FORMA REPUBLIC

Partnerships That Unlock Social Mobility

PREFACE

Partnerships that Unlock Social Mobility was a co-funded venture by the California Community Colleges Chancellor's Office (CCCCO) and the California Workforce Development Board (CWDB). The purpose of this effort is to convene regional meetings between the major partners and stakeholders in California's workforce development and education systems hosted and facilitated by the California Workforce Association (CWA) to see how systems can be aligned to improve service coordination and delivery with the goal of offering improved access to services and programs that lead job seekers to self-sufficiency.

The first iteration of this effort was to explore meaningful regional partnerships between Workforce Development Board Regional Planning Units and Community College Consortia. It was quickly discovered that to forge truly meaningful regional partnerships, more of the education system such as Adult Education would need to be engaged. Ultimately, these sessions convened partners across the education system, local workforce boards, as well as non-profits and CBOs with a stake in connecting local targeted services to regional initiatives.

In the second iteration, lovingly referred to as Partnerships 2.0, the regional convenings were expanded in order to incorporate new partners: namely the California Department of Corrections and Rehabilitation as well as county probation offices throughout the state. In this round – with the passage of the Prison to Employment Initiative which sets General Fund money in the State budget for workforce boards and stakeholders to serve the Re-entry population – these systems came together to explore how they can combine efforts to connect this targeted population to quality workforce programs which promote competitive employment and independence.

Throughout both series of regional convenings CWA, CWDB, and CCCCO took inventory of best practices and innovative initiatives and have compiled them into this publication. It is a snapshot of all the amazing regional work happening in California's workforce development system as a whole. The concept behind this publication is to keep relevant updates regarding regional initiatives, to maintain the state-level regional information, and to continue to add effective practices contained herein for future volumes which will be made available online.

For now, please enjoy the fruits of all the regional initiatives, partnerships, and innovations currently occurring throughout California!

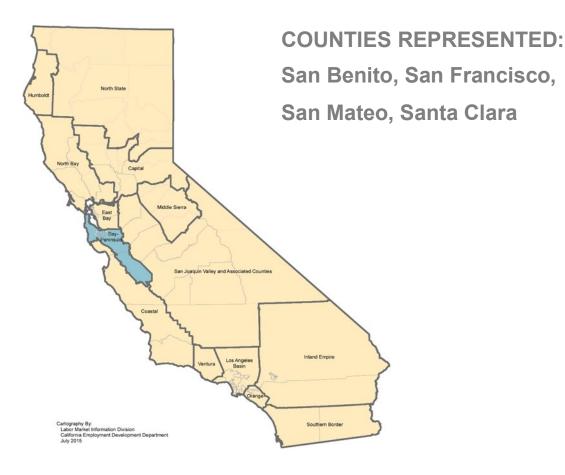


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BAY - PENINSULA



KEY PARTNER LOCATIONS

Workforce Development Boards:

- NOVA Workforce Board
- San Benito County Workforce Development Board
- Workforce Investment Board of San Francisco
- work2future

America's Job Centers of California:

NOVA:

- Menlo Park Workforce Services Office
- NOVA Job Center Sunnyvale
- NOVA Job Center Daly City
- NOVA Job Center San Mateo

San Benito:

• San Benito County One-Stop Career Center – Hollister

San Francisco:

- Chinatown Neighborhood Access Point
- Civic Center EDD Career Center
- EDD Workforce Services San Francisco Civic Center
- Goodwill San Francisco Kissling St
- HSA Workforce Development Center Mission St
- Southeast Workforce Development Center Oakdale Ave
- Success Center SF Western Neighborhood Access Point

work2future:

- work2future Gilroy
- work2future San Jose
- work2future Youth Training Center San Jose

California Community College Campuses:

- Canada College
- City College of San Francisco
- College of San Mateo
- De Anza College
- Evergreen Valley College
- Foothill College
- Gavilan College
- Mission College
- San Jose City College
- Skyline College
- West Valley College

Adult Education Consortia:

- ACCEL San Mateo County
- Foothill De Anza/NSCCSTC
- Gavilan Regional Adult Career and Education
- San Francisco Adult Education Consortium

Department of Rehabilitation Locations:

District Offices:

- San Francisco 455 Golden Gate Ave, Ste 7727, San Francisco
- San Jose 100 Paseo de San Antonio, Rm 324, San Jose

Branches:

- Gilroy 8060 Santa Teresa Blvd, Ste 200, Gilroy
- Menlo Park 800 Menlo Ave, Ste 122, Menlo Park
- San Bruno 801 Traeger Ave, Ste 105, San Bruno
- San Jose 2160 Lundy Ave, Ste 115, San Jose
- San Mateo 1065 E. Hillsdale Blvd, Ste 403, Foster City



REGION PROFILE

From Bay-Peninsula WIOA Regional Plan, published March 2017:

"Although overall manufacturing in the region had a -3.6 percent job growth from 2012-2016, the region is highly specialized and growing in certain advanced manufacturing subsectors, such as electrical equipment and component manufacturing, which grew by over 50 percent from 2012-2016.

Construction grew by over 40 percent from 2012-2016. Healthcare and hospitality are both among the largest employment sectors in the region, and grew by 40 and over 50 percent, respectively, from 2012-2016. While many starting positions in the hospitality sector have low wages, there are both real on-ramps for the hardest to serve--such as Limited-English speakers-- as well as real pathways to further education, training, and job advancement.

The region's highest specialization as measured by location quotient is in IT, and it grew over 47 percent from 2012-2016. The region is over two times as concentrated in IT as the rest of California, and certain sub-sectors (computer systems design and related services, software publishers) have even higher location quotients of over 3.5."

BAY-PENINSULA TARGET POPULATIONS			
Total Population	3,483,064		
Total Households	1,261,776		
w/o HS Diploma (25 yrs +)	12.63%		
w/o 4 Year Degree (25 yrs +)	50.26%		
Veterans	4.04%		
Working Age w/ Disability	5.75%		
Speak English "less than very well"	20.40%		
Households Using SNAP	4.92%		

Data from American Community Survey, 5 Year Profile 2012-2017

REGIONAL BUSINESS SERVICES

The Bay-Peninsula RPU is using funding support from the state to regionalize their approach to business services. Given the geographic and economic diversity of the region, which stretches from San Francisco to San Benito County, it is perhaps no surprise that the approach and menu of business service offerings varies greatly from local area to local area.

The Regional Planning grant from the California Workforce Development Board is helping to fund business services representatives who are working to cross train each other on the offerings in each local area to better understand the niche that each Workforce Development Board fills and to more effectively cross refer business customers.

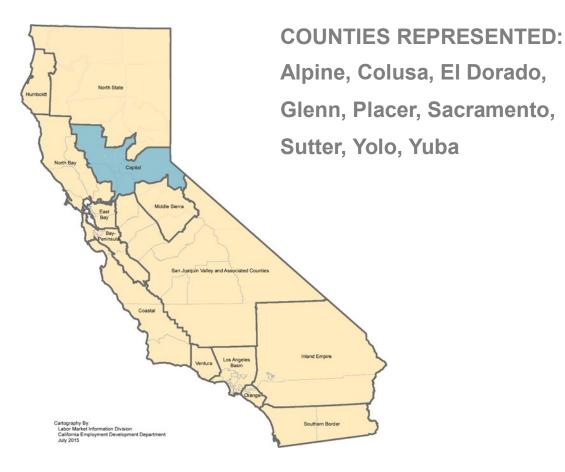
The cross-training efforts consist of the following elements:

- Goal: Educate about services and resources available to businesses across the region
- **Purpose:** When a board gets a call from a business, and they aren't the best fit for that business, there should be a handoff so as to ensure that the system is a resource for business and to help bring about better outcomes
- Frequency: Quarterly regional business services team meetings

The first step that the boards are embarking on is an inventory of services provided. The regional business coordination may also include sharing information about and cross proofing each other's job and business fairs.

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CAPITAL



KEY PARTNER LOCATIONS

Workforce Development Board Office Locations:

- Golden Sierra Workforce Board
- North Central Counties Consortium
- Sacramento Employment and Training Agency
- Yolo County Workforce Innovation Board

America's Job Centers of California:

Golden Sierra:

- Alpine County Career Center
- Placerville Connections
- Roseville Connections

NCCC:

- Colusa County One-Stop Partnership Colusa
- Glenn County HHS Orland
- Sutter County One Stop Yuba City
- Yuba County AJCC Marysville

SETA:

- AJCC South County Gerber Rd
- Asian Resources AJCC Alhambra Blvd
- Crossroads AJCC Citrus Heights
- Folsom Cordova Rancho Cordova
- Franklin AJCC Franklin Blvd
- Galt AJCC
- Greater Sacramento Urban League AJCC Marysville Blvd
- Hillsdale AJCC Hilldale Blvd
- La Familia AJCC 34th St
- Lemon Hill AJCC Lemon Hill Ave
- Mark Sanders AJCC 50th St
- Mather AJCC

Yolo:

- AJCC Woodland
- Yolo County One Stop Career Center West Sacramento

California Community College Campuses:

- American River College
- Consumnes River College
- Folsom Lake College
- Lake Tahoe Community College
- Sacramento City College
- Sierra College
- Woodland Community College
- Yuba College

Adult Education Consortia:

- Capital Adult Education Regional Consortium
- Delta Sierra Regional Alliance (portion)
- Lake Tahoe Adult Education Consortium
- North Central Adult Education Consortium
- Sierra Joint Consortium

Department of Rehabilitation Locations:

District Offices:

• Northern Sierra – 721 Capitol Mall, Sacramento

Branches:

- Auburn 11641 Blocker Dr, Suite 125, Auburn
- Capitol Mall 721 Capitol Mall, Sacramento
- Laguna Creek 8701 Center Pkwy, Suite 100, Sacramento
- Northeast Sacramento 7840 Madison Ave, Ste 160, Fair Oaks
- Placerville 1166 Broadway, Ste S, Placerville
- Roseville 151 N. Sunrise Ave, Ste 601, Roseville
- South Lake Tahoe 2489 Lake Tahoe Blvd, Ste 4, South Lake Tahoe
- Woodland 1100 Main St, Ste 340, Woodland
- Yuba City 1237-B Live Oak Blvd, Yuba City

POWERPOINT:

Capital Workforce Technology Forum

https://tinyurl.com/cap-tech-forum

REGION PROFILE

From Capital Region WIOA Regional Plan, published March 2017:

"The Center for Strategic Economic Research analyzed historical and projected economic performance was across nearly 300 detailed economic activities in the Capital Region to identify a set of potentially viable cluster opportunities. Six business clusters were identified as offering leading opportunities for economic growth and expansion.

Several other factors were examined to assess the viability of the identified clusters, including patents granted, venture capital investment, non-employer patterns, global emerging technology trends, national and regional expert insight, and presence of ongoing initiatives.

- Advanced Manufacturing \$1.74B annual output and 11,409 total employment
- Agriculture & Food Production \$3.4B annual output and 37,442 total employment
- Clean Energy Technology \$846M annual output and 3,015 total employment
- Education & Knowledge Creation \$1.11B annual output and 16,618 total employment
- Information & Communications Technology \$9.69B annual output and 30,096 total employment
- Life Sciences & Health Services \$8.64B annual output and 98,646 total employment"

CAPITAL TARGET POPULATIONS		
Total Population	2,420,490	
Total Households	878,926	
w/o HS Diploma (25 yrs +)	12.39%	
w/o 4 Year Degree (25 yrs +)	69.53%	
Veterans	8.11%	
Working Age w/ Disability	10.21%	
Speak English "less than very well"	11.62%	
Households Using SNAP	10.45%	

Data from American Community Survey, 5 Year Profile 2012-2017

SACRAMENTO VALLEY MANUFACTURING INITIATIVE

From valleyvision.org:

The Sacramento Valley Manufacturing Initiative (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. SVMI's efforts will help address the chronic shortage of qualified and skilled workers in the manufacturing industry.

SVMI's goal is to develop a skilled manufacturing workforce pipeline that addresses current technology manufacturing trends such as CNC machining, welding/fabrication, automation, and mechanical assembly. Organized by manufacturers for manufacturers, SVMI aims to make our region a great place to advance manufacturing and to manufacture great careers.

The manufacturing sector is alive and growing in the Sacramento region. The manufacturing sector today has a high economic impact on the region, offers great career opportunities, and requires a skilled workforce. A common challenge faced by manufacturers in growing their business is finding people with the skills required to make products and succeed in the workplace. The looming retirement of highly skilled manufacturing workers is increasing this challenge. By building a pipeline of skilled workers, manufacturers can reduce costs, improve productivity, and confidently plan for the growth of their businesses. Students and working-age adults can find well-paying jobs and opportunities for career growth with local manufacturers.

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. SVMI has an independent charter and elected board of directors.

The Sacramento Valley Manufacturing Initiative aligns with Valley Vision's 21st Century Workforce strategy and regional system planning efforts underway with workforce innovation boards, community colleges, and other system partners.

The manufacturing industry offers rewarding careers that can be achieved with training and certifications that don't require a four-year college degree. It's often assumed that obtaining a

college degree is the only path to success. However, careers in manufacturing, building, and the trades offer well-paying jobs and opportunity for advancement – both for those with and without 4-year degrees. All students, working-age adults, and career changers in need of employment opportunities with solid potential should be aware of these career paths. Career technical education programs offered at local high schools and community colleges can provide a pathway out of poverty for people in need of opportunity.

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.

Manufacturers convened at forums held over the past two years and began exploring the need to partner on workforce challenges in 2017. The Sacramento Valley Manufacturing Initiative was launched in 2018. SVMI is now accepting applications for general membership and participation on working committees for education, membership, business to business, and workforce development.

REGIONAL ADVISORY COMMITTEES

From valleyvision.org:

In partnership with the Los Rios Community College District—and in collaboration with Sierra College and the Yuba Community College District—Valley Vision has been engaged to convene Regional Advisory Committee meetings for Career Education (CE) across ten sectors:

- Advanced Manufacturing
- Agriculture & Natural Resources
- Art, Media & Entertainment
- Finance & Business
- Building & Construction
- Education, Childcare & Family Services
- Health & Life Sciences
- Information & Communications Technologies
- Public Safety
- Transportation

Valley Vision is facilitating alignment and collaboration across employers, community colleges, fouryear institutions, workforce development boards, and other workforce system partners. The purpose is to provide timely information from employers on workforce needs; improve the efficiency of the CE advisory process for educators and employers; and to broaden opportunities for more systemic engagement across the region.

To help the region's community college system develop a clear and defined career pathway program that leads to jobs or technical degree programs at four-year universities; create a skilled and competitive workforce for the Sacramento Capital Region; generate a pathway out of poverty through CE programs; and support employers by providing them with the skilled workers they need.

Valley Vision began working with Los Rios Community College District and other community college partners in December 2016 and will continue engaging employers through 2018.

SLINGSHOT FOR ENTREPRENEURS

From valleyvision.org:

The goal is to catalyze leadership and engagement from regional entrepreneurs and businesses in order to strengthen the Capital Region's innovation ecosystem, and to stimulate innovation and new company creation by creating the conditions to grow emerging industries and new businesses.

This work is important because small business and startups serve as major job engines, accounting for 60-85% of new employment in the Sacramento region and making up more than 90 percent of all businesses in the metropolitan area. At the same time, the region lacks sufficient infrastructure for startup companies and small business growth, putting the region at a disadvantage when compared to other regions nationally.

Entrepreneurism and small business growth are a cornerstone of the regional economy yet underperforming in the Sacramento region. Innovative businesses—both startups and more established firms—increase economic productivity, making rising wages and income mobility possible. Supporting entrepreneurs and small business offers direct economic growth outcomes focused on targeting disadvantaged or under-represented populations in entrepreneurism and business startups. SlingShot is designed to provide economic opportunity and multiple entries for diverse populations. Without strategic action to strengthen the ecosystem, some groups, such as disadvantaged or underserved communities, could be left out of the innovation economy in the region. We know that strengthening the region's innovation capacity requires a broad-based, collaborative approach that mobilizes the region's innovation assets. Serving as the initiative's backbone organization and project coordinator, Valley Vision is working with the four regional Workforce Development Boards to leverage a \$1 million grant to create a seed fund for the innovation ecosystem across the region's six most predominant growth clusters. This includes working closely with a strong network of regional, state and federal partners and employers to build on existing assets, fill gaps, identify potential models and define the actions and measurements needed for a cohesive, high performance entrepreneurial ecosystem.

The SlingShot project will result in an implementation plan and systems that support innovation for nine counties surrounding California's state capital: Alpine, Colusa, El Dorado, Glenn, Placer, Sacramento, Sutter, Yolo, and Yuba. SlingShot is designed to build existing assets for entrepreneurs, identify gaps in resources, strengthen the entrepreneurial ecosystem, and support business-led solutions. The effort also seeks alignment of economic development, workforce development and education strategies and shared goals among private and public stakeholders. By putting into practice collaborative mechanisms to accelerate the development of new technologies and industries, SlingShot is paving the way for a more robust innovation economy and helping to transform the culture of innovation in the region.

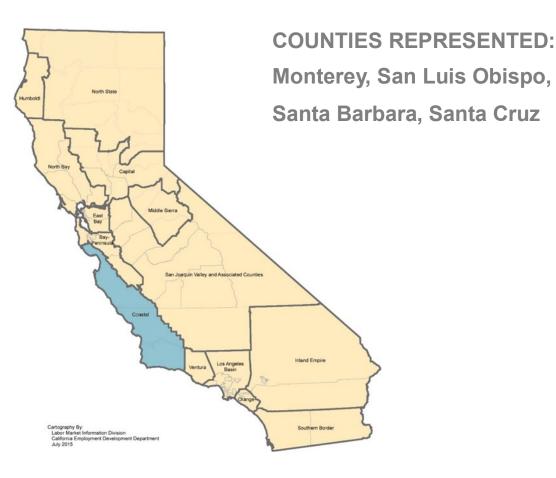
Valley Vision began the SlingShot planning phase for the Capital Region in May 2014 which resulted in a \$1 million grant from the California Workforce Development Board. SlingShot implementation began in Fall 2016. The project is ongoing.

SlingShot is a statewide program being implemented locally through a partnership with the Sacramento Employment and Training Agency (SETA), Golden Sierra, the North Central Counties Consortium, and the Yolo County WDB, with SETA acting as the lead partner and Valley Vision being the project manager.

SlingShot partners have been working together since May 2014 to pursue and build collaboration across the nine-county geographic region. SlingShot has resulted in ~\$750K to support innovation, entrepreneurs, and startups in the region. The Sacramento Employment and Training Agency released RFPs in Winter 2016-17 to support business mentorship, maker spaces/incubators/ accelerators, and a web-based resource navigator.

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COASTAL



KEY PARTNER LOCATIONS

Workforce Development Board Office Locations:

- Monterey County Workforce Development Board
- San Luis Obispo Workforce Development Board
- Workforce Development Board of Santa Barbara County
- Workforce Santa Cruz County

America's Job Centers of California:

Monterey:

- AJCC Greenfield
- AJCC Marina
- AJCC Salinas

San Luis Obispo:

• AJCC – San Luis Obispo

Santa Barbara:

- Workforce Resource Center Santa Barbara
- Workforce Resource Center Santa Maria

Santa Cruz:

- Capitola Career Center
- Watsonville Career Center

California Community College Campuses:

- Allan Hancock College
- Cabrillo College
- Cuesta College
- Hartnell College
- Monterey Peninsula College
- Santa Barbara City College

Adult Education Consortia:

- Northern Santa Barbara County Adult Education Consortium
- Salinas Valley Adult Education Consortium
- San Luis Obispo County Adult Education Consortium
- Santa Barbara AEBG Consortium
- Santa Cruz County Adult Education Consortium
- Adult Education Regional Consortium of the Monterey Peninsula

Department of Rehabilitation Locations:

District Offices:

- Santa Barbara 509 E. Montecito St, Ste 101, Santa Barbara
- San Jose 100 Paseo De San Antonio. Ste 324, San Jose

Branches:

- Capitola 1350 41st Ave, Ste 101, Capitola
- Salinas 928 E. Blanco Rd, Ste 280, Salinas
- San Luis Obispo 3220 S. Higuera St, Ste 102, San Luis Obispo
- Santa Maria 2615 S. Miller St, Ste 101, Santa Maria
- Lake Tahoe Adult Education Consortium
- North Central Adult Education Consortium
- Sierra Joint Consortium

REGION PROFILE

From Coastal WIOA Regional Plan, published March 2017:

"The largest sector in the Coastal RPU is Agriculture, Forestry, Fishing and Hunting, employing 88,654 workers. The next-largest sectors in the region are Health Care and Social Assistance (79,026 workers) and Accommodation and Food Services (73,979). The sectors with the largest Location Quotients in the region are Agriculture, Forestry, Fishing and Hunting (LQ = 9.36), Utilities (1.38), and Accommodation and Food Services (1.29). Sectors with the highest average wages per worker are Utilities (\$127,664), Mining, Quarrying, and Oil and Gas Extraction (\$108,933), and Management of Companies and Enterprises (\$84,977). Regional sectors with the best job growth (or most moderate job losses) over the last five years are Health Care and Social Assistance (+16,926 jobs), Accommodation and Food Services (+13,697), and Agriculture, Forestry, Fishing and Hunting (+7,771).

Over the next 10 years, employment in the RPU is projected to expand by 46,666 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +1.9% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+16,080 jobs), Accommodation and Food Services (+4,984), and Professional, Scientific, and Technical Services (+4,437)."

CENTRAL COAST TARGET POPULATIONS		
Total Population	1,352,492	
Total Households	468,433	
w/o HS Diploma (25 yrs +)	19.41%	
w/o 4 Year Degree (25 yrs +)	68.66%	
Veterans	6.59%	
Working Age w/ Disability	7.31%	
Speak English "less than very well"	17.98%	
Households Using SNAP	7.01%	

Data from American Community Survey, 5 Year Profile 2012-2017

SOUTH CENTRAL COAST REGIONAL CONSORTIUM

The South Central Coast Regional Consortium (SCCRC) serves to facilitate and promote effective regional educational initiatives for its member colleges and key stakeholders in support of local, regional, and statewide workforce development efforts. The region's community colleges leverage employer, community, and educational resources to create and maintain a highly skilled workforce that meets our regional needs.

Goals

- Strengthening communication, coordination, and timely decision-making in regional workforce training and education efforts
- Enhancing participation in career pathway development and implementation
- Reinforce regional leadership and operational partnerships among community college, Industry, labor, and other workforce and economic development entities to improve the delivery of career and technical education
- Align college programs with regional and industry needs, create a sustained public outreach campaign for industry, high school students, counselors, parents, faculty, staff, and the community
- Promote career development, and reinforce the value of CTE programs

Partners

- California Workforce Development Board
- California Workforce Association
- Local Workforce Development Boards
- One-Stop Career Centers
- Employment Development Department

COASTAL REGION COMMUNITY HEALTH WORKER INITIAIVE

The Coastal Regional Planning Unit, comprised of workforce development boards from Santa Cruz, Monterey, San Luis Obispo, and Santa Barbara counties, convened the Central Coast Slingshot Partnership to address healthcare workforce development needs in the region in partnership with regional education and industry partners. This core team is addressing the following:

- Forming regional action teams for the three industry-identified healthcare priorities: Community Health Worker Training, Health Care Career Awareness Campaign, and Specialty Nursing Education, identifying industry co-chairs to lead each team, populating teams with business champions and selected education/training/community partners from each county. Support each action team in developing action plans based on a common template, then in moving into implementation. The Community Health Worker Training action team is currently working on curriculum development and delivery models.
- Creating a Slingshot Executive Committee composed of the business co-chairs of each action team and other leaders who review and support action team progress, facilitate course corrections as necessary, and consider additional regional priorities for action;
- Providing a "virtual meeting infrastructure" to bridge large geographic distances and ensure high-quality discussion among business champions, and between business champions and community partners; and
- Creating and implementing a Slingshot Investment Strategy that applies Slingshot funds carefully, according to a set of criteria that ensures uses are high-leverage and unable to be effectively funded from other sources.





Photos from the September Santa Barbara job expo <u>sbchamber.org/expo2018</u> Local jobs fair put on in conjunction with seven chambers. Partnerships!

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EAST BAY



KEY PARTNER LOCATIONS

Workforce Development Board Office Locations:

- Alameda County Workforce Development Board
- Workforce Development Board of Contra Costa County
- Oakland Workforce Development Board
- Richmond Workforce Development Board

America's Job Centers of California:

Alameda:

- AJCC Fremont (EDD)
- AJCC Eden Area Hayward
- Tri-Cities Career Services Network Ohlone College, Newark
- Tri-Valley Career Services Network Tri- Valley Career Center, Dublin

North Cities Career Services Network:

- College of Alameda
- Berkeley Adult School

Contra Costa:

- AJCC EASTBAY Works Brentwood
- AJCC EASTBAY Works Concord
- AJCC EASTBAY Works San Pablo

Oakland:

- Oakland Career Center
- AJCC Oakland Oakland Airport
- The Unity Council Multi-Cultural Career Center
- West Oakland Neighborhood Career Center
- Eastmont Career & Employment Center

Richmond:

• EASTBAY Works - RichmondWORKS

California Community College Campuses:

- Berkeley City College
- Chabot College
- College of Alameda
- Contra Costa College
- Diablo Valley College
- Laney College
- Las Positas College
- Los Medanos College
- Merritt College
- Ohlone College

Adult Education Consortia:

- Chabot-Las Positas/Mid-Alameda County Consortium
- Contra Costa Adult Education Consortium
- Northern Alameda Consortium for Adult Education
- Southern Alameda County Consortium

Department of Rehabilitation Locations:

District Offices:

• Greater East Bay - 1485 Civic Ct, Ste 1100, Concord

Branches:

- Antioch 3656 Delta Fair Blvd, Antioch
- Berkeley 3075 Adeline St, Ste 170, Berkeley
- Fairfield 450 Chadbourne Rd, Ste A, Fairfield
- Fremont 39155 Liberty St, Ste F630, Fremont
- Oakland 1515 Clay St, Ste 119, Oakland
- Richmond 1003 W. Cutting Blvd, Ste 100, Richmond



REGION PROFILE

From East Bay WIOA Regional Plan, published March 2017:

"Growth in industry sectors and the overall economy is a key indicator showing recovery from the financial crisis of 2007 and 2008. Trade, Healthcare, Manufacturing, and Construction have seen slow but steady growth. The total employment in all industries in the East Bay Region in May 2016 (preliminarily) was 1,121,900 individuals, rising by 11.2 percent (113,400 jobs) since May 2012. This strong job growth bodes well for the region and its workforce, as high-wage industries are the primary drivers. The top growth industries sectors by employment as of May 2016 in the East Bay Region are:

- Trade, Transportation and Utilities, employing 201,700 individuals, 12.9% growth since May 2012
- Educational and Health Services, employing 185,600 individuals, 12.6% growth since May 2012
- Professional and Business Services, employing 183,300 individuals, 11.1% growth since May 2012
- Manufacturing, employing 87,000 individuals, 8.8% growth since May 2012
- Construction, employing 66,700 individuals, 31% growth since May 2012."

EAST BAY TARGET POPULATIONS	
Total Population	2,669,831
Total Households	951,833
w/o HS Diploma (25 yrs +)	11.99%
w/o 4 Year Degree (25 yrs +)	57.57%
Veterans	5.11%
Working Age w/ Disability	7.80%
Speak English "less than very well"	16.67%
Households Using SNAP	6.93%

Data from American Community Survey, 5 Year Profile 2012-2017

EAST BAY REGIONAL INDUSTRY SECTOR PARTNERSHIPS

A coalition of public entities, including the workforce development boards, community colleges, adult education, economic development, vocational rehabilitation, community-based organizations, organized labor, and America's Job Centers of California in the East Bay region have come together to develop four industry sector partnerships in the following industries:

Advanced Manufacturing

The East Bay Advanced Manufacturing Partnership recently merged with another regional industry association to form AMBayArea (Association of Manufacturers, Bay Area), a new self-sustaining membership organization that has grown to over 50 active, dues paying businesses. Workforce programs include the Dream It, Do It ambassador program that sends early career professionals of color from partnership employer into local high schools and community college to expose young people to careers in manufacturing. The Partnership is launching an ambassador program for veterans and re-entry hiring program.

Healthcare

The East Bay Health Workforce Partnership convenes all the major hospital, community clinic and health service providers in the Region. The partnership advances numerous programs areas including workforce development where the goal is connect with and support regional pathway systems, CBOs and other educational and training and service entities to cultivate diverse local talent who can fill the talent needs of our regional and local health systems. The partnership braids numerous funding sources to sustain activities.

Information Communication and Technology

The East Bay ICT represents employers from the East Bay, San Francisco and increasingly other parts of the Bay Area, including Silicon Valley. The partnership's workforce strategies include apprenticeship pilots in partnership with regional community college ICT programs and internship pilots with partner community based organizations. Working with the regional Deputy Sector Navigator for ICT, the partnership is pursuing a single advisory body for all community college ICT programs in the region.

Transportation and Logistics

The East Bay Transportation and Logistics Partnership recently launched as a membership-based organization with existing champion employer partners as charter members. The partnership's workforce strategies have included earn and learn summer internship programs and customized trainings leading to jobs with partner employers.

East Bay RPU Regional funds have supported the regional systems, infrastructure and staffing for the four regional industry partnership including the Sector Leads, industry experts who organize and manage the four regional industry partnership and a Regional Organizer. A new Regional Sector Partnerships Coordinator provides administrative and coordination support across the partnership to create efficiencies, achieve economies of scale and free up the Sector Leads' strategic capacity.

A newly formed regional strategic advisory body aims to strengthen the region's coordinated response to industry, drive systems alignment and become a fundraising vehicle to sustain the work.

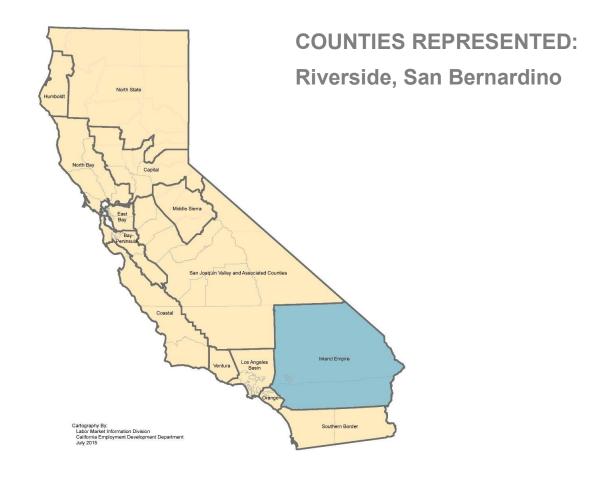




Photos from the The Alameda County Employer Roundtable for Re-entry Hiring

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INLAND EMPIRE



KEY PARTNER LOCATIONS

Workforce Development Board Office Locations:

- Riverside County Workforce Development, Economic Development Agency
- San Bernardino County Workforce Development Board

America's Job Centers of California (AJCC):

Riverside:

- Blythe Workforce Development Center (AJCC Affiliate)
- Empower Youth, Hemet Youth Opportunity Center (AJCC Specialized Access Point)
- Hemet Workforce Development Center (AJCC Affiliate)
- Indio Workforce Development Center (Comprehensive AJCC)
- Moreno Valley Employment Resource Center (AJCC Specialized Access Point)

- Moreno Valley Youth Opportunity Center (AJCC Specialized Access Point)
- Planet Youth Lake Elsinore Youth Opportunity Center (AJCC Specialized Access Point)
- Riverside Workforce Development Center AJCC Riverside (Comprehensive AJCC)
- Rubidoux Riverside Youth Opportunity Center (AJCC Specialized Access Point)
- The Oasis Perris Youth Opportunity Center (AJCC Specialized Access Point)
- Win Indio Youth Opportunity Center (AJCC Specialized Access Point)

San Bernardino:

- East Valley AJCC San Bernardino
- High Desert AJCC Victorville
- West Valley AJCC Rancho Cucamonga

California Community College Campuses:

- Barstow College
- Chaffey College
- College of the Desert
- Copper Mountain College
- Crafton Hills College
- Moreno Valley College
- Mt. San Jacinto College
- Norco College
- Palo Verde College
- Riverside College
- San Bernardino Valley College
- Victor Valley College

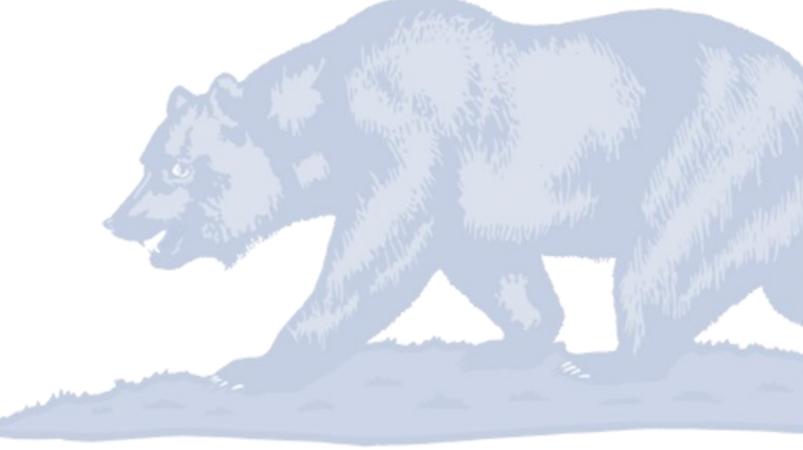
Adult Education Consortia:

- Barstow Area Consortium for Adult Education
- Desert Regional Consortium
- Morongo Basin AEP Consortium
- Palo Verde Consortium
- Riverside About Students Regional Consortium
- San Bernardino Community College District Consortium
- Southwest Riverside County AE Regional Consortium
- Victor Valley Adult Education Regional Consortium
- West End Corridor/Chaffey Regional AE Consortium

Department of Rehabilitation Locations:

District Offices:

- Inland Empire 2010 Iowa Ave, Ste 100, Riverside
- Blythe 1 College Dr, Ste PE Building, Blythe
- Ontario 3595 Inland Empire Blvd, Bldg. 4, Ontario
- Palm Desert 73-720 Fred Waring Dr, Ste 102, Palm Desert
- San Bernardino 464 W. 4th St, Ste 152, San Bernardino
- Temecula 27555 Ynez Rd, Ste 310, Temecula
- Victorville 15415 W. Sand St, 2nd Floor, Victorville



REGION PROFILE

From Inland Empire WIOA Regional Plan, published March 2017:

Industry		Numeric	
		Change	% Change
×	Construction	36,300	58.0%
	Trade, Transportation, Utilities	59,800	20.7%
Ċ,	Transportation, Warehousing	13,900	20.4%
Ļ	Professional & Business Services	36,200	28.5%
0 ₹	Healthcare & Social Assistance	40,100	26.6%
	Educational Services	4,700	26.8%
	Accommodation & Food Service	32,500	28.6%
Î	Remediation Services	21,800	26.6%
7	Retail Trade	30,100	18.5%

Industry Projections 2012-2022

INLAND EMPIRE TARGET POPULATIONS		
Total Population	4,343,218	
Total Households	1,325,638	
w/o HS Diploma (25 yrs +)	20.31%	
w/o 4 Year Degree (25 yrs +)	79.69%	
Veterans	6.96%	
Working Age w/ Disability	9.42%	
Speak English "less than very well"	15.30%	
Households Using SNAP	13.14%	

Data from American Community Survey, 5 Year Profile 2012-2017

SLINGSHOT MANUFACTURING INITIATIVE

The Inland Empire's two workforce boards, in collaboration with their Community College and education partners, have engaged in a year-long process of outreach and solution-building to serve the manufacturing industry in the region.

To date, 70 manufacturers in the region have been contacted and given interviews and needs assessments. Many local and regional manufacturer groups were likewise consulted.

Some takeaways from the extensive outreach were:

- Manufacturers have a diverse need set
- It's difficult to find a common denominator for a large number of manufacturers
- Current pain points are key
- Communication is more efficient and effective when done in small regional groups, rather than with individual employers alone

The interviews and outreach led to the partners creating a machine operator training program. The program was supported by local manufacturers from Yucaipa, Chino, Riverside, and Rialto. It features a 240-hour program to prepare candidates for a career in manufacturing. Two more manufacturers are looking to come on board, and direct hires occurred starting with the first cohort.

Future projects for the program include:

- Expansion of the machine operator training program
- Creation of a fabricator and an industrial sewing technician training program
- Evaluating the feasibility of an electronics technician pipeline in the High Desert
- Youth Apprenticeship Program
- Incumbent Worker training

Photos IERPU SLINGSHOT INITIATIVE Incumbent Worker Training at Health Staff College





CAREER PATHWAY DEVELOPMENT

Regional partners from across various public entities have come together to form a small working group that will work with industry to develop and define career pathways in the Inland Empire.

Membership on the committee includes:

- Four Adult Education Program Consortium coordinators,
- A Regional Community College Consortium Chair,
- The Regional Apprenticeship Director,
- The Deputy Sector Navigator for Manufacturing for the Community College system in the region,
- Regional leads for Inland Empire's two workforce boards

The members have agreed to a draft definitions and a list of the elements of a career pathway that can be adhered to across all partners.

Future steps include:

- Mapping career pathways in multiple systems, such as: community colleges, adult education, high schools, universities, non-profits and CBOs, for-profit institutions, and others
- Defining the basic elements of career pathways in healthcare, manufacturing, and logistics/transportation
- Extending the committee membership to potentially include industry, organized labor, and other partners
- Development of common identifiers for participants in programs
- All partners actively promoting the developed pathways

The key element to the success of this regional strategy is in its implementation on the local level, and the dedication of all partners to follow through with aggressive implementation at career centers and campuses, across the region.

PRISON TO EMPLOYMENT (P2E) INITIATIVE

The Inland Empire Regional Planning Unit has been awarded \$190,000 in Prison to Employment Local Assistance Planning Grant funds from the California Workforce Development Board.

Each year the number of prisoners released is increasing due to the passage and enactment of voter proposition 57, which allows for parole consideration for non-violent felons and changes additional policies facilitating earlier prison release for many more. This increase is projected to continue each year through the foreseeable future. Consequently, it is imperative that we work to strengthen the linkages between the workforce and corrections systems in order to improve the process by which formerly incarcerated and justice-involved individuals re-enter society and the labor force.

As the Inland Empire Regional Planning Unit (IERPU), Riverside and San Bernardino Counties are fully committed to eliminate critical gaps in our current reentry system by collaborating and restructuring partnerships between our workforce development boards, corrections systems, community based organizations and local business owners with the vision to create a large-scale cross-county regional approach to facilitate long-term outcomes in reducing recidivism and enhancing employment opportunities. We will invest time in coordinating stronger partnerships with state agencies immersed in serving incarcerated and recently released individuals. These meetings will involve individuals from Workforce Development programs, State Parole, County Probation and County Sheriff Departments, and will enlist the participation and engagement of community, businesses, and nonprofit entities. We anticipate engaging and reaching out to organizations currently serving the target population that have yet to be connected to the entire workforce system in our region.

It is with great excitement that we look forward to partnering together to align resources; establishing viable conduits to seamlessly blend individuals recently released from the justice system onto a path towards education, social health, meaningful employment and full re-integration into society. Our objective is not to provide a temporary fix, but a strategic plan that will produce sustainable wage jobs for upward mobility through the creation of career pathways, apprenticeships and educational opportunities.

LOS ANGELES BASIN



KEY PARTNER LOCATIONS

Workforce Development Board Office Locations:

- Foothill Workforce Development Board
- City of Los Angeles Workforce Development Board
- Los Angeles County Workforce Development Board
- Pacific Gateway Workforce Innovation and Opportunity Network
- Southeast Los Angeles County Workforce Development Board
- South Bay Workforce Investment Board
- Verdugo Workforce Development Board

America's Job Centers of California:

Foothill:

- Foothill Employment & Training Connection Pasadena
- Monrovia Adult School One Stop Career Center

Los Angeles City:

- Build West Valley WorkSource Center Chatsworth
- Canoga Park West Hill WorkSource Center
- Downtown/Pico-Union WorkSource Center, Pacific Asian Consortium in Employment
- Harbor Gateway WorkSource Center San Pedro
- Hollywood WorkSource Center
- Metro WorkSource Center Wilshire Blvd
- Northeast LA WorkSource Center N. San Fernando Rd
- South LA WorkSource Center S. Western Ave
- Southeast Los Angeles Worksource Center S. Central Ave
- Sun Valley WorkSource Center
- Vernon-Central/LATTC WorkSource Center Tom Bradley Center
- Watts/Los Angeles WorkSource Center E. 114th St
- West LA American Job Center/WorkSource Culver City

Los Angeles County:

- America`s Job Center of California Compton
- America's Job Center of California Walnut Park
- Antelope Valley-AJCC Lancaster
- City of Compton CareerLink Center (Youth)
- East LA/West San Gabriel Valley AJCC Whittier Blvd
- Firestone East Los Angeles AJCC Compton Ave
- JVS West Hollywood Worksource Center
- Northeast San Fernando Valley AJCC Pacoima
- Northeast San Gabriel Valley AJCC Alhambra
- Palmdale AJCC
- Paramount AJCC
- Pomona Valley AJCC
- Rancho Dominguez AJCC Compton
- Rio Hondo AJCC Santa Fe Springs
- Santa Clarita AJCC
- South Los Angeles AJCC W. Imperial Hwy
- Southeast Los Angeles AJCC Huntington Park
- Veterans AJCC Bob Hope Patriotic Hall
- West Covina AJCC
- West Los Angeles AJCC Culver City

Pacific Gateway:

- Long Beach Career Transition Center
- Youth Opportunity Center Long Beach

SELACO:

• America's Job Center of California - Cerritos

South Bay:

- Carson Career Center
- Gardena South Bay One Stop Business and Career Center
- South Bay One Stop Business and Career Center
- South LA Community Centers, Inc.
- Torrance OneStop Career Center

Verdugo:

- Burbank Workforce Connection
- Verdugo Jobs Center

California Community College Campuses:

- Antelope Valley College
- Cerritos College
- Citrus College
- College of the Canyons
- Compton College
- East Los Angeles College
- El Camino College
- Glendale College
- Long Beach City College
- Los Angeles City College
- Los Angeles Harbor College
- Los Angeles Mission College
- Los Angeles Pierce College
- Los Angeles Southwest College
- Los Angeles Trade Tech College
- Los Angeles Valley College
- Mt. San Antonio College
- Pasadena City College

- Rio Hondo College
- Santa Monica College
- West Los Angeles College

Adult Education Consortia:

- Antelope Valley Regional Adult Education Consortium
- Citrus College Adult Education Consortium
- Glendale Community College District Regional Consortium
- Long Beach Adult Education
- Los Angeles Regional Adult Education Consortium
- Mt. San Antonio Regional Consortium for Adult Education
- Palo Verde Consortium (partial)
- Partnership for Adult Academic and Career Education
- Pasadena Area Consortium
- Rio Hondo Region Adult Education Consortium
- Santa Clarita Valley Adult Education Consortium
- Santa Monica Regional Consortium for Adult Education
- South Bay Adult Education Consortium
- Tri City Adult Education Consortium

Department of Rehabilitation Locations:

District Offices:

- Greater LA 3333 Wilshire Blvd, Ste 200, Los Angeles
- LA South Bay 4300 Long Beach Blvd, Ste 200, Long Beach
- Van Nuys/Foothill 15400 Sherman Way, Ste 140, Van Nuys

Branches:

- Antelope Valley 43301 Division St, Ste 204, Van Nuys
- Bell 5140 Florence Ave, Ste, D, Bell
- City of Commerce 5400 E. Olympic Blvd, City of Commerce
- Compton 1929 W. Artesia Blvd, Ste C, Compton
- Culver City 6125 Washington Blvd, Ste 200, Culver City
- East LA 1902 Marengo St, Ste 210, Los Angeles
- El Monte 9350 Flair Dr, Ste 105, El Monte
- Glendale 425 W. Broadway, Ste 200, Glendale
- Mid-Cities 2323 W. Manchester Blvd, Ste C, Inglewood
- Norwalk 12501 E. Imperial Hwy, Ste 140, Norwalk
- Pasadena 150 S. Los Robles Ave, Ste 300, Pasadena
- Santa Clarita 23838 Valencia Blvd, Ste 303, Santa Clarita
- Torrance 21250 Hawthorne Blvd, Ste 220, Torrance
- West Covina 1501 W. Cameron Ave, Ste 300, West Covina
- West Valley 6800 Owensmouth Ave, Ste 100, Canoga Park
- Westchester 5120 Goldleaf Cir, Ste 360, Los Angeles

REGION PROFILE

From Los Angeles Basin WIOA Regional Plan, published March 2017:

"Los Angeles County is largely service-oriented, with services accounting for about ¾ of all non-farm employment. Government employment (including local, state, and federal government employment) accounts for 13 percent of non-farm employment. Among the services industries, educational and health services are the largest, accounting for over 17 percent of employment, followed by retail trade, professional/business services, and leisure/hospitality. The largest private sector industry in terms of employment in Los Angeles County was food services and drinking places, providing 340,490 jobs. Close to 93 percent of this industry's employment was in restaurants. The second largest industry was professional/technical services, providing 275,600 jobs.

Other significant industries in the county include: administrative/support services (which includes temporary employment, social assistance, ambulatory healthcare services, motion pictures and sound recording industries, and hospitals."

LOS ANGELES TARGET POPULATIONS		
Total Population	9,881,693	
Total Households	3,281,845	
w/o HS Diploma (25 yrs +)	22.28%	
w/o 4 Year Degree (25 yrs +)	69.24%	
Veterans	3.76%	
Working Age w/ Disability	7.30%	
Speak English "less than very well"	24.88%	
Households Using SNAP	9.03%	

Data from American Community Survey, 5 Year Profile 2012-2017

SLINGSHOT – A NEW CAREER PATHWAY FOR AN INDUSTRY IN TRANSITION

The SlingShot project in Los Angeles, under the administration of the Southeast Los Angeles County Workforce Development Board (SELACO WDB), supported by partner boards in the region and Ventura County, addressed a growing need among Healthcare employers to develop a career pathway for patient care coordination.

The project overcame traditional geographic boundaries of the WDB's to develop and implement a regional solution for Los Angeles Region, including industry input, curriculum development, and incumbent worker training.

The success of the project was built upon the communication and credibility of the partners committed to the project, including the workforce boards, community colleges, and industry representatives, who had relationships before SlingShot and were able to move forward quickly because of the statewide investment combined with those established local relationships.

The Slingshot initiative provided an invaluable opportunity to develop regionally coordinated business engagement strategies around a common targeted industry. This led to the establishment of the Los Angeles Regional SlingShot Coalition which is comprised of six Los Angeles WDBs and the Ventura WDB, works to accelerate income mobility and regional prosperity through coordination and development of career pathways that meet the growing demand of regional employers for care coordination/managed care in the healthcare industry. The coalition established a foundation for continued sector work that will not only support current efforts but also assist future work to map the current healthcare education and workforce ecosystem. The objective is to better understand existing resources, and how they can align regionally to address industry's needs.

POWERPOINT: Collaboration by Design

https://tinyurl.com/collaboration-by-design

REGIONAL COLLABORATIVES

The Los Angeles Basin RPU is home to a variety of Regional Collaboratives, most of which were established through local relationships that have been developed over decades.

Examples include:

LA Performance Partnership Pilot for Youth (P3)

- Members: L.A. County Workforce Development Board, City of L.A. Workforce Development Board, L.A. County Board of Supervisors Deputies from 1st, 2 nd and 3rd Districts, City of L.A. Office of the Mayor, Econ and Workforce Dev Dept., LA N'Sync, Annenberg Foundation, LAUSD, LA Community College District, 8 County Departments: CEO, Workforce Development, Public Social Services, Office of Education, Mental Health, Children and Family Services, Health Services, Probation, and CBOs such as Alliance for Children's Rights
- Purpose: Implement federally granted pilot initiative to improve social well -being, education and employment outcomes for disconnected youth age 16-24. This includes increase of available services, intensive and comprehensive coordination of services and sustainability of services over short, medium and long term. Monthly Steering Committee Leadership and Quarterly Partners Meetings Bi-Weekly Work Group and Ad Hoc Committees. Regional funding allocated to Workforce Boards in the region to duplicate a similar model.

Back on Track LA

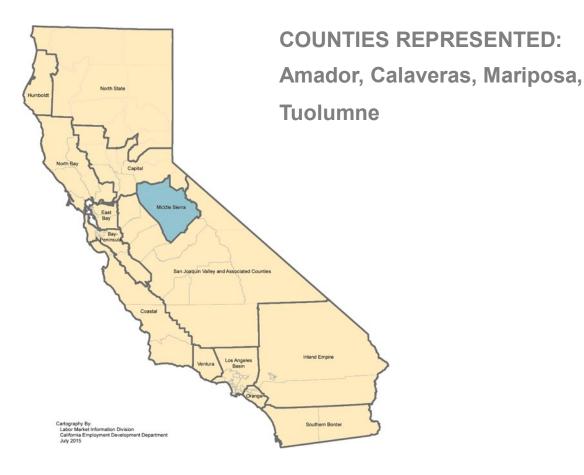
- Members: LA County, City of LA, Foothill, Verdugo, SELACO and South Bay WDBs
- Purpose: At the request of the California State Attorney General Office, local workforce boards committed to develop a regional referral process that would support the hard hand off from prisons to American Job Centers of California (AJCC) in the LA Region. The objective is regional collaboration among LA Region Workforce Boards to increase employability and training for the re-entry population. The District Attorney's Office made great strives to change the reentry potential of the incarcerated population. The BOT-LA model is both innovative and effective. The model focuses on in custody participants soon to be released providing them access to agencies that can help overcome barriers to success once released from prison. The BOT-LA will soon be enhanced with a regional electronic referral process that supports immediate access to AJCC's in the LA Region.

LA Opportunity Youth Collaborative

- Members: Alliance for Children's Rights, Children's Law Center of California, LAUSD, DCFS, County Office of Child Protection, LA Chamber/Unite LA, iFoster, Children's Law Center of CA, First Place for Youth, Extraordinary Families, Coalition for Responsible Community Development, and approximately 40-50 CBOs serving foster and disconnected youth.
- **Purpose:** Advance collective goals of OYC, seek common ground between OYC's goals and strategies and priorities of own organization and other collaborative efforts as the governance body to achieve collective impact, build effective programs and pathways, use data to guide decisions and assess impact, develop supportive policies, and leverage funding to support and sustain innovation. Quarterly OYC meetings.



MIDDLE SIERRA



KEY PARTNER LOCATIONS

Workforce Development Board Office Locations:

• Mother Lode Job Training

America's Job Centers of California:

- Mother Lode Job Training Mariposa
- Mother Lode Job Training San Andreas
- Mother Lode Job Training Sonora
- Mother Lode Job Training Sutter Creek

California Community College Campuses:

Columbia College

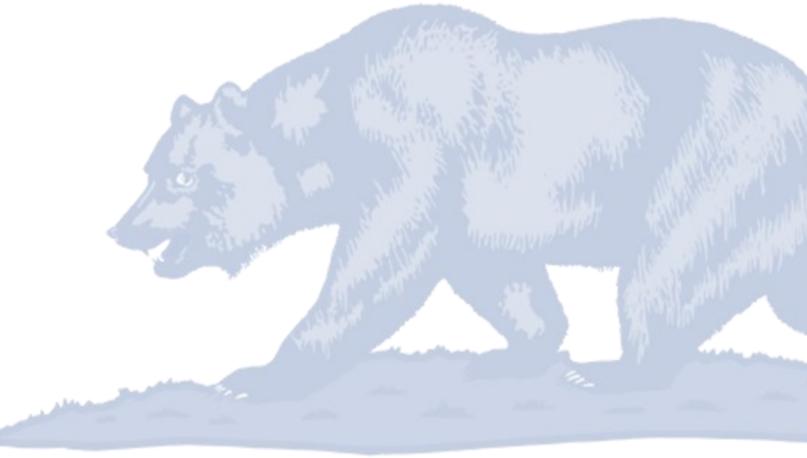
Adult Education Consortia:

- Capital Adult Education Regional Consortium (partial)
- Delta Sierra Regional Alliance (partial)
- Merced Consortium (partial)
- Stanislaus Mother Lode Consortium (partial)

Department of Rehabilitation Locations:

Branches:

• Sonora – 197 Mono Way, Sonora



REGION PROFILE

From Mother Lode WIOA Regional Plan, published March 2017:

"Existing in-demand industry sector concentration and employer needs study (including regional business input) comparing 2012 and 2016, provided by the EDD Labor Market Coordinator, shows the Middle Sierra RPU has higher levels of concentration of industry in the areas of Health Services; Construction; Leisure and Hospitality; and Trade, Transportation, and Utilities. Occupations and the employment needs of the employers include, but are not limited to, Registered Nurses/Medical Assistants, Contractors and Tradesmen. Additionally, industry valued credentials that are meaningful to the employers are needed along with the "Essential Skills" required to perform the duties of the occupation.

The in-demand industry sector concentration and employment needs of the employer that show measurable economic growth for 2012 through 2022 include Health Services; Advanced Manufacturing; Construction, Leisure and Hospitality; and Fire, Water, and Forestry Technology. Occupations include, but not limited to, Registered Nurses/Medical Assistants, Machine Operators, First-Line Supervisors, Firefighters, and Water Operators. Additionally, industry valued credentials that are meaningful to the employers are needed along with the "Essential Skills" required to perform the duties of the occupation."

MIDDLE SIERRA TARGET POPULATIONS		
Total Population	144,346	
Total Households	61,299	
w/o HS Diploma (25 yrs +)	10.42%	
w/o 4 Year Degree (25 yrs +)	79.35%	
Veterans	12.15%	
Working Age w/ Disability	16.33%	
Speak English "less than very well"	2.45%	
Households Using SNAP	10.19%	

Data from American Community Survey, 5 Year Profile 2012-2017

MOTHER LODE EDUCATIONAL OPPORTUNITY CENTER

The Mother Lode Educational Opportunity Center (MEOC) assists adults in our region to obtain their academic credentials required for economic mobility by providing guidance on how to enter, re-enter, and navigate postsecondary institutions. MEOC Transition Specialists partner with community agencies (such as Amador – Tuolumne Community Action Agency, Motherlode Job Training, Tuolumne County Public Health, Tuolumne County Schools, Sierra Conservation Center, and many more) throughout our consortium's service area to provide adults with the following services:

- 1. Information regarding benefits and options for participating in postsecondary education
- 2. Support applying for college
- 3. Support applying for financial aid
- 4. Referral to alternative and adult education programs including GED and ESL programs
- 5. Workshops: Goal setting, financial planning, major and career selection, etc.
- 6. Connections to services including test prep, tutoring, counseling, etc.

The grant is for approximately \$1.2 million dollars (\$1,180,000) over 5 years. All services are free to enrolled pre-students and students at Columbia College.

AB 86 PARTNERSHIP

The Mother Lode members include Columbia College, Big Oak Flat Groveland Unified School District, Sonora High Unified School District, and Summerville High Unified School District. The three school districts are also spread geographically and have been consistently involved in ESL, GED, and CTE course efforts in the Mother Lode Area. In the Mother Lode region, Columbia College plays a pivotal role in providing a wide-range of adult education programs including short term CTE programs, workforce development training, ESL and GED.

In accordance to the AB 86 legislative language, all consortium member organizations have committed to providing information through a formal evaluation of current levels and types of adult education programs, in addition to more in-depth information on successful modeling for existing partnerships. Adult education programs to be evaluated include: education for adults in correctional facilities; credit, noncredit, and enhanced noncredit adult education coursework; adult education programs funded through Title II of the federal Workforce Investment Act (Adult Education and Family Literacy Act), and all other adult education programs in the 5 designated areas.

Mother Lode partners include Calaveras County Office of Education Stanislaus County Office of Education, Tuolumne County Office of Education, and the Mother Lode Workforce Development Board. Again, mimicking a community structure of involving County Office of Education experience with adult education outreach and learning, alongside Workforce Investment Board expertise and resources, in support of training programs and certifications that help adults become ready for jobs in industry. A clear example of this is Tuolumne County Office of Education's Special Education Local Plan Area (SELPA) program that provides services and support to Mother Lode school districts.

SELPA offers an Adult Transition Program that educates disabled adults from ages 18 to 22. These students participate in a functional skills program and community based learning projects. Many of these students also participate in a local workability program, performing jobs in the community, as part of their transition goals. The program currently has 18 – 20 students annually.

All identified partners have been invited to participate at meetings and in the Consortium efforts during the life of the grant. It is the goal of the Consortium to ensure that each identified partner will be involved in the planning process by providing information on their current adult education offerings, enrollment data and support services, as applicable.

RURAL BUSINESS DEVELOPMENT GRANT

The continuing issues in the Sierras and the foothills regarding infestations of tree-killing bugs has led to a need for removal of the fallen trees and logs (biomass) that are left behind in the wake of the damage. That removal is imperative, as the biomass brings with it a wildfire threat that could damage and destroy the communities in the Mother Lode region.

The Mother Lode Workforce Development Board received a rural development grant to expand the use of biomass removed from the forest. The removal is conducted in collaboration with county jails and prisons, where the re-entry candidates can receive biomass handling certifications as they properly dispose of the fallen trees and other hazards.

Likewise, the removed biomass can potentially be used as building products to aid in the development and building of affordable housing. A study is being conducted to ensure the safety of such a strategy, but if adopted it would not only lead to an increase in construction jobs throughout the region, but potentially an increase in much-needed affordable housing that can help to alleviate the homeless issue that plagues the region.



United States Department of Agriculture

Rural Development 430 G Street, Agency 4169 Davis, CA 95616 Voice 916.798.9295 Email: sarah.marquart@ca.usda.gov Web: http://www.rd.usda.gov/ca

Media Advisory

Contact: Sarah Marquart (916) 798-9295 sarah.marquart@ca.usda.gov

USDA Rural Development Presents \$178,000 Rural Business Development Grant Award to Central Sierra Economic Development District

DAVIS, Calif., July 23, 2018 – USDA Rural Development California State Director Kim Dolbow Vann will present the Central Sierra Planning Council, a subsidiary of Central Sierra Economic Development District (CSEDD), with a \$178,000 <u>Rural Business</u> <u>Development Grant</u> (RBDG) award at a ceremony scheduled at 11 a.m. July 25.

Grant money will be used to perform a feasibility study to subsidize wood building products composed from biomass removed from surrounding forests. This will address impacts of biomass on wildfire and aid in affordable housing construction. CSEDD will also work to expand and revitalize business within the region. More than 25 jobs are expected to be created.

"Rural business is a cornerstone of rural prosperity," said Vann. "We have lived through the devastating effects of wildfire, and this partnership can provide innovative options to decrease fire hazards while increasing rural infrastructure and job opportunities through workforce training."

Vann will also be a featured speaker at the Central Sierra Economic Development Summit and Workshop hosted by CSEDD July 26 at the Ironstone Vineyards Music Room, 1894 Six Mile Rd, Murphys, CA 95247. For more information visit http://www.csedd.org/.

USDA Rural Development supports rural businesses by providing funding through the Rural Business Development Grant for targeted technical assistance, training and other activities leading to the development or expansion of emerging or private business in rural areas.

	What:	Development State Director Kim Dolbow Vann will award a \$178,000 Rural Business Development Grant to Central Sierra Economic Development District.		
	Who:	Kim Dolbow Vann, USDA California Rural Development California State Director		
		Karen Rich, USDA Rural Development Business Energy and		
		Cooperative Program Director		
		Dave Thoeny, Executive Director, Central Sierra Economic		
		Development District, and Mother Lode Workforce Development		
		Board		
		CSEDD Board		
	When:	Luke 25 of 11 or m		
	when.	July 25 at 11 a.m.		
Where: 197 B Mono Way, Sonora, CA 95370		197 B Mono Way, Sonora, CA 95370		

USDA Rural Development provides loans and grants to help expand economic opportunities and create jobs in rural areas. This assistance supports infrastructure improvements; business development; housing; community services such as schools, public safety and health care, and high-speed internet access in rural areas. For more information, visit <u>www.rd.usda.gov/ca</u>.

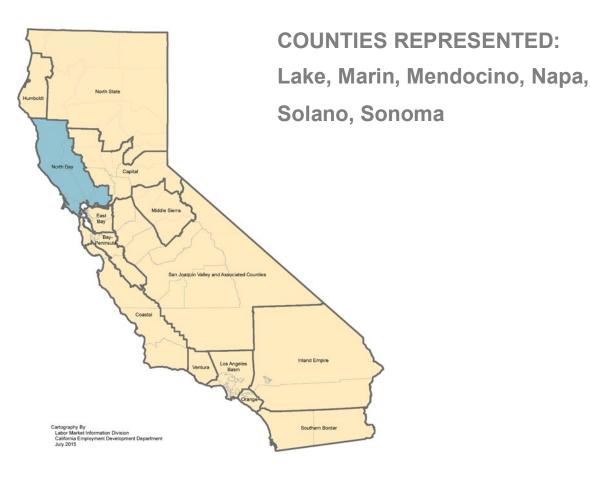
MEDIA ADVISORY:

<u>USDA RBDG Grant</u>

https://preview.tinyurl.com/USDARBDGgrant

CONTENTS PAGE

NORTH BAY



KEY PARTNER LOCATIONS

Workforce Development Board Office Locations:

- Workforce Investment Board of Solano County
- Sonoma County Job Link
- Workforce Alliance of the North Bay

America's Job Centers of California:

Solano:

- Solano Employment Connection Fairfield
- Vallejo Job Center

Sonoma:

- Santa Rosa North Bay Workforce Services
- Sonoma County Job Link Santa Rosa

Workforce Alliance:

- CareerPoint North Bay Ukiah
- CareerPoint Lake Clearlake
- CareerPoint Lake Lakeport
- CareerPoint Marin San Rafael
- Fort Bragg One-Stop Employment Resource Center
- Napa County Employment Services Napa

California Community College Campuses:

- College of Marin
- Mendocino College
- Napa Valley College
- Santa Rosa Junior College
- Solano Community College

Adult Education Consortia:

- Marin County Adult Education Block Grant Consortium
- Mendocino-Lake CCD
- Napa Valley Adult Education Consortium
- North Central Adult Education Consortium (partial)
- North Coast Adult Education Consortium (partial)
- Solano Adult Education Consortium
- Sonoma County Adult Education Consortium

Department of Rehabilitation Locations:

Regional Offices:

• Redwood Empire – 50 D St, Ste 425, Santa Rosa

Branches:

- Lakeport 55 1st St, Ste 215, Lakeport
- Napa 1250 Main St, Ste 200, Napa
- Novato 88 Rowland Way, Ste 100, Novato
- Ukiah 625 Kings Ct, Ste A, Ukiah

REGION PROFILE

From North Bay WIOA Regional Plan, published March 2017:

"The top five industries in the North Bay projected to have the most job growth in the next ten years are healthcare and social assistance, accommodation and food services, retail trade, manufacturing, and construction. In terms of gross numbers, healthcare is expected to see the greatest growth with 18,554 jobs. The total growth for these top five industries is projected to be 48,776, accounting for almost 70% of the expected total job growth over the next decade. The manufacturing industry has the highest average earning at \$100,620, and construction and accommodation and food services have the largest "ripple effect" on the rest of the economy.

Construction and real estate jobs shifted out of the labor market and gave way to more retail and other services jobs. Notice that social assistance jobs (including non-profit organizations that provide health care) grew, as did biotechnology. Manufacturing has seen job growth in food and beverage makers; the wine industry, which links agriculture to manufacturing to tourism and retail, remains a foundation of jobs for this region, reflected in beverage manufacturing and agricultural support jobs."

NORTH BAY TARGET POPULATIONS	TH BAY TARGET POPULATIONS		
Total Population	1,444,431		
Total Households	548,921		
w/o HS Diploma (25 yrs +)	12.13%		
w/o 4 Year Degree (25 yrs +)	66.04%		
Veterans	8.35%		
Working Age w/ Disability	9.70%		
Speak English "less than very well"	11.03%		
Households Using SNAP	7.39%		

Data from American Community Survey, 5 Year Profile 2012-2017

INDUSTRY INNOVATION FUND

With support from the California Workforce Development Board, the North Bay WDBs are making available \$130,000 for an Industry Innovation Fund (IIF). The purpose of the IIF is to provide seed funding to projects which support and enhance the success of the North Bay's most important industries. Each project must identify a challenge or gap that if successfully addressed, would assist an industry (s) in meeting their workforce needs or would enhance business productivity. Some examples of areas where projects may focus:

- Increasing the use of existing or the development of new industry-valued skills credentials (e.g., certificates, licenses, digital badges, stackable credentials, etc.)
- Expanding or creating apprenticeship, pre-apprenticeship or other "earn and learn" models (i.e., quality paid internships or other work-based learning opportunities)
- Improving work-based learning infrastructure that supports business and/or increases access and opportunities for working learners
- Improving job matching and assessment strategies to accelerate employment/ reemployment
- Improving business recruitment and hiring strategies

SLINGSHOT FOR HEALTHCARE

The North Bay workforce boards were awarded a \$1 million SlingShot grant from the California Workforce Development Board (CWDB). SlingShot helps strengthen regional economic prosperity by creating innovative and fundamental changes in how the workforce system engages with industry partners. The Workforce Boards developed and support regional Industry Sector Partnerships (ISPs), high level collaborations between industry representatives and their community support partners focused on meeting the workforce and other competitiveness needs of their industry. These ISPs create highly customized responses targeting the industry's greatest needs.

To date the North Bay WDBs have used their SlingShot grant funding to help launch the Napa-Solano Healthcare Industry Partnership, the Sonoma-Marin Healthcare Industry Partnership, and the Mendocino-Lake Healthcare Industry Partnership.

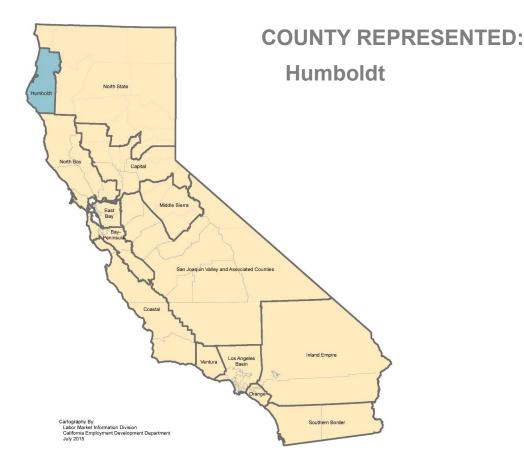
NORTHERN CALIFORNIA CAREER PATHWAY ALLIANCE

The WDB is a proud partner of the Northern California Career Pathway Alliance (NCCPA), a collaborative of the North Bay County Offices of Education, Community Colleges, Workforce Development Boards and local schools and businesses in Lake, Mendocino, Sonoma, Marin, Napa and Solano Counties.

The goal of the alliance is to create a regional approach to Career Pathways that will help foster economic and workforce development benefits for students, employers, and the community. NCCPA supports programs that inspire students through high-quality work based learning experiences both in the classroom and in the workplace.



NORTH COAST



KEY PARTNER LOCATIONS

Workforce Development Board Office Locations:

• Workforce Development Board of Humboldt County

America's Job Centers of California:

• Eureka Workforce Services – The Job Market

California Community College Campuses:

College of the Redwoods

Adult Education Consortia:

• North Coast Adult Education Consortium

Department of Rehabilitation Locations:

• Eureka – 1330 Bayshore Way, Ste 101, Eureka

REGION PROFILE

From Humboldt County WIOA Regional Plan, published March 2017:

"In 2014, the region hosted 3,137 employer establishments and 11,450 non-employer establishments, indicating that small entrepreneurs play a large part in the regional economy. The county's geographic isolation restricts the number of commuters in and out of the region, requiring many employers to rely on the local population to meet their workforce needs.

Targets of Opportunity Report 2017 (prepared by Collaborative Economics, Inc.) first identified the top six fast-growing, high wage-paying industries for the Redwood Coast region based on: (1) job growth; (2) wage growth; (3) firm growth; (4) exportation (increasing or higher than average concentration of jobs versus the State of California in the same industry); and (5) career progressions and demand occupations.

These industries, which demonstrated the greatest career and entrepreneurship opportunity, included:

- Diversified Health Care
- Building & Systems Construction
- Specialty Food, Flowers & Beverages
- Investment Support Services
- Management & Innovation Services
- Niche Manufacturing"

NORTH COAST TARGET POPULATIONS		
Total Population	130,995	
Total Households	53,689	
w/o HS Diploma (25 yrs +)	9.67%	
w/o 4 Year Degree (25 yrs +)	71.77%	
Veterans	8.24%	
Working Age w/ Disability	15.16%	
Speak English "less than very well"	3.31%	
Households Using SNAP	11.73%	

Data from American Community Survey, 5 Year Profile 2012-2017

HEALTH CAREERS EXPLORATION SUMMER INSTITUTE SLINGSHOT PROJECT

Since healthcare professionals do not typically flock to rural areas like Humboldt County to pursue their medical careers, the Workforce Development Board, along with its community partners, started the Health-Careers Exploration Summer Institute (HESI), a fast-track summer program for high school students who want to explore health careers. In its second year, there three-week program services students from Eureka, Arcata, McKinleyville and Six rivers Charter High School.

HESI provides an in-depth internship for local students interested in higher level careers in the healthcare and human service industries. Diverse educational opportunities are offered to develop the necessary skills to peak interest in the healthcare workforce and to promote opportunities at the hospitals.

According to the occupational projections from the Employment Development Department for the North Coast, heath care occupations are projected to provide ample job opportunities in Humboldt County in the immediate future. Even better, healthcare is a unique industry in that it pays well at nearly every level of employment. Humboldt County would like to create a seamless health education pipeline from elementary through post-secondary and beyond that will increase the quality of the healthcare and human service System.





Photos from HESI cohort

HESI includes a short classroom duration – nine days of department rotations such as observational externship, and a presentation to the community. This helps students confirm or adjust their paths into their chosen careers, provides them with real-world experiences, and networking opportunities.

HESI participants were able to:

- Practice communication skills and professional conduct
- Experience and explore a variety of health careers
- Learn and implement medical terminology
- Learn medical skills and hospital procedures
- Observe healthcare professionals at work
- Earn college credit through College of the Redwoods

Many of the student participants go to college with a career pathway to medical school or other medical programs. Popular career paths including: nursing, radiology, surgery, and physical therapy. And although a "home-grown" healthcare workforce would be ideal, there is no mandate for graduates of the program to stay in Humboldt, but they are encouraged to return to Humboldt County.

TRADES ACADEMY SLINGSHOT PROJECT

The Humboldt Regional Occupation Program (HROP) through the Humboldt County Office of Education had been a Building Trades program for high school students for years. A total of 16 houses and numerous other small projects had been built through the years. In 2015, the state discontinued funding the program. The Slingshot grant offers an opportunity to hire a Regional Trades Education Liaison to manage a Trades Academy, and travel throughout the county with a large truck hauling a mobile lab. With Humboldt County being approximately the size of Connecticut, this is a tremendous asset to students living in remote rural areas. College of the Redwoods is developing a partnership with the high schools through the Humboldt Trades Academy to expose the students to truck driving as an additional option within the trades.





Photos Mobile Lab





About the Trades Academy

The intent of the Trades Academy

To support and enhance the high quality CTE programs already established in our community and at the same time extend outreach and exposure to the districts that do not have Trades CTE in place.

Student participants will:

- Experience hands on application of learned construction & trades skills
- Have increased exposure to the variety of career opportunities in the trades
- Learn job readiness, success skills
- Have opportunity for work-based learning experience
- Build social capital by interacting with local employers

Mobile Lab Site Visit Goal:

- Seven Comprehensive High Schools:
 - Big 4: Arcata, Eureka, Fortuna, McKinleyville
 - Smaller/distant: Ferndale, Hoopa, South Fork
- Minimum of 3 Lab Visits per month to each of the Big 4 per month
- Minimum of 1 Lab Visit per month to each of the smaller/distant schools

Employer partners will:

- Have the benefit of building their own workforce pipeline
- Participate in the training of youth to instill strong work ethics desired by their organizations
- Mentor youth in the workforce
- Be seen as community leaders

Additional outreach to include:

- Charter Schools
- Alternative Schools
- Middle Schools

Trades Academy Liaison will meet monthly with each CTE teacher to map out the schedule for the following month to assure the Academy Mobile Lab visits will support class activities, without interfering with other program goals.









https://tinyurl.com/mobile-trades-academy

MULTI-CRAFT CORE CURRICULUM (MC3)

The first MC3 program in Humboldt County was launched in July 2018. The six-week course consisted of three weeks dedicated to the MC3 portion, and an additional three weeks experience in practical skills where the students earned additional certifications. These included:

- MC3
- OSHA 10
- Traffic Control
- First Aid & CPR
- Confined Space
- Blueprint Reading
- Labor History
- Hazardous Waste Initial
- Fundamentals of Construction

The Laborers provided an instructor from the Sacramento area, so we hope to have a local instructor attend the Building and Trades Train the Trainer program the next time it is offered. There is momentum to make it available in spring 2019. There is a tremendous amount of interest and upon completion, participants have the option of obtaining a job, continuing their education in the College of the Redwoods' Construction Trades program or enter an Apprenticeship program.

REPROGRAMMING CORRECTIONS

The Humboldt County Sheriff's Office is providing in-custody support. Our overall goal is to reduce recidivism within the Humboldt County Correctional Facility by investing resources to those impacted by incarceration.

The Humboldt County Sheriff's Office partnered with Humboldt State University Masters in Public Sociology students to conduct research within the Humboldt County Correctional Facility. Throughout the research, the Sheriff's Office received recommendations for reentry services from stakeholders and the currently and formerly incarcerated. These recommendations were used in the implementation of reentry in custody resources, and they also aided in the development of creating a relationship between the community and the Sheriff's Office. The Sheriff's Office completed several projects based on communal recommendations.

ARTICLE: Humboldt County Tackles Recidivism

https://preview.tinyurl.com/tackling-recidivism

The first project was a three-day Reentry Fair committed to connecting the people in custody with community resources and employers by bringing them directly into five of our housing units, spending an hour in each unit sitting at tables answering questions about their workplaces and programs in a job fair-type setting. One day consisted of numerous local employers that met with people currently in custody to provide them with information on their business along with employment applications. On an additional day there were several service providers ranging from food security, alcohol and drug care services, education, housing opportunities and many more. The Sheriff's Office will now be holding the Fair twice a year to support a well-planned reentry for those in custody. The Sheriff's Office has kept in contact with some of the formerly incarcerated people that participated in the Reentry Fair. These participants have reported being hired through the Reentry Fair, and are grateful for the community knowledge they received during the event.

HUMBOLDT 2nd CHANCE PROGRAM

The Humboldt 2nd Chance Program (H2CP) was initiated in August 2016 in response to a \$400,000 State grant award received by the Humboldt County Workforce Development Board as fiscal agent in partnership with:

- Department of Health and Human Services' Employment Training Division
- County Probation
- Sheriff's Office
- College of the Redwoods Adult and Community Education
- Community Corrections Partnership, which provided a \$200,000 match for the grant

The H2CP provided participants with the following services:

- 1. Complete vocational assessment and career guidance.
- 2. Three weeks of Work Readiness and Job Search Training
 - a. Fifteen hours per week provided in cohorts of seven to ten individuals
 - b. Master applications and resume development
- 3. Twelve weeks of Vocational Training
 - a. Five to six hours per week vocational training via College of the Redwoods contracted courses.
 - b. Twenty to twenty-four hours of hands-on work experience training
- 4. Job Search and Placement Assistance Post-training
 - a. Twelve hours per week of job search activities with stipend
 - b. Assisted job search and placement support

The H2CP included support for participating local businesses through a special event with Dave's Killer Bread Foundation (DKBF). On January 17, 2017, DKBF provided information about their own company model of employing 30% ex-incarcerated individuals. Fifteen employers were recruited at this event to participate in the H2CP. DKBF staff made themselves available by phone throughout the grant to support local employers as needed. The Employment Training Division (ETD) provided wage subsidies to local businesses hiring or acting as training sites for H2CP participants. The ETD staff provided support to employers with routine site visits to ensure participants and businesses both had a successful training experience or placement.

Between January, 2017 and May, 2018, there were six Vocational Training courses held with concurrent hands-on work experience and job placements. These included: Construction; Truck Driving; Office Specialist; Auto Body Repair; GED Preparation and Computer skills and software training.

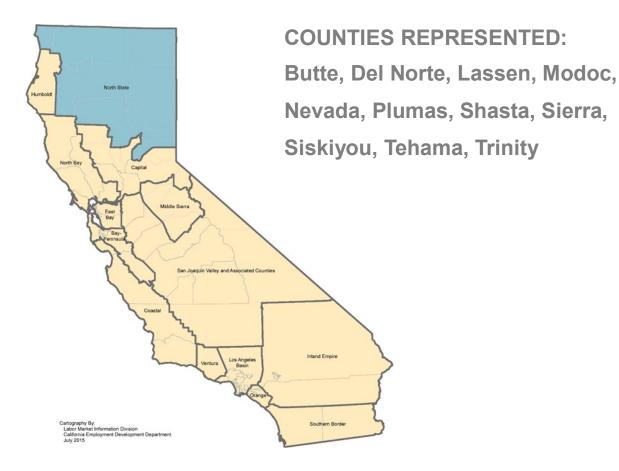
The H2CP Outcomes include:

- There were 122 individuals initially referred from Probation to ETD. Many referrals did not show up or did not respond to calls. Others opted out due to the length and required commitment of the program.
- There were 85 individuals enrolled in the program who received vocational assessments and career planning assistance. A three-week work readiness/soft skills training was received by 54 participants and a twelve-week vocational training was completed by 41 participants.
- There was a 61% placement rate with 52 participants obtaining jobs.
- Six months later, 40 participants had retained their jobs, which is a 77% retention rate.
- One participant continued on to a post-secondary education program.

There were critical lessons learned from this program. The first is that the Learn and Earn model is essential. Formerly incarcerated or justice involved people are in immediate need of income upon release from prison or jail; they cannot partake in workforce programs without the opportunity to earn while they train. The second is that there can be no gaps in service. Even minor ones can introduce a possible point of failure. Services must flow from one step to the next without gaps to keep clients engaged and earning. The third is that there must be progressive involvement. It is helpful to offer praise and small victories as the participants' time commitment and responsibilities are increased throughout the program. This allows them time to build confidence and re-orient their lives to workplace expectations. The Fourth is that ETD staff used behavior medication techniques and allowed clients room for small failures along the way as they continued to reinforce appropriate workplace attitudes and conduct through positive coaching. Finally, the most successful referrals were when individuals had few to no other commitments. When they had to schedule around court or probation ordered activities, this presented a barrier that was difficult for many clients.

CONTENTS PAGE

NORTH STATE



KEY PARTNER LOCATIONS

Workforce Development Board Office Locations:

• Northern Rural Training and Employment Consortium (NoRTEC)

America's Job Centers of California:

- Business and Career Network Sierraville
- Business and Career Network Grass Valley
- Butte County Employment Center Chico
- Del Norte Workforce Center Crescent City
- EDD State of California Redding
- Job Training Center of Tehama County Red Bluff
- Lassen Business and Career Network Susanville
- Modoc Business and Career Network Alturas
- Nevada Business and Career Network Truckee

- Oroville One-Stop Employment Center Oroville
- Plumas Business and Career Network Quincy
- Smart Business Resource Center Weaverville
- Smart Business Resource Center Redding
- STEP Siskiyou Training and Employment Program Weed

California Community College Campuses:

- Butte College
- College of the Siskiyous
- Feather River College
- Lassen College
- Shasta College

Adult Education Consortia:

- Adult Education Pathways
- Butte-Glenn Adult Ed Consortium
- Lassen County Adult Education Consortium
- North Coast Adult Education Consortium (partial)
- On Ramp to Employment Plumas County AE Consortium
- Shasta-Tehama-Trinity Adult Education Consortium
- Sierra Joint Consortium (partial)

Department of Rehabilitation Locations:

Branches:

- Chico 470 Rio Lindo Ave, Ste 4, Chico
- Crescent City 875 5th St, Ste 10, Crescent City
- Grass Valley 380 Sierra College Dr, Ste 220, Grass Valley
- Modoc 802 N. East St, Ste 106, Alturas
- Red Bluff 705 Pine St, Red Bluff
- Redding 1900 Churn Creek Rd, Ste 100, Redding
- Susanville 170 B Russell Ave, Susanville
- Yreka 500 N. Main St, Yreka

REGION PROFILE

From NoRTEC Unified WIOA Regional Plan, published March 2017:

"Regional industry sectors with highest employment are Government (57,866, 21.7%); Health Care (45,356, 17.0%); Retail Trade (31,450, 11.8%); and Accommodation and Food Services (22,346, 8.4%). The Government sector declined over the past five years, while Health Care has grown significantly. Other growing sectors include Accommodation and Food Services; Administrative and Support Services; Professional, Scientific, and Technical Services (includes IT); and Crop and Animal Production (Agriculture).

Healthcare outpaced other industries in historical employment growth from 2010 to 2015, adding over 9,000 new jobs and contributing over 80 percent of the region's net-new job growth. Distantly following were Administrative and Support Services and Accommodation and Food Services. Of the top 10 largest industry groups, two within the Government Sector – Education/Hospitals, and Local Government – employ the most people but showed a decline in employment over the last five years. They are projected to add about 1,000 jobs combined by 2020. Among the top 10 industry groups, the highest projected number of added jobs are in Individual and Family Services, followed by Restaurants and Other Eating Places."

NORTH STATE TARGET POPULATIONS		
Total Population	685,557	
Total Households	276,156	
w/o HS Diploma (25 yrs +)	11.40%	
w/o 4 Year Degree (25 yrs +)	76.93%	
Veterans	10.40%	
Working Age w/ Disability	15.81%	
Speak English "less than very well"	4.11%	
Households Using SNAP	10.70%	

Data from American Community Survey, 5 Year Profile 2012-2017

GROW MANUFACTURING INITIATIVE

From the California Workforce Development Board:

Under the sponsorship of the Northern Rural Training and Employment Consortium, the region's Manufacturing Leadership Council has established the "Grow Manufacturing Initiative" (GMI) to help train the region's future workforce. Working with two dozen school districts, three community colleges, and Chico State University, GMI trains high school and college teachers in the latest computer-driven fabrication equipment and software currently in use in advanced manufacturing firms in Northern California. "It's up to us, the manufacturers," says Bill Gains of Transfer Flow, Inc., a Chico manufacturer and GMI partner, "to help with developing these trainings and, critically, to follow up with teachers after the training." With GMI's added staff capacity of a Project Assistant and college interns, teachers now have access to on-going GMI technical assistance via phone and email, and their students are invited to take part in manufacturing facility tours, job shadowing, an annual Manufacturing Expo, and internships supported by SlingShot funds.

With industry helping to set the compass, NorRTEC, community college and K-12 district partners are embracing new priorities and taking new risks, refining the focus of their work as they go. "The work-based learning component is actually a new area of work for the WDB," says Mr. Cross. "School has been preparing students for more school, not work or career technical training... This is an opportunity to leverage CCPT [California Career Pathways Trust] funding to address this issue." A key lesson from SlingShot is that it is fine to "change up" in response to the employer dialogue; in fact, by investing in new areas of industry-centered design and system-building work, NoRTEC and its partners believe they are gaining the insight and infrastructure they need to target direct service dollars more effectively

growTECH CHICO

growTECH is an industry lead partnership between tech and entrepreneur industry leaders and supporting community organizations, modeled after Next Gen Sector Partnerships.

The partners involved, including the NoRTEC Workforce Development Board, Butte College, and CSU-Chico, recognized that the tech and entrepreneur sector is a catalyst for the success of the economy of the North State because of its ability to scale quickly and create high-paying jobs. The Partnership includes existing and emerging companies in the greater Chico area that have an investment in tech talent, whether the company has tech as a product, service, or business operations. The Partnership drives strategies that act on industry identified opportunities and

challenges. It also provides a physical and social platform for this community to share and collaborate on events, challenges, successes, people, processes, and results.

Opportunities and Focus Areas for the project include:

- TALENT Leverage our local existing talent pools. Educate them appropriately, expose them to local tech biz / startup opportunities, retain them.
- POSITION OUR REGION AS A THRIVING TECH HUB Create industry inclusive marketing strategy around our tech sector to be used for external and internal recruiting.
- UNITED TECH COMMUNITY NETWORK– Bring together and foster our industry network; share best practice, b2b collaboration, and events. Share in the creation and implementation of our agenda with an improved relationship with our support partners.
- IMPROVED INFRASTRUCTURE TO SUPPORT TECH- Air travel, gigabit fiber, property
- EXPLORE PROMISING EMERGING TECH MARKETS- Ag tech, Smart Cities, Healthy Lifestyles, social entrepreneurism



EXPERIENCE EDUCATION EMPLOYMENT

NoRTEC is currently working with Program Operators to present a summer youth employment program in our eleven-county region modeled after a successful program implemented last summer in Del Norte County. The E3 Program (Experience Education Employment) was developed through a cooperative effort between the Del Norte Workforce Center, Del Norte County Office of Education, Building Healthy Communities (The California Endowment), and local employers. The program provided young people in the county with soft skills training, an opportunity to interview for a real job, high school credit, and paid work experience. The program extends the message of the Del Norte Unified School District, which is committed to providing every child a quality education in a safe environment. The partnership championed not only the participation of local government and industry partners, but the community and families from around the area, noting that, "Working together, we will do our best to ensure that our children are prepared to be successful workers, family members, and citizens.

Last summer's program was a pilot project that served almost 20 young individuals. NoRTEC and its Program Operators are planning to extend this project to other counties within the region and put 100 youth to work during the summer of 2018, with more growth anticipated in future years.

WORKFORCE ACCELERATOR PROJECT - JUSTICE SYSTEM INVOLVED YOUTH

NoRTEC, the Alliance for Workforce Development (AFWD), and the Butte County Probation Department have partnered through four cycles of "Accelerator" funding focused on providing career and training services to justice system involved youth between the ages of 18-24.

This funding, provided by the California Workforce Development Board, allowed NoRTEC and its partners to design a program, implement it, and make numerous course corrections over a four-year period without being held to the performance standards required under the WIOA Youth program.

The program incorporates a holistic approach to serving youth subject to the justice system and assists them with obtaining necessary education and training to secure a job within a career pathway of interest to each individual. The program, which often begins while the youth is still incarcerated, helps support the journey towards a career through paid work-based activities (OJTs) in conjunction with educational activities and an array of supportive services (housing assistance, mental health services, transportation assistance, etc.).

Probation Department staff, Juvenile Hall staff, and AFWD staff work together to determine who will be enrolled in the program and the best mix of services suited to each youth's interests and needs. This is not a "mandatory" activity for these youth—each youth must volunteer to participate in the program and be recommended by the Probation Department.

This program has dramatically reduced recidivism rates among those who participate and has been so successful that AFWD modified their WIOA Youth program design to focus on justice system involved youth. It is anticipated that during the 2018/2019 program year, more than 80% of the enrollments in the WIOA Youth Program will have this barrier.

NoRTEC hopes, through the Prison to Employment Initiative, to expand this program throughout the eleven county region and provide services not only to youth, but to adults 25 years of age and older.

ORANGE COUNTY



KEY PARTNER LOCATIONS

Workforce Development Board Office Locations:

- Anaheim Workforce Development Board
- Orange County Development Board
- Santa Ana Workforce Development Board

America's Job Centers of California:

Anaheim:

- Anaheim Workforce Services Office
- Anaheim Jobs

Orange:

- Orange County One-Stop Center Buena Park
- Orange County One-Stop Center Garden Grove
- Orange County One-Stop Center Irvine
- Orange County One-Stop Center Veteran Los Alamitos

Santa Ana:

• Santa Ana WORK Center

California Community College Campuses:

- Coastline Community College
- Cypress College
- Fullerton College
- Golden West College
- Irvine Valley College
- Orange Coast College
- Saddleback College
- Santa Ana College
- Santiago Canyon College

Adult Education Consortia:

- Coast Adult Education Consortium
- North Orange County Regional Consortium for Adult Education
- Rancho Santiago Adult Education Consortium
- South Orange County Regional Consortium

Department of Rehabilitation Locations:

District Offices:

• Orange/San Gabriel – 222 S. Harbor Blvd, Ste 300, Anaheim

Branches:

- Laguna Hills 24012 Calle de la Plata, Ste 220, Laguna Hills
- Santa Ana 790 The City Dr South, Ste 110, Orange

REGION PROFILE

From Orange County WIOA Regional Plan, published March 2017:

"The Professional & Business Services segment has seen the largest absolute employment growth since September 2015, adding 11,500 jobs. More than 133,000 of these occupations have been added since 2006, expanding this segment by 22%. The healthcare industry is another segment that has seen robust growth. Since 2006, the Health Care and Social Assistance occupations have steadily added 183,400 jobs, resulting in 44% growth for these occupations. Orange County is a domestic and international leisure destination. The Leisure & Hospitality industry added 9,300 new jobs over the last year. Over the past decade, the Leisure & Hospitality segment has added over 200,000 new jobs, a 26% expansion. One of the industries that was severely impacted by the Great Recession, construction, has finally returned to prerecession levels. Construction year-over-year growth is 10%, outpacing all other industries through the addition of 9,200 jobs. The Orange County construction industry is now only 7% below pre-recession levels in 2006.

Data from the California Employment Development Department show that the most promising emerging industries are in the general business, health care and trade-related industries. These occupations provide job seekers with ample opportunity to earn reasonable wages with educational attainment at or below the Bachelor's Degree level."

ORANGE COUNTY TARGET POPULATIONS			
Total Population	3,089,097		
Total Households	1,017,012		
w/o HS Diploma (25 yrs +)	15.49%		
w/o 4 Year Degree (25 yrs +)	61.55%		
Veterans	5.00%		
Working Age w/ Disability	5.92%		
Speak English "less than very well"	20.17%		
Households Using SNAP	6.41%		

Data from American Community Survey, 5 Year Profile 2012-2017

NEW SOLUTIONS FOR BUSINESS

Orange County's three WDBs have adopted a common approach to engaging industry, agreeing to be joint conveners for four Next Generation Sector Partnerships (for more on this methodology, see www.nextgensectorpartnerships.com). This represents a shift from a fragmented approach to engaging individual businesses to a unified approach to engaging a group of businesses in an industry sector. It also represents a shift from a supply-side initiated, often grant-based approach to a demand- side focused, industry-driven partnership model. The Orange County Regional Planning Unit is planning to utilize this methodology to launch four sector partnerships in Advanced Manufacturing, Healthcare, Information Technology, and Tourism and Hospitality.

In this methodology, business owners and CEOs are not only the center of the decision-making process, they make the decisions. Public sector and community partners listen to discussion from the business community on their needs, whether these needs are workforce-related or not, and work to solve the issues brought forward by the business community.

A key aspect of this strategy is the business community also owning a stake in the development and execution of the solutions.

This kind of public-private partnership truly gets to the heart of the desire for the workforce development system to not just be a hiring resource, but a true partner to business that assists in overall business growth, as well as collaboration between public entities to support business retention.

Along with this specific strategy, Orange County's three WDBs have created a set of common policies in seven areas, which have been affirmed as "best practices" by leading WDB executives across the country. In the coming months, the Boards will review, refine, and adopt a common set of policies to better serve both jobseekers and the needs of driving sectors of the regional economy.

REGIONAL STAKEHOLDER ENGAGEMENT

Orange County Leadership Council

The Orange County Leadership Council (Leadership Council) serves as a mechanism to promote effective communication and on-going collaboration across systems that enhance workforce and economic development, and support sector initiatives.

The Leadership Council is committed to building a skilled workforce and securing necessary resources to ensure that Orange County businesses in high-demand and emerging sectors are able to thrive within a vibrant and growing economy.

The Orange County Leadership Council's Purpose is Centralized Communication and Information including:

- An incubator for Ideas
- Pursuing multiple funding streams
- Responding to industry needs
- Testing new innovative models
- Providing information on: Services, Resources, Funding, Tested Strategies
- Identifying industry cluster focused projects
- Sharing successes and challenges
- Soliciting support for: Partners, Funding, LMI, Referrals

The Orange County Leadership Council's Members include:

- Workforce Development Professionals
- Correction Partners
- LA/OC Regional Consortia, Community Colleges, Adult Education, Career Pathways
- Industry Associations / Business Representatives
- Economic Development Professionals
- Nonprofit Community Organizations
- Labor Representatives
- Other Public Sector Professionals

Orange County Re-Entry Partnership: Providing Resources for Reentry

The mission of the Orange County Re-Entry Partnership (OCREP) is to serve as a critical link between community resource providers and the formerly incarcerated striving to re-establish healthy, productive and rewarding lives.

OCREP is a strong collaboration of over 160 agencies and organizations dedicated to reducing recidivism in Orange County by creating linkages between the formerly incarcerated and the community based programs available to help them.

A structured OCREP Board meets monthly to discuss issues pertaining to re-entry. Board members include representatives from the Sheriff's and Probation Departments, Workforce Development Boards, faith-based and education communities, formerly incarcerated individuals and other stakeholders. OCREP also holds bi-monthly open community meetings where anyone is welcome to attend and participate.

Accomplishments:

- Recruited general members from community stakeholders to attend formalized regular meetings for networking opportunities and maintained consistent meeting locations and times.
- Established collaborative partnerships of community members, nonprofits, public agencies and faith-based organizations to maintain awareness and address the needs of the reentering populations and service providers.
- Surveyed the re-entering population to identify OC-specific re-entry needs and service gaps.
- Implemented and supported the sustained service of The Lights On Program which provides immediate assistance, refuge and support upon release from the OC jail system in front of the OC Central Jail Complex.
- Created a public access website for all community members to increase awareness and knowledge of matters related to incarceration and re-entry, establish a comprehensive resource listing and a point of contact for interested individuals.
- Participated in the support and design of a Re-entry Drop In service created to assist the OC re-entry population during business hours with access to basic needs.
- Held Town Hall meetings where hundreds of community stakeholders engaged in work groups to examine what has worked well in OC re-entry efforts, how we are contributing, and where we can improve.
- Served as lead on a training project that nationally certified 10 OC individuals as Offender Workforce Development Specialists (OWDS) provided by the National Justice Institute on professional competencies that systematically address challenges faced by offenders in their search for employment.
- OWDS trained approximately 50 community members to implement the evidence-based model to help offenders with career planning, job placement, job retention, and career advancement.
- Enhanced OC re-entry awareness opportunities with the establishment of targeted social media pages.
- Partnered with 211OC to create an online resource guide to meet the needs of the re-entering populations and service providers.

REGIONAL SUCCESSES

Regional Activities	Description
SlingShot Initiative	The SlingShot Initiative catalyzes collaborative efforts by businesses, industry, government, work- force development, economic development and education stakeholders within a region to address employment challenges with regionally selected solutions to regionally defined problems. The OC Region's SlingShot Coalition is designed to respond to industry led and identified needs to address a growing skills gap and waning regional talent pipeline. Specifically, the OC Region SlingShot will de- velop processes to establish a viable and sustainable regional talent pipeline of skilled workers for the manufacturing sector through training, apprenticeships, and On-the-Job Trainings.
Regional Industry Clus- ters of Opportunity (RICO) Initiative	The AB 118 Regional Industry Clusters of Opportunity (RICO) initiative, designs and implements re- gional economic development strategies in the alternative fuel and advanced vehicle technology in- dustries. This project focused on promoting the accelerated deployment of hydrogen infrastructure, the accelerated adoption of hydrogen fuel cell vehicles, and the creation of a talent pipeline to sup- port a hydrogen fuel industry in the OC Region. Although the grant ended in early 2016, the outputs of the projects have continued beyond the grant term and the region continues to further develop and implement regional industry clusters of opportunity (RICO) career pathways and/or talent pipe- line strategies for K-12 students; and to involve regional partners to advance the competitive position of targeted RICO efforts resulting in economic prosperity.
Stronger Workforce Pro- gram	California Community Colleges implementation of programs to address the high levels of unemploy- ment in California that is fueled by the skills gap through innovative, data-driven analysis of skills de- mand and supply gaps in local markets; targeted investments to strengthen and scale the most effec- tive workforce training programs that, based on the data, meet the employment needs of each com- munity; and Cross-sector convening to encourage collaboration, share findings and formulate strate- gies.
Adult Education Block Grant	The 2015-2016 State Budget appropriated \$500 million to the California Community College Chancel- lor's Office (CCCCO) and the California Department of Education to allocate funding for adult educa- tion. The funds are provided to eligible consortia for the purpose of implementing regional plans for adult education. The intent of the Adult Education Block Grant was to expand and improve the provi- sion of adult education via these consortia. The CCCCO and the California Department of Education (CDE) are working in partnership to implement the requirements outlined in the Adult Education Block Grant.
Comprehensive Develop- ment Strategy (CEDS)	The Comprehensive Economic Development Strategy (CEDS) Committee, in partnership with the Or- ange County Development Board (OCDB) and on behalf of the Orange County Board of Supervisors, provides an accurate and continuous economic development and management program. The CEDS Committee finds strategic solutions to the poverty and other chronic economic issues faced by "Red- Zone" (low-income and/or high unemployment) communities and neighborhoods in Orange County.
OC Pathways	OC Pathways creates a county-wide regional infrastructure that builds, supports, and expands high demand and high growth career pathways and creates opportunities for educators to collaborate with key stakeholders to develop viable and sustainable career pathways in OC Region's priority industries, including healthcare, manufacturing, and information technology. OC Pathways ensures that OC students are ready for college, career, and life success through participation in learning experiences that integrate rigorous academics and career preparation.
Regional Training Coordi- nator (RTC)	Funding awarded to the OC Region RPU in support of WIOA regional capacity building and infrastruc- ture development activities. The RTC will work with the CWA to assess regional training needs, devel- op a training plan and advise the State on the training and technical assistance needs of the region.
Regional Implementation and Innovation Grant	The project will utilize an innovative approach to develop and implement improved infrastructure through regional coordination and system alignment of regional data, policy, and service delivery. The goal of this collaboration is to ultimately improve access to activities that lead to recognized post -secondary credentials and/or industry-recognized credentials (portable and stackable), increase access to vocational training, development of apprenticeship opportunities and ultimately meeting the needs of industry for skilled workers.

Regional Activities	Description
Apprenticeship – Prop 39	Regional coordination to fill critical workforce skill gaps by creating opportunities for disadvantaged
	California job seekers to earn industry-valued credentials and enter into pre-apprenticeship, ap-
	prenticeship, or direct employment in in-demand industries. Efforts focus on training at risk youth,
	women, veterans, and other disadvantaged job seekers in job skills that lead to structured path-
	ways to apprenticeship. Building workforce by aligning systems and leverage funding to optimize
	results and reduce service duplication.
Veterans Employment-	Regional coordination serving unemployed and underemployed veterans transition into rewarding
Related Assistance Pro-	civilian careers. This project assists veterans living in the OC Region with significant barriers to em-
gram (VEAP)	ployment, including disabled and low-income veterans, and those in need of education and skills
	development.
Linking to Employment	Collaborative and integrated services with the OC Sheriff's Department, OC Health Care Agency,
Activities Pre-Release	and the OC Social Services Agency to help integrate government services offered by correctional
(LEAP)	facilities with federally funded workforce development programs and assist soon-to-be-released
	inmates to prepare for successful reentry into their home communities.
Supervised Population	Programs serving all persons who are on probation, mandatory supervision, or post-release com-
Workforce Training	munity supervision as defined AB 2060 [Chapter 383, Statutes of 2014] and are supervised by, or
	are under the jurisdiction of, a county to reduce the risk of recidivism. These programs will help the
	supervised population participants obtain a marketable and industry or apprenticeship board-
	recognized certification, credential, or degree to improve their qualifications for apprenticeship
	programs, community college career programs, and direct job placement.

IT CLUSTER COMPETITIVENESS PROJECT

The U.S. Department of Labor (DOL), recently awarded Orange County a \$3,000,000 Workforce Innovation Fund grant for the Information Technology Cluster Competiveness Project. The project will implement a new approach for engaging business and education stakeholders in an intensive planning process concerning the education and training needs of companies in Information Technology (IT) across Orange County.

Objectives

Produce a "roadmap" that plots a course to address "just in time" training needs, those just around the bend and the long-range workforce needs of industries in which IT skills are a critical element to companies' success.

Intended Outcomes

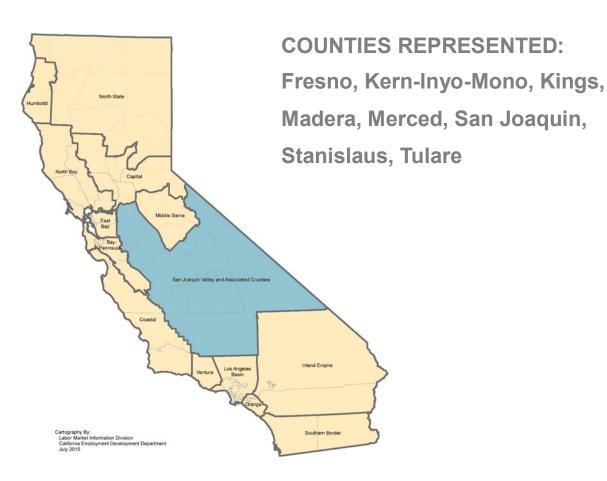
Short-Term: An increase in placements of new and returning workers into IT positions; skills upgrade of incumbent workers already in the Orange County IT industry; and prepare a greater number of high school students for entry-level IT jobs or advanced IT training.

Long Term: An increase in the availability of a large pool of skilled IT workers; and increasing capacity of the workforce system partners to support a wide range of IT business needs.

The roadmap for the project activities will be steered by two stakeholder groups:

- 1. Business Stakeholder Group: representing both the IT vertical and the horizontal structures.
- Education Stakeholder Group: representing the K-12 system, adult education, regional occupational programs, private post-secondary training agencies, community colleges, and public and private universities.





KEY PARTNER LOCATIONS

Workforce Development Board Office Locations:

- Fresno Regional Workforce Development Board
- Employers' Training Resource (Kern-Inyo-Mono Counties)
- Kings County Workforce Investment Board
- Workforce Development Board of Madera County
- Merced County Workforce Development Board
- San Joaquin County WorkNet
- Stanislaus County Workforce Development
- Workforce Investment Board of Tulare County

America's Job Centers of California:

Fresno:

- Workforce Connection West S. Elm Ave
- Workforce Connection Coalinga
- Workforce Connection Firebaugh
- Workforce Connection Manchester Center Mall
- Workforce Connection Reedley

Kern Inyo Mono:

- AJCC Bakersfield China Grade Loop
- AJCC Bakersfield Commercial Way
- AJCC Bakersfield E. Belle Terrace
- AJCC Delano
- AJCC Lake Isabella
- AJCC Lamont
- AJCC Mammoth Lakes
- AJCC Mojave
- AJCC Ridgecrest
- AJCC Shafter
- AJCC Taft
- Mono County Workforce Services Walker

Kings:

• AJCC – One-Stop Job Center – Hanford

Madera:

• Madera County Workforce Assistance Center – Madera

Merced:

- WorkNet America Los Banos
- WorkNet of Merced County Merced

San Joaquin:

- Lodi WorkNet Center
- San Joaquin County WorkNet Stockton
- San Joaquin Delta College WorkNet Center Stockton
- Tracy WorkNet Center

Stanislaus:

- East County Service Center Oakdale
- South County Service Center Turlock
- Stanislaus County Workforce Development Modesto
- West Side Service Center Patterson

Tulare:

- Community Services Employment Training Visalia
- Dinuba Employment Connection AJCC
- Porterville Employment Connection One-Stop Center
- Tulare County Employment Connection Visalia
- Tulare Family Resource Center Tulare

California Community College Campuses:

- Bakersfield College
- Cerro Coso Community College
- Clovis Community College
- College of the Sequoias
- Fresno City College
- Merced College
- Modesto Junior College
- Porterville College
- Reedley College
- San Joaquin Delta College
- Taft College
- West Hills College Coalinga
- West Hills College Lemoore

Adult Education Consortia:

- Antelope Valley Regional Adult Education Consortium (partial)
- Delta Sierra Regional Alliance
- Kern AEBG Consortium
- Merced Consortium
- Sequoias Adult Education Consortium
- Stanislaus Mother Lode Consortium
- State Center Adult Education Consortium
- West Hills College Consortium
- West Kern Consortium

Department of Rehabilitation Locations:

District Offices:

• San Joaquin Valley – 2550 Mariposa Mall, Rm 2000, Fresno

Branches:

- Bakersfield 4925 Commerce Dr, Ste 150, Bakersfield
- Merced 464 E. Yosemite Ave, Ste A, Merced
- Modesto 1209 Woodrow Ave, Ste B1, Modesto
- Ridgecrest 1400 N. Norma St, Ste 105, Ridgecrest
- Stockton 1507 E. March Ln, Ste A, Stockton
- Visalia 4930 W. Kaweah Ct, Ste 100, Visalia



REGION PROFILE

From San Joaquin Valley and Associated Counties (SJVAC) WIOA Regional Plan, published March 2017:

The RPU partners have selected the following sectors as priorities under the 2017 – 2020 Regional Workforce Development Plan: advanced manufacturing; construction (including public infrastructure); energy (including green energy); healthcare; transportation and logistics; and value-added agriculture. The decision to target these sectors is based principally on the following factors:

- Each is showing substantial growth and/or post-recession resurgence in the Valley;
- To varying extents, the industries are being transformed by technology, requiring innovative strategies and approaches for training new workers and the current workforce;
- Engagement with businesses, business supporting agencies and economic development organizations all suggest that these sectors will benefit as the result of interventions by the workforce and education system.
- They were selected as targets through the extensive research and planning that culminated in the 2012 San Joaquin Valley Regional Industry Cluster Analysis and Action Plan."

SJVAC TARGET POPULATIONS			
Total Population	4,029,117		
Total Households	1,264,593		
w/o HS Diploma (25 yrs +)	25.91%		
w/o 4 Year Degree (25 yrs +)	83.24%		
Veterans	6.13%		
Working Age w/ Disability	11.15%		
Speak English "less than very well"	19.04%		
Households Using SNAP	18.12%		

Data from American Community Survey, 5 Year Profile 2012-2017

SAN JOAQUIN VALLEY MANUFACTURERS' SUMMIT

Building a world-class workforce ecosystem is highest priority for the San Joaquin Valley Manufacturing Alliance. The collaboration between public and private sectors – primarily between government and education with industry – is essential to the success of our future workforce.

Fresno Regional Workforce Development Board and the Central Valley's SlingShot collaborative, consisting of workforce boards, community colleges, and industry partners from all the counties in the Central Valley, work closely with SJVMA in developing regional workforce resources.

The San Joaquin Valley Manufacturing Summit kicked off its inaugural event in 2015, hosted as a joint venture between Fresno State's Office of Community and Economic Development (OCED) and the California Partnership for the San Joaquin Valley. That first annual event had 371 attendees, 41 exhibitors and 35 sponsors. Each year, the attendance, exhibitors and sponsorship has grown significantly.

The Third Annual Manufacturing Summit, held in 2017, was the first of these events held by SJVMA in its first year of operation. With nearly 800 in attendance, 85 vendors and 31 sponsors, the all-day event was a tremendous success. Working with our education partners, nearly 150 students from regional manufacturing programs were in attendance – many of them leaving the Summit with jobs.

With many valuable partners and regional manufacturing industry attendees anticipated, we are excited to focus on the Valley's manufacturers and celebrate a long history of innovation, while looking forward to a prosperous future where the industry thrives with a world-class workforce and unprecedented cross-sector collaboration – all aimed at creating a globally-competitive environment for our manufacturing industry.

REGIONAL ETPL COUNCIL

The eight local workforce development boards have a long history of success, both individually and as a region such as nearly forty years ago, Private Industry Councils in the San Joaquin Valley met regularly to coordinate efforts and to secure training grants to serve the region; and a decade before being designated as the SJVAC RPU, the boards formed the Central California Workforce Collaborative (CCWC), recognizing the value of working together for the benefit of businesses and workers across the vast expanse of California that locals simply call "the Central Valley." Counties included in the CCWC are Mother Lode, and all the counties associated to SJVAC RPU. Through the CCWC Memorandum of Understanding (MOU), there are parameters under which the local areas collaborate, communicate, and work in unison on particular projects and activities as they have historically.

One of the collaborative projects that the CCWC has developed a regional Eligible Training Provider List (ETPL) Council. This collaboration allowed the local areas to streamline regional training efforts. Participating in this council are representatives from each of the local workforce development boards in the RPU. The intent of this council is to standardized and streamline, on a regional level, the efficiency for workforce efforts, trainers, and participants.

The ETPL Council meets quarterly to discuss and improve the following, but not limited to, items:

- Create RPU based policies and procedures in relation to ETPL
- Designate an online location for the Local Areas to view current ETPL providers
- Construct forms and a monitoring tool for Local Areas
- Develop a centralized location for monitoring data to be entered and available for Local Areas to use for their monitoring needs
- Develop a course catalog with all available trainings from the ETPL providers in the RPU; and
- Simplify the documentation and financial processing for ETPL providers

As the ETPL Council moves forward, the ease of certifying, utilizing, and monitoring ETPL providers will increase. Participants in the RPU will have the opportunity to seamlessly access more training opportunities, which in turn will allow them to find suitable employment leading to careers.

SOUTH VALLEY INDUSTRIAL SUMMIT

Workforce Development Boards from Tulare, Kings, and the Kern-Inyo-Mono partnership came together with community and industry partners to present the South San Joaquin Valley Industrial Summit in October of 2017.

The Summit highlighted industry needs, ranging from manufacturing to logistics services and agriculture. This event provided a platform to build industry-led, community-supported partnerships to strengthen regional economies in the South Valley.

Featuring vendor booths that represent a cross-section of industries, keynote speakers directly from industries, and workshops on the following topics:

- Robotics
- Workforce Development
- Technology
- Safety in the Workplace
- Human Resources
- Tax Incentives
- Energy Efficiency

Plans are in the works to make this an annual event, and a centerpiece for the region's efforts to bring about private-public partnerships that can not only help industry with their immediate needs, but provide a forum for discussing and anticipating future needs of these vital industries.

CALIFORNIA CENTRAL VALLEY ECONOMIC DEVELOPMENT CORPORATION

The California Central Valley Economic Development Corporation (CCVEDC) is a regional marketing group whose mission is to promote job creation in the valley, mountain, and desert communities located within Fresno, Kern, Kings, Madera, Merced, San Joaquin, Stanislaus and Tulare. They provide businesses with the resources necessary when evaluating, planning, and implementing a site location/expansion in the Central California region. Some of the services include the following, but not limited to, for the region, highlight of real estate availability, providing incentives to businesses interested in expansion, supply regional data showing statistical benefits for businesses, and arranging site tours to meet with individuals such as, brokers, and government agencies.

The RPU has formed a partnership with the CCVEDU to provide the following services:

Provide information on the various basic and unique training opportunities offered in the Central Valley so that they can be highlighted in cross-over outreach activities that may be initiated by the CCVEDC:

- Expand outreach effort to regional businesses in the RPU
- Communicate upcoming employment opportunities in the area
- Publications on workforce related work
- Tax Credit/Business Incentive Availability

Per WIOA Title I, it is mandated that regional coordination must be done in partnership with economic development entities. While it is not the mandate of WIOA Title I entities to conduct business attraction, WIOA Title I entities are seen by the State of California and the federal government to be conveners of businesses and partners. In order to enhance the abilities of regional business outreach efforts in Title I, the CCVEDC is seen as a subject matter expert in the area of tax/business credits and has the ability to assist the entities of the CCWC in expanding their knowledge. This activity will satisfy the WIOA requirement.

This type of marketing and partnership provides a great opportunity for the region to market their industries, and to grow and provide affordable wage rates, large labor pools, home affordability, and a favorable workforce.

ONE-STOP OPERATOR

The Local Workforce Development Boards (LWDBs): Kings, Madera, Merced San Joaquin, and Stanislaus have come together as a sub-RPU to contract with ProPath, Inc. for One Stop Operator related services. As a sub-RPU, the LWDBs were able to negotiate for a lower costing agreement, this assists with fulfilling mandates, and better brining our partners together to improve services provided at the respective centers. Some of the major roles and duties of the One Stop Operator is to do the following, but not limited to:

- Facilitate collaboration and cooperation among partners
- Validate and ensure partners are providing infrastructure and operation contributions as determined by the WIOA legislation
- Act as a liaison between the LWDBs of the sub-RPU and AJCC partners

As the convener of partners in the respective Local Areas, the One Stop Operator can observe what is happening across the sub-RPU, collect information on the best practices, and have the ability to share across the sub-RPU. This type of sharing gives LWDBs the opportunity to improve and increase opportunities for their participants.

VEAP STANISLAUS

This program, known as Vets Work is a Workforce Innovation and Opportunity Act program and is the result of a Veterans Employment Assistance Program (VEAP) Grant through the State of California Employment Development Department. Vets Work is designed to provide services to qualified Veterans and/or spouses of qualified veterans to assist with reintegration into the local workforce.

We developed and implemented a targeted marketing and outreach campaign to identify and recruit potential Veteran participants. We did this in conjunction with our regional partners Stanislaus and Madera Workforce who also worked in developing and implementing target market outreach campaigns for their regions. The partnership has allowed us to serve a population with barriers to employment and access the needs of our veteran population in Merced County.

LABORERS' INTERNATIONAL UNION OF NORTH AMERICA (LIUNA)

Worknet Merced County's Construction Pre-Apprenticeship Program prepares unemployed residents for local high paying commercial and residential construction jobs establishing career mobility through training and education. This is possible due to the certifications that the apprentices receive along with the skills and training they acquire. Worknet Merced County collaborated with LiUNA and Merced College to develop the training program specifically for the central valley. This program has created a large impact locally by empowering, training, and upskilling the workforce. Our program is portable as we have worked with Kings, Monterey and Santa Clara Counties to begin replicating this model.

VALLEYBUILD

ValleyBuild was a cooperative effort between eight Valley Workforce Development Boards, from San Joaquin to Kern Counties, and their respective Building & Construction Trade Councils. Training was made possible by grants from the California Workforce Development Board (CWDB) and the California Employment Development Department (EDD). This six-week Multi-Craft Pre-Apprenticeship training program aimed at increasing apprenticeship opportunities for local job seekers. Job-training programs are particularly important in the San Joaquin Valley, where highly skilled workers are in great demand due to a wave of local and regional projects.





Photos (L-R) Pre-apprentices from the FRWDB multi-craft pre-apprenticeship program, Slingshot ICW Training at Mammoth Resort

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SOUTHERN BORDER



KEY PARTNER LOCATIONS

Workforce Development Board Office Locations:

- Imperial County Workforce Development Board
- San Diego Workforce Partnership

America's Job Centers of California:

Imperial:

- AJCC El Centro
- AJCC Winterhaven
- Calexico One-Stop Career Center

San Diego:

• AJCC – Escondido

- AJCC Bank of America Merrill Lynch Center
- Center for Employment Training Market St
- East County Career Center El Cajon
- Oceanside AJCC
- South County Career Center Chula Vista
- South Metro Career Center Imperial Ave

California Community College Campuses:

- Cuyamaca College
- Grossmont College
- Imperial Valley College
- MiraCosta College
- Palomar College
- San Diego City College
- San Diego Mesa College
- San Diego Miramar College
- Southwestern College

Adult Education Consortia:

- Education to Career Network of North San Diego County
- Imperial County Adult Education Consortium
- San Diego Adult Education Regional Consortium
- San Diego East Region Adult Education Consortium
- South Bay Adult Education Consortium/Southwestern

Department of Rehabilitation Locations:

District Offices:

- San Diego 7575 Metropolitan Dr, Ste 107, San Diego
- East County 8200 La Mesa Blvd, La Mesa
- El Centro 1214 State St, El Centro
- San Marcos 570 Rancheros Dr, Ste 170, San Marcos
- South County 855 Third Ave, Ste 3350, Chula Vista

POWERPOINT:

Southern Border DoL Visit

https://tinyurl.com/sbrpu-dol-visit

REGION PROFILE

From Southern Border WIOA Regional Plan, published March 2017:

"Based on an understanding of the labor market demand/supply workforce needs and gap analysis of the region, regional efforts were focused on four sectors:

Clean Energy/Advanced Transportation – Based on the supply/demand gap analysis, there are certain worker shortages, specifically in new clean energy-specific trade work even though the sector is balanced.

Health Care – The research shows that there is an over-supply of certain health care workers, but an under-supply of other occupations. Ten separate career pathways were created for the Health Care priority sector report.

Information and Communication Technologies – Based on a supply/demand gap analysis, there is a shortage of many ICT workers; however there is a balance, or even an over-supply of workers in the Digital Media subsector. Some top occupations with high demand are software development and computer support and networking.

Advanced Manufacturing – The Southern Border region is under-supplying most Advanced Manufacturing jobs, especially drafting and technician roles."

SOUTHERN BORDER TARGET POPULATIONS			
Total Population	3,332,965		
Total Households	1,148,928		
w/o HS Diploma (25 yrs +)	14.52%		
w/o 4 Year Degree (25 yrs +)	64.57%		
Veterans	9.15%		
Working Age w/ Disability	7.41%		
Speak English "less than very well"	15.89%		
Households Using SNAP	7.57%		

Data from American Community Survey, 5 Year Profile 2012-2017

REGIONAL COUNCIL ON HEALTH CARE WORKFORCE DEVELOPMENT

The Southern Border Region (San Diego Workforce Partnership and Imperial County Workforce Development Board), Centers of Excellence, the San Diego and Imperial Counties Community Colleges Association, East Region Adult Education, Employment Development Department, along with other community, education, workforce, organized labor, and industry partners, has embarked on a bold strategy to ensure that workforce development solutions from the bottom-up are aligned to bring about the best results for businesses in the region. They have put industry in the center of the discussion.

The Council is co-chaired by Sam Totah, Pharm.D., Chief Operating Officer at Kaiser Permanente, as well as Ky Lewis, Senior Vice President and General Counsel for Sharp HealthCare.

The objectives of the Council are:

- Validate labor market data with employer experience
- Identify trends impacting both large and small businesses within the health care sector
- Guide strategic investment of grant funding in the health care sector
- Identify skills gaps in the health care sector and determine the best approach to fill the gaps
- Explore innovative approaches to attract, train, and retain talent
- Develop sustainable processes to attract, train and retain talent

The key questions the Council is looking to answer are:

- What tech skills are now basic employability skills?
- How is technology affecting the health care sector?
- What skill would be good for cohort training that benefits multiple employers?
- What are most effective training delivery methods for incumbent workers?



Photo SBR Health Care Council

INCOME SHARING AGREEMENTS

An Overview of ISAs

Private and/or philanthropic investors front funds to job seekers to help them pay for post-secondary education and wrap-around services. The job seekers in turn agree to pay the investors a certain percentage of their salary after program completion for a set period of time. The approach affords students the opportunity to complete an education without worrying about interest rates or decades of payments. Success is tied to outcomes and data is tracked longitudinally to inform future program design. One of the largest ISA programs is being run by Purdue University called the "back a boiler" program with philanthropic and endowment capital and has already resulted in nearly 500 ISAs at the four-year institution.

Why ISAs in Workforce Development?

ISAs are focused on providing students with freedom and flexibility in funding their education and all of the necessary supportive services to achieve success. In the midst of shifts to automation, artificial intelligence, and increases in minimum wages, employers are demanding critical sets of hard and soft skills from their current and future workers. At the same time, federal funding for training is steadily decreasing requiring a public-private approach to financing.

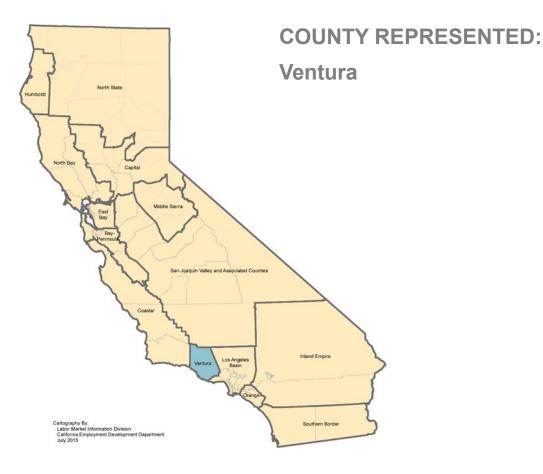
For too long, workforce development financing has not been linked to labor market outcomes. Developing and offering consumer-friendly ISAs provides a sustainable, scalable solution to expand access to post-secondary training and student success services like case management, job development and other wrap-around support. Using ISA financing, we can remove barriers for customers who want to upskill but don't have access to high-quality programs in in-demand fields to move from low wage jobs to better careers.

Equity & Access

ISAs paired with the wrap-around support of SBR on-the-ground program infrastructure can open up thousands of training opportunities for underrepresented populations within the next few years. SBR-negotiated ISAs will provide access to no-risk financing for upskilling in high demand occupations for people who lack a traditional education background and family wealth to continue their post-secondary education. Financing is based on an individual's competency and future earnings potential with the program rather than credit checks or other financial criteria which often preclude diverse populations from access. Wrap around services such as resume development, networking and job placement are built in to ensure the student receives not only the academic training but the social capital needed for employment.

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VENUTRA



KEY PARTNER LOCATIONS

Workforce Development Board Office Locations:

• Ventura County Workforce Development Board

America's Job Centers of California:

- AJCC Oxnard
- AJCC Simi Valley
- Ventura Community Services Center

California Community College Campuses:

- Moorpark College
- Oxnard College
- Ventura College

Adult Education Consortia:

• Ventura County Adult Education Consortium

Department of Rehabilitation Locations:

Branches:

- Oxnard-Ventura 1701 Pacific Ave, Ste 120, Oxnard
- Thousand Oaks 101 Hodencamp Rd, Ste 212, Thousand Oaks



REGION PROFILE

From Ventura County WIOA Regional Plan, published March 2017:

"Characterized by business and economic diversity, the region has a broad economic base with multiple industry sectors that include the in-demand sectors of healthcare, biotechnology, manufacturing, hospitality, agriculture, and wholesale trade. Ventura County is home to Naval Base Ventura County and to the Port of Hueneme, a deep water facility that provides port entry and foreign trade zone status.

The top five industries with the highest average total projected job openings from 2012-2022 for Ventura County are in Hospitality and Tourism at 18,462; Retail at 17,402; Health Care services at 12,404; Agriculture, Food and Beverage Processing at 12,199; and Business Services at 8,175.3 Overall total projected job openings for all industry clusters is 126,080 for Ventura County: 58,340 new jobs and 67,740 replacement jobs for all Ventura County industry clusters. Sectors paying above the living wage of \$34,1095 for a single adult in Ventura County are Finance and Insurance; Professional, Scientific and Technical Services; Health Care and Social Assistance (including private, state and local government); and Education Services (including private, state and local government); and Education Services (including private, state and local government).

VENTURA COUNTY TARGET POPULATIONS		
Total Population	830,925	
Total Households	269,338	
w/o HS Diploma (25 yrs +)	16.57%	
w/o 4 Year Degree (25 yrs +)	67.80%	
Veterans	6.77%	
Working Age w/ Disability	7.88%	
Speak English "less than very well"	15.82%	
Households Using SNAP	7.06%	

Data from American Community Survey, 5 Year Profile 2012-2017

REGIONAL PARTNERSHIPS

The Ventura County Workforce Development Board participates in a multitude of regional workforce collaborations with education and industry, including:

Ventura County Office of Education (VCOE): Funded by two multi-year grants from the California Career Pathways Trust totaling \$23.4 million, VC Innovates is focused on aligning Career and Technical Education (CTE) career pathways curriculum and applied learning experiences between secondary and postsecondary education. Within the 15 designated CTE sectors in California, VC Innovates is coordinating 118 career pathways to benefit more than 23,000 students in the region.

WDBVC Sector Committees: For over nine years, the WDBVC has had active sector committees bringing education, industry, labor, and CBOs together in bi-monthly meetings in the region's identified sectors of Healthcare, Manufacturing, Clean/Green, and the recently added Business Services sector. The WDBVC Sector Committees work with industry to analyze regional job data, identify regional employment needs, determine credentials, employability skills, and work with educators on the committees to implement programs to address industry needs. The committees have successfully utilized sector strategies to align workforce and education programs to meet regional industry sector needs. For example, through the work of the Healthcare Committee, industry and educators identified a critical need for Clinical Laboratory Scientists Field Placement Programs in Ventura. Through the leadership of a CSUCI professor on the Healthcare Committee and collaboration with four hospitals represented on the Committee, the first joint application to the State was submitted. Last year the first class of 8 students completed their field placement, were licensed and employed in their field, the second cohort of 8 are just finishing their field placements and the third cohort of ten students has started.

Regional Deputy Sector Navigators, representing the Strong Workforce Program for the South Central Coast Community Colleges, are active members of the WDBVC Sector Committees and provide a valuable link for collaboration with the Community Colleges. Currently the Sector Committees are collaborating to advance work-based learning and apprenticeships and to develop a more unified regional approach to work-based learning.

Engaging Partnerships for Regional Alignment: A Unified Regional Approach to Work-Based

Learning: The WDBVC has sponsored two large facilitated regional events bringing together over 65 people representing industry, education, unions and CBOs, to participate in launching and developing a regional approach to work-based learning. The most recent event on August 23, 2018, featured guest speaker Vinz Koller from SPR sharing his knowledge from his recent trip to Switzerland, to study the Swiss apprenticeship model. Meeting participants, were challenged to develop a prototype for how this model could work for various sectors in Ventura County. A Task

Force of industry representatives and community leaders interested in expanding work-based learning was developed and will be meeting to determine how to implement a regional unified approach to work-based learning.

Ventura County Community College District (VCCCD): Comprised of Moorpark College, Oxnard College, and Ventura College, VCCCD is a partner in the regional VC Innovates initiative. Working with education, business and community advisory groups, each college has developed a master plan for annual updates and reports to the VCCCD Board of Trustees. The colleges are a part of the South Central Coast Regional Community College Consortium (SCCRC), which encompasses eight colleges in San Luis Obispo, Santa Barbara, Ventura and Los Angeles Counties.

VC Innovates: VC Innovates is a collaborative endeavor bringing together educators, businesses and community partners. Funded by two multi-year grants from the California Career Pathways Trust totaling \$23.4 million, VC Innovates is focused on aligning Career and Technical Education (CTE) career pathways curriculum and applied learning experiences between secondary and postsecondary education. Within the 15 designated CTE sectors in California, VC Innovates is coordinating 120 career pathways to benefit more than 35.000 students in the region.

Oxnard Union High School District (OUHSD): OUHSD has benefited from a combination of ongoing funding from the Alliance for Linked Learning, a \$6 million California Career Pathways Trust grant, and a regional partnership with VC Innovates. Students at seven high schools are participating in integrated academic and career programs in 22 Linked Learning Academies.

Ventura County Adult Education Consortium (VCAEC): With funding from a \$409,000 state education grant, VCAEC recently conducted a self-study to identify and determine next steps to address adult education needs in the region: English as a second language; post-secondary Career Technical Education; identification of underserved areas; older adult workforce development and job placement; and pre-apprenticeship classes. Follow-up planning is underway.

Ventura County P-20 Council (P-20 Council): Representing regional leaders from education, business and the community, the P-20 Council promotes collaborative system alignment of pre-K through college and career. Current priorities include the development of a regional online business/ education connection to facilitate employer engagement, an outreach strategy to recognize quality education in the region and the development of P-20 regional pipeline inventory.

Ventura County STEM Network (VC STEM): Funded by grants from the Amgen Foundation and the Alcoa Foundation, VC STEM is a collaborative regional project of the P-20 Council. Lead by California State University, Channel Islands, VC STEM is focused on improving academic access and providing hands-on experience to build achievement and excellence in STEM-related field (science, technology, engineering and mathematics).

Four Regional Industry Sector Committees: With industry at the center, and in collaboration with workforce partners from throughout Ventura County, the Workforce Development Board has kicked off committees in the following sectors: Business Services, Clean/Green Jobs, Healthcare, and Manufacturing. The main overarching goal of the committees is to establish more work-based learning solutions in the county. Thus far the committees have organized around industry-specific goals in each sector, beginning by identifying the obstacles toward establishing work-based solutions, as well as action plans to tackle those obstacles.

C3 Skills Alliance, (Slingshot funded Project): A cross-regional project. Ventura WDB, joined the six WDBs in Los Angeles County to participate in their industry driven project for developing Health Care Coordinator Pathways. Research indicated a similar need in Ventura County for Care Coordinators. The Health Care Coordinator Career Pathway Project, is an industry driven project to collaborate with education to identify career ladders and create industry-driven training programs for care coordinators. The WDB Healthcare Committee played an active role in this project. The Ventura WDB in collaboration with the South Central Coast Deputy Sector Navigator HWI, who was actively involved in the project, is working with the Ventura Community Colleges to continue to expand the Care Coordinator training programs developed through the C3 Skills Alliance Project.

Todd Road Jail Program: The Ventura County Sheriff's Office, in cooperation with Ventura Adult and Continuing Education, provides educational programs for inmates residing at the Todd Road Jail in Santa Paula. Funding for these programs is provided by the Ventura County Adult Education Consortium through an Adult Education Block Grant and there is no charge to students. (http:// www.adultedventura.edu/programs_night.html)

Food Service and Hospitality Program: Students at the Todd Road Jail are offered an opportunity to complete up to 360 hours of the Food Service and Hospitality Program while they are incarcerated. This Career Technical Education program is organized into a sequence of certificates that can be earned over time. Students start with the Food Handler Certificate and continue depending on available time and their interests, abilities, and employment goals. The Food Service and Hospitality Program at VACE is accredited by the Council on Occupational Education and offers inmates an opportunity to achieve the following certifications:

- Food Handler -21 hours (includes ServSafe Food Handler Training and certification exam).
- Prep Cook 281 hours (includes Food Handler certification)
- Line Cook 360 hours (includes Food Handler, ServSafe Food Manager Training and certification exam and Prep Cook certifications).

Line Cook Internship: The programs include a 12-week internship, ranging from 24 to 36 hours in length, in the Inmate Food Services, on site. There are also opportunities for the inmates to serve

as mentors, as well. This program has an active Advisory Committee that consists of several local chefs from the Ventura County area. The advisory committee members make occasional visits to the jail and are committed to employing the graduates, upon their release. Students earn industry-standard certifications

Students enrolled in the Food Service and Hospitality Program will learn job searching skills in the Re-Entry Action Planning and Work Readiness program. Upon their release, students are offered additional job placement assistance at VACE's main campus.

Adult Basic and Secondary Education: Students who are resident inmates of Todd Road Jail and are referred by Inmate Services may attend the following programs:

- High School Equivalency
- English as a Second Language

Life Skills: Students who are resident inmates of Todd Road Jail and are referred by Inmate Services may attend the following programs:

- Anger Management
- Alcohol and Substance Abuse Treatment Basics
- Computer Literacy
- Re-Entry Action Planning and Work Readiness

Workforce Development Board Ventura County-Grant Funded Re-entry Programs

Specialized Training & Employment Project to Success (STEPS): Adult program is an employment services program specifically for AB109 ex-offenders with employment and training services at Probation.

The services include:

- Professional case management in conjunction with an Account Executive that deliver the services at Probation Offices.
- Workshops, Development of an IEP
- Direct Job Placement, OJT
- Incentives and Retention services.

The STEPS-Y program is funded by a state grant specifically targeted to serve this population.

WAF 6.0: State Workforce Development Board grant: This is a grant designed to strengthen the support services and access of community resources for re-entry youth.

The project includes:

- A local gap analysis
- Development of tools/resources and stakeholder engagement who collaborate with HSA through our Re-Entry Council.

In addition, the purpose of this grant is designed to identify best practices and services that support employment engagement for the STEPS-Y population.

RADIO SHOW:

Work-Based Learning Advantages

https://preview.tinyurl.com/ventura-work-based-learning

ARTICLE:

Ventura County Hospitals Partnership

https://preview.tinyurl.com/ventura-county-partner

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