SHARED STRATEGY FOR A SHARED PROSPERITY

CALIFORNIA'S STRATEGIC WORKFORCE DEVELOPMENT PLAN: 2013-2017

California WORKFORCE INVESTMENT BOARD

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i. Preface

The California Workforce Investment Board (State Board) is pleased to present California's Strategic Workforce Development Plan: *Shared Strategy for Shared Prosperity* combines both federal and state planning mandates into a single document:

- The federal Workforce Investment Act (WIA) requires the Governor, via the State Board, to submit a WIA/Wagner-Peyser Act (WPA) State Plan to the United States Department of Labor (DOL). This plan outlines a five-year strategy for the investment of federal workforce training and employment services dollars.

- California state law [SB 293, Statutes of 2005 (Unemployment Insurance (UI) Code Section 14020)] requires the State Board to collaborate with the Chancellor of the California Community Colleges, the State Department of Education, other appropriate state agencies, and local workforce investment boards to develop a comprehensive state plan that serves as a framework for public policy, fiscal investment, and operation of all state labor exchange, workforce education, and training programs.

Chapters II, III and IV primarily address the SB 293 requirement for a comprehensive plan. These chapters also address several WIA State Plan elements such as the Governor's vision, goals, economic and workforce analysis, strategies, and system-wide outcomes. Much of the rest of the plan, including the High-Performance Local Board Standard and Evaluation Criteria, more directly addresses the WIA/WPA State Plan requirements, the system leadership role of California's 49 local workforce investment boards (Local Boards), and the important service delivery and coordination role the One-Stops.

The original draft of the State Plan was collaboratively developed and thoroughly vetted by a range of stakeholders.

A State Working Group of partner agencies developed the vision, strategy, and shared goals for the broader workforce system. Starting in March 2012, the State Working Group conducted five (5) regional focus group meetings hosted by Local Boards. These focus groups provided diverse stakeholders with early involvement in plan development.

In September and October 2012, the State Board reviewed and approved the State Plan vision, strategy, and shared goals. Immediately following the October 31, 2012 State Board meeting, a draft of the complete plan was posted on the State Board website for 30 days to invite public comment. A link to the plan was provided by EDD to the entire workforce community.

The State Board's Issues & Policies Committee, at its January 7, 2013 meeting, reviewed, edited, and approved the Local Plan Guidance and the High-Performance Local Board Standard and Evaluation Criteria (Appendices H and I). The State Board then scheduled eight (8) local technical assistance forums hosted by Local Boards. The purpose of these forums was to provide hands-on guidance to Local Boards on local strategic workforce plan development (Local Plan). The first forum was held on January 8, 2013 and all were completed by February 25, 2013. Subsequent adjustments to both Appendix H and I resulted from Local Board feedback at the forums, and a 19-page "question and answer" document was developed and posted on the State Board website with the final draft of the State Plan.

This current complete draft of the State Strategic Workforce Development Plan was reviewed and approved by the State Board at its February 13, 2013 meeting. A draft of the complete plan was again posted on the State Board website for 30 days to invite public comment. A link to the revised plan was again provided by EDD to the entire workforce community. The plan was submitted to the DOL on April 15, 2013.

I. Introduction

California's economy is emerging from the worst recession since the Great Depression. As Governor Edmund G. Brown, Jr. pointed out in his 2013 State of the State Address, "California lost 1.3 million jobs in the Great Recession, but we are coming back at a faster pace than the national average." The impacts of the Great Recession, however, have been serious both for workers and employers. There are still many more job-seekers than jobs. Perhaps even more importantly, today's workers face a very different labor market from their parents – one that is more volatile and rapidly changing. Many of our institutions, both public and private – including education, training, unemployment, and re-employment systems – have failed to keep pace. They were designed for a time when technological change was slower, the labor force was less globalized, and occupations and careers were more stable.

For California to maintain its status as a place of innovation and shared prosperity, those institutions must support a "retraining economy." Workers must be learners who can traverse a labor market landscape that is less about "jobs" and more about a set of marketable skills broadly relevant to industry sectors within regional economies. Through the implementation of California's Strategic Workforce Development Plan, Governor Brown and the State Board are committed to making the retraining economy a reality by:

- Aligning the state's workforce institutions and programs around the needs of regional growth sectors; and thereby

- Increasing the number of Californians, including those from underrepresented demographic groups, who are able to access and succeed in postsecondary education and training programs.

Regions will carry out and lead most of this work, but the state also has key roles to play. These include working with the regions to forge a shared vision, as well as coordinating the activities of state institutions to support that vision and removing barriers to implementation.

The development of California's Strategic Workforce Development Plan was the first step. The State Board convened the directors of the state's key workforce departments and agencies (State Working Group) to develop a blueprint for action, which committed them to common strategies, goals, and concrete action steps (Chapters I, III, IV). The draft blueprint was then taken to regional focus groups to validate, revise, and improve it. Essential elements of the plan include:

- Regional workforce and economic development networks that can engage employers, labor, education and workforce training providers, economic developers, and other community partners to address a region's education and training priorities; and

- Industry sector partnerships with deep employer engagement that develop career pathway programs that support job-seekers and workers to acquire and enhance industry-relevant skills over the course of their lifetimes.

Within this framework, Local Boards are expected to play multiple roles:

- Convening, supporting, and participating in regional efforts;

- Working with partners to build new kinds of integrated programs, including career pathway programs;

- Engaging employers; and

- Providing feedback to state institutions, the Legislature, and the Governor about what works and what doesn't.

Community colleges, adult education programs, apprenticeship programs, and economic development programs are also expected to play some of these as well as other roles that contribute to attaining our shared goals. Employers and employer organizations, labor unions, and community-based organizations will have to be deeply engaged for the strategies to be successful.

California's Strategic Workforce Development Plan has a five-year time horizon. As such, we see it as a living document that – based on experience and changing conditions – will be revised over time. However, the core commitments of the Plan will not change. These commitments are to a skilled workforce, a vibrant economy, and shared prosperity for all Californians.

II. California's Economy

The contributions of the Employment Development Department, Labor Market Information Division (LMID) were vital to this planning effort. The data presented in the State Plan regarding industry trends and related employment opportunities is the direct result of LMIDs work.

The California Workforce Investment Board would like to extend its sincere gratitude and acknowledge the contributions of Stephen Levy, Director and Senior Economist of the Center for Continuing Study of the California Economy. His expertise, guidance, and hands-on commitment were indispensable to the completion of this economic analysis.

The demands of California's employers and the needs of its residents together should shape the character of the state's workforce system. The size and diversity of California's economic base positions the state to successfully compete globally and thrive locally. But California also faces serious challenges. These include the lingering effects of the Great Recession, the globalization of markets, changes in technology, the steady increase in skill requirements across many middle-skill occupations, economic volatility and uncertainty, and a growing income divide.

This review of the California economy focuses on trends that are most relevant to the Governor's workforce vision—to help adults and youth meet the needs of the state's growing and changing economy and helping businesses find the workers they need to remain competitive and grow in California.

The release of revised job estimates on March 22, 2013 underscores the opportunities and challenges facing the state's economy and workforce system. Job growth for the 12 months ending in January 2013 was up 254,900 jobs (+1.8 percent) over the year earlier estimates with job growth for the state and most major metropolitan areas exceeding the national average of 1.5 percent. And the March 2013 California economic forecast of the UCLA Anderson School anticipates that the state will outpace the nation in job growth over the next three years.

This improving economic news means that there will be more opportunities for the state's 1.8 million unemployed and additional underemployed workers to find better jobs, but it also underscores the challenges in making sure that workers have the skills needed by a tightening and growing labor market.

The opportunities and challenges facing the state's economy, residents, businesses and the workforce system also stem from the fact that baby boomers are beginning an unprecedented wave of retirements. This means that in addition to meeting the demands of the projected

growth in jobs of 2.7 million between 2010 and 2020, that we will need to find workers for the even larger number of 3.7 million projected job openings from replacing workers who leave the workforce or change occupations.

While one focus of the Governor's vision is to support new and emerging growth sectors, this State Plan places great emphasis also on helping workers and businesses meet the challenge of replacing experienced baby boomers that will be leaving all occupations starting now and continuing for the next 20 years.

Emerging from the Great Recession

The Great Recession that crippled much of the nation hit California particularly hard. Unemployment in California, although still elevated, has fallen steadily. In January 2013, California's jobless rate was 9.8 percent. This was California's third consecutive month of single digit unemployment, following 45 consecutive months of unemployment rates in the double digits (See Figures 1 and 2). In January 2013, only 56.8 percent of state residents age 16 or older were working. While a full percentage point above the record low in June and July 2011[1], this percentage of working age Californians who were employed remained well below the pre-recession peak of 62.6 percent in November-December 2006.

Figure 1

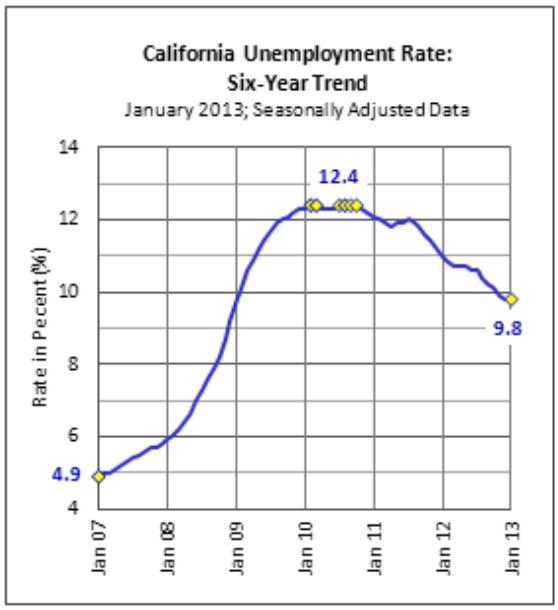
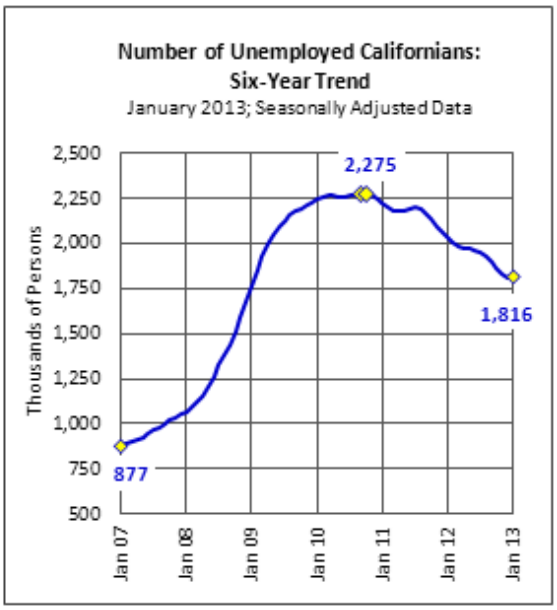


Figure 2



Source: California Employment Development Department

[1] Employment Development Department, Local Area Unemployment Statistics (LAUS) Program data, January 2013.

Despite high levels of joblessness, it is clear a recovery is underway in California. From the low point in the recession in September 2009 through January 2013, California total non-farm payrolls grew by more than 676,100 jobs. Private sector job gains were even stronger. California enjoyed its strongest pace of job growth in six years and experienced stronger job growth than the nation as a whole in January. From January 2012 through January 2013, the number of private sector jobs rose by 2.3 percent in California, compared to 1.9 percent in the nation overall. Seven of ten major California sectors experienced strong gains: leisure and hospitality (4.1 percent); professional and business services (3.3 percent); construction (3.0 percent); educational and health services (2.8 percent); trade, transportation and utilities (1.9 percent); financial activities (1.9 percent); and other services (0.9 percent). The manufacturing and information sectors both experienced small declines. Employment in public administration (state, local, and federal) contracted by 0.9 percent (See Figures 3 and 4).

Figure 3

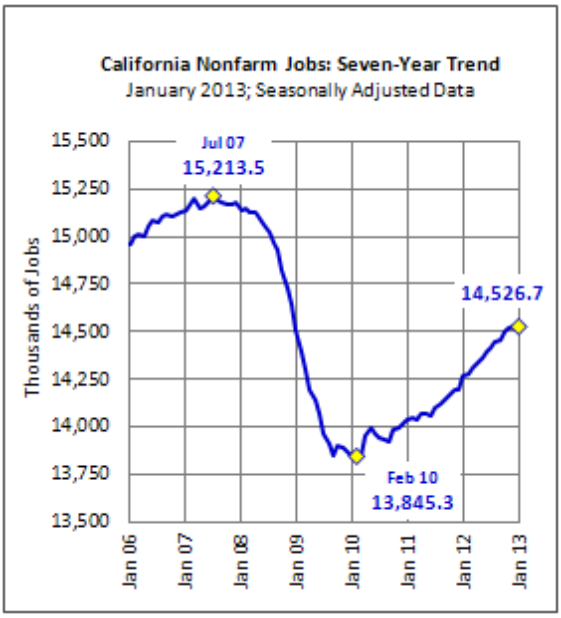
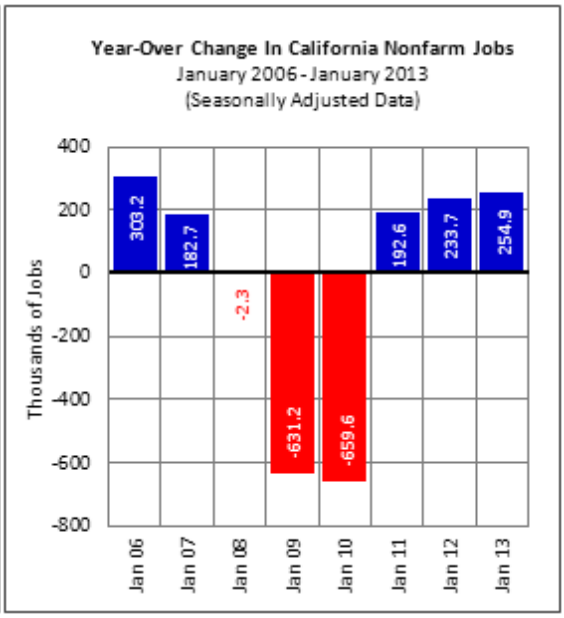


Figure 4



Source: California Employment Development Department

The growth in the past 12 months shows that the state's economic base is emerging strongly from the recession and points the direction toward future areas of job growth. Above-average job growth was recorded in professional services and sectors related to tourism and foreign trade as well as in education and health services. The construction sector posted above-average growth, and other housing market indicators point toward a recovery in the state's housing market, which will lead to demand for skilled construction trades workers.

Disparities in the recovery. In the recovery, men have made stronger gains in employment than women, but they also suffered significantly greater job losses during the Great Recession. Between July 2007 and July 2012, the employment rate for prime-working-age men dropped by 7.9 percentage points compared to a decline of 4.7 percentage points for women.[2] Latinos, Asians, and Whites made modest employment gains, but Black Californians so far have not shared in the recovery. As a result, a considerably smaller share (61.2 percent) of prime-working-age Blacks had jobs July 2012 than Asians (75.3 percent), Whites (73.1 percent), and Latinos (70.3 percent).[3]

The Great Recession disproportionately affected those with lower levels of educational attainment. In the most recent analysis from July 2012, 81.6 percent of college graduates ages 25 to 54 had jobs. In contrast, only 73.4 percent of prime-working-age adults with some college but no degree were working, and just 68.0 percent of prime-working-age adults with a high school diploma and 60.5 percent of those without a high school diploma were working.

Long-term unemployment and underemployment. Longer periods of unemployment for some workers and greater underemployment for others are among the impacts of this new kind of labor market. In 2012, the average period of unemployment in California reached 39.2 weeks[4] – the longest average since 1948, when this data was first collected[5] and as Figures 5 and 6 illustrate, more Californians are working part-time for economic reasons.

Figure 5

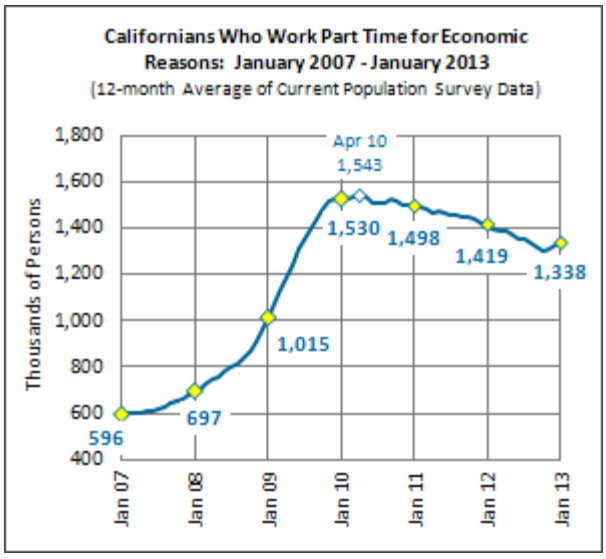
Figure 6

[2] California Budget Project. *Waiting for Recovery.* Policy Points, September 2012.

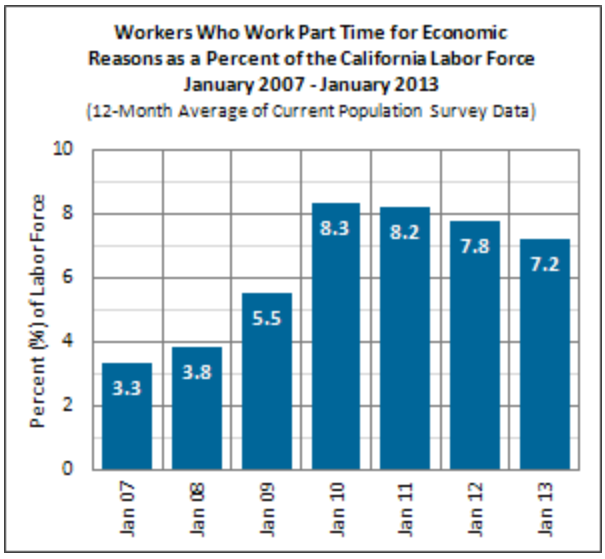
[3] California Budget Project. *Waiting for Recovery.* Policy Points, September 2012.

[4] California Employment Development Department

[5] Bohn, Sarah. California Economy: Planning for a Better Future (Public Policy Institute of California, 2012).



Source: California Employment Development Department



Source: California Employment Development Department

Of the 1.9 million (1,925,200) unemployed Californians in 2012, 49.2 percent (946,700) had been unemployed for 26 weeks and longer, and 20.1 percent (386,200) had been unemployed for 73 weeks and longer.

Though the duration of unemployment may be relatively short for many workers, the impact on income can be significant. According to California Employment Development Department's (EDD) Labor Market Information Division (LMID), each month in California, there are around one million involuntary job separations (2012 annual average number of monthly job losers was 1,098,300). Due to this labor market churn, California's workers are losing ground. When an individual loses a job, he or she often loses employer-based benefits; when the worker gets a new job, pay is often lower and health and pension/retirement benefits are often less generous or not available. According to a report by The Hamilton Project, "For workers with between ten to fifteen years in their previous jobs, average earnings losses amount to 15.0 percent. For workers that had more than 20 years of tenure, average earnings losses are more than 30.0 percent."[6]

New labor market. Even as California's economy regains steam, it is clear that the 21st Century labor market will be markedly different. Globalization has placed some California workers in direct competition with workers in developing nations. New technologies have eliminated some jobs but also have raised the skills of others. Increasingly, workers need postsecondary education and training to access well-paying jobs.

[6] The Hamilton Project. "Retraining Displaced Workers." October 2010. http://www.brookings.edu/~/media/research/files/papers/2010/10/renew%20communities%20greenstone%20looney/10_displaced_workers_lalonde.pdf.

The new labor market provides workers much less predictability and stability. Firms, and even whole industries, now come and go with greater frequency, changing the kinds of occupations and skills in demand in regional labor markets.[7]

Every year, roughly 30-40 percent of U.S. workers are hired into a new job or leave their old job, and the state has very few institutions or programs designed to deal with this level of job transition experience.[8] The fundamentals of the labor market have been transformed by volatility, due to the increased globalization and financialization of the economy, and greater economic uncertainty as the last three U.S. recessions have been "jobless recoveries." The last recession has made a high level of job turnover, or churn, a feature of the new labor market.

The workforce system should be flexible. The new labor market requires both employers and workers to be increasingly flexible. More workers are faced with transitioning to new jobs and even new industries, needing greater assistance than in the past in acquiring new skills and locating new employment. The WIA system has an important role to play and must design or reproduce practices that address increased flexibility. One such practice is the sector-based, multiple employer-sponsored apprenticeship model. This practice benefits employers who must be able to apply flexible hiring practices and sustain technological relevancy to remain globally competitive.

Looking forward. As California continues to recover from the Great Recession, the workforce system will need to address disparities in the recovery as well as the conditions of the new labor market. The strategic vision of the State Plan outlines how to better serve Californians who have barriers to employment and are most at-risk in the new labor market: low income, basic skills deficient program participants. The strategic vision seeks to build and maintain career pathways embedded in growing industry sectors with middle-skill occupations that provide a self-sufficiency wage. These growing industry sectors and middle-skill occupations are California's future economy.

California's Future Economy

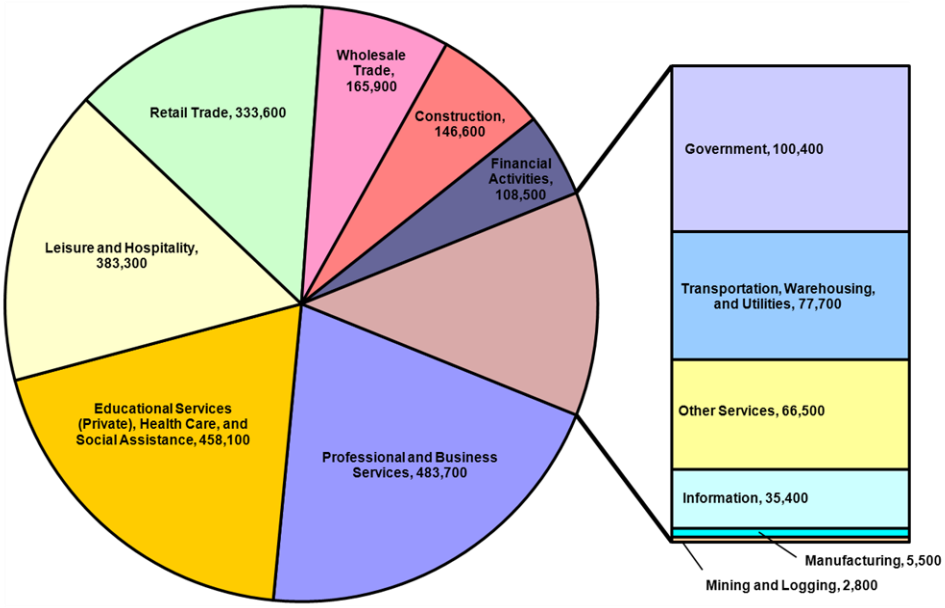
The EDD-LMID has developed projections of where the state economy is headed in this decade. These projections are consistent with the California economic forecast of the UCLA Anderson School and the Center for Continuing Study of the California Economy. Collectively these projections provide a good starting point for examining California's future workforce needs.

[7] Benner, Chris. "Opening the Black Box: Space, Time and the Geography of the Labor Process." September 2011. http://www.slideshare.net/ChrisBenner/opening-the-black-box-space-time-and-the-geography-of-the-labor-process.
[8] See Benner, September 2011.

California industry and occupational employment forecast, 2010-2020. Total industry employment in California, which includes self-employment, unpaid family workers, private household workers, farm employment, and non-farm wage and salary employment, is expected to reach 18,511,200 by 2020, an increase of 16.3 percent over the 10-year projections period. Figure 7 on the next page shows all non-farm industry sectors are projected to grow between 2010 and 2020.

Figure 7

Projected Job Growth by Industry Sector, 2010-2020

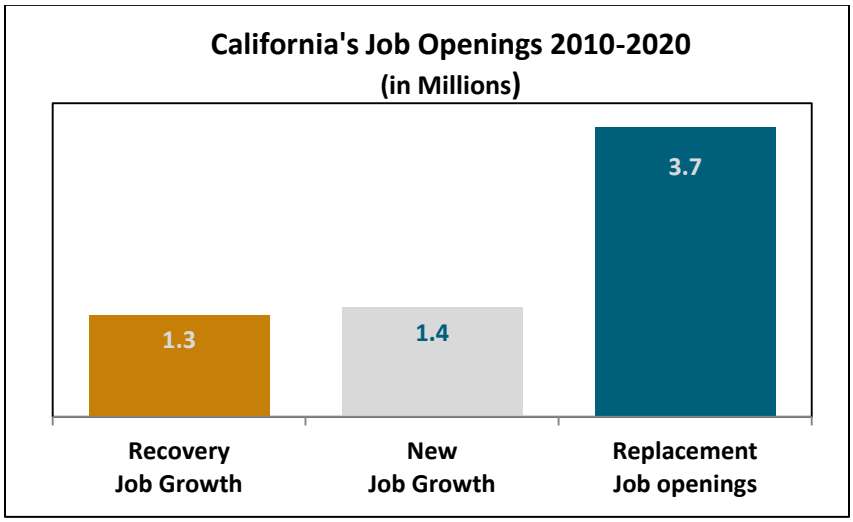


Source: California Employment Development Department

Over the 2010-2020 projections period, California is anticipated to generate:

- About 2.7 million new jobs from industry growth;
- More than 3.7 million jobs from replacement needs (including retirements), as shown in Figure 8; and
- A combined total of approximately 6.4 million job openings.

Figure 8



Source: California Employment Development Department

Sectors with competitive economic advantage. To address the challenges and opportunities previously mentioned, California must grow and strengthen industry sectors that are competitive in global markets. Distinguishing between economic base industries and population-serving industries is useful in analyzing competitive economic advantage and importance. Population-serving industries primarily serve local markets in the state and include industries such as retail trade, health care, food services, state and local government, construction, and finance. Population growth typically is the primary driver of job growth in these industries. In contrast, economic base industries typically serve external markets. As a result, firms in economic base industries have more flexibility in deciding where to locate their operations or production facilities. A state or region's ability to attract and retain these firms largely determines how fast a state will grow relative to other states in the nation. In turn, a dynamic economic base spurs income and employment growth in population-serving industries.

California's economic base is comprised of eight industries: professional, technical, scientific, and management services; diversified manufacturing; wholesale trade and transportation; tourism and entertainment; resource-based production activities; high technology manufacturing; basic information services; and government (federal only). Table 1 shows the employment levels of the eight economic base industries in 2012.

Table 1

Employment in California's Economic Base Industries, 2012
(Annual Average Data)

	Number of Jobs	Share of All Economic Base Industry Jobs (%)	Share of Total Employment (%)
Total Employment, All Industries	14,797,100	--	--
Population-Serving Industries	9,257,400		62.6%
Economic Base Industries	5,539,700	100.0%	37.4%
Economic Base Sectors:			
Professional, Technical, Scientific, and Management Services	1,684,100	30.4%	11.4%
Wholesale Trade and Transportation	1,064,500	19.2%	7.2%
Diversified Manufacturing	835,200	15.1%	5.6%
Tourism and Entertainment	601,000	10.8%	4.1%
Resource Based	463,400	8.4%	3.1%
High Tech Manufacturing	386,900	7.0%	2.6%
Basic Information Services	254,800	4.6%	1.7%
Federal Government	249,800	4.5%	1.7%

Source: California Employment Development Department

Employment in California's economic base industries totaled 5,539,700 jobs in 2012, making up 37.4 percent of the state's total employment. The professional, technical, scientific, and management services sector was the largest economic base sector with 1,684,100 jobs, followed by wholesale trade and transportation (1,064,500 jobs). These two sectors accounted for half (49.6 percent) of the jobs in California's economic base, and nearly one-fifth (18.6 percent) of overall employment. The diversified manufacturing sector and the tourism and entertainment sector (including motion pictures and sound recording) were the other sectors that individually comprised more than 10 percent of total jobs in California's economic base. Together, these sectors accounted for just over one-quarter (25.9 percent) of the jobs in the base. The remaining jobs in California's economic base were scattered in the resource-based, high technology (advanced) manufacturing, federal government, and basic information services sectors.

Emergent industry sectors.[9] California has traditionally been an incubator for emergent industries, particularly in the fields of high technology, information technology, science, and engineering. However, it is inherently difficult to identify and quantify employment in emergent industries. Not only are industry classifications delineated based on past experience, but there is typically a time lag before new establishments are counted and included in the establishment survey on which industry employment estimates are based. Table 2 shows the state's projections for 2010-2020 for California's 20 projected fastest growing industry subsectors by numeric and percentage growth. The table distinguishes between economic base and population-serving subsectors.

Eight of California's fastest growing industry subsectors in projected percentage growth were economic base subsectors, as were five of the fastest growing subsectors in terms of numbers of jobs. These economic base subsectors signal areas in which California holds a competitive advantage: professional, technical, scientific, and management services (computer systems design and related services; management, scientific, and technical consulting services; specialized design services; employment services); basic information services (software publishers); international trade (wholesale trade industries); and tourism and entertainment (accommodation; amusement parks and arcades; spillover effects on full-service restaurants). Many of the fastest growing population-serving industries were in health care, demand for which be driven by aging baby boomers.

[9] California Employment Development Department. *California Labor Market and Economic Analysis 2012.* May 2, 2012.

Table 2

California Industries With the Largest Projected Job Gains from 2010 to 2020

Industry	Projected Gain in Number	Sector	Industry	Projected Gain in Percent (%)	Sector
Full-Service Restaurants	148,200	P	Community Care Facilities for the Elderly	61.1	P
Limited-Service Eating Places	143,300	P	Management, Scientific, and Technical Consulting Services	57.4	B
Employment Services	117,500	B	Specialty (except Psychiatric and Substance Abuse) Hospitals	52.4	P
Management, Scientific, and Technical Consulting Services	92,600	B	Wholesale Electronic Markets and Agents and Brokers	51.6	B
Computer Systems Design and Related Services	74,300	B	Electronic Shopping and Mail-Order Houses	51.5	P
Grocery Stores	69,100	P	Individual and Family Services	49.9	P
Other Local Government	62,000	P	Home Health Care Services	44.7	P
Offices of Physicians	55,100	P	Other General Merchandise Stores	40.2	P
Individual and Family Services	53,700	P	Outpatient Care Centers	39.8	P
Wholesale Electronic Markets and Agents and Brokers	46,900	B	Activities Related to Credit Intermediation	37.3	P
Local Government Education	45,800	P	Computer Systems Design and Related Services	37.0	B
General Medical and Surgical Hospitals	45,200	P	Amusement Parks and Arcades	37.0	B
Other General Merchandise Stores	44,100	P	Specialized Design Services	36.1	B
Colleges, Universities, and Professional Schools (Private)	43,900	P	Employment Services	35.1	B
Accommodation	43,500	B	Colleges, Universities, and Professional Schools (Private)	34.2	P
Community Care Facilities for the Elderly	42,200	P	Home Furnishings Stores	34.0	P
Services to Buildings and Dwellings	40,300	P	Nondepository Credit Intermediation	33.3	P
Department Stores	39,600	P	Medical and Diagnostic Laboratories	33.2	P
Outpatient Care Centers	38,700	P	Software Publishers	32.9	B
Clothing Stores	38,100	P	Miscellaneous Nondurable Goods Merchant Wholesalers	32.0	B

Source: California Employment Development Department

Growing occupations. During the 2010-2020 projections period, the top 50 fastest-growing occupations are expected to grow at a rate of 25.4 percent or more, as compared to the overall 16.3 percent growth rate projected for all occupations in the state. These fastest growing occupations are expected to generate more than 700,000 new jobs by 2020, accounting for more than a quarter of all new jobs in California (see Appendix C - Attachment A). Many of these occupations will require some postsecondary education as well as industry-valued credentials and on-the-job training.

Replacement needs. As mentioned previously, California will need to fill 6.4 million job openings or 640,000 per year over the ten years from 2010 to 2020 according to state projections. More than half (3.7 million) are replacement job openings, many of which are the

result of baby boomer retirements. As Table 3 below shows, these jobs are across all major occupational groups.

Table 3

California Occupational Employment Projections 2010-2020 by Occupational Group					
Occupational Group Title	Average Annual Job Openings			2012 First Quarter Wages	
	New Jobs	Replacement Needs	Total Jobs	Median Hourly	Median Annual
Total, All Occupations	265,210	373,980	639,190	$18.76	$39,035
Management	11,950	23,120	35,070	$52.34	$108,870
Business and Financial Operations	16,260	16,730	32,990	$33.09	$68,837
Computer and Mathematical	10,790	8,190	18,980	$42.77	$88,960
Architecture and Engineering	4,180	7,050	11,230	$42.31	$88,008
Life, Physical, and Social Science	3,870	5,030	8,900	$33.88	$70,470
Community and Social Service	4,400	5,010	9,410	$22.81	$47,446
Legal	1,520	2,420	3,940	$49.31	$102,580
Education, Training, and Library	10,600	21,020	31,620	$25.91	$53,909
Arts, Design, Entertainment, Sports, and Media	5,550	10,810	16,360	$26.81	$55,770
Healthcare Practitioners and Technical	15,750	14,920	30,670	$37.47	$77,945
Healthcare Support	9,540	5,800	15,340	$13.98	$29,066
Protective Service	3,890	9,180	13,070	$22.63	$47,055
Food Preparation and Serving Related	32,360	44,900	77,260	$9.35	$19,451
Building and Grounds Cleaning/Maintenance	9,140	10,090	19,230	$11.70	$24,350
Personal Care and Service	20,280	14,440	34,720	$10.96	$22,808
Sales and Related	30,210	48,280	78,490	$13.54	$28,164
Office and Administrative Support	33,040	53,470	86,510	$17.27	$35,914
Farming, Fishing, and Forestry	540	9,440	9,980	$9.04	$18,816
Construction and Extraction	11,410	12,680	24,090	$24.28	$50,489
Installation, Maintenance, and Repair	7,580	11,240	18,820	$22.07	$45,887
Production	6,250	16,150	22,400	$14.12	$29,378
Transportation and Material Moving	16,110	24,030	40,140	$14.20	$29,524

Source: California Employment Development Department

For some occupations in computer and health care related fields, the number of new jobs meets or exceeds the number of replacement jobs. But the important takeaway for workforce policy is that for most occupations, the majority of job openings come from replacing workers who leave their jobs. This is especially true for jobs in administrative support, production, installation and repair, and transportation and materials moving.

Skills gap analysis. Despite the number of low-skill jobs represented in the industry and occupation projection tables above, roughly half (49.0 percent) of the jobs in California's labor market prior to the Great Recession were middle-skill jobs – that is, jobs that require some postsecondary education but not a college degree. There is some evidence that middle-skill jobs suffered disproportionately during the downturn; nonetheless, they will remain a significant share of the labor force and provide opportunities for family-supporting employment for large numbers of California workers. These middle-skill occupations include high-demand occupations, such as registered nurses, general and operations managers, construction managers, licensed practical and licensed vocational nurses, firefighters, and computer support specialists. Other high-wage, high-demand middle-skill occupations include dental hygienists, radiology technicians, respiratory therapists, aircraft mechanics, civil engineering technicians, claims adjusters, and paralegals. In California's infrastructure sector, about 42.0 percent of jobs from 2006-2016 were expected to be at the middle-skill level with an average wage nearly 15.0 percent higher than the state's median wage.[10]

If current trends persist, by 2025 California will face a shortage of college-educated labor; only 35.0 percent of working-age adults are projected to have at least a bachelor's degree, while 41.0 percent of jobs will require that level of education or higher.[11] Skills shortages may be particularly acute in the important science, technology, engineering, and math (STEM) fields. One study projects that over 44.0 percent of all STEM jobs will be in occupations with expected shortages.[12] While there may be a looming shortage of college educated STEM workers, many of the replacement needs discussed above are for middle-skill occupations where the typical skill needs require some postsecondary education with industry-valued credentials and contextual learning.

Employer demand for middle-skill workers. An analysis of online job ads show employers advertising for many of the high-demand, middle-skills occupations mentioned above. Online job postings are an indicator of current demand for employees in specific occupations. When assessing training investments, there is value in considering current demand as well as short- and long-term forecasts. Online job postings were extracted from The Conference Board Help Wanted OnLine™ (HWOL) data series, which compiles, analyzes, and categorizes job listings from many online job boards. The number of job listings posted in this dynamic data system

[10] The Workforce Alliance. *California's Forgotten Middle-Skill Jobs.* 2009. http://www.nationalskillscoalition.org/assets/reports-/skills2compete_forgottenjobs_ca_2009-10.pdf.
[11] Public Policy Institute of California. *Planning for a Better Future: California Workforce.* 2012. http://www.ppic.org/content/pubs/report/R_212HJ2R.pdf.
[12] Offstein, Jeffrey and Nancy Shulock, *Technical Difficulties: Meeting California's Workforce Needs in Science, Technology, Engineering, and Math (STEM) Fields.* Sacramento State Institute for Higher Education Leadership & Policy, 2009. http://www.csus.edu/ihelp/PDFs/R_STEM_06-09.pdf.

change on a daily basis; however, a large share of the job ads are consistently related to high-demand, middle-skills occupations found within the projected growth industries. These data serve as one indicator of employer demand, with the understanding that many job openings are not advertised or are circulated off-line to a limited audience.

Certain broad skills are commonly required. Despite the range of occupations and training levels listed in Appendix C – Attachment 2, certain broad skills are commonly required. Many Californians who have not completed high school or received a general education diploma (GED) may lack some of the basic skills. Adult education programs as well as basic skills training through California's community colleges help build employable skills so individuals will have the foundation to continue with sector-based community college or career-technical education (CTE) training programs to earn industry-valued credentials and enter career pathways.

As defined by the Occupational Information Network (O*NET), the top shared in-demand skills that are commonly required in these job listings are listed below:

- ***Reading comprehension***
- ***Critical thinking***
- ***Speaking***
- ***Active listening***
- ***Monitoring***

Skilled trades unemployment and skills gaps. Even though California's economy has made considerable progress since the Great Recession, there is still a relatively large pool of unemployed workers in the skilled trades. The 2010 American Community Survey (ACS) was used to identify occupations in industries experiencing high unemployment rates. The occupations experiencing the highest level of unemployed individuals were then analyzed for skill requirements. Based on this analysis, there are a disproportionate number of skilled trades workers who were affected, and continue to be affected, by the Great Recession. Occupations include carpenters; construction laborers; electricians; sales route drivers; hand packers; material movers (hand); assemblers; and inspectors, testers, and sorters.

Many of these dislocated workers have the foundational skills required for the high-demand, middle-skill occupations identified above and listed in Appendix C – Attachment 2. Many could benefit from WIA-funded sector-based training and education, such as the "Earn and Learn"

model of context-based training[13] (typically referred to as the apprenticeship model), that helps workers align transferable skills to business needs in growing industry sectors.

Strategic industry sectors with middle-skill occupational demand. California's future economy will be built on investment in training and education to prepare a globally competitive, highly-skilled workforce. In an effort to serve WIA target populations facing barriers to employment, address near-term and long-term employer skills needs, and work through demographic, technological, and legislative change, the State Board will focus on workforce and economic development in three statewide industry sectors: health care and social assistance, advanced manufacturing, and clean energy.

Many occupations concentrated within these three industry sectors are expected to grow and will have replacement needs as workers retire; these occupations will require workers to have some postsecondary education, industry-valued credentials, and on-the-job contextual training.

The statewide industry sectors of focus may be emergent or already established at the regional level. To identify and prioritize industry sectors and middle-skill occupations that are growing or have replacement needs, Local Boards should utilize actionable labor market data; partner with employers and other regional partners to identify near-future and long-term skills needs and develop skills gap analyses to address those training needs; and ensure WIA program participants enter career pathways that lead to employment with a self-sufficiency wage.

The following strategic statewide industry sectors will vary by geographic region because of the mix of local businesses; the nature and talents of the local workforce; the training needs of WIA target populations; and level of interaction between workforce and economic development networks, sector partnerships, and the state.

Health care and social assistance. Health care is the ultimate "population-serving" industry, reflecting the demands of a growing and aging population. Trained professionals with varying levels of education provide the services within this industry. A recent report from the State Board's Health Workforce Development Council (HWDC) stated, "There is an urgent and important need for California to expand its health workforce capacity to achieve the goals of health care reform (Affordable Care Act) and meet the health needs of its growing, increasingly

[13] Corporate Voices for Working Families. *A Talent Development Solution: Exploring Business Drivers and Returns In Learn and Earn Partnerships.* September 2012. http://corporatevoices.org/system/files/LearnEarn_Report2_web.pdf.

diverse and aging population."[14] There are not enough highly-skilled workers to meet the near-term future and, subsequently, long-term demand.

Middle-skill occupations in the health care and social assistance industry sector will provide high wages and career pathway mobility for WIA program participants. Some occupations with expected demand that may experience long-term shortages are: clinical laboratory scientists, dental hygienists, licensed vocational nurses, primary care physicians, physician assistants, imaging technologists, public health and social workers, and radiologic technicians. [15] A sample of middle-skill occupations experiencing growth and expected replacement needs are listed in Table 4.

Table 4

Middle-Skill Occupations in Health Care and Social Assistance							
Occupational Title	**Average Annual Employment**		**Net Change**		**Total Job Openings**	**Median Annual Earnings**	**Entry-level Education & Training**
	2010	**2020**	**Number**	**Percent**			
Dental Hygienists	19,900	23,300	3,400	17.1	7,500	$96,317	Associate's degree
Licensed Practical and Licensed Vocational Nurses	64,500	79,000	14,500	22.5	31,700	$51,760	Postsecondary non-degree award
Medical and Clinical Laboratory Technicians	16,900	19,400	2,500	14.8	5,800	$40,799	Associate's degree
Radiologic Technologists and Technicians	17,200	21,300	4,100	23.8	6,800	$69,409	Associate's degree
Respiratory Therapists	14,200	17,900	3,700	26.1	6,300	$70,318	Associate's degree

Source: California Employment Development Department

Advanced manufacturing. Manufacturing as a sector has been on the decline for decades, but high-technology manufacturing, as noted above, is expected to emerge as an industry that will provide high-wage jobs in California. However, high-technology manufacturing is only one sub-industry of what is termed "advanced manufacturing" because it is most emblematic of the type of innovation, flexibility, and specialization found in manufacturing processes and distribution logistics.

[14] Office of Statewide Health Planning and Development/California Workforce Investment Board Health Workforce Development Council. *Career Pathway Sub-Committee Final Report September 2011.* December 7, 2011. http://www.StateBoard.ca.gov/res/docs/special_committees/hwdc/other_events/Careerpercent20Pathwaypercent20SubCmtepercent20ReportFinal120711.pdf.

[15] EDD *California Labor Market and Economic Analysis 2012.* May 2, 2012.

The Brookings Institute reported that regional supply chains structured around specialized industry clusters within densely populated metropolitan areas, with a highly skilled workforce, create conditions for high-technology manufacturing job growth.[16] The report recommends local and state governments implement policies that are fashioned around greater investment in the workforce system to produce highly skilled workers. By investing in the type of policies the report recommends, California can position itself for greater growth in the high-technology subsector.

California is already positioned to address innovation in the advanced manufacturing industry sector. Emergent networks and partnerships are helping to drive advanced manufacturing. The Bay Area Manufacturing Renaissance Council (BAMRC) is leveraging resources and working closely with area businesses to help prepare the foundation for sustained growth in high and moderate technology manufacturing.[17]

Advanced manufacturing wages in California are some of the highest in the nation. The average annual wages of six of California's metropolitan statistical areas (MSAs) are in the top tier nationally.[18] The six MSAs are: Bay Area (Oakland/San Francisco), San Jose, Los Angeles, Oxnard, San Diego, and Sacramento.

Higher wages are a result of increased demand for highly skilled workers. A recent LMID report[19] analyzes online job postings and details regional composition and employer demand for highly skilled workers within the manufacturing sector. Approximately one in four of the job listings posted in California during the sample period were occupations common to manufacturing. Engineering and production occupations are faring the best for full-time job openings. While production jobs continue to be concentrated in the southern regions of the state, there is strong demand for engineering jobs in the Bay Area. Job listings for industrial production managers and first-line supervisors of production workers are currently requiring more experience and higher levels of postsecondary education than what is typically required at the national level.

Middle-skill occupations in the advanced manufacturing industry sector will provide high wages and career pathway mobility for WIA program participants, as discussed in the State Plan's

[16] The Brookings Institute. *Locating American Manufacturing: Trends in the Geography of Production.* May 2012. http://www.brookings.edu/research/reports/2012/05/09-locating-american-manufacturing-wial.

[17] BAMRC works to: (1) develop both secondary and post-secondary educational pathways in the East Bay region to meet the demand for a skilled manufacturing workforce; and, (2) develop the knowledge and capacity to improve manufacturing in other California regions and nationally. http://bamrc.wordpress.com/about.

[18] The Brookings Institute. *Locating American Manufacturing: Trends in the Geography of Production.* May 2012.

[19] California Employment Development Department's Labor Market Information Division. *California Manufacturing Jobs in Demand.* July 2012. http://www.calmis.ca.gov/specialreports/CaliforniaManufacturingReport.pdf.

introductory chapter. Some of the middle-skill occupations experiencing growth and have expected replacement needs are listed in Table 5.

Table 5

Middle-Skill Occupations in Advanced Manufacturing							
Occupational Title	**Average Annual Employment**		**Net Change**		**Total Job Openings**	**Median Annual Earnings**	**Entry-level Education & Training**
	2010	**2020**	**Number**	**Percent**			
Electrical and Electronics Engineering Technicians	20,400	22,100	1,700	8.3	5,700	$61,504	Associate's degree
Machinists	30,500	34,500	4,000	13.1	9,500	$40,242	Long-term on-the-job training
Welders, Cutters, Solderers, and Brazers	21,700	24,100	2,400	11.1	8,200	$37,621	Moderate-term on-the-job training with less than 1 year related experience
Production, Planning, and Expediting Clerks	38,600	42,300	3,700	9.6	13,900	$48,503	Moderate-term on-the-job training
Wholesale and Manufacturing Sales Representatives	129,400	158,200	28,800	22.3	59,200	$57,267	Moderate-term on-the-job training

Source: California Employment Development Department

Clean energy. California's ambitious carbon reduction goals and energy policies are expected to result in new and substantially changed occupations in energy efficiency, renewable energy, and clean transportation (alternative fuel vehicles and transit). According to the UC Berkeley Labor Center, two-thirds of the expected jobs that are directly related to energy efficiency work are in the traditional construction trades, and one-sixth are in professional jobs such as architects and engineers, with a much smaller number in new specialized "green jobs." [20] To support the growth of innovative and competitive energy, transportation, and building and construction industries, California must "green" existing training programs for traditional occupations by incorporating new skills and knowledge into curricula.

"Green" skills are increasingly needed to gain employment in many middle-skill occupations. WIA program participants will need training opportunities to acquire these skills to enter career

[20] Bureau of Labor Statistics has developed this definition of green jobs for use in data collection in two planned surveys.
Green jobs are either:

1) Jobs in businesses that produce goods or provide services that benefit the environment or conserve natural resources.
2) Jobs in which workers' duties involve making their establishment's production processes more environmentally friendly or use fewer natural resources.

pathways toward a high-wage, middle-skill occupation. Some middle-skill occupations within this industry sector that provide high wages, are expected to grow and have expected replacement needs are listed in Table 6.

Table 6

Middle-Skill Occupations in Clean Energy							
Occupational Title	**Average Annual Employment**		**Net Change**		**Total Job Openings**	**Median Annual Earnings**	**Entry-level Education & Training**
	2010	**2020**	**Number**	**Percent**			
Automotive Service Technicians and Mechanics	67,000	80,400	13,400	20.0	30,700	$40,392	Long-term on-the-job training
Carpenters	94,600	110,400	15,800	16.7	35,900	$54,685	Apprenticeship
Construction and Building Inspectors	9,700	11,500	1,800	18.6	4,700	$72,234	Moderate-term on-the-job training with more than 5 years of related experience
Electricians	47,200	54,600	7,400	15.7	20,100	$60,216	Apprenticeship
Heating and Air Conditioning Mechanics and Installers	20,700	26,300	5,600	27.1	9,200	$51,356	Postsecondary non-degree award with long-term on-the-job training

Source: California Employment Development Department

Regional economies and workforce diversity. It is not mandatory for Local Boards to focus solely on the statewide industry sectors identified by the State Board. The State Board recognizes the diversity of WIA program participants and local economies within California's economic regions and will help guide, leverage resources, and support the work of regional workforce and economic development networks and industry sector partnerships established at the local level.

California's Workforce

Largest workforce in the nation. As the most populous state in the nation, California has the nation's largest labor force and working-age population. In 2011, the working-age population (civilian, non-institutional, persons age 16 years and over) was 28.6 million, of which 18.4 million were in the labor force – 16.2 million employed and 2.2 million unemployed.

Ethnically and racially diverse. California also enjoys one of the nation's most diverse labor forces. Over one-third (35.9 percent) of our labor force is Hispanic and 13.0 percent is Asian; 5.8 percent of the labor force is African-American.

In 2010, more than one-quarter of Californians aged five years and older lived in a household where Spanish was the predominant language spoken at home, compared to 12.5 percent of households nationally. Almost half of these reported that they spoke English less than "very well" (See Table 7 below).

Table 7

English Proficiency by Language Spoken at Home		
Language Spoken	**Percent of Population (%)**	**Speak English less than "very well" (%)**
English	57.0	--
Spanish	28.5	47.6
Indo-European languages	4.3	32.6
Asian and Pacific Island languages	9.4	49.3

Source: U.S. Census Bureau, American Community Survey (ACS) 2010

That same year, 17.8 percent of California residents had been born in another state and 27.2 percent had been born abroad.[21]

Table 8

Demographics of California Labor Force Working-age Population, 2011 (Age 16 and Over, Annual Average)				
Demographic	**Population aged 16 and over**	**Population Share (%)**	**Labor Force**	**Labor Force Share (%)**
Ethnicity				
Non-Hispanic	18,733,000	65.5	11,636,000	64.1
Hispanic	9,871,000	34.5	6,511,000	35.9
Total	28,604,000	100	18,147,000	100
Race				
White	22,014,000	77.0	14,038,000	77.4
Asian	3,717,000	13.0	2,369,000	13.0
Black	1,811,000	6.3	1,061,000	5.8
All Others	1,063,000	3.7	636,000	3.5
Total	28,604,000	100	18,147,000	100
Age				
16-19	2,138,000	7.5	564,000	3.1

[21] U.S. Census Bureau, American Community Survey (ACS) 2010

20-24	2,791,000	9.8	1,909,000	10.5
25-34	5,284,000	18.5	4,205,000	23.2
35-44	4,919,000	17.2	3,956,000	21.8
45-54	5,109,000	17.9	4,093,000	22.6
55-64	4,053,000	14.2	2,663,000	14.7
65 and older	4,311,000	15.1	755,000	4.2
Total	28,604,000	100	18,147,000	100

Source: U.S. Bureau of Labor Statistics (BLS), Current Population Survey (CPS)

Younger than average labor force but fewer young people in the labor market. On average, California's workers are slightly younger than that of the nation. 58.6 percent of California's labor force was less than 45 years old in 2011, compared to 56.8 percent of the nation's labor force. At the same time, the labor force participation rates of young Californian's have declined. Since 2000, labor force participation by those ages 16-19 declined by 19.3 percentage points and participation by those ages 20-24 declined by 7.8 percentage points, while the overall participation rates declined by only 3.7 percent (See Table 8 above).

A baby boomer population reaching retirement age. Despite its relative youthfulness, almost one-fifth (18.9 percent) of California's labor force is 55 years of age or older. In contrast to young workers, the labor force participation rates of older workers increased since 2000, by 5.2 percentage points for those ages 55-64 and 5.0 percentage points for those 65 and older.[22]

Rapidly growing labor force. Rapid growth of the labor force is a major reason California's unemployment rate exceeds that of the nation, even in good times. California's population increase varies dramatically by region. For example, the working-age population is projected to grow more than 25 percent between 2010 and 2025 in much of inland California compared to 13.0 percent in the state as a whole.[23]

The role of in-migration. Between 2001 and 2010, more people left California for other states than moved into California, and the number of people moving to California from other countries remained relatively stable. During this same period, the natural net increase in population (births over deaths) was about 300,000 a year. The largest losses to domestic migration were in the coastal, highly urban counties where high housing costs are pushing workers to live elsewhere.

California's regional variation. Given its size and diversity, California is not one economy but many.[24] For example, in 2010, the health care and social assistance sector ranged from 15.5

[22] California Employment Development Department. *Labor Market and Economic Analysis 2012.*

[23] Bohn, Sarah. *California Economy: Planning for a Better Future* (Public Policy Institute of California, 2012).

[24] Please note: The grouping of industry sectors and year of the data used in this section on regions differs from the statewide data and therefore should not be compared.

percent of all employment in Butte County to 7.0 percent in Monterey County. Manufacturing as a share of employment throughout the state by county ranged from 14.1 percent to 1.5 percent; construction ranged from 10.3 percent to 2.7; professional and technical services ranged from 15.8 to 2.5.[25]

Comparing three of California's MSAs highlights the differences even more clearly. In the San Francisco-Oakland-Fremont MSA, in 2010 the top five industries in terms of total employment were professional and technical services (12.9 percent), health care and social assistance (9.6 percent), retail trade (8.7 percent), accomodation and food services (7.3 percent), and local government (7.1 percent). In the Los Angeles-Long Beach-Santa Ana MSA, most workers were employed in health care and social assistance (9.5 percent), retail trade (9.2 percent), professional and technical services (8.5 percent), manufacturing (7.8 percent) and local government (7.8 percent). Predictably, in the more rural Fresno MSA, forestry, fishing and related activities (7.0 percent) were much more central than in the urban areas.

These significant differences in the economic structure of the regions translate into real variation in regional economic health. 2006-2010 ACS county-level data show household income inequality in California varies by region. The state's largest metropolitan areas, like most other heavily populated areas in the nation, have higher levels of income inequality than rural areas.[26]

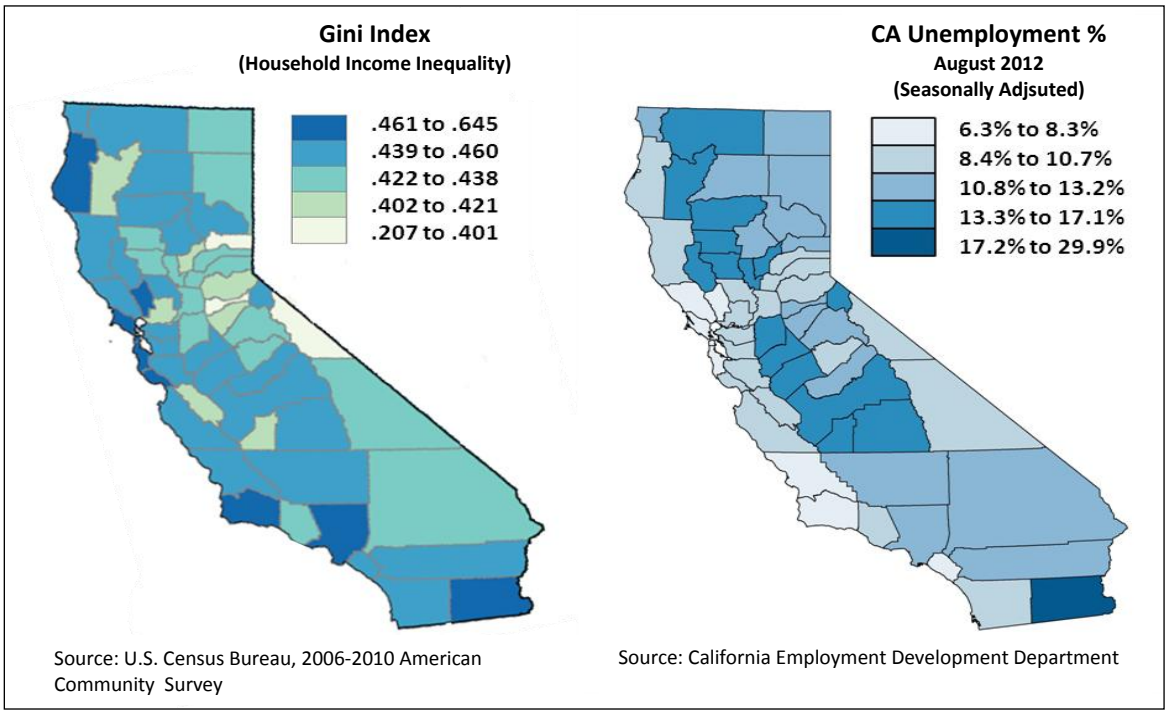
Measures that simply show income inequality however, may be misleading. Some areas with moderate levels of income equality have disproportionately high levels of unemployment (See Figure 9). For example, the August 2012 unemployment rate in Fresno was 14.0 percent and 14.5 percent in Modesto, two metropolitan areas that are located in counties with moderate levels of income inequality, compared to 7.0 percent unemployment in the greater Bay Area, an area with a higher level of income inequality.[27] Income inequality is pervasive throughout the state, acutely affecting each region differently, and in some areas, the effects are devastating.

[25] In some cases, the lowest end of the range may be lower than presented here since data was suppressed or not show to avoid disclosure of confidential information. California Regional Economic Analysis Project, *Industry Structure and Performance: Employment Across Counties and Regions of a Selected Industry. D*ownloaded October 8, 2012.

[26] Bee, Adam. *Household Income Inequality Within U.S. Counties: 2006–2010*. ACS Survey Briefs February 2012. http://www.census.gov/prod/2012pubs/acsbr10-18.pdf.

[27] U.S. Bureau of Labor Statistics, *Economy at a Glance, July 2012,* (www.bls.gov/eag/eag.ca.htm).

Figure 9
California County-by-County Household Income Inequality[28] and Unemployment Rates



Source: U.S. Census Bureau, 2006-2010 American Community Survey

Source: California Employment Development Department

Disparities in income. Like much of the nation, California is experiencing a widening gap in the incomes of its residents. California has the seventh-widest gap between the rich and poor among all the states. Wage gaps have widened less in the U.S. overall, largely because low-wage workers fared better nationally than in California. Between 1979 and 2010, the inflation-adjusted hourly earnings of low-wage U.S. workers rose by 2.3 percent, while earnings of low-waged California workers declined by 9.0 percent. Reasons for the growing wage gap include a declining demand for lower-skilled workers, implementation of new technologies, and increased international trade.[29]

To bolster the middle class and provide career opportunities for disadvantaged Californians, as well as promote sustainable economic growth for businesses, California needs to tackle the growing problem of income inequality. There continues to be a wealth of research that examines the linkages between income inequality and poor economic growth. Some authors have even suggested that income inequality was a root cause of the last recession.[30] If income inequality persists, Californians may see opportunities for high-wage jobs diminished by

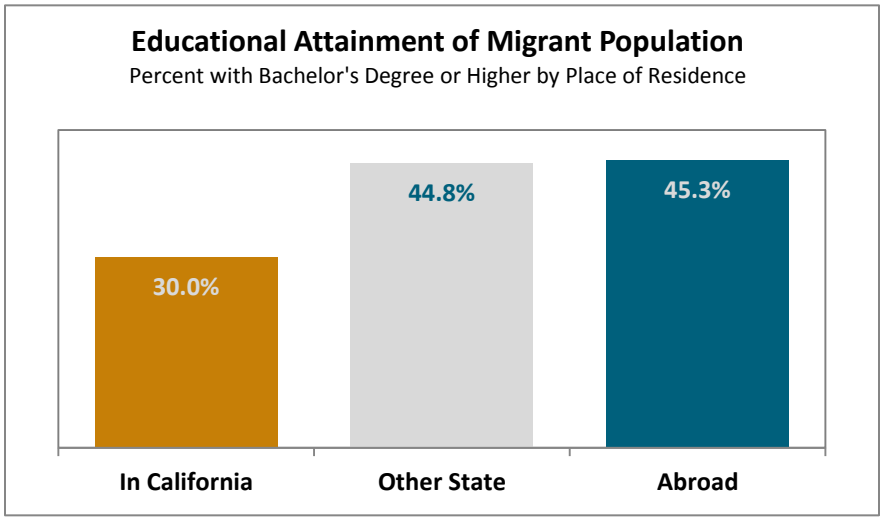
[28] Gini index: summary measure of income inequality. The Gini index varies between zero and one. A value of one indicates perfect inequality where only one household has any income. A value of zero indicates perfect equality, where all households have equal income.
[29] California Budget Project. *A Generation of Widening Inequality*. November 2011.
[30] Rajan, Raghuram. "How Inequality Fueled the Crisis." Project Syndicate. July 9, 2010. http://www.project-syndicate.org/commentary/how-inequality-fueled-the-crisis.

sluggish economic growth. Among economists there is a consensus: investments in education and training have the ability to lower income inequality by creating a globally competitive workforce that helps generate long-term economic growth.[31]

Disparities in educational attainment. The share of California workers with a bachelor's degree or higher is slightly above the national average (32.8 percent compared to 32.0 percent) but significantly lower than the leading states; and, at the same time, a much higher share of the state's labor force had not received a high school diploma or GED in 2011 than in the nation as a whole (14.8 percent compared to 10.3 percent). In addition, younger workers have lower educational levels than baby boomers, largely because they come from communities and population groups traditionally underserved by postsecondary education.

Despite popular perception, new migrants to the state are better educated than those who already call California home. This is particularly true of those who migrate here from abroad. In 2010, on average 45.3 percent of incoming foreign immigrants to California had a bachelor's degree or higher compared to 30 percent of Californians (See Figure 10).

Figure 10



Source: U.S. Census Bureau, American Community Survey 2010

The value of a postsecondary education has increased considerably over the past three decades. Workers with more education enjoyed high incomes and lower rates of unemployment. Between 1979 and 2010, the inflation-adjusted hourly wage of the typical California worker with at least a four-year degree increased by 19.9 percent. In contrast, the

[31] Berg, Andrew G. and Jonathan D. Ostry. Inequality and Unsustainable Growth: Two Sides of the Same Coin? International Monetary Fund. April 8, 2011. http://www.imf.org/external/pubs/ft/sdn/2011/sdn1108.pdf.

hourly earnings of the typical worker with only a high school diploma declined by 11.4 percent, and the wages of a worker without a high school diploma dropped by 26.5 percent.[32] Similarly, in 2011, the unemployment rate for workers without a high school diploma was 15.5 percent compared to 12.5 percent for those who had graduated high school and 5.8 percent for those with a bachelor's degree or higher.

The real danger of a decline in the number of workers with college educations also is a concern for the competitiveness of California business, which will increasingly rely on young people from the underserved Latino and African-American communities to power their enterprises. Disconnected youth from all ethnic and racial categories disproportionately lack basic skills required for employment. However, it is more detrimental for some groups. For instance, "one in ten Latino and one in six African-American males between 16 and 25 years of age were 'disconnected' (incarcerated, out of work or out of school)."[33] Making sure disconnected youth are successfully served with WIA program resources lowers the level of remediation and helps put disconnected youth on an early career pathway.

All young Californians, not just disconnected youth, face many barriers to postsecondary education, such as dwindling public resources and rising student debt. Despite this, California's youth are choosing to stay in school longer.[34] It is difficult to determine whether the causes for this trend are correlated to a lack of jobs or to a greater need for employable skills. Regardless, the benefit of at least one-year of postsecondary education increases employment outcomes and provides lifelong opportunities for self-sufficiency wage jobs.[35] In a global economy that requires occupations that emphasize STEM skills, California's youth must seek opportunities for continuous education and training throughout their lifetime to stay competitive.

Large numbers of Californians without the basic skills needed to enter quality education and training. Despite the clear advantages of postsecondary education, some Californians lack the basic English and math skills to enter high-quality education and training programs. Nearly one-third of California's ninth graders drop out before they graduate high school; more than 4.6 million Californians age 25 or older (19.8 percent) lack a high school diploma; and nearly one

[32] California Budget Project. *A Generation of Widening Inequality*. November 2011. http://www.cbp.org/pdfs/2011/111101_A_Generation_of_Widening_Inequality.pdf.

[33] California State Assembly Select Committee on Boys and Men of Color. *Final Staff Report and Draft Action Plan.* August 2012. http://www.policylink.org/atf/cf/%7b97c6d565-bb43-406d-a6d5-eca3bbf35af0%7d/FINAL%20STAFF%20REPORT%20&%20DRAFT%20ACTION%20PLAN.PDF.

[34] California Employment Development Department, Labor Market Information Division. "Economic Update: Could it Be?" Prepared for the LMID Advisory Group Meeting April 26, 2012. http://www.calmis.ca.gov/file/Advisory-Group/Handouts/Jan-12/EconomicUpdate.pdf; see Bohn2012.

[35] Washington State Board for Community and Technical Colleges. "Building Pathways to Success for Low-Skill Adult Students: Lessons for Community College Policy and Practice from a Longitudinal Student Tracking Study (The "Tipping Point" Research)." April 2005. http://www.sbctc.ctc.edu/docs/data/research_reports/resh_06-2_tipping_point.pdf.

out of every four California adults age 16 or older cannot read an English-language newspaper. California ranks 48th out of 50 states in the share of adults ages 18 to 64 without a high school diploma or GED. Estimates place the share of students entering the California Community College system who lack college-level math or literacy skills at more than 80.0 percent.[36]

Shared prosperity. Putting all WIA-eligible Californians, particularly those who are low income and basic skills deficient, as well as disconnected youth, on a career pathway toward skill development through education and training will not only enable better economic opportunities for program participants, but provide a highly skilled and educated workforce to drive California's economic development in years to come.

Summary and Implications

As this brief overview suggests, California has outsized advantages. The state's workforce is large, diverse, and relatively young. Size and diversity are also critical strengths of California's economy and help fuel the state's well-deserved reputation for innovation. But the challenges we face are also significant. Our population is eager to work but many lack the skills employers need, particularly in key economic sectors. This includes both young people just entering the workforce as well as workers whose skills have been made obsolete by technological or other changes in the economy of a region. The growing economic volatility also means that workers need support transitioning to new occupations and new sectors in response to economic transformation.

California's workforce development system must be re-tooled to conform to the demands of this new environment. Workforce and economic institutions and programs must align their efforts into regional networks that are both responsive to the economic imperatives of leading industries and effective in addressing the barriers of the still very large number of our residents who do not have the skills these industries need to succeed. These regional networks also must be as innovative as our industries, implementing and bringing to scale some of the exciting practices already underway in California. These include:

- *Supporting the growth of key industries*. The BAMRC is an important model. This network of Bay Area stakeholders is leveraging resources and working closely with area businesses to help prepare the foundation for sustained growth in high and moderate technology manufacturing.

[36] California Budget Project. *Gateway to a Better Future: Creating a Basic Skills System for California.* May 2011. http://www.cbp.org/pdfs/2011/110506_Basic_Skills_Gateway.pdf.

- *Addressing critical skill shortages.* The State Board's HWDC provides an approach to identifying and addressing skill shortages in key occupations that will be replicated in its other industry specific councils. A core component of the HWDC's work was the development of career pathways for ten priority health professions. Career pathway development is critical to addressing impending workforce supply challenges. The HWDC includes key public and private stakeholders representing multiple health professions, health employers, government agencies, K-12, higher education and advocates. The HWDC is a model for the State Board's other sector-based committees: the Green Collar Jobs Council and the Advanced Manufacturing Committee.

- *Preventing layoffs by enhancing workers' skills.* Partnerships among CSU, local school districts, and Local Boards aimed at layoff aversion for California teachers are redirecting some educators toward STEM teaching where there is growing demand. Additionally, investments in incumbent worker training through the Employment Training Panel and Local Boards are helping firms adapt to new technologies and changing market demands.

- *Facilitating the transition to new careers.* Sector partnerships like Pacific Gas and Electric's "Power Pathway" initiative allows Local Boards and community colleges to target training investments to address skills gaps in demand occupations and retrain dislocated workers and returning veterans for new careers.

- *Building career pathways for everyone.* In many regions of the state, high schools, community colleges, adult schools, and Local Boards are coming together with business, labor, and community organizations to develop interconnected sector-focused education and training programs, ideally from high school into postsecondary institutions that allow individuals to move up the education and career ladder over time.

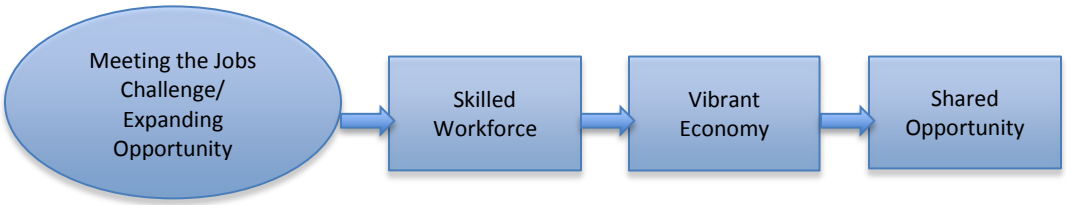
- *Implementing contextual learning and "Earn and Learn" models.* High schools and community colleges are making student learning more relevant to regional industries and improving student success by teaching basic English, math, and other skills in the real-life context of an industry or occupation. Credentialed "Earn and Learn" models, such as apprenticeships, take this one step farther, allowing workers to learn much of their new skills on the job. California is a leader in apprenticeship programs. In 2010, 60,060 apprentices were registered in over 580 programs. Of the participants, 67.3 percent of California's apprentices are minorities and 6.6 percent are women. [37]

[37] State of California Department of Industrial Relations Division of Apprenticeship Standards. *2010 Legislative Report: Apprenticeship Puts Things Into Perspective*. 2011. http://www.dir.ca.gov/DAS/reports/2010LegReport.pdf.

- *Developing bridges into education and training.* Through "bridge programs" into community college career pathways, pre-apprenticeship, and other similar programs, unions, colleges, Local Boards, and community-based organizations are providing opportunity for Californians – particularly those from under-represented communities – who lack the basic English and math skills to access high quality education and training.

III. Governor's Vision

Shared Strategy for Shared Prosperity



The Challenge

California workers face multiple serious challenges over the next decade, including an increasingly globalizing and rapidly changing economy accompanied by unprecedented volatility and labor market churn. Workers who lose their jobs lose ground, often permanently.

At the same time, the pressure on workers to gain higher levels of skill continues to grow. To quote the White House's Education Blueprint:

> *Earning a post-secondary degree or credential is no longer just a pathway to opportunity for a talented few; rather, it is a prerequisite for the growing jobs of the new economy. Over this decade, employment in jobs requiring education beyond a high school diploma will grow more rapidly than employment in jobs that do not; of the 30 fastest growing occupations, more than half require postsecondary education.*[1]

In California, as in the rest of the nation, many of these are "middle skill" jobs. They require less than a bachelor's degree but some postsecondary training through a community college, adult school, career technical education program, state-approved apprenticeship, or other training provider. Nonetheless, without a change in direction, California faces a looming skills gap fueled by dramatic demographic shifts. By 2020, approximately 60 percent of the state's prime age workforce will be from populations with historically low levels of educational attainment.

[1] President Barack Obama's January 24, 2012 *Education Blueprint: An Economy Built to Last,* Page 3 http://www.whitehouse.gov/sites/default/files/cantwait/final_-_education_blueprint_-_an_economy_built_to_last.pdf

Therefore, California workers will need more education and training. But skills attainment also must be an ongoing process over the course of a lifetime that permits individuals to re-tool their skills in response to changing workforce needs. Therefore, the overarching goal of California's Strategic Workforce Development Plan is the reorientation and realignment of California's workforce programs and institutions to support a dynamic and globally successful state economy that offers all residents – including the most vulnerable – an opportunity for a higher quality of life.

Our vision calls for a state strategy based on ongoing skills attainment focused on regional growth industry sectors and clusters. By braiding[2] education, training, and employment services together to support these sectors, we can both effectively address employers' needs for a high quality, appropriately skilled workforce and support workers' needs for well-paid, steady work. This strategy draws on lessons from the traditional apprenticeship model -- providing workers maximum employment outcomes through mobility among multiple employers within an industry sector or cluster.

Pieces of this approach are being implemented by communities and regions throughout California, but real barriers stand in their way. These include:

- *California's workforce system is not aligned to key regional industry sectors and employers committed to providing jobs*. As a result, limited resources are not well targeted.

- *California's workforce institutions and programs are siloed.* Poor articulation, fiscal restrictions, and conflicting policies make it difficult to scale effective practices across workforce programs. Data collection is also particularly fractured in California, making it almost impossible to measure the results from workforce investments meaningfully.

- *Too few job-seekers – including displaced workers and veterans – are provided access to high quality career technical education (CTE) programs.* Competing demands for scarce resources threaten to exacerbate this problem.

- *Career Technical Education (CTE) programs are not linked into coherent career pathways, and too few have implemented evidence-based practices.* Research suggests that California's CTE programs do not place enough priority on sequencing lower-to-higher credentials within a field, impeding student progress to high levels of education.

[2] Braiding is defined as the leveraging of multiple funding streams for the support of both a single individual's and group of individuals employment goals.

Too few integrate practices that improve student success such as contextualized remediation, cohort-based instruction, and accelerated learning.

- *Basic skills deficiencies are a critical barrier to most individuals accessing high quality CTE, yet California's system of basic skills education is failing most students*. One of every four working age adults in California possesses very low basic skills, and few overcome that gap, blocking them from most good paying jobs. The adult education and non-credit programs of the California Community Colleges (CCCs) transition very few students into postsecondary education and training; just one in five basic skills students in the CCCs achieve a certificate, degree, or transfer, and it takes on average one-to-two years longer to obtain credentials as compared to their peers.

- *Workforce and education programs, community-based organizations, and others fail to coordinate effectively to provide individuals in training the range of supportive services they need to succeed.*

California's Strategic Workforce Development Plan

California's Strategic Workforce Development Plan builds on emerging efforts by Local Boards, community colleges, adult education providers, community-based and economic development organizations, unions, and employers to address these and other critical challenges. The Plan begins with the articulation of broadly shared goals.

Goals

State and regional stakeholders identified goals in four key areas to guide the activities of the workforce system over the next five years:

- ***Business and Industry****:* Meet the workforce needs of high demand sectors of the state and regional economies.

- ***Adults:*** Increase the number of Californians who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed (both short and long-term), underemployed, low-skilled, low-income, veterans, individuals with disabilities, and other at-risk populations.

- ***Youth:*** 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.

- ***System Alignment and Accountability:*** Support system alignment, service integration, and continuous improvement using data to support evidence-based policymaking.

Strategy

To support these goals, the State Working Group and regional stakeholders agreed on an overarching strategy designed to address regional economic needs and promote skill development. The State Working Group also committed to a set of specific short-term (begin addressing within 18 months or less) and longer-term actions (See Chapter IV).

Regional Sector Strategy

California's regional sector strategy builds on regional workforce and economic development networks and industry-specific sector partnerships, often with career pathway programs at their center, that have begun to develop over the past decade in regions throughout the state. The Los Angeles Workforce Systems Collaborative (LAWSC) is a good example of a regional network. LAWSC is a coalition of business associations, labor, community organizations, economic development, community colleges, Local Boards, and philanthropy focused on directing resources toward the region's growth industries. Examples of industry sector partnerships include some formed around manufacturing and goods movement in the East Bay and Los Angeles regions; healthcare and biotechnology in San Diego and the Bay Area; high technology in Silicon Valley; food production in the Central Valley; and entertainment and hospitality in Los Angeles.

Regional workforce and economic development networks

Existing regional networks were formed for different purposes with a variety of organizations in leadership. California's Strategic Workforce Development Plan envisions continued diversity but encourages regions to bring together all major stakeholders, guided and sustained by a "backbone" organization that has the trust of all partners. One key purpose of the regional networks is to develop and support industry-specific partnerships and career pathways. Roles of the regional network include:

- Identifying key competitive and emerging industries in the region;
- Aligning, coordinating, and integrating a region's resources to support the development of industry-specific partnerships in those targeted industries;
- Removing local policy and administrative barriers to the alignment of multiple public programs and funding streams; and
- Identifying and accessing additional federal, state, private and philanthropic resources to sustain the network, invest in specific programs, and to seed sector partnerships.

Industry sector partnerships

In industry sector partnerships, workforce practitioners work closely with employers and labor organizations to develop education and training curriculum and programs to meet business demands for skilled labor. Partnerships include the range of stakeholders needed to address employers' pipeline needs and build robust career pathways. The geographic reach of a sector partnership is typically regional, with the specifics driven by how labor markets operate within a given industry. Lead organizations may be a Local Board, industry association, formal labor-

management partnership, regional non-profit, or community college. In the Sacramento Valley, for example, Valley Vision – a regional non-profit – leads the Green Capital Alliance (GCA). GCA is a broad partnership of business, academic, workforce, economic development, sustainability, and clean-tech organizations working to support the region's clean-tech economy. In Los Angeles, the Hospitality Training Academy grew out of a labor-management partnership of UNITE-HERE Local 11 and several hotel properties. The Academy is now the flagship hospitality sector project of the Los Angeles City Workforce Investment Board and the Los Angeles Community College District.

The roles played by effective industry sector partnerships include:

- Identifying and articulating current and anticipated skill needs within the industry;
- Mapping out and establishing career pathways in the targeted industry sector;
- Integrating programs and braiding funding streams along career pathways, and providing supportive services for underprepared students and workers;
- Developing training curriculum and/or adjusting existing curriculum;
- Developing common systems to track participant success;
- Providing students and workers with industry valued skills certifications, credentials, and degrees at multiple points along career pathways; and
- Developing other strategies to support industry workforce needs and worker career advancement.

State role

California's Strategic Workforce Development Plan provides new support for these efforts at the state level. The State Board and its committees – including the State Working Group of department directors that developed the blueprint for the state plan – are committed to scaling up existing regional network and industry sector partnerships and spreading the model to new regions. State institutions and programs will direct resources to this work and support it by:

- Aligning their policy goals;
- Establishing common success metrics;
- Maximizing, leveraging, and aligning resources; and
- Identifying, removing or erasing administrative or policy barriers.

Specific Strategic Opportunities

More specifically, the State Working Group identified short and longer-term actions to achieve identified goals. Specific goals, strategic opportunities and actions are detailed in Chapter IV.

IV. Common Goals, Objectives, and Actions of a Shared Strategy for a Shared Prosperity

As noted in the Preface, this chapter outlines the goals, objectives and actions for California's broader system of state and federal workforce development funding streams and programs (roughly $4 billion annually). These goals, objectives and actions are identified by executive leadership from state partner agencies and departments (State Working Group) as critical to system integration and achieving the Governor's vision and goals.

It is not the intention that the WIA-funded Local Boards are solely responsible for the goals, objectives, and actions outlined below. Rather, the goals and objectives are common priorities across multiple agencies and departments, and each action is assigned to a State Working Group member with lead responsibility for completing the action. Actions where more than one State Working Group partner is responsible are marked as "Collective." Each action is designated as either a short-term (begin to address within 18 months) or long-term (begin to address by 2017).

Local Boards are expected, in their Local Plans, to describe how they will work toward the goals and objectives of the State Strategic Workforce Development Plan. Instructions and scoring for the Local Plans are in the Local Plan Guidance (Appendix H) and the High-Performance Local Board Standards and Evaluation Criteria for Local Plans and Local Board Certification (Appendix I).

The State Working Group partners include: Employment Development Department (EDD), Labor Market Information Division (EDD/LMID), California Community Colleges Chancellor's Office (CCC), Employment Training Panel (ETP), State Board, Department of Education (CDE), Department of Industrial Relations Division of Apprenticeship Standards (DIR/DAS), Health and Human Services Agency (HHSA), Labor and Workforce Development Agency (LWDA), Department of Social Services (DSS), and Governor's Office of Business and Economic Development (GO-Biz). Please refer to Appendix G for a full roster of State Working Group members.

Business and Industry Goal

Meet the workforce needs of high demand sectors of the state and regional economies.

Objective 1: **Prepare skilled workers for employment in competitive and emergent regional industry sectors.**

ACTIONS TO GET US THERE

1. Coordinate and develop high quality, actionable labor market information (LMI) data that assesses regional industry and occupational trends and needs; annually publish sector and regional profiles that include a "skills gap" analysis. (Short-term; EDD/LMID)

2. Work with Local Boards to collaborate with their local school districts and community colleges to share regional workforce and economic analysis and to identify priority industry sectors and clusters. (Short-term; State Board)

3. Increase the share of state and local CTE and training funds invested in competitive and emergent sectors with a focus on science, technology, engineering and math (STEM) disciplines and entrepreneurial skills. (Short-term; State Board)

4. Prioritize, invest and braid community college economic and workforce development funding streams to focus on competitive and emergent industries. (Short-term; CCC)

5. Focus more incumbent worker funding on multi-employer (sector) training that meets regionally identified needs and, when appropriate, articulate with community college career pathways. (Short-term; ETP)

6. Work with business, industry, and industry associations to identify and develop industry recognized readiness and skill standards. (Long-term; Collective)

Objective 2: Support the development and continued existence of regional workforce and economic development networks in California's regions to address workforce education and training priorities.

ACTIONS TO GET US THERE

1. Create and align sector-focused efforts among state-level partners to guide regions in their sector work. The State Board will establish sector-focused subcommittees to guide

multi-region efforts to develop career pathways. The Chancellor's Office will utilize system navigators to guide multi-region efforts to develop career pathways that respond to key industry needs. (Short-term; State Board, CCC)

2. Promote the expansion, connection, and replication of regional workforce and economic development networks around major regional priority sector partnerships by engaging employers, labor, education and workforce training providers, local elected officials, community advocates and other community partners; identify and, to the extent available, provide seed/incentive funding for regional workforce and economic development networks and sector partnerships. (Long-term; Collective)

3. Identify, develop, expand, replicate and promote industry-specific career pathway sector partnerships with employer engagement and leadership to improve outreach to employers and involve them in identifying skill standards and training needs as well as creating workplace-learning opportunities. (Long-term; Collective)

Adults Goal

Increase the number of Californians who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed (both short and long-term), underemployed, low-skilled, low-income, veterans, individuals with disabilities, and other at-risk populations.

Objective 1: **Increase the capacity of career technical education (CTE).**

ACTIONS TO GET US THERE

1. Advocate for more CTE courses at the community colleges. (Short-term; CCC)
2. Identify and remove barriers to investments of local job training funds in CTE programs. (Short-term; State Board)
3. Create and distribute model curriculums for high demand occupations and occupations with skills shortages. (Long-term; CCC)
4. Develop a campaign to increase public/private investments in instructional equipment. (Long-term; Collective)

Objective 2: **Increase the number of career pathway programs in demand industries.**

ACTIONS TO GET US THERE

1. Improve linkages and pathways between high schools, adult education, and community colleges by aligning programs to high demand occupations in target industry sectors. (Long-term; CCC)

2. Support the development of stackable credentials, basic skills on-ramps, and bridge programs that provide for interim achievement with multiple entry and exit points, leading to support services and employability along a career pathway. (Long-term; Collective)

3. Prioritize investment in effective CTE and contextualized basic skills approaches. (Long-term; Collective)

4. Align curricula within pathways to growing and emergent industry sectors. (Long-term; Collective)

5. Provide guidance, strategies and incentives to local partners to support programs for students in career pathway programs. (Long-term; Collective)

Objective 3: Increase the number of adult basic education students who successfully transition to postsecondary education/training or employment, and reduce the time students spend in remediation.

ACTIONS TO GET US THERE

1. Identify, test, and implement evidence-based models and best practices that build partnerships between adult schools, community colleges, and Local Boards, and reduce the time students spend in remediation. (Long-term; Collective)

2. Improve articulation of basic skills education between high schools, adult education programs, community colleges, four-year institutions and Local Boards. (Long-term; Collective)

3. Provide professional development support for adult education and community college faculty on contextualized instruction and other evidence-based practices that accelerate basic skills students' transition to, and success in, postsecondary education or employment. (Long-term; Collective)

4. Develop partnerships among community colleges, One-Stop Career Centers, adult education programs, community-based organizations and others to provide support services to basic skills students. (Long-term; Collective)

Objective 4: Increase the number of under-prepared job-seekers and dislocated workers who enter and successfully complete education and training programs in demand industries and occupations.

ACTIONS TO GET US THERE

1. Ensure that all accredited career education programs (community college, adult education, regional occupation centers/programs, and State-approved apprenticeship programs) are automatically on the state's Eligible Training Provider List (ETPL). (Short-term; State Board)

2. Strive for the consistent adoption of a process for community colleges to recognize and grant credit to veterans for educational training completed in the armed forces. (Long-term; Collective)

3. Replicate/bring to scale the best practices of the "Adult Entry Points of Entry" initiative that promote the development of career pathways and transition programs targeted to incarcerated adults, ex-offenders and low-skilled adults (those with basic skills in the 6th-8th grade level range). (Long-term; Collective)

Objective 5: Develop and implement a strategic layoff aversion strategy that helps retain workers in their current jobs and/or provides rapid transitions to new employment, minimizing periods of unemployment.

ACTIONS TO GET US THERE

1. Connect regional Rapid Response coordinators and Employment Training Panel (ETP) staff to regional workforce and economic development networks to develop proactive activities to respond to regional needs. (Short-term; EDD)

2. Ensure that the Workforce Investment Act (WIA) 25 percent Dislocated Worker policy (both Additional Assistance and Rapid Response) addresses layoff aversion in targeted industry sectors. (Short-term; State Board)

3. Market the Work Sharing Unemployment Insurance (UI) program with regional workforce and economic development networks and industry associations. (Short-term; EDD)

4. Redefine regional Rapid Response activities around layoff aversion. (Short-term; State Board)

5. Explore how to effectively mine Unemployment Insurance claimant data, mass layoff data, and Worker Adjustment and Retraining Notification (WARN) data to identify industry trends and inform layoff aversion efforts in order to develop a focused strategy on re-employment of laid off workers in key sectors. (Short-term; EDD/LMID)

Objective 6: Expand availability of and participation in "Earn and Learn" models such as apprenticeships, where students and workers can build skills while working.

ACTIONS TO GET US THERE

1. Create credit-bearing linkages between approved apprenticeship programs, community colleges, and adult education programs. (Short-term; DIR/DAS)

2. Develop a campaign to promote the value of approved apprenticeship and "Earn and Learn" models of training, and seek to increase traditional and non-traditional investments in these models. (Short-term; DIR/DAS, State Board)

3. Expand formal apprenticeship programs in key regional priority sectors and occupations. (Long-term; DIR/DAS)

4. Implement Assembly Bill AB 554 (Statutes of 2011) that requires the State Board and Local Boards to ensure that WIA training funds targeted to apprentice-able occupations, including pre-apprenticeships, are coordinated, to the maximum extent feasible, with the Department of Industrial Relations/Division of Apprenticeship Standards (DIR-DAS)-approved apprenticeship programs. (Short-term; State Board)

5. For the development and implementation of pre-apprenticeship programs, assist and encourage Local Boards to work with Local Building Trades Councils to adopt nationally-recognized and DOL-approved pre-apprenticeship curriculum: "Multi-Craft Core Curriculum" (MC3).

Youth 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.

Objective 1: Increase the number of high school students who complete a rigorous education including math and science gateway coursework and other industry-based curriculum that prepare them for college, approved apprenticeship, and other postsecondary training.

ACTIONS TO GET US THERE

1. Identify and promote best practices on articulation, integration, and collaboration of K-12 and adult education CTE programs to community college pathways, programs and workforce/employment offerings. (Short-term; CDE)

2. Revise and disseminate CTE standards aligned with the Common Core State Standards. (Short-term; CDE)

3. Promote and increase the use of and enrollment in CTE programs, career-based academies, Job Corps, AmeriCorps, and industry-themed high schools as a viable pathway to career readiness. (Short-term; CDE, State Board)

4. Provide practical OJT for older youth who are enrolled in or have recently completed postsecondary education or training. (short-term; State Board)

5. Align, promote and increase the use of career exploration resources such as the California (CA) Career Zone, CA Career Center, EDD/LMID, and Community College Career Café. (Long-term; Collective)

Objective 2: Increase opportunities for disconnected youth to transition into postsecondary education and careers.

ACTIONS TO GET US THERE

1. Encourage (in collaboration with higher education) successful concurrent enrollment practices among school districts and colleges; share best practices statewide and

examine barriers to the use of concurrent enrollment and early college programs. (Short-term; CDE)

2. Align supportive services for disconnected youth to help them successfully transition into the workforce and postsecondary education. (Long-term; CDE)

3. Expand high school-dropout intervention and credit recovery programs. (Long-term; Collective)

4. Work with Local Boards to identify strategies to engage youth councils, local school districts, community colleges, Job Corps, and AmeriCorps to increase the number of high school graduates in CTE and career pathways, particularly within groups that now have higher than average non-completion rates. (Short-term; State Board)

System Alignment and Accountability Goal

Support system alignment, service integration, and continuous improvement using data to support evidence-based policymaking.

Objective 1: Develop and sustain a state-level leadership team to improve state and regional communication, better align state-level efforts, and more effectively respond to barriers and obstacles faced by regions.

ACTIONS TO GET US THERE

1. Develop a statewide education and outreach plan that promotes a common vision, goals and language; clarifies roles and responsibilities of state and local workforce partners; and works to identify, access and target additional resources into the system. (Short-term; State Board)

2. Align multiple agency state plans to address statewide goals and priorities, and identify and resolve inconsistencies in program measures, goals, and rules to improve program alignment and outcomes. (Long-term; State Board)

3. Create a process to receive input on specific obstacles brought to the State Working Group to get interagency cooperation on addressing problem issues and communicate resolution of those issues back to partners across systems at the local and regional levels. (Short-term; State Board)

4. Provide technical assistance to Local Boards on developing their local workforce investment plans (local plans) and complying with state and federal legislation and regulations. (Short-term; State Board)

5. Ensure WIA state discretionary investments (including WIA 5 percent, WIA 25 percent, and Wagner-Peyser Act 10 percent) are consistent with California's Strategic Workforce Development Plan. (Short-term; State Board)

6. Promote implementation of integrated services based on the Integrated Services Delivery (ISD) model and recommendations put forward by the California State University Northridge evaluation (2011). (Short-term; State Board)

7. Work with Chief Local Elected Officials and support Local Boards to identify strategies for One-Stop service delivery that ensure appropriate services for individuals with

disabilities and the elderly; align services for veterans with veterans services organizations, EDD, California Department of Veterans Affairs, and businesses in priority industry sectors; and coordinate services with WIA 166 Indian/Native Americans Programs and WIA 167 Migrant Seasonal Farmworker Programs. (Short-term; State Board)

8. Work with and support Local Boards considering voluntary consolidation and re-designation of Local Workforce Investment Areas (LWIAs), especially where the regional labor market analysis supports shared governance and where duplicative administrative services could be eliminated without adversely affecting consumer service delivery. (Short-term; State Board)

9. Participate in US Department of Labor Employment and Training Administration's (DOLETA) effort to institute a national branding of the WIA and WPA programs, and work with EDD to establish eligibility criteria for the Local Boards and affiliated One-Stops to be identified as an "American Jobs Center of California." (Short-term; State Board)

Objective 2: Develop a common workforce accountability system.

ACTIONS TO GET US THERE

1. Develop common cross-system metrics, align performance outcome measures, monitor and report annually on progress towards goals. (Long-term; Collective)

2. Develop use of data (including EDD base wage file data) to track participants across programs and institutions and into the labor market. (Long-term; Collective)

3. Develop standards for certifications of high-performance Local Boards and a policy for allocation of any WIA discretionary funds to high-performance Local Boards pursuant to the Senate Bill 698 (Statutes of 2011). (Short-term; State Board)

4. Create a reporting mechanism that counts community college CTE for fewer than 12 units. (Long-term; CCC)

5. Work with the DOLETA to develop WIA performance measures and outcomes consistent with the goals of California's Strategic Workforce Development Plan. (Short-term; State Board)

6. Identify WIA Service Record Data (WIASRD) fields consistent with California's Strategic Workforce Development Plan Goals and Actions in order to collect accurate data to track performance. Work with EDD and Local Boards to ensure those fields are completed. (Short-term; State Board)

7. Establish clear policy and a transparent process for Local Board recertification based on criteria consistent with California's Strategic Workforce Development Plan and compliance with state and federal law, regulation, and policy. Ensure a clear process for notification of substandard performance and technical assistance, and allow sufficient time to improve performance. (Short-term; State Board)

V. Local Board and One-Stop Actions in Support of the Shared Vision and Goals

Achievement of this State Strategic Workforce Development Plan depends on the collective efforts of highly effective Local Boards. The Local Boards are not responsible for every action listed in Chapter IV. This chapter describes, through the high-performance Local Board standards, the specific roles, responsibilities, and strategic actions of Local Boards and One-Stops in achieving the vision, strategy, and goals presented in Chapters I-IV.

The complete high-performance Local Board standards are in Appendix I. Additional Local Plan requirements are in the Local Plan Guidance, which is Appendix H.

High-Performance Local Board Standards and Evaluation Criteria

Purpose

On behalf of the Governor, the State Board must concurrently perform three (3) statutorily required activities to ensure effective Local Boards. These activities are:

1. **Approve 5-year Local Plans based on adherence to the *State Strategic Workforce Development Plan:*** Local Boards are required by federal law to submit to the State Board a comprehensive 5-year Local Plan that reflects the vision, strategy, and goals of the State Strategic Workforce Development Plan.

2. **Recommend Local Board recertification to the Governor:** Federal and state law require the State Board to recommend to the Governor recertification of each Local Board every 2 years. Consideration is based on meeting minimum federal performance measures and compliance with state and federal law and regulations.

3. **Evaluate Local Board performance for biennial "high-performance" certification:** Last year, Governor Brown signed SB 698 [UI Code 14200(c)] which raised standards for Local Board performance. By January 1, 2013, the State Board must implement standards for certifying high-performance Local Boards. The first certification will occur by October 1, 2013.

In order to maximize efficiency and minimize the administrative workload of the Local Boards and state staff, the State Board is combining the above activities into a single evaluation process.

The high-performance Local Board standards serve as the core for state guidance to Local Boards for developing their Local Plans. Local Boards that comply with the minimum requirements of this guidance will be considered for Local Plan approval as well as Local Board recertification. Those Local Boards that exceed the minimum requirements promulgated in the high-performance standards will be considered for status as a "high-performance" Local Board.

Those Local Boards that do not meet the minimum requirements will receive further technical assistance from the State Board and EDD Workforce Services Branch (EDD-WSB) to correct shortfalls. The goal is that all Local Boards receive Local Plan approval and full Local Board recertification. Additionally, those Local Boards that do not meet the high-performance standards, but wish to do so, will receive further technical assistance from EDD-WSB and the State Board.

High-performance certification is a voluntary process. A Local Board must request high-performance certification at the time its Local Plan is submitted to the State Board. It is expected that this certification will provide a Local Board increased recognition, credibility and visibility for its work.

The initial 2013 high-performance certification is a baseline stage of a continuous improvement process primarily based on the Local Board's commitment in their Local Plan to the State Strategic Workforce Development Plan goals and strategies. In 2015, the State Board will revise the high-performance standards and evaluation criteria to place more emphasis on measurable data related to specific employment and education outcomes for workers and job-seekers.

The high-performance Local Board standards and evaluation criteria are intended to incentivize the implementation of the State Strategic Workforce Development Plan goals and objectives. The standards should encourage Local Boards to:

- Take on strategic community leadership roles that engage diverse partners and stakeholders;
- Prioritize and invest in worker training;
- Adopt and use sector partnerships as a key part of service delivery;
- Publicize workforce successes; and
- Continuously improve service delivery.

Scoring

Local Boards are assessed against five (5) standards. These standards coincide with the State Strategic Workforce Development Plan and each of its four (4) goals. Each standard contains four (4) criteria for a total of 20. Four of the 20 criteria are required elements contained in WIA and state law and will be scored as pass/fail. The other 16 criteria are worth 2 points each for a maximum of 32 possible points.

For Local Board recertification, Local Boards that fail any of the 4 required pass/fail elements and/or fail to meet the minimum requirements for any of the 16 other criteria will receive a "conditional" certification and will be required to submit a corrective action plan to the State Board within 45 days that addresses those areas that did not meet the minimum requirements. Local Boards that pass the 4 required pass/fail elements and meet the minimum requirements for each of the 16 other criteria will receive full certification.

Local Boards that seek to be considered for "high-performance" certification must pass the 4 required pass/fail elements and meet or exceed the minimum requirements for each of the 16 other criteria and obtain 26 of 32 possible points.

STANDARD 1 VISION, ECONOMIC AND WORKFORCE ANALYSIS, STRATEGIC PLANNING AND IMPLEMENTATION

Expectation: In support of the State Strategic Workforce Development Plan, the Local Board developed and will implement an actionable strategic plan through an inclusive stakeholder process that articulates key workforce issues and prioritized strategies for impacting them, both within the LWIA, regionally, and, where applicable, the overall labor market.

Criteria:

1. **The Local Plan meets the Local Planning requirements in UI Code 14200(c) (SB 698). (Mandatory, Pass/Fail)**

   Evidence must include:

   - The Local Plan is a strategic plan, not just a WIA program plan.
   - The Local Plan incorporates and reflects the Governor's vision, goals, and policy priorities of the State Strategic Workforce Development Plan.
   - The Local Plan contains measurable goals that support the goals and objectives in Chapter IV of the State Strategic Workforce Development Plan and includes a well-specified blueprint for attaining the goals with benchmarks, timelines, and action steps that specify who will take action to meet the goals.

- The Local Plan identifies local and regional community stakeholders and includes their input.

2. The Local Plan's vision is strategic and comprehensive. (Maximum 2 points possible)

Examples of evidence:

- The Local Plan demonstrates a good understanding of the labor market and the workforce needs of the priority industry sectors in the local and regional economy derived from a detailed economic and workforce analysis.
- The goals and strategies of the Local Plan address the workforce needs of the identified priority industry sectors in the local and regional economy and include career-pathway programs to provide upward mobility to unskilled and entry-level workers in these priority industry sectors.
- The Local Plan demonstrates an awareness of the various workforce, education and training services provided in the local and regional economy and their relevance to meeting the labor market needs of the priority industry sectors.
- The Local Plan articulates how the Local Board and One-Stop delivery system will make use of, and coordinate with, the various workforce, education and training service delivery organizations and systems in the local and regional economy to achieve the Local Plan goals and objectives.

3. The Local Plan's goals and objectives are evidence-based. (Maximum 2 points possible)

Examples of evidence:

- The Local Plan is informed by and based upon data from a detailed economic and workforce analysis.
- Strategies chosen are based on evidence drawn from research, evaluation, and promising practices.
- The Local Plan contains clear metrics, both quantitative and qualitative, for each strategy, and the Local Board is prepared to regularly assess progress against those strategies, including a game plan for collecting and analyzing needed information.
- The Local Board regularly receives performance information to enable it to perform its oversight role of the One-Stop operations.

4. Key stakeholders are actively engaged both in the planning and implementation of the Local Plan (Maximum 2 points possible)

Examples of evidence could include describing how:

- Employers from priority industry sectors in the local workforce investment area (LWIA) or regional economy were actively engaged in the planning process and continue to be during implementation.
- Local Board members were actively engaged in the planning process and participate as champions for the workforce system.
- Labor organizations were actively engaged in the planning process and continue to be during implementation.
- Education partners, including K-12, adult education, CTE, community colleges, and universities were actively involved in the planning process and continue to be during implementation.
- CBOs representing target populations of job-seekers were actively engaged in the planning process and continue to be during implementation.
- The Local Board collaborated regionally with other Local Boards who share common labor markets during the planning process and continue to do so during implementation, including aligning resources and investments in support of shared strategies and priority industry sectors.
- The Local Plan is a living document, which the Local Board and community partners modify and update as needs and economic conditions change.

STANDARD 2 BUSINESS SERVICE PLAN, PARTNERSHIPS AND SECTOR STRATEGIES

Expectation: The Local Board partners effectively with businesses to identify and resolve skill gaps in priority industry sectors, working in particular through industry sector partnerships.

Criteria:

1. **The Local Board has included in its Local Plan a Business Services Plan, which integrates local business involvement with workforce initiatives. (Maximum 2 points possible)**

   Examples of content in the business services plan include:

   - How the Local Board collaborates with businesses to identify skill gaps that are reducing the competitiveness of local businesses within relevant regional economies.
   - How the Local Board effectively engages employers, including representatives from priority industry sectors, as members of the Local Board and in development of the Business Services Plan.
   - What regional or joint approaches with other Local Boards and other partners are being undertaken to align services to employers.
   - What metrics will the Local Board use to gauge the effectiveness of services provided to business.

2. **The Local Board partners with priority industry sector employers and educators in developing and operating regional workforce and economic development networks as a primary strategy. (Maximum 2 points possible)**

   Examples of evidence:

   - Regional workforce and economic development networks include employers from priority industry sectors and other partners such as educators, workforce developers and others the partnership deems important. An industry-credible convener facilitates the work of each network.
   - Regional workforce and economic development networks focus on identifying and meeting the skill needs of the priority industry sectors, while industry sector partnerships focus on developing career pathways that contain entry points for low-skilled workers for each cluster within a priority industry sector.

- Regional workforce and economic development networks operate at the regional geographic scale appropriate to the labor markets for the relevant priority industry sectors.

3. **The Local Board facilitates and/or participates in unified workforce services support to employers within their labor market, integrating with other relevant Local Boards, educators, and other partners. (Maximum 2 points possible)**

   Example of evidence:

   - The Local Board leads and/or partners in a unified employer services strategy or in regional workforce and economic development networks that provides businesses with single points of contact spanning all relevant agencies.

4. **The Local Board takes the lead in identifying and obtaining resources to sustain operation of regional workforce and economic development networks over time. (Maximum 2 points possible)**

   Examples of evidence:

   - The Local Board embeds regional workforce and economic development networks into its use of formula WIA funds and other funds it manages.
   - The Local Board works with regional workforce and economic development networks to develop and implement sustainability strategies, leveraging or braiding combinations of public and private funding.
   - The Local Board seeks out funding opportunities and aligns resources with labor, education, corrections, social services, economic development and other key partners and programs in support of the Local Plan.

STANDARD 3 ADULT INVESTMENTS IN TRAINING, SKILLS DEVELOPMENT AND CAREER PATHWAYS

Expectation: The Local Board views as a priority the increasing of worker skills and workplace competencies and the development and use of career pathways that connect skills to good jobs that can provide economic security.

Criteria:

1. **The Local Board ensures pre-apprenticeship and apprenticeship training is coordinated with one or more apprenticeship programs registered by the DOL Employment and Training Administration (DOLETA) and/or approved by the Division of Apprenticeship Standards for the occupation and geographic area. (Mandatory, Pass/Fail scoring)**

   Example of evidence:

   - The Local Board has clearly articulated goals and strategies for fostering collaboration between community colleges and DOLETA-registered and DIR/DAS-approved apprenticeship programs, through MOUs or other formal mechanisms, in the geographic area to provide pre-apprenticeship training, apprenticeship training, and continuing education in apprenticeable occupations through the registered/approved apprenticeship, as required by the Workforce Training Act [UI Code Section 14230 (AB 554)].

2. **The Local Board prioritizes training for occupations in priority industry sectors in the local or regional economy resulting in completion and attainment of a degree and/or other credentials valued and used by priority industry sector employers within the region. (Maximum 2 points possible)**

   Examples of evidence:

   - The Local Board requires training funds be used to prepare workers for occupations in priority industry sectors for which demand can be articulated or projected through their detailed economic and workforce analysis.
   - The Local Board engages priority industry sector employers to ascertain what degrees and credentials are of value to them.
   - The Local Board has clearly defined strategies to ensure it meets the minimum expenditure levels of their Adult and Dislocated Worker WIA formula allocations on workforce training services, as required by the Workforce Training Act [UI Code Section 14211 (SB 734)].

- The Local Board sets training completion as an ETPL eligibility requirement and performance expectation for continued eligibility of its training providers.
- The Local Board identifies high-quality training providers based on credentials attained and relevant employment outcomes for graduates.
- The Local Board sets the attainment of industry-recognized degrees, credentials or certificates in the priority industry sectors identified in its detailed economic and workforce analysis as a measurable expectation in its training investments.
- The Local Board emphasizes sustainable-wage jobs and economic security, including utilization of "self-sufficiency" measures that reflect local conditions.

3. **The Local Board emphasizes career pathways as a framework through which learners can connect their skills and interests with viable career options. (Maximum 2 points possible)**

   Examples of evidence:

   - The Local Board utilizes industry sector partnerships to collaborate with priority industry sector employers and local K-12 and postsecondary educators to map career pathways within and across those industries.
   - The Local Board collaborates with educators, One-Stop operators and training providers to ensure learners can obtain and make effective use of career pathway information.

4. **The Local Board continuously partners with employers, educators, and other stakeholders to identify funding to support worker training and education that results in improved skills, degree, credential and certificate attainment, and employment. (Maximum 2 points possible)**

   Example of evidence:

   - There is a regional workforce and economic development partnership or similar partnership with a written revenue plan, or a similar document, which describes strategies to obtain, leverage or braid resources, and includes goals and progress measures aligned to the Local Plan.

STANDARD 4 COMPREHENSIVE YOUTH DEVELOPMENT STRATEGY

Expectation: The Local Board is a strategic leader in building partnerships to reduce high school dropout rates; to effectively re-engage disconnected youth in education and work; to help youth understand career pathway options; and to encourage attainment of post-secondary degrees and other credentials valued by industry in the local area or region's labor market.

Criteria:

1. **The Local Board is a partner with K-12 education and others on strategies that reduce high school dropout rates and encourage dropout recovery. (Maximum 2 points possible)**

   Examples of evidence:

   - The Local Board works to engage local school districts to craft strategies that identify students at risk of dropping out and helps execute interventions to work closely with those students to keep them engaged.
   - The Local Board works to partner with local school districts in setting metrics for dropout rate reduction and in engaging employers, parents, and other stakeholders in meeting those goals.

2. **The Local Board is a partner in developing and executing strategies to re-engage disconnected youth. (Maximum 2 points possible)**

   Examples of evidence:

   - The Local Board partners with diverse stakeholders such as education, juvenile justice, human services, faith-based organizations, and others, to develop and deliver a comprehensive set of services designed to re-engage young people who have already dropped out of school and are at risk in education and employment attainment.
   - The Local Board collaborates with those partners to fund the re-engagement of disconnected youth in education and employment.
   - The Local Board works with its partners to set metrics for success rates in youth re-engagement and to make those results visible to the community.
   - The Local Board has developed new and innovative strategies and partnerships, which have resulted in increased employment opportunities for youth in the local area or region.

3. **The Local Board partners with employers, educators and others to help youth understand career pathway options. (Maximum 2 points possible)**

   Examples of evidence:

   - The Local Board partners in developing career pathway information and tools that will work effectively with youth.
   - The Local Board connects youth employment strategies within career pathways by, for example, blending occupational skills training with academic learning.

4. **The Local Board encourages youth to focus on attainment of postsecondary degrees and other credentials important to priority industry sector employers in the local or regional labor market. (Maximum 2 points possible)**

   Examples of evidence:

   - The One-Stop system is youth-friendly and provides information on jobs in priority industry sectors with career pathways leading to economic security in the local area or region; access to postsecondary education that provides credentials, certificates and degrees in priority sectors; and financial assistance and scholarship programs and opportunities.
   - The Local Board publicizes information and research that shows the connections of various kinds of postsecondary credentials, certificates or degrees with employment rates and wages.
   - The Local Board informs young people about the market value of CTE, “Earn and Learn” training options such as apprenticeships, On-the-Job-Training (OJT), etc., and industry-valued credentials and certificates that require less time than a 2 or 4 year degree.

STANDARD 5 ADMINISTRATION OF THE LOCAL BOARD

Expectation: The Local Board consists of a strong, engaged membership that represents the community; measures its effectiveness in meeting both federal and state legal requirements and its own local goals; has a process for continuous review and improvement of performance; and shares its results.

Criteria:

1. **The Local Board membership meets all legal requirements (WIA, SB293) and is representative of the community. (Mandatory, Pass/Fail)**

   Evidence must include:

   - Recruitment of new membership including a majority of business (businesses that represent the Local Plan's targeted industry sectors are desired but not required).
   - The Local Board membership includes at least 15 percent of members representing labor organizations and this requirement is incorporated into their bylaws.

     NOTE: A Local Board with a participation level of 10-15 percent may receive a passing score *only if* 1) there is a letter from its central labor council(s) stating that the central labor council(s) has reached an agreement with the Local Board to that lower participation level or 2) the Local Board can document its unsuccessful attempts to solicit appointments from its central labor council(s) (in compliance with Directive WIAD06-21).

2. **The Local Board meets other required elements (WIA, SB698). (Mandatory, Pass\Fail)**

   Evidence must include:

   - The Local Board has established and provided a copy of the MOUs with all the mandatory partners identified in the WIA, as well as other local partners supporting One-Stop service operations.
   - Through a public procurement process or other means, the Local Board has established at least one comprehensive One-Stop in their LWIA.
   - The Local Board has established a sub-committee of the Local Board that further develops and makes recommendations for the Business Service Plan to the Local Board in an effort to increase employer involvement in the activities of the Local Board and this requirement is incorporated into their bylaws.

- The Local Board has an active and engaged Youth Council.
- The Local Board has met the 30 percent expenditure requirement for out-of-school youth.
- The Local Board has an approved Corrective Action Plan for all audit findings.
- The Local Board has achieved at least 80 percent of its negotiated WIA Common Measure performance goals in the past year. NOTE: Due to delays in finalizing the State negotiated goals for PY 2012, this criterion will not be used in the 2013 high-performance Local Board certification.

3. **The Local Board continuously reviews performance of its programs and initiatives, and has a strategy for encouraging and ensuring continuous improvement. (Maximum 2 points possible)**

   Examples of evidence:

   - The Local Board uses a performance dashboard that tracks key metrics about the results from its programs and initiatives (If the Local Board has established additional matrices to track unique local programs and initiatives outside of the WIA Service Record Data (WIASRD), these should also be included).
   - The Local Board seeks and receives feedback from its customers and partners and has a strategy for responding to their identified issues and for improving customer satisfaction.
   - The Local Board engages the public, through a public comment process, in the analysis of community workforce information and subsequent strategic planning.
   - The Local Board has a mechanism for determining return on investment.
   - The Local Board works with its partners and/or other Local Boards to reduce administrative costs by streamlining paper processes, improving efficiencies, reducing duplication, etc.

4. **The Local Board transparently communicates the results of its efforts with the community. (Maximum 2 points possible)**

   Examples of evidence:

   - Local Board meeting summaries clearly articulate and demonstrate progress towards achieving the Local Plan goals.

- The Local Board publishes and widely disseminates a performance dashboard containing program and initiative results.
- The Local Board communicates the success of its programs to employers and job seekers.

VI. WIA and WPA Performance Outcomes and Measures

As with the rest of the nation, the implementation of the WIA in California occurred at a time of nearly full employment and declining poverty. California's unemployment rate from 1998 to 2000, the first two years of WIA implementation, was 5 percent. Employers were scrambling to find workers, and the WIA-funded system reflected this by focusing on short-duration employment services and outcomes not associated with any sector strategy.

The labor market of a decade and half ago no longer exists. Unemployment rates are higher; workers become unemployed more frequently and for longer durations. From April 2007 (the start of the Great Recession) to December 2011, California's unemployment rate more than doubled to 11.2 percent. Although now at 9.8 percent, and trending downward as the state's economy gains strength, California's unemployment situation is still dire for many families. Of the 1.9 million currently unemployed in 2012, 49.2 percent had been unemployed for 26 weeks and longer, and 20.1 percent had been unemployed for 73 weeks and longer. In 2012, the average duration of unemployment was 39.2 weeks.

Even when the duration of unemployment is relatively short, the impact on income can be significant. According to LMID, each month in California, there are around 1 million involuntary job separations (2012 annual average number of monthly job losers was 1,098,300). Due to this labor-market churn, California workers are losing ground. When an individual loses a job, he or she often loses employer-based benefits. When the worker gets a new job, pay is often lower and health and pension/retirement benefits are often less generous or not available. According to Brookings, "For workers with between ten to fifteen years in their previous jobs, average earnings losses amount to 15 percent. For workers that had more than twenty years of tenure, average earnings losses are more than 30 percent."

Reflecting the Governor's vision of *A Shared Strategy for A Shared Prosperity*, the State Board and state-level partners prioritized the establishment of system-wide performance and outcome measures in the context of current economic and labor market trends. Through the next five (5) years, the WIA program must function in a much different economic climate and respond within a broader training, education, and employment services system.

Focus on Skills Attainment and Industry-Recognized Credentials

While employment and reemployment services delivered through the One-Stop system will always be a valued and important complement to the array of strategic workforce solutions needed to stabilize California's economy and fully address the needs of job seekers and businesses, California workers need more education and training. But skills attainment also must be an ongoing process over a lifetime that permits individuals to re-tool their skills in response to the needs of regional economies. This is another overarching goal of California's Strategic Workforce Development Plan: realignment of workforce programs and institutions based on ongoing skills attainment focused on regional growth industry sectors and clusters.

Former U.S. Secretary of Labor Hilda Solis identified credential attainment as a "high priority performance goal" in response to President Obama's call for the United States to have "the best educated, most competitive workforce in the world." California is committed to achieving this national goal and will work closely with DOLETA to develop system measures less directed toward short-term services and employment outcomes and more aligned with industry-valued and recognized credentials, economic security[1], and longer-term skills and educational attainment.

DOLETA has issued several Training and Employment Guidance Letters (TEGLs) Notices (TENs) and advisories relating to skills attainment:

TEN 49-11 *Reporting on Attainment of Industry-Recognized Credentials*

TEGL 17-05, *Common Measures Policy for the Employment and Training Administration's (ETA) Performance Accountability System and Related Performance Issues*

TEGL 15-10, *Increasing Credential, Degree, and Certificate Attainment by Participants of the Public Workforce System*

TEGL 17-09, *Quarterly Submission of Workforce Investment Act Standardized Record Data (WIASRD)*

Performance Reporting Glossary and Guide for ARRA High Growth and Emerging Industries (HGEI) Grantees

TEGL 2-07, *Leveraging Registered Apprenticeship as a Workforce Development Strategy for the Workforce Investment System*

[1] "Economic security" means, with respect to a worker, earning a wage sufficient to support a family adequately, and, over time, to save for emergency expenses and adequate retirement income based on factors such as household size, the cost of living in the worker's community, and other factors that may vary by region.

Trade Adjustment Assistance Extension Act of 2011, Section 239(j)

WIA and WPA Outcome Measures for Program Year 2012-13

California is requesting DOLETA approval of the state's WPA Measures and WIA Common Measures goals for PY 2012-13. We expect, however, that more detailed discussions will take place with DOLETA during the formal negotiation and approval of the goals.

This request takes into consideration several factors, including:

- California's slow employment recovery;
- California's implementation of a new, sector-based vision, strategy and goals focused on skills attainment – priorities that may impact the Local Board's ability to meet the WIA Common Measures; and
- California's emphasis on greater One-Stop system integration and accountability, including enrolling large numbers of WPA universal and WIA core participants. The State Board will deliberate on how to best sustain and expand the ISD model piloted by 12 Local Boards.

Additionally, Governor Brown signed legislation in 2011 that impacts local performance. The legislation emphasizes quality training services, alignment of multiple funding streams, employer engagement, and industry sectors.

- SB 734 [UI Code Section 14211] requires each Local Board to invest 25 percent of local Adult and Dislocated Worker dollars on skills training (increases to 30 percent in 2016). Local Boards receive up to a 10 percent credit toward this goal for resources leveraged from multiple funding streams.
- AB 554 [UI Code Section 14230(e)] requires that WIA funds invested in "apprenticeable" occupations are coordinated with state-approved apprenticeship programs.
- SB 698 [UI Code 14200(c)] sets the bar higher for Local Board performance. By January 1, 2013, the State Board must implement standards for certifying high-performance Local Boards. The standards are available in Appendix I.

Proposed WPA and WIA Performance Goals PY 2012

WPA SECTION 13(a) MEASURES	PREVIOUS YEAR PERFORMANCE*	PERFORMANCE GOAL
Entered Employment	41.0%	50.0%
Employment Retention	78.0%	79.0%
Average Six-Months Earning	$17,917	$18,000
WIA SECTION 136(b) COMMON MEASURES	**PREVIOUS YEAR PERFORMANCE**	**PERFORMANCE GOAL**
ADULT		
Entered Employment	55.9%	59.0%
Employment Retention	79.3%	81.0%
Average Six-Months Earnings	$12,938	$13,700
DISLOCATED WORKER		
Entered Employment	62.6%	64.5%
Employment Retention	83.4%	84.0%
Average Six-Months Earnings	$17,146	$18,543
YOUTH COMMON MEASURES		
Placement in Employment or Education	66.9%	72.0%
Attainment of a Degree or Certificate	51.0%	60.0%
Literacy and Numeracy	53.3%	54.0%

*PY 2011 outcomes

Consideration of Additional State Performance Measures

As stated above, the WIA Common Measures do not effectively measure whether California's WIA system, let alone the broader workforce training system, is achieving the Governor's vision and goals as expressed in the Strategic Workforce Development Plan.

The DOLETA has provided an "Overview of Potential Alternative Efficiency Measures for Consideration" attachment to TEGL 29-11 *Workforce Investment Act (WIA) Program Year (PY) 2011 Annual Report Narrative* for states to evaluate the accessibility, quality, effectiveness, efficiency and impact of the core, intensive and training services provided to WIA Adult, Dislocated Worker and Youth populations. California however, needs to evaluate all of its workforce and education programs using a set of common performance indicators focused on employment and earnings, skills attainment, and customer satisfaction.[2]

[2] Common measures should be reported for all CTE secondary, and CTE post-secondary programs, WIA programs, TANF employment programs, WPA funded job services programs, Vocational Rehabilitation programs, Adult Basic Education, and the private post-secondary schools.

The National Governor's Association and the DOLETA partnered with a six-state workgroup to develop a set of recommendations for system-wide workforce development performance measures based on the following criteria:

- Measures should be outcome-based as opposed to process-based and should measure the results for the program's customers.
- Measures should be easily explainable to a lay audience.
- Measures are scalable and divisible. They should be applicable to different geographical and institutional areas of interest. For example, results should be available by program, school, and sector, by different local and regional areas, and for the state in the aggregate. Similarly, results should be reportable by service category and sub-population.
- Measures should create a level playing field among programs and service strategies.
- Measures should promote behaviors that lead to the desired outcomes.
- Measures should be meaningful for each program.
- Measures should be timely.
- Measures should be methodologically sound.
- Measures should be difficult to game or manipulate.
- Measures should be inexpensive.
- Measures should be comprehensive and complementary as a whole.

Based on these criteria, the six-state workgroup recommended the following performance measures:

- **Two Employment Retention Measures.** The first measure is equal to the ratio of participants who are employed (or enrolled in further schooling for youth participants) in the second quarter after exiting the program; The second measure is equal to the ratio of participants who are employed (or enrolled in further schooling for youth participants) in the fourth quarter after exiting the program. EDD quarterly wage record information would be used for these measures.

- An **Earnings Measure** based on the median earnings of all participants employed in the second quarter after program exit. EDD quarterly wage record information would be used for this measure.

- A **Measure of Skills Attainment** equal to the percentage of program exiters who have completed a certificate, degree, diploma, licensure, or other industry recognized credential within one year after exit.

- A **Measure of Employer Satisfaction** equal to the percentage of employers who are served and return to the program for the same service.

- A **Measure of Market Penetration** equal to the share of employers who benefit from the program's services.

- **Two Measures of Return on Investment**, including a taxpayer return on investment equal to the present value of the net impact on tax revenue and social welfare payments compared to the cost of the services, and a participant return on investment equal to the present value of the net impact on participant earnings compared the cost of the services. EDD quarterly wage record information would be used for these measures.

The six-state workgroup recommended that the foregoing measures apply to all secondary CTE programs, post-secondary CTE programs, WPA job services programs, WIA Adult, Dislocated Worker, and Youth programs, Adult Basic Education, Temporary Assistance to Needy Families employment programs, Apprenticeship programs, and Vocational Rehabilitation programs.

These measures effectively encourage greater skills attainment and longer-term investment strategies by looking at employment at a later period than the WIA Common Measures. Similarly, the skills attainment measure looks at educational completion rates for the entire pool of participants exiting the program and not just those who enrolled in training.

Over the duration of this Strategic Workforce Development Plan, the State Board and the State Working Group will consider the measures recommended by the six-state workgroup as well as other types of system-wide measures in support of the System Alignment and Accountability Goal in Chapter IV.

Modification 6.1 (June 2013)

DOLETA Approved WPA and WIA Performance Goals PY 2013

WPA SECTION 13(a) MEASURES	**PERFORMANCE GOAL**
Entered Employment	50.0%
Employment Retention	80.0%
Average Six-Months Earning	$18,500
WIA SECTION 136(b) COMMON MEASURES	**PERFORMANCE GOAL**
ADULT	
Entered Employment	63.4%
Employment Retention	83.0%
Average Six-Months Earnings	$14,200
DISLOCATED WORKER	
Entered Employment	72.0%
Employment Retention	89.5%
Average Six-Months Earnings	$19,178
YOUTH COMMON MEASURES	
Placement in Employment or Education	74.0%
Attainment of a Degree or Certificate	60.0%
Literacy and Numeracy	60.5%

See Page 6.1-2 for the official approval letter from DOLETA.

U.S. Department of Labor

Employment and Training Administration
Region 6 San Francisco
90 7th Street, Suite 17300
San Francisco, CA 94103

JUN 28 2013

Pam Harris, Director
California Employment Development Department
P.O. Box 826880, MIC 83
Sacramento, CA 94280-0001

Dear Ms. Harris:

This letter finalizes the agreed-upon Workforce Investment Act (WIA) and Wagner-Peyser performance targets for Program Year (PY) 2013. Following review of the data and information supporting the proposed performance targets, and subsequent discussions with State Agency and Board staff, we are confirming the final performance targets as follows:

WIA Adult	
Entered Employment	**63.4 %**
Retention	**83.0%**
Average Earnings	**$14,200**
WIA Dislocated Worker	
Entered Employment	**72.0%**
Retention	**89.5%**
Average Earnings	**$19,178**
WIA Youth	
Placement in Employment/Education	**74.0%**
Attainment of Degree/Certificate	**60.0%**
Literacy/Numeracy Gains	**60.5%**
Wagner-Peyser	
Entered Employment	**50.0%**
Retention	**80.0 %**
Average Earnings	**$18,500**

We appreciate the thorough and comprehensive discussions with your staffs around the PY 2013 performance targets. With respect to the WIA Youth measures, we jointly noted that targeted technical assistance around service design and data would be a valuable investment for our two offices to think through in the coming weeks.

This letter constitutes a modification to your Five Year, PY 2012 – 2016, State Plan. If you have any questions, please contact Rosemary Cowan at (415) 625-7935 or cowan.rosemary@dol.gov.

Sincerely,

Virginia Hamilton
Regional Administrator

VII. Workforce System Overview

The State Board

Roles and Purpose of the State Board

The primary responsibility of the State Board is to develop, in close consultation with the Governor, and implement a comprehensive and strategic workforce development plan for California. This mandate is both in federal and state law. The California Workforce Training Act requires that:

> *The California Workforce Investment Board, in collaboration with state and local partners, including the Chancellor of the California Community Colleges, the State Department of Education, other appropriate state agencies, and local workforce investment boards, shall develop a strategic workforce plan to serve as a framework for the development of public policy, fiscal investment, and operation of all state labor exchange, workforce education, and training programs to address the state's economic, demographic, and workforce needs. The strategic workforce plan shall also serve as the framework for the single state plan required by the Workforce Investment Act of 1998. The plan shall be updated at least every five years* (UI Code Section 14020).

In addition to the State Strategic Workforce Development Plan, last year Governor Brown signed legislation tasking the State Board (and Local Boards) with additional responsibilities -- SB 698 calls for certification of high-performance Local Boards, SB 734 requires Local Boards to spend a mandatory minimum percentage of their WIA allocation on training, and AB 554 mandates WIA collaboration with state-approved apprenticeship programs.

As defined in federal and state law, the roles and responsibilities of the State Board are as follows:

- Promote the development of a well-educated and highly skilled 21st century workforce.
- Develop the Strategic Workforce Development Plan.
- Develop guidelines for the continuous improvement and operation of the workforce investment system, including:
    - Developing policies to guide the One-Stop system
    - Providing technical assistance for the continuous improvement of the One-Stop delivery system
    - Recommending state investments in the One-Stop system

  - Targeting resources to high-wage competitive and emergent industry sectors and industry clusters that are either high-growth sectors or critical to California's economy, or both. These priority sectors and clusters shall have significant economic impacts on the state, its regions and LWIAs, have immediate education and workforce development needs, and have documented career opportunities
- Develop and continuously improve the statewide workforce investment system as delivered via the One-Stop delivery system, including:
  - Develop linkages in order to assure coordination and non-duplication among workforce programs and activities
  - Review Local Plans
  - Leverage state and federal funds to ensure that resources are invested in activities that meet the needs of the state's competitive and emergent industry sectors and advance the education and employment needs of students and workers so they can keep pace with the education and skill needs of the state, its regional economies, and leading industry sectors
- Comment, at least once annually, on the measures taken pursuant to the Carl D. Perkins Vocational and Applied Technology Education Act Amendments of 2006.
- Designate LWIAs within the state based on information derived from all of the following:
  - Consultations with the Governor
  - Consultations with chief local elected officials
  - Consideration of comments received through the public comment process, as described in Section 112(b)(9) of the WIA
- Develop and modify allocation formulas, as necessary, for the distribution of funds for adult employment and training activities, for youth activities to LWIAs, and dislocated worker employment and training activities, as permitted by federal law.
- Coordinate the development and continuous improvement of comprehensive state performance measures, including state adjusted levels of performance, to assess the effectiveness of the workforce investment activities in the state.
- Prepare the annual report to the United States Secretary of Labor.
- Recommend policy for the development of the statewide employment statistics system, including workforce and economic data, as described in Section 15 of Title 29 of the United States Code, and using, to the fullest extent possible, the EDD's existing labor market information systems.
- Recommend strategies to the Governor for strategic training investments of the Governor's WIA discretionary funds.

- Develop and recommend waivers, in conjunction with Local Boards, to the Governor as provided for in the WIA.
- Recommend policy to the Governor for the use of the 25 percent rapid response funds, as authorized under the WIA.
- Develop an application to the United States Department of Labor for an incentive grant under Section 9273 of Title 20 of the United States Code.
- Establish standards for certification of high-performance Local Boards.
- Annually reserve a portion of the Governor's WIA discretionary fund made available pursuant to the WIA for the purpose of providing performance incentives to high-performance Local Boards.
- Establish a policy for the allocation of Governor's WIA discretionary funds and other incentive monies to high-performance Local Boards.
- Ensure that programs and services funded by the WIA and directed to apprenticeable occupations, including pre-apprenticeship training, are conducted, to the maximum extent feasible, in coordination with one or more apprenticeship programs approved by the DIR-DAS and/or DOLETA for the occupation and geographic area.
- Develop a policy of fostering collaboration between community colleges and approved apprenticeship programs in the geographic area to provide pre-apprenticeship training, apprenticeship training, and continuing education in apprenticeable occupations through the approved apprenticeship programs.

Composition of the State Board

The members of the State Board are appointed by the Governor in conformity with WIA Section 111(b) and California UI Code Section 14012. State Board members are drawn from business, labor, public education, higher education, economic development, and community organizations, as well as the State Legislature. Two legislative members are appointed by the Senate President Pro-Tem and two by the Speaker of the Assembly. Appendix E provides a listing of the current members, by membership category, represented on the State Board.

The State Board has a business member majority with 29 of 56 members representing business. In August 2012, Governor Brown appointed 30 new members and an additional 11 new members were appointed in March 2013. A complete listing of State Board members and the category they represent is in Appendix E.

The Chair of the State Board is selected by the Governor. The Chair has the responsibility to call and preside at all State Board meetings and perform other duties as required. The Vice-Chair acts as Chair in the Chair's absence and performs other duties as required.

State Board Committees

Since the State Board meets four times a year, members accomplish their work through active participation in a committee structure comprised of a standing Executive Committee, special committees, and ad hoc committees. Special committees are appointed by the State Board Chair to carry out specified tasks; ad hoc committees are informal workgroups. With the current exception of the Green Collar Jobs Council, special committees and ad hoc committees may include members from stakeholder groups outside the State Board. The committees are:

- ***Executive Committee:*** The Executive Committee consists of a small number of State Board members evenly divided among business, labor, and government. It acts as a high-level strategic planning and jobs advisor to the Secretary of the Labor & Workforce Development Agency and to the Governor. The Executive Committee provides the additional flexibility needed to meet more frequently, respond in a timely way to important issues, coordinate the work of special and ad hoc committees, and develop agendas and recommendations for State Board meetings.

- ***Issues and Policies Special Committee (IPSC):*** The IPSC addresses specific policy issues related to improvement of WIA-funded programs and their alignment with other education, training, and employment services and provides recommendations to the full State Board. At the direction of the Chair of the State Board, the Committee:

    - Reviews and develops statewide policies affecting the provision of workforce development and employment services;
    - Reviews and provides input on waiver requests for submission to the U.S. Department of Labor;
    - Reviews and develops policy guidance and directives provided to Local Boards;
    - Assists other committees in identifying emerging issues affecting the statewide workforce development system; and
    - Develops policy issue papers for the State Board's consideration.

- ***Green Collar Jobs Council:*** The Green Collar Jobs Council (GCJC) is a permanent special committee enacted by the Green Collar Jobs Act of 2008 (UI Code Section 15002). Under the purview of the State Board, the GCJC is charged with developing and updating a "strategic initiative" framework to address emerging skills demands due to expanded use of renewable energy sources and energy efficiency to meet state policy goals. As required by state statute, the GCJC must do the following:

- Identify and link “green collar” job opportunities with Local Board workforce investments, and encourage regional collaboration among Local Boards;
- Align workforce development activities with regional economic recovery and growth strategies;
- Develop public, private, philanthropic, and nongovernmental partnerships to build and expand the state's workforce development programs, network, and infrastructure;
- Provide policy guidance for job training programs for the clean technology sector to help prepare specific populations, such as at-risk youth, displaced workers, veterans, formerly incarcerated individuals, and others facing barriers to employment;
- Develop, collect, analyze, and distribute state-wide and regional labor market data on California's emerging green workforce needs, trends, and job growth;
- Collaborate with community colleges and other educational institutions, approved apprenticeship programs, business and labor organizations, and community-based and philanthropic organizations to align workforce development services with strategies for regional economic growth;
- Identify funding resources and make recommendations on how to expand, leverage and braid these funds; and

- ***Health Workforce Development Council (HWDC):*** The HWDC special committee was established in response to the federal Affordable Care Act to understand and respond to changing healthcare workforce requirements. One objective of the HWDC is to expand California's full-time primary care workforce by 10 to 25 percent by 2022. The HWDC consists of a broad partnership of industry representatives, education, economic development, elected officials, the public workforce system, labor, philanthropic organizations, community-based organizations, health professional and advocacy organizations.

- ***Advanced Manufacturing Workforce Development Council:*** The State Board established a special committee on advanced manufacturing to identify statewide education and training issues and opportunities in manufacturing, support regions in providing a skilled manufacturing labor force, identify national skills standards, and encourage regional industry sector partnerships.

- ***Education and Career Pathways Committee:*** The State Board established a special committee on education and career pathways. The focus is to align education with workforce development. The committee has identified three main objectives:

1) Expand career-based education opportunities for all students;
2) Create opportunities for all students to receive nationally-recognized, industry-valued credentials; and
3) Build linkages between public education and industry sectors with the best potential for good jobs.

- **State *Working Group:*** The State Working Group is an informal focus group comprised of the directors of state departments that administer workforce, employment, career education, and/or workforce training programs (see Appendix G). The partners were integral in developing the vision, strategy, and goals for the State Strategic Workforce Development Plan. The partners are committed to taking the specific actions assigned to their respective agency in support of the Plan's implementation, including scaling up and expansion of regional workforce and economic development networks and industry sector partnerships. The responsibilities of the State Working Group include:

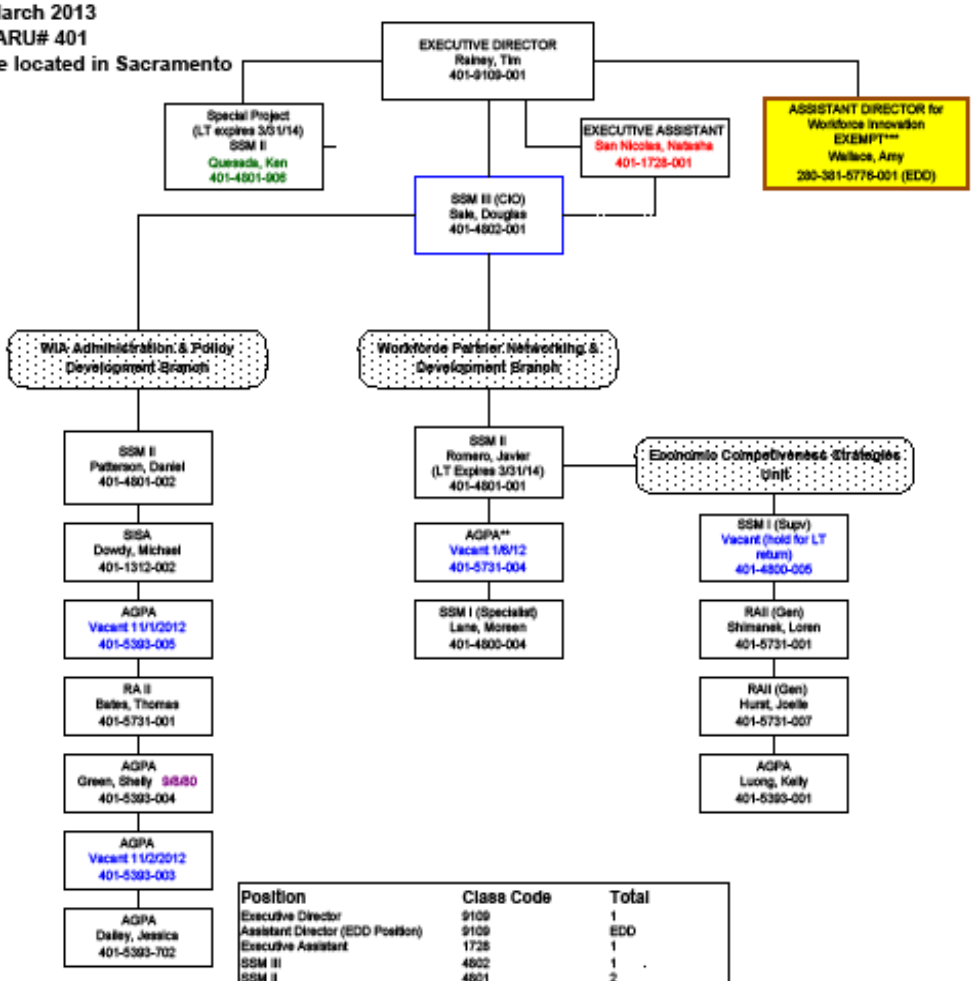
    - Aligning their respective policy goals;
    - Establishing common performance metrics to evaluate success;
    - Maximizing, leveraging, and aligning resources;
    - Identifying, removing or erasing administrative or policy barriers.
    - Reporting progress towards completing the actions to the Governor through the State Board.

State Board Organizational Structure

The State Board reports through its Executive Director to the Secretary of the Labor and Workforce Development Agency (LWDA). The Executive Director is appointed by the Governor and is an integral part of the State Board, contributing as a non-voting participant at State Board meetings and in Executive Committee meetings. Currently, the Executive Director is supported by a civil service staff of 17. The State Board staff helps implement the goals of the State Strategic Workforce Development Plan, plans and supports State Board meetings and the work of each of its committees, and carries out other duties as assigned by the State Board.

CALIFORNIA WORKFORCE INVESTMENT BOARD (SUPPORT STAFF)
ORGANIZATIONAL CHART
March 2013
ARU# 401
All positions are located in Sacramento

CURRENT



Position	Class Code	Total
Executive Director	9109	1
Assistant Director (EDD Position)	9109	EDD
Executive Assistant	1728	1
SSM III	4802	1
SSM II	4801	2
SSM I (Specialist)	4800	1
SSM I	4800	1
SISA	1312	1
RA II	5731	3*
AGPA	5393	6
Total Positions:		17

*1 RA II Reclassed from RPS II to accommodate a Mandatory Reinstatement
** RA II Reclassed to AGPA 11/2012 for recruitment purposes
***Exempt Position on loan from EDD Director Office and paid for by EDD. Not part of CWIB allocation

- Vacant Position
- Temporary Position Number Assignment
- Attendance Clerk/Back Up *MyCalPAYS Rolemapping*
- Compressed Work Week (CWW) *V-Time, 9/8/80, 4/10/40 = Alternate Work Week*
- Highlighted Proposed Change

Tim Rainey, Executive Director
Date: March 29, 2013

Local Workforce Investment Areas, Local Workforce Investment Boards, and One-Stop System

Local Workforce Investment Areas (LWIAs)

As designated by the Governor, California's 49 LWIAs administer WIA services. Factors that are considered in designating these LWIAs include geographic location, population, and commonality of labor market areas. Re-designation, which the Governor must do bi-annually, is based on performance, adherence to the State Strategic Workforce Development Plan, and other factors.

In addition to Appendix F, the links below provides a full listing of California's 49 LWIAs and their jurisdictional boundaries:

http://edd.ca.gov/Jobs_and_Training/LWIA_Listing.htm

http://edd.ca.gov/Jobs_and_Training/LWIA_Listing_by_County.htm

The particular service strategy or emphasis of an LWIA may reflect regional labor markets, economic and social conditions, and demographics. An LWIA may also be influenced by its administrative structure, which varies greatly in California. An LWIA may be administered by a county, city, or by a consortium of local governments through a joint powers authority. Generally, LWIAs administered through counties tend to be more aligned with CalWORKs, while city-administered programs may be more closely linked with economic development or community development.

Most existing LWIA jurisdictions were grandfathered-in when in 1998 the Workforce Investment Act superseded the Job Training Partnership Act. However, some local administrative structures or LWIA boundaries have changed for more effective service delivery, to maximize available resources, and/or to reflect regional labor-markets.

Role of Local Workforce Investment Boards (Local Boards)

In concert with their chief local elected officials, California's 49 Local Boards provide administrative and policy oversight at the local level for the delivery of WIA services and for the operation of One-Stops.

The chief local elected official (CLEO) of each of the 49 LWIAs appoints a Local Board with a local membership similar to the State Board – including a business majority and fifteen-percent

organized labor. The Local Board develops and submits a local strategic plan to the Governor, appoints and provides oversight for One-Stop operators, and selects eligible organizations to provide services for youth and adults. In cooperation with the CLEO, the Local Board appoints a Youth Council that establishes youth policy for local education and job training.

Local Boards are central partners in carrying out the Governor's State Strategic Workforce Development Plan. Through diverse membership and regional leadership, Local Boards can affect coordinated workforce education and training systems and integrate multiple funding streams and programs. Using current labor market and economic data, Local Boards can target resources to strengthen critical regional industries and employers and create clear pathways to good, family-supporting jobs and careers.

Consistent with the State Strategic Workforce Development Plan, Local Boards are encouraged to:

- Take on strategic community leadership & engage diverse partners;
- Adopt and use sector partnerships as a key to service delivery;
- Prioritize and invest in worker training; and
- Continuously improve service delivery

(See Chapter V for a description of the work of Local Boards and One-Stop in supporting the implementation of the State Strategic Workforce Development Plan).

One-Stop Career Centers

One-Stops are the cornerstone of California's workforce development system. By federal law, each LWIA is required to have at least one comprehensive One-Stop center that provides universal access to a full range of employment services, training and education, employer assistance, and guidance for obtaining other assistance. A complete listing of One-Stops by county can be viewed at: http://edd.ca.gov/Jobs_and_Training/pubs/osfile.pdf.

Direct WIA service delivery is principally provided through California's over 200 One-Stops. It is important to note, however, that many One-Stops go beyond WIA and are often the local or regional gateway or hub to the broader network of workforce development providers. Providers that often co-locate in, connect through, or directly operate One-Stops include community colleges, adult schools, regional occupational centers and programs, and other education entities; organized labor and industry or employer associations; community organizations; special programs for farmworkers, native Americans, veterans, and individuals

with disabilities; economic development agencies; social services agencies or programs; and other state, federal, and non-governmental providers.

As a primary labor-exchange, in addition to other business services, One-Stops help employers with recruitment and hiring. In some areas of the state, Local Boards have directed their One-Stops to tailor services to specific target industry sectors. In this way, labor-exchange is part of a more proactive provision of employment services and skills training relevant to employer demands and longer-term labor-market trends.

Though One-Stops design programs and services that reflect the unique needs of their areas, the goal is to allow workers and job seekers seamless access to a broad range services and, depending on eligibility, 17 other federal programs. These federal programs are required by federal law to offer services through the One-Stop system. In the chart on the next page, the top row is the state-level administrative agencies:

Employment Development Department	Community Colleges/ CA Dept. of Education	Dept. of Rehabilitation	Dept. of Social Services/ Dept. of Community Svcs. & Development	Other
Adult (Title I of WIA)	Post-Secondary Vocational Education (Perkins)	Vocational Rehabilitation (Title IV of WIA)	Welfare-to-Work	Job Corps (Title I of WIA)
Youth (Title I of WIA)	Adult Ed and Literacy (Title II of WIA)		Community Services Block Grant	Title V, Older Americans Act
Dislocated Worker (Title I of WIA)				HUD Employment and Training
Employment Service/Wagner-Peyser Act (Title III of WIA)				
Native American Programs (Title I of WIA)				
Migrant Seasonal Farm Workers (Title I of WIA)				
Veterans Workforce Programs (Title I of WIA)				
Trade Adjustment Assistance				
Unemployment Insurance				

A major challenge for One-Stops is the cost of infrastructure. In addition to client services, the operation of One-Stops requires various administrative costs and other operating expenses beyond the funding allocated to the LWIAs through their WIA formula allocations. Unfortunately, the WIA does not provide additional funding for One-Stop infrastructure.

Infrastructure support paid for by the 17 WIA required partners varies in each LWIA and within each One-Stop depending on cost-sharing agreements negotiated at the local level. Whether a

full range of services is available in a One-Stop also depends on the degree to which required partners fully participate.

To ensure the continued existence of this important resource, state-level agencies as well as other One-Stop partners must commit to a level of sustained investment. In 2013 the State Board created a special ad hoc committee to open a dialog on the future of California's One-Stop system.

WIA/One-Stop Services

At minimum One-Stops are required to provide three general tiers of services. These tiers are divided into categories according to how prepared a person may be for a new job.

However, Local Boards and One-Stop operators have significant flexibility in determining how rapidly one may move from one tier to the next, or in the case of customized training, what service mix is appropriate to ensure successful participant completion. In fact, in 2005, language was added to state law to enable Local Boards and One-Stops in this area. UI Code Section 14230 (d) states:

> *Each Local Board shall develop a policy for identifying individuals who, because of their skills or experience, should be referred immediately to training services. This policy, along with the methods for referral of individuals between the one-stop operators and the one-stop partners for appropriate services and activities, shall be contained in the memorandum of understanding between the Local Board and the one-stop partners.*

The three WIA tiers of service are known as core, intensive, and training services.

- ***Core Services*** -- are provided through the One-Stop. These include job search-and placement assistance, access to labor-market information, counseling and coaching, and preliminary skills assessments.
- ***Intensive Services*** -- are primarily provided through One-Stops, but can also be delivered though partnering organizations. Services include comprehensive skills assessments, group counseling, individual career counseling, case management, and short-term prevocational services, such as how to write a résumé and prepare for an interview.
- ***Training Services*** -- By state law, Local Boards must invest 25 percent (30 percent by 2016) of WIA Adult and Dislocated Worker funds on skills training. Training is provided through eligible providers [those on the State eligible training provider list (ETPL)], OJT, or through customized training.

Title I of the WIA authorizes services for youth, adults, and laid-off workers. Eligible youth must be 14 to 21 years of age, low income, and meet at least one of six specific barriers to employment. Eligible adults must be age 18 or older. While eligible laid-off workers are generally individuals who have been terminated from their last employment and are unlikely to return to their previous industry or occupation, displaced homemakers and self-employed individuals also may qualify for these services.

California's Eligible Training Provider List (ETPL)

Section 122 of the WIA and the accompanying federal regulations require the Governor to publish an ETPL. Training providers who are eligible to receive Individual Training Accounts through WIA Title I-B funds are listed on the ETPL.

The ETPL should include a description of the programs offered by the providers of training services, the information identifying eligible providers of on-the-job training and customized training (where applicable), and the performance and cost information about these same training providers. The ETPL is to be provided by the Local Boards through the One-Stop Centers in a manner that maximizes both informed customer choice and consumer protection. Importantly, the ETPL must ensure a high level of training provider quality, performance accountability, and transparency for the investment of public dollars.

The State Board is currently working to develop common and comprehensive state-wide performance outcome criteria for the ETPL. Of primary interest is the streamlining of the process for adding approved apprenticeship and quality career-based community college programs to the state ETPL.

California's Broader Workforce System – State Working Group

California's broader workforce system is made up of over 30 federal and state programs and funding streams administered through 12 state departments within 5 separate state agencies. The barriers to effective coordination are common nationwide: administratively and fiscally independent programs, multiple purposes and goals, and diverse accountability and performance measurement objectives.

The role of the State Working Group of state-level department and agency directors is to align the broader system for improved education and employment outcomes for all workers and job seekers (with special focus on unemployed, under-employed, low-income, farmworkers, veterans, individuals with disabilities, homeless, ex-offenders, and at-risk youth). This challenge has two inextricably linked parts:

- The coordination of state agencies and departments responsible for the administrative oversight of multiple federal and state funding streams, and
- The alignment or "braiding" together of multiple funding streams at the regional level in response to target industry sectors and the needs of workers.

A central aim of the State Board and the State Working Group is to remove barriers to system alignment. As presented in Chapter V, the State Board will work with the Local Boards to focus Local Plans on strategies for coordinating system partners at the regional level.

Below are the primary State Working Group partners:

State Working Group	
Lupita Cortez Alcala, Deputy Superintendent Public Instruction & Learning Support Branch California Department of Education	**Panorea Avdis**, Chief Deputy Director Governor's Office of Business and Economic Development
Pam Harris, Director Employment Development Department	**Gordon Jackson**, Assistant Superintendent California Department of Education
California Department of Veteran's Affairs	**Brian McMahon**, Undersecretary California Labor & Workforce Development Agency
Dennis Petrie, Deputy Director Workforce Services Branch California Employment Development Department	**Tim Rainey**, Executive Director California Workforce Investment Board
Diane Ravnik, Chief Division of Apprenticeship Standards California Department of Industrial Relations	**Kurt Schuparra**, Assistant Secretary California Labor and Workforce Development Agency
Jim Suennen, Associate Secretary for External Affairs California Health and Human Services Agency	**Van Ton-Quinlivan**, Vice Chancellor Workforce & Economic Development California Community Colleges
Will Lightbourne, Director California Department of Social Services	**Spencer Wong**, Chief Labor Market Information Division California Employment Development Department

The following chart shows the structure of the broader workforce system in table form and lists the partners, programs, and agencies that the Strategic Workforce Development Plan and State Board have targeted for improved alignment:

LABOR AND WORKFORCE DEVELOPMENT AGENCY								
Department	Department of Industrial Relations	Employment Development Department						Employment Training Panel
Program	DOLETA and DIR/DAS Apprenticeship Programs	WIA Dislocated Worker Program	WIA Adult Program	WIA Youth Program	Workforce Services	Trade Adjustment Assistance Program	Veterans Programs	Employment Training

HIGHER EDUCATION					
Department	California Community Colleges				
Program	Economic and Workforce Development	Career Technical Education	Adult Education	CalWORKs Education	DOLETA and DIR/DAS Apprenticeship Programs

EDUCATION						
Department	California Department of Education					
Program	Agricultural Education	Adult Education	Career Technical Education	CalWORKs Adult Education	Regional Occupational Centers and Programs	DOLETA and DIR/DAS Apprenticeship Programs

HUMAN SERVICES						
Department	Department of Social Services			Department of Rehabilitation	Department of Developmental Services	Department of Aging
Program	Refugee Program	CalFresh Food Stamp Employment and Training Program	CalWORKs Welfare-to-Work Services	Vocational Rehabilitation Services	Habilitation Services	Senior Community Service Employment

CORRECTIONS					
Department	California Department of Corrections and Rehabilitation, Prison Industry Authority		CDCR, Division of Juvenile Justice	CDCR, Division of Education, Vocations and Offender Programs	
Program	Free Venture (Youth)	Joint Venture (Adults)	Education Services	Vocational Training for Inmates	Community Correctional Re-Entry Centers for Parolees

OTHER			
Program	California Conservation Corps	Job Corps	Ticket to Work

Employment Development Department (EDD)

As one of California's key public workforce development institutions and a member of the State Working Group, the EDD is a member of the State Board and actively supports all of the State Strategic Workforce Development Plan goals (Please refer to Chapter VIII for a description of EDD's roles and activities).

Located within the LWDA alongside the State Board, the EDD administers the WIA Title I, federal Wagner-Peyser Act (WPA), Labor Market Information, Unemployment Insurance (UI), Trade Adjustment Assistance (TAA), and Veterans programs. EDD is also California's major tax collection agency. One of the largest departments in state government, the EDD has nearly 10,000 employees providing services at more than 400 locations throughout the state.

Employment Training Panel (ETP)

ETP is represented on the State Board by the LWDA Secretary, is a member of the State Working Group, and actively supports all of the State Strategic Workforce Development Plan goals.

The ETP is a statewide business-labor training and economic development program. It supports economic development in California through strategic partnerships with business, labor, and government and through the provision of financial assistance to California businesses to support customized worker training to:

- Attract and retain businesses;
- Provide workers with secure jobs that pay good wages and have opportunities for advancement;
- Assist employers to successfully compete in the global economy; and
- Promote the benefits and ongoing investment in employee training among employers.

Department of Industrial Relations – Division of Apprenticeship Standards (DAS)

DIR-DAS is represented on the State Board by its Director, is a member of the State Working Group and actively supports all of the State Strategic Workforce Development Plan goals. DIR-DAS is working closely with the State Board, Local Boards, and the community colleges Chancellor to implement AB 554, which requires WIA alignment with approved apprenticeship; the State Board is also working to streamline ETPL access for DOLETA and DIR-DAS approved apprenticeship programs. Both efforts are objectives of the State Strategic Workforce Development plan.

The DIR-DAS administers California apprenticeship law and enforces apprenticeship standards for wages, hours, working conditions and the specific skills required for state certification as a journeyperson in an apprenticeable occupation. DIR-DAS promotes apprenticeship training through creation of partnerships, consults with program sponsors and monitors programs to ensure high standards for on-the-job training and supplemental classroom instruction. Through this effort, the retiring skilled workforce is replenished with new skilled workers to keep California's economic engine running strong.

Community Colleges

The Chancellors Office of the Community Colleges (CCC) is a strong partner, participating both on the State Board (and its committees) and the State Working Group. Local Board coordination with community colleges is vital to the success of the State Strategic Workforce Development Plan and the realization of the Governor's vision. Critical programs include:

Economic & Workforce Development (EWD): The EWD program supports community colleges to become more responsive to the labor market. The CCC provides grants to 10 statewide initiatives through a network of 40 regional resource centers at local colleges. The centers develop and deliver customized curriculum, training, and other services to meet the needs of business and industry sectors. Initiatives include advanced manufacturing,

advanced transportation, biotechnology, healthcare, international trade, and entertainment.

Apprenticeship Instruction: Apprenticeship programs offer both OJT and classroom training (called Related and Supplemental Instruction or RSI). The state budget annually appropriates RSI to the Department of Education and the CCC, which share responsibility for overseeing RSI programs. Funds are distributed to adult schools, Regional Occupational Programs (ROPs), and community colleges based on the number of hours in RSI coursework provided by an institution.

Community College Career Technical Education (CTE) programs: The state's major investment in CTE comes from credit and non-credit course offerings at California's 112 community colleges, with about one third of all community college full time equivalent students (FTES) enrolled in CTE courses. Community college credit and non-credit occupational programs are generally locally designed and delivered. Courses are part of a pathway leading to a credential, certificate, or transfer to a four-year college or stand-alone classes that can enhance students' skills in a range of occupational fields.

The State Board will work with Local Boards to include in their Local Plan their strategies for developing collaborative partnerships with their local community colleges in support of regional workforce and economic development networks and sector pathway partnerships consistent with the State Strategic Workforce Development Plan.

Department of Education

The California Department of Education (CDE) is a critical partner, is active both on the State Working Group and the State Board and supports all of the State Strategic Workforce Development Plan goals.

The Adult Education Program (AEP) provides Basic English, math, and English as a second language foundations needed to enter post-secondary education and training. Adult schools have historically been the largest AEP provider at the local level. Over half the adult schools also provide WIA educational services.

Career Technical Education (CTE) integrates core academic knowledge with technical and occupational knowledge to provide students with a pathway to postsecondary education and careers. Programs include:

Agriculture Education -- Resources for agriculture education programs, including classroom instruction, leadership, and supervised agricultural experience programs that prepare students for college or entrance into agricultural careers.

Apprenticeship -- Resources for RSI by local educational agencies. Apprenticeship is jointly administered with the community colleges.

Regional Occupational Centers and Programs (ROCPs) -- Career and workforce preparation for high school students and adults, preparation for advanced training, and the upgrading of existing skills.

Perkins CTE-- Federal act established to improve CTE programs, integrate academic and career-technical instruction, serve special populations, and meet gender equity needs.

The CDE Career College and Transition Division (CCTD) jointly administers The Carl D. Perkins Career and Technical Education Act of 2006 (Perkins CTE) with the CCC. The current Perkins Plan includes the following goals for the K-12 and community college systems that are consistent with the State Strategic Workforce Development Plan goals:

- Building a demand-driven CTE system by responding to real workforce development needs and state, regional, and local labor market realities and priorities, through strengthened curricula, professional development, data collection and use, and direct linkages with business and industry;

- Ensuring that all students have access to CTE courses, pathways and programs of interest; highly skilled instructors; and facilities and technologies that make all CTE options available regardless of location and enrolment limits;

- Promoting evidence-based continuous improvement of CTE services and impact through better alignment of standards, curricula, assessments, and professional development, and support for schools and colleges to achieve all of the state established core indicator levels of performance for academic and technical skill attainment.

Governor's Office of Business and Economic Development (GO-Biz)

GO-Biz is a member of the State Working Group and actively supports all of the State Strategic Workforce Development Plan goals. GO-Biz was created to serve as California's single point of contact for economic development and job creation efforts. GO-Biz offers a range of services to business owners including: attraction, retention and expansion services, site selection, permit

streamlining, clearing of regulatory hurdles, small business assistance, international trade development, assistance with state government, and much more.

The State Strategic Workforce Development Plan focuses on new and emergent industry sectors and clusters as well as incubator industries that are necessary for larger scale job growth. It is in this area where GO-Biz, as a member of the State Working Group, provides critical information on employer trends. California recently has begun to see the companies begin to "re-shore" jobs. GO-Biz's direct engagement with the other key public workforce development institutions ensures that State Board policy direction is in line with domestic and international trade and business development.

Health and Human Services Agency

As one of California's key public workforce development institutions and a member of the State Working Group, the Health and Human Services Agency (HHSA) represents the Department of Aging, Department of Rehabilitation, Department of Social Services and the Office of Statewide Healthcare Planning and Development on the State Board and actively supports the State Strategic Workforce Development Plan goals in support of job placement and training services for the following state target populations: individuals with disabilities, socially and economically disadvantaged, at-risk youth and other traditionally underrepresented populations with high unemployment rates.

Through HHSA's participation on the State Working Group and the State Board, HHSA and the key public workforce development institutions it represents will be able to align programs, apply for grants and allocate resources in support of the State Strategic Workforce Development Plan (Please refer to Chapter X for a description of how services to each of these populations are coordinated through the One-Stop system).

Department of Veterans Affairs

As one of California's key public workforce development institutions and a member of the State Working Group, the Department of Veterans Affairs (CalVET) actively supports all of the Strategic Workforce Development Plan goals in support of job placement and training services for veterans, which is a state target population (Please refer to Chapter X for a description of how services to veterans are coordinated through the One-Stop system).

Job Corps

Job Corps is the nation's largest CTE program for students ages 16 through 24. It is a DOLETA program, established in 1964, that provides 100,000 students per year with training. Nationally, Job Corps offers over 100 different careers to choose from and is committed to the development of green skills in the advanced manufacturing, automotive, and construction industries.

Job Corps' focus is consistent with the State Strategic Workforce Development Plan. The State Board will make efforts to work with Job Corps and coordinate regionally with California's seven Job Corps centers: San Bernardino, Long Beach, Los Angeles, Sacramento, San Diego, San Francisco, and San Jose.

Section 166 Indian and Native American Programs

There are eight WIA Section 166 Indian and Native American Employment and Training grantees in California that collectively receive $5.6 million to provide services to Indian and other Native American populations in California:

- Northern California Indian Development Council
- Ya-Ka-Ama Indian Education and Development
- United Indian Nations, Inc.
- California Indian Manpower Consortium
- Tule River Tribal Council
- Candelaria American Indian Council
- Southern California Indian Center, Inc.
- Indian Human Resource Center.

A map of the current WIA Section 166 grantees can be found in Appendix J. The State Board is committed to ensuring the One-Stops provide Indian and Native Americans equal access to the WIA Adult, Dislocated Worker and Youth programs and will work with Local Boards to include in their Local Plans their strategies to collaborate with their area Section 166 grantee(s) to provide Indian and Native Americans equal access to One-Stop services and WIA service provider opportunities.

Section 167 Farmworker Service Programs

There are six WIA Section 167 farmworker service programs represented statewide by La Cooperativa Campesina de California:

- Center for Employment Training
- California Human Development corporation
- Central Valley Opportunity Center
- Employers' Training Resource
- Proteus Inc.
- Employment Development Department

A map of the current WIA Section 167 grantees can be found in Appendix K. These programs provide services throughout California but especially in rural areas where farmworkers live and work. Training services include ESL, GED, adult and family literacy, basic education, vocational education, and employer-based training. Related services such as childcare, transportation, emergency services, housing, counseling, job placement, and follow up services enhance these training efforts.

VIII. State Operating Systems Supporting the Strategic Workforce Development Plan

Complimentary Roles of EDD and the State Board

The primary role of the State Board is policy development, while EDD is responsible for compliance, technical assistance, administrative oversight, and labor market information ensuring program compliance with federal and state policy. The State Board and EDD will collaborate closely to implement the Governor's Strategic Workforce Development Plan to achieve:

- Data-driven policy making by the State Board and its committees, communicated through formal EDD directives;
- An industry sector-based training model that emphasizes quality education and training services, career pathways, and attainment of industry-recognized credentials;
- Multi-agency and cross-system goals, benchmarks, and performance indicators beyond the WIA Common Measures (including effectively utilizing WIASRD data fields);
- System outcomes that reflect the Governor's vision, goals, and objectives – including using EDD-WSB Regional Advisors to provide technical assistance to communicate a common voice from Sacramento;
- Discretionary funding priorities (Governor's 5 percent, WIA 25 percent, WPA 10 percent) that reflect the Governor's vision, goals and objectives; and
- Timely review and approval of the Local Plans, biennial Local Board recertification, and High-Performance Local Board certifications.

To ensure the effective functioning and continuous improvement of the WIA system, the State Board and EDD work together on five mutually supportive components: Policy, Compliance, Technical Assistance, Administrative Oversight, and Labor Market Information.

Policy Development and Implementation: Through a transparent process, the State Board develops and recommends to the Governor statewide workforce policy. Policy decisions often impact Local Boards, discretionary funding priorities, and program development. Decisions may also affect EDD administrative and compliance functions. The State Board then works closely with EDD on the effective and efficient implementation of State Board policy.

Policies adopted by the State Board are deliberated in open public forums. Once these policies are recommended to and adopted by the Governor, they are distributed via EDD as directives

and information notices to an extensive list of stakeholders and interested parties, including state partners and Local Boards. However, directives may be issued without public comment when public comment is not required by law or when time constraints do not allow for the 30 day public comment period.

While the State Board's primary role is policy development, it also coordinates with EDD related to implementing the goals and objectives of the Governor's Strategic Workforce Development Plan. In these instances, the State Board often acts as an intermediary -- facilitating or brokering regional workforce networks and industry sector leadership to ensure that initiatives reflect the vision and strategies set by the Governor.

WIA Compliance: WIA compliance review, monitoring, and auditing are provided through EDD's Policy, Accountability, and Compliance Branch. The Compliance Branch ensures California meets all federal and State statutory and regulatory requirements.

WIA Administration: Within EDD, the operations and administrative functions for WIA are provided through the EDD-Workforce Services Branch (EDD-WSB), which also delivers employment services to millions of Californians each year.

Labor Market Information: Within the EDD-WSB, the LMID collects, analyzes, and publishes statistics on agricultural and non-agricultural industrial employment; occupational duties, skills, wages, and staffing patterns; and labor force statistics and characteristics.

WIA Technical Assistance: EDD-WSB Regional Advisors, in partnership with State Board staff, provide technical assistance to all 49 Local Boards on WIA regulations, implementation of federal and state law and policy, and a variety of special projects. In addition, the EDD-WSB maintains both a Capacity Building Unit (CBU) and Local Policy Guidance Unit (LPGU). The CBU provides training on federal guidance and state-imposed requirements. The LPGU, in consultation with the State Board, develops information bulletins and directives on policies promulgated through the State Board. Additionally, EDD and the State Board maintain open lines of communication with Local Board administrators through regularly scheduled meetings and conference calls.

California's main method of supporting WIA service delivery in all One-Stops statewide is its corps of management-level EDD-WSB Regional Advisors, each of whom works on a dedicated, and therefore locally knowledgeable, basis with a small group of LWIAs. EDD-WSB Regional Advisors address specific service delivery problems and issues brought to their attention by "their" LWIAs with tailored technical assistance and appropriate resources from the State Board and other sources. Since EDD-WSB Regional Advisors are headquartered in Sacramento, they

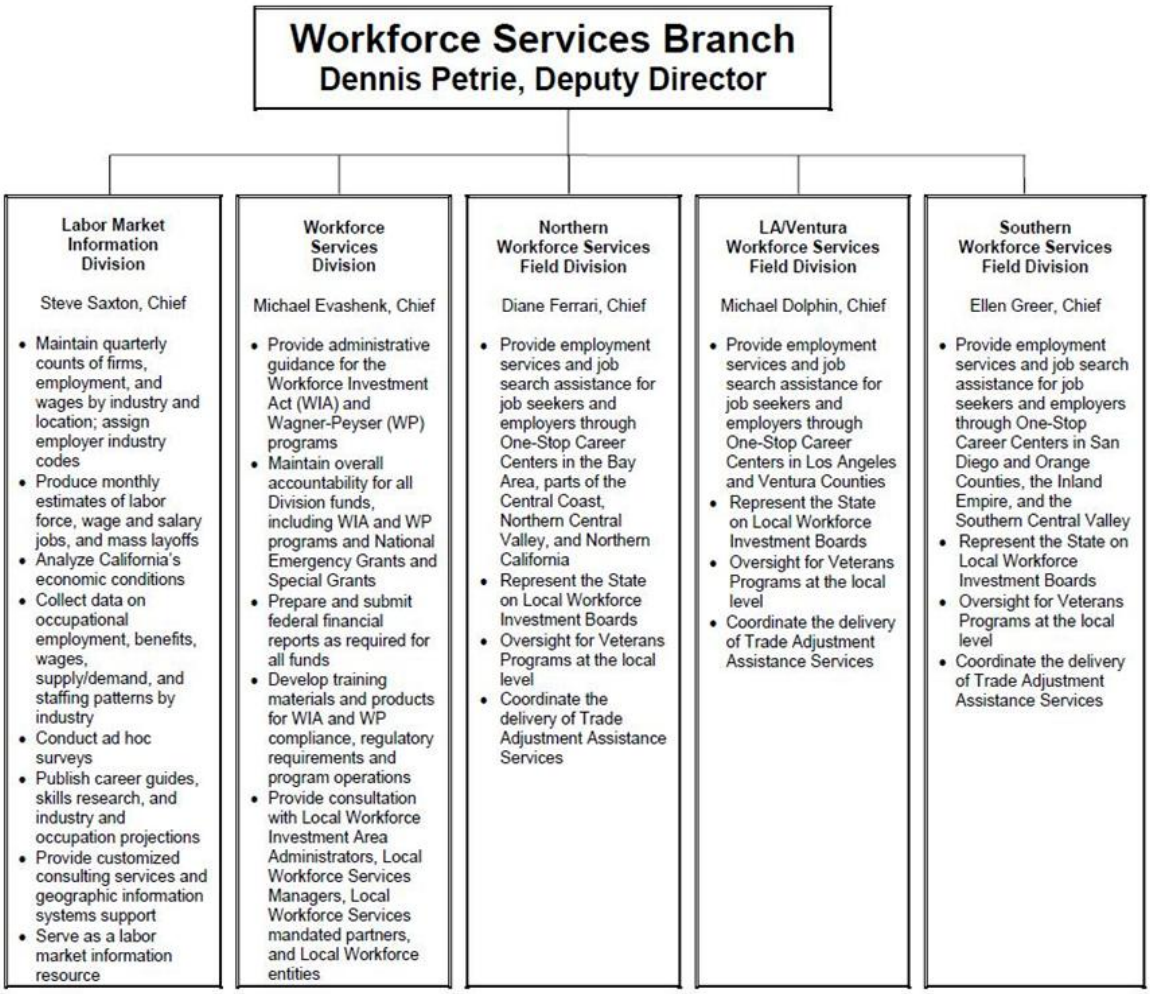
can readily seek practical information and ideas from their colleagues and broadcast them to their assigned LWIAs.

This corps of EDD-WSB Regional Advisors also works together to identify problems and issues which remain unsolved and, as management-level staff members, they are well-positioned to seek authoritative resolution.

As the key links between the local and state levels of California's WIA program, EDD-WSB Regional Advisors bring these two levels together to maximize the effectiveness of California's One Stop WIA service delivery statewide.

Employment Development Department – Workforce Services Branch (EDD-WSB)

The EDD Workforce Services Branch (EDD-WSB) administers the WIA and WPA programs, which prepare adults, youth, and dislocated workers for the labor market and provide labor exchange services. Additionally, the EDD-WSB collects and publishes employment and unemployment data, economic development and planning information, industry and occupational information, and social and demographic information.



Workforce Services Division Central Office: The Workforce Services Division Central Office is the administrative hub for the field divisions and is responsible for the following:

- Providing administrative guidance for the WIA and WPA programs;
- Maintaining overall accountability for WIA and WPA funds, National Emergency Grants, and special grants;
- Preparing and submitting federal financial reports as required for all funds;

- Developing training materials for WIA and WPA compliance, regulatory requirements, and program operations; and
- Providing consultation with Local Boards and mandated partners.

Workforce Services Field Divisions: The three field divisions -- Northern, LA/Ventura, and Southern -- provide employment services throughout California. The Northern Division serves the Bay Area, parts of the Central Coast, the Northern Central Valley, and Northern California. The LA/Ventura Division serves the Los Angeles and Ventura counties. The Southern Division serves the San Diego and Orange counties, the Inland Empire, and the Southern Central Valley. The responsibilities of the three EDD-WSB field divisions include:

- Providing employment services and job search assistance for job-seekers and employers through One-Stops in their respective regions;
- Representing the state on Local Boards;
- Providing oversight for veterans programs at the local level; and
- Coordinating the delivery of TAA services.

Wagner-Peyser Act (WPA) Program: The main purpose of the WPA is to establish an employment service system that provides labor exchange services in the One-Stop system. These services include, but are not limited to job search assistance, job referral, placement assistance for job-seekers, re-employment services to unemployment insurance claimants, and recruitment services to employers with job openings. Services are delivered in one of three modes: self-service, facilitated self-help services and staff assisted service delivery approaches.

The services offered to employers (besides referral of job-seekers to job openings) include assistance in development of job order requirements, matching job-seeker experience with job requirements, skills and other attributes, assisting employers with special recruitment needs, arranging for job fairs, assisting employers with hard to fill job orders, assisting with job restructuring, and helping employers deal with layoffs.

Job-seekers who are veterans receive priority referral to jobs and training, as well as special employment services and assistance. In addition, the WPA system provides specialized attention and service to individuals with disabilities, migrant and seasonal farmworkers, ex-offenders, youth and older workers.

WPA 10 Percent Discretionary Activities: The WPA reserves 10 percent of the funds allotted to be used by the Governor to fund discretionary projects. This funding is provided through EDD-WSB for the following activities:

- Employment services to welfare recipients;
- Employment and interpreter services for the Deaf and Hard of Hearing (UI Code 11000-11006);
- At-risk youth mentoring services;
- Outreach, information and referral services to migrant seasonal farmworkers;
- Funding the Department of Rehabilitation's California Committee for the Employment of Persons with Disabilities; and
- Funding the State's WIA management information system – The California Workforce Services Network.

Migrant Seasonal Farmworker Program: Please refer to Appendix L for EDD's Agricultural Services Plan.

EDD Labor Market Information Division (LMID)

LMID provides public access to the full range of state labor market information, including local and regional analyses through the EDD labor market information website: http://www.labormarketinfo.edd.ca.gov.

Major workforce information categories available on the website include career information as an aid to job-seekers, data on the economy in the context of the labor market, a data library with access to labor force, employment, and occupational and industry figures and analysis for the state, metropolitan statistical area (MSA), county, and sub-county levels. There is also a customer center section with workforce information organized by user group to include employers, economic developers, educators, workforce partners, and researchers. A representative list of electronic products available on the state website consists of:

- *Occupational Guides:* includes job description and requirements, local job outlook, local benefits and wages, licensing, education, training, links to possible employers, etc.
- *Projections of Employment*: future projections or "outlook" for employment by occupation for periods of two and ten years.
- *Staffing Patterns by Industry and Occupation:* A matrix of industries and occupations that list what industries employ an occupation and staffing patterns for an industry.
- *Occupational Profile:* wages, outlook, licensing, etc.
- *LWIA Profile:* unemployment rates, industry employment, and economic indicators for each of the 49 LWIA jurisdictions.
- *Economic Indicators:* income, Consumer Price Index, taxable sales, median home price, layoff statistics, commute patterns, and mass layoff statistics.

- *Industry Employment:* employment by industry, size, and number of businesses, data for "industry clusters" studies, and major employers by county. Data are by place of work.

Workforce Management Information System - California Workforce Services Network (CWSN)

In 2013, the state's antiquated CalJOBS^{SM} and JTA mainframe systems will be replaced by the California Workforce Services Network (CWSN). The objective of the CWSN system is to implement a management information system that supports the state's One-Stop system, state and local business processes under the WIA, WPA, and TAA programs, and affords sufficient security to protect client confidentiality. All WIA, WPA, TAA, and ETP services and functions will be integrated in CWSN. CWSN will be accessed via the Internet and will:

- Supply enhanced reporting, data exchange, and security;
- Increase the percentage of employer's electronically entered job orders by 20 percent, within 24 months of startup;
- Allow 100 percent of EDD, WPA, WIA, and ETP staff and partners to enter or import data directly into the automated system;
- Enable a single registration, whether self-initiated or staff-assisted to initiate tracking of all clients and their services funded by the WIA, WPA, TAA, and ETP programs;
- Allow automated data sharing within EDD programs such as WIA, WPA, TAA, UI, Tax, LMID, and ETP;
- Comply with federal Tax Information Security Guidelines, State of California Information Security, and EDD Information Security policies;
- Comply with the Office of Management and Budget (OMB) Circular A-130, Appendix III, Security of Federal Automated Information Resources;
- Comply with Section 508 of the Rehabilitation Act (29 U.S.C. 794d), as amended by the WIA (P.L. 105-220), and the California Government Code 11135;
- Produce all required specific data elements to enable timely submission of the DOLETA reports and performance measures.

State-Approved Apprenticeship, Registered Apprenticeship

As evidenced in Chapter IV, Adults Goal, Objective 6, the State Board is committed to expanding the availability of and participation in "Earn and Learn" models such as state-approved apprenticeships and registered apprenticeships, where students and workers can build skills while working. In Chapter V, the High-Performance WIB standard requires partnership with approved apprenticeship programs.

State law requires 15 percent labor representation on Local Boards, with an emphasis on apprenticeship representatives. Last year, Governor Brown signed AB 554 to ensure better coordination between Local Boards, community colleges, and state-approved apprenticeships. The law requires that any federal WIA funds directed to apprenticeable occupations, including pre-apprenticeship, must be coordinated with one or more apprenticeship programs approved by the DIR-DAS and/or DOLETA. To implement AB 554, the State Board is engaged in 4 activities:

1. *AB 554 Implementation in Local Plans:* The State Board's local plan guidance requires Local Boards to coordinate in their regions with community colleges and state approved apprenticeship programs for the purpose of AB 554 compliance.
2. *Getting all Approved Apprenticeships on the ETPL:* The State Board is working to ensure that Local Boards place approved apprenticeships on the ETPL.
3. *Co-Hosting AB 554 Implementation Events:* The State Board co-hosted regional events to identify how WIA can be invested along the apprenticeship pathway – pre-apprenticeship, classroom instruction, OJT, journey-level upgrade, etc. – and to address any administrative barriers.
4. *Encouraging Adoption of "Multi-Craft Core Curriculum (MC3):* Local Boards are encouraged to work with Local Building Trades Councils to adopt this DOL-approved pre-apprenticeship curriculum.

Apprenticeship programs provide Californians the opportunity to earn while they are trained for a wide variety of occupations, particularly in the skilled trades. Apprenticeship programs also give employers access to workers trained in conformance with standards they have helped establish, and provide labor unions both a voice and often a key role in the training.

Apprenticeship programs offer both on-the-job and classroom training and RSI. Funding for OJT and some RSI is provided by "program sponsors" – employers or joint labor-management partnerships. The state budget also annually appropriates funding for RSI for the CCC and CDE. Those funds are distributed to adult schools, regional occupational centers and programs, and community colleges through an apportionment system.

At the state level, the DIR-DAS is the administrator of apprenticeship programs. Its consultants work with employers and employee organizations to establish and oversee apprenticeship programs.

California leads the nation with 60,060 registered apprentices in over 586 programs in over 800 apprenticeable occupations. Women represent 6.6 percent, and minorities represent 67.3

percent of all registered apprenticeship programs. Apprenticeship programs graduate an average of 7,580 apprentices per year in a variety of occupations in high-wage sectors of the economy. Non-construction occupations make up approximately 22,000 of California's 60,000 apprentices. These occupations include firefighters, safety officers, automotive workers, and heavy mechanical workers.

In California, the vast majority of approved apprenticeships in the construction trades are joint management-labor partnerships. Ninety-one percent of all construction apprentices (57,000) are enrolled in joint management-labor programs. The building trades and construction contractors are well represented on the State Board.

Job Corps

Job Corps is the nation's largest CTE program for students ages 16 through 24. It is a DOLETA program, established in 1964, that provides 100,000 students per year with training. Nationally, Job Corps offers over 100 different careers to choose from and is committed to the development of green skills in the advanced manufacturing, automotive, and construction industries.

Job Corps' focus is consistent with the State Strategic Workforce Development Plan. The State Board will make efforts to work with Job Corps and coordinate regionally with California's seven Job Corps centers: San Bernardino, Long Beach, Los Angeles, Sacramento, San Diego, San Francisco, and San Jose.

As stated in Chapter IV, Youth Goal, Objective 1, Action 3; WIA Youth activities will be coordinated with Job Corps in the LWIA's served by a Job Corps center. The State Board will verify this coordination through its approval of the Local Plans and its biennial Local Board recertification review.

Services to Employers

Businesses are critically important customers of the public workforce development system. To be effective, the system must develop positive working relationships and partnerships with the business community, understand its workforce needs, and provide services that meet those needs. In this context, it is not enough simply to make businesses aware of the employer-oriented services that the workforce development system provides; rather, the system needs to be proactive with business customers, innovate, and expanding customer services approaches. This includes providing labor market and workforce information, conducting outreach, integrating employer needs into training strategies such as career pathways, brokering

relationships and job connections, making services easy to access, and coordinating with partners to reduce duplication.

The State Board has identified in Chapter IV the use of regional workforce and economic development networks and industry sector partnerships as the primary strategy for how the One-Stop system will meet the needs of their business customers. In addition, the State Board will continue to promote the following strategies:

- Working with business members of the State Board and Local Boards to support industry sector goals;
- Training for Business Service Representatives, Rapid Response coordinators and other One-Stop staff that work directly with businesses;
- Partnerships and linkages with state and local businesses, labor, and industry associations;
- Services and resources provided to businesses, including lay-off aversion strategies, OJT, and customized training; and
- Standardized metrics of success, such as return on investment.

A variety of strategies carried out both locally and statewide assists in the determination of employer needs. Statewide strategies include the gathering and reporting of workforce and labor market information to identify industry sectors of economic importance. Additionally, the work of other partners such as the CCC's Office of Economic Development and Workforce Development Program provide ongoing and valuable information on the needs and perspectives of employers. The EDD-LMID also provides assistance to the Local Boards through the development of customized web-based regional information to identify the local/regional industry sectors of economic importance. This regional data will be updated annually.

Finally, the State Board will consider a number of recommendations discussed during its Strategic Workforce Development Plan regional planning forums, special committee meetings and public comments received:

- Continue to implement and refine local information gathering and analysis, including increased efforts to gather and disseminate timely data to support the regional sector strategy;
- Provide incentives to strengthen the ability of Local Boards and their One-Stop systems to know and meet the needs of their business communities;
- Build in accountability for outcomes, especially related to the provision of training services;

- Improve staff competencies in developing and providing business services despite shrinking resources;
- Increase consistency within the system through development of policies and approaches that unify and provide clearer definition to programs and services;
- Provide technical assistance for business services development based on promising practices; and
- Explore how the State can best improve the integration of WPA-funded services with the local One Stop systems.

Services Provided to Agricultural Employers through the One-Stop System

The EDD-WSB recognizes the importance of the agricultural industry in California and has devoted resources to meet the labor needs of agricultural employers and Migrant Seasonal Farm Workers (MSFW). Funding for agricultural services comes from WPA and Foreign Labor Certification (FLC) funds granted to the states annually. WPA funds are given to California based on a formula basis. The FLC funds are provided by DOLETA to California to process foreign labor application requests, conduct housing inspections, conduct agricultural wage and prevailing practice surveys, and collect agricultural crop and labor information.

The EDD-WSB provides special services to employers on an individual, as needed basis. These services are in addition to the CalJOBS^{SM} electronic job listing system. In addition to providing services to MSFWs, Outreach Workers (OW) inform agricultural employers about the services available to them including:

- Generate CalJOBS^{SM} letters that enable WS site staff to create and send formatted letters to job seekers who are registered in CalJOBS^{SM} including recall job offers, recall job opportunities, and targeted recruitment letters;
- Perform recruitment activities to find and refer qualified MSFWs in order to fill the labor needs of agricultural employers;
- Assist with resume searches and WS site staff mediated services that encourage agricultural employers to publish their job openings using CalJOBS^{SM} to fill their job openings;
- Provide labor market information with such data as supply and demand, salaries, training requirements, new and emerging occupations, and industry growth; and
- Provide Rapid Response services due to plant closure or mass layoffs. These services are offered to workers at the employer's job site and include information on assistance that can be provided at the One Stop center.

Please refer to appendix L for EDD-WSBs WPA Agricultural Services Plan for Program Year 2013-2014.

IX. State Legislation and Policy Supporting the Strategic Workforce Development Plan

Significant work has been done at the state level in the combined policy area of workforce development, skills training, employment services, and layoff response. While not exhaustive, below is compendium of legislation and policy directed toward establishing a more proactive, integrated, industry-sector driven, and ultimately more effective workforce investment system in California. The policies below support the Governor's emphasis in the State Strategic Workforce Development plan on high-quality workforce services, especially skills training and retraining for unemployed, underemployed, and disadvantaged Californians.

State Legislation

High-Performance Local Board Standards (SB 698, Statutes of 2011)

SB 698 amended the Workforce Training Act to require the Governor to establish, through the State Board, standards for certification of "high-performance" Local Boards, in accordance with specified criteria. The Governor and the Legislature, in consultation with the State Board, are also required to reserve specified federal discretionary funds for "high-performance" Local Boards. The State Board is required to establish a policy for the allocation of those funds to those Local Boards.

http://www.leginfo.ca.gov/pub/11-12/bill/sen/sb_0651-0700/sb_698_bill_20111006_chaptered.html

Investment in Industry-Valued Skills Training (SB 734, Statutes of 2011)

SB 734 amended the Workforce Training Act to require Local Boards to spend at least 25 percent of their Adult and Dislocated Worker funds on training services beginning July 1, 2012. This minimum training expenditure requirement increases to 30 percent on July 1, 2016. The purpose of SB 734 is to establish minimum training investment levels for Local Boards in support of the data-driven, sector-based strategic investment activities identified in the State Strategic Workforce Development Plan. The SB 734 policy guidance is in EDD directive WSD11-9 (http://edd.ca.gov/Jobs_and_Training/pubs/wsd11-9.pdf).

Connecting WIA to Approved Apprenticeship Programs (AB 554, Statutes of 2011)

AB 554 requires the State Board and each Local Board to ensure that programs and services funded by WIA and directed to apprenticeable occupations, including pre-apprenticeship training, are conducted in coordination with one or more apprenticeship programs approved by the DIR-DAS for the occupation and geographic area (The State Board will also address coordination with DOLETA RAPs). AB 554 also requires the State Board and each Local Board to develop a policy of fostering collaboration between community colleges and approved apprenticeship programs in their geographic area to provide pre-apprenticeship training, apprenticeship training, and continuing education in apprenticeable occupations through the approved apprenticeship programs.

http://www.leginfo.ca.gov/pub/11-12/bill/asm/ab_0551-0600/ab_554_bill_20111006_chaptered.html

California's Green Collar Jobs Act (AB 3018, Statutes of 2008)

Enacted in 2008, the Green Collar Jobs Act requires the State Board to adopt an industry sector-based approach as the framework for developing a comprehensive array of programs, strategies, and resources to address the state's growing green economy. The legislation also established the GCJC as a permanent special committee of the State Board. The GCJC is charged with developing and updating at least annually a "strategic initiative" framework focused on addressing the skills demands of the emerging green economy and the "greening" of existing sectors including construction, manufacturing, transportation, and utilities. With climate legislation and regulation impacting California industry and jobs, and an accelerated movement toward energy efficiency and renewables, the framework must address funding, strategies, programs, policies, and partnerships for preparing workers for "green" jobs and preparing firms to compete in a greening economy.

http://www.leginfo.ca.gov/pub/07-08/bill/asm/ab_3001-3050/ab_3018_bill_20080926_chaptered.html

California Workforce Training Act (SB 293, Statutes of 2006)

Enacted in 2006, the Workforce Training Act requires the State Board, in collaboration with state and local partners, to develop a State Strategic Workforce Development Plan to serve as a framework for the public policy, fiscal investment, and operation of all state labor exchange, workforce education, and training programs. This State Strategic Workforce Development Plan also serves as the framework for the Integrated State Plan required by the WIA.

http://www.leginfo.ca.gov/pub/05-06/bill/sen/sb_0251-0300/sb_293_bill_20060929_chaptered.html

Labor Representation on Local Boards (SB 293, Statutes of 2006, SB 302, Statutes of 2008)

By federal law, Local Boards are required to have labor representation. Recognizing the value of unions in building effective demand-driven workforce training programs, California went beyond federal law by requiring that each Local Board have 15 percent labor representation, with an emphasis on those connected to union apprenticeship programs. Labor representatives must be appointed from nominations provided through a local central labor council affiliated with the California Labor Federation or a local building and construction trades council affiliated with the State Building and Construction Trades Council. Local Board labor representatives are the conduit and means for systemically connecting the public workforce system to the valuable and innovative workforce development strategies established by industry-based labor management partnerships. The SB 293 labor representation policy guidance is in EDD directive WIAD06-21.

Sector-Based Community College Training (SB 1402, Statutes of 2012)

SB 1402 recast and revised the provisions governing the CCCs' Economic and Workforce Development (EWD) Program. Specifically, this legislation extended the sunset on the EWD program from January 1, 2013, to January 1, 2018 and requires the EWD program to:

- Be responsive to the needs of employers, workers, and students;
- Collaborate with other public institutions, aligning resources to foster cooperation across workforce education and service delivery systems, and building well-articulated career pathways;
- Make data driven and evidence based decisions, investing resources and adopting practices on the basis of what works;
- Develop strong partnerships with the private sector, ensuring industry involvement in needs assessment, planning, and program evaluation;
- Be outcome oriented and accountable, measuring results for program participants, including students, employers, and workers;
- Be accessible to employers, workers, and students who may benefit from its operation; and
- Update the mission of the EWD program to reflect the need to implement sector strategies that align with labor markets.

http://www.leginfo.ca.gov/pub/11-12/bill/sen/sb_1401-1450/sb_1402_bill_20120917_chaptered.html

California UI Training Benefits Program (AB 2058, Statutes of 2010)

The California Training Benefit (CTB) program allows eligible UI claimants who lack competitive job skills to receive their UI benefits while attending a training or retraining program. Under the CTB program, the traditional role of UI changes from that of partial wage replacement while the individual looks for work to one of assisting the individual in training or retraining in an effort to return to full employment.

http://www.leginfo.ca.gov/pub/09-10/bill/asm/ab_2051-2100/ab_2058_bill_20100930_chaptered.html

Unemployment Benefits: Re-Training and Teacher Credentialing (SB 1291, Statutes of 2012)

Beginning January 2014, permanent or probationary public school teachers who have been laid off and who participate in a training program to obtain certification in math, science or special education are permitted to receive additional UI benefits through the CTB Program.

http://www.leginfo.ca.gov/pub/11-12/bill/sen/sb_1251-1300/sb_1291_bill_20120907_chaptered.html

California Worker Adjustment and Retraining Notification (WARN) (AB 2957, Statutes of 2002)

WARN provides protection to employees, their families, and communities by requiring employers to give affected employees and other state and local representatives notice 60-days in advance of a plant closing or mass layoff. Advance notice provides employees and their families some transition time to adjust to the prospective loss of employment, to seek and obtain alternative jobs and, if necessary, to enter skills training or retraining that will allow these employees to successfully compete in the job market.

http://www.leginfo.ca.gov/pub/01-02/bill/asm/ab_2951-3000/ab_2957_bill_20020922_chaptered.html

California UI Work Sharing (SB 1471, Statutes of 1978)

California's Work Sharing program was the first program of its kind in the nation. UI Work Sharing allows for the payment of UI benefits to individuals whose wages and hours have been reduced. The program is considered an alternative to layoffs. The objective of the program is to help employers and employees avoid some of the burdens that accompany a layoff situation. If employees are retained during a slowdown, employers can quickly gear up when business conditions improve. Employers are spared the expense of recruiting, hiring, and training new employees. Employees are spared the hardship of total unemployment.

Policy Enacted Administratively

Local/Regional Strategic Planning

WIA Section 118 requires each Local Board to submit a Local Plan to the State Board. The Local Plan must reflect the Governor's vision outlined in the State Strategic Workforce Development Plan and identify local and regional strategies to achieve the State Strategic Workforce Development Plan's goals and objectives.

The State Board releases planning instructions and partners with EDD Regional Advisors to provide technical assistance to Local Board administrators and staff responsible for developing the Local Plan. EDD Regional Advisors assist the State Board in the review and approval of the Local Plans as well as with negotiations of Local Board performance level targets.

In order to minimize duplication of effort, Local Boards are encouraged to pool resources regionally to share the cost and workload of their strategic planning. The Strategic Workforce Development Plan promotes regional partnerships, system coordination and the integration of resources and funding streams around target industry sectors and clusters. This regional planning model was successfully piloted through the State Board's American Recovery and Reinvestment Act (ARRA)-funded sector strategy grant programs such as the Regional Industry Clusters of Opportunity, Clean Energy Workforce Training Partnership, and State Energy Sector Partnership.

Minimum WIA Performance Standards

In March 2012, the California State Auditor issued a report titled *"Federal Workforce Investment Act: More effective State Planning and Oversight is Necessary to Better Help California's Jobs Seekers Find Employment"* (Refer to the following link for a full version of this report: (http://www.bsa.ca.gov/pdfs/reports/2011-111.pdf). In the report, the California State

Auditor urged the State Board to define quality services and evaluate system performance accordingly.

As stated in Chapter VI, the State Board will work with Local Boards, state-level partner agencies, and other stakeholders to develop additional performance indicators [as authorized in WIA Section 136(b)(2)(C)] beyond the WIA Common Measures. The intent is to develop measures focused on attainment of industry recognized credentials (consistent with DOLETA TEGL 15-10) and to integrate education and training investments among multiple federal and state programs and funding streams.

Standards for High-Performance Local Boards

In response to SB 698, [UI Code Section 14200(c)], the State Board convened a "High-Performance Policy Stakeholder Workgroup," which brought together a cross-section of partners to develop standards and criteria to identify high-performance Local Boards. The resulting "High-Performance Local Board" standards serve as the core for state guidance to Local Boards for developing their Local Plans (See Appendix I - Interim "High-Performance" Local Workforce Investment Board Criteria and Evaluation Criteria for Local Plans and Local Board Certification).

Those Local Boards that comply with the minimum requirements of this guidance will be considered for Local Plan approval as well as Local Board recertification. Those Local Boards that exceed the minimum requirements promulgated in the high-performance standards will be considered for high-performance certification. Those Local Boards that do not meet the minimum requirements will receive further technical assistance from the State Board and EDD to correct shortfalls.

High-performance certification is a voluntary process. A Local Board must request consideration for high-performance certification at the time its Local Plan is submitted to the State Board. It is expected that this certification will provide a Local Board increased recognition, credibility, and visibility for its work.

Local Board Recertification and Decertification

The Governor biennially recertifies Local Boards based on recommendations from the State Board and the certification criteria contained in WIA Section 117 and EDD directive WSD10-9 (http://edd.ca.gov/Jobs_and_Training/pubs/wsd10-9.pdf).

The recertification process is an opportunity for the State Board to identify those Local Boards that are not meeting minimum standards and are in need of technical assistance. These Local Boards will receive a conditional recertification. Conditional recertification requires the development and approval of a Corrective Action Plan to ensure the Local Board is taking steps to address the identified deficiencies. A Local Board that continually violates state or federal law, or otherwise fails to carry out its functions as described in WIA Section 117, including submittal of a Local Plan to the Governor consistent with the State Strategic Workforce Development Plan (WIA Section 118), may receive notice for decertification. Local Boards that are meeting the minimum standards will be recertified for an additional two years, and those Local Boards that requested high-performance consideration and are meeting the high-performance standards will be certified as such for a two year period.

The State Board will work with Local Boards, stakeholders, and EDD to develop an updated recertification and decertification policy that reflects state and federal law, policy, and the Governor's State Strategic Workforce Development Plan.

LWIA Designation, Appeal and Modification

The State Board is responsible for designation of LWIAs. California's LWIA designation and modification policy is identified in EDD directive WIAD05-2 (http://edd.ca.gov/Jobs_and_Training/pubs/wiad05-2.pdf).

Memorandums of Understanding and Cost Sharing Agreements

To ensure system integration, universal access to WPA and WIA services, and shared responsibility for the support of the One-Stop system, Local Boards are required to develop Memorandums of Understanding (MOU) and Cost Sharing Agreements with One-Stop partners as required by Title I of WIA (http://www.doleta.gov/usworkforce/onestop/partners.cfm). These agreements define the roles and responsibilities of partners, identify joint planning for the provision of services to common customers, and ensure coordination of employer outreach and labor exchange. California's current MOU policy is outlined in EDD directive WIA05-6 (http://edd.ca.gov/Jobs_and_Training/pubs/wiad05-6.pdf). The State Board will seek efficiencies and cost saving mechanisms for the operation of California's One-Stop system, including greater integration as exemplified by the ISD model. The State Board will also work to ensure that WIA required partners make their services available to customers through the One-Stop system and share in the costs of One-Stop facilities and operations.

WIA 25 Percent Dislocated Worker Funds

As stated in Chapter IV, Adults Goal, Objective 5, the State Board will revise its Rapid Response policy to better support layoff aversion strategies, further emphasize information and services to help local officials anticipate economic trends and assist in the development of economic development strategies, and place greater emphasis on the utilization of TAA funds for dislocated workers affected by layoffs due to foreign competition (See Chapter X for TAA policy revisions).

WIA Section 134(a)(2)(A)(ii) authorizes the Governor to set aside up to twenty five percent (25%) of the State's dislocated worker funds for California's Rapid Response system and for Additional Assistance to dislocated workers in the local areas.

According to State Board policy, of the Dislocated Worker stream, half of the total funds are formula allocated as Rapid Response directly to Local Boards to prevent layoffs and/or assist workers facing impending layoff. The other half, Additional Assistance, stays in Sacramento. A Local Board can request Additional Assistance funds when it does not have other resources to serve increased numbers of unemployed individuals due to natural disasters, plant closings, mass layoffs *"or other events."*

According to our regional office of the Department of Labor, "other events" should be broadly interpreted to allow the Governor maximum flexibility in investing Additional Assistance funds. Therefore, the State Board defines "other events" as:

> *"Any economic conditions, circumstances, trends, series or combination of events that resulted in the documented dislocation of a substantial number of individuals. Additional Assistance funding may be used flexibly so long as it meets the purpose of serving dislocated workers, and this includes activities that are designed to prevent layoffs."*

WIA 5 Percent Discretionary Fund Priorities

If appropriated by Congress, Governor's WIA discretionary funding will support all four Strategic Workforce Plan Target Goals.

Congress has limited the amount Governors may set aside for the statewide employment and training activities specified in WIA Sections 134(a)(2)(B) and 134(a)(3) to 5 percent of Adult, Dislocated Worker and Youth formula funds. In California, these 5 percent funds suffice only to defray the costs of California's WIA program administration. California will continue to seek waivers from DOLETA for the mandatory WIA activities as long as the discretionary funding remains at 5 percent.

If Congress allows Governors to set aside more than 5 percent of Adult, Dislocated Worker and Youth formula funds for the statewide employment and training activities specified in WIA Sections 134(a)(2)(B) and 134(a)(3), the State Board will recommend to the Governor and the Legislature that the additional funds be utilized in support of the State Strategic Workforce Development Plan priorities.

Eligible Training Providers

California's current Eligible Training Provider List (ETPL) eligibility policy is identified in EDD directive WIAD06-15. The State Board will work to ensure that all training providers on the ETPL adequately provide workers with the quality skills training needed to obtain long-term employment in their career of choice. To do this, the State Board, in consultation with state partners and Local Boards, will establish minimum statewide performance criteria and procedures for training providers on, or wishing to be on, the ETPL.

A joint letter from the Labor and Workforce Development Agency Secretary and DIR Director to the Local Board Directors and Chairs asking them to add DIR-DAS approved RAPs to the ETPL is located in Appendix N.

Waivers for Multiple Training Modalities

Waiver for Incumbent Worker Training

The State Board is requesting the DOLETA to renew the waiver that allows Local Boards to use up to 10 percent of local formula Adult funds and 10 percent of local formula Dislocated Worker funds for incumbent worker training, allowing them to respond better to local economic changes and serving employers and their employees who require training. By continuing this waiver, the Local Boards will be able to effectively market incumbent worker training to employers in target-industry sectors. This also provides an important incentive for employers to work with Local Boards and other regional partners to develop sector–based programs, skills training, and career pathways. Incumbent worker training also is an effective layoff aversion tool. It can reduce the risk of layoffs of employees who need skill upgrades and allow employers to create opportunities for new workers to take the place of existing workers who have moved up the career ladder.

A description of this waiver is located in Appendix D.

Focus on Customized Training for Small Business

WIA Section 101(8)(C) restricts the amount of funds to be used to provide customized training at 50 percent of the estimated training cost. Many small businesses find it difficult, if not impossible, to meet the full 50 percent match requirement. The State Board is requesting the DOLETA to renew the current waiver allowing a sliding scale to determine the employer's matching requirement: 1) no less than 10 percent match for employers with 50 or fewer employees, and 2) no less than 25 percent match for employers with 51-250 employees. For employers with more than 250 employees, the 50 percent contribution continues to apply.

A description of this waiver is located in Appendix D.

Employer Reimbursement for On-the-Job Training

On-the-job training (OJT) provides unemployed adults and dislocated workers with opportunities to develop new skills and knowledge while they return to the workplace and earn wages to support themselves and their families. However, WIA Section 101(31)(B) restricts the amount of OJT wage reimbursement at 50 percent. The State Board is requesting the DOLETA to renew the current waiver allowing the use of local WIA funds for up to 90 percent reimbursement of the costs of OJT. Reimbursement is provided on a sliding scale based on employer size: up to 90 percent for employers with 50 or fewer employees; up to 75 percent for employers with 51 to 250 employees; for employers with 251 or more employees, reimbursement would remain at the 50 percent statutory level.

A description of this waiver is located in Appendix D.

One-Stop Integrated Service Delivery (ISD)

In July 2008, California implemented the Integrated Service Delivery Model (ISD) through 12 Local Area "Learning Labs." The ISD model created a common pool of co-enrolled customers composed of WIA Adult and Dislocated Workers, Wagner-Peyser Act, long-term unemployed, Veterans, and TAA customers.

The State Board conducted an evaluation of the ISD model through California State University at Northridge (CSUN) and received the final evaluation report with recommendations in September 2011. The ISD evaluation reports and recommendations are located on the State Board's website: http://www.cwib.ca.gov/resources_reports.htm.

The CSUN evaluation found that enrolling all participants increases the official count and improves WPA and WIA productivity. ISD also provides a uniform statewide method for measuring the volume of clients served and performance. It also allows for One-Stops to enroll and serve more individuals with many barriers who are hardest to serve and eliminates the disincentive to enroll hardest to serve individuals due to WIA common measure performance level requirements. The evaluation also found that the ISD Learning Lab pilots have tested new service delivery models that are consistent with the State Board's continuous improvement priorities for California's One-Stop system, which include maximizing the use of limited public resources and directing the savings into improved and expanded training services.

While the State Board has yet to determine whether or not to fully implement ISD, the State Board is committed to promoting continuous improvement by more effectively and efficiently integrating resources provided under the WPA and WIA Title I programs with UI, Veterans, and TAA programs.

Branding and Marketing of the One-Stop System

In 2010 the State Board committed to branding and marketing California's One-Stop system. This commitment is reflected in the Strategic Workforce Development Plan's System Alignment and Accountability Goal.

Currently, California's workforce development system is not perceived or promoted as a network of partners with a shared common goal, but rather as individual entities. This misperception has been validated through numerous research and survey initiatives commissioned by the EDD with various audience groups, job seekers and businesses. To address this issue, in 2011 the State Board directed a workgroup be formed under the IPSC and charged the workgroup with the responsibility of developing a recommendation to develop an overarching outreach strategy and accompanying system identifier to raise awareness and recognition of this extensive workforce development system throughout California. The workgroup subsequently recommended and the State Board approved the "California Career and Business Network" system identifier.

In June, 2012 DOLETA issued TEGL 36-11 announcing the "American Job Center" network, a unifying name and brand that identifies virtual and in-person publicly-funded workforce development services as part of a single network. In order to increase jobseeker and employer awareness of workforce development resources available across the country, the DOLETA issued TEGL 21-11 Change 1) on August 8, 2012 requiring states to describe their plans for implementing the American Job Center brand and how the LWIBs will participate in the utilization of the brand as part of the Integrated State Plan.

The State Board, EDD and DOLETA participated in teleconferences to discuss opportunities for efficient implementation of the "American Job Center" national brand in California. The State Board and EDD have also continued to collaborate to develop and launch a web portal which will become the central point to connect and promote California's entire workforce system under the proposed "America's Job Center of California" brand and provide jobseekers and employers a central clearinghouse for information related to the workforce opportunities and services available to them across the state.

The State Board believes this initiative will better leverage the One-Stop system, improve outreach and communication with the employer community; improve outreach to the workforce and other state workforce agencies and local partners; and ultimately better fulfill its vision to offer Californians lifelong opportunities to maximize their employment potential and achieve economic prosperity.

In November 2012 the State Board voted to replace the "California Career and Business Network" brand with the proposed "America's Job Center of California" identifier and proposed implementation strategy. It is the State Board's intention to implement this brand and to allow affiliates to co-brand as "a proud partner of the America's Job Center of California."

The specifics as to how California will implement the brand have been developed and the State Board is currently working with EDD public affairs staff to develop a brand management handbook that will include online tools and resources as well as an implementation plan that will include immediate and longer-term steps to incorporate the brand and description of how branding efforts will be coordinated across the state and expected participation by LWIAs. The State Board and EDD are also determining the costs of this branding effort for PY 2012 and PY 2013. All of the above information will be put before the State Board for final approval.

X. Services to State Target Populations

Veterans

To ensure access to services for veterans, the state has established the following guidance to the One-Stop system:

- Priority of service will be given to veterans and spouses of certain veterans for the receipt of employment, training, and placement services in any job-training program directly funded, in whole or in part, by the DOL, notwithstanding any other provision of law;
- A comprehensive performance accountability system will be established and veterans' employment, training, and placement services will be reviewed annually.

Through the One-Stop system, veteran customers may elect self-service, facilitated self-help, or staff-assisted one-on-one service. The Local Veterans Employment Representative (LVER) and Disabled Veterans Outreach Program (DVOP) staff are available at One-Stops to provide facilitated self-help or staff-assisted service to veterans who require additional assistance. At the request of One-Stop partners, LVERs and DVOPs may also be assigned to other locations that serve large veteran populations.

Through the State Board's participation on the Governor's Interagency Council on Veterans and CalVET's participation on the State Working Group, the key public workforce development institutions will be able to align programs, apply for grants and allocate resources in support of veterans.

Older Workers

The Department of Aging (CDA) is represented on the State Working Group and State Board by the Health and Human Services Agency. Under Title V of the Older Americans Act, CDA administers the Senior Community Service Employment Program (SCSEP), which is a partner program under WIA. The SCSEP provides part-time work-based training opportunities at local community service agencies for older workers who have poor employment prospects and assists with the transition of individuals to private or other employment opportunities in the community. The program provides a variety of supportive services to the individual such as personal and job-related counseling, job training, and job referral.

The State Board supports the CDA and their area agencies on aging's participation in the development of regional workforce and economic development networks to increase

coordination of efforts that assist older workers and other special populations. EDD continues to maintain a Senior Worker Advocate Office (SWAO), which is required to develop partnerships to facilitate the employment of older workers. The SWAO works with the One-Stops, the CDA, area agencies on aging, adult education, and community colleges to improve access for older adults to help them obtain the support services and training they need to remain in or to re-enter the workforce. Some of the partnerships and activities supported by the SWAO include: employment assistance referrals, job development, job fairs, and One-Stop staff training.

Please refer to the SCSEP State Plan in Appendix M.

Individuals with Disabilities

The Department of Rehabilitation (DOR) administers California's Vocational Rehabilitation (VR) program and is represented on the State Working Group and State Board by the Secretary of Health and Human Services Agency (HHSA). The DOR works in partnership with consumers and other stakeholders to provide services and advocacy resulting in employment, independent living and equality for individuals with disabilities.

The State Board is committed to ensuring individuals with disabilities have physical and programmatic access to the One-Stop system and services. The State Board, Local Boards, and One-Stops promote universal access in order to achieve full compliance with state and federal laws and to increase employment of individuals with disabilities. The State Board is an active member of the DOR's State Rehabilitation Council (SRC) and the DOR represents individuals with disabilities on most Local Boards.

California Committee for the Employment of Persons with Disabilities (CCEPD): The State Board formally selects one of its members to serve on its behalf on the CCEPD. This person is also a member of a Local Board. Staffed by the DOR and funded by WPA 10 percent discretionary funds, the CCEPD focuses on policy and program needs that ensure individuals with disabilities have access to public workforce system services that enable them to gain and retain employment. The CCEPD provides a public venue to determine real solutions to the challenges that customers with disabilities, service providers, or the business community may encounter when attempting to access the full array of services within the local One-Stop systems. To help ensure universal access to increase employment of individuals with disabilities, the CCEPD developed and implemented a disability navigator program, as well as provided training and technical assistance to One-Stop staff in disability access. Additionally, to build staff capacity and disability awareness, on-line training is available to One-Stop front-line staff, Equal Opportunity Officers, and local partners charged with the responsibility of implementing WIA Section 188 non-discrimination and equal opportunity requirements.

The state has issued policy guidance to Local Boards ensuring that individuals with disabilities have equal access to information and services funded by WIA Title I programs and partner agencies through the following EDD directives:

- WSB10-2 (http://edd.ca.gov/Jobs_and_Training/pubs/wsd10-2.pdf)

  Biennial LWIA Self-Assessment, communicates the requirements regarding compliance with state and federal disability laws and procedures for ensuring accessible physical environments for all customers, including individuals with disabilities; and
- WIAD00-7 (http://edd.ca.gov/Jobs_and_Training/pubs/wiad00-7.pdf)

  Standards for Oversight and Instructions for Substate Monitoring, which transmits the general standards for the Local Board's oversight responsibilities pertaining to WIA Title I-funded programs.

Low-Income Individuals, Eligible Youth, and Individuals with Limited English Proficiency

State policy, issued in *California's WIA Title I Eligibility Technical Assistance Guide*, gives Local Boards the authority to develop and implement local policy guidance, procedures, and definitions targeting services to special participant populations such as displaced homemakers, non-traditional training for low-income individuals, older workers, low-income individuals, and others with multiple barriers to employment and training. The local policy must be consistent with state and federal policy. Limitations on funding may also require that Local Boards establish policies regarding priority of service to specific population groups within the low-income and public assistance recipient categories. Such priority of service policy is included in Local Plans.

Low-Income Individuals

U.S. Department of Housing and Urban Development (HUD):

HUD has a strong commitment to providing employment opportunities, training, and supportive services to assist low income persons in becoming self-sufficient. In addition, many of HUD's economic development programs generate large numbers of new jobs. These workforce development and job creation efforts are a part of HUD's welfare-to-work strategy and resources. A description of HUD's employment training and job creation programs can be found at:

http://www.hud.gov/offices/pih/programs/hcv/wtw/resources/common/development_initiatives.pdf.

As encouraged by DOLETA and HUD to help low income residents find training programs and sustainable employment, the State Board will work to better align State Board and Local Board strategies with HUD programs.

CalWORKs (Temporary Assistance to Needy Families) and CalFresh (Supplemental Nutrition Assistance Program-Food Stamps):

CalWORKs is an important partner that participates in nearly of all of the local One-Stops. The program serves all 58 counties in the state and is operated locally by county welfare departments. Several Local Boards are administered through county welfare agencies.

Consistent with the State Strategic Workforce Development Plan goals, objectives and strategies, the State Board and Local Boards will continue to work with the State Department of Social Services (which is a member of the State Working Group) and county welfare departments to prioritize business services and skills training for CalWORKs participants; promote incentives such as on-the-job training (OJT) for employers hiring CalWORKs participants; and strategically invest resources into business services, supportive services, and training services.

U.S. Department of Agriculture (USDA):

USDA administers the Supplemental Nutritional Assistance Program (SNAP). California uses the term CalFresh. The CalFresh program helps food stamp recipients gain skills, obtain training, and secure a job.

The State Board will continue to encourage Local Boards to partner with their county social service agencies operating the SNAP program to better align Local Board strategies and investments with the SNAP programs.

In addition, USDA's Rural Development programs in California are working closely with other federal partners to focus on developing regional industry clusters. This work is consistent with the State Strategic Workforce Development Plan's vision. The State Board will make efforts to ensure State and local alignment with USDA, and will work with Dr. Glenda Humiston, California's State Director at the U.S. Department of Agriculture (USDA), Rural Development.

Eligible Youth/At-Risk Youth

The WIA contains a requirement in Section 129(c)(4)(A) that, at a minimum, 30 percent of Youth formula funds allocated to each LWIA for Youth program activities must be spent on out-of-school youth activities. State directive WIAD04-6 provides the formal process for determining compliance and possible sanctions that may be imposed for failure of a LWIA to meet the 30 percent minimum expenditure requirement for out-of-school activities.

The strategies employed by the State and Local Boards, state and local partners that serve the neediest youth, and local youth councils are consistent with the State Strategic Workforce Development Plan Youth goal to increase the number of high school students, including those from underrepresented demographic groups most in need, who graduate prepared for postsecondary vocational training and/or a career.

Given the similarities among the Job Corps program and the State Strategic Workforce Development Plan, the State Board will outreach to the Job Corps San Francisco Regional Office to identify how the Job Corps centers can work more collaboratively with the Local Boards.

Individuals with Limited English Proficiency

The Local Boards are subject to both federal and state requirements regarding non-discrimination and equal opportunity, which include equal access for persons with limited English proficiency (LEP). To ensure meaningful access to programs and services to LEP persons, the state issued EDD directive WSB04-20 *Limited English Proficiency*, on May 12, 2005, that transmits policy and guidance on serving LEP individuals pursuant to Title VI of the Civil Rights Act of 1964, its implementing regulations, and Section 188 of the WIA.

California Government Code Sections 7290-7299.8, the Dymally-Alatorre Bilingual Services Act (DABSA), mandates that when state or local agencies serve a substantial number of non-English-speaking persons, they must employ a sufficient number of qualified bilingual staff in public contact positions and translate documents explaining available services in their beneficiaries' languages. The DABSA also requires state agencies to survey their customers on a biennial basis to review customer needs and update agency practices. The state requires that Local Boards review the DABSA when developing their local policies and procedures regarding services to LEP individuals.

The EDD also maintains a language directory of EDD staff, located statewide, who are fluent in languages other than English. These employees are available to provide translation services to all EDD offices. The language directory is available to local One-Stop staff. Many One-Stops maintain their own lists of bilingual staff and partners, or they may contract for translation

services. The EDD and Local Boards take all reasonable steps to provide services and information in appropriate target languages and include notices and information required in 26 CFR Part 37.29, 37.30, and 37.34, among the items translated for LEP individuals.

In addition, EDD directive WSB10-01 *Nondiscrimination and Equal Opportunity Procedures*, summarizes the federal and State requirements regarding non-discrimination and equal opportunity, and EDD directive WSB00-07 *Standards for Oversight and Instructions for Substate Monitoring*, includes the requirements that sub-recipients must be monitored for compliance of directive WSB10-01. The EDD's CRD monitors the LWIAs for compliance with the federal and state requirements.

Labor Organizations and Community Based Organizations in Serving Target Populations

Labor organizations are key partners in the support and implementation of the State Strategic Workforce Development Plan and are prominently represented on the State Board and Local Boards. Labor representatives lead their respective Local Boards toward prudent policies that result in good jobs and career pathways that provide economic security to low-skilled, low-wage workers and underserved communities.

Labor representatives also promote many strategies that are consistent with the State Strategic Workforce Development Plan:

- Investment in training, education and employment services that lead to good jobs that provide for economic security and sustainable communities;
- Fairness, equity and access for all workers;
- Closure of the income gaps that persist in our economy and provide career ladder opportunities for workers in high-wage, high-skill jobs;
- Providing adult workers the education, re-training and re-employment services needed to increase their employment opportunities and long-term economic security;
- Providing young people with guidance, a strong academic foundation and work-based learning experiences in an environment that respects the rights, dignity and privacy of the individual; and
- Full participation of all stakeholders – labor, employers, educators and community organizations in program planning and service delivery.

The State Board will work with Local Boards to include in their Local Plan strategies for fostering collaboration with their local labor organizations to identify industry sectors and clusters of

economic importance, leverage resources to promote skills attainment through community colleges and approved apprenticeship training programs, and to address skills gaps of low-skilled, low-wage workers so that they can achieve economic security.

The State Strategic Workforce Development Plan recognizes the important role community based organizations (CBOs) have in ensuring that under-represented populations connect to career pathways to good jobs. So important is this role, that the Governor added several CBO representatives to the State Board (See Appendix E).

Through their participation on the State Board, CBO's will have a voice in making sure that the State Strategic Workforce Development Plan and its implementation is fully inclusive of all segments of the population. At the local level, the State Board will work with the Local Boards to include in their Local Plans strategies for engaging with CBOs. CBOs will also be involved in regional workforce and economic development networks.

Ex-Offenders

In 2011, the California Department of Corrections and Rehabilitation (CDCR) began a "realignment" of the state prison system by remanding thousands of low-level offenders to the counties for custody or on supervision in exchange for money from the state that would have been used for incarceration. The State Board has leveraged the CDCR expertise to help Local Boards obtain additional funding from "realignment" funds allocated to counties. A workshop was conducted by the California Workforce Association, which included CDCR and Local Board staff sharing knowledge about realignment and funding so that Local Boards might be in a better position to engage their counties in seeking funding to serve this new "realigned" population.

The State Board will continue to work closely with CDCR and Local Boards to encourage and develop innovative services for the ex-offender population.

With Policy Link and the National Employment Law Project (NELP), the State Board is helping convene Local Boards, to ensure formally incarcerated individuals have access to quality employment services. The State Board also worked with EDD and NELP to develop a directive to ensure that Local Boards comply with nondiscrimination obligations when serving individuals with criminal records. http://edd.ca.gov/Jobs_and_Training/pubs/wsd12-9.pdf.

Consistent with Adults Goal Objective 1, Action 2; the State Board will work with the Local Boards to identify in their Local Plan strategies they will utilize to identify and remove barriers

hampering their investment of WIA Adult and Dislocated Worker funds in CTE programs to the ex-offender population in their areas.

Migrant and Seasonal Farmworkers

Please refer to Appendix K for a map and listing of California's WIA Section 167 grantees and Appendix L for EDD's Agricultural Services Plan.

The Unemployed

All unemployment insurance (UI) claimants are provided general information about CalJOBS^{SM}, the State's Internet-based labor exchange system, which links employer job listings and job seeker résumés. Through CalJOBS^{SM}, claimants can create and store résumés and browse job listings, and employers can view the claimants' résumés and contact them directly for interviews. Additionally, claimants are provided information about job seeker services and contact information for the nearest One-Stop center, where they access a broad range of employment services and other support.

UI claimants profiled as most likely to exhaust their benefits are scheduled for an Initial Assistance Workshop (IAW) that serves as an orientation to reemployment services. Enhanced services are provided to these profiled claimants and an Individual Reemployment Plan (IRP) is completed. The IRP facilitates referrals to other reemployment services. A job focus workshop (JFW) is a short meeting scheduled four to eight weeks after the original IAW session and gives those claimants who are still unemployed, or in approved training, another opportunity to evaluate reemployment needs.

Dislocated Workers

WIA Section 134(a)(2)(A)(ii) authorizes the Governor to set aside up to twenty five percent (25%) of the State's Dislocated Worker funds for California's Rapid Response system and for Additional Assistance to dislocated workers in the LWIAs.

According to State Board policy, of the Dislocated Worker stream, half of the total funds are formula allocated as Rapid Response directly to Local Boards to prevent layoffs and/or assist workers facing impending layoff. The other half, Additional Assistance, stays in Sacramento. A Local Board can request Additional Assistance funds when it does not have other resources to serve increased numbers of unemployed individuals due to natural disasters, plant closings, mass layoffs *"or other events."*

While the current 25 percent policy in WIAD 05-18 requires integration and supports co-enrollment for WIA and TAA (*http://www.edd.ca.gov/Jobs_and_Training/pubs/wiad05-18.pdf*), the state is in the early stages of developing a comprehensive strategy for aligning its Rapid Response, Dislocated Worker, and TAA programs. The revised policy will ensure that Rapid Response assistance and appropriate core and intensive services are made available to those covered by the TAA program. At the local level, TAA Division Coordinators will serve as liaisons to the Rapid Response and Dislocated Worker programs by participating in workshops, roundtable discussions, and other coordinated activities with local partners. The state will provide TAA Division Coordinators with TAA petition information to be used as the criterion for providing and scheduling Rapid Response assistance.

Under the TAA program, the date that the TAA petition is received by the state may be used as the criterion for providing Rapid Response assistance. Applicants will be assessed to determine if they are candidates for training and, if so, they will be referred for co-enrollment in the Dislocated Worker program. The EDD-WSB staff and other local partners may refer to the Trade Act Co-Enrollment Technical Assistance Guide: (http://www.doleta.gov/tradeact/pdf/DE8306.pdf) and tailor their procedures to meet local needs. A feedback mechanism has been established between the CalJOBS^{SM} labor exchange system and the UI system by adding a "UI Indicator" to the CalJOBS^{SM} registration record.

At the local level, TAA Division Coordinators will serve as liaisons to the Rapid Response and Dislocated Worker programs by participating in workshops, roundtable discussions, and other coordinated activities with local partners. At the state level, California is participating in the national DOL-sponsored workgroup that is working on this issue and will incorporate recommendations when they are available. California's revised strategy will ultimately identify any required state program and policy revisions and abide by the principles of integrated system response at both the state and local levels. Additional efforts will be undertaken to develop a viable implementation plan for this strategy.

The EDD-WSB functions as the State's Dislocated Worker Unit. The EDD-WSB notifies the Local Boards of all notices of layoff/closure it receives; including those under the federal WARN requirements, and those under state legislation that expands the number of employers who are required to provide notice of impending layoffs.

In addition to these formal notices, many Local Boards have adopted various "early warning" methods tailored to their unique business situations, to become aware of impending layoffs.

XI. ASSURANCES AND ATTACHMENTS

ASSURANCES AND ATTACHMENTS – PLANNING PROCESS AND PUBLIC COMMENT

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
1.	The state established processes and timelines, consistent with WIA Section 111(g) – and, where appropriate, 20 CFR 641.325 (g) – to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325(f), (g), (h), 20 CFR 641.335	Please see the Preface for the process and timelines for input and development of the plan. The WPA Ag Plan and SCSEP state plans both received public comment and those comments can be accessed in Appendix L and M respectively.
2.	The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)	Please see the Preface for the opportunities for public comment on the draft plan. All responsible and interested parties were given the opportunity to submit comments on the draft plan for the State Board's consideration.
3.	The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public		The State Strategic Workforce Development Plan is available and accessible to the general public on the on the State Board website http://cwib.ca.gov/State_Plan_2013.htmv.
4.	The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 National Farmworker Jobs Program grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20CFR 661.220(d) 20 CFR 653.107 (d) 20 CFR 653.108(f)	Please see Appendix L.

	outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.		
5.	In the development of the plan, the state considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farmworkers.	20 CFR 653.108(t)	The EDD-WSB did consult with the State Monitor Advocate and incorporated his recommendations into the Ag Plan in Appendix L.
6.	The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207	Government Code Section 11135 The Bagley Keene Open Meeting Act The Ralph M. Brown Act.
7.	Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the State and area agencies on aging; State and LWIBs under the WIA; public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP	20 CFR 641.315(a)(1-10), 641.325 (f), (g), (h)	The SCSEP state plan and public comment can be accessed via the CDA website http://www.cda.ca.gov/ProgramsProviders/SCSEP/California_SCSEP_State_Plan–PY-2012-2015.asp.

	project within the state, except as provided under Section 506 (a)(3) of OAA and 20 CFR 641.320(b); Social service organizations providing services to older individuals; Grantees under Title III of OAA, Affected Communities, Unemployed older individuals, Community-based organizations serving older individuals; business organizations and labor organizations		

ASSURANCES AND ATTACHMENTS - REQUIRED POLICIES AND PROCEDURES

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
8.	The state made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public workforce system, including policy for the use of WIA title I statewide funds.	WIA Sections 112(b)(2), 129, 134 20 CFR 665.100	WIAD04-18 TITLE 1 ELIGIBILITY (pages 2-3) -"The LWIAs have opted for a variety of ways to comply with the State's requirement to make their policies, procedures, interpretations, guidance, and definitions available to all front line staff responsible for determining eligibility. The TAG was formatted to allow LWIAs to use form fields to incorporate their policies, procedures, interpretations, guidance, and definitions…" RWIAD04-18 WIA ELIGIBILITY TECHNICAL ASSISTANCE GUIDE (pages 20-21, 24, 28, 31-32, 57-58) p.20 -"Unless the LWIB determines that funds are not limited in the LWIA, priority for intensive and training services must be given to recipients of public assistance and other low-income individuals…."
9.	The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).	WIA Sections 112(b)(13), 111(f), 117(g)	Members of the State Board are subject to a comprehensive body of state law governing conflict of interest (Gov. Code 81000-91014). Pursuant to State and Federal law, the State Board has adopted and promulgated a Conflict of Interest Code. State Board members, including designees, are required to file a statement of economic interests with the California Fair Political Practices Commission and provide a copy to the State Board staff organization. The statements of economic interests are governed by State law and indicate the specific kinds of financial information members of the State Board will have to disclose. State Board members are required to file their conflict of interest statements annually. Local Boards are responsible for adopting their own Conflict of Interest code. CALIFORNIA GOVERNMENT CODE SEC. 87300-87314 "87302.6. Notwithstanding Section 87302, a member of a

			board or commission of a newly created agency shall file a statement at the same time and in the same manner as those individuals required to file pursuant to Section 87200. A member shall file his or her statement pursuant to Section 87302 once the agency adopts an approved conflict-of-interest code."
10.	The state has established a written policy and procedure that describes the state's appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a LWIA under WIA Section 116.	WIA Sections 112(b)(15), 116(a)(5) 20 CFR 661.280 20 CFR 667.700	WSB08-4 GRIEVANCE AND COMPLAINT PROCEDURES (pages 4-12) p. 4 - "At all levels of the grievance or complaint process, complainants have the right to be represented, at their own expense, by a person(s) of their choosing. Grievances or complaints must be filed within one year of the alleged violation. All grievances or complaints, amendments, and withdrawals must be in writing. All persons filing grievances or complaints shall be free from restraint, coercion, reprisal, or discrimination."
11.	The state established written policy and procedures that describe the state's appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.	20 CFR 667.640 20 CFR 662.280	WIAD05-2 LOCAL AREA MODIFICATION PROCESS
12.	The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	WIA Sections 112(b)(6), 117(b) 20 CFR 661.300(a), 20 CFR 661.325	WIAD06-21 WORKFORCE TRAINING ACT (SB 293) IMPLEMENTATION GUIDANCE (pages 2 - 4) p.2 - "POLICY AND PROCEDURES: LWIB Membership Requirement: UI Code 14202 describes the mandatory composition of LWIBs. Most of this section reiterates federal law with some minor changes; however, Section 14202(c) constitutes a significant change. It provides for "Representatives of labor organizations nominated by local labor federations, including a representative of an apprenticeship program. At least 15 percent of LWIB members shall be representatives of labor organizations unless the local labor federation fails to nominate enough members. If this occurs, then at least 10 percent of the LWIB members shall be representatives of labor organizations." CALIFORNIA UNEMPLOYMENT INSURANCE CODE SECTION 14200-14211 14202: "Membership of the LWIB shall be appointed by the local chief elected official using criteria established by the Governor and the board, and shall include: (a) Representatives of business in the LWIA appointed from among individuals nominated by local business organizations and business trade associations and that reflect employment opportunities of the LWIA. Business representatives shall be owners of businesses, chief executives, or operating officers of businesses or other business executives, including human resources executives, or employers with optimum policymaking or hiring authority.

			(b) Representatives of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, public and private postsecondary educational institutions, including representatives of community colleges, selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing local educational entities."
13.	The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	WIA Sec 117(c) 20 CFR 661.325	WSB10-9 LWIB RECERTIFICATION AND DECERTIFICATION (pages 2-4) p.3 -"The WIA Section 117(c)(2) and CUIC Section 14200(b) provide the federal requirement that the Governor shall, once every two years, certify one LWIB for each LWIA in the State. Accordingly, the Governor must decide, once every two years, whether or not to recertify the existing LWIB of each LWIA. A LWIB may be recertified if it has met the required membership and performance criteria, as stated in WIA Section 117(c)(2)(B),for PY 2009-10."
14.	Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under Section 111(e) and the legal requirements for membership.	WIA Sections 111(e), (b) 20 CFR 661.210	N/A
15.	Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system. (Only applicable in cases where a state uses an alternative entity as its SWIB, and that entity does not provide for representative membership by individuals in the categories required by WIA sec. 111(b).)	WIA Sections 111(b), (e) 20 CFR 661.210(c)	N/A
16.	When applicable, the state takes any action necessary to assist LWIAs in developing and implementing the One-Stop system.	WIA Sections 112(b)(14), 134(c) WPA Section 8(c)	WSB10-15 LOCAL PLAN MODIFICATION PY 2011-12 (pages 2-4) p.3 - "Title 20 CFR Part 661.355 states that the Governor must establish procedures governing the modification of Local Plans. Accordingly, the State Board and the EDD, acting under the authority of the Governor established guidelines within this directive for modifying Local Plans. These guidelines ensure LWIBs have approved plans to be eligible to receive WIA funds for administering the One-Stop Career Center System and delivering services to its customers."
17.	The state established procedures for determining initial and subsequent eligibility of training providers.	WIA Sections 112(b)(17)(A)(iii), 122, 134(d)(4) 20 CFR 663.515, 663.535	WIAD06-15 ELIGIBLE TRAINING PROVIDER LIST (pages 1-3) p.2 - "With the exception of certain types of customized and on-the-job training, only training providers through their training programs listed on the ETPL are eligible to receive WIA funds to train adults and dislocated workers.

			In order to be listed on the ETPL, training providers must submit an application to the LWIB in any Local Workforce Investment Area in which the training provider desires to offer programs and services."
18.	All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.	WIA Section 188 WPA Section 8(b) 29 CFR part 37 20 CFR 652.8(j)	WSB10-1 NONDISCRIMINATION AND EQUAL OPPORTUNITY PROCEDURES (page 7) - "The recipients must ensure the accessibility to their training programs, activities and support services for all individuals, and must administer their training programs, activities and services in the most integrated setting appropriate to the needs of qualified individuals with disabilities. This includes employment tests or other selection criteria used by recipients that do not screen out individuals with disabilities, and training programs accessible to individuals with visual, hearing, or speech impairments. The recipients must provide means for individuals with disabilities to receive information about availability of facilities accessible to them. Additionally, recipients must provide auxiliary aids, services and reasonable accommodations to qualified individuals with disabilities to enable them to perform duties of the job (e.g., special aids, modified work sites, or restructuring of jobs)."
19.	The state ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop services.	WIA Section 188 29 CFR 37	RWIAD04-18 WIA ELIGIBILITY TECHNICAL ASSISTANCE GUIDE
20.	The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	WIA Section 188 29 CFR 37.42	California is the nation's most populous state, with the largest, most diverse labor force. The unique demographics of each LWIA in California require different methods of ensuring universal access. The State Board supports the idea that LWIAs are best positioned to implement solutions that meet the needs of their local communities. The EDD WSB produces the Workforce Investment Act Eligibility Technical assistance Guide (TAG) for use by LWIBs to ensure consistency in program eligibility providing a structured, simplified process for implementing universal access in conformity with state and federal law. The WIA TAG may be accessed at http://www.edd.ca.gov/Jobs_and_Training/pubs/rwiad04-18.pdf All LWIBs are encouraged to fully engage partner programs and faith-based and CBOs to assist in the leveraging of resources. LWIBs are encouraged to collaborate and pool resources where appropriate to improve their workforce investment systems. Technical assistance is also provided through the EDD WSB's on-line WIA Q&A website, monthly WIA Advisory Group meetings with EDD WSB management, and the EDD WSB Regional Advisors. California is committed to ensuring persons with disabilities have physical and programmatic access to the One Stop system and services. The State Board and One-Stops promote universal access in order to achieve full

			compliance with State and federal laws and to increase employment of people with disabilities
21.	The state complies with the nondiscrimination provisions of Section 188, including that Methods of Administration were developed and implemented.	WIA Section 188 29 CFR 37.20	WSB10-1 NONDISCRIMINATION AND EQUAL OPPORTUNITY PROCEDURES
22.	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIA Section 185	WSB10-1 NONDISCRIMINATION AND EQUAL OPPORTUNITY PROCEDURES
23.	For WIA Single-Area States only, the state has memorandums of understanding between the local workforce investment board and each of the One-Stop partners concerning the operation of the One-Stop delivery system in the LWIA.	WIA Sections 112(b)(5), 116(b), 118(b)(2)(B), 20 CFR 661.350(a)(3)(ii)	*Not applicable to California.*

ASSURANCES AND ATTACHMENTS - ADMINISTRATION OF FUNDS

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
24.	The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to LWIAs for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to LWIAs for dislocated worker employment and training activities.	WIA Sections 111(d)(5), 112(b)(12)(A), (C), 128 (b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20 CFR 661.205(e)	WIAD02-13 DISLOCATED WORKER 25 PERCENT FUND REQUIREMENTS (page 4) - The State must reserve an adequate amount of 25 percent funds for Rapid Response activities. The balance may be used to assist LWIAs that experience increased numbers of unemployed individuals due to natural disasters, plant closings, mass layoffs or other events that precipitate substantial increases in the number of unemployed individuals. These funds are intended for provision of WIA allowable direct services to participants. They may be directed to those areas that do not have sufficient local funds to assist the dislocated workers. WIAD04-6 30 PERCENT EXPENDITURE REQUIREMENT—YOUTH FORMULA FUNDS (page 2) - The WIA contains a requirement in Section 129(c)(4)(A) that, at a minimum, 30 percent of Youth formula funds allocated to each LWIA for Youth program activities must be spent on out-of-school youth activities. Out-of-school youth is defined in Section 101(33). The WIA regulations in 20 CFR Section 664.320(a) further refine the requirement by stating that the 30

			percent applies to the LWIA's allocation less actual LWIA expenditures from the Youth allocation for administrative purposes. This requirement has been in effect since the beginning of the WIA program even though formal policies or procedures were never issued by the State. (pages 2-4) - *Determining the Requirement Amount, Meeting the 30 Percent Expenditure Requirement, and Consequences of Failure to meet the expenditure requirements.* WIAD05-18 DISLOCATED WORKER 25 PERCENT FUNDING POLICY (page 3) - The State will set aside 25 percent of the State's WIA dislocated worker funding for California's Rapid Response System and for Additional Assistance to dislocated workers in the LWIAs. One-half of the Dislocated Worker 25 Percent set-aside (i.e., 12.5 percent of the State's total dislocated worker allocation) is reserved for Rapid Response activities and one-half (i.e., 12.5 percent) is reserved for Additional Assistance to LWIAs, as permitted in WIA.
24a.	For Dislocated Worker funding formulas, the state's policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision.	WIA Section 133(b)(2)(B) 20 CFR 667.130(e)(2)(i)-(ii)	WIAD00-3 ADULT AND DISLOCATED WORKER SPLIT FUNDING FOR PY 2000 WIAD01-10 FUNDS UTILIZATION REQUIREMENTS FOR WIA FUNDS WIAD02-13 DISLOCATED WORKER 25 PERCENT FUND REQUIREMENTS
25.	The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.	WIA Sections 111(d)(5), 112(b)(12)(A), 128(b)(3)(B), 133(b)(3)(B), 20 CFR 661.205(e)	State Workforce Development Plan 2013-2017 Chapter VII.
26.	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.	WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340	WSB09-13 REVISED RAPID RESPONSE ON-SITE VISIT REPORT (page 2) - Beginning in 2003, the California Workforce Investment Board (State Board) convened a workgroup to consider the process for allocating RR funds to the LWIAs. The workgroup

			determined that the level of recorded employer site visits, for required RR activities, should be a factor in determining a LWIA's base RR allocation. The Workforce Services Division (WSB) revised the form used to collect information on these site visits (RR 121 Report) in response to requests from LWIAs to simplify and streamline the form currently being utilized. The revised draft form was presented to RR Roundtables and feedback was very positive. The goals of these changes are to provide accurate information concerning the scope and volume of California RR activities and to establish a reliable and efficient mechanism for calculating RR funding allocations to LWIAs. WSB07-2 SFP—RAPID RESPONSE SPECIAL PROJECTS FUNDING FOR PY 2007-08 Attachment 1 - Categories of Allowable and Unallowable Rapid Response Activities. Attachment 2 - Funding Criteria for Competitively Funded Rapid Response Special Projects WSB10-3 ARRA RAPID RESPONSE FUNDING (page 2) - The WIA Sections 101(38), 112(b)(17)(A)(ii), and 134(a)(2)(A), as implemented by the CFR Sections 665.300 through 665.330, require states to provide funds for RR activities and AA grants to LWIAs which experience a demand for services that exceeds the capacity of existing resources. These funds are apportioned from the WIA Dislocated Worker 25 Percent funding stream. The current California Workforce Investment Board (State Board) policies, which are published in directives, WIAD02-13, WIAD05-18, and WSB07-3, specify that 50 percent of the funds are to be allocated based on a formula for providing RR activities and competitively solicited projects. The remainder of these funds is retained at the State level to provide

			AA grants through an application process. WIAD02-13 DISLOCATED WORKER 25 PERCENT FUND REQUIREMENTS (page 2) - Two types of grants are allowable under the Dislocated Worker 25 Percent portion of WIA: "Rapid Response" and "Additional Assistance." Each of these grant types have the unique characteristics described below: • Rapid Response activities—planning and delivering immediate services to assist employers and groups of workers affected by mass layoffs, permanent business closures, or natural or other disasters. Typically, these activities involve the provision of information with limited individual intervention. Under these grants, participants are not enrolled in the WIA program. • Additional Assistance to LWIAs that have insufficient resources to address disasters, mass layoffs or plant closings or other events that precipitate substantial increases in the number of unemployed individuals. The services are provided to individuals. Participants are enrolled in the WIA program. (page 4) - The State must reserve an adequate amount of 25 percent funds for Rapid Response activities. The balance may be used to assist LWIAs that experience increased numbers of unemployed individuals due to natural disasters, plant closings, mass layoffs or other events that precipitate substantial increases in the number of unemployed individuals. These funds are intended for provision of WIA allowable direct services to participants. They may be directed to those areas that do not have sufficient local funds to assist the dislocated workers.

27.	The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	WIA Section 112(b)(16)	WIAD06-23 REGIONAL AND LOCAL INCENTIVE AWARDS (pages 2-3) - The State Board will accept applications for an RC/LC incentive award for an existing or a planned project that supports the Business Services Criteria (Attachment, Appendix A). A Local Board may be a partner to one regional cooperation application, or may independently submit one local coordination application. However, a Local Board will be eligible for an incentive award in one category only. Completing a Memorandum of Understanding (MOU) with all local partners is a priority for the State. Therefore, Local Boards that do not have a MOU with all of the required WIA partners are not eligible for a state incentive grant for local coordination of activities per Title 20 CFR Section 662.310. However, the State will consider for eligibility a demonstration of "best efforts" by the Local Boards to secure MOUs. The local chief elected official (CEO) of a unit of general local government designated as a LWIA shall be liable to the Employment Development Department (EDD) for all funds not expended in accordance with the WIA, and shall return to the EDD all of those funds. If there is more than one unit of general local government in a LWIA, Page 3 of 4 the CEO will be an individual designated under an agreement executed by the CEOs of the local units of government. The designated Local Board designee/representative participating in a LWIA eligible effort must sign the application and the associated CEOs or their designees must accept fiscal responsibility for the incentive funds they receive. An original application with signatures, three hard copies, and an electronic copy saved on a diskette must be submitted to the State Board. In the case of a regional application, only one Local Board needs to submit the required copies for the other Local Board partners. WSB10-12 ON-THE-JOB TRAINING NATIONAL EMERGENCY GRANT

			REQUIREMENTS (page 2) - National Emergency Grants are discretionary grants awarded by the Secretary of Labor under WIA Section 173 to provide employment-related services for dislocated workers. They are intended to temporarily expand service capacity at the state and local levels by providing time-limited funding assistance in response to significant dislocation events. Significant events include plant closures and mass layoffs which create a sudden need for assistance that cannot be accommodated within the ongoing operations of the dislocated worker program, including statewide activities and Rapid Response funds. The Secretary of Labor has recognized the impact of the current recession on the national workforce as a significant dislocation event for purposes of authorizing one-time ARRA-funded assistance. (these are examples of State policy and procedures to competitively award grants)
28.	The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.	WIA Sections 112(b)(18)(B), 123, 129	WIAD04-6 30 PERCENT EXPENDITURE REQUIREMENT – YOUTH FORMULA FUNDS WIAD01-15 YOUTH SERVICE ELIGIBLE PROVIDER LIST WIAD00-7 STANDARDS FOR OVERSIGHT AND INSTRUCTIONS FOR SUBSTATE MONITORING
29.	The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610.	WSB09-17 2010 ARRA SUMMER YOUTH EMPLOYMENT PROGRAM (page 3) - "If providers other than the grant recipient/fiscal agent provide summer employment, these providers must be selected through a competitive process. Accordingly, the LWIAs should document all actions or steps taken to fulfill the youth procurement requirements included in WIA Section 123 and 20 CFR 664.610."

30.	The state distributes adult and youth funds received under WIA equitably throughout the state, and no LWIAs suffer significant shifts in funding from year-to-year during the period covered by this plan.	WIA Section 112(b)(12)(B)	WIAD01-10 FUNDS UTILIZATION REQUIREMENTS FOR WIA FUNDS (page 3) - "An equitable share amount based on the original allocation percentage will be used to reallocate funds."
31.	The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.	WIA Sections 112(b)(11), 127, 132, 184 WPA Sections 9(a), (c) 20 CFR 652.8(b), (c)	WSB09-11 QUARTERLY AND MONTHLY FINANCIAL REPORTING REQUIREMENTS WIAD00-7 STANDARDS FOR OVERSIGHT AND INSTRUCTIONS FOR SUBSTATE MONITORING WIAD03-10f ALLOWABLE COSTS WIAB99-2 WIA INITIAL LOCAL PLANNING GUIDANCE (page 16) - "The LWIB and its staff assure that it will establish, in accordance with Section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds provided to the LWIB through the allotments made under Sections127 and 132. [WIA, Section112(b)(11)]"
32.	The state ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each LWIA.	WIA Sections 184(a)(3), (4) 20 CFR 667.200, .400(c)(2), 667.410	WIAD00-7 STANDARDS FOR OVERSIGHT AND INSTRUCTIONS FOR SUBSTATE MONITORING WIA Nondiscrimination and Equal Opportunity Self-Assessment Guide (page 20) - Addendum Part 1, Section E: "The Physical and Program Access Self-Assessment will, as a part of the monitoring process, be completed at least once annually in order to identify and correct problems as they arise."
33.	The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations.	WIA Sections 136(f)(2), (f)(3), 122, 185(a)(4)(B) 20 USC 1232g 20 CFR 666.150 20 CFR part 603	*WIA Q & A - Administration* ADM-WIA29 – (EDD answer to question), "What are the rules for maintaining the confidentiality of client information under WIA?"

			WIAB99-2 WIA INITIAL LOCAL PLANNING GUIDANCE (page 17) - "The LWIB assures that compliance with the confidentiality requirements of WIA, Section 136(f)(3)." WIAD05-10 RELEASE OF CONFIDENTIAL UNEMPLOYMENT INSURANCE INFORMATION
34.	The state will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7) 20 CFR 663.730	WSB10-15 LOCAL PLAN MODIFICATION PY 2011-12 (Attachment 1 LOCAL PLAN MODIFICATION QUESTIONS - Assurances B, page 4) - "The LWIB assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing."

ASSURANCES AND ATTACHMENTS – ELIGIBILITY

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
35.	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding the "deficient in basic literacy skills" criterion.	WIA Sections 101(13)(C)(i) CFR 664.205(b)	WIAD04-18 TITLE I ELIGIBILITY RWIAD04-18 WIA ELIGIBILITY TECHNICAL ASSISTANCE GUIDE (page 8) - "documentation requirements regarding the deficient in basic literacy skills requirement criterion may be established at the local level."
36.	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding "requires additional assistance to complete and educational program, or to secure and hold employment" criterion.	WIA Sections 101(13)(C)(iv) 20 CFR 664. 200(c)(6), 664.210	WIAD04-18 TITLE I ELIGIBILITY RWIAD04-18 WIA ELIGIBILITY TECHNICAL ASSISTANCE GUIDE (page 13) - "documentation requirements related to this criterion may be established at the local level."
37.	The state established policies, procedures, and criteria for prioritizing adult title I employment and training funds for use by recipients of public assistance and other low-income individuals in the LWIA when funds are limited.	WIA Section 134(d)(4)(E) 20 CFR 663.600	WIAD04-18 TITLE I ELIGIBILITY RWIAD04-18 WIA ELIGIBILITY TECHNICAL ASSISTANCE GUIDE (pages 20-21) – IV. PRIORITY OF WIA SERVICES
38.	The state established policies for the delivery of priority of service for veterans and eligible spouses by the state workforce agency or agencies, local workforce	WIA Sections 112(b)(17)(B), 322 38 USC Chapter 41	WSB08-10 FINAL RULE ON PRIORITY OF SERVICE FOR VETERANS AND ELIGIBILE

	investment boards, and One-Stop Career Centers for all qualified job training programs delivered through the state's workforce system. The state policies: 1. Ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service; and 2. Ensure that covered persons are aware of: a. Their entitlement to priority of service; b. The full array of employment, training, and placement services available under priority of service; and c. Any applicable eligibility requirements for those programs and/ or services. 3. Require local workforce investment boards to develop and include policies in their Local Plan to implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers.	20 CFR 1001.120-.125 Jobs for Veterans Act, P.L. 107-288 38 USC 4215 20 CFR 1010.230, 1010.300-.310	SPOUSES WIAD04-18 TITLE I ELIGIBILITY RWIAD04-18 WIA ELIGIBILITY TECHNICAL ASSISTANCE GUIDE (pages 20-21) – IV. PRIORITY OF WIA SERVICES *WIA Q & As Services and Training* ST-WIA51 – (EDD answer to question), "Are veterans, who receive at least one core service, are unable to obtain employment, and are determined by a One-Stop center operator to be in need of more intensive services, given higher priority to intensive services over non-veterans?" *WIA Q & As Eligibility* ELIG-WIA32 – (EDD answer to question), "Where can I find information on workforce investment programs benefiting veterans?" EDD WORKFORCE SERVICES POLICY AND PROCEDURE MANUAL Chapter 3 pages 15-16 (veterans outreach); Chapter 11 pages 25-27 (marketing to job seekers) STRATEGIC WORKFORCE DEVELOPMENT PLAN Chapter VII.

STATEMENT OF ASSURANCES CERTIFICATION

The State, of California certifies on the 29th day of March in 2013 that it complied with all of the required components of the Workforce Investment Act and Wagner-Peyser Act. The State also assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written DOLETA guidance implementing these laws, and all other applicable Federal and state laws and regulations.

_____

Marty Morgenstern, Secretary

California Labor and Workforce Development Agency

On behalf of Edmund G. Brown, Jr.

_____

Date

STATEMENT OF ASSURANCES CERTIFICATION

The State, of California certifies on the 29th day of March in 2013 that it complied with all of the required components of the Workforce Investment Act and Wagner-Peyser Act. The State also assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written DOLETA guidance implementing these laws, and all other applicable Federal and state laws and regulations.

Marty Morgenstern, Secretary

California Labor and Workforce Development Agency

On behalf of Edmund G. Brown, Jr.

4/3/13

Date

A. Program Administration Designees and Plan Signatures

Name of WIA Title I Grant Recipient Agency:
California Employment Development Department
Address: P.O. Box 826880, Sacramento, CA 94280-0001
Telephone Number: (916) 654-8210
Facsimile Number: (916) 657-5294
E-mail Address: pharris@edd.ca.gov

Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):
California Labor and Workforce Development Agency
Address: 800 Capitol Mall, Suite 5000, Sacramento, CA 95814
Telephone Number: (916) 653-9900
Facsimile Number: (916) 653-6913
E-mail Address: brian.mcmahon@labor.ca.gov

Name of WIA Title I Signatory Official:
Marty Morgenstern, Secretary, California Labor and Workforce Development Agency
Address: 800 Capitol Mall, Suite 5000, Sacramento, CA 95814
Telephone Number: (916) 653-9900
Facsimile Number: (916) 653-6913
E-mail Address: gail.siemens@labor.ca.gov

Name of WIA Title I Liaison:
Pam Harris, Director, California Employment Development Department
Address: P.O. Box 826880, Sacramento, CA 94280-0001
Telephone Number: (916) 654-8210
Facsimile Number: (916) 657-5294
E-mail Address: pharris@edd.ca.gov

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:
Pam Harris, Director, California Employment Development Department
Address: P.O. Box 826880, Sacramento, CA 94280-0001
Telephone Number: (916) 654-8210
Facsimile Number: (916) 657-5294
E-mail Address: pharris@edd.ca.gov

Name and title of State Employment Security Administrator (Signatory Official):

Pam Harris, Director, California Employment Development Department
Address: P.O. Box 826880, Sacramento, CA 94280-0001
Telephone Number: (916) 654-8210
Facsimile Number: (916) 657-5294
E-mail Address: pharris@edd.ca.gov

As the governor, I certify that for the State of California, the agencies and officials designated above have been duly designated to represent the State in the capacities indicated for the Workforce Investment Act, title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this plan and the assurances herein.

Typed Name of Governor Edmund G. Brown, Jr.

_____ Date_____

Marty Morgenstern, Secretary

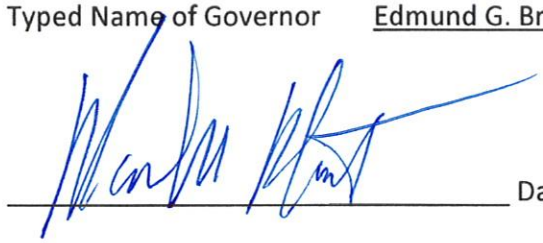
California Labor and Workforce Development Agency

On behalf of Edmund G. Brown, Jr.

As the governor, I certify that for the State of California, the agencies and officials designated above have been duly designated to represent the State in the capacities indicated for the Workforce Investment Act, title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this plan and the assurances herein.

Typed Name of Governor Edmund G. Brown, Jr.



Date 4/3/13

Marty Morgenstern, Secretary

California Labor and Workforce Development Agency

On behalf of Edmund G. Brown, Jr.

B. Glossary of Acronyms and Abbreviations

AB	Assembly Bill
Academy	Hospital Training Academy
ACS	American Community Survey
ADA	Americans with Disabilities Act
Ag Plan	Wagner Peyser Act Agricultural Outreach Plan
ALMIS	America's Labor Market Information System
ASP	Asian Citrus Psyllid
BAMRC	Bay Area Manufacturing Renaissance Council
BLS	Bureau of Labor Statistics
BTHA	Business Transportation & Housing Agency
CalFresh	USDA Supplemental Nutrition Assistance Program/Food Stamp Program
Cal JOBS	California's Job Opening Browse System
CalWorks	California Work Opportunity & Responsibility to Kids
CBU	Capacity Building Unit
CCC	California Community Colleges
CCEPD	California Committee on the Employment of Persons with Disabilities
CCTD	CDE Career College and Transition Division
CEC	California Energy Commission
CDA	California Department of Aging
CDE	California Department of Education
CDSS	California Department of Social Services
CLEO	Chief Local Elected Official
CFR	Code of Federal Regulations
CRD	Compliance Review Division
CTE	Career Technical Education
CWA	California Workforce Association
CWSN	California Workforce Services Network
DABSA	Dymally-Alatorre Bilingual Services Act
DIR-DAS	Department of Industrial Relations-Division of Apprenticeship Standards
DGS	Department of General Services
DOL	Department of Labor
DOLETA	United States Department of Labor, Employment & Training Administration
DVOP	Disabled Veterans Outreach Program
DWED	CCC Division of Workforce and Economic Development
EDD/WSB	Employment Development Department Workforce Services Branch
ES	Employment Service
ESL	English as a Second Language
ETA	Employment & Training Administration
ETP	Employment Training Panel
ETPL	Eligible Training Provider List

FLC	Farm Labor Contractors
FSET	Food Stamp Employment and Training Program
GCA	Green Capitol Alliance
GCJC	Green Collar Jobs Council
GED	General Equivalency Diploma
GO-Biz	Governor's Office of Business and Economic Development
HHSA	California Health and Human Services Agency
HLB	Huanglongbing
HUD	U.S. Department of Housing and Urban Development
HWDC	Health Workforce Development Council
HWOL	Help Wanted Online
IAW	Initial Assistance Workshops
ICM	Industry Clusters Methodology
IPSC	Issues and Policies Special Committee
ITA	Individual Training Accounts
JFW	Job Focus Workshop
JS	Job Service
LAWSC	Los Angeles Workforce Systems Collaborative
LEP	Limited English Proficient
LMI	Labor Market Information
LMID	Labor Market Information Division
Local plan	Strategic Local Workforce Plan
LWIA	Local Workforce Investment Area
Local Board	Local Workforce Investment Board
LVER	Local Veterans Employment Representative
LVN	Licensed Vocational Nurse
MAO	Monitor Advocate Office
MOA	Methods of Administration
MOU	Memoranda of Understanding
MSA	Metropolitan Service Area
MSFW	Migrant & Seasonal Farm Workers
NAICS	North American Industry Classification System
NAWS	National Agricultural Workers Survey
NORTEC	Northern Rural Training Employment Consortium
OES	Occupational Employment Statistics
OJT	On-the-Job-Training
OMB	Office of Management and Budget
O*NET	Occupational Information Network
One-Stop	One-Stop Career Center
OSHPD	Office of State Health Planning and Development
OW	MSFW Outreach Worker
PE	Personnel Equivalent
Perkins CTE	Carl D. Perkins Career and Technical Education Act of 2006
PHA	Public Housing Agency
PJSA	Personalized Job Search Assistance
PY	Program Year
QCEW	Quarterly Census of Employment and Wages
RAP	Registered Apprenticeship Program
SB	Senate Bill
SCSEP	Senior Community Service Employment Plan

SFP	Solicitation for Proposal
SIC	Standard Industrial Classification
State Board	California Workforce Investment Board
STEM	Science, Technology, Engineering and Math
SWAO	Senior Worker Advocate Office
SYVT	State Youth Vision Team
TAA	Trade Adjustment Assistance
TANF	Temporary Assistance to Needy Families
TEGL	Training & Employment Guidance Letter
TEN	Training and Employment Guidance Notice
UI	Unemployment Insurance
UIB	Unemployment Insurance Branch
USDA	U.S. Department of Agriculture
WARN	Worker Adjustment and Retraining Notification
WIA	Workforce Investment Act
WIAD	Workforce Investment Act Directive
WIAB	Workforce Investment Act Bulletin
WIASRD	Workforce Investment Act Service Record Data
WPA	Wagner-Peyser Act
WS	Workforce Services
WSB	Workforce Services Division

C. California's Economy Attachments

Attachment A

Skills of 20 High-Demand Occupations Based On Online Job Ads

Top 20 Occupations in Online Job Ads	BLS Educ. Level	Work Experience	On-the-Job Training	Active Learning	Active Listening	Complex Problem Solving	Coordination	Critical Thinking	Instructing	Mathematics	Monitoring	Negotiation	Operation and Control	Operation Monitoring	Operations Analysis	Persuasion	Programming	Quality Control Analysis	Reading Comprehension	Repairing	Service Orientation	Social Perceptiveness	Speaking	Systems Analysis	Systems Evaluation	Troubleshooting	Writing
Accountants and Auditors	3	None	None		●			●		●									●				●				
Bookkeeping, Accounting, and Auditing Clerks	7	None	MT OJT		●			●		●									●				●				
Computer Systems Analysts	3	None	None					●									●	●	●						●		
Computer Support Specialists	6	None	MT OJT		●			●	●														●				
Customer Service Representatives	7	None	ST OJT		●			●											●		●		●				
Executive Secretaries and Administrative Assistants	7	1-5 years	None		●														●		●		●				●
First-Line Supervisors/Managers of Food Preparation and Serving Workers	7	1-5 years	None				●	●			●								●				●				
First-Line Supervisors/Managers of Office and Administrative Support Workers	7	1-5 years	None		●						●								●			●	●				
First-Line Supervisors/Managers of Retail Sales Workers	7	1-5 years	None					●			●					●						●	●				
Industrial Engineers	3	None	None			●		●			●								●								●
Truck Drivers, Heavy and Tractor-Trailer	7	1-5 years	ST OJT		●								●	●						●			●				
Marketing Managers	3	1-5 years	None		●			●			●					●							●				
Network and Computer Systems Administrators	3	None	None					●			●						●		●						●		
Physical Therapists	1	None	None		●														●			●	●				●
Registered Nurses	4	None	None		●		●				●								●			●					
Retail Salespersons	8	None	ST OJT		●			●				●				●					●						
Sales Managers	3	1-5 years	None				●				●					●						●	●				
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	7	None	MT OJT		●			●				●							●				●				
Software Developers, Applications	3	None	None			●											●							●	●	●	
Web Developers	3	1-5 years	None	●				●							●		●		●								

Source: The Conference Board Help Wanted OnLine™(HWOL) data series for a 120-Day Period Ending March 21, 2012; Occupational Information Network (O*NET)

On-the-Job Training	
I/R	Internship/Residency
APP	Apprenticeship
LT OJT	Long-term
MT OJT	Moderate-term
ST OJT	Short-term
None	None

Educational Codes	
1-	Doctoral or professional degree
2-	Master's degree
3-	Bachelor's degree
4-	Postsecondary non-degree award
5-	Some college, no degree
6-	High school, no degree
7-	High school diploma or equivalent
8-	Less than high school

Attachment B

Comparison of Growing Occupations by Entry Level Education in California 2010-2020

Fastest Growing (New Jobs from Industry Growth)	Entry Level Education	Largest Growing (New Jobs and Replacement Needs)
Medical Scientists, Except Epidemiologists (41.4% or 11,500 jobs) Biochemists and Biophysicists (37.5% or 2,400 jobs) Pharmacists (26.7% or 6,300 jobs) Physical Therapists (23.6% or 3,900 jobs) Family and General Practitioners (22.0% or 2,700 jobs)	Doctoral or Professional Degree	Lawyers (24,900 jobs) Medical Scientists, Except Epidemiologists (13,200 jobs) Pharmacists (12,300 jobs) Clinical, Counseling, and School Psychologists (11,300 jobs) Physical Therapists (5,800 jobs)
Marriage and Family Therapists (39.3% or 4,200 jobs) Healthcare Social Workers (31.0% or 3,900 jobs) Physician Assistants (25.3% or 2,100 jobs) Occupational Therapists (24.4% or 2,200 jobs) Urban and Regional Planners (23.6% or 2,100 jobs)	Master's Degree	Educational, Guidance, School, and Vocational Counselors (11,700 jobs) Instructional Coordinators (7,400 jobs) Education Administrators, Elementary and Secondary School (7,300 jobs) Healthcare Social Workers (6,900 jobs) Marriage and Family Therapists (6,500 jobs)
Market Research Analysts and Marketing Specialists (45.8% or 24,600 jobs) Logisticians (33.8% or 4,600 jobs) Cost Estimators (32.1% or 7,200 jobs) Database Administrators (32.1% or 3,600 jobs) Software Developers, Systems Software (31.9% or 24,100 jobs)	Bachelor's Degree	Elementary School Teachers, Except Special Education (51,500 jobs) Accountants and Auditors (50,000 jobs) Market Research Analysts and Marketing Specialists (38,800 jobs) Software Developers, Applications (33,800 jobs) Management Analysts (32,200 jobs)
Diagnostic Medical Sonographers (37.7% or 2,000 jobs) Veterinary Technologists and Technicians (31.0% or 2,600 jobs) Respiratory Therapists (26.1% or 3,700 jobs) Radiologic Technologists and Technicians (23.8% or 4,100 jobs) Registered Nurses (21.6% or 54,300 jobs)	Associate's Degree	Registered Nurses (99,800 jobs) General and Operations Managers (59,100 jobs) Preschool Teachers, Except Special Education (20,600 jobs) Construction Managers (12,200 jobs) Paralegals and Legal Assistants (9,200 jobs)
Emergency Medical Technicians and Paramedics (42.1% or 6,700 jobs) Heating, Air Conditioning, and Refrigeration Mechanics and Installers (27.1% or 5,600 jobs) Skincare Specialists (24.6% or 1,600 jobs) Licensed Practical and Licensed Vocational Nurses (22.5% or 14,500 jobs) Nursing Aides, Orderlies, and Attendants (22.5% or 24,600 jobs)	Postsecondary Non-degree Award	Nursing Aides, Orderlies, and Attendants (38,800 jobs) Licensed Practical and Licensed Vocational Nurses (31,700 jobs) Hairdressers, Hairstylists, and Cosmetologists (15,800 jobs) Dental Assistants (14,500 jobs) Firefighters (11,400 jobs)
Computer Support Specialists (18.6% or 12,900 jobs)	Some College, No Degree	Computer Support Specialists (31,200 jobs)
Pharmacy Technicians (33.1% or 9,600 jobs) Pharmacy Aides (32.1% or 2,600 jobs) Loan Officers (30.7% or 8,700 jobs) First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand (30.3% or 6,400 jobs) Food Service Managers (30.3% or 14,600 jobs)	High School Diploma or Equivalent	Office Clerks, General (109,400 jobs) Customer Service Representatives (92,600 jobs) First-Line Supervisors of Office and Administrative Support Workers (74,300 jobs) First-Line Supervisors of Retail Sales Workers (62,200 jobs) Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products (59,200 jobs)
Home Health Aides (52.4% or 32,000 jobs) Personal Care Aides (42.6% or 138,200 jobs) Tapers (33.3% or 2,000 jobs) Nonfarm Animal Caretakers (31.1% or 6,100 jobs) Cooks, Fast Food (29.7% or 30,800 jobs)	Less than High School	Retail Salespersons (232,000 jobs) Cashiers (220,000 jobs) Waiters and Waitresses (175,100 jobs) Personal Care Aides (163,900 jobs) Combined Food Preparation and Serving Workers, Including Fast Food (148,100 jobs)

Excludes "All-Other" occupations and those with employment less than 5,000 in 2010. Visit www.labormarketinfo.edd.ca.gov for more projections information.
Source: California Employment Development Department

D. WIA Waiver Requests

To better support state and local efforts to improve service delivery, encourage program alignment, and ease administrative burden, the State Board will continuously monitor the need for specific waivers from the WIA requirements; attend quarterly LWIA Administrator meetings facilitated by the California Workforce Association to solicit input on existing waivers and need for additional waivers; and require Local Boards to identify in their local plan how they will take advantage and utilize each of the existing waivers in their LWIA and to annually report to the State Board how the waivers were utilized and benefitted their LWIA. These annual reports will help the State Board to make informed decisions to either terminate or request renewal of specific waivers and will provide specific examples of effective waiver usage in support of renewal requests submitted to the DOLETA.

The State Board is requesting renewal of 11 waivers for Program Years 2013-17 based on the following justification:

WIA Waiver Request #1

Date: September 17, 2012

Agency: California Workforce Investment Board (State Board)

Contact Name: Daniel X. Patterson

Contact Phone and Email: (916) 324-2853/Daniel.Patterson@cwib.ca.gov

Statutory and/or Regulatory Requirements to be Waived

20 CFR 663.530

Time limit on the period of initial eligibility of training providers.

Actions Undertaken To Remove State or Local Barriers

Legislation currently under review in the state legislature will require the State Board to establish a subsequent eligibility criteria policy. The State Board's intent is to adopt the provisions of the bill, which will require a subsequent eligibility determination, and set a time limit for the period of initial eligibility.

Goals and Expected Programmatic Outcomes of Waiver

This waiver facilitates the continued effort between the State Board, the EDD, Local Boards and other state-level stakeholders to respond to a DOLETA Program Review finding by revising the current initial eligibility policy and implementing a subsequent eligibility determination for all private postsecondary training providers.

California has existing statutes that require private post-secondary education entities to register with the state and provide annual performance report cards. It is anticipated that a state-level partnership will be developed to ensure the reporting system determines and validates the subsequent eligibility of training providers, and assists in the administration and goals of the WIA.

Individuals Impacted by the Waiver

This waiver will temporarily affect any person who accesses the ETPL for information on training programs. Once the state policy revision is adopted by the State Board, the subsequent eligibility of private post-secondary training providers will provide information on outcomes of all students who attended the training program. It will provide informed customer choice to WIA-eligible participants that are granted an individual training account.

Process for Monitoring Progress in Implementation

The State Board and the EDD-WSB, as the administrative entity of WIA in the State of California, will monitor all applicable reports provided by Local Boards. The state's current policy directive and monitoring policy and procedures will be modified to include this waiver. In addition, the State Board is evaluating the use of WIASRD fields to monitor the use of the waiver and its impact on client services.

Public Comment

Notification of the State Board's intent to seek input for new waiver requests and renew the existing waivers was published in April, 2012. An additional opportunity was provided by public notice in July 2012. No comments were received.

WIA Waiver Request #2

Date: September 17, 2012

Agency: California Workforce Investment Board (State Board)

Contact Name: Daniel X. Patterson

Contact Phone and Email: (916) 324-2853/Daniel.Patterson@cwib.ca.gov

Statutory and/or Regulatory Requirements to be Waived

20 CFR Section 664.510.

Permits Individual Training Accounts (ITA) for youth only if they are determined eligible for, and are co-enrolled as, an Adult or Dislocated Worker.

Actions Undertaken To Remove State or Local Barriers

There are no state or local statutory or regulatory barriers to implementing the proposed waiver.

Goals and Expected Programmatic Outcomes of Waiver

Goal 1: The waiver will afford older youth the same opportunity as adults to confer effectively and to decide on the most appropriate training strategy, if their assessment concludes that employment is their logical choice.

Programmatic Outcome:

A large percentage of older and out-of-school youth either want to train for an occupation or need to work due to their financial situations. With a waiver, these youth can pursue their occupational goals without the additional barrier of having to meet additional Adult or Dislocated Worker eligibility requirements.

Goal 2: The waiver will decrease duplicative paperwork necessary to co-enroll older Youth into the Adult program. Without the waiver, each of California's 49 Local Boards, and their respective One-Stop system operators, must ensure that older youth are co-enrolled as adults in order to access ITAs. Co-enrollment serves no purpose other than to provide documentation and justification to access ITAs for youth.

Programmatic Outcome:

Granting the waiver will decrease unnecessary local and state paperwork, reduce extra staff work to track and report the co-enrollments, and free Youth case managers to continue working with the older youth, rather than transferring the case to an Adult case manager.

Goal 3: This waiver will allow Local Boards to improve their expenditures on out-of-school youth and help the programs meet the federal mandate to expend 30 percent of Youth funds for this population.

Programmatic Outcome:

With the ITA cost for youth charged directly to the Youth program rather than to the Adult and Dislocated Worker program, Youth expenditure levels will improve overall and could contribute to some LWIAs meeting their 30 percent out-of-school expenditure requirement.

Individuals Impacted by the Waiver

The chief impact of the waiver would be on older youth, who would benefit from ITAs. Indirectly, the waiver would also affect local eligibility workers, who would not have to expend staff time on collecting eligibility data and going through the duplicative eligibility determination process.

Process for Monitoring Progress in Implementation

The State Board and the EDD-WSB, as the administrative entity of WIA in the State of California, will monitor all applicable expenditure reports provided by Local Boards. The State's current policy directive and monitoring policy and procedures will be modified to include this waiver. In addition, the State Board is evaluating the use of WIASRD fields to monitor the use of the waiver and its impact on client services.

Public Comment

Notification of the State Board's intent to seek input for new waiver requests and renew the existing waivers was published in April, 2012. An additional opportunity was provided by public notice in July 2012. No comments were received.

WIA Waiver Request #3

Date: September 17, 2012

Agency: California Workforce Investment Board (State Board)

Contact Name: Daniel X. Patterson

Contact Phone and Email: (916) 324-2853/Daniel.Patterson@cwib.ca.gov

Statutory and/or Regulatory Requirements to be Waived

WIA Section 134(a) and 20 CFR 663.145

The use of up to 10 percent of WIA Title I Adult and Dislocated Workers formula funds for incumbent worker training. This waiver can only be used for layoff aversion activities.

Actions Undertaken To Remove State or Local Barriers

There are no state or local statutory or regulatory barriers to implementing the proposed waiver.

Goals and Expected Programmatic Outcomes of Waiver

The State Board continues to invest in the development and implementation of the Industry Clusters Methodology (ICM). The ICM identifies on a regional basis, emergent industries and those that are critical to California's economic competitiveness that may require intervention to ensure long-term viability.

The State Strategic Workforce Development Plan will accomplish specified tasks, including the alignment and leveraging of federal, state, and local WIA funding streams, the identification of specified industry sectors and clusters, skills-gap analyses, and the establishment of specified eligibility criteria for the ETPL.

The application of this ICM framework assures that funds used for incumbent worker training benefit the employee and employer, as well as help to improve the region's economic vitality. The continued use of other existing methods such as WARN notices will also complement the use of ICM.

Additionally, the plan for incumbent worker training, as part of California's layoff aversion strategy, will target industries and economic sectors that offer high-skill and high-wage jobs.

The types of training that will be provided include occupational skills training designed to meet the special requirements of a business and conducted with the employer's commitment to retain all trained individuals upon successful completion of the training; educational training; training in strategies to improve efficiency of business operations; and computer software training. Training is expected to provide skills, which result in the employer being able to adjust to a changing economic climate by providing the jobs necessary to do so, thus averting layoffs. Training is also expected to provide skills for employees, which will permit advancement to higher-skilled, higher-paying jobs and job retention.

Individuals Impacted by the Waiver

This waiver plan will positively affect businesses by reducing the risk of layoff or closure because workers are not current with new skills and technologies. It also has the potential, as businesses expand due to the enhanced skills of their current workers, to stimulate new, lower-skill positions and to create openings in positions vacated by incumbent workers who receive skills upgrade training. The training provided to individuals will make them more valuable to current and future employers. This waiver plan increases the role of Local Boards as a workforce intermediary and the role of business in the workforce development system. It also increases local flexibility to respond to the business community, in keeping with the goals of the WIA.

Process for Monitoring Progress in Implementation

The State Board and EDD have issued policy guidance to Local Boards on methods for identifying employers with the potential for layoffs and means to document their determination that these services were appropriate. The State Board and the EDD-WSB, as the administrative entity of WIA in the State of California, will monitor all applicable expenditure reports provided by Local Boards to ensure compliance with the established parameters of this waiver. The State's current policy directive and monitoring policy and procedures will be modified to include this waiver. In addition, the State Board is evaluating the use of WIASRD fields to monitor the use of the waiver and its impact on client services.

Public Comment

Notification of the State Board's intent to seek input for new waiver requests and renew the existing waivers was published in April, 2012. An additional opportunity was provided by public notice in July 2012. No comments were received.

WIA Waiver Request #4

Date: September 17, 2012

Agency: California Workforce Investment Board (State Board)

Contact Name: Daniel X. Patterson

Contact Phone and Email: (916) 324-2853/Daniel.Patterson@cwib.ca.gov

Statutory and/or Regulatory Requirements to be Waived

WIA Section 133(b)(4) and 20 CFR Part 667.140

The State Board requests approval to transfer up to 50 percent of Adult and Dislocated Worker formula funds.

Actions Undertaken To Remove State or Local Barriers

There are no state or local statutory or regulatory barriers to implementing the proposed waiver.

Goals and Expected Programmatic Outcomes of Waiver

This waiver will continue to provide much-needed flexibility to Local Boards by allowing them to respond to changes in their local labor markets and will help ensure that WIA funds are used in a way that maximizes customer service and other demand-driven needs of the business community. The need for this waiver is critical, given the current economic shifts occurring in our state.

The State Board and EDD have issued policy guidance to Local Boards on the tracking and reporting of expenditures when they are transferred between funding streams. In short, expenditures must be tracked to the original funding source. Applications are screened on a case-by-case basis by the EDD Regional Advisors, supported by Local Board public notice requirements and disclosures of the intent to transfer these funds and fully documented and justified prior to being approved by EDD.

Individuals Impacted by the Waiver

All WIA-eligible Adult and Dislocated Workers, as well as business customers will benefit from the waiver.

Process for Monitoring Progress in Implementation

The State Board and the EDD-WSB, as the administrative entity of WIA in the State of California, will monitor all applicable expenditure reports provided by Local Boards. The state's current policy directive and monitoring policy and procedures will be modified to include this waiver. In addition, the State Board is evaluating the use of WIASRD fields to monitor the use of the waiver and its impact on client services.

Public Comment

Notification of the State Board's intent to seek input for new waiver requests and renew the existing waivers was published in April, 2012. An additional opportunity was provided by public notice in July 2012. No comments were received.

WIA Waiver Request #5

Date: September 17, 2012

Agency: California Workforce Investment Board (State Board)

Contact Name: Daniel X. Patterson

Contact Phone and Email: (916) 324-2853/Daniel.Patterson@cwib.ca.gov

Statutory and/or Regulatory Requirements to be Waived

WIA Section 101(8)(C).

50 percent employer match for customized training delivered to its employees.

Actions Undertaken To Remove State or Local Barriers

There are no state or local statutory or regulatory barriers to implementing the proposed waiver.

Goals and Expected Programmatic Outcomes of Waiver

By removing the requirement of a 50 percent employer match towards the cost of training to businesses with 250 or less employees, Local Boards will be able to more effectively market WIA-funded customized training to the private sector and support the need for building relations with employers in high-demand and growth industries.

The proposed sliding scale for the employer match creates the necessary flexibility for the employers to provide the required match at a level more reasonably suited to their size and the cost benefit ratio of match contribution for skilled employees.

Specifically, the waiver will permit the use of the following sliding scale, based on the employer's business size:

1. No less than a 10 percent match for employers with 50 or fewer employees;
2. No less than a 25 percent match for employers with 51-250 employees and
3. Current statutory requirements will continue to apply to employers with more than 250 employees.

Allowing employers to apply the sliding scale to determine the match amount will increase participation in the WIA customized training programs at the local level. Local Boards will increase their participation rates for skilled job-seekers that received training and found employment. Employers will benefit by having a labor pool with the marketable skills they require.

Individuals Impacted by the Waiver

Individuals affected by this waiver are employers with 250 or fewer employees will benefit from the waiver due to the reduced match requirement and the ability to train a small number of individuals to their unique specifications. Adults, older Youth, and Dislocated Workers who receive customized training and subsequent employment will also benefit.

Process for Monitoring Progress in Implementation

The State Board and the EDD-WSB, as the administrative entity of WIA in the State of California, will monitor all applicable expenditure reports provided by Local Boards. The state's current policy directive and monitoring policy and procedures will be modified to include this waiver. In addition, the State Board is evaluating the use of WIASRD fields to monitor the use of the waiver and its impact on client services.

Public Comment

Notification of the State Board's intent to seek input for new waiver requests and renew the existing waivers was published in April, 2012. An additional opportunity was provided by public notice in July 2012. No comments were received.

WIA Waiver Request #6

Date: September 17, 2012

Agency: California Workforce Investment Board (State Board)

Contact Name: Daniel X. Patterson

Contact Phone and Email: (916) 324-2853/Daniel.Patterson@cwib.ca.gov

Statutory and/or Regulatory Requirements to be Waived

WIA Section 136(b) and CFR 667.300

This waiver will permit the state to negotiate and report WIA outcomes against the Common Measures of performance only.

Actions Undertaken To Remove State or Local Barriers

There are no state or local statutory or regulatory barriers to implementing the proposed waiver.

Goals and Expected Programmatic Outcomes of Waiver

1. Simplify and streamline the performance measurement system;
2. Create the opportunity for state-specific performance measures through a reduction in the federally mandated measures;
3. Increase program integration by focusing the system on common goals; and
4. Improve evaluation of California's employment and training system.

As the state continues to develop and implement its high-performance Local Board policy, the State Board will continue to evaluate its use of WIASRD fields, their added value in assessing local and state-level goals and related outcomes and how the entire workforce system is working towards achieving the strategies and goals contained in the State Strategic Workforce Development Plan.

Individuals Impacted by the Waiver

Approval of the waiver will positively affect all customers of California's workforce investment system by eliminating administrative barriers to service and by continuing a common reporting practice that has been in place since October, 2007.

Process for Monitoring Progress in Implementation

The State Board and the EDD-WSB, as the administrative entity of WIA in the State of California, will monitor all applicable reports provided by Local Boards. The state's current policy directive and monitoring policy and procedures will be modified to include this waiver. In addition, the State Board is evaluating the use of WIASRD fields to monitor the use of the waiver and its impact on client services.

Public Comment

Notification of the State Board's intent to seek input for new waiver requests and renew the existing waivers was published in April, 2012. An additional opportunity was provided by public notice in July 2012. No comments were received.

WIA Waiver Request #7

Date: September 17, 2012

Agency: California Workforce Investment Board (State Board)

Contact Name: Daniel X. Patterson

Contact Phone and Email: (916) 324-2853/Daniel.Patterson@cwib.ca.gov

Statutory and/or Regulatory Requirements to be Waived

WIA Section 134(a)(1)(A)

The use of Rapid Response funds to conduct allowable statewide activities as defined under WIA Section 134(a)(3), specifically incumbent worker training for layoff aversion.

Actions Undertaken To Remove State or Local Barriers

There are no state or local statutory or regulatory barriers to implementing the proposed waiver.

Goals and Expected Programmatic Outcomes of Waiver

Under this waiver, the State will be allowed to use up to 20 percent of Rapid Response funds for incumbent worker training, only as part of a layoff aversion strategy. All training delivered under this waiver is restricted to skill attainment activities.

Local Boards will be able to effectively market incumbent worker training to the private sector employers in their communities that are facing imminent threat of layoffs or plant closures.

The State Board continues to invest in the development and implementation of the Industry Clusters Methodology (ICM). The ICM identifies, on a regional basis, emerging industries and those that are critical to California's economic competitiveness that may require intervention to ensure long-term viability.

As part of the State Strategic Workforce Development Plan, the State Board will seek to align and leverage federal, state, and local WIA funding streams, identify specified industry sectors and clusters, conduct skills-gap analyses, and establish specified eligibility criteria for the ETPL.

The application of this ICM framework assures that funds used for incumbent worker training benefit the employee and employer, as well as help to improve the region's economic vitality. The continued use of other existing methods such as WARN notices will also complement the use of ICM.

Additionally, the plan for incumbent worker training, as part of California's layoff aversion strategy, will target industries and economic sectors that offer high-skill and high-wage jobs.

The types of training that will be provided include occupational skills training designed to meet the special requirements of the employer and conducted with the employer's commitment to retain all trained individuals upon successful completion of the training; educational training; training in strategies to improve efficiency of business operations; and computer software training. Training is expected to provide skills, which result in the employer being able to adjust to a changing economic climate by providing the jobs necessary to do so, thus averting layoffs. Training is also expected to provide skills for employees, which will permit advancement to higher-skilled, higher-paying jobs and job retention.

Individuals Impacted by the Waiver

This waiver plan will positively affect employers by reducing the risk of layoff or closure because workers are not current with new skills and technologies. It also has the potential, as employers expand due to the enhanced skills of their current workers, to stimulate new, lower-skill positions and to create openings in positions vacated by incumbent workers who receive skills upgrade training. The training provided to individuals will make them more valuable to current and future employers. This waiver plan increases the role of Local Boards, as workforce intermediary, and the role of business in the workforce development system. It also increases local flexibility to respond to the business community, in keeping with the goals of the WIA.

Process for Monitoring Progress in Implementation

The State Board and EDD have issued policy guidance to Local Boards on methods for identifying employers with the potential for layoffs and means to document their determination that these services were appropriate. The State Board and the EDD-WSB, as the administrative entity of WIA in the State of California, will monitor all applicable expenditure reports provided by Local Boards to ensure compliance with the established parameters of this waiver. The state's current policy directive and monitoring policy and procedures will be modified to include this waiver. In addition, the State Board is evaluating the use of WIASRD fields to monitor the use of the waiver and its impact on client services.

Public Comment

Notification of the State Board's intent to seek input for new waiver requests and renew the existing waivers was published in April, 2012. An additional opportunity was provided by public notice in July 2012. No comments were received.

WIA Waiver Request #8

Date: September 17, 2012

Agency: California Workforce Investment Board (State Board)

Contact Name: Daniel X. Patterson

Contact Phone and Email: (916) 324-2853/Daniel.Patterson@cwib.ca.gov

Statutory and/or Regulatory Requirements to be Waived

WIA Section 101(31)(B)

Waiver of the reimbursement rates to employers for the cost of on-the-job training.

Actions Undertaken To Remove State or Local Barriers

There are no state or local statutory or regulatory barriers to implementing the proposed waiver.

Goals and Expected Programmatic Outcomes of Waiver

This waiver increases flexibility in the use of WIA formula funds by permitting up to 90 percent reimbursement of the extraordinary costs of on-the-job training (OJT).

Reimbursement would be provided on a sliding scale, based on employer size:

1. Up to 90 percent for employers with 50 or fewer employees;
2. Up to 75 percent for employers with 51 to 250 employees; and
3. Reimbursement would remain at the 50 percent statutory level for employers with more than 250 employees.

The state will use the appropriate program funds for the appropriate WIA-eligible population.

Individuals Impacted by the Waiver

The waiver will affect WIA-eligible adults and dislocated workers. When Adult formula funds are limited, priority will be given to low-income individuals. The waiver will also provide

businesses an additional incentive to hire eligible participants through the on-the-job training model.

Process for Monitoring Progress in Implementation

The State Board and the EDD-WSB, as the administrative entity of WIA in the State of California, will monitor all applicable expenditure reports provided by Local Boards. The state's current policy directive and monitoring policy and procedures will be modified to include this waiver. In addition, the State Board is evaluating the use of WIASRD fields to monitor the use of the waiver and its impact on client services.

Public Comment

Notification of the State Board's intent to seek input for new waiver requests and renew the existing waivers was published in April, 2012. An additional opportunity was provided by public notice in July 2012. No comments were received.

WIA Act Waiver Request #9

Date: September 17, 2012

State: California

Agency: California Workforce Investment Board (State Board)

Contact Name: Daniel X. Patterson

Contact Phone and Email: (916) 324-2853/Daniel.Patterson@cwib.ca.gov

Statutory and/or regulatory requirements to be waived

Waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) requiring provision of incentive grants to local areas.

Actions undertaken to remove state or local barriers

There are no state or local statutory or regulatory barriers to implementing the proposed waiver.

Goals and expected programmatic outcomes of waiver

The State Board's goal in seeking this waiver is to ensure that the Governor is able to prioritize the use of limited funds for the required activities deemed most essential to the basic functions of the workforce investment system, initiate activities that will further the goals outlined in the State Strategic Workforce Plan, and target special populations such as veterans and youth with barriers to employment for employment and training services in a statewide initiative. Additionally, the timeline associated for DOLETA approval of the State Strategic Workforce Plan and the waivers included in it significantly impact the lead time for notice required to the state legislature to obtain authority for allocating and encumbering these funds.

The current State Board incentive policy requires a Local Board to meet 80 percent of its negotiated performance goal and achieve or maintain the statutory Local Board composition requirements to receive an incentive award. The allocation from the Governor's WIA discretionary funds for this purpose has been $700,000. This included $490,000 for exemplary performance and $210,000 for regional cooperation and local coordination incentive grants.

Historically, approximately three-fourths (3/4) of California's 49 Local Boards receive an annual incentive award. The balance has been disbursed among Local Boards to encourage and assist in regional planning. It has long been held that these grant awards do not provide sufficient incentive to increase performance, test innovative strategies or increase regional cooperation and local coordination as it is envisioned in the State Strategic Workforce Plan.

In September 2011, Governor Brown enacted legislation that requires the State Board to certify high-performance Local Boards. This new law also stipulates that Local Plans and corresponding activities be driven towards achieving higher levels of performance and activities that go beyond those described in the Common Measures currently being used in California. The first certification of high-performance Local Boards must occur on or before July 1, 2013 and occur at least once every two years thereafter.

The State Board initiated a stakeholder process to determine the appropriate measurable metrics and standards to ensure this certification would be meaningful and transformational. This effort informed the development of a policy framework and evaluation criteria for local planning activities that are incorporated in the State Strategic Workforce Plan. These criteria include several WIA requirements, the development and implementation of strategic planning activities that are data-based, action-oriented, include demands of regional industry sector employers, strategy for investment in training activities that promote career pathways, and be a consensus document for the champions of the local and regional workforce system. The State Board will apply these new criteria when reviewing the new Local Plans, which will be due in the summer of 2013.

The State Board and its group of stakeholders continue to work to identify the additional performance outcomes and measures that can be uniformly reported and assessed across the state's 49 diverse LWIAs.

To ensure that this certification shapes regional planning and coordination and results in meaningful outcomes, all of which require an initial investment of local funds, it is the State Board's opinion that the discretionary funding available this year will not help achieve these goals if disbursed using the minimum criteria of the current policy. However, if funds are available in sufficient amounts in Program Year 2013-2014, it is anticipated that a portion of the funds will be used to provide incentive awards to high-performance Local Boards per the new state law. This will be consistent with WIA requirements and support the Governor's strategic policy direction established in the law.

Individuals impacted by the waiver

If this waiver is granted, the short-term impact will be to the Local Boards that met at least the minimum-required performance levels for the previous program year. That expectation is reduced due to the notice already given to Local Boards of our intent to seek this waiver and the fact that these incentive awards were not provided last year.

The local and regional workforce system champions will benefit from the granting of this waiver by reinforcing the message that incentive awards will no longer be granted to Local Boards that perform at the minimum levels. Rather, the new policy direction is to incentivize regional planning, regional sector cluster analysis, accountability for performance outcomes, and strategic planning that includes education, business, labor and CBOs, to the benefit of the job-seeker and the businesses served by the local and regional workforce system.

Transversely, if this waiver is not approved, the priority populations to be served through a statewide initiative, veterans and youth, will not be served in the manner called for in the State Strategic Workforce Development Plan.

Process for monitoring progress in implementation

To ensure accountability for federal funds in connection with these waivers the state will be reviewing Local Plans and will monitor progress against the action steps identified in the Local Plans. Also, as additional performance measures are identified, they will be incorporated as part of an overall evaluation and the high-performance certification policy will be modified accordingly.

Notice to affected Local Boards

Local Boards were notified in writing of the State Board's intent to renew this waiver in April 2012 and then again in July 2012. No public comment was received in either instance.

WIA Act Waiver Request #10

Date: April 1, 2013

State: California

Agency: California Workforce Investment Board

Contact Name: Daniel X. Patterson

Contact Phone and Email: (916) 324-2853/Daniel.Patterson@cwib.ca.gov

Statutory and/or regulatory requirements to be waived

Waiver of WIA Section 129(b)(2)(C) and 20 CFR 665.200(g) requiring provision of incentive grants to local areas.

Actions undertaken to remove state or local barriers

There are no state or local barriers.

Goals and expected programmatic outcomes of waiver

The continued reduction to five percent in the WIA allotment for Program Year 2012 Governor's Reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide workforce investment activities. The current funding level in the Governor's Reserve is insufficient to cover the cost of evaluations. The state's reduced funds are being used to cover the following required activities:

Required statewide administrative agencies
Governor's Award for Veterans Grants

Our goal in seeking this waiver is to ensure that the state may prioritize the use of Governor's Reserve funds for the required activities we deem most essential to the basic functions of the workforce investment system.

For Program Year 2010 the State allocated $500,000 for high concentration youth grants. These grants were waived in Program Year 2011 due to there were insufficient funds in the Governor's Reserve to fund these grants. In Program Year 2010 these grants were awarded on a competitive basis to the highest five competitors. Each grantee received $100,000. Not funding the activity will remove an extra funding opportunity beyond the normal annual

allocations that only a few local areas receive. Regular expected funding is not impacted. Regular WIA participant services (i.e. youth activities) will not be impacted.

Individuals impacted by the waiver

This waiver will provide the state agency with more flexibility in directing Governor's Reserve funds to those activities that best preserve basic functions of the statewide workforce investment system.

Process for monitoring progress in implementation

The State will monitor progress and ensure accountability for Federal funds in connection with these waivers by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

Notice to affected local boards

Local Boards were notified by electronic mail and provided a copy of the draft waiver. Comments were solicited and none were received.

Public Comment

The draft waiver was published with the rest of the draft State Plan on the State Board website for 30 days in February-March 2013.

Please refer to Appendix P – DOLETA Approval Letters for the formal response to these waiver requests.

WIA Act Waiver Request #11

Date: April 1, 2013

State: California

Agency: California Workforce Investment Board

Contact Name: Daniel X. Patterson

Contact Phone and Email: (916) 324-2853/Daniel.Patterson@cwib.ca.gov

Statutory and/or regulatory requirements to be waived

Waiver of WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d) requiring the conduct of evaluations of workforce investment activities for adults, dislocated workers, and youth.

Actions undertaken to remove state or local barriers

There are no state or local barriers.

Goals and expected programmatic outcomes of waiver

The reduction to five percent in the WIA allotment for Program Year 2011 Governor's Reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide workforce investment activities. The current funding level in the Governor's Reserve is insufficient to cover the cost of evaluations. The state's reduced funds are being used to cover the following required activities:

Required statewide administrative agencies
Governor's Award for Veterans Grants

Our goal in seeking this waiver is to ensure that the state may prioritize the use of Governor's Reserve funds for the required activities we deem most essential to the basic functions of the workforce investment system.

Individuals impacted by the waiver

This waiver will provide the state agency with more flexibility in directing Governor's Reserve funds to those activities that best preserve basic functions of the statewide workforce investment system.

Process for monitoring progress in implementation

The State will monitor progress and ensure accountability for Federal funds in connection with these waivers by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

Notice to affected local boards

Local Boards were notified by electronic mail and provided a copy of the draft waiver. Comments were solicited and none were received.

Public Comment

The draft waiver was published with the rest of the draft State Plan on the State Board website for 30 days in February-March 2013.

E. California Workforce Investment Board Membership

BUSINESS

1**Jonathon Andrus**
CEO
Fairchild Medical Center

2**Roberto Barragan**
President
Valley Economic Development Center

3**Josh Becker**
CEO
Lex Machina

4**Robert Beitcher**
President and CEO
Motion Picture and Television Fund

5**Jerome Butkiewicz**
Workforce Readiness Manager
San Diego Gas and Electric

6**Jamil Dada**
Vice President, Investment Services
Provident Bank-Riverside County Branches

7**John DiStasio**
CEO
Sacramento Municipal Utilities District

8**Shannon Eddy**
Executive Director
Large-Scale Solar Association

9**Imran Farooq**
Principal and Owner
Omni International LLC

10**Michael Gallo**
President and CEO
Kelly Space and Technology Inc.

11**Chris Hill**
Chief Strategy Officer
Mycotoo, Inc.

12**Pamela Kan**
President
Bishop-Wisecarver Corporation

13**Ro Khanna**
Counsel
Wilson Sonsini Goodrich and Rosati

14**Stephen Levy**
Director and Senior Economist
Center of Continuing Study of the California Economy

15**Laura Long**
Director of National Workforce Planning and Development
Kaiser Permanente

16**James Mangia**
President and CEO
St. John's Well Child and Family Center

17**Karl Mehta**
Venture Partner
Menlo Ventures

18**Stephen Monteros**
Vice President, Operations and Strategic Initiatives
SIGMAnet

19**Lisa Mortenson**
CEO
American Biodiesel, Inc. dba Community Fuels

20**Nathan Nayman**
Head of California State and Local Relations
Visa Inc.

21**Catherine O'Bryant**
President
O'Bryant Electric Inc.

22**Kim Parker**
Executive Vice President
California Employers Association

23**Robert Redlo**
Vice President of Patient Relations, Labor Relations and Workforce Development
Doctors Medical Center

24**Ulysses Romero**
Founder and President
Terra Mia Coffee Company

25**Michael Rossi**
CHAIR
Advisory Board, Shorenstein Properties LLC
Senior Advisor, San Francisco 49ers
Board Chairman, CounterPoint Capital Partners LLC

26**Richard Rubin**
President
Richard A. Rubin Associates Inc.

27**Alma Salazar**
Vice President of Education and Workforce Development
Los Angeles Area Chamber of Commerce
Unite-LA

28**Annette Smith-Dohring**
Workforce Development Program Manager
Sutter Health-Sacramento-Sierra Region

29**Bruce Stenslie**
President and CEO
Ventura County Economic Development Collaborative

COMMUNITY BASED ORGANIZATIONS

30**Monica Blanco-Etheridge**
Executive Director
Latino Coalition for a Healthy California

31**Hermelinda Sapien**
CEO
Center for Employment Training

32**Allen Fernandez Smith**
President and CEO
Urban Habitat

33**Abby Snay**
Executive Director
Jewish Vocational Services-San Francisco

34**Floyd Trammell**
Executive Director
West Bay Local Development Corporation Inc.

35**Joseph Williams**
CEO
Youth Action Project

ORGANIZED LABOR

36**John Brauer**
Executive Director of Workforce and
Economic Development
California Labor Federation, AFL-CIO

37**Ken Burt**
Political Director
California Federation of Teachers

38**Bill Camp**
Executive Secretary-Treasurer
Sacramento Central Labor Council, AFL-CIO

39**Cindy Chavez**
Executive Secretary-Treasurer
South Bay AFL-CIO Labor Council

40**Diane Factor**
Director
Worker Education and Resource Center
(SEIU Local 721)

41**Louis Franchimon**
Executive Secretary
Napa Solano Building Trades Council

42**Jeremy Smith**
Deputy Legislative Director
State Building and Construction Trades
Council

LEGISLATURE

43**The Honorable Kevin Mullin**
Assembly Member
California State Assembly

44**The Honorable Rudy Salas**
Assembly Member
California State Assembly

45**The Honorable Ted Lieu**
Senator
California State Senate

46**The Honorable Roderick Wright**
Senator
California State Senate

GOVERNMENT

47**Marty Morgenstern** (Representing Governor Edmund G. Brown, Jr.)
Secretary
California Labor and Workforce Development Agency

48**Diana S. Dooley**
Secretary
Health and Human Services Agency

49**Brice Harris**
Chancellor
California Community Colleges

50**The Honorable Tom Torlakson**
State Superintendent of Public Instruction
California Department of Education

51**Sharon Hilliard**
Acting Director
Employment Development Department

52**Diane Ravnik**
Director
Division of Apprenticeship Standards
Department of Industrial Relations

CHIEF LOCAL ELECTED OFFICIALS

53**The Honorable Henry R. Perea**
County Supervisor
County of Fresno

ACADEMIC

54**Laurence Frank**
President
Los Angeles Trade-Technical College

55**Dr. Carol Zabin**
Director of Research
University of California at Berkeley Labor Center

NON-PROFIT ORGANIZATION

56**Michael Kelly**
Executive Director
The Los Angeles Coalition for the Economy and Jobs

F. California's 49 Local Workforce Investment Areas

Local Workforce Investment Areas	Business City
Alameda County	Hayward
City of Anaheim	Anaheim
City of Long Beach	Long Beach
City of Los Angeles	Los Angeles
City of Oakland	Oakland
City of Richmond	Richmond
City of San Bernardino	San Bernardino
City of San Jose/Silicon Valley Workforce Investment Area	San Jose
City of Santa Ana	Santa Ana
Contra Costa County	Concord
Foothill Consortium	Pasadena
Fresno County	Fresno
Golden Sierra Consortium	Placerville
Humboldt County	Eureka
Imperial County	El Centro
Kern, Inyo, and Mono Consortium	Bakersfield
Kings County	Hanford
Los Angeles County	Los Angeles
Madera County	Madera
Marin County	San Rafael
Mendocino County	Arcata
Merced County	Merced
Monterey County	Salinas
Mother Lode Consortium	Sonora
Napa County	Napa
NorTEC	Paradise
North Central Counties Consortium	Yuba City
NOVA	Sunnyvale

Orange County	Anaheim
Riverside County	Riverside
Sacramento County/City	Sacramento
San Benito County	Hollister
San Bernardino County	San Bernardino
San Diego County/City	San Diego
San Francisco County/City	San Francisco
San Joaquin County	Stockton
San Luis Obispo County	San Luis Obispo
San Mateo County	Belmont
Santa Barbara County	Santa Barbara
Santa Cruz County	Santa Cruz
Southeast Los Angeles County (SELACO)	Cerritos
Solano County	Suisun
Sonoma County	Santa Rosa
South Bay Consortium	Hawthorne
Stanislaus County	Modesto
Tulare County	Visalia
Ventura County	Ventura
Verdugo Consortium	Glendale
Yolo County	Woodland

G. State Working Group of Key Public Workforce Development Institutions

California Labor and Workforce Development Agency

Brian McMahon, Acting Undersecretary
Kurt Schuparra, Assistant Secretary

Employment Development Department

Pam Harris, Director
Dennis Petrie, Deputy Director, Workforce Services Branch
Spencer Wong, Interim Director Labor Market Information Division

California Department of Veteran's Affairs

Governor's Office of Business and Economic Development

Panorea Avdis, Chief Deputy Director

California Department of Education

Lupita Cortez Alcalá, Deputy Superintendent
Gordon Jackson, Assistant Superintendent
Diane Hurley, Adult Education Office
Patricia Terry, Adult Education Office
Russ Weikle, Perkins Administrator

California Workforce Investment Board

Tim Rainey, Executive Director

California Department of Industrial Relations

Diane Ravnik, Chief
Division of Apprenticeship Standards

California Health and Human Services Agency

Jim Suennen, Associate Secretary
External Affairs

California Department of Social Services

Will Lightbourne, Director
Todd Bland, Deputy Director
Welfare to Work Division

California Community Colleges

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development

California Employment Training Panel

Peter Cooper, Assistant Director

Career Ladders Project

Linda Collins, Executive Director

H. Local Plan Guidance

WIA Section 118 and California UI Code Sections 14221-14222 require the Local Boards to submit a comprehensive five-year Local Plan to the State Board. The Local Plan aligns with the State Strategic Workforce Development Plan and identifies the Local Board strategies to achieve the State Strategic Workforce Development Plan goals and actions. The recent amendments to the Workforce Training Act added similar local and regional strategic planning requirements in addition to the WIA Local Plan requirements [UI Code 14200(c)]. As a result, the Local Plan must now support the 4 State Strategic Workforce Development Plan goals and related objectives in addition to the WIA requirements.

In order for Local Boards to have as much time as possible to draft their Local Plan and obtain CLEO approval by the July 1, 2013 submission deadline, the State Board is providing this instruction and guidance for development of the five-year Local Plan. The State Board and EDD-WSB will issue a formal EDD Directive with detailed final guidance in April 2013. Local Boards are encouraged to begin their Local Planning as soon as possible using this guidance in the interim prior to the issuance of the directive.

The State Board and EDD-WSB Regional Advisors will provide technical assistance to LWIA administrators and staff responsible for developing the Local Plan. The State Board will conduct a series of regional technical assistance forums throughout the state in fall/winter 2012/2013. The EDD-WSB Regional Advisors will assist the State Board in the review and approval of the Local Plans as well as with negotiations of Local Board performance level targets.

PROPOSED TIMELINE FOR LOCAL PLAN REVIEW, LWIB RE-CERTIFICATION and HIGH PERFORMANCE LWIB CERTIFICATION

As stated in Chapter IX, in 2013 the State Board will concurrently perform three statutorily required activities in order to maximize efficiency and minimize administrative workload of the Local Boards and state staff. These activities are:

1. Approval of new five-year Local Plans;
2. Evaluation of Local Board performance to recommend full or conditional Local Board recertification to the Governor; and
3. Evaluation of Local Board performance for "high-performance" certification.

PROPOSED TIMELINE

February 14-28, 2013	State Strategic Workforce Development Plan and Interim Local Plan and high-performance criteria released for second round of public comment.
January-February 2013	State Board, ETP and EDD-WSB Regional Advisors conduct Local Plan training and technical assistance forums throughout California.
June 2013	DOLETA approves State Strategic Workforce Development Plan and statewide WIA Common Measure performance targets.
January-March 2013	Local Boards negotiate WIA Common Measure performance targets with State Board and EDD-WSB.
July 1, 2013	Local Plans and requests for high-performance certification submitted to State Board.
July-September 2013	State review team reviews Local Plans and determines minimum and high-performance using the evaluation rubric in Appendix I.
July-September 2013	State Board and EDD-WSB notifies Local Boards of Local Plan deficiencies and provides technical assistance.
By October 1, 2013	State Board notifies CLEO of approved Local Plan, full or conditional Local Board recertification, and if requested, high-performance certification.
October 1, 2013	State Board recommends to the Governor the withholding of WIA formula funds to LWIA's that have not submitted or do not have an approved Local Plan.

The State Strategic Workforce Development Plan promotes a regional approach to the identification of priority sectors and clusters of opportunity, the prioritization of employer needs, the coordination of resources, and the sustainability of the targeted investments. In order to minimize duplication of effort, Local Boards are encouraged to pool their resources to share the cost and workload of their strategic planning regionally.

Prior to approval, the State Board will review each Local Plan to ensure that they contain key required elements such as:

- WIA Local Plan elements required by DOLETA and UI Code Section 14221, such as:
    - Locally negotiated performance levels;
    - Updated MOUs;
    - Budget plans;
    - Participant summaries; and
- State requirements and strategies related to the Workforce Training Act [UI Code Section 14220(c)].

The following pages provide the outline and the content of the Local Plan. The outline is structured so that the Local Plan supports the four State Strategic Workforce Development Plan goals and related objectives.

SECTION 1 VISION

The Governor's vision calls for a state strategy based on ongoing skills attainment focused on regional growth industry sectors and clusters. By braiding education, training, and employment services together to support these sectors, the workforce system can both effectively address employers' needs for a high-quality, appropriately skilled workforce and support workers' needs for well-paid, steady work. This strategy draws on lessons learned from the traditional apprenticeship model -- providing workers maximum employment outcomes through mobility among multiple employers within an industry sector or cluster.

Business and Industry Goal:

Meet the workforce needs of high demand sectors of the regional economy.

- Describe the Chief Local Elected Official (CLEO)/Local Board vision for bringing together key stakeholders in workforce development, including business and industry employers, organized labor, economic development specialists and education experts to continuously identify workforce challenges facing the Local Area or region and also to develop innovative strategies and solutions that effectively leverage resources to address regional workforce challenges.

- Include in your response actions that support the following State priorities:

    - Preparing skilled workers for employment in competitive and emergent regional industry sectors and to fill skill gaps created by retirements.

    - Supporting the development of regional workforce and economic development networks that address workforce education and training priorities.

- Based on the regional economic and workforce information analysis, identify the industry sectors and occupational clusters within the region that are high-growth , high-demand, projecting skills shortages (due to replacements and/or growth), and/or vital to the regional economy. The Local Board may want to consider:

    - Industries projected to add a substantial number of new jobs to the regional economy;

    - Industries that have a significant impact and/or multiplier effect on the overall economy;

- Industries that are being transformed by technology and innovation that require new skill sets for workers;
- Industries that are new and emerging and are expected to grow;
- Industries that are experiencing or projecting significant job openings or skills gaps due to retirements or labor market volatility/churn.

SECTION 2 ECONOMIC and WORKFORCE INFORMATION ANALYSIS

The Governor's vision of an effective workforce system committed to sector strategies will be advanced through data-driven decision-making, policy development, strategic planning, and investment. In collaboration with state-level partners, regional and local partnerships must perform data-driven analyses to provide the most relevant economic information, labor-market analysis, and industry projections for their regions.

System Alignment and Accountability Goal:

Support system alignment, service integration and continuous improvement, using data to support evidence-based policymaking.

Action: *Coordinate and develop high quality, actionable labor market information (LMI) data that assesses regional industry and occupational trends and needs and include a "skills gap" analysis*[1]*.*

The Local Plan must include the following information consistent with WIA Section 118(b) and the Workforce Training Act. Perform and provide a detailed analysis of the local/regional economy. Include a description of the data gathered and the method of analysis and review. A copy of the economic and workforce information analysis must be included in the Plan. If you have a recent economic analysis (less than 12 months old) that answers and is responsive to the areas below, please provide a copy of that report with your submittal.

Local economic and workforce information analysis should include the following elements:

- A description of the data gathered and the method of analysis and review;
- An assessment of the current economic situation and projected trends of the local area economy, industries and occupations, including major economic regions and industrial and occupational sectors;
- An assessment of the required workforce skills and knowledge individuals need in order to find employment in the priority sectors identified in the local area economic and workforce information analysis;
- A description of the characteristics and employment-related needs of the local area population and diverse sub-populations, including those from target populations such as

[1] "Skills Gap" analysis is defined as identifying the specific skills that the local area workforce must have in order to obtain employment in the industry sectors and clusters of focus in the economic analysis. The identified skills gaps would then be targeted in the Local Plan

racial, ethnic, linguistic groups, older persons, youth, veterans, individuals with disabilities, native Americans, etc.;

- Based on the local area economic and workforce information above, an analysis of the skill and education gaps for all individuals in priority sectors within the local area or region;
- Based on the local area economic and workforce information above, an evaluation of underemployment and jobs that can provide economic security or "self-sufficiency."
- An analysis of the challenges associated with the local area population attaining the education, skills, and training needed to obtain employment; and
- A discussion of the ability of the local area's workforce programs to meet the skill needs of priority sector employers in the local area or region and close any identified skill gaps.

Local Boards are encouraged to partner with neighboring Local Boards to conduct the economic and workforce information analysis regionally as appropriate. Recent (less than 12 months old) economic and workforce information that answers and is responsive to the bullets above can be used to satisfy this requirement.

SECTION 3 BUSINESS SERVICE PLAN

The Governor believes that by building an industry-responsive, well-coordinated workforce development system, California will maximize the return on its limited resources and make its education and training programs work for California's employers and working families. The Governor also recognizes the importance of targeting workforce investment resources in support of priority sectors and clusters that will create a vibrant economy and shared prosperity. The Governor believes California must build on and strengthen private sector partnerships so its training systems are nimble enough to adapt to the changing needs of the 21st century economy.

Business and Industry Goal:

Meet the workforce needs of high demand sectors of the state and regional economies.

Consistent with the Workforce Training Act, the CLEO and their Local Board shall establish a Business Service Plan that integrates local business involvement with workforce initiatives. This Business Service Plan at a minimum shall include the following:

- Description of a sub-committee of the Local Board that develops recommendations for the Business Service Plan to the Local Board in an effort to increase employer involvement in the activities of the Local Board. The sub-committee members should be comprised of business representatives on the Local Board who represent both the leading industries and employers in the relevant regional economy and emerging sectors that have significant potential to contribute to job growth and openings in the local area or regional economy. If such a sub-committee does not currently exist, describe the steps the Local Board will take to establish this sub-committee and include its formation in the Local Board's bylaws [UI Code Section 14200(c)(9)(C)];

- Description of the types of services the Local Board offers to businesses, including a description of how the CLEO and Local Board intend to:

    - Determine the employer needs in the local or regional area;

    - Integrate business services, including W-P Act services, to employers through the One-Stop delivery system; and

    - Leverage and braid other resources through education, economic development and industry associations to support OJT and other customized training ventures.

- Describe how the CLEO/Local Board intend to accomplish the following:
    - Identify training and educational barriers that hinder job creation in the regional economy;
    - Identify skill gaps in the available labor force that contribute to the lack of local business competitiveness; and
    - Identify priority sectors that would likely contribute to job growth in the local area or regional economy if investments were made for training and educational programs.
- Describe how the CLEO/Local Board will accomplish the following:
    - Partner with priority-sector employers to develop potential OJT and other customized training strategies;
    - Encourage business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training;
    - Work collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations in high-growth, high-demand industries and to ensure they are being identified as a critical pipeline of workers;
    - Foster collaboration between community colleges and DIR-DAS approved/Registered apprenticeship programs, through MOUs or other formal mechanisms. Explain how services funded by WIA and directed to apprenticeable occupations, including pre-apprenticeship training, are conducted in coordination with one or more apprenticeship programs approved by the DIR-DAS for the occupation and geographic area (UI Code Section 14230(3);
    - Use innovative training strategies to fill skills gaps [include the Local Board's efforts to leverage additional resources to maximize the use of Individual Training Accounts through partnerships with business, education (in particular, community and technical colleges), economic development agencies, and industry associations, and how business and industry involvement is used to drive this strategy];

- Promote Rapid Response as a proactive intermediary for priority industry sectors (rather than as a reactive service only for layoff response); and
- Identify how Rapid Response will develop effective early layoff warning systems and layoff aversion strategies;
- Identify how Rapid Response assistance and appropriate core and intensive services are made available to those covered by the TAA program.

SECTION 4 ADULT STRATEGIES

By utilizing shared strategies, California's statewide workforce investment system will focus on helping students and workers obtain industry-recognized certificates, credentials and degrees in priority sectors to fill critical labor market skills gaps, strengthen key industry sectors, and achieve economic growth and shared prosperity.

Adults Goal:

Increase the number of Californians who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, individuals with disabilities, and other at-risk populations.

- Describe the CLEO/Local Board's vision for alignment of the regional education system to develop career pathways and meet the educational needs of workers and priority-sector employers in the local area or regional economy. Include detailed actions to address the following state priorities:
    - Increase the number of career pathway programs in demand industries;
    - Increase the number of adult basic education students who successfully transition to postsecondary education, training or employment and reduce the time students spend in remediation;
    - Increase the number of underprepared job seekers and displaced workers who enter and successfully complete education and training programs in demand industries and occupations;
    - Develop and implement a strategic layoff aversion strategy that helps retain workers in their current jobs and provides rapid transitions to new employment minimizing periods of unemployment; and
    - Expand the availability of and participation in "Earn and Learn" models such as apprenticeships, OJT and other customized training where workers can build skills while working.

SECTION 5 YOUTH STRATEGIES

The Governor believes California must have a well-educated and highly-skilled workforce in order to remain prosperous and competitive in the 21st century global economy.

Youth 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.

- Describe the CLEO/Local Board vision for increasing the educational, training and career attainment of youth, consistent with the following state priorities:
    - Increase the number of high school students who complete a challenging education, including math gateway coursework and industry-themed pathways that prepare them for college, "Earn and Learn" training through apprenticeships, OJT, etc., and other postsecondary training; and
    - Increase opportunities for high school students and disconnected youth to transition into postsecondary education and careers.

    Include the following:

    - Description of the local area or region's eligible youth population and any special or specific needs they may face which are unique to the local area or region;
    - Youth activities available in the local area or region (Identify successful providers such as Job Corps);
    - Description of the CLEO/Local Board strategies to promote collaboration between the workforce investment system, education, human services, juvenile justice, Job Corps, and other systems to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment;
    - Organizations or bodies such as the youth council designed to guide and inform an integrated vision for serving youth in the regional economy within the context of workforce investment, social services, juvenile justice, and

education (describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth);

- Description of the use and development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline with the right skills;
- Practices used to ensure continuous quality improvement in the youth program; and
- The CLEO/Local Board's strategy, goals and objectives for ensuring that every youth has the opportunity for developing and achieving career goals through education and/or workforce training (including but not limited to: the youth most in need of assistance, such as out-of-school youth; homeless youth; youth in foster care; youth aging out of foster care; youth offenders; children of incarcerated parents; migrant and seasonal farmworker youth; youth with disabilities, and other at-risk youth).

SECTION 6 ADMINISTRATION

System alignment and Accountability Goal:

Support system alignment, service integration and continuous improvement using data to support evidence-based policymaking.

- Describe how the Local Board is a community leader on workforce issues;
- Describe how the Local Planning process considered the regional training and education pipeline, including but not limited to K-12 education, CTE and vocational education, the community college system, other postsecondary institutions, and other LWIAs;
- Describe how the Local Planning process engaged key stakeholders, including the major priority-sector employers in the relevant regional economy and organized labor (include written documentation of stakeholder involvement);
- Describe the Local Board public comment process, including comment by representatives of businesses and organized labor and input into the development of the Local Plan prior to submission of the plan. Include any comments that represent disagreement with the plan;
- Identify the entity responsible for the disbursement of grant funds. Provide a description of the competitive process used to award the grants and contracts in the LWIA for activities carried out under this plan;
- Describe the LWIA One-Stop system. Include as an attachment a list of the One-Stop locations in the LWIA;
- Describe the LWIA's process for designation and certification of One-Stop operators;
- Provide a comprehensive list of services provided in each One-Stop in the LWIA;
- Describe Local Board strategies to ensure that the full range of employment and training services delivered through the local One-Stop system are accessible to, and will meet the needs of, dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and persons with disabilities);

- Describe the CLEO/Local Board strategies to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the larger economic strategy;

- Describe the strategies in place to ensure that sufficient system resources are being spent to support training of individuals in priority sectors;

- Describe how WIA funds will be used to leverage and braid other federal, state, local government, labor and private resources (how do these coordinated and leveraged resources lead to a more effective local system that expands the involvement of business, employers and individuals?);

- Describe how the Local Board will ensure the continuous improvement of training providers listed on the ETPL and ensure that such providers meet the employment needs of local area employers and participants;

- Describe how the Local Board is serving UI claimants and TAA service recipients;

- Describe how the Local Board recognizes opportunities to prepare workers for "green jobs" as defined by EDD-LMID[2] related to other sources of federal funding;

- Describe the policies in place to integrate the federal registered and state DAS-approved apprenticeship programs and the Job Corps in the local One-Stop system;

- Provide a copy of the Local Board's bylaws;

- Describe the process by which the Local Plan will be updated to include new and relevant information;

- Some LWIAs implemented ISD in 2008-2009. Describe the extent to which the LWIA integrated its service delivery and describe strategies to further integrate service delivery and factors affecting the Local Board's decision to integrate or not to integrate service delivery.

[2] Green or clean is any activity or service that performs at least one of the following:
Generating and storing renewable energy; Recycling existing materials; Energy efficiency in product manufacturing or distribution or achieved through construction, installation, or maintenance; Education, compliance and awareness; and Natural and sustainable product manufacturing.

SECTION 7 MEMORANDUMS OF UNDERSTANDING

The WIA requires that a MOU between the Local Board and each of the One-Stop partners concerning the operation of the One-Stop delivery system be executed. A copy of each MOU must be included with the Local Plan [WIA Section 118(b)(2)(B)].

If the Local Plan identifies specific services that are delivered by a One-Stop partner, the MOU with that partner shall describe what that relationship is and contain the required elements below. A copy of an executed MOU shall be included for every partner program identified in WIA and all other partners providing services through the One-Stop system.

The MOUs may be developed as a single umbrella document, or as singular agreements between the partners and the Local Board. The MOUs should present in specific terms member contributions and the mutual methodologies used in overseeing the operations of the One-Stop system.

WIA Section 121(c)(1) and (2) and UI Code Section 14230(d) require each MOU to describe:

- The services to be provided through the One-Stop system;
- How the services and operating costs will be funded (include any Resource Sharing Agreements);
- The methods used for referral of individuals between the One-Stop operator and partners;
- The duration of the MOU;
- The processes and procedures for amending the MOU;
- Other provisions as deemed necessary by the Local Board; and
- The Local Board's policy for identifying individuals who should be referred immediately to training services.

SECTION 8 LOCAL WIA COMMON MEASURE PERFORMANCE GOALS

[UI Code 14221(c)]

WIA SECTION 136(b) COMMON MEASURES	2012/13 STATE GOAL	2013/14 LWIA GOAL
ADULT		
Entered Employment	59.0%	
Employment Retention	81.0%	
Average Six-Months Earnings	$13,700	
DISLOCATED WORKER		
Entered Employment	64.5%	
Employment Retention	84.0%	
Average Six-Months Earnings	$18,543	
YOUTH COMMON MEASURES		
Placement in Employment or Education	72.0%	
Attainment of a Degree or Certificate	60.0%	
Literacy and Numeracy	54.0%	

Using the 2012/13 State performance goals as a benchmark, Local Boards are asked to propose their 2013/2014 WIA common measure performance goals. The 2013-2014 local performance goals should also include a brief narrative description supporting each proposed goal. This is especially critical for any significant increase or decrease in a proposed goal from the state goal.

The State Board intends to use the 2013/2014 proposed local performance goals in its negotiations with DOLETA on the 2013/14 state performance goals. The State Board will work with DOLETA to make the WIA regression tables available to Local Board staff.

I. High-Performance Local Board Standards and Evaluation Criteria for Local Plans and Local Board Certification

Purpose

On behalf of the Governor, the State Board must concurrently perform three (3) statutorily required activities to ensure effective Local Boards. These activities are:

1. **Approve 5-year Local Plans based on adherence to the *State Strategic Workforce Development Plan:*** Local Boards are required by federal law to submit to the State Board a comprehensive 5-year Local Plan that reflects the vision, strategy, and goals of the State Strategic Workforce Development Plan.

2. **Recommend Local Board recertification to the Governor:** Federal and state law require the State Board to recommend to the Governor recertification of each Local Board every 2 years. Consideration is based on meeting minimum federal performance measures and compliance with state and federal law and regulations.

3. **Evaluate Local Board performance for biennial "high-performance" certification:** Last year, Governor Brown signed SB 698 [UI Code 14200(c)] which set the bar higher for Local Board performance. By January 1, 2013, the State Board must implement standards for certifying high-performance Local Boards. The first certification will occur by October 1, 2013.

In order to maximize efficiency and minimize the administrative workload of the Local Boards and state staff, the State Board is combining the above activities into a single evaluation process.

The high-performance Local Board standards serve as the core for state guidance to Local Boards for developing their Local Plans. Those Local Boards that comply with the minimum requirements of this guidance will be considered for Local Plan approval as well as Local Board recertification. Those Local Boards that exceed the minimum requirements promulgated in the high-performance standards will be considered for status as a "high-performance" Local Board.

Those Local Boards that do not meet the minimum requirements will receive further technical assistance from the State Board and EDD-WSB to correct shortfalls. The goal is that all Local Boards receive Local Plan approval and full Local Board recertification. Additionally, those Local Boards that do not meet the high-performance standards, but wish to do so, will receive further technical assistance from EDD-WSB and the State Board.

High-performance certification is a voluntary process. A Local Board must request high-performance certification at the time its Local Plan is submitted to the State Board. It is expected that this certification will provide a Local Board increased recognition, credibility and visibility for its work.

The initial 2013 high-performance certification is a baseline stage of a continuous improvement process primarily based on the Local Board's commitment in their Local Plan to the Strategic Workforce Development Plan goals and strategies. In 2015, the State Board will revise the high-performance standards and evaluation criteria to place more emphasis on measurable data related to specific employment and education outcomes for workers and job-seekers.

Assumptions

The high-performance Local Board standards and evaluation criteria are intended to:

- **Be meaningful –** They should be credible to all stakeholders and defensible in their correlation to whether a Local Board is "high-performance" or not.
- **Incentivize the implementation of the State Strategic Workforce Development Plan goals and objectives –** The standards should encourage Local Boards to:
    - Take on strategic community leadership roles that engage diverse partners and stakeholders;
    - Prioritize and invest in worker training;
    - Adopt and use sector partnerships as a key part of service delivery;
    - Publicize workforce successes; and
    - Continuously improve service delivery.
- **Be achievable and replicable --** The standards should be a "fair game" that strong Local Boards can pass with realistic metrics. These standards should help identify Local Boards that are "high-performance", and should neither be set so low that all variants of practice pass, nor so high that no one can pass.
- **Be easily understood –** The standards should be clear and easily understood and not result in additional administrative burden.

Scoring

Local Boards are assessed against five (5) standards. These standards coincide with the State Strategic Workforce Development Plan and each of its four (4) goals. Each standard contains four (4) criteria for a total of 20. Four of the 20 criteria are required elements contained in WIA

and state law and will be scored as pass/fail. The other 16 criteria are worth 2 points each for a maximum of 32 possible points.

For Local Board recertification, Local Boards that fail any of the 4 required pass/fail elements and/or fail to meet the minimum requirements for any of the 16 other criteria will receive a "conditional" certification and will be required to submit a corrective action plan to the State Board within 45 days that addresses those areas that did not meet the minimum requirements. Local Boards that pass the 4 required pass/fail elements and meet the minimum requirements for each of the 16 other criteria will receive full certification.

Local Boards that seek to be considered for "high-performance" certification must pass the 4 required pass/fail elements and meet or exceed the minimum requirements for each of the 16 other criteria and obtain 26 of 32 possible points.

Scoring Definitions

0 Points:

The Local Plan element contains *insufficient* detail and *does not* meet minimum requirements.

1 Point:

The Local Plan element contains the required analysis, identifies goals and strategies for achieving the desired outcomes in sufficient detail to meet minimum requirements.

2 Points:

The Local Plan element contains detailed analysis and clearly identified goals and strategies for achieving the desired outcomes and *exceeds* minimum requirements. The Local Plan provides evidence that a regional partnership is being or has been formed (that includes education, business, labor, and other workforce entities) that support the goals and the strategies in the Local Plan. The Local Plan leverages resources of the partnership. Local Board officials were actively engaged in the planning process and participate as champions for the workforce system.

Tips for Local Boards requesting "high-performance" certification as part of their Local Plan submission

- **Focus on the standards and the criterions.** Review of the Local Plan will center on the Local Board's demonstrated performance against each standard, and the four criteria that are being used to operationalize the standard.

- **Treat the detail under each criterion as examples, not the only required points of response.** The State Board recognizes that different Local Boards bring different strengths and approaches to these expectations. Use whatever combination of the topics included as examples of proof with others that are locally relevant to make your case.
- **Be clear and concise.** Applicants won't get additional points for volume of detail provided. The State Board and the review team are interested in Local Boards telling their story succinctly.

STANDARD 1 VISION, ECONOMIC AND WORKFORCE ANALYSIS, STRATEGIC PLANNING AND IMPLEMENTATION

Expectation: In support of the State Strategic Workforce Development Plan, the Local Board developed and will implement an actionable strategic plan through an inclusive stakeholder process that articulates key workforce issues and prioritized strategies for impacting them, both within the LWIA, regionally, and, where applicable, the overall labor market.

Criteria:

1. **The Local Plan meets the Local Planning requirements in UI Code 14200(c) (SB 698). (Mandatory, Pass/Fail)**

   Evidence must include:

   - The Local Plan is a strategic plan, not just a WIA program plan.
   - The Local Plan incorporates and reflects the Governor's vision, goals, and policy priorities of the Strategic Workforce Development Plan.
   - The Local Plan contains measurable goals that support the goals and objectives in Chapter IV of the State Strategic Workforce Development Plan and includes a well-specified blueprint for attaining the goals with benchmarks, timelines, and action steps that specify who will take action to meet the goals.
   - The Local Plan identifies local and regional community stakeholders and includes their input.

2. **The Local Plan's vision is strategic and comprehensive. (Maximum 2 points possible)**

   Examples of evidence:

   - The Local Plan demonstrates a good understanding of the labor market and the workforce needs of the priority industry sectors in the local and regional economy derived from a detailed economic and workforce analysis.
   - The goals and strategies of the Local Plan address the workforce needs of the identified priority industry sectors in the local and regional economy and include career pathway programs to provide upward mobility to unskilled and entry-level workers in these priority industry sectors.
   - The Local Plan demonstrates an awareness of the various workforce, education and training services provided in the local and regional economy and their relevance to meeting the labor market needs of the priority industry sectors.

- The Local Plan articulates how the Local Board and One-Stop delivery system will make use of, and coordinate with, the various workforce, education and training service delivery organizations and systems in the local and regional economy to achieve the Local Plan goals and objectives.

3. **The Local Plan's goals and objectives are evidence-based. (Maximum 2 points possible)**

   Examples of evidence:

   - The Local Plan is informed by and based upon data from a detailed economic and workforce analysis.
   - Strategies chosen are based on evidence drawn from research, evaluation, and promising practices.
   - The Local Plan contains clear metrics, both quantitative and qualitative, for each strategy, and the Local Board is prepared to regularly assess progress against those strategies, including a game plan for collecting and analyzing needed information.
   - The Local Board regularly receives performance information to enable it to perform its oversight role of the One-Stop operations.

4. **Key stakeholders are actively engaged both in the planning and implementation of the Local Plan (Maximum 2 points possible)**

   Examples of evidence could include describing how:

   - Employers from priority industry sectors in the LWIA or regional economy were actively engaged in the planning process and continue to be during implementation.
   - Local Board members were actively engaged in the planning process and participate as champions for the workforce system.
   - Labor organizations were actively engaged in the planning process and continue to be during implementation.
   - Education partners, including K-12, adult education, CTE, community colleges, and universities were actively involved in the planning process and continue to be during implementation.

- CBOs representing target populations of job-seekers were actively engaged in the planning process and continue to be during implementation.
- The Local Board collaborated regionally with other Local Boards who share common labor markets during the planning process and continue to do so during implementation, including aligning resources and investments in support of shared strategies and priority industry sectors.
- The Local Plan is a living document, which the Local Board and community partners modify and update as needs and economic conditions change.

STANDARD 2 BUSINESS SERVICE PLAN, PARTNERSHIPS AND SECTOR STRATEGIES

Expectation: The Local Board partners effectively with businesses to identify and resolve skill gaps in priority industry sectors, working in particular through industry sector partnerships.

Criteria:

1. **The Local Board has included in its Local Plan a Business Services Plan, which integrates local business involvement with workforce initiatives. (Maximum 2 points possible)**

   Examples of content in the business services plan include:

   - How the Local Board collaborates with businesses to identify skill gaps that are reducing the competitiveness of local businesses within relevant regional economies.
   - How the Local Board effectively engages employers, including representatives from priority industry sectors, as members of the Local Board and in development of the Business Services Plan.
   - What regional or joint approaches with other Local Boards and other partners are being undertaken to align services to employers.
   - What metrics will the Local Board use to gauge the effectiveness of services provided to business.

2. **The Local Board partners with priority industry sector employers and educators in developing and operating regional workforce and economic development networks as a primary strategy. (Maximum 2 points possible)**

   Examples of evidence:

   - Regional workforce and economic development networks include employers from priority industry sectors and other partners such as educators, workforce developers and others the partnership deems important. An industry-credible convener facilitates the work of each network.
   - Regional workforce and economic development networks focus on identifying and meeting the skill needs of the priority industry sectors, while industry sector partnerships focus on developing career pathways that contain entry points for low-skilled workers for each cluster within a priority industry sector.

- Regional workforce and economic development networks operate at the regional geographic scale appropriate to the labor markets for the relevant priority industry sectors.

3. **The Local Board facilitates and/or participates in unified workforce services support to employers within their labor market, integrating with other relevant Local Boards, educators, and other partners. (Maximum 2 points possible)**

   Example of evidence:

   - The Local Board leads and/or partners in a unified employer services strategy or in regional workforce and economic development networks that provides businesses with single points of contact spanning all relevant agencies.

4. **The Local Board takes the lead in identifying and obtaining resources to sustain operation of regional workforce and economic development networks over time. (Maximum 2 points possible)**

   Examples of evidence:

   - The Local Board embeds regional workforce and economic development networks into its use of formula WIA funds and other funds it manages.
   - The Local Board works with regional workforce and economic development networks to develop and implement sustainability strategies, leveraging or braiding combinations of public and private funding.
   - The Local Board seeks out funding opportunities and aligns resources with labor, education, corrections, social services, economic development and other key partners and programs in support of the Local Plan.

STANDARD 3 ADULT INVESTMENTS IN TRAINING, SKILLS DEVELOPMENT AND CAREER PATHWAYS

Expectation: The Local Board views as a priority the increasing of worker skills and workplace competencies and the development and use of career pathways that connect skills to good jobs that can provide economic security.

Criteria:

1. **The Local Board ensures pre-apprenticeship and apprenticeship training is coordinated with one or more apprenticeship programs registered by the DOLETA and/or approved by the Division of Apprenticeship Standards for the occupation and geographic area. (Mandatory, Pass/Fail scoring)**

   Example of evidence:

   - The Local Board has clearly articulated goals and strategies for fostering collaboration between community colleges and DOLETA-registered and DIR/DAS-approved apprenticeship programs, through MOUs or other formal mechanisms, in the geographic area to provide pre-apprenticeship training, apprenticeship training, and continuing education in apprenticeable occupations through the registered/approved apprenticeship, as required by the Workforce Training Act [UI Code Section 14230 (AB 554)].

2. **The Local Board prioritizes training for occupations in priority industry sectors in the local or regional economy resulting in completion and attainment of a degree and/or other credentials valued and used by priority industry sector employers within the region. (Maximum 2 points possible)**

   Examples of evidence:

   - The Local Board requires training funds be used to prepare workers for occupations in priority industry sectors for which demand can be articulated or projected through their detailed economic and workforce analysis.
   - The Local Board engages priority industry sector employers to ascertain what degrees and credentials are of value to them.
   - The Local Board has clearly defined strategies to ensure it meets the minimum expenditure levels of their Adult and Dislocated Worker WIA formula allocations on workforce training services, as required by the Workforce Training Act [UI Code Section 14211 (SB 734)].

- The Local Board sets training completion as an ETPL eligibility requirement and performance expectation for continued eligibility of its training providers.
- The Local Board identifies high-quality training providers based on credentials attained and relevant employment outcomes for graduates.
- The Local Board sets the attainment of industry-recognized degrees, credentials or certificates in the priority industry sectors identified in its detailed economic and workforce analysis as a measurable expectation in its training investments.
- The Local Board emphasizes sustainable-wage jobs and economic security, including utilization of "self-sufficiency" measures that reflect local conditions.

3. **The Local Board emphasizes career pathways as a framework through which learners can connect their skills and interests with viable career options. (Maximum 2 points possible)**

   Examples of evidence:

   - The Local Board utilizes industry sector partnerships to collaborate with priority industry sector employers and local K-12 and postsecondary educators to map career pathways within and across those industries.
   - The Local Board collaborates with educators, One-Stop operators and training providers to ensure learners can obtain and make effective use of career pathway information.

4. **The Local Board continuously partners with employers, educators, and other stakeholders to identify funding to support worker training and education that results in improved skills, degree, credential and certificate attainment, and employment. (Maximum 2 points possible)**

   Example of evidence:

   - There is a regional workforce and economic development partnership or similar partnership with a written revenue plan, or a similar document, which describes strategies to obtain, leverage or braid resources, and includes goals and progress measures aligned to the Local Plan.

STANDARD 4 COMPREHENSIVE YOUTH DEVELOPMENT STRATEGY

Expectation: The Local Board is a strategic leader in building partnerships to reduce high school dropout rates; to effectively re-engage disconnected youth in education and work; to help youth understand career pathway options; and to encourage attainment of post-secondary degrees and other credentials valued by industry in the local area or region's labor market.

Criteria:

1. **The Local Board is a partner with K-12 education and others on strategies that reduce high school dropout rates and encourage dropout recovery. (Maximum 2 points possible)**

   Examples of evidence:

   - The Local Board works to engage local school districts to craft strategies that identify students at risk of dropping out and helps execute interventions to work closely with those students to keep them engaged.
   - The Local Board works to partner with local school districts in setting metrics for dropout rate reduction and in engaging employers, parents, and other stakeholders in meeting those goals.

2. **The Local Board is a partner in developing and executing strategies to re-engage disconnected youth. (Maximum 2 points possible)**

   Examples of evidence:

   - The Local Board partners with diverse stakeholders such as education, juvenile justice, human services, faith-based organizations, and others, to develop and deliver a comprehensive set of services designed to re-engage young people who have already dropped out of school and are at risk in education and employment attainment.
   - The Local Board collaborates with those partners to fund the re-engagement of disconnected youth in education and employment.
   - The Local Board works with its partners to set metrics for success rates in youth re-engagement and to make those results visible to the community.
   - The Local Board has developed new and innovative strategies and partnerships, which have resulted in increased employment opportunities for youth in the local area or region.

3. **The Local Board partners with employers, educators and others to help youth understand career pathway options. (Maximum 2 points possible)**

   Examples of evidence:

   - The Local Board partners in developing career pathway information and tools that will work effectively with youth.
   - The Local Board connects youth employment strategies within career pathways by, for example, blending occupational skills training with academic learning.

4. **The Local Board encourages youth to focus on attainment of postsecondary degrees and other credentials important to priority industry sector employers in the local or regional labor market. (Maximum 2 points possible)**

   Examples of evidence:

   - The One-Stop system is youth-friendly and provides information on jobs in priority industry sectors with career pathways leading to economic security in the local area or region; access to postsecondary education that provides credentials, certificates and degrees in priority sectors; and financial assistance and scholarship programs and opportunities.
   - The Local Board publicizes information and research that shows the connections of various kinds of postsecondary credentials, certificates or degrees with employment rates and wages.
   - The Local Board informs young people about the market value of CTE, "Earn and Learn" training options such as apprenticeships, OJT, etc., and industry-valued credentials and certificates that require less time than a 2 or 4 year degree.

STANDARD 5 ADMINISTRATION OF THE LOCAL BOARD

Expectation: The Local Board consists of a strong, engaged membership that represents the community; measures its effectiveness in meeting both federal and state legal requirements and its own local goals; has a process for continuous review and improvement of performance; and shares its results.

Criteria:

1. **The Local Board membership meets all legal requirements (WIA, SB293) and is representative of the community. (Mandatory, Pass/Fail)**

   Evidence must include:

   - Recruitment of new membership including a majority of business (businesses that represent the Local Plan's targeted industry sectors are desired but not required).
   - The Local Board membership includes at least 15 percent of members representing labor organizations and this requirement is incorporated into their bylaws.

     NOTE: A Local Board with a participation level of 10-15 percent may receive a passing score *only if* 1) there is a letter from its central labor council(s) stating that the central labor council(s) has reached an agreement with the Local Board to that lower participation level or 2) the Local Board can document its unsuccessful attempts to solicit appointments from its central labor council(s) (in compliance with Directive WIAD06-21).

2. **The Local Board meets other required elements (WIA, SB698). (Mandatory, Pass\Fail)**

   Evidence must include:

   - The Local Board has established and provided a copy of the MOUs with all the mandatory partners identified in the WIA, as well as other local partners supporting One-Stop service operations.
   - Through a public procurement process or other means, the Local Board has established at least one comprehensive One-Stop in their LWIA.
   - The Local Board has established a sub-committee of the Local Board that further develops and makes recommendations for the Business Service Plan to the Local

Board in an effort to increase employer involvement in the activities of the Local Board and this requirement is incorporated into their bylaws.

- The Local Board has an active and engaged Youth Council.
- The Local Board has met the 30 percent expenditure requirement for out-of-school youth.
- The Local Board has an approved Corrective Action Plan for all audit findings.
- The Local Board has achieved at least 80 percent of its negotiated WIA Common Measure performance goals in the past year. NOTE: Due to delays in finalizing the State negotiated goals for PY 2012, this criterion will not be used in the 2013 high-performance Local Board certification.

3. **The Local Board continuously reviews performance of its programs and initiatives, and has a strategy for encouraging and ensuring continuous improvement. (Maximum 2 points possible)**

   Examples of evidence:

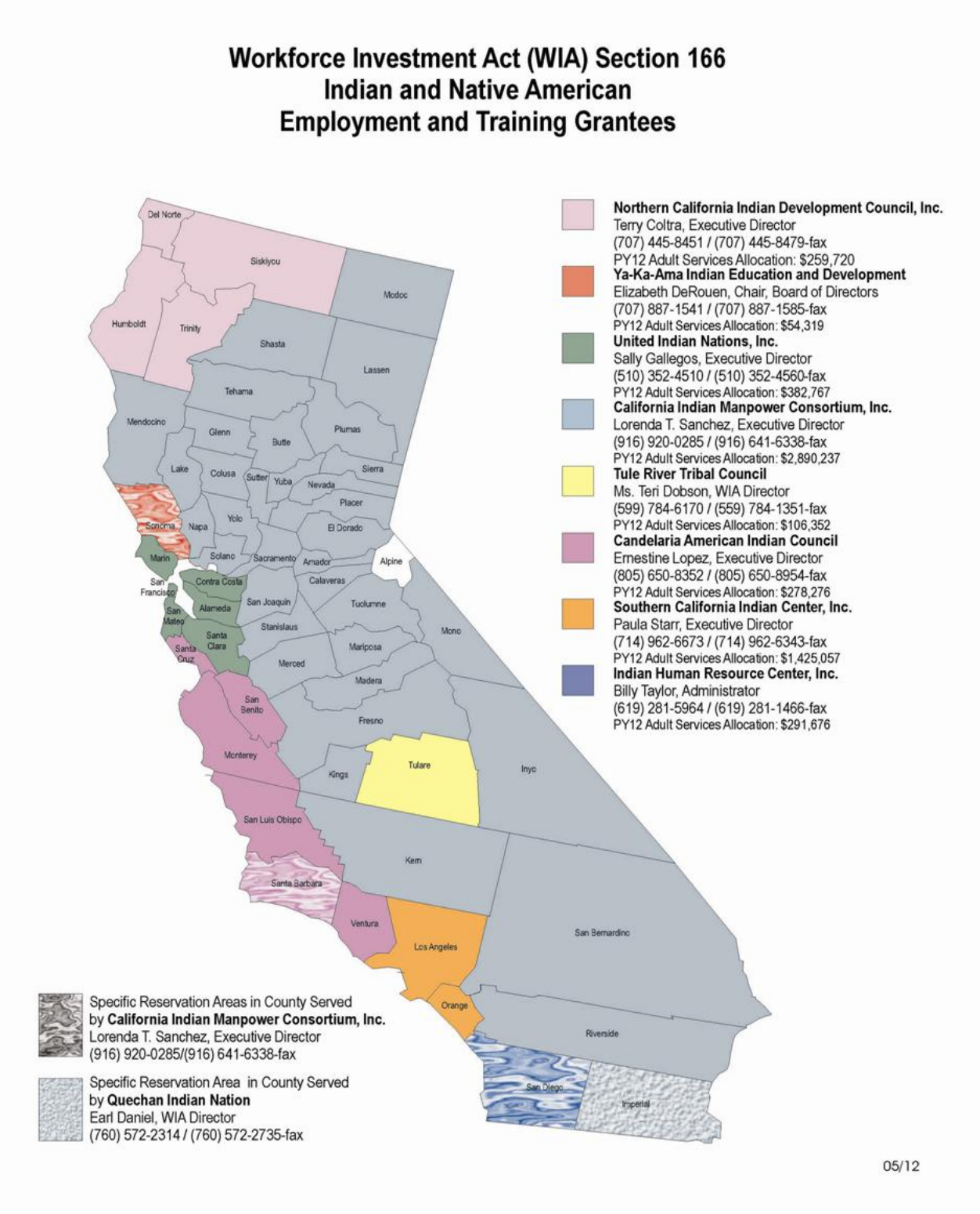
   - The Local Board uses a performance dashboard that tracks key metrics about the results from its programs and initiatives (If the Local Board has established additional matrices to track unique local programs and initiatives outside of the WIASRD, these should also be included).
   - The Local Board seeks and receives feedback from its customers and partners and has a strategy for responding to their identified issues and for improving customer satisfaction.
   - The Local Board engages the public, through a public comment process, in the analysis of community workforce information and subsequent strategic planning.
   - The Local Board has a mechanism for determining return on investment.
   - The Local Board works with its partners and/or other Local Boards to reduce administrative costs by streamlining paper processes, improving efficiencies, reducing duplication, etc.

4. **The Local Board transparently communicates the results of its efforts with the community. (Maximum 2 points possible)**

   Examples of evidence:

- Local Board meeting summaries clearly articulate and demonstrate progress towards achieving the Local Plan goals.
- The Local Board publishes and widely disseminates a performance dashboard containing program and initiative results.
- The Local Board communicates the success of its programs to employers and job seekers.

J. WIA Section 166 Indian and Native American Program Grantees



K. WIA Section 167 Migrant Seasonal Farmworker Program Grantees

PURPLE – S California Human Development

GREEN – Employer's Training Resource

YELLOW – Central Valley Opportunity Center

PEACH – Center for Employment Training

BLUE – Proteus, Inc.

L. Wagner-Peyser Act Agricultural Services Plan for Program Year 2013-2014

I. Summary of Submission Requirements

The Agricultural Services Plan (Ag Plan) sets policies, and objectives in providing WPA services to the agricultural community, specifically Migrant and Seasonal Farmworkers (MSFWs). The EDD-WSB provides these services through the One-Stop system ensuring that MSFWs receive the full range of employment, training, and educational services on a basis that is qualitatively equivalent and quantitatively proportionate to services provided to non-MSFWs. This Ag Plan presents the following information:

- **Assessment of need:** A review of the previous year's agricultural, MSFW activity in the state, and projected levels of agricultural and MSFW activity in the coming year.
- **Outreach activities:** A review of the resources available for MSFW outreach and description of outreach efforts to be provided to MSFWs.
- **Services provided to MSFWs through the One-Stop system:** A description of ways the state will ensure that MSFWs have equal access to employment opportunities.
- **Services provided to agricultural employers through the One-Stop system:** A description of how the state will promote and provide labor exchange services and identify agricultural employers expected to employ MSFWs.
- **Review and comments from key stakeholders**

II. Assessment of Need

Value of Agricultural Production

The value of total agricultural production in California, crop and livestock production combined, totaled $37.6 billion in 2010. This ranked California as the nation's largest agricultural producer in 2010, outpacing Iowa ($22.6 billion) and Texas ($20.8 billion). California alone accounted for about one-eighth (12.0 percent) of the nation's agricultural production. California was by far and away the nation's leader in crop production in 2010, with crops produced valued at $27.7 billion. The state accounted for 16.1 percent of the total value of the nation's crop production. In contrast, Illinois and Iowa were the second and third largest crop producing states in 2010, each accounting for 7.2 percent of total

crop production. California's livestock production was valued at $9.9 billion in 2010, third-highest among all states after Texas and Iowa. Table 1 shows the nation's largest total agriculture, crop, and livestock producing states in 2010.

Table 1
Largest Agricultural Producing States in the United States in 2010
(Values are expressed as millions of dollars)

Total			Crop Production Only			Livestock Production Only		
	Value	Share of U.S. Total		Value	Share of U.S. Total		Value	Share of U.S. Total
United States	**$312,784**	--	**United States**	**$172,068**	--	**United States**	**$140,716**	--
California	$37,556	12.0%	California	$27,697	16.1%	Texas	$11,769	8.4%
Iowa	$22,630	7.2%	Illinois	$12,454	7.2%	Iowa	$10,193	7.2%
Texas	$20,793	6.6%	Iowa	$12,437	7.2%	California	$9,859	7.0%
Nebraska	$16,920	5.4%	Minnesota	$9,198	5.3%	Nebraska	$8,374	6.0%
Minnesota	$15,415	4.9%	Texas	$9,024	5.2%	Kansas	$7,819	5.6%
Illinois	$14,675	4.7%	Nebraska	$8,546	5.0%	North Carolina	$6,291	4.5%
Kansas	$13,933	4.5%	Indiana	$6,553	3.8%	Minnesota	$6,216	4.4%
North Carolina	$9,451	3.0%	Florida	$6,457	3.8%	Wisconsin	$5,970	4.2%
Indiana	$9,409	3.0%	Kansas	$6,114	3.6%	Georgia	$4,480	3.2%
Wisconsin	$9,193	2.9%	North Dakota	$5,830	3.4%	Oklahoma	$4,436	3.2%

Source: USDA, Economic Research Service.

California's agricultural production increased in value by $2.7 billion (7.8 percent) from 2009 to 2010. While crop production in California increased by just $0.6 billion (2.1 percent) in value over the year, livestock production grew by $2.1 billion (27.6 percent). Over the 5-year period from 2005 through 2010, California's agricultural production rose in value by $5.6 billion (17.2 percent). Crop production increased by $4.2 billion (17.7 percent) and livestock production grew by $1.4 billion (16.0 percent) in value over the 5-year period.

In 2010, crop production accounted for nearly three-quarters (73.8 percent) of total agricultural production in California in 2010. By commodity group, fruit and nut products were valued at $13.5 billion in 2010, comprising over one-third (36.0 percent) of the total value of the state's agricultural products and nearly half (48.8 percent) of the value of the crops produced in the state. Vegetables and melons were valued at nearly $7.1 billion, accounting for one-quarter of the value of crops produced in California. Greenhouse and nursery products were valued at nearly $3.8 billion.

Livestock and livestock products made up a little over one-quarter (26.2 percent) of the total value of California's agricultural production in 2010. Dairy products were valued at $5.9 billion, comprising three-fifths (60.2 percent) of total value of the state's livestock

products. Hooved-livestock produced for meat, and poultry and egg products were valued at $2.2 and $1.4 billion respectively in 2010.

On an individual commodity basis, milk and cream (dairy products) were California's most valuable commodities in 2010 with cash receipts totaling $5.9 billion. Grapes were California's second most valuable commodity, with cash receipts totaling $3.2 billion. The cash receipts of 9 other California commodities exceeded $1 billion in 2010: almonds, nursery products, cattle and calves, strawberries, lettuce, tomatoes, pistachios, walnuts, and flowers and foliage. Fourteen of California's 20 most valuable commodities in 2010 increased in value from the prior year. Cotton lint, pistachios, and avocados more than doubled in value from 2009 to 2010. Table 2 shows California's 20 most valuable agricultural commodities in 2010, as well as their value and ranking in 2009.

Table 2
California's Top 20 Agricultural Commodities in Value, 2009-2010
(Cash receipt values are expressed as millions of dollars)

Commodity	2009		2010	
	Value	Rank	Value	Rank
Milk and Cream	$4,537	1	$5,928	1
Grapes, All	$3,261	2	$3,200	2
Almonds (Shelled)	$2,294	4	$2,839	3
Nursery	$2,510	3	$2,745	4
Cattle and Calves	$1,676	7	$2,089	5
Berries, All Strawberries	$1,725	6	$1,797	6
Lettuce, All	$1,744	5	$1,642	7
Tomatoes, All	$1,540	8	$1,274	8
Pistachios	$593	16	$1,159	9
Walnuts	$747	12	$1,061	10
Flowers and Foliage	$937	11	$1,012	11
Hay, All	$927	10	$971	12
Rice	$937	9	$789	13
Chickens, All	$692	14	$722	14
Oranges, All	$596	15	$716	15
Cotton Lint, All	$286	24	$610	16
Broccoli	$751	13	$606	17
Carrots	$500	17	$526	18
Avocados	$200	33	$409	19
Celery	$389	18	$381	20

Source: USDA, National Agricultural Statistics Service, California Field Office. California Agricultural Statistics, Crop Year 2010

On a cash receipt basis, California produced all of the nation's almonds, pistachios, and walnuts in 2010. Nine additional California commodities comprised more than four-fifths of national cash receipts: plums and prunes, garlic, avocados, celery, broccoli, lemons, grapes, carrots, and strawberries. Lettuce and tomatoes from California accounted for nearly

three-quarters (72.5 percent) and over half (54.9 percent) of national cash receipts, respectively. Table 3 shows the shares of cash receipts for California commodities as a share of national totals.

Table 3
Leading California Agricultural Commodities in 2010:
California Cash Receipts as a Percent of the Nation's
(Values are expressed as millions of dollars)

Commodity	Value of California Receipts	Value of U.S. Receipts	California's Share of U.S. Receipts (%)
Almonds	$2,839	$2,839	100.0
Pistachios	$1,159	$1,159	100.0
Walnuts	$1,061	$1,061	100.0
Plums and prunes	$274	$279	98.2
Garlic	$260	$266	97.8
Avocados	$409	$427	95.9
Celery	$381	$399	95.5
Broccoli	$606	$649	93.4
Lemons	$338	$373	90.8
Grapes	$3,200	$3,627	88.2
Carrots	$526	$639	82.3
Strawberries	$1,797	$2,246	80.0
Lettuce	$1,642	$2,265	72.5
Tomatoes	$1,274	$2,320	54.9
Peaches	$289	$615	47.0
Oranges	$704	$1,963	35.9
Rice	$896	$3,014	29.7
Greenhouse/nursery products	$3,765	$15,585	24.2
Milk and cream	$5,928	$31,361	18.9
Hay	$729	$5,402	13.5

Source: USDA, Economic Research Service

The estimated value of California's exported agricultural products totaled $12.8 billion in federal fiscal year[1] (FY) 2010. In value terms, California's exports comprised one-eighth (11.8 percent) of total U.S. agricultural exports in FY 2010. California topped all other states as the nation's top agricultural exporter in 2010, with exports valued nearly twice those of Iowa. Table 4 shows the estimated value of the 10 top states in terms of agricultural exports from FY 2006 through FY 2010.

[1] The federal fiscal year is defined as the 12-month period ending on September 30th (e.g.: the 2010 fiscal year covers the 12-month period ending on September 30, 2010).

Table 4
Largest Agriculture Exporting States in the United States:
FY 2006 - FY 2010
(Estimated values are expressed as millions of dollars)

Area	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
United States	**$68,594**	**$82,217**	**$114,910**	**$96,295**	**$108,664**
California	$9,361	$10,019	$11,852	$11,229	$12,794
Iowa	$4,140	$5,166	$7,382	$6,545	$7,041
Texas	$3,448	$5,003	$5,784	$4,645	$6,125
Illinois	$3,426	$4,238	$6,838	$5,023	$5,786
Nebraska	$3,040	$3,911	$5,606	$4,871	$5,317
Minnesota	$2,739	$3,368	$5,110	$4,136	$5,037
Kansas	$2,945	$3,729	$5,766	$4,734	$4,866
Indiana	$1,952	$2,356	$3,647	$3,116	$3,422
North Dakota	$1,543	$2,327	$3,687	$2,893	$3,245
Missouri	$1,626	$2,031	$3,085	$2,738	$2,861

Source: USDA, Economic Research Service

California's agricultural exports increased by $1.6 billion (13.9 percent) from FY 2009 though FY 2010. California's agricultural exports grew in value even as the non-farm economy fell into a deep recession, increasing by $3.4 billion (36.7 percent) from FY 2006 through FY 2010. Tree nuts were California's most valuable export crop in FY 2010 with an estimated value of $3.7 billion, followed by fruits and preparations ($3.2 billion), vegetables and preparations ($2.1 billion), and other products ($1.1 billion), which includes greenhouse and nursery products, and wine.

Fresno was the largest agriculture producing county in both California and the nation in 2010, with agricultural production valued at over $5.9 billion. The value of agricultural production exceeded $4 billion each in Tulare, Kern, and Monterey counties and exceeded $2.5 billion each in Merced and Stanislaus Counties. A total of 14 California counties each produced agricultural products valued at more than $1 billion in 2010. These counties are shown in Table 5.

The value of agricultural production increased from 2009 to 2010 in 11 of California's 14 largest agricultural counties. Madera County experienced the largest over-the-year increase in the value of its agricultural production, followed by Kings, Kern, and Tulare counties. In contrast, the value of agricultural production in San Joaquin, Santa Barbara, and Monterey counties fell slightly over-the-year.

Table 5
Top California Counties as Ranked by Gross Value of Agricultural Production, 2009-2010
(Values are expressed as millions of dollars)

County	2009		2010		Percent Change: 2009 to 2010
	Value	Rank	Value	Rank	
Fresno	$5,346	1	$5,944	1	11.2%
Tulare	$4,046	2	$4,864	2	20.2%
Kern	$3,615	4	$4,757	3	31.6%
Monterey	$4,034	3	$4,006	4	-0.7%
Merced	$2,460	5	$2,733	5	11.1%
Stanislaus	$2,313	6	$2,572	6	11.2%
San Joaquin	$2,000	7	$1,961	7	-2.0%
Ventura	$1,622	8	$1,857	8	14.5%
Kings	$1,320	11	$1,718	9	30.1%
San Diego	$1,548	9	$1,649	10	6.5%
Imperial	$1,453	10	$1,599	11	10.0%
Madera	$963	14	$1,348	12	40.0%
Santa Barbara	$1,241	12	$1,220	13	-1.7%
Riverside	$1,016	13	$1,094	14	7.7%

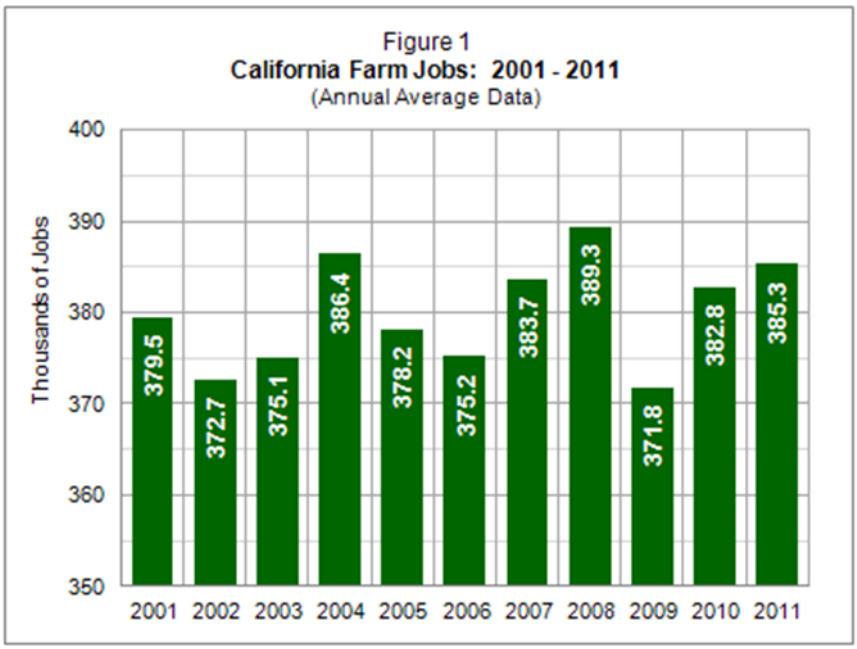
Source: USDA, National Agricultural Statistical Service, California Field Office; County Agricultural Commissioners' Reports and State Board of Equalization, Timber Tax Division.

Agricultural Employment in California

Employment in agriculture is inherently difficult to estimate because agricultural production crop production in particular, is characterized by seasonal spikes in the demand for farm labor, some of which are often of short duration. For example, most crops must be planted at certain times of the year, weeded and pruned, and perhaps most importantly, harvested and prepared for market as they ripen. As a result, California agriculture-based employers have traditionally employed large numbers of seasonal, and often migrant, farmworkers who move from farm to farm and region to region. Employment in this industry has also been affected by mechanization, disappearing agricultural land, and the exporting of some fruit and vegetable operations to Mexico. This has eroded the total agricultural workforce – amounting to slow and ongoing dislocation of some workers within the industry. However, official estimates of agricultural employment are derived from a survey of agricultural establishments that participate in the unemployment insurance system, and are thus more likely to count more permanent agricultural workers than MSFWs.

According to official estimates from the EDD, payrolls in California's farm sector totaled 385,300 jobs in 2011. Farm jobs made up just 2.7 percent of California's total industry employment in 2011.

On an annual average basis, California farm payrolls increased by 2,500 jobs (0.7 percent) from 2010 to 2011, and by 13,500 jobs (3.6 percent) from 2009 to 2011. However, annual average farm employment in 2011 was 3,000 jobs less than in 2008, underscoring the variable nature of agricultural employment estimates. Total farm employment has been remarkably stable over the last decade amidst this year-to-year variability. From 2001 through 2011, annual average total farm employment in California grew by 5,800 jobs (1.5 percent), or by an average of less than 600 jobs per year. Figure 1 shows the number of farm jobs in California from 2001 through 2011, as officially estimated.



Source: Employment Development Department, Current Employment Statistics Data.

California agricultural employment estimates are broken out into 5 regions: Central Coast; Desert, North Coast; Sacramento Valley; San Joaquin Valley; and South Coast. These regions are displayed on the map in Figure 2.

Nearly half (49.0 percent) of California's agricultural jobs were in the San Joaquin Valley Region in 2011. It is important to note that if the Asian Citrus Psyllid (ASP) gains ground in California, this pest acts as a carrier or vector spreading "huanglongbing" (HLB), it could have a devastating effect on the region's citrus crops. Employers in the South Coast and Central Coast regions accounted for about one-third (33.7 percent) of the state's

agricultural jobs. Individually, the South Coast and Central Coast Regions accounted for 17.4 and 16.3 percent of total agricultural employment, respectively. California's remaining agricultural jobs were distributed across the smaller Sacramento Valley, Desert, and North Coast Regions, each of which accounted for less than 7 percent of the state's agricultural jobs. Figure 3 displays the distribution of California agricultural jobs by region in 2011 by number and as a percentage share of total agricultural employment.

Figure 2

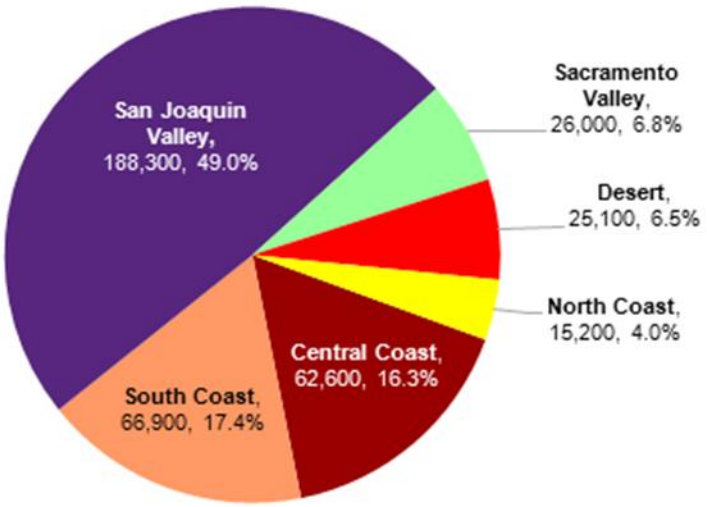
California Agricultural Regions

Source: Employment Development Department, Labor Market Information Division

Figure 3

Agricultural Jobs in California by Region in 2011

(Number of Jobs; Percent of State Total; Annual Average Data)



Source: Employment Development Department, Agricultural Employment Data Series.

Table 6 shows the mean and median wages of agricultural occupations in California in the fourth quarter of 2011, with the occupations ranked by mean annual wage. The data were derived from information collected through the Occupational Employment Statistics (OES) Program, a federally sponsored survey program conducted through a cooperative agreement between the BLS and the EDD.

Table 6
Agricultural Wages by Occupation in California: Fourth Quarter 2011

Occupational Title	May 2010 Employment Estimates	Mean Hourly Wage	Mean Annual Wage	Percentile (Median) Hourly Wage	Percentile (Median) Annual Wage
Farmers, Ranchers, and Other Agricultural Managers	950	$39.64	$82,456	$35.17	$73,152
Agricultural Inspectors	1,640	$23.05	$47,948	$22.45	$46,676
First-Line Supervisors/Managers of Farming, Fishing, and Forestry Workers	5,840	$20.42	$42,488	$17.61	$36,626
Animal Breeders	130	$20.13	$41,874	$20.75	$43,165
Farm Labor Contractors	310	$16.49	$34,302	$14.41	$29,977
Farmworkers, Farm and Ranch Animals	3,030	$13.62	$28,334	$11.16	$23,226
Agricultural Workers, All Other	1,600	$13.27	$27,593	$11.90	$24,740
Agricultural Equipment Operators	5,520	$12.01	$24,976	$11.31	$23,542
Farming, Fishing, and Forestry Occupations	177,300	$10.32	$21,484	$9.22	$19,188
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	145,060	$9.57	$19,900	$9.14	$19,015
Graders and Sorters, Agricultural Products	10,570	$9.56	$19,879	$9.17	$19,084

Source: Employment Development Department, Occupational Employment Statistics (OES) Survey.

By a very large margin, farmers, ranchers, and other agricultural managers, with a mean annual wage of $82,456, earned the highest wages in agriculture. This occupational group comprised just 0.3 percent of overall agricultural employment in May 2010. The next highest paying agricultural occupations were: agricultural inspectors ($47,948); first-line supervisors or managers of farming, fishing, and forestry workers ($42,488), and animal breeders ($41,874). As a group, the four highest paying agricultural occupations comprised just 2.4 percent of total estimated agricultural employment in May 2010.

Most California farmworkers earn low wages. The median annual wage in the three largest agricultural occupational groups, in terms of employment, was less than $20,000 in the fourth quarter of 2011: farming, fishing, and forestry occupations ($19,188); graders and sorters of agricultural products ($19,084); and crop, nursery, and greenhouse farmworkers and laborers ($19,015). According to OES employment estimates, these three occupational groups comprised 94.6 percent of total agricultural employment.

Major labor-intensive crops in California include strawberries, lettuce, and grapes for raisins. The harvesting of these commodities is either exclusively done by hand or only partially mechanized.

Strawberries are produced year round in California, particularly in the Central and South Coast regions.[2] Average annual production has steadily increased from 1990-92 to 2005-07 and per capita consumption rose 75 percent during that same period.[3] California strawberry growers produce for the fresh market and use the processing market for strawberries that cannot be sold fresh.

California's lettuce production is concentrated in the Central Coast region during the spring to fall seasons, with both California's Coachella Valley and Arizona supplying lettuce during the winter season. Baby leaf lettuce is mostly mechanically harvested, resulting in rapid growth of this particular industry. The rest of the lettuce industry still uses hand harvesting.

Nearly 2,800 California raisin growers produce 99.5 percent of the nation's raisins and approximately 40 percent of the world's raisin crop is produced within a 100 mile radius of Fresno County in the San Joaquin Valley. Raisin growers began adopting mechanical harvesters in large numbers in 2001. This was in response to a 56 percent drop in the price of raisins in 2000, a tighter labor supply, and the introduction of improved mechanical harvesting equipment. Mechanical harvesting of grapes for raisins grew from 1 percent to 45 percent of production between 2000 and 2007.[4]

Number of Migrant and Seasonal Farmworkers in California

The official estimates of agricultural employment in this report are derived from agricultural labor data that the EDD, in collaboration with the USDA, compiles from monthly surveys of farm owner-operators in California. Agricultural employers who participate in the survey report the number of jobs filled by all workers in their establishments during the survey's reference week. However, given the crop cycle, demand for farmworkers tends to be highly seasonal, with peak periods of demand often lasting for periods of short duration. As a result, high job turnover and worker mobility are distinguishing features of the agricultural

[2] The Central Coast area extends northward from the San Luis Obispo-Monterey County line to San Francisco, including Salinas Valley – often called "the Salad Bowl" – between the Coast Range and the San Joaquin Valley. The South Coast area extends along the California coast including coastal valleys from San Diego County, at the Mexican border, northward through San Luis Obispo County.

[3] Calvin, L. & Martin, P., **Labor-Intensive U.S. Fruit and Vegetable Industry Competes in a Global Market**, *Amber Waves,* December 2010.

[4] United States Department of Agriculture, California Ag Quest Consulting, 2009.

labor market. While survey-based official employment estimates count permanent farm jobs and any jobs filled by MSFWs identified by employers as working during the survey's reporting week[5], they do not necessarily count positions that are filled by MSFWs at other times of the month. Moreover, an analysis of public use data from the DOL's 2009-2010 National Agricultural Workers Survey (NAWS)[6] indicated that 65.0 percent of California farmworkers were undocumented, many of whom were employed under informal work arrangements. As a result, it is believed that official estimates of agricultural jobs understate the actual number of individuals in California's agricultural workforce. This is particularly true of MSFWs.

This report provides a best estimate of the number of MSFWs in California in 2011 since data unavailability and limitations preclude making a precise estimate. This best estimate relies on official 2001 agricultural employment estimates and the 2003 study by the EDD's LMID: *California's Farm Labor Markets: A Cross-sectional Analysis of Employment and Earnings in 1991, 1996, and 2001*[7] that estimated the actual number of farmworkers in 2001 to calculate a ratio of actual farmworkers to farm jobs, and also data from the 2009-10 NAWS survey to estimate the number of MSFWs. Given a lack of alternative or more up-to-date data, this report assumes that the observed relationship between the number of jobs and numbers of farmworkers in 2001 has been constant, or little changed, over the last decade. Actual trends in the official agricultural employment data offer support for this assumption.

Although displaying year-to-year variability, overall agricultural employment levels in California do not appear to have changed much over the last decade. Between 2001 and 2011, annual estimates of agricultural employment varied within a range of 17,500 jobs (4.7 percent) with a low of 371,800 jobs in 2009 and a high of 389,300 jobs in 2008. The estimates for 2001 and 2011 fall within this range. When expressed as a 3-year average to control for the year-to-year variability, total agricultural employment in California varied within a range of 7,000 jobs, or 1.9 percent, from 2003 through 2011. Total agricultural employment varied within a range of just 2,800 jobs, or 0.7 percent, from 2005 through 2011.

Employment in crop production also appears to have been stable over the last decade, although there have been changes in the pattern of hiring. The number of crop production

[5] The survey reference week is always the week that includes the 12th of the month.
[6] The 2009-2010 public use NAWS data are available from the U.S. DOL Website at: http://www.doleta.gov/agworker/naws.cfm.
[7] Khan, M. Akhtar, Philip Martin, and Phil Hardiman, 2003. *California's Farm Labor Markets: A Cross-sectional Analysis of Employment and Earnings in 1991, 1996, and 2001.* LMID Working Paper, August 2003.

jobs, which are primarily reported by growers, fell by 21,700 from 2001 through 2011. In contrast, employment by farm labor contractors (FLCs), who supply crop workers to farms, rose by 16,400 jobs over the same period, and employment in support activities for crop production, which are often field-based, grew by 14,000 jobs. Combined, crop production and FLC jobs accounted for 76.0 percent of California's total agricultural employment in 2011 compared to 77.1 percent in 2001. However, the share of crop production and FLC jobs in total agricultural employment fluctuates from year-to-year and was also 76.0 percent as recently as 2004. It is also important to note that local unemployment rates in small agricultural communities can be staggeringly high. In March 2012, EDD reported that in many smaller agricultural communities, the unemployment rates ranged from 20 to 50 percent.

The EDD LMID's *California's Farm Labor Markets* study referenced above estimated the number of agricultural workers in California in 2001 based on an analysis of the comprehensive wage and employment records that are maintained by EDD. The study used social security numbers to identify and count the number of workers in agricultural establishments as coded under the Standard Industrial Classification (SIC) system.[8] To minimize possible reporting errors, social security numbers reported by more than 50 employers and wage records displaying earnings of less than $1.00 or more than $75,000.00 in any calendar quarter were removed from the data estimates.

The LMID study estimated that there were 1,086,563 agricultural workers with some earnings in agricultural industries in 2001. Of these workers, 474,195 were engaged in crop production and 358,500 were employed by FLCs in 2001. This yielded a total of 832,715 agricultural employees who were primarily crop workers. In contrast, the official total of agricultural jobs was estimated at 385,700 in 2001. There were officially 191,500 jobs in crop production and 106,000 jobs accounted for by farm labor contractors. If one assumes that nearly all FLC jobs were in crop production, there were a total of 297,500 jobs in California crop production in 2001. The ratio of both total agricultural and crop production workers, as estimated by the LMID study, to the officially estimated jobs for both total agriculture and crop production were approximately 2.8 to 1 in 2001. This same ratio is assumed to hold true in 2011.

Assuming that most MSFWs are primarily crop workers employed by growers and FLCs, the estimate of the number of MSFWs in California in 2011 was calculated as follows:

[8] EDD converted from SIC to the North American Industry Classification codes (NAICS) in 2003. However, the definitions of agricultural production industries were largely unchanged.

- In 2011, crop production and FLC payrolls totaled 169,800 and 122,400, respectively, for a total of 292,200 jobs in crop production. Assuming that there were 2.8 farmworkers for every officially estimated job, this implies that there were 818,200 crop workers in California in 2011.

- Analysis of the 2009-2010 NAWS public use data indicated that 44.7 percent of California farmworkers reported that they worked for their employer on a year-round basis, 42.6 percent reported they worked on a seasonal basis, and 12.7 percent reported that they did not know. Assuming that 42.6 percent of the farmworkers in the "don't know" category also worked seasonally produces an overall estimate that 48.0 percent California's agricultural crop workers were seasonal workers in 2009-2010.

- The 2009-2010 NAWS public use data also indicated that 23.6 percent of crop farmworkers in California were migrants.[9] Applying the NAWS-derived estimated shares of crop workers who were seasonal and migrant to the estimated number of crop workers in 2011, yields an estimate that there were approximately 392,700 seasonal farmworkers in California in 2011, of whom 92,700 were MSFWs.

- Barring significant changes to national immigration policies, the estimated numbers of MSFWs in California are expected to remain near these same levels over the next two years.

These calculations are also summarized in tabular format below.

Estimated Number of Migrant and Seasonal Farmworkers in California in 2011
(Estimates are rounded to the nearest hundred)

Total Jobs in Crop Production (Official Estimates)	**292,200**
Assumed Farmworkers to Job Ratio	2.8
Estimated Number of Crop Workers in California	**818,200**
Share of Farmworkers Who Work Seasonally (NAWS)	48.0%
Estimated Number of Seasonal Workers in California	**392,700**
Percent of Farmworkers Who Are Migrants (NAWS)	23.6%
Estimated Number of Migrant Farmworkers in California	**92,700**

Source: Employment Development Department, Labor Market Information Division

[9] The NAWS defines a migrant farmworker as one who travels more than 75 miles to obtain a job in U.S. agriculture.

III. Outreach Activities

The EDD has been able to successfully serve the agricultural community through an outreach program designed to contact MSFWs who are not being reached by normal intake activities conducted by the local Workforce Services (WS) sites. The MSFW Outreach Worker (OW) is trained in local office procedures, informal resolution of complaints, and in the services, benefits, and protections afforded to MSFWs.

The OW is fluent in Spanish and able to relate to the needs of MSFWs who may not be aware of community resources available to them. There are 27 OWs located in WS sites throughout the state to conduct a variety of MSFW outreach activities year-round. In addition, some WS sites have an alternate OW available to fill in when the primary OW is not available to conduct outreach activities.

The primary responsibility of the OW is to spend time in the service area contacting, explaining, and encouraging MSFWs to use the services and resources available in the One-Stop. The OWs search for MSFWs throughout the state, especially in rural areas where they live, work, and gather, such as markets, parks, and other locations. The many responsibilities of the OWs include the following:

- Educating MSFWs on rights with respect to terms and conditions of employment;
- Developing and maintaining links between MSFWs, WS, public and private community agencies, MSFW groups, and employers;
- Coordinating outreach efforts with MSFW community service providers, including WIA Section 167 providers;
- Assisting MSFWs with job search and placement, initiating job development contacts, and referrals to supportive services;
- Assisting with the completion of the California Job Opening Browse System (CalJOBS^{SM}) registration, résumé, job applications, and other documents as needed;
- Providing assistance with obtaining UI benefits, information on the California Training Benefits program, and referrals to specific employment opportunities if MSFWs are unemployed;
- Making referrals to supportive services that MSFWs and their family members may be eligible to receive;

- Providing information regarding current and future employment opportunities that may be available in the future. This includes posting job orders and informing MSFWs about available H-2A Job Orders;
- Informing MSFWs of the full range of available services, including job training opportunities available through the One-Stop and local CBOs; and
- Informing MSFWs about the Job Service (JS) Complaint System and providing assistance with filing and processing complaints.

In addition, information from WIA Section 167 providers located in the One-Stops is included to help MSFWs receive a comprehensive blend of core, intensive, and training services designed to place them into full-time, non-seasonal employment or upgraded agricultural employment. The WS sites are heavily engaged in a number of JS activities including the recruitment efforts of domestic workers to H-2A vacancies. JS activities include:

- Sending CalJOBS^{SM} letters that enables WS site staff to create and send formatted letters to job seekers who are registered in CalJOBS^{SM} including recall job offers, recall job opportunities, and targeted recruitment letters;
- Performing various recruitment activities, including outreach, to find and refer qualified domestic workers in order to fill H-2A job openings; and
- Assisting with résumé searches and WS site staff-mediated services that encourage agricultural employers to publish their job openings using CalJOBS^{SM} to fill their job openings locally, and/or through the H-2A program if necessary.

As part of its outreach activities, the EDD also partners with La Cooperativa Campesina de California (La Cooperativa). La Cooperativa is a statewide association of service providers implementing WIA Section 167 and Community Services Block Grant MSFW service programs. Their board of directors consists of representatives from its member agencies. La Cooperativa's member organizations provide a diverse array of training services to support MSFWs achieve self-sufficiency, such as: ESL, GED, adult and family literacy, basic education, and employment, as well as employer-based training. For PY 2012, EDD will pursue co-enrollment protocols between California's 167 grantees and EDD's WPA funded program that will assist the WIA 167 network with outreach and enrollment, and provide their mutual farmworker customers with an enhanced array of services.

La Cooperativa is currently a recipient of WIA 25 percent Dislocated Worker funding with a grant to serve over 1,000 dislocated MSFWs with a comprehensive program of core, intensive and training services designed to place them into full-time, non-seasonal employment or upgraded agricultural employment. This comprehensive program is implemented in coordination with California's WIA Section 167 grantees and its One-Stop career centers.

In addition, EDD and La Cooperativa collaborate on a public information and awareness campaign designed to assist MSFWs with labor market and social service information. As part of this campaign, La Cooperativa publishes *La Voz del Campo* (The Voice of the Fields). *La Voz del Campo* is a newsletter written in English and Spanish targeted to MSFWs to provide information on agricultural issues, employment opportunities, crop activities, and federal and state services. There is a printing production of 40,000 copies of each issue, which is disseminated statewide through over 400 distribution points. La Cooperativa currently provides 8 issues of *La Voz del Campo* per year. The State hopes to expand this to 12 issues for PY 2012-13, and increase the number of copies of each issue to 50,000.

In addition to the *La Voz del Campo* publication, the broader multimedia approach for PY 2013-14 includes bilingual radio. *Radio Bilingué* is a non-commercial bilingual, Latino-owned and operated public radio network headquartered in Fresno and Oakland. *Radio Bilingué* will produce 8, live, 1-hour talk shows, each supporting one of the issues of *La Voz del Campo*. Other information that will be discussed on the air, in addition to the topics discussed in *La Voz del Campo*, will be information regarding the H-2A program and the agricultural jobs available statewide for MSFWs looking for work. *Radio Bilingué* has the capacity to reach 400,000 MSFWs in the central valley, coastal, and desert labor market areas.

The data gathered by OWs on the number of MSFWs contacted through outreach activities and by other agencies in the area are recorded and submitted to the Monitor Advocate Office (MAO). The MAO works directly with WS sites to ensure that these sites are in compliance with federal mandates and EDD's policies and procedures. During PY 2010-11, OWs contacted 52,397 MSFWs throughout California. As a result, EDD continues to meet and exceed its statewide goals in serving the MSFW community especially during the economic downturn which has resulted in high unemployment rates in many significant MSFW areas. Table 1 illustrates the total number of MSFW contacts made throughout California by agricultural region.

Table 7: MSFW Contacts Through Outreach Activities by Agricultural Region

Region (County)[10]	PY 2010-11
North Coast (Lake, Mendocino, Sonoma)	562
Sacramento Valley (Butte, Yolo, Yuba)	3,391
Central Coast (Monterey, San Benito, Santa Clara, Santa Cruz)	9,402
San Joaquin Valley (Fresno, Kern, Kings, Madera, Merced, San Joaquin, Stanislaus, Tulare)	30,521
South Coast (San Luis Obispo, Santa Barbara, Ventura)	4,000
Desert (Imperial, Riverside)	4,521
Total	**52,397**

Despite a slight decrease in the number of MSFW contacts (-1.58 percent) during PY 2010-11, EDD reached its goal of making contact with 51,000 MSFWs statewide. Additionally, EDD's dynamic collaboration with other CBOs, WIA Section 167 providers, and other MSFW groups present an opportunity to boost the number of services provided to MSFWs. The number of MSFWs contacted by other agencies through cooperative agreements totaled 8,406; an increase of 2,871 contacts from PY 2009-10. The state will work to considerably increase these types of contacts during PY 2013-14.

The minimum number of MSFW contacts by outreach staff per day, according to DOL guidelines, is a minimum of 5 contacts per 8 hours worked. California has consistently surpassed that requirement by maintaining 12 or more contacts per 8 hour day.

[10] There are 31 WS sites designated as "significant and special circumstance" sites located in these counties. The total number of MSFW contacts is gathered by OW conducting outreach activities in these areas.

Table 8 details the budget allocated to the 31 EDD significant and special circumstance WS sites for MSFW activity.

Table 8: MSFW Outreach Budget Allocation for PY 2012-13

WS Site*	ARU	PE[11]	Hours	Days[12]
Bakersfield, Delano, Porterville, Visalia	1350	6	10,314	1289
Fresno West, Hanford, Madera, Mendota, Reedley	1260	4.5	7,736	967
Lakeport, Marysville, Oroville	820	1.5	2,579	322
Paso Robles, Santa Maria	720	1.25	2,149	269
Gilroy	690	0.56	963	120
Hollister, Salinas, Watsonville	450	1.7	2,922	365
Blythe, Indio	1610	1	1,719	215
Calexico, El Centro	480	1	1,719	215
Los Banos, Merced, Modesto, Turlock	620	1	1,719	215
Santa Rosa, Ukiah	1290	1	1,719	215
Woodland	590	1	1,719	215
Manteca	1750	0.75	1,289	161
Oxnard	1360	0.75	1,289	161

* All 31 Significant and Special Circumstance WS sites contain bilingual staff

IV. Services Provided to MSFWs through the One-Stop System

California is required to make the services of the One-Stop centers available to all job seekers, including MSFWs, in an equitable manner. Each WS site must offer the full range of employment services, benefits and protections, including the full range of counseling, testing, and job and training referral services to MSFWs as are provided to non-MSFWs. Therefore, the services available from the WS sites, including all other DOL-funded WIA services, must be available to MSFWs in a manner appropriate to their needs as job seekers.

[11] PE = Personnel Equivalent. One PE is equal to 1,719 hours

[12] The formula to determine the number of days is (hours/8 = days) and is rounded up to the next number.

The DOLETA requires that states ensure equity of services for MSFWs and non-MSFWs. California's "Indicator of Compliance" reports record all service outcomes tracked for regular job seekers, including MSFWs, such as receiving staff assisted services, referrals to supportive services, referrals to jobs, career guidance, and job development contacts to ensure MSFWs continue to receive qualitatively equivalent and quantitatively proportion services.

California met all 5 equity indicators during PY 2010-11. To ensure that all equity indicators continue to be met, the MAO conducts annual programmatic reviews of all significant and special circumstance WS sites. After reviewing program performance data, the MAO contacts WS site managers to discuss findings and offer initial recommendations and appropriate technical assistance. If the MAO identifies a finding, a Corrective Action Plan is requested and the MAO follows up with each WS site to ensure the Corrective Action Plan is being implemented appropriately and is brought into full compliance.

V. Services Provided to Agricultural Employers through the One-Stop System

The EDD recognizes the importance of the agricultural industry in California and has devoted resources to meet the labor needs of agricultural employers and MSFWs. Funding for agricultural services comes from WPA and Foreign Labor Certification funds granted to the states annually. WPA funds are given to California based on a formula basis. The Foreign Labor Certification funds are provided by DOLETA to California to process foreign labor application requests, conduct housing inspections, conduct agricultural wage and prevailing practice surveys, and collect agricultural crop and labor information.

The EDD provides special services to employers on an individual, as needed basis. These services are in addition to the CalJOBS^{SM} electronic job listing system. In addition to providing services to MSFWs, OWs inform agricultural employers about the services available to them including:

- Generate CalJOBS^{SM} letters that enable WS site staff to create and send formatted letters to job seekers who are registered in CalJOBS^{SM} including recall job offers, recall job opportunities, and targeted recruitment letters;
- Perform recruitment activities to find and refer qualified MSFWs in order to fill the labor needs of agricultural employers;

- Assist with résumé searches and WS site staff mediated services that encourage agricultural employers to publish their job openings using CalJOBS^{SM} to fill their job openings;
- Provide labor market information with such data as supply and demand, salaries, training requirements, new and emergent occupations, and industry growth; and
- Provide Rapid Response services due to plant closure or mass layoffs. These services are offered to workers at the employer's job site and include information on assistance that can be provided at the One-Stop centers.

VI. Review and Comment by Key Stakeholders

The California MAO works full-time by overseeing the operations of the EDD to ensure that MSFWs receive equal employment services in both quality and quantity as those employment services provided to non-MSFWs. The MAO staff works both as monitors and advocates for MSFWs.

In their role as advocates, the MAO promotes the needs and concerns of MSFWs to EDD administrators. Additionally, the MAO reviews and comments on directives and policy changes that affect MSFWs. The EDD has duly afforded the MAO with the opportunity to comment on this Ag Plan as required by 20 CFR 653.111(h).

The EDD has also afforded La Cooperativa and its WIA 167 member organizations with the opportunity to comment on this Ag Plan as required by 20 CFR 653.111(d); a summary of their comments and their disposition is included as Attachment A to this plan.

ATTACHMENT A FORMAL REVIEW AND COMMENTS BY THE STATE MONITOR ADVOCATE (SMA) AND CALIFORNIA'S WIA 167 ORGANIZATIONS

The California MAO office approved the PY 2012 Agricultural Outreach Plan (Ag Plan) on June 12, 2012. The MAO proposed various formatting and related edits to the State Ag Plan, all of which were incorporated.

WIA 167 Organizations – Formal Comments

California's WIA 167 grantees offered the following comments and recommendations:

- More emphasis is needed on the ongoing and often hidden dislocations within agriculture.
- The threat to the citrus industry should be recognized.
- While averages can be useful, need to recognize that local unemployment rates in the small agricultural communities can be staggeringly high.
- Using Dislocated Worker funding to create an Ag Corps program.
- The Ag Plan would be enhanced if agriculture and farmworkers were viewed as an integral part of regional employment and business clusters.
- Career employment opportunities within agriculture.
- The plan could consider the One-Stop Center in Lodi as a potential "significant" MSFW office.
- Pursue opportunities for greater client co-enrollment between the WIA 167 Program and the WPA MSFW program.
- The plan should consider potential impacts on the agricultural labor force from multiple immigration reform efforts.

Responses to Commenting Parties

EDD carefully reviewed all the comments and recommendations provided by the WIA 167 organizations in light of the criteria as set forth in 20 CFR 653.107 as it relates to the planning of outreach activities and its objectives, the WIA Title I final regulations, the WIA and WPA Integrated Workforce Planning Guidance, the Unified Planning Guidance, and applicable WIA Workforce Development regulations. The following responds to each one of the items listed above:

More emphasis is needed on the ongoing and often hidden dislocations within agriculture.

The "Agricultural Employment in California" section was revised to include a reference to these dislocations.

The threat to the citrus industry should be recognized.

This threat is referenced in the "Agricultural Employment in California" section of the plan.

While averages can be useful we also observed that local unemployment rates in the small agricultural communities we serve are staggeringly high.

This observation is referenced in the "Number of Migrant and Seasonal Farmworkers" section of the plan.

Using Dislocated Worker funding to create an Ag Corps program.

The recommendation the commenter is proposing would likely enhance the services available to the MSFW community, especially in rural areas where unemployment rates are high. The State can consider additional assistance in the implementation of a program like this. The planning of this project will be further explored by the commenter, EDD, and staff from the State Board.

The Ag Plan would be enhanced if agriculture and farmworkers were viewed as an integral part of regional employment and business clusters.

Due to the timing of the State Strategic Workforce Development Plan having to be published shortly and the time involved in the implementation of this suggestion, the state will not be ready to incorporate this change to this year's Ag Plan. The state will give consideration to incorporating this concept in the local planning instructions that LWIAs will have to respond to for PY 2012.

Career employment opportunities within agriculture.

The state can consider Additional Assistance in the implementation of a program like this. The planning of this project will be further explored by the commenter, EDD, and staff from the State Board.

Consider the One-Stop Center in Lodi as a "significant" MSFW office.

Only the DOLETA can make this designation. The EDD will submit updated information to DOLETA regarding the demographics in terms of MSFW presence in that region. Currently there is no EDD presence at the Lodi One Stop, although it has a *Comprehensive* level of service. Other administrative and budgetary factors may also need to be taken into consideration at the state level to determine the feasibility of having an EDD presence in that center.

There is an opportunity for greater client co-enrollment between the WIA 167 Program and the WPA MSFW outreach plan.

The commitment to pursue this opportunity is referenced on page 15 of the plan.

Finally, the plan should consider potential impacts on the agricultural labor force from multiple immigration reform efforts.

Unfortunately the recent legislative efforts on immigration reform have not been successful in arriving at any consensus by our elected officials. EDD believes it would inappropriate to try to predict the outcome of the various legislative proposals that are being considered to address this issue.

M. CALIFORNIA'S SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM STATE PLAN FOR PROGRAM YEARS 2012-2015

The SCSEP State Plan can be viewed on the CDA website:

http://cda.ca.gov/ProgramsProviders/SCSEP/California_SCSEP_State_Plan–PY-2012-2015.asp

N. JOINT LETTER TO LOCAL WORKFORCE INVESTMENT BOARDS ON STATE-REGISTERED APPRENTICESHIP PROGRAMS

STATE OF CALIFORNIA
Labor & Workforce Development Agency

GOVERNOR Edmund G. Brown Jr. • SECRETARY Marty Morgenstern

Agricultural Labor Relations Board • California Unemployment Insurance Appeals Board
California Workforce Investment Board • Department of Industrial Relations
Employment Development Department • Employment Training Panel

Dear Executive Directors and Local Board Chairs,

The Department of Industrial Relations (DIR) and the Division of Apprenticeship Standards (DAS) within DIR are working hard to help build a prepared California workforce. As part of this effort, DIR and the Labor Workforce and Development Agency Secretary Marty Morgenstern are jointly requesting that all local Workforce Investment Boards (WIBs) in California include state-registered apprenticeship programs on their Eligible Training Provider Lists (ETPL).

According to the California Budget Project's Mapping of the California's Workforce Development System, the DAS accounts for only 0.23 percent of funding from both federal and state funding, yet they graduate an average of 7,580 apprentices per year in a variety of occupations in high-wage sectors. Graduating from an apprenticeship program, the individual is highly employable and most often has a job with the employer they worked for and trained with.

Apprenticeship has a special importance in the workforce development system. Apprenticeship programs are the ideal workforce model to develop "middle skill jobs." Those are jobs that are complicated enough to need at least a year of classroom study and on-the-job training, but do not require a four year degree. Apprenticeship puts an individual on a career path, pays a livable wage and benefits and provides upward mobility.

The current administration needs to be strategic with California's valuable resources. The governor sees the value of state-registered apprenticeship programs in getting industry to develop the labor pool in skilled occupations through a model of talent development that preserves institutional knowledge while growing the next generation of workers. While it is important to support and encourage the building construction trades, the most commonly thought of apprenticeship program, it is also important to leverage this model and expand to other occupations.

Currently, approximately 22,000 of California's 55,000 apprentices are in non-construction occupations. These occupations include firefighters, safety officers, automotive, and heavy mechanical among others. For one successful program, San Diego Trolley, the light rail system in the city, 80 percent of their workforce is a product of their apprenticeship program. There are plans to expand apprenticeship into high-growth, high-demand sectors that include healthcare, transportation and a variety of emerging occupations, but also specific markets, such as San Diego Trolley, where the labor pool is so specialized it is hard to find workers in a particular region. Apprenticeship is a win for the employer, employee and the community.

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There are many benefits for the local WIBs when they include apprenticeship on their Eligible Training Provider List. Apprenticeship is by definition employment and as such counts as a placement for local WIB's obligation to the federal government. Additionally, most programs are paid for by the employer or program sponsor so funding would be partial subsidy as opposed to full support.

Apprenticeship programs run one to five years in duration. For each step of an apprenticeship program, there is a pay increase, a WIB could provide Workforce Investment Act (WIA) funding for a limited amount of time and not have to fund the program for the duration for it to be considered a success. WIA funds could act as seed dollars to inspire new employers to start training apprentices and as they see the value and productivity of the apprentice, continue training beyond the time the WIA funding lasts. Apprenticeship leads to permanent unsubsidized employment.

The individual job seeker does not have to leave, or put off joining the workforce in order to train for a meaningful career; he/she is employed immediately. The employer gets a productive employee trained exactly to their needs and specifications and the WIB has another successful job placement program to add to their list of successes.

With these positive outcomes in mind, I ask you to consider accepting state registered apprenticeship programs on your ETPL.

Thank you for your consideration on this matter.

Sincerely,

Marty Morgenstern
Secretary of Labor Workforce and Development Agency

Christine Baker
Acting Director, Department of Industrial Relations

O. QUESTIONS AND ANSWERS: LOCAL PLAN TECHNICAL ASSISTANCE SESSIONS

In January-February 2013, the California Workforce Investment Board (State Board), EDD Regional Advisors and the Employment Training Panel (ETP) conducted eight Local Plan technical assistance sessions. All 49 Local Boards were invited to these sessions. The purpose of these sessions was to:

- Provide an overview of the state-level vision, goals and direction outlined in the State Strategic Workforce Development Plan (State Plan);
- Explain how the Local Plans are to be consistent with the State Plan;
- Review in detail the Interim Local Planning Guidance and Interim High-Performance Local Board Standards and Evaluation Criteria for Local Plans and Local Board Certification (State Plan Appendices H and I);
- Promote ETP services as a vehicle to help achieve the SB 734 training expenditure requirement; and
- Address questions from Local Boards regarding the State Plan and content of the Local Plans.

All eight sessions were recorded, and this document represents an edited compilation of questions asked and the State Board's responses. The questions and answers are arranged to be consistent with the pertinent Chapter/Appendix of the State Plan.

STATE PLAN CHAPTERS I, III and IV

Q: In regards to the State Working Group of state agencies, has the State Board thought about including Caltrans given their many construction projects and workforce needs?

A: Yes. Caltrans is not yet a member of the State Working Group, but the State Board intends to bring them to the table. Caltrans does invest in ensuring access to its infrastructure jobs for low-income and disadvantaged populations and communities. Some Local Boards are working with Caltrans with varying levels of success. Better alignment with Caltrans presents important coordination opportunities for Local Boards and joint labor-management apprenticeship programs.

Q: Is the State Working Group a separate committee or is it part of another committee?

A: The State Working Group is an informal advisory or focus group comprised of the directors of state departments that administer workforce, employment, career education, and/or workforce training programs. It not a formal committee of the State Board nor is it part of another committee. The purpose is to brainstorm and advise each agency and department on the effective coordination and alignment of broader workforce system programs, services, and system outcomes.

Q: Regarding the emphasis throughout the State Plan on "earn and learn" training models, the State Board is doing a lot of work emphasizing apprenticeship. How does the apprenticeship model fit into the role of the State Working Group?

A: The apprenticeship model, particularly earn and learn, is effective in engaging employers in a sector in a meaningful way and bridging employment interventions with direct pathways to good jobs. The Governor is very interested in expanding this model.

Quality paid internships and paid work experience that connect to pathways to good jobs are also of keen interest. For this purpose, State Working Group will continue to push for alignment of WIA OJT and customized training, youth programs, CalWORKs, career technical education investments, ETP, and approved apprenticeship.

The State Working Group and the State Board Executive Committee are committed to aligning resources and removing policy barriers to strengthening approved apprenticeship programs and expanding the use of earn and learn. The State Board intends to develop guidance soon on creating and implementing earn and learn strategies.

Q: Will new customized training providers and pre-apprenticeship training programs in apprenticeable occupations have to be on the ETPL?

A: No. Customized training does not have to be provided through ITAs. Although pre-apprenticeship and approved apprenticeship programs could be approved for ETPL and this may be an excellent sustainable practice.

For pre-apprenticeship, Local Boards are encouraged to reach out to Local Building Trades Councils about adopting a nationally recognized and DOL-approved pre-apprenticeship curriculum: "Multi-Craft Core Curriculum" (MC3). Utilization of MC3

must be approved through a Local Building Trades Council (a list of BTCs can be found at http://sbctc.org/doc.asp?id=214&parentid=58).

Q: In regards to the Adults Goal in Chapter IV of the State Plan, is it the intent that participants receive just one (1) year of post-secondary education?

A: No. The Adults Goal has been revised from "one year of postsecondary education" to a focus on "obtaining a marketable and industry recognized credential or degree."

Q: In regards to the State Plan's overall emphasis on employer/demand-driven training, the State Board and Local Boards are tasked with doing all of the convening of stakeholders, leveraging of resources, etc., but there appear to be no accountability factors. Has DOLETA given the State Board any guidance on performance metrics?

A: Yes. In the DOLETA's state planning guidance and in statements made by Secretary Hilda Solis, DOLETA clearly expects additional performance metrics. The State Board has prioritized the development of additional performance outcomes and is embarking on a transparent stakeholder process to develop measures that best reflect the good work of Local Boards and the vision of the Governor's Strategic Workforce Development Plan. See Chapter VI of the State Plan.

Interim Local Planning Guidance – Appendix H

PROPOSED TIMELINE

Q: In regards to the July 1, 2013 Local Plan submission deadline, can a Local Board submit an unsigned plan to the State Board on July 1, 2013 if the Local Plan is going for final approval to the Board of Supervisors or CLEO on a future agenda? This has been allowed in the past.

A: Yes. The State Board can work with a Local Board on this, though the official-signed plan must be submitted as soon as possible. If the Board of Supervisors or CLEO makes major changes to the Local Plan in the interim, the Local Board can incorporate those changes through a Local Plan modification.

Q: Do you know when the State Board anticipates having the "response" format and page limitations for the Local Plans in place?

A: The State Board is working with EDD to issue a policy directive as soon as possible providing all aspects of the Local Plan, Local Board recertification, and high-performance Local Board processes. The directive will include an 80-page limit for the body of Local Plan excluding attachments.

Q: Are the PowerPoint slides from the sessions available to Local Boards?

A: Yes, they are on the State Board website, State Plan 2013 tab.

SECTION 1 VISION

Q: The State Plan uses the term "CLEO/Local Board" many times. Does this mean the CLEO and the Local Board or the CLEO or Local Board?

A: CLEO or Local Board.

Q: Can a Local Board act as a "regional workforce and economic development network?"

A: No. However a Local Board can take the lead, or be the "backbone" organization, for a regional network.

Q: What constitutes a regional workforce and economic development network and differentiates it from the One-Stop system or One-Stop network? Will there be a more uniform definition, or will the Local Boards define these terms for themselves through their Local Plans?

A: In general, a "regional workforce and economic development network" is a broad regional coalition of multiple organizations for the purpose of coordination to identify regional needs, priority sectors, and to align resources. Networks may include one or more Local Boards, civic and political leaders, community groups, business leaders, labor leaders, education leaders, industry associations, economic development, philanthropic organizations, etc. Key roles include: identifying regional challenges; agreeing to priority industry sectors; supporting industry sector partnerships and career pathways; aligning resources; removing policy and administrative barriers to that alignment; and accessing federal, state, private and philanthropic resources to sustain the network, invest in specific strategies, and to seed sector partnerships.

The State Plan uses a generic term of "regional workforce and economic development network" to describe, in general terms, a valuable and organic phenomenon occurring around California and in other states. It can take many forms depending on regional circumstances. Local Board directors may recognize these partnerships in their regions under a variety of names and forms, and led by various institutions and formal or informal groups.

This is certainly distinct from One-Stop which is a mechanism for service delivery or for coordinating access to programs and services.

Q: Do the regional workforce and economic development networks have names?

A: Some exist informally and may not have official names.

There are many that do have names, including Valley Vision in the North Sacramento Valley region, the Los Angeles Workforce Systems Collaborative (LAWSC), California Partnership for the San Joaquin Valley, etc.

An example is the work of the Coachella Valley Economic Partnership. It launched *The Career Pathways Initiative* in 2005 in partnership with the James Irvine Foundation and the Riverside County Economic Development Agency and Workforce Investment Board. The Initiative partners with more than 250 industry, economic development and education professionals along with students across nine cities in the Coachella Valley of eastern Riverside County. The Initiative has three industry councils: Healthcare, Advanced Technology, and Arts Media & Entertainment.

An interesting out-of-state example is the Greater Cincinnati Workforce Network (GCWN). With the United Way of Greater Cincinnati as the "backbone," the coalition includes roughly 150 workforce development stakeholders in a three-state region that encompasses Southwest Ohio, Northern Kentucky, and Southeast Indiana. GCWN is led by a smaller Leadership Council of 15-20 organizations that makes all major decisions and advises a funders collaborative.

Q: What is the importance of an industry sector partnership?

A: This is where the rubber hits the road. For employment and training services to work, they must connect participants to actual jobs and career pathways in target sectors with the best long- and short-term potential for good jobs.

An industry sector partnership is not authentic without the deep engagement of employers in the target sector. Workforce practitioners customize programs and curriculum to address employers' pipeline needs and build robust career pathways for priority occupations. Employers invest in many ways, including cash and in-kind support or through on-the-job training, paid internships or work experience, or other earn-and-learn arrangements (including formal apprenticeship), hiring agreements, etc. Lead (or "backbone") organizations may be Local Boards, industry associations, labor-management partnerships, community organizations, economic development agencies, community colleges, etc.

There are many great examples of sector partnerships in CA. Below are just a few:

- In the Sacramento Valley, Valley Vision leads the Green Capital Alliance (GCA). GCA is a broad sector partnership of business, academic, workforce, economic development, sustainability, and clean-tech organizations working to support the region's clean-tech economy.

- The Bay Area Manufacturing Renaissance Council (BAMRC) is a coalition of Local Boards, manufacturing employers and labor, high schools and community colleges (principally Laney College) establishing manufacturing career pathways in the East Bay. This East Bay partnership is leveraging state CTE funds, TAA and other federal dollars, and local resources.

- In Los Angeles, the Hospitality Training Academy grew out of a labor-management partnership of UNITE-HERE Local 11 and several hotel properties. The initiative began with an L.A. City WIA grant which led to substantial and sustained industry investment. The Academy is now the flagship hospitality sector project for L.A. City and the Los Angeles Community College District.

Q: Do regional workforce and economic development networks and industry sector partnerships support the State Plan objective to prepare and place individuals into jobs with career pathways?

A: Yes…Absolutely. This is the central framework or "architecture" of identifying target sectors, aligning multiple programs and funding streams, providing relevant services to employers and securing their co-investment, and connecting workers and students to good jobs. If we can effectively and collectively address, at the regional level, the workforce needs of those sectors with the best potential for good jobs now and in the future, we achieve a win-win – driving regional economic strength AND a shared prosperity.

Q: With 49 Local Boards each identifying their industry sectors of focus, how will similar sector initiatives be connected around the state so that collective learning can take place?

A: The State Board has requested that State Board and EDD staff compile a statewide list of all the industry sectors of focus and overlay this information with the Community Colleges priority industry sectors. This comprehensive analysis will be shared with the Local Boards and will help foster collaboration among Local boards and community colleges.

SECTION 2 ECONOMIC AND WORKFORCE INFORMATION ANALYSIS

Q: How comprehensive does the Local Plan economic and workforce analysis have to be?

A: The economic and workforce analysis is a critical component of the Local Plan. It should be comprehensive enough to provide the context and justification for the Local Plan vision, strategies, investment priorities, and especially the target industry sectors. The effectiveness of local WIA investments going forward will depend on data-driven decision making reflected in the Local Plan and the careful selection of target sectors. Additionally, a quality economic and workforce analysis may improve prospects for high-performance Local Board status in future years as the State Board moves from largely qualitative standards (this year) to quantitative measures of high-performance (2015 and beyond).

As with the rest of the Local Plan, the State Board expects this section to be succinct and part of the 80 page limit for the body of Local Plan. Chapter II of the State Plan contains the State Board's economic and workforce analysis. Local Boards can use Chapter II as a guide for framing their analysis.

Given resource constraints, the State Board encourages Local Boards to utilize existing data and analysis. Local Boards can also share economic and workforce analysis with neighboring jurisdictions within the same region and common labor-market.

Q. Does all the data have to be less than 12 months old?

A: The State Board does expect that Local Boards will work into the analysis recent data -- less than a year old. However, not all the data must be less than a year old. For more real-time data, Local Boards can tap local employers in target sectors through sector committees or other related regional bodies or organizations.

Q: The State Plan emphasizes regionalism, and the Local Planning Guidance is recommending that Local Boards combine their resources to prepare regional economic and workforce analysis. Is the State Board trying to reduce the number of Local Areas?

A: No. Secretary Morgenstern stated very clearly at the February 2013 State Board meeting that the State has no intention of unilaterally reducing the number of Local Areas.

Realizing resource constraints and the potential high cost of developing a new workforce and economic analysis, the State Board is encouraging coordination and resource sharing within regions. It makes little sense for 2 or more neighboring jurisdictions in the same economic region, with the same labor markets, to prepare completely separate economic analyses.

Q: Will the emphasis on local economic and workforce information put the EDD Labor Market Information Division (LMID) out of business?

A: No. Consistent with DOL guidance to states, Local Boards are not restricted to LMID. The State Board is encouraging Local Boards to use a variety of sources in developing the workforce and economic analysis. However, the intent is to enrich the LMID source

data and analysis, not to replace it. LMID is critical to providing a foundation for the Local Board's analysis.

Q: What should a Local Board do if it has what it considers a strong workforce and economic analysis from a reputable outside source that contradicts LMID's workforce and economic analysis?

A: If a Local Board has strong analysis, it is encouraged to use it and cite the source(s). Regardless of the source, the Local Board must be prepared to stand behind its workforce and economic analysis and the sources used.

Q: Does the State Board agree that holding Local Boards accountable for their economic and workforce analysis for 5 years does not allow for changes in the workforce and economy to be reflected?

A: Yes. Local Plans are living documents, and the economic and workforce analysis can be revised and updated as needed.

Q: Does the State Board agree that Local Boards should not place all of their training dollars into sectors of economic importance because that would take away from the filling of replacement jobs being vacated by the retirement of the Baby Boomers?

A: Yes. Targeting specific sectors that have the best potential for lots of good jobs now and in the future (due to growth AND replacements) optimizes investments, improves placements, and improves participant outcomes. However, Local Boards will have circumstances where they must respond to businesses that are outside of the target sectors; this is expected.

It is important to emphasize that selection criteria for identifying target sectors must include projected replacement numbers due to retirements.

Q: How do Local Boards develop a sector strategy that goes beyond their local jurisdiction?

A: Industry sectors don't normally conform to political boundaries. The Local Plan should describe how Local Board participation in regional networks and sector partnerships allows for addressing target sectors that cross multiple jurisdictions.

SECTION 4 ADULT STRATEGIES

Q: Regarding a strategic layoff aversion strategy – Because there is so little incumbent worker training funds available, this is going to be a tough area for Local Boards to pay much service to.

A: Incumbent worker training is just one component of a layoff aversion strategy (see next question).

Also, incumbent worker training has other virtues; it can be very attractive to employers and is a great way to bring them to the table for new hire opportunities and for broader sector work. Local Boards are encouraged to plan for investing local WIA in incumbent worker training in target industry sectors and, where possible, leveraging Employment Training Panel funds.

Q: Lack of skills is not always the cause for layoffs, in which case incumbent worker training will not help. For layoff aversion, is the State Board ok with Local Boards referring to economic development office?

A: Incumbent worker training is just one tool in the layoff aversion toolkit. Others include work sharing (http://www.edd.ca.gov/unemployment/work_sharing_claims.htm), early warning systems, pre-feasibility studies, local and state incentives and tax credits, etc. These efforts require partnering with other organizations and agencies, including economic development.

The State Board is looking for discussion and concrete activities in the Local Plan that demonstrate the Local Board's proactive engagement in layoff aversion. Specifically -- how is the Local Board deploying rapid response proactively, particularly in the context of target sectors (not just acting as a reactive response to WARNs and 121s)?

Q: It appears that the State Board wants to increase the number of adults in career pathway pipelines while at the same time the WIA system is facing sequestration cuts. Is the State Board looking at this?

A: We are aware of the uncertainty at the federal level regarding funding. This makes it all the more urgent for Local Boards, as regional and local conveners, to continue partnering, leveraging, and finding efficiencies where possible.

Q: Regarding Adult job readiness training – how does the State Board see Local Boards being able to apply that to the 25% training expenditure requirement?

A: This question is addressed in the SB 734 directive. See Definition of Terms. Also see the link to Summary of Comments http://www.edd.ca.gov/Jobs_and_Training/pubs/wsd11-9.pdf.

SECTION 5 YOUTH STRATEGIES

Q: Does the youth goal focus on high school mean that Local Boards must focus more on in-school youth?

A: No. There is no intent to affect a Local Board's decision about whether to focus more on in-school vs. more on out-of-school youth (however there is a minimum expenditure requirement for out-of-school youth).

Q: In regards to the State Plan wanting the Local Boards to align programs and funding systems, the California Community Colleges Chancellor's Office issued RFPs for sector navigators without involving Local Boards at the front-end of development of the RFP.

A: It is a priority of the State Board, on which the Chancellor serves, to continue to ensure greater coordination with the Chancellor's Office and with the community college system.

Q: Regarding the inclusion of Job Corps -- Job Corps has recently enacted a national enrollment freeze. In addition, Job Corps' 7 sites do not cover every region of the State.

A: DOLETA and the regional office in particular, is expecting integration with Job Corps. It is our intent to work with DOLETA to help develop connections among Local Boards and Job Corps where possible.

Q: What are expectations regarding county probation departments and Local Boards in addressing realignment and employment services for ex-offenders?

A: The State Plan does not specifically respond to serving the ex-offender population in the context of realignment in the corrections system. However Local Boards are encouraged to discuss in their Local Plans anticipated efforts to work with county probation departments, sheriffs, and other relevant county departments and elected officials, well as community organizations, to ensure that workforce development is a key part of local realignment.

SECTION 6 ADMINISTRATION

Q: What is the intent of the first bullet: "Describe how the Local Board is a community leader on workforce issues COMPARED WITH OTHER ORGANIZATIONS?"

A: (Note: The words in caps above are removed from the final planning guidance.)

The intent here is the same as it is in WIA – the Local Board is a policy body of the important local and regional players necessary for building an effective workforce investment system. This is not to say that the Local Board will always be the lead organization in every regional network or industry sector partnership. However the Local Plan should describe the Local Board's roles in supporting such efforts.

As described in the State Plan, Local Boards, through diverse membership and regional leadership, can affect coordinated workforce education and training systems and integrate multiple funding streams and programs. Using current labor market and economic data, Local Boards can target resources to strengthen critical regional industries and employers and create clear pathways to good, family-supporting jobs and careers. Consistent with the State Plan, Local Boards are encouraged to:

- Take on strategic community leadership & engage diverse partners;
- Adopt and use sector partnerships as a key to service delivery;
- Prioritize and invest in worker training; and
- Continuously improve service delivery.

Q: In regards to the Local Board's engagement of key stakeholders in developing the Local Plan, what type of documentation is required in order to show that key stakeholders were actively engaged?

A: Please include relevant meeting records, i.e. meeting notices, sign-in sheets, etc.

Q: In regards to the Integrated Service Delivery (ISD) efforts, does the State Board expect that all Local Boards implement ISD?

A: No. The ISD question is asking Local Boards to describe what their plans are, if any, in terms of formal or informal ISD implementation. The State Board is not mandating that Local Boards implement ISD.

Q: In regards to service integration, has the State Board done any work to require statewide service integration in the One-Stops?

A: The State Board has created a "Future of the One-Stop" workgroup to study and make recommendations on how to sustain One-Stop in California. The State Board is very interested in ensuring that universal core services are delivered efficiently and effectively and that required partners make appropriate co-investments.

SECTION 8 LOCAL WIA COMMON MEASURE PERFORMANCE GOALS

Q: Did DOLETA require the State Board to increase performance measures for PY 2012/2013? Are the PY 2012/2013 state performance goals listed in the State Plan a starting point for Local Board PY 2013/2014 goals?

A: Yes. DOLETA's regional office assured us that given our current numbers, halfway into the PY, CA was on track to exceed the increased measures. Before the end of this PY, the State Board will reassess the measures with DOLETA and make any necessary adjustments. The final numbers are expected to be the baseline for PY 2013/2014. The State Board, however, will be advocating for and developing (through a stakeholder process) performance measures that best reflect the Governor's vision and strategic direction for California's workforce investment system.

Q: Are there any regression models that Local Boards can have access to?

A: Reportedly, there are regression models. The State Board will work with DOLETA to make those available to Local Boards as soon as possible. Use of regression modeling is not required in Local Plans.

Q: While we currently have the Common Measures, is the State Board planning on adding additional state measures, and are they going to be developed as a requirement in the first year of the plan.

A: The State Board has prioritized the development of additional performance measures, and through a stakeholder process will identify desired system outcomes and effective methodology for benchmarking and measuring progress toward those outcomes. The State Board intends to use these performance measures for developing future High-Performance Local Board Standards. Use of additional performance measures will not be required in the first year of the plan.

Q: The Local Board Youth common measures have historically been set statewide by EDD. Will this again be the case?

A: The State Board will work with EDD on this.

Interim High-Performance Local Board Standards and Evaluation Criteria for Local Plans and Local Board Certification – Appendix I

<u>GENERAL QUESTIONS</u>

Q: With no financial incentive, why should a Local Board request high-performance certification?

A: If WIA discretionary funds are restored to the Governor or if other sources of funding are made available for WIA-related statewide activities, Local Boards that are not High-Performance certified may deny themselves access to additional resources. Additionally, the State Board will publicize which Local Boards achieved the High-Performance certification. Elected officials, Local Board chairs, and other board

members will expect that their Local Boards make a concerted effort to achieve High-Performance certification.

Q: Once all the Local Plans are submitted, how long will it take the State Board/review team to review them all and provide feedback?

A: The State Board has yet to establish the process or methodology for reading the 49 Local Plans. This process will be made public as soon as possible, so that the rules are very clear. We do know that the reading group will include diverse stakeholders (beyond State Board and EDD staff), that the process will be transparent, and that all recommendations will be made to the Governor by October 1, 2013.

Q: Will there be time for pre-evaluation and feedback from the state to the Local Areas prior to October 1, 2013?

A: No. However, the State Board anticipates a process that includes the opportunity for Local Boards to address any deficiencies either through the corrective action process or in addition to it. The challenge is limited time and resources. Our goal is that all 49 plans receive at least the minimum score for approval, and we are committed to providing the necessary assistance to achieve that goal.

Q: How will the reading and scoring process go? Will there be discussion with Local Boards on items that need clarification? Will readers understand the terminology being used?

A: The readers will not be just EDD and State Board staff, so some of the readers will not be well versed in WIA terminology. The Local Plan should be written with your Local Board in mind as the audience. In other words, it should be accessible to a lay audience not versed in WIA-speak.

Additionally, there was some discussion about making it easy for the reader to identify where the High-Performance standards and criteria are addressed in the narrative. However, “easy” is the operative term; a plan narrative should not be so replete with crosswalks that it is difficult for the reader to follow.

The State Board staff will contact Local Boards for clarification if needed on parts of the Local Plan before scoring.

Q: Would it be correct to say that for this first round of high-performance Local Board certification, there will be a lot of Local Plans that will be aspirational as opposed to stating that they have implemented all of the high-performance requirements?

A: Yes. The intent is not that the Local Plan is a report about what has been done. It is not a look back; it is a look forward.

We understand that this is new territory for many Local Boards, and it's not expected that all Local Boards have already done much of the work described in the State Plan and the High-Performance Local Board Standard. Each Local Board is expected to lay out its established goals and objectives (preferably with benchmarks, timelines, expected outcomes, projected investments, and other evidence) and specific concrete steps, actions, and/or plans to achieve the goals and objectives. Each Local Plan, regardless of the past, will be evaluated on its demonstrated commitment to achieving the standards and criteria in the High-Performance Local Board Standard.

Certainly some Local Boards have deep experience in developing regional and sector partnerships, creating career pathways to target occupations, aligning WIA with strategic priorities, leveraged multiple funding sources, etc. Their Local Plans should be less about what they have done, and more about how they will move their work to the next level.

STANDARD 1 VISION, ECONOMIC AND WORKFORCE ANALYSIS, STRATEGIC PLANNING AND IMPLEMENTATION

Q: In regards to Criterion #1, does "measurable" necessarily mean numerical data?

A: It can include numerical data. (In fact the next iteration of the High-Performance Standard will be largely numerically based). However, the Local Plan could also identify specific action steps the Local Board will take to achieve identified goals and objectives; "measurable" in this context can mean that the Local Board can later provide evidence that specific actions or steps were taken that demonstrate progress toward particular goals or objectives, or that specified goals or objectives were accomplished.

STANDARD 2 BUSINESS SERVICE PLAN, PARTNERSHIPS AND SECTOR STRATEGIES

Q: What are the State Board's expectations in rough form regarding the aspirational content of the Local Plans?

A: See the previous answers. It is fair to say that we will not know until we start reading the plans. The State Board will not score any plans until all plans have been read.

STANDARD 3 ADULT INVESTMENTS IN TRAINING, SKILL DEVELOPMENT AND CAREER PATHWAYS

Q: In regards to Criterion #1, how does a Local Board ensure that it complies with AB 554? How can WIA dollars be invested in approved apprenticeship?

A: The State Board has partnered on 2 regional AB 554 implementation events (LA and the Greater Bay Area) and hopes to do at least 2 more. The discussions, which will be reported out soon, have revealed that Local Boards and community colleges are working in a variety of ways to coordinate with approved apprenticeship -- through pre-apprenticeship programs; boot camps to recruit new apprenticeship candidates; journey-level upgrade training for green certifications or for unemployed workers; MOUs among multiple Local Boards, apprenticeship programs, and colleges (North Sacramento Valley). For this criterion, a Local Board must describe clear and concrete steps to coordinating with state-approved apprenticeship.

Local Boards are strongly encouraged to make contact with state-approved apprenticeship programs that operate in their jurisdictions (programs can be found at http://www.dir.ca.gov/das/das.html). Local Boards are also encouraged to reach out to Local Building Trades Councils about adopting a nationally recognized and DOLETA-approved pre-apprenticeship curriculum: "Multi-Craft Core Curriculum" (MC3). Utilization of MC3 must be approved through a Local Building Trades Council (a list of BTCs can be found at http://sbctc.org/doc.asp?id=214&parentid=58).

Q: In regards to Criterion #4, can the resource sharing agreements required in Section 7 of the Interim Local Planning Guidance (Appendix H) be used as evidence to earn 2 points?

A: Only if the resource sharing agreements contain the elements of a Written Revenue Plan.

Q: Also in regards to Criterion #4, what are the requirements for the Written Revenue Plan? What should this plan include?

A: "Revenue Plan" is a generic label for describing how the Local Board and its partners will blend existing multiple funding streams or the strategies for raising and leveraging additional public, private, or philanthropic dollars. This can include an estimate of non-WIA funds that are used to deliver activities at a One-Stop or through a local or regional initiative. A Written Revenue Plan may refer to resource sharing agreements, MOUs, or other forms of arrangements among various partners that project common fundraising and leveraging goals. This is an opportunity for Local Boards to plan for achieving SB 734 leveraging.

STANDARD 5 ADMINISTRATION OF THE LOCAL BOARD

Q: Regarding criterion 1, can you clarify what is needed to comply with labor composition requirements in State law?

A: Below is the link to the EDD Directive that describes Local Board composition compliance regarding labor representatives (SB 293, Statutes of 2006): http://edd.ca.gov/Jobs_and_Training/pubs/wiad06-21.pdf

Subsequent legislation (SB 302, Statutes of 2008) defined "Local labor federation" to mean *"…a central labor council that is an organization of local unions affiliated with the California Labor Federation or a local building and construction trades council affiliated with the State Building and Construction Trades Council."*

Q: Regarding criterion 2, second bullet, how do Local Boards that operate their One-Stops respond?

A: This bullet states: "Through a public procurement process or other means, the Local Board has established at least one comprehensive One-Stop in their LWIA."

The emphasis here is on the clear separation of the policy and oversight role of the Local Board and the provision of services and One-Stop operations. This is a critical aspect of WIA. As one Local Board director put it, "you can't have the test taker also be the proctor." (Technically a Local Board that wishes to operate a One-Stop must get agreement from the CLEO and the Governor). For criterion 2, a Local Board must describe the procurement process related to the designation or certification of One-

Stop operators and describe the separation that exists between policy and oversight of the Local Board and One-Stop operations.

P. DOLETA State Plan Approval Letters

U.S. Department of Labor

Assistant Secretary for
Employment and Training
Washington, D.C. 20210

JUN - 7 2013

The Honorable Edmund G. Brown
Governor of California
State Capitol
Sacramento, California 95814

Dear Governor Brown:

This letter provides approval of California's State Plan for Title I of the Workforce Investment Act (WIA), the Wagner-Peyser Act (W-P), including W-P Agricultural Outreach Plan, and plans for coordination with Trade Adjustment Assistance (TAA). The Employment and Training Administration (ETA) received the State Plan on April 15, 2013. This letter also responds to California's WIA waiver requests.

Training and Employment Guidance Letter (TEGL) Number 21-11, issued on March 27, 2012, provides guidance for states to submit their State Workforce Plans and waivers for Program Year (PY) 2012 and beyond. We appreciate the State's responsiveness to this guidance.

Plan Review and Approval

ETA has reviewed the California State Plan in accordance with Title I of WIA, the Wagner-Peyser Act, the Trade Act (as amended), the corresponding regulations, the State Integrated Workforce Plan Requirements for Workforce Investment Act Title I/Wagner-Peyser Act and Department of Labor Workforce Programs (http://www.doleta.gov/usworkforce/wia-planning/docs/integrated-planning-guidance.pdf), and TEGL No. 21-11. Pursuant to 20 CFR 661.230(e), this letter constitutes a written determination under WIA Section 112 (29 USC 2822) that ETA is approving the WIA Title I, W-P and TAA portions of California's State Plan for the period July 1, 2013 through June 30, 2017, PY 2013-PY 2016. The annual W-P Agricultural Outreach Plan (AOP) is approved through June 30, 2013. The PY 2013 AOP must be developed and submitted in accordance with guidance in TEGL No. 23-12. The State is eligible to receive WIA formula allotments for Adult, Dislocated Worker, and Youth programs, and W-P program allotments, effective July 1, 2013 through June 30, 2017.

Performance Levels

Each year, the Regional Administrator negotiates the forthcoming Program Year's performance goals with each state. Negotiations are completed by June 30th each year. Once the final goals are established, the Regional Administrator's letter advising the

State of the PY 2013 WIA and W-P final performance goals constitutes a modification to the State Plan. ETA will incorporate California's final performance goals for PY 2013 into the Regional and National Office copies of the State Plan. Please include these final PY 2013 goals in the State's official copy of the State Plan.

Waivers

As part of California's State Plan submission, the State submitted requests for waivers of statutory and regulatory requirements under WIA (copy enclosed). The State's waiver requests are written in the format identified in WIA Section 189(i)(4)(B) and 20 CFR 661.420(c). The disposition of the State's waiver requests are outlined below. This action is taken under the Secretary's authority at WIA Section 189(i) to waive certain requirements of WIA Title I, Subtitles B and E, and Sections 8-10 of the W-P.

Waiver of the provision at 20 CFR 663.530 that prescribes a time limit on the period of initial eligibility for training providers.

The State is requesting a waiver of the time limit on the period of initial eligibility of training providers provided at 20 CFR 663.530. The State is granted this waiver through June 30, 2017. Under the waiver, the State is allowed to postpone the determination of subsequent eligibility of training providers. The waiver also allows the State to provide an opportunity for training providers to re-enroll and be considered enrolled as initially eligible providers.

Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to a local area.

The State is requesting a waiver to permit an increase in the amount a state is allowed to transfer between the Adult and Dislocated Worker funding streams. The State is granted this waiver through June 30, 2017. Under the waiver, transfer authority is limited to 50 percent. This limitation provides states flexibility while ensuring consistency with Congressional intent regarding the level of funding appropriated for the WIA Adult and Dislocated Worker programs.

Waiver of WIA Section 134(a) to permit local areas to use a portion of local funds for incumbent worker training.

The State is requesting a waiver to permit local areas to conduct allowable statewide activities as defined under WIA Section 134(a)(3) with local WIA formula funding, specifically incumbent worker training. The State is granted this waiver through June 30, 2017. Under this waiver, the State is permitted to allow local areas to use up to 10 percent of local Dislocated Worker funds and up to 10 percent of local Adult funds for incumbent worker training only as part of a layoff aversion strategy. Use of Adult funds must be restricted to serving lower income adults under this waiver. ETA believes limiting incumbent worker training to the specified level and requiring it to be a part of layoff aversion is the best use of funds in the current economic climate where serving unemployed workers is a paramount responsibility of the workforce system. All training

delivered under this waiver is restricted to skill attainment activities. Local areas must continue to conduct the required local employment and training activities at WIA Section 134(d), and the State is required to report performance outcomes for any individual served under this waiver in the Workforce Investment Act Standardized Record Data system (WIASRD), field 309. TEGL No. 26-09, Section 7A, "Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY 2009 and 2010" and TEGL No. 30-09, "Layoff Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion Using a Waiver" provide policy guidance related to implementation of this waiver.

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Waiver of the required 50 percent employer contribution for customized training at WIA Section 101(8)(C).

The State is requesting a waiver of the required 50 percent employer contribution for customized training to permit the use of a sliding scale for the employer contribution based on the size of the business. The State is granted this waiver through June 30, 2017. Under the waiver, the following sliding scale is permitted: 1) no less than 10 percent match for employers with 50 or fewer employees, and 2) no less than 25 percent match

for employers with 51-250 employees. For employers with more than 250 employees, the current statutory requirements (50 percent contribution) continue to apply. When determining the funding source for customized training, the State must use the appropriate program funds for the appropriate WIA-eligible population. The State and local area may provide customized training to individuals age 18 and older with WIA Adult funds and must provide priority to low-income individuals when funds are limited; the State and local area may provide customized training to dislocated workers with WIA Dislocated Worker funds. Customized training provided with statewide funds must serve WIA eligible individuals.

Waiver of WIA Section 101(31)(B) to increase the employer reimbursement for on-the-job training.

The State is requesting a waiver to permit an increase in employer reimbursement for on-the-job training through a sliding scale based on the size of the business. The State is granted this waiver through June 30, 2017. Under the waiver, the following reimbursement amounts will be permitted: 1) up to 90 percent for employers with 50 or fewer employees, and 2) up to 75 percent for employers with 51-250 employees. For employers with more than 250 employees, the current statutory requirements (50 percent reimbursement) will continue to apply. When determining the funding source for on-the-job training, the State must use the appropriate program funds for the appropriate WIA-eligible population. The State and local area may provide on-the-job training to individuals age 18 and older with WIA Adult funds and must provide priority to low-income individuals when funds are limited; the State and local area may provide on-the-job training to dislocated workers with WIA Dislocated Worker funds. On-the-job training provided with statewide funds must serve WIA eligible individuals.

Waiver to permit the State to replace the performance measures at WIA Section 136(b) with the common measures.

The State requested a waiver that allows the State to replace the 17 performance measures under WIA Section 136(b) with the common measures. The State is granted this waiver effective July 1, 2013 through June 30, 2017.

This waiver permits the State to negotiate and report WIA outcomes against the common performance measures only, rather than the performance measures described at WIA Section 136(b). The State will no longer negotiate and report to ETA on the following WIA measures: WIA adult and dislocated worker credential rates; participant and employer customer satisfaction; older youth measures; and younger youth measures. The State will use the three adult common performance measures to negotiate goals and report outcomes for the WIA Adult and WIA Dislocated Worker programs. The State will use the three youth common performance measures to negotiate goals and report outcomes for the WIA Youth program. WIASRD item 619, Type of Recognized Credential, should be completed for each individual as appropriate, regardless of this waiver to report on common performance measure outcomes only.

Waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) to exempt a state from the requirement to provide local workforce investment area incentive grants.

The State is requesting a waiver of the requirement to provide local workforce investment areas incentive grants to reward regional cooperation, local coordination of activities, and exemplary performance. The State did not provide a financial justification in its request; therefore, ETA denies this waiver. TEGL 26-09, change 1, and TEGL 27-12 provide guidance on the required information for this waiver, and the ETA Regional Office is available to answer questions regarding additional needed information. The State may implement a more rigorous local workforce investment area incentive grant policy described in its request without a waiver.

Waiver of WIA Section 129(b)(2)(C) and 20 CFR 665.200(h) to exempt the state from the requirement to provide additional assistance to local areas that have a high concentration of eligible youth.

The State is requesting a waiver of the requirement to provide additional assistance to local areas that have a high concentration of eligible youth. The State did not provide a financial justification in its request; therefore, ETA denies this waiver. TEGL 26-09, change 1, and TEGL 27-12 provide guidance on the required information for this waiver, and the ETA Regional Office is available to answer questions regarding additional needed information.

Waiver of WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d)) to exempt the state from the requirement to conduct evaluations.

The State is requesting a waiver of the requirement to conduct evaluations of workforce investment activities for adults, dislocated workers, and youth in order to establish and promote continuous improvement of the statewide workforce investment system. The State did not provide a financial justification in its request; therefore, ETA denies this waiver. TEGL 26-09, change 1, and TEGL 27-12 provide guidance on the required information for this waiver, and the ETA Regional Office is available to answer questions regarding additional needed information.

The approved waivers are incorporated by reference into the State's WIA Grant Agreement, as provided for under paragraph 3 of the executed Agreement, and this constitutes a modification of the State Plan. A copy of this letter should be filed with the State's WIA Grant Agreement and the approved State Plan. In addition, as described in TEGL No. 29-11, the State should address the impact these waivers have had on the State's performance in the WIA annual performance report, due on October 1 of each year.

We look forward to working together as you implement your State Integrated Workforce Plan for PY 2012 and beyond. If you have any questions related to the issues discussed above, please contact Carol Padovan, the Federal Project Officer for California, at (415) 625-7946 or Padovan.Carol@dol.gov.

Sincerely,

Gerri Fiala
Acting Assistant Secretary

Enclosure

cc: Virginia Hamilton, Regional Administrator, ETA San Francisco Regional Office
Carol Padovan, Federal Project Officer for California

U.S. Department of Labor

Assistant Secretary for
Employment and Training
Washington, D.C. 20210

SEP 2 0 2013

The Honorable Edmund G. Brown
Governor of California
State Capitol
Sacramento, California 95814

Dear Governor Brown:

This letter provides approval of California's State Plan for Title I of the Workforce Investment Act (WIA), the Wagner-Peyser Act (W-P), including W-P Agricultural Outreach Plan, and plans for coordination with Trade Adjustment Assistance (TAA). This letter replaces the letter the Employment and Training Administration (ETA) sent on June 7, 2013, which contained an error regarding approval of the Agricultural Outreach Plan (AOP). This letter also responds to California's WIA waiver requests.

Training and Employment Guidance Letter (TEGL) Number 21-11, issued on March 27, 2012, provides guidance for states to submit their State Workforce Plans and waivers for Program Year (PY) 2012 and beyond. We appreciate the State's responsiveness to this guidance.

Plan Review and Approval

ETA has reviewed the California State Plan in accordance with Title I of WIA, the Wagner-Peyser Act, the Trade Act (as amended), the corresponding regulations, the State Integrated Workforce Plan Requirements for Workforce Investment Act Title I/Wagner-Peyser Act and Department of Labor Workforce Programs (http://www.doleta.gov/usworkforce/wia-planning/docs/integrated-planning-guidance.pdf), and TEGL No. 21-11. Pursuant to 20 CFR 661.230(e), this letter constitutes a written determination under WIA Section 112 (29 USC 2822) that ETA is approving the WIA Title I, W-P and TAA portions of California's State Plan for the period July 1, 2013 through June 30, 2017, PY 2013-PY 2016. The annual W-P AOP is approved through June 30, 2014. The State is eligible to receive WIA formula allotments for Adult, Dislocated Worker, and Youth programs, and W-P program allotments, effective July 1, 2013 through June 30, 2017.

Performance Levels

Each year, the Regional Administrator negotiates the forthcoming Program Year's performance goals with each state. Negotiations are completed by June 30th each year. Once the final goals are established, the Regional Administrator's letter advising the

State of the PY 2013 WIA and W-P final performance goals constitutes a modification to the State Plan. ETA will incorporate California's final performance goals for PY 2013 into the Regional and National Office copies of the State Plan. Please include these final PY 2013 goals in the State's official copy of the State Plan.

Waivers

As part of California's State Plan submission, the State submitted requests for waivers of statutory and regulatory requirements under WIA (copy enclosed). The State's waiver requests are written in the format identified in WIA Section 189(i)(4)(B) and 20 CFR 661.420(c). The disposition of the State's waiver requests are outlined below. This action is taken under the Secretary's authority at WIA Section 189(i) to waive certain requirements of WIA Title I, Subtitles B and E, and Sections 8-10 of the W-P.

Waiver of the provision at 20 CFR 663.530 that prescribes a time limit on the period of initial eligibility for training providers.

The State is requesting a waiver of the time limit on the period of initial eligibility of training providers provided at 20 CFR 663.530. The State is granted this waiver through June 30, 2017. Under the waiver, the State is allowed to postpone the determination of subsequent eligibility of training providers. The waiver also allows the State to provide an opportunity for training providers to re-enroll and be considered enrolled as initially eligible providers.

Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to a local area.

The State is requesting a waiver to permit an increase in the amount a state is allowed to transfer between the Adult and Dislocated Worker funding streams. The State is granted this waiver through June 30, 2017. Under the waiver, transfer authority is limited to 50 percent. This limitation provides states flexibility while ensuring consistency with Congressional intent regarding the level of funding appropriated for the WIA Adult and Dislocated Worker programs.

Waiver of WIA Section 134(a) to permit local areas to use a portion of local funds for incumbent worker training.

The State is requesting a waiver to permit local areas to conduct allowable statewide activities as defined under WIA Section 134(a)(3) with local WIA formula funding, specifically incumbent worker training. The State is granted this waiver through June 30, 2017. Under this waiver, the State is permitted to allow local areas to use up to 10 percent of local Dislocated Worker funds and up to 10 percent of local Adult funds for incumbent worker training only as part of a layoff aversion strategy. Use of Adult funds must be restricted to serving lower income adults under this waiver. ETA believes limiting incumbent worker training to the specified level and requiring it to be a part of layoff aversion is the best use of funds in the current economic climate where serving unemployed workers is a paramount responsibility of the workforce system. All training

delivered under this waiver is restricted to skill attainment activities. Local areas must continue to conduct the required local employment and training activities at WIA Section 134(d), and the State is required to report performance outcomes for any individual served under this waiver in the Workforce Investment Act Standardized Record Data system (WIASRD), field 309. TEGL No. 26-09, Section 7A, "Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY 2009 and 2010" and TEGL No. 30-09, "Layoff Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion Using a Waiver" provide policy guidance related to implementation of this waiver.

Waiver of WIA Section 134(a)(1)(A) to permit a portion of the funds reserved for rapid response activities to be used for incumbent worker training.

The State is requesting a waiver to permit use of rapid response funds to conduct allowable statewide activities as defined under WIA Section 134(a)(3), specifically incumbent worker training. The State is granted this waiver through June 30, 2017. Under this waiver, the State is permitted to use up to 20 percent of rapid response funds for incumbent worker training only as part of a layoff aversion strategy. ETA believes limiting incumbent worker training to layoff aversion is the best use of funds in the current economic climate where serving unemployed workers is a paramount responsibility of the workforce system. All training delivered under this waiver is restricted to skill attainment activities. The State is required to report performance outcomes for any incumbent workers served under this waiver in WIASRD, field 309. TEGL No. 26-09, Section 7A, "Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY 2009 and 2010" and TEGL No. 30-09, "Layoff Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion Using a Waiver" provide policy guidance related to implementation of this waiver.

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Waiver of the required 50 percent employer contribution for customized training at WIA Section 101(8)(C).

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Sincerely,

Eric M. Seleznow
Acting Assistant Secretary

cc: Virginia Hamilton, Regional Administrator, ETA San Francisco Regional Office
Carol Padovan, Federal Project Officer for California