

MEMORANDUM

DATE: September 8, 2015
TO: Family and Human Services Committee
CC: Dorothy Sansoe, Enid Mendoza
FROM: Stephen Baiter, Executive Director
SUBJECT: **Workforce Innovation & Opportunity Act (WIOA)**

I. Overview

With overwhelming bipartisan support from Congress, President Barack Obama signed the Workforce Innovation and Opportunity Act (WIOA) into law on July 22, 2014, ushering in the first legislative reform of the public workforce system in fifteen (15) years. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match businesses with the talent they need to compete in the global economy.

WIOA replaces the Workforce Investment Act of 1998 and retains and amends the Adult Education and Family Literacy Act (AEFLA), the Wagner-Peyser Act, and the Rehabilitation Act of 1973. It also brings together, in strategic coordination, the following federally funded core programs focused on skill development:

- Employment and training services for adults, dislocated workers, and youth and Wagner-Peyser employment services administered by the United States Department of Labor (DOL) through formula grants to states; and
- Adult education and literacy programs and Vocational Rehabilitation state grant programs that assist individuals with disabilities in obtaining employment administered by the United States Department of Education (DOEd).

WIOA also authorizes programs for specific vulnerable populations, including the Job Corps, YouthBuild, Native Americans, and Migrant and Seasonal Farmworker programs as well as evaluation and multistate projects administered by DOL. In addition, WIOA authorizes other programs administered by DOEd and the United States Department of Health and Human Services (HHS).

WIOA's Three Hallmarks of Excellence

1. The needs of businesses and workers drive workforce solutions and local boards are accountable to communities in which they are located.
2. One-Stop Centers (or American Job Centers) provide excellent customer service to jobseekers and employers and focus on continuous improvement.
3. The workforce system supports strong regional economies and plays an active role in community economic and workforce development.

II. Strategic Issues & Considerations

WIOA places an emphasis on greater coordination and alignment in job seeker services, business services, economic development and training strategies. The law also redefines how Local Workforce Development Areas (LWDAs) should be structured and designated by the states as follows:

- Requires States to Strategically Align Workforce Development Programs: WIOA necessitates that employment and training services provided by the core programs are coordinated and complementary so that job seekers acquire skills and credentials that meet employers' needs.
- Promotes Accountability and Transparency: WIOA ensures that federal investments in employment and training programs are evidence-based and data-driven, and accountable to participants and the public.
- Fosters Regional Collaboration: WIOA promotes alignment of workforce development programs with regional economic development strategies to meet the needs of the local and regional economy and labor markets.
- Improves the American Job Center (AJC) System: WIOA increases the quality and accessibility of services that job seekers and employers receive at their local AJCs.
- Improves Services to Employers and Promotes Work-Based Learning: WIOA contributes to economic growth and business expansion by ensuring the workforce system is job-driven and matches businesses with skilled individuals.
- Provides Access to High Quality Training: WIOA helps job seekers acquire industry-recognized credentials for in-demand jobs.
- The law reinforces connections with Registered Apprenticeship (RA): WIOA promotes using apprenticeship models that help workers pursue career pathways and access opportunities to earn while they learn.
- Enhances Workforce Services for the Unemployed and Other Job Seekers: WIOA ensures that unemployed and other job seekers have access to high-quality workforce services.
- Improves Services to Individuals with Disabilities: WIOA increases the access of individuals with disabilities to high quality workforce services and prepares them for competitive integrated employment.
- Makes Key Investments in Serving Disconnected Youth and Other Vulnerable Populations: WIOA prepares vulnerable youth and other job seekers for successful employment through increasing the use of proven service models services.
- Enhances the Job Corps Program: WIOA raises the performance outcomes and quality of the Job Corps.
- Streamlines and Strengthens the Strategic Roles of Workforce Development Boards: WIOA requires state and local workforce boards to be more agile and better-positioned to meet local and regional business and human capital needs.
- The law enables local boards to deliver business services: In addition to business services provided through One-Stops, local boards may also provide business assistance.

III. State of California Priorities

Under WIOA, states are intended to take the leading role in transforming the workforce system into one that is integrated, streamlined, and helps expand opportunities for job seekers, workers, and businesses. The California Workforce Development Board (CWDB) is currently working with representatives from

each of the funded titles under the law and appropriate stakeholders, to provide policy recommendations and implementation guidance to assure that policies and service delivery are responsive to evolving needs.

State Workforce Board Membership

State boards must make adjustments to membership to comply with WIOA rules including:

- a) Appointment of a new state workforce board by the Governor
- b) A newly designed appointment process that ensures representation from legislation, business, workforce and others that ensures a business driven, customer-centered approach to state board strategies and policies
- c) Adjust the structure, membership, and functions of the state board to enable it to carry out the new required WIOA mandates
- d) Establish a process by which mandatory partner programs are:
 - Implemented into the State Plan
 - Have opportunity to provide input on the State's planning process
 - Are represented at the local level

State Leadership and Strategic Vision Development

States are required to develop and implement a strategic vision for a comprehensive and integrated workforce system at all levels. This plan must also include strategies that break down barriers for job seekers and businesses and by addressing the following:

- a) A system-wide plan for all core and mandatory program partners to implement any new activities under the new vision
- b) Finalizing a strategic vision that is fully supported by the Governor, the state board and the state cabinet agencies responsible for implementation of WIOA; and/or governed under WIOA
- c) Inclusion of core and mandatory One-Stop partners in a meaningful process to finalize the State's policies and procedures
- d) Alignment and linkages to economic development strategies and business climate
- e) The identification of regions through a process that includes consulting with local workforce development areas and their chief local elected officials
- f) State Board preparedness to implement WIOA including:
 - Full engagement of workforce stakeholders to assess changes in policies and procedures
 - Implementation of policies that assist all partners with integration that are sector-based; and address skills gaps, career pathways, and work-based learning

The State of California will be developing a new strategic workforce development plan that will go into effect by July 2016, and the WDB's local plan for Contra Costa County will remain in effect through June 2017. An overview of the core strategies and activities that the California Workforce Development Board anticipates building into its overall plan for the 2016-2020 timeframe (covering the full authorization period for WIOA) is attached to this report (see Attachment I).

System Capacity and Continuous Improvement

States must develop plans for continuous improvement and capacity building at all levels of the workforce system. These plans must include:

- a) One-Stop certification criteria
- b) Staff training at all levels of the system
- c) A system for the dissemination of best practices
- d) Criteria for performance assessment
- e) Criteria for resources sharing and contribution
- f) The promotion of fiscal integrity at all levels

Infrastructure and Operations

State infrastructure must be in place to manage the new information requirements under WIOA. Improvement plans must be implemented to address:

- a) Eligible training providers
- b) Increasing online access to services
- c) Integrated data and performance management systems across all workforce partners
- d) User-friendly and timely labor market information

Memoranda of Understanding (MOUs)

Services provided across program partners must be coordinated through MOUs as directed by the State. The State Board must ensure that MOU policies and procedures are to be adopted at the LWDA levels that include:

- a) Which partners must enter into MOUs
- b) Which One-Stop delivery system services, operating costs, customer referrals, special population services are required in MOUs
- c) New MOUs must be renewed every three (3) years

IV. Regional & Local Priorities

Policy Implications

With WIOA's new areas of emphasis, the Workforce Development Board of Contra Costa County (WDB) will need to reaffirm its strategic plan and analyze, modify and create policies addressing the new requirements and embracing the vision and intent of the legislation. WIOA has a direct impact on the following policy areas:

1. Local Workforce Development Board composition, role and function
2. Regional/Local Planning and Designation
3. Partnership Development and One-Stop System requirements
4. The design of the One-Stop System, including the certification of One-Stops
5. Fiscal requirements, procurement rules, allowable costs and caps
6. Modification of contracts, sub-contracts, MOUs, and agreements
7. Procurement and use of training providers; and the use of the Eligible Training Provider List (ETPL)
8. Business Services and Sector Strategies
9. Services to In-School and Out-of-School Youth
10. Priority of service for low-income individuals and individuals with barriers to employment
11. New performance measures and continuous improvement

Additional details about each of the above areas are laid out in the ensuing section of this report. Some policy areas contain more details than others based upon their relative significance and/or anticipated work effort.

1. Local Workforce Development Board composition, role and function

While maintaining a business majority, the Workforce Innovation and Opportunity Act (WIOA) decreases the size of local workforce development boards and allows for the designation of standing committees. It strengthens the strategic roles of local workforce development boards by expanding their roles and making state and local boards more agile and well-positioned to meet local and regional employers' workforce needs.

In addition to the responsibilities outlined in the prior legislation, WIOA expands the role of local workforce development boards by requiring they do the following:

- Conduct analyses of regional workforce and labor market conditions
- Lead efforts to engage employers
- Support efforts to develop and implement career pathways
- Identify and promote proven and promising practices
- Establish standing committees to more effectively accomplish the work of the local boards
- Better utilize technology to facilitate connections among the intake and case management information systems of One-Stop partners, to access services provided through the One-Stop system, to meet the needs of individuals with barriers to employment, and to leverage resources and capacity
- Promote consumer choice of participants among providers
- Enhance coordination with education and training providers
- Assess the physical and programmatic accessibility of One-Stop centers annually in accordance with applicable nondiscrimination provisions under Title I of the WIOA and the Americans with Disabilities Act (ADA)

Under WIOA, local boards must be certified by the chief local elected official by March 31, 2016. New committee structures encourage – and actually require – participation from non-board members.

2. Regional/Local Planning and Designation

WIOA, like its predecessor programs, requires that states and local areas produce plans within federally prescribed guidelines that describe approaches and strategies regarding the delivery of workforce services in defined regions. Under the new legislation, both local and regional plans that support the statewide workforce plan will be required. These plans will highlight how local boards, program leaders, and elected officials share a common vision and design and will work together regionally; create unified regional and local strategies integrating education, training, support services, and other workforce services across the core programs; align workforce policies and services with regional economies; and support sector strategies tailored to the needs of their areas.

A new component of WIOA is the development of regional plans, which will need to be developed concurrent with local plans. At the present time, the California Workforce Development Board (CWDB) has placed Contra Costa County in the East Bay region, which includes three (3) other local workforce boards: Alameda County, City of Oakland, and the City of Richmond. While these local boards have been working regionally for many years, WIOA requires the following of so-called “planning regions”:

- a) Development of a regional plan
- b) Establishment of regional service strategies
- c) Alignment of sector-based initiatives
- d) Collection and analysis of regional labor market data
- e) Establishment of administrative cost arrangements
- f) Coordination of supporting services
- g) Coordination with regional economic development; and
- h) Regional performance measures

3. Partnership Development and One-Stop System requirements

WIOA strengthens linkages among a myriad of complementary programs within the One-Stop center system. It requires co-location of employment services in the One-Stop centers; adds new mandatory One-Stop center partners, such as the Temporary Assistance for Needy Families (TANF) program; enhances the role of apprenticeship; clarifies partner programs' support for system infrastructure costs and other common costs; and asks the system to work regionally and across local workforce development areas.

It will take a more concerted effort to ensure that these services are coordinated effectively through the One-Stop system through integrated case management and data systems. Principal considerations in planning for the type, content, and quality of partnerships for Contra Costa County include how to work best with a range of partner groups, including both required and non-mandated partners.

Core Program Partnerships: WIOA aligns the “core” programs to provide coordinated, comprehensive services. The core programs are:

1. The WIOA Adult, Dislocated Worker and Youth formula programs administered locally by the WDB
2. The Adult Education and Literacy programs administered locally by the Department of Education
3. Wagner-Peyser Employment Service programs locally administered by the State Employment Development Department (EDD)
4. Programs under title I of the Rehabilitation Act that provide services to individuals with disabilities administered locally by the State Department of Rehabilitation

Other important partnerships for the WDB include working with business and business associations, partnerships with education, partnerships with Registered Apprenticeship (RA) programs, and sector-specific industry partnerships.

4. The design of the One-Stop System, including the certification of One-Stops

WIOA requires that certification of One-Stops Career Centers occur at least once every three (3) years. The law indicates that the State Board will establish objective criteria for certification and continuous improvement, including, but not limited to:

- Service coordination between One-Stop system and partners
- Effectiveness, accessibility and improvement of the One-Stop system
- At a minimum, how well the One-Stop Career Centers support:
 - Achievement of local levels of performance
 - Integration of available services
 - Meeting the needs of local employers and participants

Local boards are responsible for One-Stop designation and certification and can establish criteria in addition to what is required by the state. In order to receive infrastructure funding, the state board, in consultation with the chief local elected official and local boards shall establish criteria and procedures to be used in assessing effectiveness, physical and program accessibility relating to the Americans with Disabilities Act (ADA) and continuous improvement of the One-Stop system.

WIOA requires local areas to develop a plan to select a One-Stop operator concurrent with local board certification (by March 2016); the selection process must be completed by July 2017. To help support this process, the WDB and the Contra Costa County Employment Human Services Department (EHSD) have retained the support of an outside entity to conduct an analysis/scan of employment services in Contra Costa County to get a baseline assessment of the current service delivery system and recommend areas

for improvement. This analysis is also expected to help inform and improve the capacity of the WDB to make system improvements to the local One-Stop system and potentially also competitively select a One-Stop operator, which is a (somewhat contentious) requirement of the new law that is still being worked out in the final WIOA rulemaking process.

5. Fiscal requirements, procurement rules, allowable costs and caps

The administrative provisions of WIOA are substantially similar to those of its predecessor program. However, as is the case with virtually every aspect of the new legislation, nuanced distinctions in administrative requirements, financial management issues and the content of the programs to be overseen all suggest that Contra Costa County will need to closely examine how administrative management and oversight functions (including achieving greater efficiency and stronger compliance around fiscal and procurement issues) can be improved and what will be required for compliance with the statute, ensuing federal regulations, as well as current and forthcoming state policy guidance.

In addition, WIOA authorizes appropriations for each of Fiscal Years 2015 to 2020. The levels increase a total of seventeen percent (17%) over that time period. However, the amounts authorized in WIOA remain subject to the annual Congressional appropriations process.

6. Modification of contracts, sub-contracts, MOUs, and agreements

Local boards continue to be required to negotiate and regularly review a Memorandum of Understanding (MOU) with every One-Stop partner to describe operations, services provided and coordinated, funding, and referrals. MOUs will be reviewed every three years. All partners are required to share in the funding of services and infrastructure costs of the One-Stop delivery system.

For the past few years, the WDB has had a strong track record with the execution of MOUs and cost-sharing agreements with mandated partners in the One-Stop Career Center system. It is hoped that this particular component of the transition to the WIOA will prove to be seamless, for historically the administrative burdens associated with ensuring and maintaining compliance around these issues have been formidable.

7. Procurement and use of training providers; and the use of the Eligible Training Provider List (ETPL)

WIOA supports – and emphasizes – an array of training options to allow workers to acquire skills that will enable them to obtain better paying jobs and more easily find access to the middle class in a way where they can further contribute to the economy. Job seekers are expected to have access to quality education and training and workforce activities through more on-the-job training; incumbent worker training and customized training opportunities. WIOA has been designed to assist any job seekers, employers and workers who meet the priorities and eligibility requirements, as stated in the plan, to access and acquire industry-recognized credentials for in-demand jobs by providing training leading to such credentials.

Training services, which are substantially similar to those available under predecessor legislation, include:

- Occupational skills training
- On-the-Job Training (OJT)
- Incumbent worker training (IWT)
- Programs that combine workplace training with related instruction
- Training programs operated by the private sector
- Skills upgrade training and retraining
- Entrepreneurial training
- Transitional jobs (new category of training)
- Job readiness training in combination with other training

- Adult Education and literacy activities including English acquisition, in combination with other training
- Customized training conducted with a commitment by an employer(s)

8. Business Services and Sector Strategies

For the first time in the history of federal workforce legislation, WIOA recognizes the employer as an equal customer to the job seeker and worker. WIOA seeks to support economic growth and business expansion by ensuring the workforce system is job-driven: matching skilled individuals to employment opportunities with local businesses, principally in priority industry sectors. State and local boards will promote the use of sector partnerships to address the workforce needs of multiple employers within an industry. Local areas can use funds for demonstrated effective strategies that meet employers' workforce needs, including incumbent worker training, registered apprenticeships, transitional jobs, on-the-job training, and customized training. Employers may be more likely to use the system to meet their workforce needs and offer opportunities for workers to learn given increased reimbursement rates for on-the-job and customized training that are a key feature of WIOA.

Clearly WIOA highlights a variety of training options as services that will be of keen interest to businesses. In addition, WIOA Section 134 lists an array of additional services available to businesses including, but not limited to:

- Customized screening and referrals of job candidates
- Customized employment-related services to employers (fee-for-service)
- Developing and implementing sector strategies
- Developing and implementing effective programs like – career pathways, skills upgrade, apprenticeship, etc.
- Layoff aversion and marketing of business services
- Implementation of promising services to workers and business
- Work based training options

Other important elements of the WIOA relative to business services and sector strategies include the following:

- Organization and use of sector partnerships
- Ensure that the local workforce system is responsive to the evolving needs of business
- Use of Work-Based Learning
- System coordination with economic development
- Development of sector strategies and integration of strategies into business services
- Use of various training modalities to address business needs

A key component of the WDB's business services efforts and sector strategies has been focused on Slingshot, which is emerging as the signature industry sector partnership within the East Bay. Focused on five (5) priority industry sectors (Advanced Manufacturing, Biomedical, Healthcare, Information Communication Technology (ICT), Transportation & Logistics), this initiative has emerged as the premiere demand-side initiative that is helping to shape and influence the myriad supply-side efforts that are currently underway in the region. Information about the East Bay Slingshot initiative is attached to the end of this report (see Attachment VI).

9. Services to In-School and Out-of-School Youth

WIOA supports an integrated system for youth service delivery and provides a framework through which local areas can leverage other resources to support in-school and out-of-school youth. WIOA affirms DOL's commitment to providing high quality services for youth and young adults beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, and culminating with a good job along a career pathway or enrollment in post-secondary education.

More specifically, the new age requirements under WIOA (16-24) went into effect on July 1, 2015. The change in eligible age range is a shift from the Workforce Investment Act, as is the elimination of "low income" for most youth in this category. Youth that are within the age of compulsory high school attendance must not have attended school for a full semester/quarter to be considered out-of-school. Youth enrolled in a General Education Development program (GED) are also considered to be out-of-school. Additionally, a minimum of 75% of all WIOA youth funds must be used to support the needs of out-of-school youth, and at least 20% of all WIOA youth funds must be used to support work-based learning (WBL) activities – internships, job shadowing, etc. Finally, while Youth Councils are no longer required under WIOA, it is expected that there will be strong coordination and partnerships with regional career pathway development efforts.

10. Priority of service for low-income individuals and individuals with barriers to employment

WIOA requires priority be given to "public benefits recipients, other low-income individuals, and individuals who are basic skills deficient" when providing career and training services using WIOA Title I Adult funds. As stated in WIOA Section 134(c)(3)(E), with respect to individualized career services and training services funded with WIOA adult funds, priority of service must be given to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.

The state has defined the term "priority" to mean that fifty-one percent (51%) or more of the participants served with WIOA adult funds must be either low-income, recipients of public assistance, or basic skills deficient. (Emphasis from the State of California Employment Development Department.)

Priority of service status is established at the time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population. The WIOA adult funding priority of service doesn't affect or negate the priority of service provided to veterans and eligible spouses. Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA adult program eligibility criteria. Thus, for WIOA adult services, the program's eligibility determination must be made first, and then veteran's priority applied. Veterans and eligible spouses that are not low-income, recipients of public assistance, or basic skills deficient are not included in the required 51 percent priority of service calculation.

Local Workforce Development Boards (local boards) may establish additional priority groups for their local area (e.g., residents of the local area, individuals with disabilities, etc.). However, these additional priority groups are not included in the required fifty-one percent (51%) priority of service calculation.

11. New Performance Measures and Continuous Improvement

WIOA establishes performance measures for the Adult and Dislocated Worker programs. These include revisions of three current WIA measures and the addition of two new measures. With regard to performance under WIOA Youth Program, the legislation eliminates one current WIA measure, revises three other measures and adds two new measures. Still to be determined, with regard to content, is an employer measure that is expected to focus on effectiveness of services and to be implemented in year two of the law. WIOA performance measures are designed to measure the effectiveness and continuous improvement of the One-Stop and Youth service delivery systems.

WIOA Section 116 specifies that the performance measures applicable to its Adult and Dislocated Worker programs also apply to the other core programs: Adult Education and Literacy services under Title II; Employment services authorized in sections 1 through 13 of the Wagner-Peyser Act; and programs authorized under Title I of the Rehabilitation Act. With regard to the still undefined business measure, WIOA directs the Secretary of Labor and the Secretary of Education to establish a new performance measure on the effectiveness of services to employers across the core programs. At the State level, Governors, with support from State Boards, will identify levels of performance for the first two (2) program years. States shall reach agreement with the secretaries on new levels of performance for the third and fourth year of the state plan. At the local level, the local board, chief local elected official, and Governor shall negotiate and reach agreement based on state-adjusted levels.

A summary of the new performance measures under WIOA is attached to this report (Attachment II).

V. Future Outlook & Actions

The strategic vision and foresight of the Contra Costa County Board of Supervisors and current WDB leadership – including both board members and staff – have enabled the WDB to be well-positioned around most of the major elements required for the successful implementation of the Workforce Innovation and Opportunity Act (WIOA). This is most clearly evidenced by the WDB's 2013-2017 strategic workforce development plan, which clearly calls out a number of the major tenets of WIOA even before its passage, including sector strategies, career pathway development, regional planning, expansion of “earn and learn” models, strategically coordinated business services, and more. That being said, this is also not a time for complacency, as the new requirements and expectations of the public workforce system under WIOA are ambitious and will require a formidable effort from the WDB and its many stakeholders and partners in order to be successful.

Indeed, while the WDB has entered into the era of WIOA with many advantages, there are also a number of areas that will require attention in both the near-term and further out, including recruitment and selection of members for the new local workforce development board, One-Stop system redesign (and potential procurement of the local One-Stop system), strengthened administrative systems, as well as greater attention to priority of service, performance, and other requirements. Additionally, the rapid pace of change in the regional economy and labor market compel the WDB to become more agile in how it works with businesses, job seekers, and workers, as these larger forces often have a disproportionate impact on the populations for which WIOA compels more intensive services and support. To this end, the WDB and its leadership will need to continue to optimize the way in which it links, aligns, and leverages resources at both the local and regional level in order to help Contra Costa County realize its full potential and promise that it offers its diverse array of businesses, workers, residents, and communities.

VI. Attachments:

- I. WIOA Implementation Timeline
- II. WIOA Performance Measures overview
- III. Local Workforce Development Board Composition requirements from U.S. Department of Labor
- IV. California Workforce Development Board – WIOA Program Strategies (April 2015)
- V. WDB 2013-2017 Strategic Plan summary pages
- VI. East Bay Slingshot Summary

**Workforce Innovations and Opportunity Act (WIOA)
Draft Implementation Plan**

The following is an estimated timeline of actions the Department of Labor and State will take in order to implement WIOA. The timeline will be updated as planning continues and more information becomes available. California specific dates are in bold italics.

<u>Estimated Date</u>	<u>Action</u>
July 22, 2014	WIOA was Signed into Law by President Barack Obama
<i>February 2015</i>	<i>Final Guidance Issued on Initial Local Area Designation and Local Board Certification</i>
<i>March 2015</i>	<i>Draft Guidance Released for Competitive Procurement of One Stop Providers</i>
<i>March 31, 2015</i>	<i>Applications Due for Initial Local Area Designation and Local Board Certification</i>
Spring 2015	WIOA Draft Regulations Released
<i>Spring 2015</i>	<i>Draft Guidance Released on Local Board Recertification</i>
<i>Spring 2015</i>	<i>Draft Guidance Released on 100% Transfer between Adult and Dislocated Worker Funds</i>
<i>Spring 2015</i>	<i>Draft Guidance Released on Youth Spending Requirements</i>
July 1, 2015	WIOA Provisions Take Effect, Unless Otherwise Noted <i>Initial Local Area Designation and Local Board Certification in Effect</i>
July 1, 2015	WIA State and Local Plan Provisions Continue to Apply for Program Year (PY) 2015-16 Current Performance Accountability System in Effect for PY 2015-16
July 22, 2015	Eligible Training Providers Provisions in Effect
<i>January 2016</i>	<i>Draft Guidance Released for Subsequent Local Area Designation</i>
March 3, 2016	Deadline for State Unified Plan Submission
<i>March 31, 2016</i>	<i>Applications Due for Local Board Recertification</i>
<i>July 1, 2016</i>	<i>Local Board Recertification in Effect</i>

Workforce Innovation and Opportunity Act (WIOA) – H.R. 803 as amended Common Measures and Some Uncommon WIOA Measures

The Act likely replacing WIA includes some changes to Common Measures and at least 8 new performance measures. Although ETA will craft final definitions and clarifications, the table below summarizes the changes and includes some questions and comments as **FutureWork Systems** begins our dialogue with workforce professionals to enhance our decision support reporting and analysis web applications.

The table below compares the current **WIA Common Measures** with the measures as outlined under the **Workforce Innovation and Opportunity Act (WIOA) – H.R. 803**. The WIOA performance measures apply across multiple programs.

In addition to Adult, Dislocated Worker and Youth WIOA programs, these WIOA measures apply to:

1. Adult Ed & Literacy under Title II
2. Wagner-Peyser (Adult Measures Only and New Employer Measure)
3. Selected programs under Title I of Rehabilitation Act of 1973
4. Job Corps – (Youth Measures and possibly New Employer Measure)

WIOA; Section 505 (b) **Effective Dates** includes a provision that these new measures shall apply **after the first full program year after enactment** or presumably **July 1, 2016**. As with WIA, we expect some states could adopt these new measures earlier.

FutureWork Systems Prepares for WIOA Performance Metrics

As providers of web-based decision support systems for the reporting and analysis of workforce system performance, FutureWork Systems is paying close attention to the progress of this new Act.

FutureWork Systems is prepared to make any updates and enhancements to its Performance Matters web apps to meet the reporting and analysis needs of the workforce system under this new Act.

To stay connected with our progress, join the discussion on Twitter,
https://twitter.com/FutureWork_sys

WIA Common Measures 9 Measures		WIOA Measures 15 Measures (+employer measures)	What is Different?	Comments & Questions
ADULT				
Entered Employment Rate	REVISED	Entered Employment Rate	Now Employed Q-2 after exit	Adds additional quarter lag to reporting, makes managing programs/performance more challenging
Employment Retention Rate	REVISED	Employment Retention Rate	Now Employed Q-4 after exit	Adds additional quarter lag to reporting, makes managing programs/performance more challenging
Average Earnings	REVISED	Earnings	Median earnings Q-2 after only	Earnings measure will be reported 1 qtr earlier than Common Measures
	NEW	Credential Rate	New Measure	Will require follow-up for 1 yr after exit
	NEW	In Program Skills Gain	New Measure	Real Time Measure, not exit based. How report & document skill gains toward credential or employment?
DISLOCATED WORKER			SAME AS ADULT COMMENTS	
Entered Employment Rate	REVISED	Entered Employment Rate	Now Employed Q-2 after exit	"
Employment Retention Rate	REVISED	Employment Retention Rate	Now Employed Q-4 after exit	"
Average Earnings	REVISED	Earnings	Median earnings Q-2 after only	"
	NEW	Credential Rate	New Measure	"
	NEW	In Program Skills Gain	New Measure	"
YOUTH			New 75% of funds to O/S Youth – Now defined as ages 16-24	
Placement in Emp/Ed/Train	REVISED	Placement in Emp/Ed/Train	Now Q-2 after exit	Adds additional qtr lag in reporting
Literacy & Numeracy Gains	DELETED	<i>Eliminated</i>		Eliminates most complex Common Measure
	NEW	Retention in Emp/Ed/Train	New Q-4 after exit	Will require follow-up for 1 yr after Exit
	NEW	Earnings	New Median earnings Q-2 after only	New for Youth. Will it include In-School Youth?
Attain Degree/Certificate	REVISED	Credential Rate	Similar Measure	Applies to all Youth not just in Ed/Training?
	NEW	In Program Skills Gain	New Measure	Real Time, not exit based – see Adult comment
Employer Measures				
	NEW	<i>Employer Measure (TBD)</i>	New At least one Employer Measure to be implemented in Year 2	Will this apply separately to Adult, Dislocated & Youth resulting in 18 measures?

ATTACHMENT III

Local Board Membership Requirements

LWDB Members	Who May Satisfy The Requirement
Representatives of Business (WIOA Section 107(b)(2)(A))	<p>The majority of the members of the Local Board must be representatives of business in the local area. At a minimum, two members must represent small business as defined by the U.S. Small Business Administration. Business representatives serving on Local Boards may also serve on the State Board. Each business representative must meet the following criteria:</p> <ul style="list-style-type: none"> • be an owner, chief executive officer, chief operating officer, or other individual with optimum policymaking or hiring authority; • provide employment opportunities in in-demand industry sectors or occupations, as those terms are defined in WIOA section 3(23); and provide high-quality, work-relevant training and development opportunities to its workforce or the workforce of others (in the case of organizations representing business as per WIOA Sec. 107(b)(2)(A)(ii); and • are appointed from among individuals nominated by local business organizations and business trade associations.
Representatives of Workforce (WIOA Section 107(b)(2)(B))	<p>Not less than 20 percent of the members of the Local Board must be workforce representatives. These representatives:</p> <ul style="list-style-type: none"> • must include two or more representatives of labor organizations, where such organizations exist in the local area. Where labor organizations do not exist, representatives must be selected from other employee representatives; • must include one or more representatives of a joint labor-management, or union affiliated, registered apprenticeship program within the area who must be a training director or a member of a labor organization. If no union affiliated registered apprenticeship programs exist in the area, a representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists; and may include: <p>In addition to the representatives enumerated above, the Board may include the following to contribute to the 20 percent requirement:</p> <ul style="list-style-type: none"> • one or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training or education needs of individuals with barriers to employment, including organizations that serve veterans or provide or support competitive integrated employment for individuals with disabilities; and • one or more representatives of organizations that

	<p>demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.</p>
<p>Representatives of Education and Training (WIOA Section 107(b)(2)(C))</p>	<p>The balance of Local Board membership must include:</p> <ul style="list-style-type: none"> • At least one eligible provider administering adult education and literacy activities under WIOA title II; • At least one representative from an institution of higher education providing workforce investment activities, including community colleges; and • At least one representative from each of the following governmental and economic and community development entities: <ul style="list-style-type: none"> o Economic and community development entities; o The state Employment Service Office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area; and o The programs carried out under title I of the Rehabilitation Act of 1973, other than sec. 112 or Part C of that title. <p>In addition to the representatives enumerated above, the CLEO may appoint other appropriate entities in the local area, including:</p> <ul style="list-style-type: none"> • Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education or training needs for individuals with barriers to employment; • Governmental and economic and community development entities who represent transportation, housing, and public assistance programs; • Philanthropic organizations serving the local area; and • Other appropriate individuals as determined by the chief elected official.

WIOA Program Strategies

Partnering In Sector Strategies

- Organizing Industry To Strategize/Address Common Workforce Needs
- Organizing Workforce/Education Professionals To Provide Training And Education To Meet Industry Needs
- Developing A Plan To Connect Job Seekers With Relevant Skillsets To Industries That Are Hiring

Purpose: Ensure Training Program Are Relevant To The Economy

Building Career Pathways

- Progressive Skills Development
- Each Level Of Development Has Earnings Impact (Stackable Credentials)
- Multiple Entry And Exit Points (On And Off Ramps)

Purpose: Access, Flexibility, Facilitated Navigation Of Training And Education Programs

Utilizing "Earn-and-learn"

- Paid Work While Learning Skills
- Apprenticeships
- On-the-job Training (OJT)
- Subsidized/Transitional Employment
- Paid Internships

Purpose: Simultaneous Access To Income And Training For Those Who Cannot Afford Full Time Education

Organizing Regionally

- Value-added Partnerships (Both Sides Gain)
- Partnerships Based On Program Specialization/Core Competencies

Purpose: Economies Of Scale, Gains To Exchange, Labor Markets Are Regional, Industry Is Organized Regionally

Providing Supportive Services

- Dealing With Obstacles Faced By Clients, Customers, Consumers, Students, Participants, Workers
- Subsidized Childcare
- Subsidized Transportation
- Books, Uniforms, Equipment
- Counseling
- Tutoring/Mentoring

Purpose: Removing Barriers To Program Completion And Employment

Creating Cross-system Data Capacity

- Diagnostic Data To Understand Labor Markets
- Research Data To Know What Works
- Performance Data To Ensure Success And Foster Accountability

Purpose: Effective Use Of Resources

Integrating Service Delivery & Braiding Resources

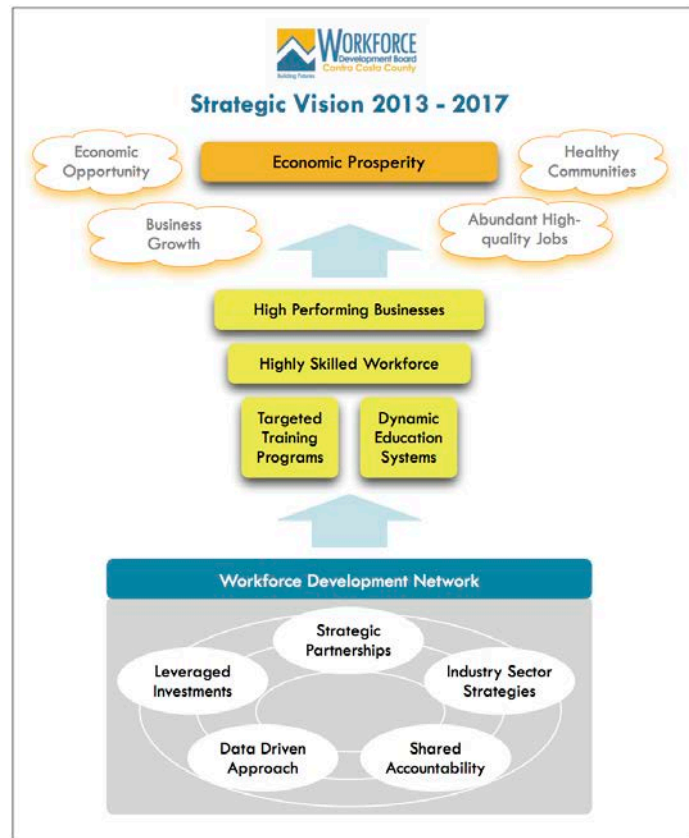
- Each Partner Has Something To Contribute
- Everyone Has Limited Resources
- We Share Common Goals

Purpose: Optimize Limited Resources And Make Use Of Program Specialization To Better Serve Individuals

Contra Costa County

Contra Costa County's Local Plan Vision supports a network that creates and promotes dynamic education systems, high-performing businesses, and a prosperous local economy with an abundance of high-quality jobs and skilled workers to fill them. This vision is being realized through strategies such as:

- Analysis of the local and regional economy and priority industry sectors;
- Development and expansion of relationships with businesses and individuals from these priority sectors;
- Creation of a regional workforce intermediary organization that links, aligns and leverages the collective assets of all partners;
- Investment in initiatives that prepare workers for entry into career-pathway jobs; and
- Strengthening relationships with CTE providers and other networks to effectively leverage resources



Contra Costa's East Bay regional economic and workforce analysis shows that the region has a highly diversified workforce, world-class research and development institutions, growing innovation industries, a well-developed physical infrastructure, and diverse residential communities. The following priority and emerging industry sectors were identified:

- Health;
- Advanced Manufacturing;
- Life Sciences/Biotech;
- Information and Communication Technology/Digital Media; and
- Energy Efficiency and Utilities.

Contra Costa's Business Services Plan includes strategies that focus on working with partners to analyze, and understand labor market trends that are responsive to the needs of business, and it also emphasizes the need to improve systems and networks that bring together industry and education in support of regional economic and workforce development priorities.

Contra Costa's Adult Strategies are focused on developing and strengthening career pathway programs in high-demand industries, increasing the number of underprepared job seekers who successfully transition to post-secondary education, training, or employment, enhancing layoff aversion efforts, and expanding apprenticeship, on-the-job training (OJT), and other training that enables workers to build skills while working.

Contra Costa's Youth Strategies include promoting efforts that support K-12 educational achievement for increasing numbers of youth and young adults and increasing opportunities for high school graduates and disconnected youth to transition into post-secondary education and careers.

Administratively, Contra Costa will provide leadership in convening a broad range of partners to facilitate efforts promoting the development of a skilled workforce, including increased transparency and accountability for existing investments and securing additional resources that enhance regional economic prosperity.

BUSINESS SERVICES GOAL: Meet the workforce needs of high-demand sectors of the local and regional economies

- **Obj 3.1:** Analyze and understand trends and respond to business needs
 - Strat 3.1.1:** Determine employer needs from analysis and direct engagement
 - Strat 3.1.2:** Identify high-priority jobs for which it's tough finding qualified candidates
 - **Strat 3.1.3:** Implement training and educational opportunities to close skills gaps and enhance business competitiveness
 - Strat 3.1.4:** Strengthen linkages with business-serving organizations to expedite access to resources and services beyond workforce development
- **Obj 3.2:** Bring industry and education together to address workforce needs in priority sectors
 - Strat 3.2.1:** Integrate business services (including WPA) within the One-Stop system
 - **Strat 3.2.2:** Collaborate with industry and education partners to develop solutions for workers to acquire essential skills in high-growth, high-demand sectors
 - Strat 3.2.3:** Foster collaboration between community colleges and DIR-DAS approved apprenticeship programs for planned use of WIA Title I funds
- **Obj 3.3:** Work with WDB partners to develop an array of innovative workforce services supports
 - **Strat 3.3.1:** Partner with business to implement customized job training strategies, including OJT, with focus on employers from high-priority sector and occupations
 - Strat 3.3.2:** Develop a proactive Rapid Response system that supports workers and businesses, including those covered by the Trade Adjustment Act (TAA)
- **Obj 3.4:** Support development and evolution of regional workforce and economic development networks to address workforce education and training priorities
 - **Strat 3.4.1:** Work with key partners to organize and develop an East Bay workforce intermediary network for funding and other resources to meet business needs
 - Strat 3.4.2:** Organize sub-regional networks that align with regional needs and priorities
 - Strat 3.4.3:** Explore and promote the establishment shared measures of workforce and economic development success

ADULT STRATEGIES GOAL: Increase the number of Contra Costa residents who obtain marketable and industry-recognized credentials or degrees, with special emphasis on unemployed, low skilled, low-income, veterans, individuals with disabilities, and other in-need populations

- **Obj 4.1:** Increase the number of career pathway programs in priority industry sectors
 - Strat 4.1.1:** Identify and continue to monitor local priority industry sectors within the region
 - Strat 4.1.2:** Collaborate with education, employer, local government, and other partners to develop and/or enhance career pathway training programs in priority sectors
 - **Strat 4.1.3:** Provide a diverse array of training and services that enable participants to obtain a credential or degree acknowledged by priority-sector employers
- Obj 4.2:** Increase the number of Adult Basic Education students who successfully transition to post-secondary education, training, or employment
 - Strat 4.2.1:** Utilize emerging East Bay workforce intermediary to promote CTE and related educational offerings and increase enrollment in post-secondary programs
 - Strat 4.2.2:** Identify the unique needs of Adult Basic Education students and provide a variety of education and training opportunities to address them
- **Obj 4.3:** Increase the number of under-prepared job seekers and displaced workers who enter and successfully complete education/training in demand industries
 - Strat 4.3.1:** Identify attributes and needs of priority populations of under-prepared job seekers and displaced workers to facilitate access to education/training
 - **Strat 4.3.2:** Work with partners from education, CBOs, and other entities to provide a wide range of training options for under-prepared job seekers and displaced workers

Obj 4.4: Develop and implement a strategic layoff aversion strategy to retain workers in current jobs and provide rapid transition to new employment

Strat 4.4.1: Provide support to businesses facing potential layoffs and assist with solutions to help retain or rapidly transition their existing workforce

Strat 4.4.2: Develop proactive training for workers at risk of layoffs

- **Obj 4.5:** Expand the availability of apprenticeships, OJT, and other customized training that enables workers to build skills while working
 - **Strat 4.5.1:** Collaborate with business and labor to determine needs for apprenticeships, OJT, and other customized training and plan accordingly
 - Strat 4.5.2:** Work with partners to strengthen existing apprenticeship programs, develop new apprenticeship opportunities, and link these to state supports
 - Strat 4.5.3:** Expand the number and variety of “earn and learn” opportunities for job seekers

YOUTH STRATEGIES GOAL: Increase the number of high school students, with emphasis on at-risk youth and those from low-income communities, who graduate prepared for postsecondary vocational training, further education, and/or a career

- **Obj 5.1:** Broaden the scope of the Youth Council and move from regulatory to strategic agenda
 - **Strat 5.1.1:** Engage Youth Council and WDB in a self-assessment process and set goals and benchmarks to guide development of an integrated youth-serving vision
 - Strat 5.1.2:** Participate in needs assessment and opportunity scan of county and provide regular public reports on factors affecting successful local youth transition
 - **Strat 5.1.3:** Develop and implement strategies to direct WIA and other resources to serve youth and young adults most in need and support their success in training, etc.
 - **Strat 5.1.4:** Strengthen collaborations between workforce system and other programs and systems that seek to help youth with significant barriers to employment
 - Strat 5.1.5:** Leverage employers to support WIA enrolled youth, engage K-12 Career Pathway programs and community college initiatives, and influence growth of education/training programs aligned with growth clusters and workforce needs
- **Obj 5.2:** Collaborate with partners and participate in efforts to support K-12 educational achievement for increasing numbers of youth and young adults
 - Strat 5.2.1:** Work with partners to establish baseline data for county High Schools and to set goals and measures for graduation and drop-out reduction and recovery
 - **Strat 5.2.2:** Work with education and others to increase access for at-risk populations in Linked Learning, Career Academies, and other high-school CTE offerings
 - **Strat 5.2.3:** Collaborate with and support career-focused strategies at high schools and community colleges, particularly those aligned with WDB priority industries
 - **Strat 5.2.4:** Work with partners to develop systems that effectively engage employers in career development and work-based learning opportunities for youth and young adults to learn about, explore, and prepare for careers
 - Strat 5.2.5:** Work with partners to help identify potential dropouts and focus WIA and other investments on interventions and supports to keep them connected/engaged
 - Strat 5.2.6:** Collaborate with education partners to identify and replicate approaches to provide pathways back to high school for recent dropouts
- **Obj 5.3:** Work with partners to increase opportunities for High School graduates and disconnected youth to transition into postsecondary education and careers
 - Strat 5.3.1:** Develop resources to establish baseline data and adopt goals and measures to reflect post-secondary participation and success rates
 - **Strat 5.3.2:** Work with Community Colleges, Apprenticeship Programs, Trade Schools and others to offer more opportunities for disconnected youth to achieve success
 - **Strat 5.3.3:** Form functional teams of youth case managers and one-stop reps to increase access to and participation in one-stop services for entry level job seekers

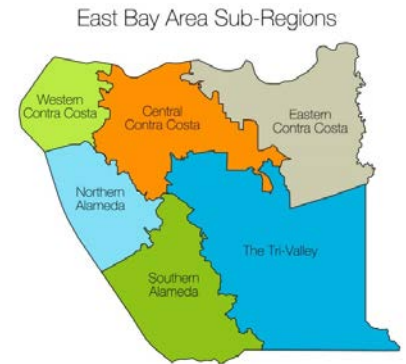
ACCOUNTABILITY, ADMINISTRATION, & SYSTEM ALIGNMENT GOAL: Support system alignment, service integration and continuous improvement, using data to support evidence-based policymaking

- **Obj 6.1:** Support and strengthen administration, management, and oversight roles and responsibilities
 - **Strat 6.1.1:** Refine and update policies, procedures, and tools used to support needs and requirements as a Local Workforce Investment Area (LWIA)
- Obj 6.2:** Create a high level of accountability for results and strengthen program performance and reporting
 - Strat 6.2.1:** Develop and publish reports of WDB investments on WDB website and in other venues
- **Obj 6.3:** Improve and expand the Workforce Development Board's communications systems and networks
 - **Strat 6.3.1:** Develop and implement a communications plan
- **Obj 6.4:** Secure and expand resources that help to support workforce and economic development in Contra Costa County and the greater region
 - **Strat 6.4.1:** Research and pursue targeted fund development opportunities focused on local and regional economic and workforce development efforts

East Bay Region SlingShot Initiative

Mission/Vision

The East Bay SlingShot initiative aims to strengthen regional economic prosperity and improve income mobility by **creating stronger relationships between employers and community partners in the region's key industries and six sub-regions**. The ultimate goal of the East Bay SlingShot initiative is to ensure that local firms have the resources and support they need to grow and offer good jobs in the region, and residents are prepared to access those opportunities, resulting in an increased regional prosperity to be shared by all.



How will you get there?

To achieve the dual goals of SlingShot, the East Bay Region must support the growth of industries that can provide good jobs and family-sustaining wages. In this vein, the SlingShot initiative will focus on the following key industry sectors: **Healthcare, Advanced Manufacturing, Biomedical, Transportation and Logistics, and Information & Communications Technology**. Working with business leaders across the region, the East Bay SlingShot initiative will link, align, and leverage the assets and resources of our economic development, education, and workforce development partners to create and implement a regional economic and workforce development strategy designed to enhance income mobility and ensure even greater prosperity and opportunity in the coming decade and beyond.

As a first step, the SlingShot team will convene employers by sector to lead the discussion and identify priority actions that will truly stimulate the kind of business growth that leads to good jobs. Building on these discussions, industry and community partners will identify roles and action for private and public sector partners to achieve the SlingShot goals.

Business leadership in action planning is a critical component of the East Bay SlingShot initiative. These first industry sector meetings allow business to lead the conversation, determine the priority actions of SlingShot, and make real commitments to this shared effort. As employers work with SlingShot partners to build more formal, detailed action plans driven by our private sector partners, the specific strategies and tactics of the SlingShot Compact will be refined.

How will you know when you've arrived?

Working together through SlingShot, our goals for action include:

- Identifying immediate actions to accelerate economic growth & improve workforce outcomes;
- Improving linkages among related organizations and businesses, and helping them work together as partners;
- Elevating industry priorities to help mobilize business leaders as champions to build stronger education and workforce systems; and,
- Better leveraging existing resources and efforts; and,
- Helping to identify and close gaps in services.

Who is on this Journey with you?

Business: All five (5) industry sectors above

Workforce Boards: Contra Costa, Alameda, Oakland, Richmond

Economic Development: East Bay Leadership Council, East Bay Economic Development Alliance

Education: Contra Costa Community College District, Peralta Community College Dist.

Labor and other organizations (public and community-based organizations) will also be working on implementation.