

**CALIFORNIA WORKFORCE
ASSOCIATION**

EXECUTIVE BOOT CAMP

2021-2022



**Where the Future Leaders
of the Workforce System
are Developed**



Virtual Pre-Employment Transition Services Pilot Project

Andrea Rogozinski
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Mission to create employment for people with disabilities

Background

PRIDE Industries was a recipient of a grant in the Omnibus Appropriations Act of 2022 under Rehabilitation Services and Disability Research for \$500,000. The intent of these funds is to provide Pre-Employment Transitions Services (pre-ETS) in a virtual medium to students with disabilities ages 16-21. In California, all students with disabilities have existing access to pre-ETS through the Department of Rehabilitation (DOR). (Title IV WIOA). This project expands and creates more options for students to access these services by creating virtual remote services, specifically in northern CA rural communities.

Challenge & Project Goals

- According to PACER Center, the national dropout rate of students with disabilities is approximately 40%. (*Double the rate of their peers without disabilities*).
- For individuals with disabilities ages 16 and over, 22.2% were employed, and 75.0% were not in the labor force. For Californians without disabilities, 66.3% were employed and 30.0% were not in the labor force. (2018-2020DoR Comprehensive Statewide Assessment Report)
- Once many students with disabilities leave high school, access to academic support services significantly changes. Pre-ETS can be an important tool for students with disabilities to explore educational and employment opportunities and develop essential work and life skills while avoiding chronic unemployment as they prepare to leave high school.
- An average of 25% of students in rural communities are disconnected from school or work (Lewis, Kristen. A Decade Undone: 2021 Update. New York: Measure of America, Social Science Research Council, 2021).
- The pilot program will provide 200 students with disabilities at least one or more of the following services in a virtual format:
 - Job Exploration Counseling
 - Workplace Readiness Training
 - Work-Based Learning Experience
 - Self-Advocacy
- The pilot project services will focus in rural counties: Tehama, Lake, El Dorado, Stanislaus, Yuba, Yolo
- The program will offer paid work experience through PRIDE Industries or through a partner business, virtual group peer support and family engagement, access to equipment and jetpacks.

Next Steps to Implementation

The project start date projected to January 2023. We are actively looking at how to advance the program design, specifically how to centralize and streamline virtual curriculum utilization and actively pursuing pre-apprenticeship and apprenticeship models (both through partnerships and in house registration).

CONTRA COSTA COUNTY YOUTH DEVELOPMENT CENTERS

CAPSTONE PROJECT
TAMIA N. BROWN

Contra Costa County (CCC) has approximately 264,000 youth, ages 6-18. The County currently has one youth center in west county where 72% of students live in poverty (students who are eligible for free or reduced meals, with a family annual income under \$46,000). Poverty varies across the County, although central county at 21% and east county at 54%, have a lower percentage of youth living under the poverty line. These percentages represent approximately 200 thousand youth living below the poverty line with limited resources. After review of available data on community interventions and programs that promote health and development, it is evident that there is a great opportunity to support the need for additional youth resources in the central and east County.

In 2020, the CCC voters approved the Measure X sales tax for 20-years. After consideration the Measure X Advisory Board recommended under the Intergeneration Thriving goal, that a portion of funds be allocated for the development and implementation of two youth centers, one in central and one in east county. The Workforce Development Board of Contra Costa County was selected to be the host agency to contract for the development and operation of two youth centers.

Youth Centers play a critical role in the lives of young people. Many parents seek out a youth center to support the development of their children. Studies support strong evidence of positive outcomes for youth involved in such programs. Youth development is a necessary component of workforce development in a youth employment program, in part to ensure that challenges relating to the transition to maturity do not become barriers to a successful transition to employment. This project aims to align the Workforce Innovation and Opportunity Act youth program elements and youth development element for success where young people meet their personal and social needs.

The objective is to create a youth development center that address three components simultaneously:

- **Youth Development** – supporting youth in transition to adulthood;
- **Workforce Development** – preparing youths for the workplace;
- **Agency Capacity** – ensuring that the agency has the staff skills, knowledge and organizational systems in place to implement the program effectively.

The services will be geared to individuals from communities who have been historically underserved because of race, color, national origin, sexual orientation, and gender identity. Ideally no eligibility determination will be necessary. In seeking to understand the best models for developing programs and services for youth the following outcomes have been identified: 1) improve greater access to community center programs for youth; 2) improve access to mental health services; 3) provide trauma informed and culturally responsive services. The populations accountability includes emerging youth ages 12-16 and transitioning youth ages 17-21. To validate impact, after the first year of service benchmarks will be set tracking data of how many youths served and the types of services accessed at the centers. After the second year of performance results will be reported to show how well the centers did serving the youths and ultimately demonstrating improvements in the quality of life of the youth in Contra Costa County.

The Opportunity

There has been a *\$4 billion investment* made to ensure every TK-6 student in the State of California can have access to high quality expanded learning opportunities. This will create an amazing opportunity to explore what a thriving Expanded Learning (EL) workforce can contribute to the Health and Human Services workforce, and more explicitly, create robust pathways into the field of education. This kind of intentionality can create the meaningful partnerships between TK-12, Expanded Learning, Higher Education, and Workforce Development systems to work strategically and interdependently **with** community-based organizations and agencies to ensure that California always has a thriving expanded learning, education, and human services workforce.

Getting Started - Pathways Into Expanded Learning

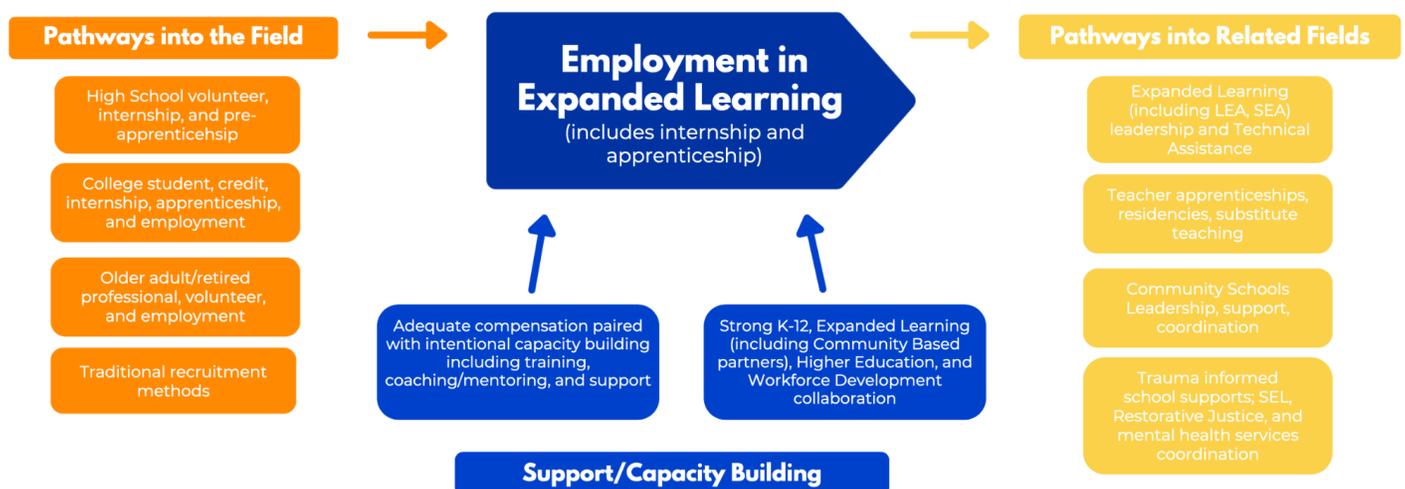
- Entry points and required knowledge & skills making pathways into EXL transparent and easier to access.
- Recruitment of candidates with diverse perspectives and backgrounds.
- Exposure to a broad range of career options (informed decisions about a pathway that is the best fit for them.)

Growing Within - Pathways Within Expanded Learning

- Clear pathways for career advancement within the field
- Incentivize continued employment and reduce staff turnover
- Supporting more workers who are interested in Expanded Learning as a long-term career choice.

Going Beyond - Pathways Out Of Expanded Learning

- Transferable skills and tools for many different career options
- On-the-job training for teaching credential preparation and other education pathways.
- Build awareness about the full range of career options that EXL Practitioners can launch into



For More Information and Support Contact:
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CWA Executive Bootcamp Capstone Project

Strategies to Increase Board Engagement

Milt Stewart and Liz Bosley

The Challenge:

The challenge we are aiming to address is a lack of board engagement. Many times, board members are added to the board as a requirement (part of their job description), and they are not always invested in the role. Due to the lack of engagement, board members typically have little desire to assume the chair or vice chair roles, so the existing board chair and vice chair are often reappointed due to the lack of interest. Board agendas are focused on WIOA oversight and do not interest the board.

The Goal:

Our goal is to foster/increase board engagement through a community development concept and move the conversation from WIOA oversight to community development based strategic planning. To accomplish this, we need to obtain the right board composition – encourage members that have no interest in the board or its activities to drop off the board and to add more individuals that have interest. To increase engagement, board meeting agendas should focus on strategic planning and include the progress made toward strategic planning goals.

The Next Steps:

To move this forward, we will need to:

- Develop board assessment criteria to determine areas for improvement and/or where gaps exist in current membership.
- Educate the board on their roles, responsibilities, and authority.
- Transition the board conversations from WIOA oversight to a community development concept.
- Hold strategic planning sessions to clearly articulate vision and goals.
- Align strategic planning with other community plans.
- Develop strategic board meeting agendas that increase engagement.

2022 CWA EXECUTIVE BOOTCAMP – CAPSTONE PROJECT

Maxine Suka, M.A., CWDP

Director of Workforce Operations, Strategic Initiatives

The rise and recovery from COVID-19 placed a spotlight on America's Public Workforce System, local workforce development boards (LWDBs), and the workforce development industry. As we build a thriving and strong workforce, the needs of the economy should be front and center. In this ever-changing world of work, LWDBs are an important nexus of communication, facilitating dialogue about workforce issues among employers, policymakers, labor, education, economic development and the public. At the core of an effective LWDB, a strategic plan is vital. This plan could include the vision to have partners combining their diverse strengths to support healthy and thriving communities. The LWDBs' mission could be to develop strategic partnerships and solutions that meet the workforce needs of business and job seekers, promoting the economic growth of their respective regions.

OBJECTIVE

To identify changes that local workforce development boards should consider in their strategic plans for the next 5 years.

KEY CHALLENGE

We can all agree that the world of work has gone through immense changes, accelerated by the pandemic, but changes in work have been forming for more than a decade. At the same time, the workforce system, in most respects, looks the same as it did in the mid-90s. As boards and staff prepare for the workforce systems of the mid-2020s, here are some changes that might be up for consideration:

- Community Development vs. Eligibility Determination
- Dispersed Services vs. Comprehensive Career Centers
- Job Creation vs. Job Placement
- Incumbent Worker Focus vs. Unemployed Worker Focus
- Community College-Business Partnerships vs. OJT/Placement Services
- Key Sector Strategies vs. Customer Choice
- K-12 Intervention vs. 16-24 Recovery

NEXT STEPS

LWDBs should innovate, manage well and focus on community. After all, community development is workforce development. Above all else, the Board must lead.

How is your Board responding to jobs created by these diversified funding streams?

- American Rescue Plan Act (ARPA)
- Infrastructure Investment and Jobs Act
- Creating Helpful Incentives to Produce Semiconductors (CHIPS) for America Act
- Budget Reconciliation Act (Build Back Better)

How do you balance your approach to have the greatest impact in your community?



Workforce Development

HOMELESS TRANSITIONAL EMPLOYMENT PROGRAM CWA 2022 Executive Boot Camp Capstone Project – Fred Burks

Objective:

CWA strives to enhance and inspire California's local workforce development boards and their partners through strategic advocacy, partnership convening and capacity building. CWA partnered with the Sacramento local workforce development board – Sacramento Employment and Training Agency (SETA), in which CWA was able to supplement SETA's existing homeless services program, where participants received broadly a mix of case management, pre-employment, referral, job placement and retention services, a Homeless Transitional Employment Program (HTEP)

CWA proposes to expand its HTEP currently operating in Sacramento County, to a second pilot site in San Bernardino County. Like the Sacramento pilot, the San Bernardino project will be a partnership of CWA and the San Bernardino County Workforce Development Board (WDB) and the Workforce Development Department (WDD). The pilot will provide employment services for homeless and housing precariat individuals in San Bernardino County, connecting these services with the mental health and housing providers in the area. CWA will closely track and analyze results, and actively disseminate lessons learned to California's other 44 local workforce boards.

Project Goal:

The WDD welcomes this pilot as an opportunity to build a fuller partnership with the County's Community Revitalization Office (CRO) as well as the County's Homeless Provider Network. The HTEP will operate from March 1, 2022, through February 28, 2023. WDD will enroll 20 participants, drawing from referrals from the homeless service providers in the area. It is expected that 14 of the participants will be placed in employment during the duration of the HTEP. The HTEP will include 5 elements:

- Pre-employment skills workshops
- Job placement and retention assistance
- Use of On-The-Job Training (OJT) funds
- Ongoing contact and problem solving with participants and employers
- Housing and mental health services, as needed

Project Status:

As of August 31, 2022, the HTEP has produced the following:

- 7 participants have been enrolled
- 5 participants placed in OJTs - \$17.80 average hourly wage
- 3 participants have received Supportive Services (Tools and clothing)

Next Steps:

- Continue to work with the County's CRO and County partners creating positive outcomes for HTEP participants
- Continue to work with CWA on HTEP program tracking, evaluation and outcomes.



Revamping Our AJCC Centers and Using Technology to Create a More User-Friendly Experience

- *CWA Executive Bootcamp Capstone Project, Peter Sotelo*

Objective

Revamp our AJCC centers in Santa Barbara County by using technology to create a more user-friendly experience to our customers. In addition, improving the quality of services and enhancing our customer service to provide excellent service. Prior to COVID-19 our centers were designed in a way that created some confusion to customers coming in and everyone's needs were different. Post COVID-19, needs of customers have changed so we need to evaluate services we currently provide. Although the resources are there, many customers get confused about the services we provide and get overwhelmed by seeing too many ads, program flyers, now hiring signs, etc. In addition, adding a customer satisfaction survey to the visit of each customer will keep us informed of the direction of continuing quality improvement. Lastly, adding access point in the community will give us the opportunity to expand services to areas that we have not been able to serve in the past and make it convenient for those that are already receiving services.

Goal

The goal is to have our centers with the latest technology and implement systems (Launchpad, Jobspeaker) that can assist us in providing services and can make communication easy; while at the same time have a user-friendly system that our customers can use. Additionally, equip the AJCC centers with TV's, computers, and electronic boards, interview stations, and additional technology (in multiple languages) that customers can access to receive job leads, program information, and resources all In the convenience of scanning a QR code or simply sending the information to your cell phone. Lastly, establish multiple access points throughout the county so customers can access us virtually or by phone to receive information and be more easily accessible to our customers.

Next Steps

The first step to take to accomplish the revamping of our centers will be to look for funding opportunities that will fund this project (grants). Once the funding opportunity is available, go ahead and purchase all equipment necessary to revamp our centers (Tv's, computers, electronic boards, furniture and additional technology needed). Once equipment has been purchased go ahead and purchase the programs necessary (Launchpad, Jobspeaker, if approved) which is the tools the customers will use to receive information about our programs, job leads, and additional resources.



LOS ANGELES COUNTY FAIR CHANCE HIRING

The Fair Chance Hiring program is an initiative to increase awareness of the California Fair Chance Hiring Act, incentivize businesses to hire talented reentry applicants and lower barriers to employment for justice-involved individuals.

PROGRAM OVERVIEW

The County has approved \$2 million in American Rescue Plan Act funding to relaunch the Fair Chance Hiring Campaign. The Department of Economic Opportunity has proposed a three-phased Fair Chance Hiring Implementation Plan, which includes securing a business intermediary, subject matter expert and public relations firm to solidify the business and justice-involved campaign and engagement strategies; targeted events and workshops for businesses and justice-involved individuals to provide information, technical assistance and support; and implement a system to track fair chance hires and a strategy for recognizing businesses, highlighting justice-involved success stories, and communicating impact.

GOALS

1

Increase awareness of the Fair Chance Hiring Act among businesses and justice-involved individuals.

2

Empower 1,000 reentry individuals with the information about their rights under and equip them with the tools needed to be work-ready.

3

Provide 500 businesses with the information and guidance to implement Fair Chance hiring practices and access hiring incentives.

4

All efforts resulting in a minimum of 100 businesses that hire at least one (1) justice-involved applicant by June 30, 2023.

ACCESS EMPLOYMENT

OBJECTIVE

To create a program that supports clients on their road to a self-sustaining career. Stanislaus County Workforce Development will evolve from suitability for services to a program that is accessible to all clients to improve skills needed for employment. The focus will be serving individuals using a service path strategy to address multiple barriers to employment by providing support for life stability and economic self-sufficiency.

KEY CHALLENGE

Stanislaus County Workforce Development recognizes that ensuring clients are work ready benefits local businesses.

A service path strategy was created with destinations designed to meet clients at their current skill level and experience. The idea was designed using a road to illustrate re-entry and exits based on the need to address barriers on the path to success. The service path was designed with destinations to allow for measurable outcomes throughout to ensure progress.

PROJECT STATUS

Access Employment design and implementation was done by a committee of staff; experts in client and business services organized the training and changes as identified by staff for staff. Checklist indicators were created for each destination to ensure progression, and it also allowed staff a checklist to re-assess the client's barriers. Existing partnerships, networks and internal resources were shared to ensure staff had an ability to address the client with multiple barriers hindering progression towards employment.

NEXT STEPS

To ensure continuous program improvement, Client Surveys have been implemented to obtain feedback on the effectiveness of new workshops that have been implemented to address barriers. Our department went from four available workshop topics to now offering 12 different topics. In addition, with the help from our Business Services Division, an Employability Rating was implemented to rate clients on their work readiness based on questions related to barriers to employment, soft skills and hard skills. We will soon be engaging industry sectors in our area to implement and create pathways specific to the client and business needs for industry expertise.

We continue to thrive to improve the process.

Increasing Customer Satisfaction & Community Engagement for the LA County AJCC System through a Dynamic Customer Satisfaction Survey

CWA Executive Bootcamp Capstone Project, Carlos Kattan and Whitney Moore White

Vision and Objectives

Los Angeles County's Workforce Development Area is physically expansive, highly populated and demographically diverse. Due to its size, there are a variety of employment needs and career satisfaction desires that exist across the spectrum of community members served in LA County workforce programs. To ensure that services are being rendered intentionally and purposefully, high priority and high value are placed on human-centered design. It is important that community, the humans we serve, and their input remain at the forefront as more innovative employment opportunities are presented to them. Currently, a Customer Satisfaction Survey is in use and it is static, offering but a sneak peek on customer satisfaction with limited questions. This could be improved by making the survey more dynamic and agile to accommodate specific data that will get us closer to satisfying customers and increasing engagement as demonstrate that their input is valued when their questions and concerns are answered with viable solutions. Revising the Customer Satisfaction Survey to accommodate more and different options would assist in identifying and analyzing any service gaps that exist and then pivoting to fill these gaps in service.

Considerations for Increasing Customer Satisfaction and Community Engagement

- Determine areas that need improvement
- Analyze identified challenges to determine viable solutions
- Pivot quickly to implement solutions to identified challenges and in doing so let customers know that their voices are valued and acknowledged
- Issue secondary surveys after solutions implemented to ensure that the issue has been addressed to the best of the ability of the workforce system

Next Steps

To increase customer satisfaction and customer engagement through a standardized survey method the survey must have the ability to be more robust than it is currently, allowing for if/then question branching in an automated format that is optimized for smart phone usage as well. Once technical details are fleshed out the survey will be piloted using a small audience with high barriers to employment, Opportunity Youth. The next demographic included would be the Justice-Involved population. These groups are optimal for piloting due to their small size representing only a portion of what is served by the LA County AJCC system in a program year. The Department of Economic Opportunity will then work with closely with partners at the LA County America's Job Centers of California to identify the most appropriate methods of surveying participants and community members at large. This will include identifying who will be surveyed and how the survey will be disseminated.



Workforce Development Board Executive Bootcamp

The complexity of the job of the workforce executive is nothing to sneeze at. Contracts, partners, labor market dynamics, politics and managing board and staff are among just a few of the requirements. CWA is proud to offer a year-long training for new directors, deputy and executive staff that provides 60 hours of content and learning. The CWA WDB Executive Bootcamp provides the knowledge, tools and peer-to-peer learning needed to thrive in uncertainty and to fulfill your role as a regional leader, a steward of public resources, and an effective workforce development professional.

The Bootcamp consists of four 1-day sessions over the course of one year (starting December), each session corresponding with one of CWA's quarterly meetings. In between each session there will be a few hours of reading, reflecting and conversation that will take place to keep the learning fresh and continuous. The Bootcamp will be facilitated by Bob Lanter and Tim Aldinger. Below is an outline of the session content:

Session 1: Leadership and the WDB Executive

- Leadership
- Management
- WIOA fundamentals
- Capstone project

Session 2: Workforce Development and managing priorities

- Understanding the labor market
- Effective meetings
- Current state of workforce practice and strategy
- Current state and national policy developments

Session 3: Collaboration

- Why partner?
- Connecting with business
- WIOA-mandated partners
- Collective impact framework
- Stakeholder mapping

Session 4: Final Projects

- Review of Year
- Post assessment on director knowledge

Presentations and feedback



For more information please contact Matthew Hayes at mhayes@calworkforce.org

Register at: www.calworkforce.org