurrent planning efforts, and workforce board members, partners and staff are participating in these regional planning efforts. For example, the community college's "Doing What Matters for Jobs and the Economy" and "Strong Workforce" initiatives, and the CAERC's AB 86 Comprehensive Regional Plan both involve regional planning on workforce development, with the goal of alignment and consistency with other planning efforts. CAERC is comprised of 15 members, inclusive of four community colleges, and 11 K-12 school districts, as well as 23 partner organizations.

Currently, no formal administrative cost arrangements exist between the four local areas of the region. However, through its Regional Implementation Planning grant, the RPU has secured Valley Vision to assist with various facets of the regional plan. The region already splits costs in

some areas such as the procurement of training providers and access to online training licenses. For recent regional awards like P2E and SB1, the Boards have designated Golden Sierra to be the grant administrator and fiscal agent.

Should a formal decision be made to share administrative costs in some manner, a process will be established to evaluate the cost sharing arrangements. Standardized procurement procedures would be used in the selection of consultants, facilitators and/or trainers.

Stakeholder and Community Engagement Summary

The development of comprehensive Local and Regional Plans entails building broad and inclusive partnerships with regional and local entities in a variety of sectors. This includes engaging with employers, labor organizations, and community-based organizations, as well as *Workforce Innovation and Opportunity Act* core, required, and strategic program partners. This will ensure the inclusion of person-centered approaches to address multifaceted barriers to employment by utilizing input from the communities.

Stakeholders participating in the planning process should include, but are not limited to, employers, labor organizations, education partners, human services and housing partners, as well as community-based organizations that provide services to target populations, such as justice-involved, English language learners, refugees, immigrants, youth, older adults, veterans, people with disabilities, and any other entities supporting historically unserved or underserved communities.

Using the template below, Regional Planning Units and Local Workforce Development Boards should provide a detailed description of how meaningful stakeholder involvement and community engagement was achieved when developing the Regional and Local Plans. This summary should be included as an attachment to both the Regional and Local Plans.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
See attached Summary of Stakeholder and Community Engagement			

Summary of Stakeholder and Community Engagement -

Outreach Efforts

The Capital Region Workforce Boards facilitated two Public Input Meetings to solicit input from local workforce development stakeholders (education, labor, business, economic development and community-based organizations) on the new Workforce Innovation and Opportunity Act (WIOA) Local and Regional Plans. 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.

Due to COVID-19, the Public Input Meetings were facilitated via zoom and were held on the dates and times as follows:

- Thursday, January 14, 2021 (9:00 a.m. - 10:00 a.m.)
- Wednesday, January 20, 2021 (9:00 a.m. - 10:00 a.m.)

Public Notices were posted in local and regional publications, including the Business Journal 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.

Public Input Meetings

The meetings included a presentation on economic landscapes, an overview of the workforce development system, current state and regional goals and priorities, and offered questions designed to solicit input from the attendees on how to improve services to job seeker and business communities.

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 Human Assistance, and the Los Rios

Community College District. The overarching input indicated a need for increased and ongoing communication among service partners and improved alignment of services to meet the needs of all customers. Recurring issues expressed by attendees included transportation, the need for wrap-around supports, mitigating lengthy/cumbersome processes and paperwork to access services, increasing access to job readiness and career pathway programs for vulnerable populations.

Additional input included the need to:

- Build/cultivate trust within the communities being served
- Create equitable access to programs and services for all communities
- Offer transitional employment programs
- Build partnerships through “silo busting”
- Promote entry-level, career pathways with advancement opportunities
- Establish “trauma-informed” workforce practitioners through cultural competency training
- Continue and expand virtual services to ensure access to programs and services for all, and to promote and support remote learning

CAPITAL AREA 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 their regional plan for public comment. This document includes all comments that have been received by the Capital Area RPU that disagree with its PYs 2021-24 regional plan, and reflects how the RPU considered that input and its impact on the narrative in its regional plan.

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:

CAPITAL AREA REGIONAL PLAN SIGNATURES

This regional plan 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 (WIOA).

This regional plan is submitted for the period of July 1, 2021 through June 30, 2025 in accordance with the provisions of the WIOA.

Sacramento Works, Inc.
Local Workforce Development Board Chair



Signature

Rick Wylie
Name

Chair, Sacramento Works, Inc.
Title

May 26, 2021
Date

SETA
Chief Elected Official



Signature

Sophia Scherman
Name

Chair, SETA Governing Board
Title

June 3, 2021
Date

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Local Workforce Development Board Chair



Signature

Rick Larkey

Name

Golden Sierra Workforce Development Board
Workforce Board Chair

Title

May 20, 2021

Date

Chief Elected Official



Signature

Lori Parlin

Name

Golden Sierra Job Training Agency
Governing Body Chair

Title

June 2, 2021

Date

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**North Central Counties Consortium
Local Workforce Development Board Chair**



Signature

John Fleming

Name

Workforce Development Board Chair

Title

May 20, 2021

Date

**North Central Counties Consortium
Chief Elected Official**



Signature

Randy Fletcher

Name

Governing Board Chair

Title

May 20, 2021

Date

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Local Workforce Development Board Chair

Denice Domke

Signature

Denice Domke

Name

Chair, Workforce Innovation Board (WIB)

Title

June 15, 2021

Date

Chief Elected Official

Jim Provenza

Signature

Jim Provenza

Name

Chair, Board of Supervisors (BOS)

Title

07/13/2021

Date

Digitally signed by Jim Provenza
Date: 2021.07.13 17:42:53
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