



Agenda Packet

Wednesday, May 8, 2013
10:00 a.m. to 12:30 p.m.

Holiday Inn Capitol Plaza, Sacramento
California Room
300 J. Street
Sacramento, CA 95814
(916) 446-0100

Governor
Edmund G. Brown Jr.

Chair
Mike Rossi

Executive Director
Tim Rainey



CALIFORNIA WORKFORCE INVESTMENT BOARD MEETING NOTICE



Wednesday, May 8, 2013

Michael Rossi, Chair

**Holiday Inn Capitol Plaza – Sacramento
California Room
300 J. Street
Sacramento, CA 95814
(916) 446-0100**

Edmund G. Brown, Jr.
Governor

Tim Rainey,
Executive Director

AGENDA

1. Welcome and Opening Remarks

2. Public Comment

3. Action Items

- a) Approve February 13, 2013 Meeting Summary
- b) Approve Additional Performance Measures
- c) Approve Committee Reports
 - Advanced Manufacturing Committee
 - Career Pathways and Education Committee
 - Health Workforce Development Council
 - Green Collar Jobs Council
 - Issues and Policies Committee

4. Discussion

- a) State and Local Board Member Campaign
- b) City of Los Angeles – Report: Building a Stronger Los Angeles Workforce
- c) Economic Analysis – State Strategic Workforce Development Plan
- d) Local Sector Overlay\Survey Results

5. Information

- a) Youth Career Technical Education Manufacturing Skills Pilot – Request for Application
- b) 25% Dislocated Worker Project – Central Valley Employment Initiative
- c) Local Strategic Plan Timetable
- d) Federal Sequester – Impact
- e) Regional Industry Cluster of Opportunity - Solicitation for Proposal 2013/14, Alternative and Renewable Fuel and Vehicle Technology Program

6. Other Business

- a) State Board Meeting Calendar

Meeting conclusion time is an estimate; meeting may end earlier subject to completion of agenda items and/or approved motion to adjourn. In order for the State Board to provide an opportunity for interested parties to speak at the public meetings, public comment may be limited. Written comments provided to the Committee must be made available to the public, in compliance with the Bagley-Keene Open Meeting Act, §11125.1, with copies available in sufficient supply. Individuals who require accommodations for their disabilities (including interpreters and alternate formats) are requested to contact the California Workforce Investment Board staff at (916) 324-3425 at least ten days prior to the meeting. TTY line: (916) 324-6523. Please visit the California Workforce Investment Board website at <http://www.cwib.ca.gov> or contact Daniel Patterson for additional information. Meeting materials for the public will be available at the meeting location.

California Workforce Investment Board Membership

- Indicates Executive Board Member

BUSINESS

1Jonathon Andrus

CEO
Fairchild Medical Center

2Roberto Barragan

President
Valley Economic Development Center

3Josh Becker

CEO
Lex Machina

4Robert Beitcher

President and CEO
Motion Picture and Television Fund

5Jerome Butkiewicz

Workforce Readiness Manager
San Diego Gas and Electric

6Jamil Dada

Vice President, Investment Services
Provident Bank-Riverside County Branches

7John DiStasio

CEO
Sacramento Municipal Utilities District

8Shannon Eddy

Executive Director
Large-Scale Solar Association

9Imran Farooq

Principal and Owner
Omni International LLC

10Michael Gallo *

President and CEO
Kelly Space and Technology Inc.

11Chris Hill

Chief Strategy Officer
Mycotoo, Inc.

12Pamela Kan

President
Bishop-Wisecarver Corporation

13Ro Khanna *

Counsel
Wilson Sonsini Goodrich and Rosati

14Stephen Levy

Director and Senior Economist
Center of Continuing Study of the California
Economy

15Laura Long

Director of National Workforce Planning
and Development
Kaiser Permanente

16James Mangia

President and CEO
St. John's Well Child and Family Center

17Karl Mehta

Venture Partner
Menlo Ventures

18Stephen 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

³⁶John Brauer *

Executive Director of Workforce and
Economic Development
California Labor Federation, AFL-CIO

³⁷Ken Burt

Political Director
California Federation of Teachers

³⁸Bill Camp *

Executive Secretary-Treasurer
Sacramento Central Labor Council, AFL-CIO

³⁹Cindy Chavez *

Executive Secretary-Treasurer
South Bay AFL-CIO Labor Council

⁴⁰Diane Factor

Director
Worker Education and Resource Center
(SEIU Local 721)

⁴¹Louis Franchimon

Executive Secretary
Napa Solano Building Trades Council

⁴²Jeremy Smith *

Deputy Legislative Director
State Building and Construction Trades
Council

LEGISLATURE

43The Honorable Kevin Mullin
Assembly Member
California State Assembly

44The Honorable Rudy Salas
Assembly Member
California State Assembly

45The Honorable Ted Lieu
Senator
California State Senate

46The Honorable Roderick Wright
Senator
California State Senate

GOVERNMENT

47Marty Morgenstern * (Representing
Governor Edmund G. Brown, Jr.)
Secretary
California Labor and Workforce
Development Agency

48Diana S. Dooley
Secretary
Health and Human Services Agency

49Brice Harris *
Chancellor
California Community Colleges

50The Honorable Tom Torlakson
State Superintendent of Public Instruction
California Department of Education

51Pam Harris *
Director
Employment Development Department

52Diane Ravnik
Director
Division of Apprenticeship Standards
Department of Industrial Relations

CHIEF LOCAL ELECTED OFFICIALS

⁵³**Laurence Frank**
Deputy Chief of Staff
Office of the Mayor
City of Los Angeles

⁵⁴**The Honorable Henry R. Perea**
County Supervisor
County of Fresno

ACADEMIC

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

- 1. Welcome and Opening Remarks**
- 2. Public Comment**

1. Action:

- a. Approve February 13, 2013 Meeting Summary
- b. Approve Additional Performance Measures
- c. Approve Committee Reports
 - Advanced Manufacturing Committee
 - Career Pathways and Education Committee
 - Health Workforce Development Council
 - Green Collar Jobs Council
 - Issues and Policies Committee

**CALIFORNIA WORKFORCE INVESTMENT BOARD
FULL BOARD MEETING SUMMARY
FEBRUARY 13, 2013**

Monica Blanco-Etheridge	Nathan Nayman
John Brauer	Honorable Henry Perea
Ken Burt	Alma Perez for Senator Ted Lieu
Jerry Butkiewicz	Tim Rainey
Bill Camp	Diane Ravnik
Cindy Chavez	Bob Redlo
Stan Diorio for Senator Roderick Wright	Michael Rossi
John DiStasio	Richard Rubin
**Michael Evashenk for Pam Harris	Alma Salazar
Diane Factor	Jeremy Smith
Larry Frank	Annette Smith-Dohring
Mike Gallo	**Kris Stadelman for Steve Levy
Jim Mangia	Bruce Stenslie
Marty Morgenstern	Van Ton-Quinlivan for Chancellor Brice Harris
Monica Blanco-Ethridge	

** not considered for purposes of quorum

I. WELCOME AND INTRODUCTIONS

Chair Rossi convened the meeting at 10:05 AM and the Pledge of Allegiance was recited. Members introduced themselves for the attendance record and a quorum was established.

II. EXPECTATIONS FOR THE MEETING

Chair Rossi asked that members submit any substantive changes to the State Strategic Workforce Development Plan (State Plan) in writing. He asked for comments from the members on the slides included in the posted agenda.

III. APPROVAL OF OCTOBER 30-31 MEETING SUMMARY

Chair Rossi asked for a motion, it was moved by Mr. Camp and unanimously approved.

IV. FIVE STANDARDS THAT MAKE UP A GOOD LOCAL PLAN

Mr. Rossi spoke to the accuracy of the data that was provided in the documents for the Board's review. Executive Director Rainey referenced the State Plan's 4 broad system goals on page 33 and proceeded to describe for the members each of the 5 Local Plan goals in Chapter V.

Standard 1

Mr. Rainey confirmed that locals will be responsible for identifying the local/regional sectors. Ms. Quinlivan noted the economic footprints for regional economies is different from the 49 local area footprints and 112 community college districts, and would require multiple local boards working with multiple colleges to serve that regional economy, and when we come together we serve the economy well. Ms. Salazar asked how we are operationalizing the goals and actions in outlined in the State Plan, would the Board develop committees to take up these issues. Mr. Rossi confirmed this work would be dealt within the committees of the State Board.

Standard 2

There were no comments from the members on this standard.

Standard 3

Mr. Brauer asked where do the Standards address the skill gap that must be overcome to prepare workers for middle income jobs and what metrics are needed to determine our effectiveness in closing the gap. Mr. Rossi replied that we must address this question with the architecture for developing performance measures. How and what we measure will ultimately determine how you drive the type of systems changes described in the Plan and ensure that we move from developing documents and towards performance measurement, which will impact jobs and developing the skills for those jobs.

Standard 4

Ms. Salazar mentioned the importance of youth employment opportunities and these programs should be developed beyond the WIA dollars. Several cities have developed the programs and opportunities and should be recognized and rewarded and others should be encouraged to follow suit. Mr. Rainey replied that WIA money alone is not going to address the educational challenges we have in California. We are asking local boards to be at the table with K-12 and community colleges working together to align resources. Ms. Salazar asked the verbiage be modified to reflect the commonly used higher education nomenclature that students and adults are "career ready." Mr. Gallo said that what is important is the blending and integration of career technical education focuses as part of the academic instruction. It's an applied learning model and one of the goals is to blend the education system with the workforce system as one of its primary outcomes.

Standard 5

Ms. Chavez wanted to see more support for online activity and the responsibilities of the local boards are expressed in a more active and public way with the community. She suggested items 3 and 4 could also reference this communication.

Mr. Camp moved to approve the State Plan with the recommended revisions. Mr. Nayman seconded. The motion was unanimously approved.

Mr. Rainey stated that the Plan encourages shared structures to reduce administrative costs and share information and work collaboratively on a regional basis and mentioned Los Angeles City and County and the Bay Area where local boards are already working together in a regional manner. Mr. Morgenstern stated the issue of regionalization has been discussed before. If it is going to happen it will have to arise out of the regions and the local boards.

Mr. Rainey mentioned our commitment is to a second round of public comment for another 30 days and seriously consider it before submitting it to the Department of Labor (DOL). There will be ongoing work to distill the plan into a smaller document for our future discussions.

V. POTENTIAL MEASURES/METRICS

Mr. Rossi began the discussion on performance by referencing the WIA common measures on page 62. Mr. Frank mentioned these are case managed goals and not universal access goals and represent a tiny subset of who walks through the door. They have just completed a universal access study and found that they serve about 180,000 clients through universal access, but only case manage about 5,000. Mr. Frank furthered that we really need to know who is walking through the doors in the One-stops but that very little tracking of that population occurs. A large percentage of unemployed do interact with the One-Stop system. Mr. Gallo states 3 common measures do get to the bottom line. Mr. Rossi agreed that the measures are fine but it's the goals that need to be revisited. Ms. Quinlivan stated just getting a person employed is not the end result. We don't have metrics that encourage our clients to continue to evolve their skills at their job.

Mr. Brauer mentioned the 6 state workgroup and would like us to figure out measures that reflect the shared state goals related to market penetration as to what is happening in high demand sectors. Mr. Stenslie stated the State Plan is pushing systemic change but it does not mention the recognition that all the money is being spent on churning people through the labor market. We need to address the reality that 90% of the money is spent on core services and measures need to move the system towards spending money on the priorities in the Plan. Mr. Frank suggested that the first thing we should track is map every priority sector in all 49 local areas and overlay the community college sector priorities. This would be extremely useful. Mr. Camp seconded the motion. Mr. Frank stated this sets up a transparent process and the motion asks staff to plot and map the sector information and overlay it with the community colleges. Mr. Rubin asked for a restatement of the motion: CWIB staff take the sectors from 49 local areas, plot and map those sectors with clarification of the partnerships developed/proposed and to

add mapping of the community college sectors and regional alliances. Mr. Camp seconded. Ms. Salazar asked to amend the motion to include whether or not WIA recipients are being hired in the sectors of focus identified. Mr. Frank asked not to include that change. The motion was approved with Ms. Salazar voting no.

Ms. Quinlivan described her sector navigators. They are serving 15 economic regions and the RFPs are to mobilize and come together to target resources to follow the economic regional footprint. Incentives are set up to this and the State Board can do the same. Mr. Gallo asked for clarification, is this in the general focus or more specific as this is all mentioned in the State Plan? Mr. Burt stated as money is shrinking, we don't have data on what One-Stops do and asked if we can collect more stats? Mr. Rossi said we absolutely need more data and don't need a vote for it.

Ms. Chavez is interested in how we create cultures that are more business minded and that we don't constrain local level activities by adding additional administrative burdens on the local boards. Mr. Rossi said these measures should drive the culture the State Plan is fostering. If we can incentivize the system towards regions we are doing well.

Mr. Frank stated his motion should have 1-2 measures: Building of partnerships and training strategies and valuing training, we need to measure the training – how many people trained, with certifications and with placements. This is what we can value with no other overlays. Mr. Frank motioned we track these 3 things. Mr. Camp and Mr. Gallo seconded.

Mr. Stenslie is concerned that you are still potentially excluding the masses that are not tracked now. Mr. Frank said as we get the list of sectors and partners it will drive continuous improvement of eligible training providers that provide industry valued training. Mr. Rossi asked for a vote on the amendment to the motion and it was unanimously approved.

VI. COMMITTEE REPORTS

1. Mr. Redlo reported on the Health Workforce Development Council and referenced the report in the agenda packet and asked for approval of the report.
2. Tim Rainey reported on the Green Collar Jobs Council for chair Zabin.
3. Mr. Camp reported on the Issues and Policies Committee.
4. Tim Rainey reported on Advanced Manufacturing Committee for chair Khanna.
5. Mr. Gallo reported on the Career Pathways and Education Committee.

Mr. Camp moved to approve the reports. The motion was seconded and unanimously approved.

VII. PUBLIC COMMENT

Larry Ortega of the One Million new Internet Users Coalition.

VIII. OTHER BUSINESS

Ms. Salazar asked about the actions on pages 33-44 and those specifically assigned to the State Board, how will they be operationalized? Mr. Rainey described the State Working Group and its role in the process.

Mr. Camp asked who will take the leadership role to integrate the 3 million illegal aliens into the workforce once immigration reform is passed? He suspects the State Board may have a role.

Chair Rossi adjourned the meeting at 12:25 p.m.

Action Requested:

Approve the California Workforce Investment Board Executive Committee's recommendation to implement additional performance indicators for tracking performance of local Workforce Investment Act programs and services.

Background:

At its February 13, 2013 meeting, the State Board prioritized development of performance measures for the State's workforce education, training, and employment services investments. The Board approved the formation of an ad hoc committee chaired by State Board Member Alma Salazar\LA Chamber of Commerce. On March 21, 2013 the ad hoc held its initial meeting and discussions to identify performance measures that are consistent with, and support the vision, goals and strategies of the State's Strategic Workforce Development Plan. To support this work, the U.S. Dept. of Labor, Region 6 provided consulting assistance from Social Policy Research Associates. The summary of the ad hoc's discussion was presented to the Executive Committee on April 2, 2013.

There are performance measures for WIA Title I, but they are not adequate.

- Common measures do not reflect many of the outcomes we want from the system.
- Not all participants that receive services through the WIA system are tracked.
- There is no mechanism to track participants across systems or across common outcome measures.

The Strategic Workforce Development Plan drives the system to:

- Engage employers and labor
- Align systems regionally
- Adopt and use sector partnerships
- Develop career pathways for occupations with job openings
- Align multiple funding streams
- Prioritize quality training & attainment of industry-recognized skills credentials
- Incent employers to invest in programs that bridge to good jobs (i.e. approved apprenticeship, quality paid work experience and internships, On-the-Job-Training, etc.)

Emerging Guiding Principles - Measures should be:

- Easily explainable to a lay audience
- Applicable to different geographical and institutional areas of interest
- Create a level playing field among programs and service strategies
- Promote behaviors that lead to the desired outcomes
- Result in sustainable practices and efficient use of resources without compromising quality

- Methodologically sound
- Difficult to game or manipulate

The Executive Committee voted to recommend that the following additional outcomes measures be defined and baselines determined:

1. Attainment of Industry-valued credential
2. Quality Job Placement -- living wage jobs
3. Placement in targeted industry sectors
4. Return on investment
5. Employer Engagement\Employer Investment
6. Industry Sector Partnerships
7. Alignment of Funding Streams with Performance Measures

The Committee further recommended that the measures be implemented for all local areas simultaneously, and the ad hoc committee should focus its efforts on measures for the Workforce Investment Act programs.

Next Steps:

State Board staff will work with the ad hoc committee to further define these performance measures, determine benchmarking methods, identify tracking mechanisms (using existing database infrastructure), and solicit feedback from local areas on the implementation process. These new measures, once collected, will help inform the development of the new criteria for designation of high performing local board, required again in December 2015. The ad hoc committee will report to the State Board on its progress at its next meetings in August, 2013.

Advanced Manufacturing Workforce Development Council Activities Report

**Chair – Ro Khanna, Counsel
Wilson Sonsini Goodrich and Rosati**

Background

The State Board established the Advanced Manufacturing Workforce Development Council (AMWDC) 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.

Summary of Activities

The AMWDC (See Attachment 1 – Membership Roster) met on April 3, 2013 in Sacramento with a WebEx option. The AMWDC discussed the content of a draft report on advanced manufacturing workforce development. In response the discussion and feedback from members, staff will make additions to and edit the document further, and present the AMWDC a revised draft for review.

This report is a call to action in response to California's Strategic Workforce Development Plan: 2013-2017 - Shared Strategy for a Shared Prosperity (Strategic Plan). It will be championed by the AMWDC, but implemented by state, regional, and local stakeholders. Recommendations are provided to under themes that have emerged from the state planning process, extensive literature review, and public deliberations. These themes include:

- Theme 1: Prepare skilled workers employment in key occupations essential to the advanced manufacturing industry in a given region.
- Theme 2: Increase the number of Californians who obtain a marketable and industry-recognized credential or degree, with an emphasis on unemployed, underemployed, long-term unemployed, low skilled, low-income, veteran, and other at risk populations.
- Theme 3: Increase the number of high school students, with emphasis on at-risk youth and those from low-income communities, who graduate prepared for postsecondary manufacturing training, further education (with an emphasis on Science, Technology, Engineering and Mathematics [STEM]), and/or a career in advanced manufacturing.

Next Steps

At the next AMWDC meeting in June, the members will: **1)** finalize the Report; **2)** begin to prioritize its recommendations; and **3)** Identify actions steps to implement its recommendations.

Advanced Manufacturing Workforce Development Council Member Roster

NAME	TITLE ORGANIZATION/AFFILITATION
Jose Anaya	Statewide Director, Advanced Manufacturing Economic and Workforce Development Program California Community College
John Brauer	Executive Director of Workforce and Economic Development California Federation of Labor
Josie Camacho	Executive Secretary-Treasurer Alameda Labor Council – AFL-CIO
Michael Gallo	Chief Executive Officer Technical Employment Training Inc.
Pamela Kan - Vice-Chair	President Bishop Wisecarver Corporation
Ro Khanna- Chair	Counsel Wilson Sonsini Goodrich and Rosati
Mark V. Martin, Ph.D.	Laney Community College Director, Advanced Manufacturing Workforce Development
Brian McMahon	Undersecretary Labor & Workforce Development Agency
Lisa Mortenson	Chief Executive Officer American Biodiesel, Inc. dba Community Fuels

Ms. Diane Ravnik	Director Department of Apprenticeship Standards San Francisco, CA 94202-0603
Ms. Beata Richey	Beata Richey, Executive Director & Chief Executive Officer BAPAC
Mr. Gene Russell	President & CEO Manex Corporation
Mr. Bruce Stenslie	President & Chief Executive Officer Economic Development Collaborative, Ventura County

Career Pathways and Education Committee Committee Report

RECOMMENDATION:

The State Board is asked to approve *Career Pathways and Education Committee's* framework.

**Chair – Michael Gallo, Chief Executive Officer
Technical Employment Training Inc.**

Action Requested

The Career Pathways and Education Committee (CPEC) is requesting that the State Board approve its committee Framework.

Background

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:

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

Summary of Activities

The first Career Pathways and Education Committee (CPEC) meeting was held on March 22, 2013. At its first meeting, the CPEC will focus on finalizing its committee framework that will outline its objective and guide its work (Attachment 2).

The CPEC membership roster is provided as attachment 2.

Next Steps

At the next CPEC meeting the members will discuss the prioritization of its strategies and priorities. The Members will also begin identifying action steps to begin implementing its priority-strategies.

California Workforce Investment Board (CWIB) Career Pathway and Education Committee Proposed Framework

Purpose

Identify and implement comprehensive strategies to align education with career preparation in regional growth and demand occupations to successfully compete within the 21st Century global marketplace.

Objective 1. Expand Career-Based Education Opportunities for All Learners

Strategies/Approaches

- Create educational environments that integrate career-based education within core academics for real-world relevance.
- Increase resources for career-based education through private and public funding strategies and by shoring-up existing sources.
- Promote the use of and increase enrollment in career education programs, career-based academies and industry-themed schools as a viable pathway to career readiness within high-growth and demand occupations. (e.g. Bridge Programs, Career Partnership Academies, Linked Learning initiatives and state approved apprenticeship training programs.)
- Establish and/or expand partnerships and regional collaborative efforts with business and industry.
- Increase career awareness and exploration opportunities in growth and demand industries throughout the continuum of education in K-12 and beyond.
- Improve linkages and pathways, as well as the articulation of basic skills education, between high schools, adult education programs, Community Colleges, four-year institutions, and state registered apprenticeships.
- Prepare teachers and provide professional development opportunities for delivering career-based education.
- Provide professional development opportunities for incumbent and in-coming faculty on contextualized instruction, with an emphasis on STEM instruction (including the Arts), to better prepare and help transition students into postsecondary education.

Objective 2. Create Opportunities for All Students to Receive Nationally-Recognized, Industry-Valued Certifications/Credentials

Strategies/Approaches

- Work with business, industry, and industry associations to identify and develop industry valued, employer-endorsed work readiness and skill standards and credentials/certifications.
- Incorporate a Career Readiness Credential as a requirement for high school graduation.

- Incorporate work place experience as a high school graduation requirement (i.e. career goal related, community service, government, community based organizations, etc.)
- Create career-oriented learning environments beyond the boundaries of the traditional classroom that utilizes applied learning and drives toward industry-recognized credentials.
- Integrate industry-valued skills standards into Career Technical Education (CTE) curricula, class room settings, and work-based learning activities (including internships, pre-apprenticeships, etc.).
- Integrate and leverage existing infrastructure investments; such as Region Occupational Programs (ROP), with employer involvement to give students work place learning opportunities and worksite experience.

Objective 3. Build Regional Linkages Between Public Education and Growth/Demand Industry Sectors

Strategies/Approaches

- Establish and promote industry-specific career pathways, sector-based employer partnerships and regional collaboration with employers.
- Engage key employer leadership to improve outreach to industry.
- Provide guidance, strategies, and incentives to local partners to support students in career pathway programs. (e.g. Distribution of employer-validated model curricula for high-demand occupations.)
- Promote and build linkages between education partners and regional employers for experience-based/workplace learning opportunities such as internships.
- Align curricula within career pathway programs to growing and emergent industry sectors that are validated by employers and current labor market information.
- Align Career Education Model Curriculum Standards with regional industry sector projected labor market demand.
- When appropriate, create credit bearing articulation/linkages between K-12 and state registered apprenticeship programs, community colleges, four-year schools, and adult education programs for employer demand/industry recognized skills and competencies.
- Provide opportunities and tools to provide teachers an on-going continuum of learning that keeps them current on career opportunities for students in regional demand and growth industries.
- Develop a campaign to increase public/private investments in instructional equipment.

Career Pathways and Education Committee Member Roster

NAME	TITLE ORGANIZATION/AFFILITATION
Lupita Cortez Alcalá,	Deputy Superintendent of Public Instruction Department of Education
Kenneth Burt	Political Director California Federation of Teachers
Jerome Butkiewicz	Workforce Readiness Manager San Diego Gas and Electric
Mayor Christopher Cabaldon	Executive Director Linked Learning Alliance
Linda Collins	Executive Director Career Ladders Project
Louis Franchimon	Executive Secretary Napa-Solano Building Trades Council
Michael Gallo (Chair)	Chief Executive Officer Technical Employment Training Inc.
Debra Jones	California Community Colleges
Pamela Kan	President Bishop Wisecarver Corporation
Ruben Lizardo	Deputy Director Policy Link
Dale Marsden	Superintendent San Bernardino City Unified School District
Brian McMahon	DESIGNEE FOR MARTY MORGENSTERN Labor & Workforce Development Agency
Jennifer Ortega	California State Director America's Edge

The Honorable Henry R. Perea	County Supervisor County of Fresno
Diane Ravnik	Director Department of Apprenticeship Standards
Nicole Rice	Policy Director, Government Relations CMTA
Alma Salazar	Vice President of Education and Workforce Development Los Angeles Area Chamber of Commerce Unite-LA
Hermelinda Sapien	President Center for Employment Training
Bruce Stenslie	President & Chief Executive Officer Economic Development Collaborative, Ventura County
Jeremy Smith	Deputy Legislative Director State Building and Construction Trades
Joseph Williams	Chief Executive Officer Youth Action Project

Health Workforce Development Council Committee Report

**Chair – Bob Redlo, Vice President, Patient Relations, Labor Relations & Workforce Development
Doctors Medical Center**

Background

To proactively address emerging health workforce challenges, in August 2010, the California Workforce Investment Board (State Board) established the Health Workforce Development Council (HWDC) as a Sub-Committee of the State Board. The HWDC (See Attachment 1 – Membership Roster) engages a broad range of public and private stakeholders to achieve its mission of helping to expand California's health workforce in order to provide access to quality healthcare for all Californians. A core goal is to expand California's full-time primary care workforce by 10-25% over the next ten years.

To achieve its mission, the HWDC engaged in an extensive process to understand statewide and regional priority health workforce needs and develop a comprehensive strategy. The planning process involved 5 major components:

- 11 Regional focus groups
- Career pathway development for 12 priority health professions
- Review of reports and recommendations from major California health workforce studies and an extensive literature review
- Priority recommendations and action plans from statewide and profession specific workforce initiatives
- Extensive vetting and prioritization process by the Council and sub-Committees

The report, which summarized the Council's *priority findings and recommendations* over the 2-year planning process, was approved at the February 13, 2013 State Board meeting. The report also included proposed next steps and action plans to implement immediate policy, programmatic and infrastructure priorities and establish an ongoing system for innovations to achieve statewide and regional health workforce needs.

Summary of Activities

At April 17, 2013 HWDC meeting presentations and discussions focused on example of regional collaborations and implementation of the priority recommendations including:

- A presentation was made by the San Diego Workforce Partnership (SDWP) on their Health Profession Opportunity Grant (HPOG) program. The focus of the presentation was to highlight local/regional collaborations for health workforce development.

HPOG is a 5-year/\$5 million demonstration project funded by the U.S. Department of Health and Human Services, Office of Family Assistance designed to train Temporary Aid to Needed Families (TANF) recipients and other low income individuals for careers in the healthcare industry.

- There was a representation and discussion of the *Implementation of Priority Recommendations to Strengthen California's Health Workforce* document. The document was developed by the California Health Workforce Alliance in partnership with State Board staff.

The document describes a proposed initiative to implement the priority recommendations developed by the Council over the next 18 months through leveraged investments and partnerships. The focus of the initiative will be on the professions and geographic areas that are most critical to successful Affordable Care Act implementation and expanding jobs and economic opportunity. Proposed actions are also aligned with other initiatives such as The California Endowment's Building Healthy Communities and the Governor's Let's Get Healthy California initiative. The result will be a workforce better prepared in the short and long term to serve California's increasingly diverse communities.

- The Council member representing the California Community Colleges Chancellor's Office discussed how the priority recommendations will be implemented as a part of her new role as Sector Navigator for the Health sector. Within a sector, Sector Navigators coordinate across regions to develop relationships, and assets, and resources – including collaborative communities, hubs, and industry advisory bodies – to advance career pathways and workforce solutions to the skills gap.

Next Steps

Over the next 3 months, the Council will undertake the following activities:

- Reconvene the Membership Ad Hoc Committee to finalize recommendations for Council composition needed in the implementation phase of its work.
- Develop 3-5 key messages and a presentation on the Council and priority recommendations that can be used by members and other stakeholders.
- Continue to develop the actions identified in the *Implementation of Priority Recommendations to Strengthen California's Health Workforce* document.

Health Workforce Development Council Membership Roster

NAME	TITLE ORGANIZATION/AFFILITATION
Lupe Alonzo-Diaz,	Deputy Director, Health Workforce Development Office of Statewide Health Planning & Development
Jonathan Andrus	CEO Fairchild Medical Center
Kevin Barnett, DrPH MCP	Co-Director California Health Workforce Alliance
Steve Barrow	California State Rural Health Association
Cindy Beck	Health Careers Education Consultant California Department of Education
John Blossom, M.D.	Project Director California Area Health Education Center Program
Kim DeWeese	Chief, Quality Performance and Workforce Development California Department of Public Health
Diane Factor	Director Worker Education & Resource Center
Katherine Flores, M.D.	Co-Director California Health Professions Consortium
Cindy Sherwood-Green	California Workforce Association
Gary Gugelchuk, Ph.D.	Executive Vice-Provost Western University of the Health Sciences
Senator Ed Hernandez	Chair Senate Committee on Health Committee
Laura Long	National Workforce Director, Kaiser Permanente

James Mangia	President & CEO St. John's Well Child and Family Center
Cathy Martin	Director of Workforce California Hospital Association
Cathryn Nation, M.D.	Associate Vice President, Health Sciences and Services University of California Office of the President
Rosielyn Pulmano	Consultant California State Assembly Committee on Health
David Quakenbush	Vice President of Programs California Primary Care Association
Bob Redlo – Chair	Vice President, Patient Relations, Labor Relations & Workforce Development Doctors Medical Center
Diane Ravnik	Chief, Division of Apprenticeship Department of Industrial Relations
Chad Silva – Vice Chair	Statewide Policy Director Latino Coalition for a Healthy California
Anette Smith-Dohring	Workforce Development Manager Sutter Health – Sacramento, Sierra Region
Abby Snay	Executive Director Jewish Vocational Services
Sheila Thomas	Dean of Extended Education The California State University, Office of the Chancellor
Linda Zorn	Statewide Initiative Director Health Workforce Initiative California Community College Chancellor's Office



Green Collar Jobs Council (GCJC) Committee Report

Several state agencies and departments are engaged in climate change policy implementation. While policies and investments are primarily meant to mitigate climate change, they also can impact skills requirements in traditional occupations, primarily in the construction trades, and provide some new jobs. Investment strategies, in some cases, include intentions to spur job creation and connect unemployed and low-income workers to employment opportunities.

Under the purview of the State Board, the GCJC is charged with developing and updating a framework to address skills demands and changes that result from expanded use of renewable energy and energy efficiency to meet State policy goals. The challenge that the GCJC must address is ensuring that in all climate policy deliberations, the approach to workforce development is clear, effective, and consistent across all state agencies.

The GCJC will achieve its statutory charge by: 1) convening state agency energy policy administrators to develop shared principles and guidelines, and 2) providing a public process that allows business, labor, and community stakeholders to review and validate models for addressing skills development and access to jobs for disadvantaged communities.

At minimum, the guidelines will include:

- Ensure quality training and education that connects workers and job seekers to high wage, family sustaining jobs and careers
- Ensure that training and education results in industry-valued certificates, college credit, placements in State-approved apprenticeship, etc.
- Ensure that training and education leads directly to training-related employment
- Focus on employment of veterans, disadvantaged youth, unemployed and underemployed Californians
- Develop clear outcomes and accountability and performance tracking
- Establish contracting standards that connect training and employment outcomes to jobs created by investments (i.e. targeted hire goals for disadvantaged populations).

Proposed Next Steps:

1. State policy administrators develop shared jobs and workforce development guidelines
2. GCJC expands its stakeholder representation
3. State policy administrators agree to participate in the GCJC's broad stakeholder process to vet the proposed guidelines and to ensure broad buy-in
4. Over the course of two meetings (late May and mid-July), the GCJC gathers stakeholder input on the proposed guidelines

5. The guidelines are brought back to the State policy administrators for final consideration and adoption

Green Collar Jobs Council Member Roster

NAME	TITLE ORGANIZATION/AFFILITATION
John Brauer	Executive Director of Workforce and Economic Development California Federation of Labor
Jerome Butkiewicz	Workforce Readiness Manager San Diego Gas and Electric
Jamil Dada	Senior Financial Manager Provident Bank – Riverside County Branches
John DiStasio	General Manager Sacramento Municipal Utility District
Shannon Eddy	Executive Director Large-Scale Solar Association
Cecilia V. Estolano (Advisor)	Estolano LeSar Perez Advisors LLC
Louis Franchimon	Executive Secretary Napa-Solano Building Trades Council
Laurence Frank	Deputy Chief of Staff City of Los Angeles, Office of Mayor
Lisa Mortenson	Chief Executive Officer American Biodiesel, Inc. dba Community Fuels
Catherine O’Bryant	President O’Bryant Electric, Inc.
Diane Ravnik	Director Department of Apprenticeship Standards
Jeremy Smith	Deputy Legislative Director State Building and Construction Trades Council of California
Van Ton Quinlivan	Designee for Chancellor Bruce Harris California Community Colleges Chancellor’s Office
Dr. Carol Zabin (Chair)	Director of Research UC Berkeley Labor Center

Issues and Policies Committee Activities Report

Chair, Bill Camp
Vice-chair, Abby Snay

The Issues and Policies Committee (IPC) was established on September 22, 2009 through the direction of the Chair of the State Board and the consent of its membership. The IPC will consider issues, deliberate on policy development and make recommendations to the State Board for its consideration and ratification. In January 2013 the IPC formed three ad hoc committees to develop policy recommendations in three areas. Those committees' membership includes State Board members, state and local stakeholders and other parties essential to developing the policy guidance. The Committee continues to conduct its work through the ad hoc committees formed in January 2013. The following activities summarize their efforts.

- **Eligible Training Provider List ad hoc Committee:**

1. Identify the performance criteria for initial eligibility of private postsecondary education training providers to be included on the ETPL
2. Establish procedures for the ongoing management of the ETPL to ensure training providers continue to meet the performance requirements to maintain their eligibility

The committee had its first meeting in February 2013. Staff took the input and direction provided during the meeting and is finalizing the policy revision to implement these changes. The committee will meet again May 23, 2013 to review the policy modifications and forward them to the State Board for its review\approval at an upcoming meeting in August 2013.

- **Performance ad hoc Committee:**

1. Identify what other data or information can be consistently gathered across local systems that reflects the broader efforts of local workforce boards
2. Identify data fields in the WIA automated reporting system that can be more effectively utilized to reflect key outcomes identified in state and local plans and services to targeted populations

The performance ad hoc committee had its first meeting on March 21, 2013. Their input was reviewed by the Executive Committee in April 2013 and additional direction and guidance was provided. State Board staff will work with the ad hoc committee to further

define these performance measures, determine benchmarking methods, identify tracking mechanisms (using existing database infrastructure), and solicit feedback from local areas on the implementation process. These new measures, once collected, will help inform the development of the new criteria for designation of high performing local board, required again in December 2015. The staff is polling for a future meeting date in May 2013.

- **America's Job Center of California Network Branding:**

1. This is a federal initiative.
2. Implement statewide branding of the WIA funded One-Stop Center system.

The staff continues to work towards the phase in date of July 1, 2013. The State Board has previously approved the trademark and the milestones and timelines associated with the implementation of this brand. Marketing materials and decals have been developed and will be sent to local contacts. The web portal is in the test phase and will be launched on the July 1, 2013. There has been ongoing communications with local board directors to ensure a full and consistent transition to the new brand. Additional communication and outreach strategies are being developed to target employers, participants, and other state workforce entities. The next report will include details of the implementation.

- **Future of the One-Stop System in California**

1. Evaluate the models and service delivery strategies developed for the early years of WIA against the current and future needs of workers and the business community.
2. Provide policy guidance as appropriate.

This committee has not yet been convened. The staff will be reviewing local plans to assess how local boards are developing One-Stop service delivery models that might inform that state policy development. In addition, staff will identify successful models being implemented by other states as well as research and evaluations being conducted on One-Stops. The staff will poll for a meeting date later this year.

**Issues and Policies Committee
Member Roster**

NAME	TITLE ORGANIZATION/AFFILITATION
Chair, Bill Camp	Executive Secretary-Treasurer, Sacramento Labor Council
Vice-chair, Abby Snay	Executive Director, Jewish Vocational Services, San Francisco
Allen Fernandez-Smith	President and CEO, Urban Habitat
Blake Konczal	Executive Director, Fresno Regional Workforce Investment Board
Bruce Stenslie	President and CEO, Economic Development Collaborative, Ventura County
Jeremy Smith	Deputy Legislative Director, State Building Constructions Trades Council of California
Joseph Williams	CEO, Youth Action Project
John Brauer	WED Executive Director, California Labor Federation
Kenneth Burt	Political Director, California Federation of Teachers
Nathan Nayman	State and Local Relations, Visa, Inc.
Nick Shultz	Director, Alameda County Workforce Investment Board
Stan Diorio	Designee for Senator Roderick Wright
Steven Baiter	Director, Contra Costa County Workforce Investment Board
Steven Levy	Director and Senior Economist, Center for Continuing Study of the California Economy
Stewart Knox	Executive Director, Northern Rural Training and Employment Consortium
Alma Salazar	Vice President of Education & Workforce Development Los Angeles Chamber of Commerce
Felicia Flournoy	Exec Director, Riverside Workforce Investment Board
Robin Purdy	Exec Director, Sacramento Employment and Training Agency
Van Ton-Quinlivan	Designee for Chancellor Harris
Pam Harris	Director, Employment Development Department
Honorable Henry R. Perea	County Supervisor, County of Fresno

4. Discussion

- a. State Board Member Outreach Campaign
- b. Los Angeles City Workforce Investment Board Report:
Building a Stronger Los Angeles Workforce: *Highlighting
Eight Years of Collaboration*
- c. Economic Analysis: State Strategic Workforce Development
Plan
- d. Local Sector Overlay\Survey Results

THE CALIFORNIA WORKFORCE INVESTMENT BOARD CAMPAIGN

Call to Action

The California Workforce Investment Board (State Board) has developed an ambitious 5-year strategic plan that will substantially retool the state's workforce development system. This requires an **all hands on deck** approach. To create the changes needed to put more Californians to work, we must work collectively to align the assets and commitment of the State Board's many partners and stakeholders, and develop the capacity of local, regional, and state systems to build a skilled workforce pipeline. A strong system needs an aligned coalition of State and Local Workforce Investment Board (Local Board) members driving toward the same goals. This is a call to action – a campaign to unite State and Local Board members across California.

The Opportunity

The work of skilling up job seekers and placing them in employment takes place in neighborhoods and cities. Local Boards are the backbone of the workforce education and training system in California. They represent the best opportunity to engage many players in creating and scaling the State Board's strategic goals of **growing industry partnerships, increasing skills credentials and investing in learn and earn strategies**. Implementing these proven strategies via the substantial infrastructure that exists at the regional and local levels is essential to our success.

Assets that this campaign will mobilize include the impressive network of 49 Local Boards and over 1,500 Local Board members representing business, labor, education, social services, and community-based organizations. This system invests \$400 million annually in federal Workforce Investment Act funds, and several billion dollars of state, federal and private sector investments in workforce education and training.

Workforce Board Member-to-Member Campaign (“Workforce Campaign”)

The State Board's strategy for creating shared prosperity through the development of a high-performing workforce system must be implemented through effective partnership between the State and Local Board members. We propose implementing a “Workforce Campaign” to develop these relationships, ensure that there is clear understanding of the State's goals and objectives, create open lines of communication between Local and State Board members, and provide Local Board chairs with the tools and information they need to lead their Boards in actualizing the strategic plan goals and contributing to the State's economic prosperity.

State and Local Board Workforce Campaign Goals

We are asking State Board members to commit to working with Local Boards and staff to:

- Promote the new workforce framework outlined in the State's strategic plan;
- Engage Local Board members in understanding their own roles and opportunities to shape local training and sector strategies; and
- Ensuring excellence and accountability for workforce outcomes.

Key Messages from State Board to Local areas:

- **Invest in training** and industry-valued skills credentials.
- Engage employers, labor, and education in **prioritizing “learn and earn” strategies.**
- Partner to create regional efficiencies, and to **create strong industry sector initiatives.**
- Challenge local areas to achieve meaningful outcomes, improve performance, and **become a high-performing Local Board.**

How Do We Get There?

We propose a number of campaign activities to engage Local Board chairs and members in aligning and implementing the State Strategic Plan's goals. These would constitute the starting point for the Workforce Campaign with additional activities and strategies to be added as State Board members engage with the local areas and determine new opportunities or challenges.

1) *Leveraging State and Local Planning Efforts and Performance Measures*

The State Strategic Plan outlines an ambitious set of activities to improve the workforce system and respond to economic and labor market conditions over the next five years. Local areas will submit their own plans by June 30, 2013 that are designed to reflect and implement the State framework. These plans - and more importantly the implementation of new jobs programs - must work collectively to achieve the State's objectives. Simultaneously, the State Board is developing additional performance measures that will better assess progress and success for these programs in moving the needle on skills and job placement in growing industry sectors.

Key Activities for State and Local Board member engagement:

- Distribution of a publically accessible synopsis of the State Strategic Plan for use with policy makers, public agencies, employers/businesses, labor and other stakeholders.
- Review of Local Board plans and assisting in scoring, high-performing Local Board designation, and articulation of improvements needed in order to achieve high-performing status.
- Meeting with Local Boards to discuss implementation of additional performance measures and how these outcomes can be used to improve local program performance.

- Development of Local Board goals that contribute to State efforts, and articulation of key benchmarks for state and local progress.

2) Local Board Engagement and Regional Meetings

We envision a series of local and regional meetings of State and Local Board members to discuss workforce policy and program implementation, identify opportunities for regional collaboration, and troubleshoot implementation challenges facing Local Boards (e.g. capacity issues, administrative barriers, local economic factors, etc.).

Key Activities for State and Local Board member engagement:

- Individual or small groups of State Board members will meet with Local Boards in order to gather a baseline of information and feedback, and State Board staff will convene a series of regional meetings with State and Local Board members in order to convey the Workforce Campaign key messages, new framework and performance goals and determine:
 - How are Local Chairs and Boards guiding their workforce systems?
 - What tools or information do they need to be most effective?
 - How are local areas implementing the new workforce framework and system goals?
 - What are areas doing that is effective, and how can these successes be replicated?

These meetings would take place over the next 2-3 months, culminating in a retreat for State Board members to further develop the Workforce Campaign messages and strategies based on the information gathered from these sessions.

3) Workforce Campaign “Retreats”

The State Board will hold two “retreats” (day-long working sessions) to craft strategies, refine statewide goals, develop tracking mechanisms (e.g. benchmarks and scorecards) and identify opportunities to gain traction and momentum in local implementation.

Retreat #1, to take place in the next 2-3 months, would be for State Board members and staff only, and would focus on:

- Reflection and incorporation of Local Board meetings and feedback into Workforce Campaign design;
- Articulation of Draft Workforce Campaign goals (e.g. 50% increase in apprenticeship or skills credential achievement, 100,000 youth placed in high-growth occupations, etc.); and
- Development of Campaign Strategy and next phase of outreach to Local Boards based on newly articulated goals.

Retreat # 2 will bring together State Board members, Local Board Chairs or members and staff to discuss how the system is working collectively to achieve the State's workforce development goals, demonstrate local successes and clearly charge all Local Boards to continue to move the system forward. Governor Brown will be invited to attend this meeting.

Next Steps

- Develop an action plan and timeline for the Workforce Campaign.
- Develop outreach materials and contact information for initial member outreach.
- Solicit State Board volunteers for local plan review.



CITY OF LOS ANGELES WORKFORCE INVESTMENT BOARD

BUILDING A STRONGER LOS ANGELES WORKFORCE: Highlighting Eight Years of Collaboration

2005-2013





Workforce *Investment* Board
City of Los Angeles

The Los Angeles Workforce Investment Board (WIB) promotes economic well-being locally by:

- ▶ improving employment opportunities for workers by enriching their knowledge base, growing their skill set and identifying job openings
- ▶ providing employers and businesses access to a qualified workforce and specialized training
- ▶ guiding the City's workforce policy priorities and investments
- ▶ assisting in the reemployment of workers during times of economic transition

BOARD MEMBERS

✦ Indicates Executive Board Member

Zeth Ajemian
KAISER PERMANENTE WALNUT CENTER

Carole Anderson
LOS ANGELES TRADE-TECHNICAL COLLEGE

Felicito (Chito) Cajayon
LOS ANGELES COMMUNITY COLLEGE DISTRICT

Aida Cardenas
BUILDING SKILLS PARTNERSHIP

Priscilla Cheng
LOS ANGELES COUNTY FEDERATION OF LABOR, AFL-CIO

David Crippens ✦
DLC & ASSOCIATES

William Dahlman ✦
WRD & ASSOCIATES

Shomari Davis
IBEW LOCAL 11

Michael Dolphin ✦
STATE OF CALIFORNIA EMPLOYMENT DEVELOPMENT DEPARTMENT

John Donner ✦
MOSAIC MEDIA + COMMUNICATIONS

Ahmed Enany
SOUTHERN CALIFORNIA BIOMEDICAL COUNCIL

Camilla Eng
JM EAGLE

Sophia Esparza
CHICANA SERVICE ACTION CENTER

David Flaks
LOS ANGELES COUNTY ECONOMIC DEVELOPMENT CORPORATION

Shawn Fonder
LUNDGREN MANAGEMENT CORPORATION

Anita Gabrielian
AT&T

Christopher Griswold
LOCAL 986, INTERNATIONAL BROTHERHOOD OF TEAMSTERS

Anthony Hassan
UNIVERSITY OF SOUTHERN CALIFORNIA SCHOOL OF SOCIAL WORK

Joseph Herrera
STAPLES CENTER

Jacquelyn Honoré
YWCA/LOS ANGELES JOB CORPS CENTER

John Hughes ✦
RHYTHM & HUES

Gregg Irish
CITY OF LOS ANGELES COMMUNITY DEVELOPMENT DEPARTMENT

Don Jue
IBM

Victoria Kane
CONSULTANT, HOTEL INDUSTRY

Dong-Woo Lee
CAL STATE LOS ANGELES, COLLEGE OF BUSINESS AND ECONOMICS

Art Lopez
NORTH AMERICAN SECURITY

Ruth Lopez Novodor ✦
BEVERLY ONCOLOGY & IMAGING MEDICAL GROUP, INC.

Louise McCarthy
COMMUNITY CLINIC ASSOCIATION OF LOS ANGELES COUNTY

Jackie Mizell-Burt
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC SOCIAL SERVICES

Don Ott
LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY (MTA)

Cheryl Parisi
AMERICAN FEDERATION OF STATE, COUNTY, AND MUNICIPAL EMPLOYEES LOCAL 36

Sejal Patel
RENEWABLE RESOURCES GROUP

Patricia Pérez ✦
VPE PUBLIC RELATIONS

Diana Peterson-More ✦
THE ORGANIZATIONAL EFFECTIVENESS GROUP

Kenn Phillips ✦
THE VALLEY ECONOMIC ALLIANCE

Nona Randois ✦
LEGAL AID FOUNDATION OF LOS ANGELES

David Rattray
LOS ANGELES AREA CHAMBER OF COMMERCE

Helen Romero Shaw
SOUTHERN CALIFORNIA GAS COMPANY

Norman Ross, Jr.
POLARIS ENTERPRISES

Robert Sausedo
ABM INC.

William Scoles
STATE OF CALIFORNIA DEPARTMENT OF REHABILITATION

Carmel Sella
WELLS FARGO BANK

Paula Starr
SOUTHERN CALIFORNIA INDIAN CENTER

Larry Thompson
XEROX CORPORATION

Laura Trejo
CITY OF LOS ANGELES DEPARTMENT OF AGING

Bill Walles
AMPLITUDE CONSULTING

Charles Woo, Chair ✦
MEGA TOYS

LOS ANGELES WORKFORCE SYSTEMS COLLABORATIVE



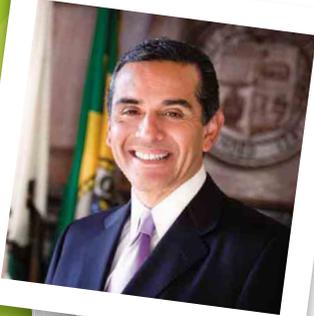
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The City of Los Angeles Workforce Investment Board is an equal opportunity employer/program. Auxiliary aids and services available upon request to individuals with disabilities.

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Letter from
MAYOR ANTONIO VILLARAIGOSA
CITY OF LOS ANGELES

Dear Colleagues:

I write this introduction to celebrate the accomplishments of the workforce development efforts of the City of Los Angeles and its partners over the past eight years. We have passed two great milestones, moving 200,000 L.A.-area residents into living wage jobs and connecting 75,000 youth to work, primarily through a summer job. I commend your work, the work of the City's Workforce Investment Board (WIB), the Community Development Department who implemented the WIB's policies, the WorkSource and YouthSource Centers along with the L.A. Community Colleges and Adult Education Programs that provided the direct services, and all the other partner governmental bodies, businesses, unions, and non-profits who carry out the work of workforce development in Los Angeles.

I also want to single out the efforts of the nine-member L.A. Workforce Systems Collaborative in taking this work to the next level of partnership. Those organizations that have worked side-by-side with the City include: the County of Los Angeles, the L.A. Community College District, the L.A. Unified School District, the Los Angeles Area Chamber of Commerce, the Los Angeles County Federation of Labor, the Los Angeles Economic Development Corporation, the Employment Development Department, and the United Way. We could not have accomplished these milestones without all pulling together and in the same direction.

Every major effort produced by scores of policy leaders, hundreds of professionals and benefiting hundreds of thousands of clients has a story. This is the story of workforce development in the City of Los Angeles 2005 – 2013. It can be seen as a complex story woven by many yet made from a fabric understandable to all. This work is considered a best practice by many workforce professionals nation-wide and we are all proud of our collective efforts. It is presented here so that it can be understood and even replicated by other workforce leaders where there is interest and similar conditions.

Antonio R. Villaraigosa

A handwritten signature in black ink, appearing to read 'Antonio R. Villaraigosa'.

Mayor, City of Los Angeles

BACKGROUND & INTRODUCTION

The Story of Workforce Development in the City of Los Angeles (2005-13)

This story is written in a way that will hopefully be of interest to both the insider and the newly interested. There will be an attempt to explain the structures and the terms used by the trade without burdening the narrative. If you see a section that you already know, please skip to the next, as there should be information of interest to all.

Introduction

The Workforce Investment Act (WIA) was enacted in 1998 as the national public workforce development system. It replaced the Job Training Partnership Act (JTPA). WIA was enacted during Bill Clinton's second term and introduced Workforce Investment Boards (WIB's) as the principal governance of the One-Stop employment and training system in each local area, in collaboration with local elected officials. The chair and the majority of the commission members must be drawn from the private sector with an additional number of required workforce partners. Recent California law requires that 15% of the board membership represent organized Labor and, as of 2012, 25% of WIA dollars be spent on certified training.

In Los Angeles, the City WIB has 51 commissioners who provide policy oversight to a "One-Stop" system of 18 WorkSource Centers which provide job referrals, job preparation, support services, case management, training partnerships, and placement services. The WIB Youth Council joins the WIB in providing policy oversight to 13 additional YouthSource Centers, focused on education and career success for our students and out-of-school youth. Both the Adult and Youth systems made up of mostly non-profit organizations are managed through contracts with the City's Community Development Department (CDD).

The system of WorkSource and YouthSource Centers was initially built to connect job seekers to an abundance of available jobs. Over time, those jobs became less available and training became more essential as the focus shifted to living wage jobs and careers, especially as the Great Recession hit and stayed. At the same time, federal support for workforce development was cut dramatically (from about \$85 million to the City of L.A. in 2001 to \$40 million today) and continues to dissipate.

In the context of diminishing resources and increasing demand, the Los Angeles workforce efforts have delivered remarkable results. In fact, L.A.'s workforce system has moved 200,000 L.A.-area residents into living wage jobs and provided 75,000 work experience opportunities to its youth, primarily in the form of summer jobs, over the past eight years. Here is the story of that work.



THE BEGINNING

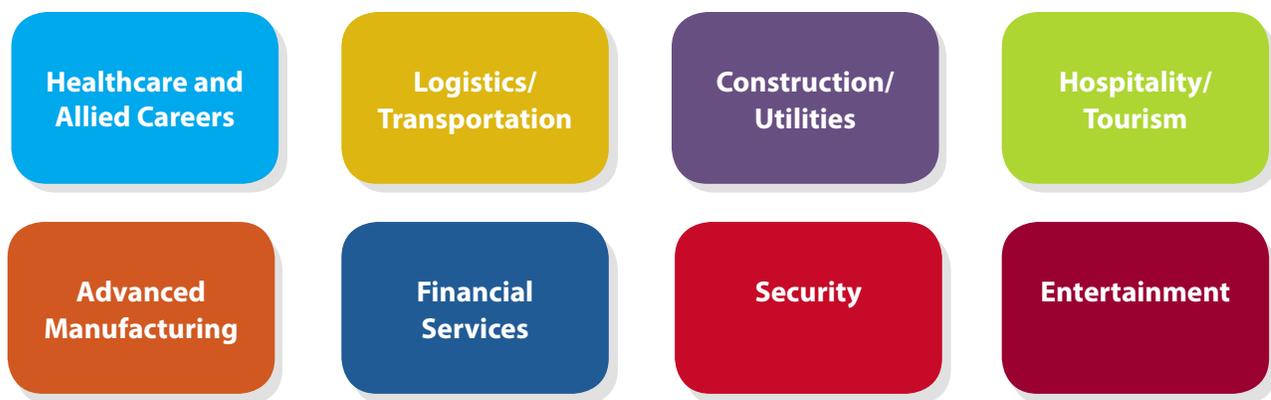
The Embrace of a Common City Vision and a Sector Strategy (2005)

The Mayor, City Council and the WIB all play pivotal roles in developing workforce strategies. As Mayor Villaraigosa embraced the leadership role on workforce issues, the development of a common vision was set into place. He invested his staff and time in coalescing disparate groups and agencies to work together for a common vision of providing city residents with living wage job opportunities and providing the city's young adults with their first employment opportunity. By developing a common vision, the City Council, Workforce Investment Board, City Departments, and the varied public and private partners developed platforms to work together and address several intractable issues.

Struggling with a lack of focus and a dearth of partnerships that tracked to good jobs, the L.A. Workforce Investment Board (WIB) identified 8 priority sectors for investment in workforce training and the development of partnerships. These sectors were chosen using the following four criteria:

- A. A growth sector of the economy (later called a “potential” growth sector)
- B. Pays at least a living wage
- C. Provides a career path
- D. Produces opportunities that are bonded to the local economy and can at least be encouraged to stay

The WIB identified 8 sectors of the local economy for investment, including:



The WIB Annual Plan, approved by the WIB, and codified by Council's vote approval and the Mayor's signature, created the City's Workforce Plan, which is then administered by CDD.



The Innovation Fund (2006)

In order to kick start the chosen sector partnerships and related pipelines to jobs, the WIB created an Innovation Fund by investing \$1.5 million. The Community Development Department (CDD) issued a Request for Proposal (RFP) seeking training partnerships between WorkSource Centers, groups of employers, unions where appropriate, and public training providers wherever possible. This RFP was approved by Council and Mayor, and the following Sector Training Programs were funded in the first round. Placements reflect 2006 - present:

Healthcare and Allied Careers

Healthcare Career Ladders (HCL)

The prototype of this effort was first funded in 2003 by the WIB with training focused on skills upgrades for homecare workers to become CNA's, CNA's and others to become LVN's and RN's, etc. HCL became the model for a growing group of Sector Training Partnerships.

1. WorkSource Center: Hollywood WSC/Managed Career Solutions (MCS)
2. Employer Partners: Kaiser Permanente, Cedar-Sinai Hosp., Hwd. and Valley Presby. Hosps., Country Villa Healthcare
3. Training Providers: California Long Term Care Training Center
4. Labor Partners: SEIU United Long Term Care Workers-CA, SEIU United Healthcare Workers West, SEIU 721
5. Results: 2003-2013: 1218 Placements – (see p. 20-21 §1.9)

Logistics/Transportation

- A. Transportation-MTA Bus Driver Training – On motion from the Mayor, the MTA Board approves initial funding in 2005, and the WIB in 2006 approves \$300K from their Innovation Fund.
 1. WorkSource Center: Community Career Development (CCD)
 2. Employer Partners: Metropolitan Transportation Agency (MTA)
 3. Training Partners: Valley College, The Literacy Network
 4. Results 2006-2013: 649 placements – (see p. 20-21 §1.14)
- B. Logistics Sector-Entry Level Training
Logistics opportunities in automated warehouses require middle skill jobs in computer upgrade training.
 1. WorkSource Center: Community Career Development (CCD)
 2. Employer Partners: UPS, other freight companies
 3. Training Partners: East L.A. Community College, Cal State L.A.
 4. Results: 135 Placements – (see p. 20-21 §1.15)

C. Transportation - Truck Driver Training

With the Port facing strong growth and the Federal government requiring Transport Worker Identification (TWIX), training was begun to address local growth opportunities. Training began in Long Beach and moved to Watts, Jordan Downs adjacent.

1. WorkSource Center: Sun Valley WSC/El Proyecto del Barrio
2. Employer Partners: Unified Western Grocers, Sysco Food Systems, ABF Freight, Horizon Lines, Roadway Express
3. Training Partner: Transportation Opportunity Program (TOP)
4. Labor Partner: IBT Joint Council 42
5. Results: 407 Placements – (see p. 20-21 \$1.16)

Construction/Utilities

A. Construction Careers

When City Hall was retrofitted, only 3% of all construction workers on this job resided in L.A. In reviewing statistics of Public Works construction, less than 4% of the workforce was African-American, in a city, that is almost 10% African-American. In researching joint + unilateral construction apprenticeship programs, 97% of all apprentices in L.A. were involved in joint labor/management funded apprenticeship.

Scores of weekly stakeholder meetings in the Mayor's Office led to a commitment to negotiate superseding contracts (Project Labor Agreements-PLA's) requiring 30% minimum Local Hire and Labor Peace on publicly-funded contracts. (2006 - Individual Public Works PLA's, 2007 CRA Agency PLA, 2008 Airport Agency PLA renewal, 2009 Public Works Agency PLA, 2010 Port Agency PLA, 2012 MTA Agency PLA)

In the course of this work, substantial investments were made in the pipeline in the following areas:

1. WorkSource Center: UAW/Southeast Crenshaw WSC
Other referring agents: PV Jobs, CCI, etc.
2. Employer partners: All bidding primes and subs
3. Training Partners: All Joint Apprenticeship Programs
Pre-apprenticeship: Century Training
WeBuild-LAUDS Adult Div.
Regional YouthBuild Partners





4. Labor Partners: LA-OC Building & Const. Trades Council and the 14 trades

5 Results:

New LA City Apprentices – 10,033, of which more than 30% (3,009) placements-see p. 20-21 §1.6) resulted from local hire on new funding of public works projects and a focus on inner city apprenticeship opportunities.

New African American Apprentices

2271 placements* (see p. 20-21 §1.6)

CRA Local Hires, above 12% baseline

1579 placements (see p. 20-21 §3.3)

Public Works Local Hires, above 12% baseline

2258 placements (see p. 20-21 §3.16)

Airport Local Hires, above 12% baseline

1256 placements (see p. 20-21 §3.11)

Port Local Hires, above 12% baseline

748 placements (p. 3.15, §3.15)

MTA Targeted Hires, above 12%

Start-up@200 placements** (see p. 20-21 §3.12)

** 2271 African-American residents became apprentices between July 1, 2006 and December 31, 2012, since the start of the City's Faith-based Initiative.*

*** With the 2012 MTA PLA requiring 40% Targeted Hire and 10% disadvantaged, the campaign began to reinstate the 1,000 African-American apprentices who lost their jobs during the Recession.*

Financial Services

- A. While job opportunities in the financial services sector have fluctuated dramatically over the past seven years, the Bank Works program pioneered by Les Biller and his Family Foundation, 6 regional banks, and Jewish Vocational Services has been a mainstay in the industry. With a focus on the training of a diverse group of highly qualified bank tellers, employer sponsors have never wavered, and WIA funds have matched industry commitments supporting hundreds of placements. In 2007 JVS moved the training to the Expo Center in South L.A.

WorkSource Center: Jewish Vocational Services

Employer Partners: Wells Fargo, Bank of America, Pacific Western Bank, City National Bank, Union Bank, U.S. Bank

Training Partner: Bankworks

Results: 509 Placements – (see p. 20-21 §1.2)

Advanced Manufacturing/Aerospace

Los Angeles continues to have a strong manufacturing sector with over 40,000 jobs in fashion/garment, tens of thousands in food processing and many thousands in high-end machine shops, bio-med and bio-tech. The Advanced Manufacturing Training Institute, funded by the WIB, began working in partnership with the S.F.V. National Tooling and Machining Association, providing precision tool training, computerized numeric control, and blueprint reading for a host of large and small aerospace prime and sub-contractors.

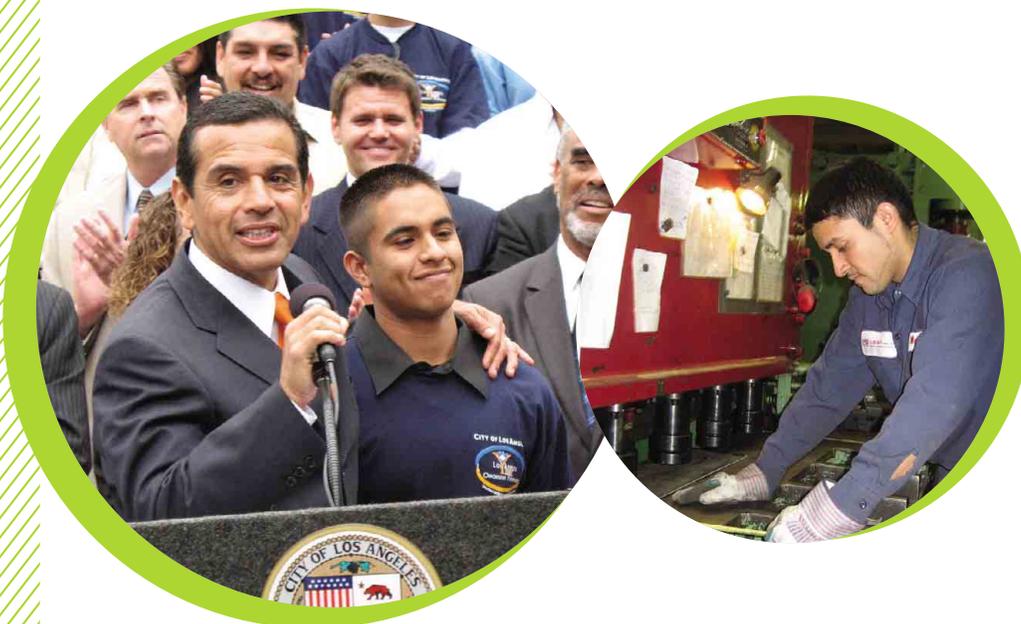
WorkSource Center: Community Careers Development (CCD)

Employer Partners: Pratt Whitney Rocketdyne, Esterline, Anthony Intl., and other small aerospace sub-contractors

Training Partners: L.A. Valley College

Results: 255 initial placements, 72 additional thru later Advanced Mfg. Academies, a 180 hour training covering the 5 basic metalworking competencies. (see p. 20-21 \$1.1)

Note: Additional Sector Training efforts are tracked on – (see p. 20-21 \$2.3)



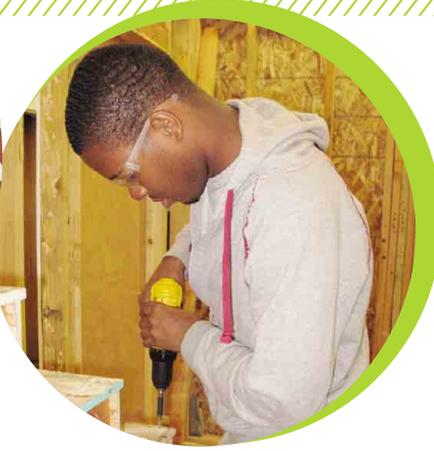
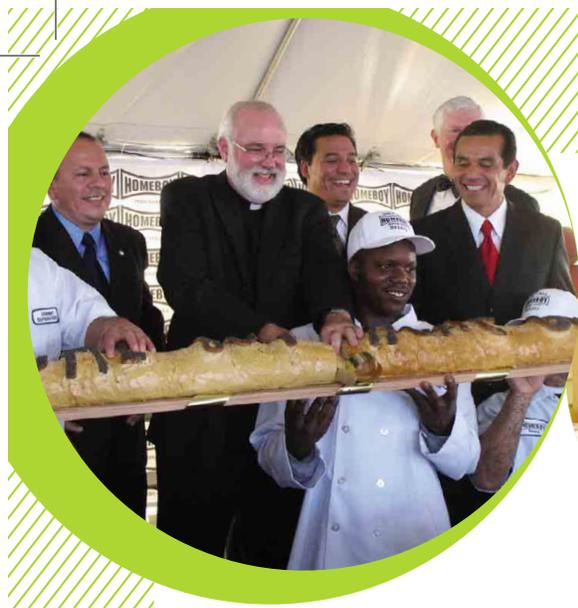
Development of a Comprehensive Jobs Strategy (2006)

With confidence in the WIB and CDD's capacity, the Mayor's Office tasked itself with the development of a comprehensive strategy which was adopted by the WIB and then the full Council through the Annual Plan in 2007. These 6 strategies include:



A scorecard was developed with a quarterly reporting cycle and the first four year goal of moving 100,000 L.A.-area residents into living wage jobs was established. (See page 20-21).

The policies for Strategies 1, 2 and 4 were developed by the WIB and the work was implemented by CDD. Strategies 3, 5 and 6 were developed by the Mayor's office, often in concert with Council, and the respective city departments. The WIB and CDD were supportive of much of this work, providing policy, implementation, and/or funding support.



Strategy 1 has been earlier described in the WIB's efforts to choose eight sectors of concentration and grant dollars to the building of training partnerships in these sectors. As such, the city's workforce efforts grew from one partnership in 2005 to twenty-two, with eleven of these sector training partnerships continuing programs.



Strategy 2 is focused on Strengthening the Region's Workforce Development System. This effort has worked to improve both broad partnership efforts and the effectiveness of the City's WorkSource Centers, be it their case-managed activities or the universal access component that deals with the day-to-day walk-ins. With an average of 250,000 Angelenos unemployed, for each of the past four years the 18 WorkSource Centers averaged over 170,000 jobseekers coming into their centers, with each individual averaging 2.4 visits. The City's WIB funded the first Universal Access study between 2011 and 2013. According to Richard W. Moore, the professor at the Cal State-Northridge Department of Management who led the research, over the past eight years almost 295,000 of these jobseekers found placements, crediting the WorkSource Center's role as "pivotal." Based on their survey, almost 145,000 jobseekers credited the WorkSource Center's role as "pivotal" and stated that their job was a "living wage" job, as defined by the surveyor. The client satisfaction surveys were in the 80+ percentile and, according to the survey, over the past eight years more than 140,000 jobseekers state that they learned about the job for which they were ultimately hired at their WorkSource Center. (see p. 20-21 §§2.3, 2.4).



Strategy 3
Leverage Public Sector
Hiring and Contracting

As to Strategy 3-Leveraging Public Sector Hiring and Contracting-4 primary workforce strategies used are:

1. **Local Hire** efforts are inserted into public **construction contracts** to secure both local workers (usually 30%) based on zip codes and disadvantaged workers based on individual characteristics (usually 10%). (see p. 20-21 §§3.3, 3.11, 3.12, 3.15 & 3.16)
2. **First Source** is a local hire strategy for **personal service contracts** which allows local workers to be referred for interviews during an initial period (usually 7-10 days) before jobs are listed internally or externally. (see p. 20-21 §§3.1, 3.3, 3.10, & 3.14)
3. **Vocational Worker Programs** provide another Local Hire strategy, this time **for city employment**. Here, local applicants are hired into entry-level pre-civil service classifications, and must either promote or test at a later time into the appropriate civil service opportunity. (see p. 20-21 §§3.4, 3.6, 3.8, & 3.17)
4. **Training Academies** are utilized by the Police Department and the Fire Department. In 2006, the City committed to an increase in the trash fee in order to fund additional police officers. The City has now expanded the number of its police department to 10,000 officers with a commitment to train and replace all attrition. In so doing, over 4,000 new LAPD officers have been trained at the LAPD Academy over the past 8 years, dramatically increasing the race and gender diversity of the department and the focus on constitutional policing. (see p. 20-21 §3.9).





Strategy 4 – Connecting Young People to Jobs - tracks the number of youth, aged 14-17) who attained living wage jobs. (see p. 20-21 §§4.1,4.2, & 4.3). These numbers are far smaller than the 75,000+ youth employment opportunities over the past eight years, as the vast majority of these jobs were first work opportunities paying little more than the minimum wage. These below-living wage work experiences are tracked on page 19.

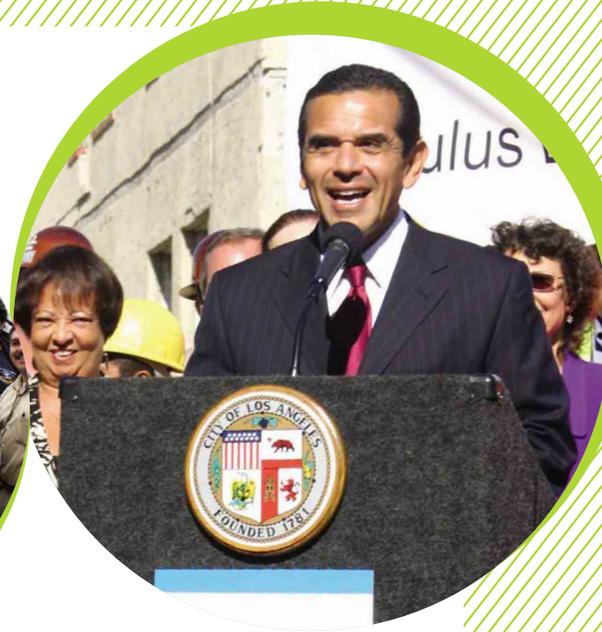


As to Strategy 5-Transitioning Incumbent Workers into Living Wage Jobs-the City, recognizing the growing divide of wealth and poverty, has been supportive of low-wage workers earning a living wage. Under §5.1, the City determined in 2007 that the Living Wage Ordinance did apply to Cabin Cleaners-workers at the Airport who cleaned the cabins of planes between flights, making sure that over 500 individuals received living wages. The City's passage of the Living Wage ordinance for hotels on Century Blvd. raised wage standards for thousands of hotel workers-§5.2. And the contract for security workers in buildings throughout L.A. brought another 5,000 low-wage workers up to a living wage with the City's help-§5.3.



As to Strategy 6-Job Creation (less displacements) - the City's new and existing Economic Development strategies are many and varied. They have included a) substantial retail development efforts (e.g., L.A. Live, Mid-Town Crossing, the pending University Village, etc., using Build LA development consolidation efforts and various loan products); b) small business support (e.g., Business Source Centers, E.D. 14, Local Preference on City Contracts, Bonding Assistance Program); c) job attraction (e.g., 3 year tax holiday, incubator supports, §108 Loan Portfolio Expansion, Enterprise Zone Tax Credits, DWP subsidies); and d) job retention (e.g., Rapid Response Outreach Efforts and items above). They have also suffered under the dismantling of the Community Redevelopment Agency.





There have been a number of economic development successes. The following items are quantified and captured on the scorecard. As to §6.1, CDD has been responsible for the issuance of IDA Bonds and Section 108 Loans, resulting in substantial job growth. As to §6.2, CDD also manages 9 Business Source Centers resulting in measurable business expansion and job growth. And §6.3 quantifies the new living wage permanent jobs created at L.A. Live under the negotiated Community Benefits Agreement. This is a project that was facing a “No Welfare for Billionaires” ballot measure at the start of this administration and required a long negotiation to resolve the dispute which led to the construction of the project and the new jobs documented in this section. The §6.4 computation of the permanent jobs resulting from new construction under relevant Community Benefits Agreements are pending.



CONNECTING YOUNG PEOPLE TO JOBS

The 1-in-5 Study

In 2004, the WIB Youth Council funded a study which determined that 1 in 5 L.A. youth, ages 16-24, or approximately 100,000 individuals, were out-of-school and out-of-work. This landmark report became the basis for much of the youth policy and programs that followed. This new all-in focus on summer jobs produced over 75,000 youth opportunities for L.A.'s youth over the past eight years. This is how it happened.

Hire L.A.'s Youth

One of the first questions asked by the Villaraigosa Administration was how many summer jobs were available from the City for L.A.'s youth. It was discovered that less than 4,000 young people were employed in the summer of 2005 (managed through the City's 13 One Source Youth providers and LA Conservation Corps). It was also determined that half of the dollars for subsidized youth employment were County-provided funds which were about to disappear. Furthermore, it was also learned that New York (albeit, a city, county, and school district), provided over 40,000 summer jobs to their youth. It was also learned that the Federal government had supported over 17,000 summer jobs annually in L.A. up through the mid-1990's and now supported less than 1,000, and they were all at the L.A. Conservation Corp. Thus began the focus on building L.A.'s regional capacity to fund summer jobs. It was branded Hire L.A.'s Youth and together built and partnered with multiple programs over the next eight years to provide 75,000 summer jobs.

Hire L.A. 16-24 Private Placement Program

Starting in the Fall of 2005, CDD and the Mayor's Office pioneered a Hire L.A. 16-24 partnership with the L.A. Chamber of Commerce, providing Community Development Block Grant funding to support a private placement effort with L.A.'s regional employers. The Chamber through its human resource professional arm, along with CDD, conducted Work Readiness Certifications with needs-based students at local high schools and community organizations, preparing young people for a paid summer job. Starting each spring with an Employer Breakfast, local companies were recruited to make thousands of commitments to interview inner city youth for their summer opportunities, and thousands were placed with wages paid by these private employers. This campaign continues to grow.

Learn and Earn

In the Mayor's first budget (2006-07), the Summer Youth Employment Program (SYEP) budget line was doubled from \$2 million to \$4 million, adding a Learn and Earn Program for the summer of 2006 which had been piloted in his Council 14 District. There was a current controversy whereby thousands of LAUSD students were failing



the California High School Exit Exam (CAHSEE) and thus failing to graduate from high school. The Learn and Earn Program incentivized 3 hours of paid CAHSEE prep with 3 additional hours of paid work experience each day. In this way, over one thousand four hundred additional summer jobs were provided each summer leading to thousands of LAUSD students passing the CAHSEE and thus graduating from high school.

L.A. Scholars Program with LACCD

In 2007, the initial \$2 million in SYEP funds was built into a partnership with the L.A. Community College District and branded L.A. Scholars. This summer jobs effort was used to incentivize young people to graduate from our high schools and then bridge them into our 9 local community colleges. For example, L.A. Trade Tech offered two 3 unit courses, one in college readiness and the second in early childhood training. The summer students interned in year-round LAUSD afterschool programs during the summer. Those who passed their college bridge courses with a B grade or better were guaranteed on-going half-time employment in an LAUSD afterschool program during the school year which supported their full-time enrollment at Trade Tech. This same effort was piloted in the development and testing of electronic games, home healthcare, and other fields, providing summer jobs and education to another 1,400 L.A. youth.

L.A. County Support

In exploring ways to bring back County support for summer employment, the County worked with the City and became a major funder of summer youth opportunities, adding up to 1,690 additional summer jobs for inner city youth. This continues in some form over the past eight years.

City Departments

A number of city departments took the challenge to develop or expand their own summer job internships and opportunities including: Public Works, Rec and Parks, Personnel, the Airport, the Port, the Housing Authority, and DWP adding up to 1500 additional youth opportunities.

LAUSD Student Workers

Working closely with LAUSD on both Learn and Earn and other department paid internships, LAUSD brought their student worker opportunities into partnership with the City, adding up to 3,000 more opportunities for inner city youth.



The First Summer Jobs Under ARRA in the Nation

In the late fall of 2008, the country came under the shadow of the Great Recession. City, county, school, and community college budgets were hit hard and the local funding for 2009 summer jobs threatened the program that had grown from 3,886 summer jobs in 2005 to almost 13,000 in 2008, to drop precipitously. The arrival of President Obama and his life-saving American Recovery and Reinvestment Act (ARRA) brought substantial new dollars and summer jobs in L.A. continued to grow. L.A., with its recent summer jobs successes and resulting expertise, became the first city in the nation to rollout their ARRA summer jobs program, working with off track-students from year-round inner-city schools who were in their summer break in May and June of 2009.

ARRA Summer Jobs Save the Day in 2009 and 2010

Summer jobs in L.A., powered by ARRA funds grew to 15,509 youth opportunities in 2009. This included 2,000 youth hired by the U.S. Census Bureau as census outreach workers. By 2010, most of the local funds for summer jobs were dissipating due to budget cuts. In a fortuitous partnership, Federal ARRA Health and Human Services funds were made available through the County for children from families eligible for Temporary Assistance for Needy Families (TANF). Again, the system of 13 non-profit One Source Centers in an extraordinary effort was able to timely find, process eligibility, hire, place and supervise almost 10,000 youth with this new one-time source of funds.

Heroic Efforts but a Major Drop-off

Then came the summer of 2011. The last of the ARRA funds paid for 500 weatherization summer workers funded with Energy Efficiency Conservation Block Grant dollars through the City. The Housing Authority found funding for 700 summer youth in their developments. The Mayor's Office of Strategic Partnerships found private philanthropic dollars to hire 320 youth squad members, ten each at each of the City's 32 parks committed to Summer Night Lights. And the L.A. Chamber's Foundation received grants for summer jobs from Wells Fargo, Bank of America, the Walmart Foundation, Ralphs, AT&T, Citibank and Chase to fund almost 1,000 additional slots. But even with philanthropy doing its best work, 2011 fell to less than 6,000 summer jobs and 2012-13 fell to 5,200. The irony was felt by those who worked in the summer jobs campaigns, watching the funding dissipate as the last LAUSD schools went from year round classes to a traditional calendar for all, putting all our youth on the summer streets as summer jobs became the hardest ever to find.

Hope for Next Year

The 2013-14 City Budget is hoping to grow its Summer Youth Employment Program budget back up from \$1.2 million last year to \$2 million this next year, giving the next Mayor something to build on and bring some hope back to our youth as the shadow from the Great Recession hopefully lifts.

A Thank You To All Our Partners

Having proven your mettle and commitment to L.A.'s youth, we look forward to continuing the work ensuring that youth in Los Angeles have an opportunity to thrive and achieve their dreams. Thank you to our partners and organizations that make the Hire LA Youth program possible:

- Los Angeles Area Chamber of Commerce and its many participating businesses and foundations
- City of Los Angeles Community Development Department and all other participating departments
- State of California Employment Development Department
- County of Los Angeles
- Members of the Los Angeles City Workforce Investment Board and its Youth Council
- Our WorkSource and YouthSource partners
- And the many community based organizations that are Hire LA's Youth partners

HIRE-LA'S YOUTH SUMMER EMPLOYMENT PROGRAM HIRES

PROGRAM	07/01/05 - 06/30/06	07/01/06 - 06/30/07	07/01/07 - 06/30/08	07/01/08 - 06/30/09	07/01/09 - 06/30/10	07/01/10 - 06/30/11	07/01/11 - 06/30/12	07/01/12 - 06/30/13	TOTAL 2005 - 2013
Summer Youth Employment Prog./ L.A. Scholars (City General Fund)	1,290	1,401	1,350	1,301	225*	225**	225	650	6,667
Learn & Earn (City General Fund)		1,413	1,252	1,222	1,714	223			5,824
LA County Funded (Summer Youth Employment, TANF)	1,246	1,531	1,690	1,616	150	9,416	963	447	17,059
Hire LA (Private Sector, Chamber Foundation sponsored)		806	506	1,592	639	384	667	779	5,373
ARRA Funded Programs				1,250	4,730	937			6,917
City Council Pledges (CD 2, 3, 7, 8, 13, 15)							428	200	628
City Departments (City Works, LAWA, Personnel, Port, Public Works, DWP)	60	200	576	1,135	451			300	2,722
Clean and Green	840	1,500	986	933	935	915	807	700	7,616
EECBG Energy Funds							500		500
HACLA General Fund			194	275	145		700	562	1,876
LAUSD			3,000	3,000	4,300	1,321	1,007	1,000	13,628
Recreation & Parks Summer Jobs	450	600	900	776	285	274	162	300	3,747
Summer Night Lights					160	240	320	320	1,040
US Census Bureau				594	2,000				2,594
TOTAL HIRES	3,886	7,451	10,454	13,694	15,734	13,935	5,779	5,258***	76,191

* 2009 – 2010, Summer Jobs were subsidized with ARRA funds and much less City General Fund support.

** 2010 – 2011, Summer Jobs were subsidized with County ECF TANF funds and the balance of ARRA funds.

*** Final 2012-2013 Results thru 06/30/13 being finalized.

Los Angeles Workforce Development Scorecard

ID	A	B	C	D
Placement Activity		Cumulative thru 3/31/13	Cumulative goal 6/30/13	Actual to 8-Yr Goal (B/C)
STRATEGY 1 - SECTOR - BASED WORKFORCE PARTNERSHIPS (with WorkSource Centers)				
1.1	Advanced Manufacturing - CCD/LA Valley College/Aerospace	328	300	109%
1.2	Bankworks - JVS/Banking Industry	509	400	127%
1.3	Biotech - CCD/LA Valley College/Trade Tech	185	200	93%
1.4	ARRA Bridge Programs (Other) - CCD/UAW/MCS/YPI	161	175	92%
1.5	Diesel/Hybrid/Alt-Fuel Mechanics Program - CCD/UAW/Trade Tech	113	100	113%
1.6	Construction Careers - UAW/PV Jobs/Trades (30% of New City Apprentices 7/06-12/12) - New African American Apprentices - 7/06-12/12 (2,271)	3,009	3,000	100%
1.7	ARRA/State Energy Workforce Partnership - State/Clean Energy UAW/Harbor/UCLA LOSH	117	200	59%
1.8	Entertainment - Hollywood CPR - West LA College/IATSE/MCS	68	80	85%
1.9	Healthcare Career Ladders - MCS/SEIU ULTCW/Kaiser/Country Villa/etc.	1,218	1,000	122%
1.10	Healthcare - CCD/WERC	122	100	122%
1.11	ARRA Bridge Healthcare - UAW/Southwest College/WERC	32	50	64%
1.12	Healthcare/EMT + Allied Careers - MCS State/Federal Grant	328	300	109%
1.13	Hospitality Training Program, UNITE-HERE 11/Hotels/UL/JVS	258	380	68%
1.14	Logistics/Transportation, Bus Driver - CCD/MTA	649	550	118%
1.15	Logistics Sector-Entry Level - CCD	135	150	90%
1.16	Logistics/Transportation, Truck Driver - El Proyecto/TOP/IBT JC42	407	300	136%
1.17	NEG - LAUSD Layoffs - MultiSector/WSCs	85	75	113%
1.18	NEG - OJT	70	100	70%
1.19	New Start (Ex-Offender Grant) UAW/UL/CCI/WLCAC	64	50	128%
1.20	Energy Pathway Refinery Program (HACLA)	87	50	174%
1.21	Security Sector - CCD/ESSC (209); CSAC / G4S (143)	352	300	117%
1.22	Utilities (solar, green lighting) - UAW/NECA/IBEW11, 18 (240); CSAC/Solar City (145)	395	300	132%
Sub-Total		8,692	8,240	105%

STRATEGY 2 - STRENGTHEN REGION'S WORKFORCE DEVELOPMENT SYSTEM				
2.1	CDBG Initiative Placements - LITE at VOA	155	150	103%
2.2	Pathways Out of Poverty/ARRA	62	50	124%
2.3	WorkSource Case Managed	10,138	12,000	84%
2.4	WorkSource Universal Access	144,445	96,000	150%
Sub-Total		154,800	108,200	143%

STRATEGY 3 - LEVERAGE PUBLIC SECTOR HIRING AND CONTRACTING				
3.1	CDD/FamilySource CSBG-ARRA	925	800	116%
3.2	CRA Local Hiring (above 12% baseline)	1,579	1,200	132%
3.3	DWP First Source Hiring	Pending		

3.4	DWP Vocational Workers - Utility Precraft Trainees/Repower L.A.	85	100	85%
3.5	DWP Energy Efficiency SBDI	390	300	130%
3.6	General Services - Green Retrofit & WorkSource Program	45	40	113%
3.7	HACLA (housing residents hired under §3)	1,063	1,000	106%
3.8	LA CityWorks (other voc worker programs)	278	500	56%
3.9	LAPD New Hires thru Academy	3,061	3,500	88%
3.10	LAWA FirstSource Hiring	1,243	1,000	124%
3.11	LAWA Local Hiring (above 12% baseline)	1,256	1,000	126%
3.12	MTA Targeted Hiring (above 12% baseline)	200	300	67%
3.13	Neighborhood Stabilization Fund - LAHD	109	100	109%
3.14	Port of LA First Source Hiring	88	200	44%
3.15	Port Local Hiring (above 12% baseline)	748	1,000	75%
3.16	Public Works - Local Hiring (above 12% baseline)	2,258	2,000	113%
3.17	Recreation and Parks - Smart Irrigation	57	60	95%
	Sub-Total	13,385	13,100	102%

STRATEGY 4 - MOVE YOUTH INTO SELF-SUFFICIENCY

4.1	Hire LA Placements	5,147	5,000	103%
4.2	OneSource/YouthSource Placements	828	800	104%
4.3	Reconnections Academies - not listed above	47	50	94%
	Sub-Total	6,022	5,850	103%

STRATEGY 5 - TRANSITION INCUMBENT WORKERS INTO LIVING WAGE JOBS

5.1	Cabin Cleaners - Airport	510	500	102%
5.2	LAX LW Hotel	3,414	2,861	119%
5.3	Security - Building Services	5,150	5,000	103%
	Sub-Total	9,074	8,361	109%

STRATEGY 6 - JOB CREATION (less displacements)

6.1	IDA Bond Issuances (347)/Section 108 (1,1496)	1,496	1,400	107%
6.2	BusinessSource/Entrepren. & Business Growth	2,509	2,000	125%
6.3	LA LIVE	4,220	3,200	132%
6.4	Permanent Jobs on New Construction with CBA	Pending		
	Sub-Total	8,225	6,600	125%
	GRAND TOTAL	200,198	150,351	134%

Strategies 1, 2 & 4 - Majority of placements are reported through the State's Job Training Automation database and reconciled against State base wage file data. WorkSource Universal Access placements are based on a 3rd-party survey of universal access clients by Cal-State University - Northridge, Dept. of Management, Richard W. Moore, Ph.D

Strategy 3 - All placements are reported directly by City Departments and/or the Bureau of Contract Administration.

Strategy 5 - Numbers reflect initiatives supported by the Mayor's Office.

Strategy 6 - Numbers reported by Mayor's Business Team and CDD's economic development group

Note: The L.A. WIB Website provides a definitions section following the Scorecard

PICKING UP SPEED

L.A. Workforce Systems Collaborative 2007 – present

Background

In June 2007, on the occasion of L.A. Trade-Technical College and regional partners creating the Regional Economic Development Institute (REDI), regional workforce leaders agreed to meet regularly to build the Los Angeles Workforce Systems Collaborative. The initial commitment was to develop a comprehensive economic and workforce development system in the City of Los Angeles to meet the employment and educational needs of our region's low income and underserved communities. In the following year, the Collaborative expanded to support a countywide regional workforce development system composed of top leadership from the City of Los Angeles WIB, Mayor's Office, and CDD, the L.A. County WIB, the L.A. Chamber of Commerce, the L.A. County Federation of Labor, the L.A. Community College District, the L.A. Unified School District, the L.A. Economic Development Corporation, the Employment Development Department, and the United Way

The Systems Collaborative is focused on leveraging the collective and individual assets of these systemic partners to create pathways to high demand, high growth industries, and sustainable careers to ensure the economic competitiveness of the Los Angeles region.

The consensus strategies adopted by the Systems Collaborative are:

- A) Support for demand-driven industry sector workforce training initiatives across all institutions and partners, focusing on the eight sectors chosen by the City WIB.
- B) A commitment to strengthening the region's workforce development system through systems integration, including co-locations, joint grant applications, joint research and partnerships wherever possible.
- C) A focus by all partners together and separately to connect young people to employment opportunities and career possibilities.
- D) A commitment to joint promotion and joint advocacy efforts.



The following is a summary of key accomplishments since the Collaborative's launch in 2007:

Outcome #1: Genuine and Enthusiastic Communication and Collaboration

Recognizing the urgency to significantly improve the effectiveness of the area's workforce development system, the Collaborative meets monthly to plan, shape and implement joint workforce development initiatives, grant applications, and engage in systems building discussions to strategically align resources, maximize organizational capacities and achieve a new level of efficiency and collaboration. This was especially important to take advantage of the competitive grants available through ARRA, and a number of these partnerships are continuing.

Outcome #2: The Development of the Sector Intermediary Strategy

The Collaborative developed the concept of Industry Sector Intermediaries aware that industry partners were pulled by many small scale training partnerships, often losing interest and focus. As a result, broad at-scale industry participation in demand-driven sector training is rarely developed and sustained.

In an attempt to truly involve business (and Labor where relevant), the idea of single working groups per sector or sub-sector, led by entities called Sector Intermediaries, was embraced. A rubric defining High Functioning, Functioning, and Unacceptable/Low Functioning leadership in various aspects of the four primary intermediary responsibilities of planning, convening, connecting/brokering, and measuring/evaluating was developed and supported.

This work led to an RFP (request for proposal) by the City WIB with a commitment to joint funding by the County WIB. Several Sector Intermediaries, in Bio-Med, Construction, Healthcare, and Utilities, were funded and this experiment remains a work in progress.

Outcome #3: Co-leveraged Assets Increased Access and Impact

The Collaborative has supported systems integration, promoting the co-location of WorkSource Centers within community college and school district facilities. Under the co-location scenario, school districts and community colleges become the presumptive deliverers of training to Workforce Investment Act (WIA) customers. For example, the City's Hollywood WorkSource Career Center is located at L.A. City College as a single point of entry for the surrounding community to access a large network of workforce development services and the Harbor Area's YouthSource Student Recovery Center is now located at Harbor College.

Outcome #4: A Deeper Understanding of the Role of Both Business and Labor in the Task of Workforce Development

The Collaborative supported the Transportation Opportunity Program, a joint effort of key trucking

companies and industries in partnership with IBT, Joint Council 42, to address shortages in the trucking industry, pre-Recession. It studied the role of apprenticeship in Europe in training for middle skill jobs, learning from construction apprenticeship locally. And the Collaborative supported the development of negotiated Taft-Hartley Training Funds (e.g., for janitors, security workers, entertainment employees, and hotel workers) to develop funding sources beyond the limited WIA resources in order to bring training to scale.

Outcome #5: Expanded Regional Youth Summer Jobs

The Collaborative was helpful in supporting co-investments in the City's regional youth employment campaign, HIRE-LA. This is a program that targets young adults between the ages of 16 – 24 and places them in local public or private sector employment to obtain full-time or part-time summer employment. The Collaborative helped build support for several summer job efforts: Learn and Earn (a partnership between the City and LAUSD); L.A. Scholars (a partnership between the City and LACCD), HIRE-LA 16-24 (a partnership between the City and Chamber businesses and philanthropy), and additional City-County summer youth efforts. Overall, 75,000 young adults have been hired over the past eight years, a major advance over previous efforts.

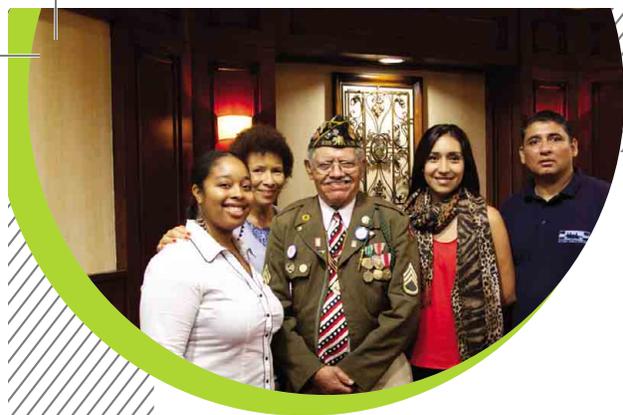
Outcome #6: Research in Support of Adult Education

In the summer of 2012, facing continuing budget challenges to its core K-12 commitments, the LAUSD redirected much of their funding from Adult Education. Funds that had once been required to educate our adult populations were made flexible and the District funding for English as a Second Language, Career Technical Education, and Lifelong Learning went from \$240 million to \$105 million. LAEDC worked with the Weingart Foundation to secure financial support for a Systems Collaborative process that made recommendations on the challenges caused by this disinvestment, the issue of governance, and how the remaining dollars could be best invested. (See LINK to the report at UNITE-LA).

Outcome #7: A Commitment to Joint Advocacy

The development of joint strategies, cross-organizational position papers, and multiple party legislative visits on key workforce initiatives, challenges, and legislation was instrumental at Access D.C., Sacramento, and L.A.

For more information, please contact Alma Salazar at 213.580.7566 or asalazar@lachamber.com or visit www.lawsc.org.



ARRA Funds Help Build the System (2009 – 2011)

With \$45 million in annual WIA formula funds in place to support the system, \$44 million additional WIA support from the American Recovery and Reinvestment Act (ARRA) between mid-2009 and mid-2011 was perfectly timed to take advantage of the new focus on training and youth employment. These funds were divided \$22 million for Adults and Dislocated Workers, \$20 million for Youth, and \$1.5 million for Rapid Response.

The Community Development Department developed innovative approaches supported by the WIB and the City to maximize results. New Requests for Proposal (RFP's) brought in additional training partnerships expanding the number of WorkSource Centers involved in sector training. ARRA funds supported previously identified sectors, Bridge Programs (Basic Skills Programs contextualized for sectors), and Reconnections Academies (using Adult and Youth dollars to serve the hardest to serve 18-24 year old disconnected youth with targeted sector training partnerships and subsidized placements). The results were impressive.

New and Existing Training Programs Funded with ARRA

A third round of funding was provided for the MTA/CCD Bus Driver's Training Program, the Transportation Opportunity Program's (TOP's) Trucking Industry effort with El Proyecto del Barrio (also supporting its move to Watts), and JVS's BankWorks (see previous explanations from 2006). The following sector training programs were added or awarded to new bidders.

Security

Identified by the WIB in 2005, the Security Sector received its first WIB support in 2009. Community Career Development (CCD) implemented the Private Security Officer Guard Training and Placement Academy, funded by the City of Los Angeles, with additional support from E.D.D.'s Veterans Employment-Related Assistance Programs. It is a 94 hour Private Security Guard Training providing support for securing the California Bureau of Security and Investigative Services Guard Card and related job placement support.

WorkSource Center: Community Career Development
Employer Partners: LA LIVE, Wackenhut, Brinks Guardsmark, others
Training Partner: Employed Security Service Center
Initial Bridge Partner: LA Valley College
Results: 209 Placements (see p. 20-21 §1.21)

An additional 143 Security Sector placements have been made by Chicana Service Action Center (CSAC), in partnership with G4S (see p. 20-21 §1.21).

Note: Over 5,000 lower paid building security workers unionized. Federal WIA dollars cannot support employment opportunities whose wage at placement is below a living wage. The Security Officers Union of Los Angeles (SOULA) now has a contract that pays living wages, is negotiating the funding of a Taft-Hartley Training Fund and a training partnership at scale is possible. (See p. 20-21 §5.3)

Advanced Manufacturing - Biotech

Community Career Development (CCD), together with LA Valley College (LAVC) and Los Angeles Trade Technical College (LATTC), developed an innovative high-tech vocational training and job placement program specifically for Baxter Healthcare and Grifols Biologicals. Vocational training is conducted on campus, leading to placements as Biomedical Technicians, Lab Research Assistants, management, admin, and IT.

WorkSource Center: Community Career Development

Employer Partners: Baxter Healthcare and Grifols Biologicals

Training Partners: LAVC, LATTC

Results: 185 placements (see p. 20-21 §1.3)

Hospitality/Tourism

Identified by the WIB in 2005 as a sector for investment, an initial Innovation Fund grant supported a restaurant partnership between the Culinary Arts Program at LATTC, the UAW/Southeast-Crenshaw WSC, and Santee High School. A hotel training effort was led by MCS in partnership with LA City College and several Hollywood Hotels. These partnerships did not outlive the funding. A rebid of this sector using ARRA funds supported a new start.

Phase 2 – 2009-present – Seeing the need to grow beyond boutique programs only funded with WIA dollars, UNITE-HERE Local 11 and their signatory hotels bid, identifying \$1.2 million available in their Taft-Hartley Training Fund. Co-funding by the WIB and the joint training fund has produced.

WorkSource Partner: Initially, JVS and Urban League

Labor-Management Partner: Hospitality Training Program

Labor Partner: UNITE-HERE, Local 11

Employer Partners: Renaissance, Radisson-LA, HMS Host, many others

Additional Training: West L.A. College, LATTC Culinary Arts Academy

Results: 258 placements/promotions (see p. 20-21 §1.13)

Note: The success of this work has inspired the hotels and union to increase the joint contribution from a penny per members per hour to 5 cents per member per hour (10 cents at LAX). These Taft-Hartley negotiated Training Funds create the hope of moving a somewhat underskilled workforce beyond boutique training efforts to begin to truly train at scale.



Utilities

Also identified in 2005, ARRA supported additional funding in the utilities sector. The UAW Southeast-Crenshaw WSC partnered with the Electrical Training Institute (ETI), the National Electrical Contractors Association (NECA), IBEW 18 representing DWP, IBEW Local 11, and the UCLA Labor Center to manage the Los Angeles Advanced Utilities Lighting and Solar Program. Out-of-work journey-level workers and apprentices were prioritized for all advanced lighting and solar opportunities after certification.

WorkSource Partner: UAW Southeast-Crenshaw WSC

Labor-Management Partners: NECA, DWP JTI

Labor Partners: IBEW 11, IBEW 18

Results: 240 placements/promotions (see p. 20-21 §1.22)

Note: The Chicana Service Action Center placed an additional 145 clients with Solar City.

Bridge Programs

As the Great Recession progressed, the WorkSource Centers became inundated with jobseekers. Foot traffic jumped from 130,000 clients in 2006-07 to more than 180,000 clients in 2010-11, visiting on average 2.4 times. In order to best serve the majority of the clients who walked through the doors, Basic Skills training needed to be added prior to enrollment in a Sector Training Program. ARRA funds made these Basic Skills or Bridge Programs possible.

A number of WorkSource Centers were awarded Bridge Training contracts. The highlights include:

1. The UAW built the **Allied Health Essential Skills Program**, in partnership with LA Southwest College and the Worker Education Resource Center (WERC). Core employers included: LA County Dept. of Health Services, Kaiser Permanente, and Bruis Management. (see p. 20-21 §1.11)
2. CCD provided initial funding for the Educational Bridge effort for Diesel Mechanics in the Transportation Sector. Both LATTTC and LAVC provided the training, and UAW joined CCD in providing the WIA-supported funding, recruitment, case management, supportive services and placement services. The training progressed from basic mechanics training to a **Diesel/Hybrid/Alt-Fuel Mechanics Training Program**. (see p. 20-21 §1.5)
3. MCS used their long experience in the healthcare arena to create their **Educational Healthcare Bridge Program**. (see p. 20-21 §1.4)
4. The Youth Policy Institute was able to leverage their ARRA healthcare grant to create their educational bridge program, the **Health Career Advancement Academy**. (see p. 20-21 §1.4)





Reconnection Academies

With a focus on the hardest to place disconnected youth ages 18-24, the City took advantage of the flexibility allowed with ARRA Youth and Adult dollars, requesting partnerships to serve these out-of-school and out-of-work young people. Each Sector-based Reconnections Academy combined education training with subsidized work experience to help reconnect these youth to employment. A number of innovative partnerships found success for these young people in the middle of the Great Recession.

1. Co-located at LA City College, MCS was again successful in utilizing their training expertise in healthcare and the allied fields to build a successful **Reconnections Academy for Certified Nurse Assistant licenses and Certified Home Health Aide licenses**. (see p. 20-21 §4.3)
2. The Housing Authority of the City of Los Angeles (HACLA) built the **Reconnections Academy Consortium of South Los Angeles (RACSLA)** with a focus on construction projects within the public housing developments training 18-24 year old residents. Construction took place at Jordan Downs, Nickerson Gardens, Avalon Gardens, Imperial Courts, Gonzague Village, and Pueblo del Rio. (see p. 20-21 §3.8)
3. The Arbor Employment and Training Center of Canoga Park-West Hills also developed an innovative effort in **healthcare allied fields**. (see p. 20-21 §4.3)

2009 – present

The Use of CDBG Funds to Build Complementary Family Source and Business Source Systems

In 2009, after focusing its attention on rethinking the workforce system, CDD set its sights on redesigning the Family Development Network and Youth and Family Centers to create a more uniform and complementary system of 21 Family Source Centers which became focused on income supports for families and education supports for our youth.

The first step in the process was for the WIB to contract with the Economic Roundtable to understand fully where poverty is concentrated in the City of Los Angeles. “Concentrated Poverty Neighborhoods” (CPN’s) were mapped throughout L.A. and several aberrations stood out. For example, it was learned that poverty in L.A. was concentrated more than anywhere else east of the Harbor Freeway, south of the 10 Freeway, and north of Century Boulevard. It was also determined that there were no WorkSource Centers, YouthSource Centers, Family Development Networks, Youth and Family Centers, or Community Colleges providing services in this huge geography.

Following the effort to concentrate services where the need was greatest, pioneered by the LAPD thru Compstat (“putting cops on the crime dots”), GRYD (concentrating gang reduction prevention and intervention programs in the 12 GRYD zones where gang crime was highest), the Mayor’s Partnership for L.A. Schools (PLAS-taking on the District’s worst-performing schools), the Request for Proposals required bids for two new Family Source Centers in this particularly underserved area of the City.

While WorkSource Centers became the City’s non-profit link to the Community Colleges, and YouthSource Centers became the City’s non-profit link to LAUSD, Family Source Centers became the key non-profit link to the County. A single application process worked to connect families to key County and City program supports, be it Cal-Fresh (food stamps), Healthy Families, Bank on L.A., EITC (Earned Income Tax Credits) bringing VITA sites-Voluntary Income Tax Assistance- to the Family Source Center. Within a year, the \$17 million invested in this federally supported system was already putting more than that amount in the hands of L.A. families and the cost-benefit continues to grow. And the Family Source Centers have continued to develop partnerships with non-profits providing education supports to the children in these families, connecting to the soon-to-be created YouthSource system.



Family Source Centers

Lucille Beserra Roybal FSC

1505 E. First St.
Los Angeles, CA 90033-3958
Phone: 323-526-3033

EL Centro de Ayuda Corp.

3467 Whittier Blvd.
Los Angeles, CA 90023
Phone: 323-265-9228

New Economics for Women

21400 Saticoy St.
Canoga Park, CA 91305
Phone: 818-887-3872

Cypress Park FSC

929 Cypress Avenue
Los Angeles, CA 90065-1134
Phone: 323-226-1682

El Centro del Pueblo

1157 Lemoyne St.
Los Angeles, CA 90026
Phone: 213-483-6335

Youth Policy Institute

1075 N. Western Ave.,
Suite 110.
Hollywood, CA 90028
Phone: 323-688-2802

Barrio Action YFC

4927 Huntington Dr., Ste. 200
Los Angeles, CA 90032
Phone: 323-221-0779

El Nido Family Centers

13460 Van Nuys Blvd.
Pacoima, CA 91331
Phone: 818-830-3646

Pacoima FSC

11243 Glenoaks Blvd., Ste. 3
Pacoima, CA 91331-7311
Phone: 818-834-5179

Tom Bradley FSC

5213 W. Pico Blvd.
Los Angeles, CA 90019-4041
Phone: 323-692-0669

New Economics for Women

6931 Van Nuys Blvd. Ste. 201
Van Nuys, CA 91406
Phone: 818-786-4098

The Children's Collective, Inc.

3655 S. Grand Ave., Ste. 280
Los Angeles, CA 90007
Phone: 213-747-4046

Coalition of Mental Health Professionals, Inc.

9219 S. Broadway Ave.
Los Angeles, CA 90003
Phone: 323-777-3120

1736 Family Crisis Center

2116 Arlington Ave. Ste. 220
Los Angeles, CA 90018
Phone: 323-737-3900

Community Build

8730 S. Vermont Ave.
Los Angeles, CA 90044
Phone: 323-789-9950

Bradley Milken FSC

1773 E. Century Blvd.
Los Angeles, CA 90002-3051
Phone: 213-473-3607

Watts Labor Community Action Committee

958 E. 108th St.
Los Angeles, CA 90059
Phone: 323-249-7552

Latino Resource Organization

5075 S. Slauson Ave.
Los Angeles, CA 90230
Phone: 310-391-3457

Central City Neighborhood Partners

501 S. Bixel St.
Los Angeles, CA 90017
Phone: 213-482-8618

Toberman Neighborhood Center

131 N. Grand Ave.
San Pedro, CA 90731
Phone: 310-832-1145 x 106

Oakwood Family Resource Center

3910 Oakwood Ave.
Los Angeles, CA 90004
Phone: 323-953-7356

Business Source

Barrio Planners, Inc. (East)

5271 E. Beverly Blvd.
Los Angeles, CA 90022
Phone: (323) 726-7734

Pacific Asian Consortium in Employment (Central/West)

1055 Wilshire Blvd, Suite 900
Los Angeles, CA 90017
Phone: (213) 353-1677

Vermont Slauson Economic Development Corp (South)

1130 W. Slauson Avenue
Los Angeles, CA 90044
Phone: (323) 753-2335

Managed Career Solutions, Inc. (Harbor)

455 W. 6th St.
San Pedro, CA 90731
Phone: (213) 381-3110

Managed Career Solutions, Inc. (Hollywood)

4311 Melrose Ave.
Los Angeles, CA 90029
Phone: (909) 528-3588

Managed Career Solutions, Inc. (Koreatown)

1819 S Western Ave
Los Angeles, CA 90006
Phone: (909) 528-3588

Valley Economic Development Center (North Valley)

13172 Van Nuys Blvd.
Pacoima, CA 91331
Phone: (818) 907-9977

Valley Economic Development Center (West Valley)

18645 Sherman Way, Suite 114
Reseda, CA 91335
Phone: (818) 907-9922

ICON CDC (South Valley)

8248 Van Nuys Blvd.
Panorama City, CA 91406
Phone: (818) 899-3636



Similarly, CDD redesigned the old L.A. BAP (Business Assistance Program) into Business Source, creating 7 centers focused on small business supports, integrated with other City services. This new system is able to assist businesses in navigating City services such as permits, regulations, certifications (MBE/WBE/SBE/LBE), and utilities. They can explain the new 3-year Business Tax Holiday for new businesses in L.A., and the Local Procurement Preference. They can provide access to capital through \$108 Loans, New Market Tax Credits, connection to the SBA, and more traditional services. It is also integrated to the LA WorkSource system for Human Resources assistance and training needs. They also have a menu of specific and consistent business services such as entrepreneurial training and workshops, city procurement information, bonding assistance, marketing, and financial management. Other services include: one-on-one business consulting by professional consultants, marketing of federal, state and local business incentives, training in Federal, State and Local procurement rules and requirements, and access to the Business Assistance Virtual Network (BAVN) registration for all L.A. City contract opportunities. The Council and Mayor have expanded the number of Business Source Centers to 9.

2010-present

The Redesign of Youth Programs to Focus on Student Drop-out Recovery

by Robert Sainz, LA CDD, Assistant General Manager*

The City of Los Angeles Community Development Department, the Los Angeles Unified School District, and the Los Angeles Workforce Investment Board have been working together in partnership on building a high school student drop-out recovery system. There probably is no greater or intractable problem in most urban areas than the crisis proportion of high school dropouts, especially impacting the social, health, and economic outcomes of young men of color. High school drop-outs incur severe social and economic costs and additionally have lasting costs to their families and communities.

According to a WIB-contracted study with Northeastern University in 2009, the lifetime earnings of an average L.A. high school student who does not complete are \$697,000, while the average L.A. high school graduate will earn \$1,151,000. Those who earn a college degree will average \$2.43 million and a Masters, \$3.52 million. Professor Paul Harrington also determined the cost to city taxpayers each time an L.A. student drops out of high school at \$292,000, for both lost contributions and costs back onto the public system.

Although there have been many valiant attempts to develop high school drop-out recovery programs, the significant divestment in available public resources, and the scale of the problem requires public entities to engage in "system building". In the City of Los Angeles, there are over 18,000 identified high school students out of school in a given semester, and nearly 100,000 young people out of school and out of work between the ages 16 - 24.

**In 2009, Robert Sainz, CDD, was awarded a Durfee Fellowship from the Stanton Foundation to rethink the city's work with youth. His time with the city was bought by the foundation to give him time to read, investigate and plan this powerful alignment strategy with LAUSD.*

Through a grant by the Stanton Foundation and support by the Mayor's Office, City Council, and LAUSD Board members, a series of initiatives to build a comprehensive system to recover high school and middle school drop-outs was initiated in 2010. Through this planning and community engagement process, the City was able to realign its youth Workforce Investment Funds, gain co-investment by LAUSD and other partners, and was able to fully implement a newly created system to return high school dropouts to an educational setting, and to the workplace. The YouthSource system was created.

In July 2012, after a full bid process, the City of Los Angeles formally approved 13 YouthSource Centers - "dropout recovery centers" with the co-location of certified LAUSD student counselors who know each student and have access to determine the attendance and grades of those who are returned to the classroom. The centers are located in the high risk areas of the city and are predominately operated by community based non-profit organizations.

Described below are the joint goals and preliminary outcomes towards building a long-term solution to this very complex education and societal issue.

Joint Goals

- 1) The process goal is to build and sustain a high school dropout recovery system for the City of Los Angeles and Los Angeles Unified School District utilizing an integrated approach of resources, planning and coordination.
- 2) The outcome goal is to decrease the number of high school dropouts in the City and increase the number of former students returning to an educational program.

Preliminary Outcomes

A key component of success of this joint effort is to implement strategies that result in greater cohesion in mission, greater number of students returned to school, and greater value added from each of the partners. Each of these efforts benefitted from joint funding and mutual support and have so far created the following outcomes.

- 1) Supported an annual community-wide volunteer high school dropout recovery community initiative - "Student Recovery Day" on an annual basis, and an on-going volunteer mentor program established for those recovered students. We have held three joint City and LAUSD Student Recovery Days with over 800 students re-enrolled each time.
- 2) Developed 13 highly identifiable dropout recovery centers throughout the City of Los Angeles with the co-location of city Workforce Investment Act (WIA) funded programs, Los Angeles Unified School District (LAUSD) supported programs, and the Los Angeles Harbor Community College. (see page 39, for listing)



ENTERTAINMENT



- 3) Received a \$12 million federal Department of Labor Workforce Innovation Fund Grant to expand the program to three additional YouthSource sites and included additional counselors and dropout recovery staff specialists in LAUSD to engage in this work.
- 4) Developed a web-based comprehensive database of current high school dropout recovery programs. No such comprehensive database exists in any of the institutions in the City.
- 5) Coordinating secondary and community college pathway programs for all out of school programs at point of entry within the YouthSource Centers, and the development of additional metrics to track the total number of students returned to school.
- 6) Increasing access to educational opportunities. In the first seven months of the new system, including start-up time, the system has outreached to over 5,000 young people; over 3,000 have been assessed to return to school; and over 2,100 have enrolled in the Youth WIA program. To date, over 800 youth have been returned to school.
- 7) Coordinating with Department of Family and Children Services to provide workforce and educational assistance to all Foster Care Youth aging out of foster care (AB 12 population).

This student recovery system is now being adopted by the County of Los Angeles and is being reviewed nationwide.

2012 – The Refunding of Sector Training Programs – Entertainment

Entertainment

With the addition of ARRA-funded targeted sector training efforts, Bridge Programs and Reconnections Academies, the 2011 Re-Bid of the Sector Training Programs, allowed for the most productive to be refunded and the addition of the final sector identified by the WIB in 2005, Entertainment.

WorkSource Partner: Hollywood WSC/Managed Career Solutions

Non-profit Partner: Hollywood Cinema Production Resources (Hollywood CPR)

Training Partner: West L.A. College

Labor Partner: IATSE

Employer Partners: Most Regional Studios

Results: 68 placements already, with 80 individuals still in the program (see p. 20-21 §1.8)

2013 – The Creation of the Department of Economic (and Workforce) Development

Community Redevelopment Agencies statewide and the CRA in L.A. were all shut down through the 2011 state budget. This created the opportunity to build an Economic Development Department in the City of Los Angeles. Outside experts were contracted to look at best practices nationwide and proposed a new department that combined the financing programs and Business Source system at CDD, the workforce development activity also at CDD, with the BID's oversight, the surplus property work at the General Services Department, and the Small Business Office in the Mayor's Office, along with several other efforts spread throughout the city. It was also proposed the new Economic Development Department, in order to focus its capacity, spin off the other CDD community programs such as the Family Source Centers, the Domestic Violence Shelter Operations, the Human Relations Commission, the Commission on the Status of Women, the Commission on Community and Family Services along with the oversight of the Consolidated Plan (overseeing and proposing the apportionment of HUD dollars), and a number of other functions to other departments.

The Mayor's 2013-14 L.A. budget proposes the new Economic Development Department as described above. The great majority of the funding for this department will be focused on workforce development, at least initially, until additional funding sources for economic development are created. The programs at CDD which are not laser-focused on economic and workforce development, as described above, are proposed for consolidation with the L.A. Housing Department (LAHD) to create a new department of Housing and Community Services.

2013 – The \$13 Million National Emergency Grant

Working with the South Bay WIB, CDD has contracted to connect another 2,000 individuals who were laid off by a host of employers during the Great Recession and train them and get them back to work. The \$13 million of funds are WIA Dislocated Workers funds that were not being utilized by a number of other California jurisdictions.

Because of the fast twelve month timeline for completion, each WorkSource Center has determined how many dislocated workers they can train given their available training partnerships and their past ability to successfully implement Individual Training Accounts (ITAs). With private sector employers, a portion of these funds can be used for On-the-Job (OJT) training, paying up to 90% of the wage during a fixed initial period.

This is a significant opportunity to get another 2,000 laid-off Angelenos back to work and will be celebrated on the day this booklet is first distributed.



Moving Forward (2013 and beyond)

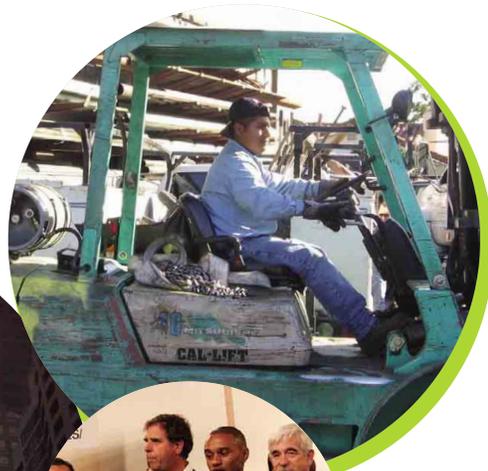
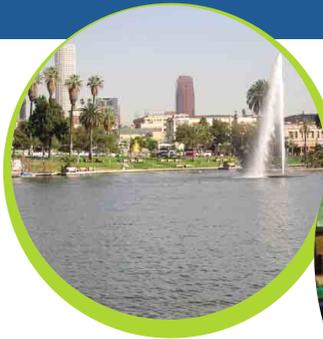
There are numerous lessons that have been learned over the past eight years, such as the value of building collaborative systems including sector-based partnerships, the importance of employer participation in creating the curricula and pipelines, the role of public training providers, and the value of Labor in bringing training partnerships to scale. The Great Recession has taught painful lessons as well, related to the loss of partnerships, pipelines, and jobs once counted on. And the national political environment continues to threaten disinvestment when investment in workforce development seems so essential.

There is much work to be done, in continuing to fund and build the training partnerships, finding ways to identify and co-invest in sector intermediaries, and addressing communities of particular need be they veterans, homeless, or the disabled. And we must keep the momentum moving forward while navigating the creation of a new department which will need to fully understand this work we call workforce development.

A lesson learned is that leadership matters. Through the joint leadership of the Mayor's Office, City Council, the WIB, CDD, LA Chamber, LAUSD, LACCD, and many other partners, the City has weathered a once in a generation recession, painful national and local budget cuts, and staggering drops in private sector employment. Through the efforts, tens of thousands of residents were retrained in new professions, tens of thousands utilized our city resources, tens of thousands were returned to high school or community college, thousands of employers received assistance in finding talent and hundreds of community organizations were woven together in the efforts.

Most importantly, the collective leadership of Los Angeles was able to give HOPE and OPPORTUNITY in some of the darkest economic times of this region. It is the responsibility of the incoming mayoral and council leadership to continue building the workforce community, and its systems of support.





INTRODUCTION TO THE WIB

The City of Los Angeles Workforce Investment Board (WIB) has an annual budget of nearly \$50 million in public funds. Board members are appointed by the Mayor from the leadership ranks of the education, economic development and organized labor sectors as well as other key figures in the Los Angeles economy.



In fall 2007, the WIB adopted six Workforce Development Strategies to support its mission to ensure that businesses have access to a trained workforce and workers have access to quality jobs.

Employing these strategies with an emphasis on worker training programs has enabled the WIB to improve the resources available to the City's workforce and to the business community.

As the City continues to face unprecedented economic challenges, the framework the six strategies provide will continue to be instrumental in addressing the job training and placement needs of the City's low-income residents and dislocated workers.

L.A. FAST FACTS



LAND

469

Square miles in Los Angeles City

4,060

Square miles in Los Angeles County

("Quick Facts" U.S. Census)

EDUCATION

73.9%

City residents with a high school diploma/GED or higher

30.5%

City residents with a bachelor's degree or higher

("ACS" U.S. Census)

POPULATION

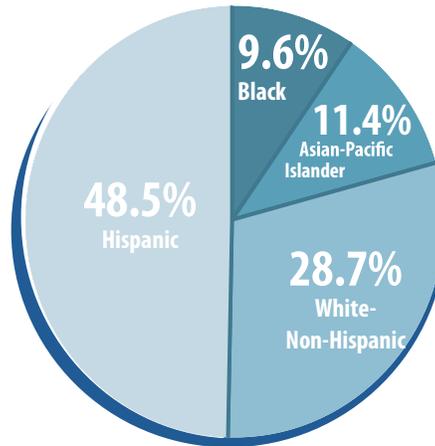
3,819,702

People in L.A. City (2011)

9,889,056

People in L.A. County (2011)

("Quick Facts" U.S. Census)



ECONOMY

TOP INDUSTRIES IN THE CITY OF LOS ANGELES

129,537

Manufacturing workers in L.A. City

29,959

Apparel workers

12,698

Fabricated Metal Product Workers

12,813

Computer and Electronic Product Workers

11,455

Food Manufacturing Workers

(Data from Economic Census, 2007)

L.A.'S ECONOMY IS LARGELY DRIVEN BY INTERNATIONAL TRADE AND INVESTMENT

The Customs District—home to the ports of Los Angeles and Long Beach, Port Hueneme and Los Angeles International Airport (LAX)—is the **largest in North America**, and the **fifth-busiest in the world**.

403.4 million

The value of two-way trade passing through the Los Angeles County Customs District in 2012

Los Angeles also includes the **largest Latino Population** outside of Latin America and the **largest Asian population** outside of Asia.

(LAEDC) ("ACS" U.S. Census)

FIND A WORKSOURCE CENTER

WorkSource Centers are the core of the adult portion of the Workforce Development System. They provide a full range of assistance to job seekers under one roof, including career counseling, job listings, labor market information, training referrals and other employment-related services.

DOWNTOWN AND CENTRAL

1 DOWNTOWN WORKSOURCE CENTER

Chicana Service Action Center
315 W. 9th St., Ste. 101
Los Angeles, CA 90015
(213) 629-5800
TTY: (213) 430-0660

2 CHINATOWN WORKSOURCE CENTER

Chinatown Service Center
767 North Hill St., Ste. 400
Los Angeles, CA 90012
(213) 808-1700
TTY: (213) 808-1719

3 WESTLAKE WORKSOURCE CENTER

Pacific Asian Consortium in Employment
1055 Wilshire Blvd., Ste. 900 A
Los Angeles, CA 90017
(213) 353-1677
TTY: (213) 353-1685

4 THE LIVING INDEPENDENTLY THROUGH EMPLOYMENT PORTAL

628 San Julian St.
Los Angeles, CA 90014
(213) 623-1173

HARBOR

5 HARBOR WORKSOURCE CENTER

Pacific Gateway WIN
1851 N. Gaffey St., Ste. F
San Pedro, CA 90731
(310) 732-5700
TTY: (310) 732-5714

HOLLYWOOD AREA

6 HOLLYWOOD WORKSOURCE CENTER

4311 Melrose Ave.
Los Angeles, CA 90029
(323) 454-6100
TTY: (323) 454-6196

LOS ANGELES METRO

7 WILSHIRE-METRO WORKSOURCE CENTER

Community Career Development, Inc.
3550 Wilshire Blvd., Ste. 500
Los Angeles, CA 90010
(213) 365-9829
TTY: (213) 368-0047

NORTHEAST LOS ANGELES

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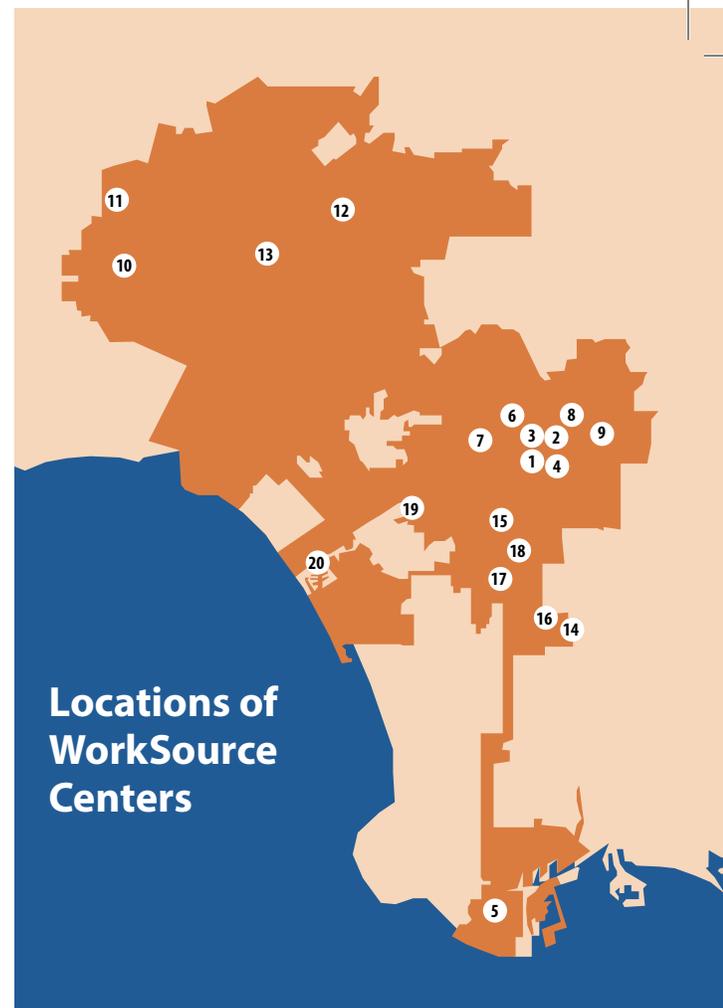
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Locations of YouthSource Centers



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 LMID's 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 2011¹, 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

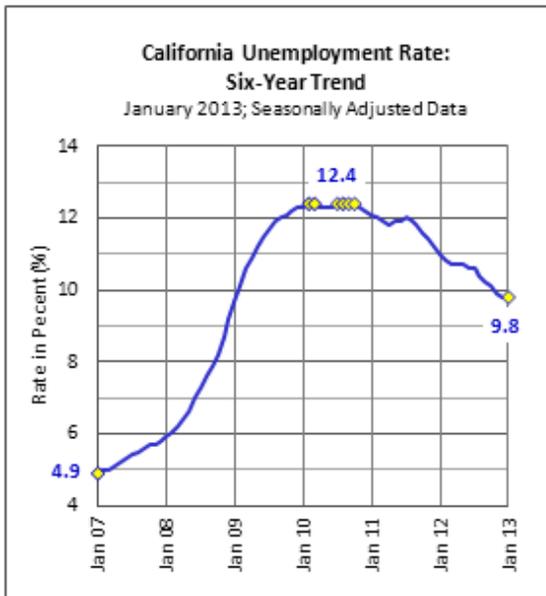
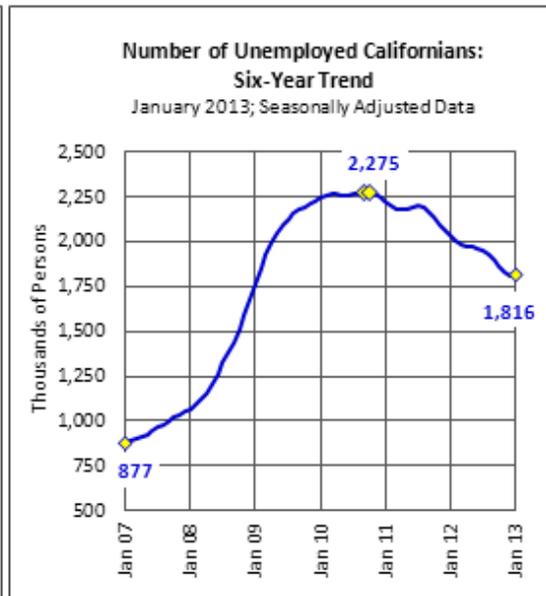


Figure 2



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

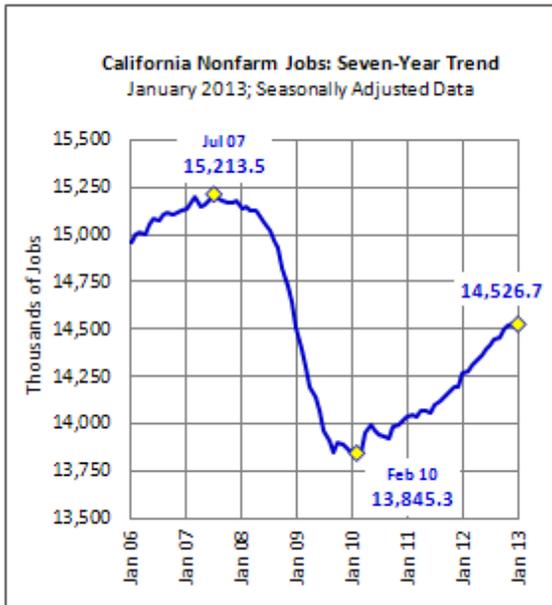
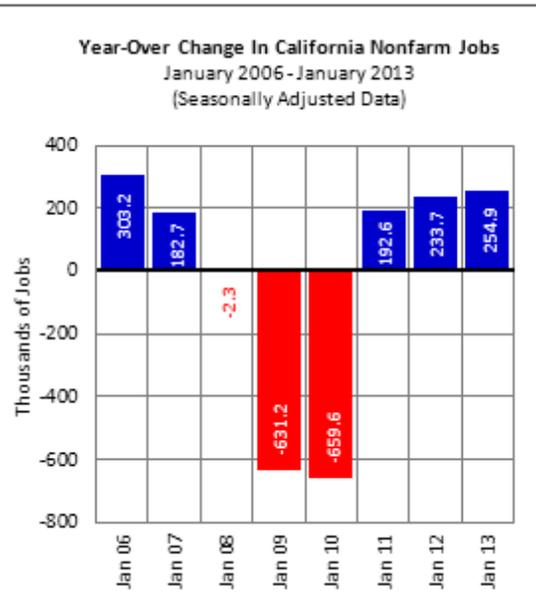


Figure 4



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 weeks⁴ – the longest average since 1948, when this data was first collected⁵ and as Figures 5 and 6 illustrate, more Californians are working part-time for economic reasons.

Figure 5

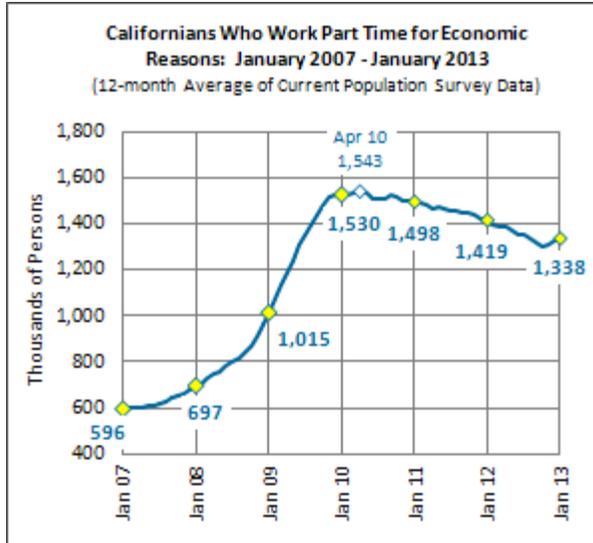
Figure 6

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

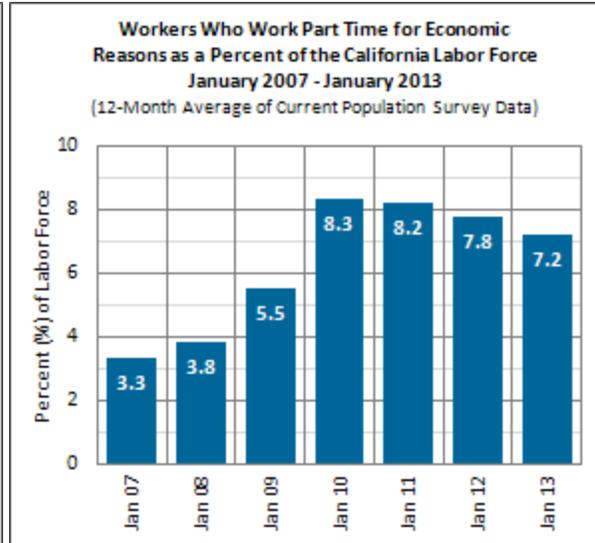
³ California Budget Project. *Waiting for Recovery*. Policy Points, September 2012.

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

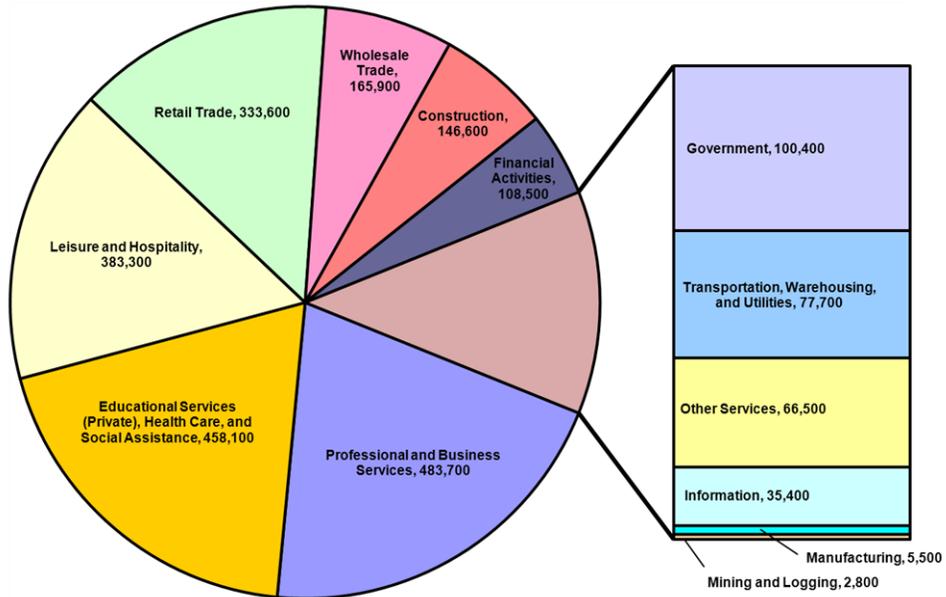
The EDD-LMID has developed projections of where the state economy is headed in this decade. These projections are consistent with the California economic forecast of the UCLA Anderson School and the Center for Continuing Study of the California Economy. Collectively these projections provide a good starting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

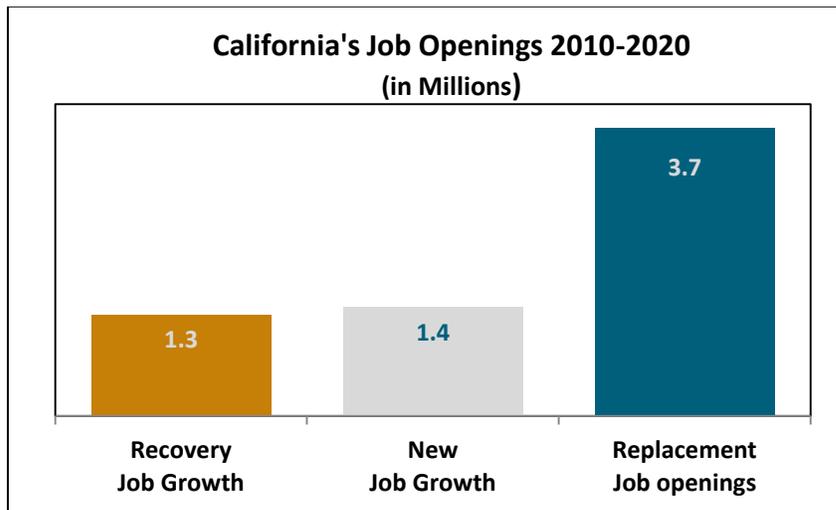


Source: California Employment Development Department

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%
<u>Economic Base Sectors:</u>			
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 training¹³ (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 report¹⁹ 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 Californians 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), accommodation 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

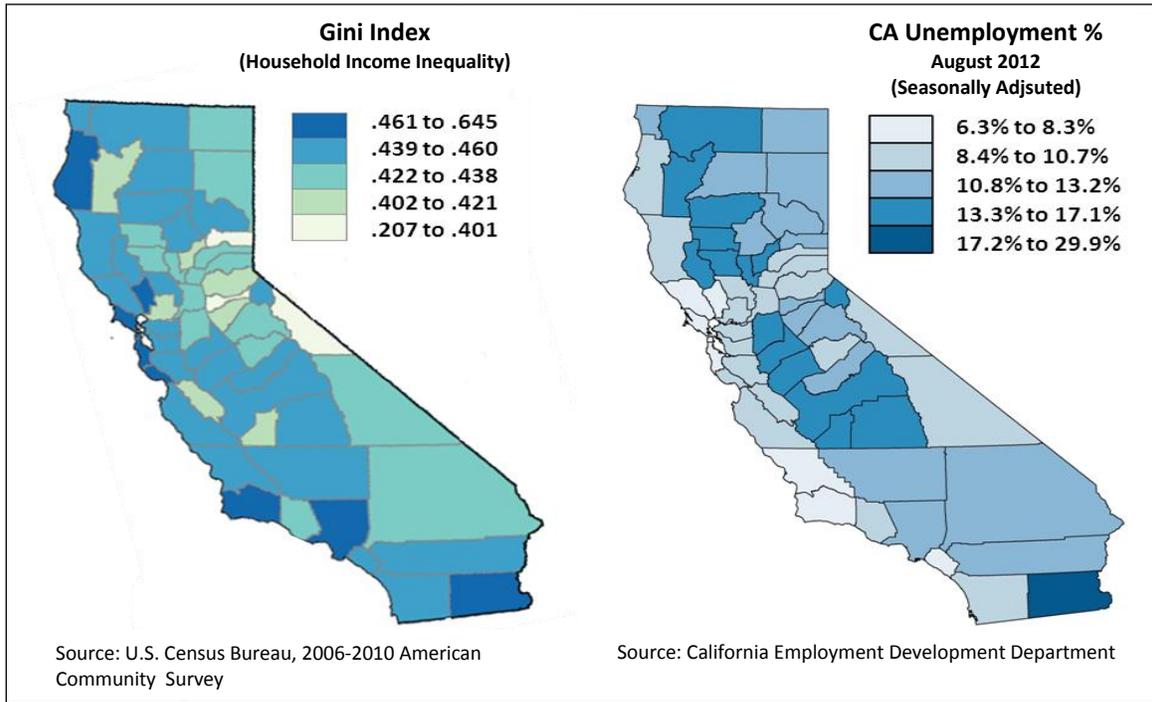
Measures that simply show income inequality however, may be misleading. Some areas with moderate levels of income equality have disproportionately high levels of unemployment (See Figure 9). For example, the August 2012 unemployment rate in Fresno was 14.0 percent and 14.5 percent in Modesto, two metropolitan 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*. Downloaded 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 Inequality²⁸ and Unemployment Rates



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.

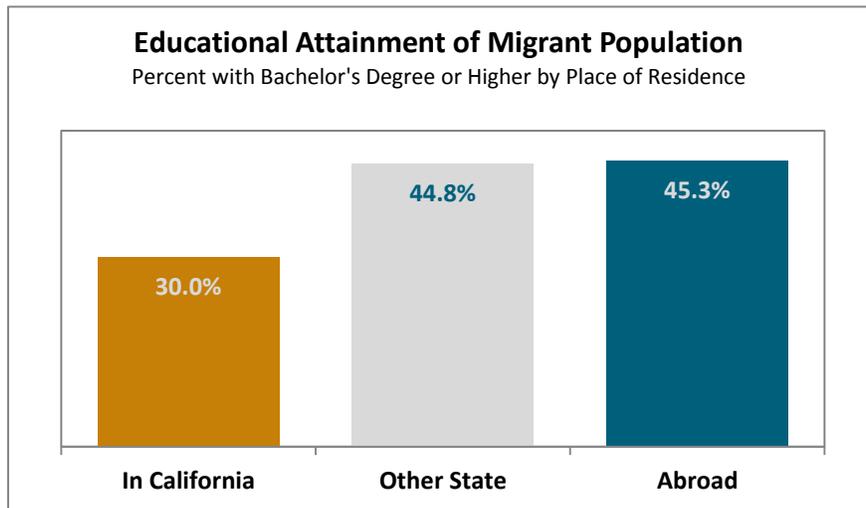
³⁰ Rajan, Raghuram. "How Inequality Fueled the Crisis." Project Syndicate. July 9, 2010. <http://www.project-syndicate.org/commentary/how-inequality-fueled-the-crisis>.

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.

Local Sector Overlay/Survey Results

At the February 2013 meeting of the California Workforce Investment Board (State Board), staff was asked to develop an analysis of industry sectors each of the Local Workforce Investment Boards (Local Board) are targeting for training or other services. This analysis will allow members to review priority industries and sector partnerships in local/regional areas, as well as opportunities for alignment with the California Community College Chancellor's Office sector navigator activities.

Local Boards were asked to report back each industry sector that they are currently targeting or planning to target in the next year, indicating whether each is a priority or an emergent effort.

Priority Industry Sectors - Industry sector training program investments that are a priority focus in the local/regional area. These programs may be in the start-up phase (i.e. enrolling clients), or currently delivering training and/or other services to job seekers and employers.

Emergent Industry Sectors - Industry sector training program investments that are in the planning stages in the local/regional area, which Local Boards may be considering targeting for job seeker and/or employer services and/or training resources in the next year.

Survey results will be presented at the May 8, 2013 meeting of the State Board.

Information:

- a) Youth Career Technical Education Manufacturing Skills Pilot – Solicitation for Proposal
- b) 25 Percent Additional Assistance Project - Central Valley Employment Initiative
- c) Local Plan Review Timeline
- d) Federal Sequester and Impact
- e) Regional Industry Cluster of Opportunity – Solicitation for Proposal

The Youth Career Technical Education (CTE) Manufacturing Skills Pilot

On April 24, 2013, the State Board announced the availability of Workforce Investment Act (WIA) Governor's Discretionary funding for Program Years (PY) 2013-15 to expand existing programs in advanced manufacturing skills serving areas with a high concentration of eligible youth. The total amount of funding available for award is \$900,000, which will be disbursed among a maximum of four applicants. The duration of each award will be June 30, 2013, through March 31, 2015.

[Youth Career Technical Education \(CTE\) Manufacturing Skills Pilot](#) (pilot) focuses on existing CTE pathway programs that blend multiple funding streams around the attainment of advanced manufacturing skills certification and credentials. Each pilot project will build "bridges" to multiple employers for maximum placements, emphasizing earn-and-learn through paid internships, work experience, approved apprenticeships, and entered employment in advanced manufacturing occupations. The intent is that in each of the pilot projects, a Local Workforce Investment Board (local board) or multiple local boards will convene multiple manufacturing employers, through a sector partnership, to develop this "bridge" to employment for targeted youth.

The pilot complies with California's Strategic Workforce Development Plan 2013-17 (State Plan), with a focus on: the advanced manufacturing sector, targeting at-risk youth, manufacturing skills and industry-valued credential attainment, blending or "braiding" of multiple funding streams, and common client tracking along career pathways. The California Workforce Investment Board (State Board) will use this pilot to transfer a sector-based career pathway model to other regions of the State.

TO: WORKFORCE DEVELOPMENT COMMUNITY

SUBJECT: HIGH CONCENTRATION OF ELIGIBLE YOUTH MANUFACTURING
SKILLS PROJECT PY 2013-15

IMMEDIATE ACTION

Bring this draft to the attention of the appropriate staff.

E-MAIL COPY TRANSMITTED

Number of pages (including coversheet): 6

If there are any problems with this transmittal, please call the Pagemaster at (916) 654-8008.

SUBJECT MATTER HIGHLIGHTS:

This directive will supersede Workforce Services Directive [WSD 10-16](#), dated June 7, 2011.

This directive announces the availability of \$900,000 in WIA Governor's Discretionary funds for Program Years 2013-15 to expand existing programs in advanced manufacturing serving areas with a high concentration of eligible youth.

COMMENTS ARE DUE BY:

5/9/13

Comments can be submitted through one of the following ways:

- 1) **Fax** - California Workforce Investment Board, Attn: **Jessica Dailey** at (916) 324-3068
- 2) **E-Mail** - CWIBInfo@cwib.ca.gov (Include "draft comments" in the subject line)
- 3) **Mail** -California Workforce Investment Board 777 12th Street #200 Sacramento, CA 95814

All comments received by the end of the comment period will be considered before the final directive is issued. The California Workforce Investment Board will not respond individually to each comment received. However, a summary of comments will be released with the final directive. **Comments received after the specified due date will not be considered.**

If you have any questions, contact Jessica Dailey at (916) 324-3437.

DRAFT DIRECTIVE

WORKFORCE SERVICES

Number:

Date:

69:184:mm:16212

TO: WORKFORCE DEVELOPMENT COMMUNITY

SUBJECT: HIGH CONCENTRATION OF ELIGIBLE YOUTH MANUFACTURING SKILLS PROJECT PY 2013-15

EXECUTIVE SUMMARY:

Purpose:

The purpose of this directive is to announce the availability of Workforce Investment Act (WIA) Governor's Discretionary funding for Program Years (PY) 2013-15 to expand existing programs in advanced manufacturing skills serving areas with a high concentration of eligible youth. The total amount of funding available for award is \$900,000, which will be disbursed among a maximum of four applicants. The duration of each award will be June 30, 2013, through March 31, 2015.

The Youth Career Technical Education (CTE) Manufacturing Skills Pilot (pilot) focuses on existing CTE pathway programs that blend multiple funding streams around the attainment of advanced manufacturing skills certification and credentials. Each pilot project will build "bridges" to multiple employers for maximum placements, emphasizing earn-and-learn through paid internships, work experience, approved apprenticeships, and entered employment in advanced manufacturing occupations. The intent is that in each of the pilot projects, a Local Workforce Investment Board (local board) or multiple local boards will convene multiple manufacturing employers, through a sector partnership, to develop this "bridge" to employment for targeted youth.

The pilot complies with California's Strategic Workforce Development Plan 2013-17 (State Plan), with a focus on: the advanced manufacturing sector, targeting at-risk youth, manufacturing skills and industry-valued credential attainment, blending or "braiding" of multiple funding streams, and common client tracking along career pathways. The California Workforce Investment Board (State Board) will use this pilot to transfer a sector-based career pathway model to other regions of the State.

Scope:

This directive applies to all Local Workforce Investment Areas (local areas) eligible to receive additional funding.

Effective Date:

This directive is effective upon release.

REFERENCES:

- WIA Sections 101(13), (25), and 129(b)(2)(C)
- Title 20 Code of Federal Regulations (CFR) Section 664.200
- [Shared Strategy for a Shared Prosperity - California's Strategic Workforce Development Plan: 2013-17](#) (State Plan)

STATE-IMPOSED REQUIREMENTS:

This directive contains only State-imposed requirements.

FILING INSTRUCTIONS:

This directive supersedes Workforce Services Directive WSD10-16, dated June 1, 2011. Retain this directive until further notice.

SECTION I: PROJECT BACKGROUND

Manufacturing employers cite the lack of skilled labor as a key issue for them in their operations. With retirements among skilled crafts-persons and shortages in the skilled labor “pipeline,” this issue looms as an impediment to California’s economic recovery and the return of manufacturing jobs transferred overseas.

The State Board, in coordination with the Employment Development Department and the California Labor and Workforce Development Agency, is making available up to \$900,000 of WIA Governor’s Discretionary funds to support the expansion of successful advanced manufacturing CTE programs to serve high concentrations of eligible youth.

The State Plan aspires, as part of the Youth goal, to increase the number of high school students and disconnected youth, “...with an emphasis on at-risk youth and those from low-income communities, who graduate prepared for postsecondary vocational training and/or a career.” Local boards are expected, in their Local Strategic Workforce Plans, to describe how they will work toward achieving the goals and objectives of the State Plan. Moreover, the State Board, consistent with the statewide industry sectors of economic importance in Chapter II of the State Plan, is targeting the advanced manufacturing sector.

High-quality community college manufacturing programs currently exist in several regions of the State serving new entrants as well as incumbent workers. Some of them have developed Career Advancement Academies (CAAs) that create an entry to career paths, reaching out to underserved communities and offering foundational English and math skills contextualized to manufacturing. These programs seek to leverage a range of public and private resources including community colleges, local WIA formula funds, federal grants, as well as industry and philanthropic resources to support credential attainment and skilled employment.

The CAAs are also seeking to develop work-based learning and “learn and earn” strategies to enable students to work in their chosen field even as they continue to develop their skills. Employers get to try out employees and provide direct feedback to the program about how well their students are prepared and what improvements can be made.

While these community college-based programs work with employers, they also need the support and assistance of local boards. Local boards can more effectively engage multiple employers, through sector partnerships, and expand the potential of placing more program participants in “learn and earn” activities with manufacturers, and ultimately to careers in advanced manufacturing.

SECTION II: REQUIRED PROJECT ELEMENTS

Successful applications will describe the following:

- *Partnership with an established Career Technical Education Pathways program.* A competitive applicant will demonstrate partnership with an established education partnership, such as a CAA, developed to improve CTE pathways among high schools and community colleges to increase the readiness of participants for success in advanced manufacturing.
- *Clear plan for implementing “Earn-and-Learn” or other “bridges” to employment in advanced manufacturing.* High schools and community colleges are making student learning more relevant to regional industries and improving student success by teaching foundational English and math along with other skills in the real-life context of an industry or occupation. Credentialed “Earn and Learn” models -- such as quality paid internships, paid work experience, and formal apprenticeship -- take this one step further by allowing workers to develop new skills while they work. Earn-and-learn has proven effective in engaging employers in a sector in a meaningful way and bridging employment interventions with direct pathways to good jobs.
- *Collaboration with a skills credentialing entity.* A successful applicant will demonstrate collaboration with an existing manufacturing training program that is part of a regional career pathways partnership. The training program must provide a credential recognized by the manufacturing industry or be in the process of developing such a credential.
- *Broad stakeholder buy-in.* Competitive applications will demonstrate coordination of critical program partners, including community college and other public education entities, other local boards in the region, economic development entities, manufacturing extension partnerships (MEPs), regional industry and professional trade associations, organized labor, and community based organizations.
- *Development of an industry sector partnership in advanced manufacturing.* Successful applications will describe a manufacturing sector partnership and how it will be leveraged for the success of the project. As the State Plan explains, an industry sector partnership is not authentic without the deep engagement of employers. Employers may 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. Lead organizations may be local boards, industry associations, labor-management partnerships, or economic development agencies. The geographic reach of a sector partnership is typically regional, with the specifics driven by how labor markets operate within a given industry.
- *Matching funds.* A successful application must match the requested amount with one dollar of non-WIA funds for each three dollars of pilot grant funds. Clearly

recorded in-kind contributions such as employer contribution for paid internships may be used to satisfy the match requirement.

SECTION III: PROJECT EVALUATION

Each project will be accountable for existing WIA common performance requirements for Youth—placement in employment or education, attainment of a degree or certificate, literacy and numeracy gains. In addition, a formal independent evaluation of the three to four funded pilot projects will assess:

- Coordination of multiple funding streams and leveraged funds;
- Client tracking across multiple funding streams or programs;
- Development of earn-and-learn models in advanced manufacturing;
- Meaningful employer engagement and employer investment; and
- Attaining industry-valued credentials in the advanced manufacturing industry sector;
- Completing paid internship, paid work experience, or approved apprenticeship in the advanced manufacturing industry sector; and
- Placed and retained in the advanced manufacturing industry sector.

Each project will be required to cooperate fully with the independent evaluator and provide all relevant information requested as part of the evaluation.

SECTION IV: POLICY AND PROCEDURES

The following criteria were approved by the State Board for the application process to distribute funds to the local areas having the highest concentration of WIA eligible youth:

1. All local areas are eligible to submit a request provided that they serve WIA eligible youth.
2. Local areas having a high concentration of WIA eligible youth rate above the State average of 18.8 percent are especially urged to apply. Twenty-four local areas meet this requirement. Attachment 1 is the High Concentration list for all local areas based on 2010 American Community Survey (Census) data.
3. Local areas must target WIA eligible youth. The following priority areas of focus are encouraged:
 - Foster Youth
 - Youth Offender
 - Youth with Disability
 - Migrant and Seasonal Farm Worker Youth
 - Youth of Incarcerated Parents
 - Indian and Native American Youth
4. Local areas must have fully expended their PY 2011-12 Youth funds by December 31, 2012.
5. The total amount of funding available for award is \$900,000. There will be three to four applications funded. The duration of each award will be June 30, 2013, through March 31, 2015.

6. To apply for funding, the local area must submit the following information:
- a. A narrative description of each required project element in Section II.
 - b. A narrative description of the proposed area of focus, activities or services that will be used to address the documented unmet need within the geographical area. The application must reflect an increase of 60 to 70 WIA eligible youth to be served along with the services they will receive as they address WIA Section 129(c).
 - c. An outline of the anticipated outcomes and the increase of 60 to 70 youth to be served in PYs 2013-15 (see Attachment 2 – Performance Goals Matrix).
 - d. A narrative timeline for completing activities and project outcomes covering the contract period of June 30, 2013, through March 31, 2015.
 - e. A budget detail narrative and budget summary form (see Attachment 3 – Sample Budget Summary). Include all associated costs for this project/service. Ensure that the matching funds requirement is clearly outlined in the budget detail narrative.

ACTION:

Bring this directive to the attention of appropriate staff. The application must be received by 4:30 p.m. Pacific Time on **June 3, 2013**. Applications will not be accepted via fax.

Please mail or deliver application to:

California Workforce Investment Board
ATTN: High Concentration of Eligible Youth
777 12th Street, # 200
Sacramento, CA 95814

Requests for exceptions to these conditions will not be considered.

INQUIRIES:

If you have any questions, please contact Jessica Dailey at (916) 324-3437 or Jessica.Dailey@cwib.ca.gov.

MICHAEL EVASHENK, Chief
Workforce Services Division

Attachments are available on the Internet:

- 1. [Poverty Rates by Local Workforce Investment Area and California](#) (PDF)
- 2. [Performance Goals Matrix](#) (DOCX)
- 3. [Sample Budget Summary](#) (DOCX)

Central Valley Infrastructure Employment Project

The Labor and Workforce Development Agency recently approved an application for \$1,500,000 in Workforce Investment Act (WIA) Governor's Discretionary 25 Percent Dislocated Worker funds to the Fresno Regional Workforce Investment Board (FRWIB), to lead the Central Valley Infrastructure Employment (CVIE) Project.

The funding will serve 325 dislocated workers in the Central Valley. The other participating Local Workforce Investment Boards (local boards) are Stanislaus County and the Kern/Inyo/Mono Consortium.

The focus of the CVIE Project will be placing and training laid-off construction workers in jobs on major infrastructure projects that have been identified as coming on line in the next two to three years. These projects include a range of highway projects, rail transit projects (including the \$5.8 billion Initial Operating Segment of the California High Speed Rail system), water and wastewater projects, buildings/community assets, broadband projects and energy projects.

This funding will support the partnership with Fresno/ Madera/ Tulare/ Kings/ Building Trades Council, International Brotherhood of Electrical Workers Local 100, Operating Engineers Local Union No. 3, and Ironworkers Local Union 155 to provide upgrade training, pre-apprentice training and preferential referral to Central Valley Building Trades Unions.

This successful CVIE project application is a result of a policy change made by the State Board. At its February meeting, the State Board approved a new policy affecting the distribution of the Governor's Discretionary 25 Percent funds. To provide the Governor maximum flexibility under federal law, the policy expanded the definition of "events" beyond specific plant closures, mass layoffs, or natural disasters, allowing local boards to respond to more general, but documented, substantial increases of unemployment in an area, region, or specific industry sector. (Current policy allows local boards to apply to EDD for 25% dollars if the local board has insufficient funds to address a substantial uptick in unemployment).

Local Strategic Plan Review Timeline

California's 49 Local Boards are in the process of developing their local plans, which must reflect the State Strategic Workforce Development Plan (approved by the State Board at its February meeting). Most Local Boards are expected to apply for High-Performance Local Board certification, requiring a Local Board to set a higher bar for itself and demonstrate clearly how it will reach or exceed that bar over the next 2 to 5 years.

Local Plans are due to the State Board by July 1, 2013. A State Board reading group (being developed) will review and score each local plan and make recommendations for approval, Local Board recertification, and High-Performance certification.

The State Board will utilize an online system to facilitate the review of local plans. The system allows all plans to be placed online and accessible by the reader through a user-ID. This provides a place for real-time comments and feedback to the State Board staff and the Local Board staff. It includes a management and oversight capability that will allow staff to monitor progress, identify inconsistencies in review patterns among readers, and take necessary steps and to ensure a timely and complete review of all 49 local plans.

This process also includes a feedback loop to local staff in areas of deficiency and the opportunity to provide technical assistance as needed.

The following dates identify key milestones in the submittal, review and approval of local plans, re-certification of Local Boards, and the designation of High-Performance Local Boards.

- **April 15, 2013** – State plan draft submitted to US Department of Labor
- **July 1, 2013** – Local plans due to the State Board
- **July- Sept 2013** – State review and scoring of local plans
- **July-Sept 2013**– State Board/EDD notifies Local Boards of plan deficiencies and provides technical assistance. 45 days to correct.
- **Oct 1, 2013**– State Board recommends High-Performance Local Boards, local plan approvals, and Local Board recertification to Governor Brown

Workforce Investment Act Sequester Cuts

California's Workforce Investment Act funding will be reduced by \$15M due to sequestration. The Employment Development Department (EDD) has provided an initial notification to the Local Boards of the estimated reductions to their funding. EDD has received the State allocation (which reflects the \$15M reduction) and will run it through State formula factors and then distribute the funds to the Local Boards. Local Boards will still (always) have the option of petitioning the State for additional assistance in relation to economic events that their formula funds can't cover. The State's 5% funds will see a small reduction proportionate to the State's formula allocation reduction – estimated at \$750,000.

Wagner Peyser Sequester Cuts

EDD will receive a \$3.3 million reduction in Wagner Peyser funds. EDD plans to manage that loss by reducing personnel expenditures through attrition and/or through OE&E savings.

Regional Industry Cluster of Opportunity II Grants SFP 2013/14 Alternative and Renewable Fuel and Vehicle Technology Program

The California Workforce Investment Board (State Board) in partnership with the California Energy Commission and the Employment Development Department are making available \$1,500,000 in ARFVT funds for the [Regional Industry Cluster of Opportunity Solicitation for Proposals](#) (SFP).

The Alternative and Renewable Fuel and Vehicle Technology (ARFVT) Program will award grants to applicants in support of Regional Workforce Development Networks that are developing industry sector partnerships that have the most compelling proposal to support regional industry clusters that are forming as a result of the growth of alternative fuel and vehicle industries. The proposal should seek to develop the necessary specialized workforce by developing career pathway opportunities for their regional residents.

All applications must be received by the State Board no later than **Monday, June 3, 2013 by 3 p.m. PST**

INFORMATION NOTICE

WORKFORCE SERVICES

Number: WSIN12-55

Date: April 26, 2013

Expiration Date: 5/26/15

69:184:mm:16216

TO: WORKFORCE DEVELOPMENT COMMUNITY

SUBJECT: REGIONAL INDUSTRY CLUSTERS OF OPPORTUNITY GRANTS

The purpose of this Information Notice is to advise the workforce community of the availability of approximately \$1.5 million for up to six grants through the Regional Clusters of Opportunity initiative. The grants will support projects for the development and deployment of innovative transportation technologies to transform California's transportation market into a diverse portfolio of alternative fuels and advanced vehicles that reduce California's greenhouse gas emissions and dependence on petroleum.

Funded by the California Energy Commission's Alternative and Renewable Fuel and Vehicle Technology Program, the grants will support projects that:

- Develop and produce alternative and renewable low-carbon fuels in California
- Optimize alternative and renewable fuels for existing and developing engine technologies
- Decrease the overall impact and carbon footprint of alternative and renewable fuels and increase sustainability
- Expand fuel infrastructure, fueling stations, and equipment
- Improve light-, medium-, and heavy-duty alternative vehicle technologies
- Retrofit medium- and heavy-duty on-road and non-road vehicle fleets
- Expand infrastructure connected with existing fleets, public transit, and transportation corridors
- Establish workforce training programs, conduct public education and promotion, and create technology centers

Any individual entity designated to serve as the lead fiscal agent for funded activities on behalf of a Regional Network is eligible to apply. Preference will be given to Regional

The EDD, an equal opportunity employer/program, is a partner in this publication. Auxiliary aids and services are available upon request to individuals with disabilities. Requests for services, aids, and/or alternate formats need to be made by calling (916) 654-8055 (Voice). TTY users, please call the California Relay Service at 711.

Networks in San Diego, Central Valley, Greater Sacramento, and three Bay Area Regions. Preference will also be given to applications that involve multiple Local Workforce Investment Boards.

Applications are due June 3, 2013. For more information on this funding opportunity and its requirements, please refer to the [Solicitation Notice – Regional Industry Clusters of Opportunity](#).

/S/ MICHAEL EVASHENK, Chief
Workforce Services Division

6. Other Business

State Board Meeting Calendar

California Workforce Investment Board Meeting Calendar

To ensure it can meet its commitment to provide advice and recommendations to the Governor in a timely manner, the following meeting dates have been approved by the State Board.

The meetings will be held from 10:00 a.m. to 12:30 p.m. Please mark your calendars. Meeting locations and agenda materials will be provided 10 days prior to each meeting date.

- Tuesday August 13, 2013
- Tuesday November 12, 2013
- Tuesday February 11, 2014
- Tuesday May 13, 2014
- Tuesday August 12, 2014