

Sector Expansion Resource Forum

By

The California Workforce
Association

What is a Sector Partnership?



Partnership of employers in an industry critical to a regional economy (use your data for this!)



Driven by employers but coordinated by an intermediary (local workforce boards)

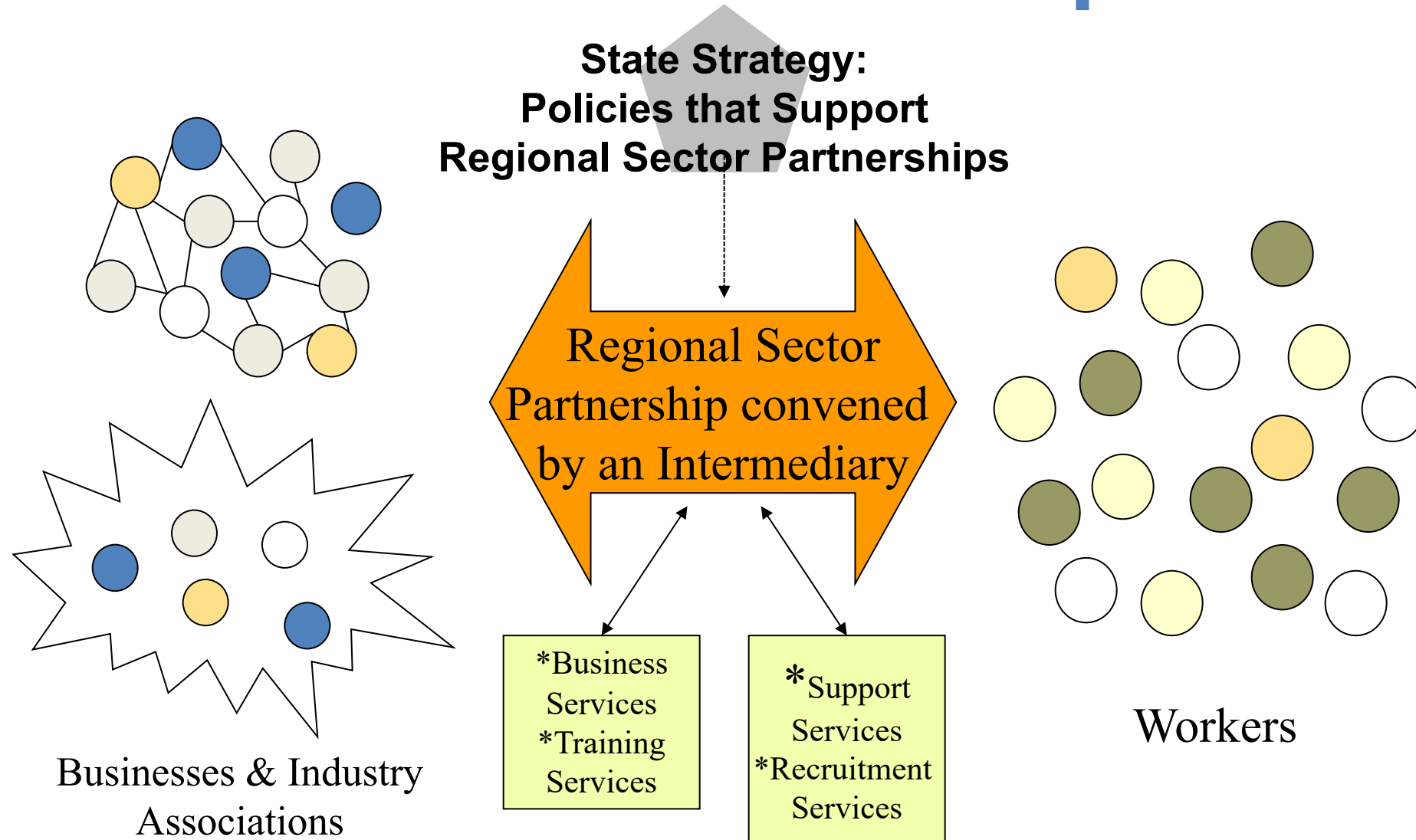


Focuses on the workforce needs of a critical industry, and on the training and jobs needs of workers in that regional economy (it's a win-win!)



Includes educators, training providers, economic development and other stakeholders (Because no one system can do this work alone!)

Basic Sector Partnership Model



Sector Strategies

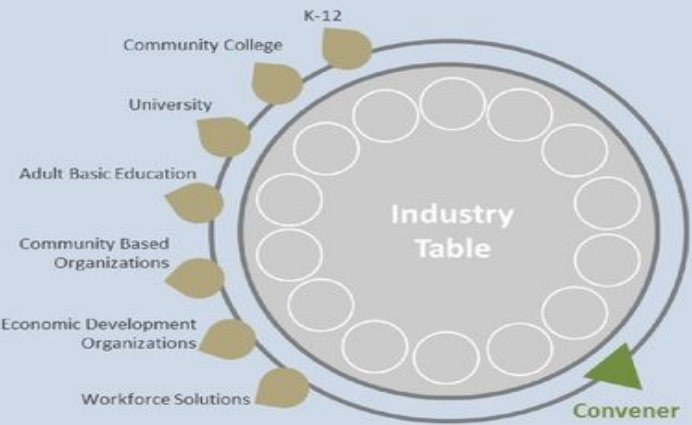


What does an Industry Sector Approach look like?

Advisory Board	Next Gen Sector Partnership
Program Focused	Demand Focused
Program Led	Industry Led
Single Purpose	Diverse Priorities
Few Employers	Critical Mass of Industry Leadership
Focus Group Model	Shared Ownership Model

Next Generation Sector Partnerships

Partnerships of businesses from the same industry, in a shared labor market region, working with partners to address the workforce and competitiveness needs of the targeted industry.




The diagram shows a central 'Industry Table' surrounded by various stakeholders: K-12, Community College, University, Adult Basic Education, Community Based Organizations, Economic Development Organizations, and Workforce Solutions. A green arrow labeled 'Convener' points towards the table.


Key Features of Partnerships

- Industry-led**
Agendas are based on industry-determined priorities, not public programs.
- Community-supported**
Public partners from workforce development, economic development, and education work together to convene and support Next Gen Sector Partnerships.
- Sustainable over time**
Since Next Gen Sector Partnerships are organized around the topic that interests business leaders most--what it takes to ensure that their company thrives--they are sustainable over time.

Adapted from The Woolsey Group and National Governors Association



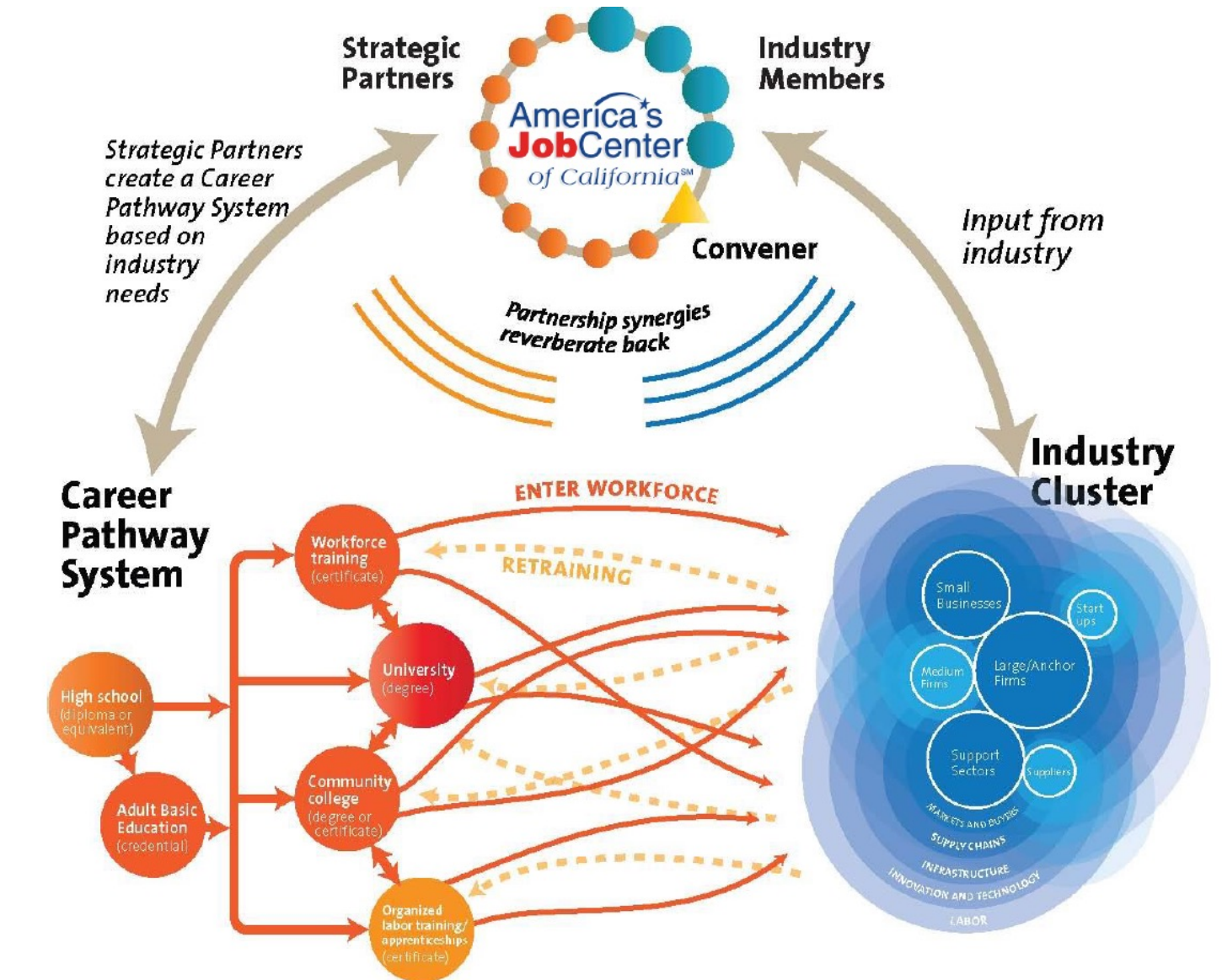
EDUCATE TEXAS
a public-private initiative of Communities Foundation of Texas



Adapted from NextGenSectorPartnership.com

Already engaged in collective impact?
Next Gen Sector Partnerships can be utilized to inform priorities and improve career readiness in key industries.

What does and Industry Sector Approach look like?



Sector Strategies in California 2022

136 Sector Partnerships active across the State's 45 Workforce Development Boards

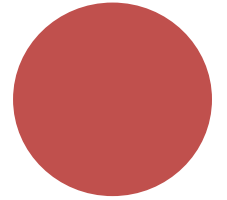
- 35 Advance Manufacturing
- 32 Healthcare
- 14 Information Technology
- 14 Energy/Climate
- 12 Construction
- 5 Large Infrastructure

Goals of California's Sector Strategies

- Strategies for improving wages in lower wage jobs.
- Incorporating strategies to advance racial, gender and income equity.
- Facilitation for regional coordination and training, with workforce board staff, partners, and industry stakeholders.
- Installing incumbent worker training and apprenticeship models for pipeline development.
- Identifying, creating, and articulating career pathways from vulnerable populations to the heart of industry sectors
- Diversifying funding strategies to support expansion of the partnership and providing a holistic approach. This includes an expansion and deepening of support services.
- Identifying, researching, and developing labor market data to support sector work, ensuring training and placement activities occur around instances of job growth.

An Example: Central California Forestry Sector Partnership

- Convened by the Central Valley Local Workforce Boards, in partnership with the forest and timber industry associations, the Associated California Loggers and the California Forestry Association. Launched in response to the industry's need for skilled workers in forest management occupations.
- Covers an eight-county region of the Central Valley, North Valley (Mother Lode Area), and South Valley (Kern).
- Targets forest management, wildland firefighting and heavy equipment operator occupations.
- Ongoing recruitment, training, placement and retention services provided by the Local Workforce Boards, in partnership with the community colleges, Reedley College and Columbia College, Yosemite Adult Education and Valley ROP. Partnership with California Conservation Corps for work experience.
- Sustainability obtained through a mix of workforce funds, employer contributions, and support from the educational institutions and labor partners, CalFIRE Local 2881 and Forest Service Council 2995.



Another Example: *Richmond Builds*

- Convened by Richmond Works (CA) (Local Workforce Investment Board)
- Unprecedented level of collaboration with employers, adult education, public and private training programs, unions, city economic development, and the city housing authority.
- Richmond Works staff worked closely with employers to understand skills needs across positions in the construction and solar installation sector.
- Public private partners provide in-kind and financial support.
- Strong career pathway focus.
- Targets at-risk youth.
- Places 90% annually of its 100+ graduates in green construction jobs paying \$18+/hour.



One more example: Marine Trades Sector Partnership

- Convened by: Four Local Workforce Boards in the Bay Area (Contra Costa, Solano, Alameda and San Francisco), in partnership with the major marine construction and repair employers in the Bay Area. Especially in the post pandemic period, the employers and the business and labor coalition, Friends of the Port, have encountered a shortage of workers applying for the marine trades.
- Targets marine trades including marine machinist, marine welder, marine technician, drydock operator, marine carpenter—all jobs with median annual wages from \$62,000 to over \$96,000.
- Ongoing recruitment, training and retention services supported by a mix of employer contributions and state and local workforce funds.
- The use of First Source Hiring agreement in which employer members of the employer advisory committee commit to interviewing program graduates and providing them with first access to jobs in the industry.
- Linkage to post second education, through a partnership with the CSU Maritime Academy.





What Conveners Do

- Engage employers and other key stakeholders
- Coordinate information and resources
- Coordinate in-depth analysis of the industry and challenges it faces
- Facilitate development and implementation of effective responses to challenges

Who is involved?

Employers and Employer Associations	Workforce Development
Community Colleges	Other education and training organizations
Organized Labor	Economic Development
Social Services	Community Based Organizations



- ▶ Across geographic jurisdictions (e.g. multiple counties)
- ▶ Across public entities (e.g. education and economic development)
- ▶ Across types of organizations (e.g. public, private, non-profit, philanthropic, education)
- ▶ Across levels of education (“cradle to grave”)



WIIFM – What’s In It For Me?

- **Employers** – shared cost, a place to solve major talent issues, a single table at which to work with public entities
- **Educators** – venue for faster understanding of changing industry needs; play out of educational career pathways
- **Workforce Developers** – strategic focusing of time and resources for high leverage with key industries while meeting worker needs
- **Economic Developers** – place for focused work with key industries on talent questions; can be major tool in retention and growth strategies

Challenges Operating based on WIOA

- ❖ Developing the sector far enough to provide placement of job seekers into industry sectors. This is particularly true within sectors with higher unemployment rates and low wage entry-level jobs.
- ❖ Better understanding of the newly established sector partnerships and the data analytics (job availability, retention, wage, location) relevant to the occupations in the industry
- ❖ The process of measuring outcomes for sector partnerships (ROI), particularly when WIOA funding is limited or used only as leveraged funds.
- ❖ Scaling the current sector partnerships that are already established. This includes developing additional employer partners, connections to available labor and talent.
- ❖ Engaging and partnering with education entities to collaborate on the expansion of sector partnerships.
- ❖ Utilizing different funding streams and sources to establish new sector partnerships



Focus for Today

What resources can be used to expand and build upon sector strategies and partnerships?

Resources Available – Federal

American Rescue Plan of 2021, \$1.9 trillion

Infrastructure Investment and Jobs Act (2021), \$1.2 trillion

Resources Available - Federal

Apprenticeship Building

- On-going funding on Apprenticeship Building from Federal Government
- Examples:
 - Abled Disabled Advocacy Inc, San Diego – \$3.3 Million in IT and MC3
 - Chabot Las Positas Community College Districts - \$5.8 million to create Apprenticeship Hubs for telecommunications
 - South Bay Workforce Board – over \$6 Million to fund Apprenticeship Intermediaries

Resources Available - State

California Apprenticeship Initiative

- \$57 Million, administered by the CCCCC, funding period July 2023-June 2026
- Three types of grants: Program Planning Grants (\$120k), Program Implementation Grants (\$1.5m), Program Expansion Grants (\$1m)

Apprenticeship Innovation Fund

- \$175 Million, administered by DAS, spent over FY 2022-2023 to FY 2024-2025
- Funding distributed to industry-led, sector and/or regionally-based, multiple employer IACA apprenticeship programs

California Youth Apprenticeship Program

- \$65 Million, award grant funds to eligible applicants to develop new apprenticeship programs or expand existing programs
- Targeted Population: 16 to 24 years of age who are unhoused, justice involved, live in poverty

Resources Available - State

Community Economic Resilience Fund

- EDD CERF funding of \$50 million under review

CERF General Funding

- Phase 1 – 13 Regional Collaboratives receiving \$5 million
- Phase 2 - \$500 million in rolling, competitive grants from winter 2022 to Oct 2026

Resources Available - State

**High Road Training Partnerships
– Resilient Workforce Program**

**High Road Training Partnerships
– Healthcare**

High Road Construction Careers

California Volunteers Office

Golden State Pathways Program

Department of Social Services - TANF Recipients

**Department of Developmental Services - Regional
Center Clients**

Department of Rehabilitation

Resources Available - State

Regional Plan Implementation 5.0

Regional Equity and Recovery Partnerships

Employment Training Panel

Re-Entry Funding

Resources Available - Local

Community Development Block Grant

TANF Transitional Subsidized Employment

AB 109 - Local Probation Departments

SNAP E&T

Local Tax Ballot Measures

Resources Available – Foundations

Examples

- JP Morgan Chase
- Irvine Foundation
- Sobrato Foundation
- California Endowment
- California Wellness
- Hewlett Foundation

[Community Foundations](#) - San Francisco, East Bay, Silicon Valley

The background of the slide is a collage of colorful sticky notes in shades of pink, yellow, blue, and green. Each sticky note has a large, bold black question mark drawn on it. The notes are scattered and overlapping, creating a vibrant and busy pattern.

Wrap-Up

Other Resource Examples to Share?

Questions and Answers