



## Agenda Packet

*Governor*  
*Edmund G. Brown Jr.*

*Chair*  
*Mike Rossi*

*Executive Director*  
*Tim Rainey*

**Tuesday, November 12, 2013**  
**10:00 a.m. to 12:30 p.m.**

**Hilton Oakland Airport**  
**International Ballroom**  
**One Hegenberger Road**  
**Oakland, CA 94621**  
**(510) 635-5000**



## CALIFORNIA WORKFORCE INVESTMENT BOARD MEETING NOTICE

Tuesday, November 12, 2013  
10:00 a.m. to 12:30 p.m.



Tim Rainey,  
Executive Director

Michael Rossi,  
Chair

**Hilton Oakland Airport  
International Ballroom  
1 Hegenberger Road  
Oakland, CA 94621  
(510) 635-5000**

Edmund G. Brown, Jr.  
Governor

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### AGENDA

1. **Welcome and Opening Remarks**
2. **Public Comment**
3. **Action Items**
  - a. [Approval of the August 13, 2013 Meeting Summary](#)
  - b. [Approval of the Committee Reports](#)
    - i. Issues and Policies Committee
    - ii. Health Workforce Development Council
    - iii. Advanced Manufacturing Workforce Development Council
    - iv. Green Collar Jobs Council
    - v. Career Pathways and Education Committee
4. **Discussion**
  - a. Regional Workforce Development Conversation
5. **Other Business**

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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 Board or 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 Michelle Green at (916) 324-3425 for additional information. Meeting materials for the public will be available at the meeting location.

**Item 1. Welcome and Opening Remarks**

**Item 2. Public Comment**

**Item 3. Action**

- a) Approval of the August 13, 2013 Meeting Summary
  
- b) Approval of the Committee Reports
  - i. Issues and Policies Committee
  - ii. Health Workforce Development Council
  - iii. Advanced Manufacturing Workforce Development Council
  - iv. Green Collar Jobs Council
  - v. Career Pathways and Education Committee

**California Workforce Investment Board  
August 13, 2013 Meeting Summary**

**I. Welcome and Opening Remarks**

With a quorum of 39 of 56 members being present, Chair Mike Rossi convened the meeting at 10:10 AM. Chair Rossi thanked Steve Levy for joining the Executive Committee.

**Members Present:**

Roberto Barragan	Josh Becker
Robert Beitcher	John Brauer
Ken Burt	Jerry Butkiewicz
Jamil Dada	Jim Suennen for Diana Dooley
Imran Farooq	Allen Fernandez Smith
Larry Frank	Mike Gallo
Van Ton-Quinlivan for Brice Harris	Chris Hill
Sharon Hilliard	Pamela Kan
Michael Kelly	Steve Levy
Alma Perez for the Hon. Ted Lieu	Laura Long
Steve Monteros	Brian McMahon for Marty Morgenstern
Lisa Mortenson	Hanna Snider for the Hon. Kevin Mullin
Nathan Nayman	The Honorable Henry Perea
Tim Rainey	Bob Redlo
Ulysses Romero	Mike Rossi
The Honorable Rudy Salas	Alma Salazar
Hermelinda Sapien	Anette Smith-Dohring
Bruce Stenslie	Floyd Trammell
Joseph Williams	

**II. Public Comment**

Chair Rossi asked for public comment. There was no public comment.

**III. Action Items**

**a) Approve May 8, 2013 Meeting Summary**

Chair Rossi asked for a motion, it was moved by Mike Gallo, seconded by a member and unanimously approved.

**b) Approve Eligible Training Provider List Policy**

Executive Director (ED) Tim Rainey described the State Board's actions on policy criteria and noted the Executive Committee's changes in verbiage on page 17 of the meeting materials and to the community college section. ED Rainey provided a brief introduction to the ETPL, state legislative actions affecting the ETPL and the overall goal of providing quality training and how this policy achieves that goal. Joseph Williams asked how the community college system fits in, as there are no subsequent eligibility criteria for them. ED Rainey stated the community colleges are the premier training providers and noted that the State Board will work with them

to develop subsequent eligibility criteria. Bruce Stenslie asked where most of the training occurs and wondered if this policy facilitates the movement of training towards these ETPL providers. Ulysses Romero asked for the logic behind the 70% completion rate threshold and the thought behind it. ED Rainey stated the majority of providers appear to be meeting that threshold and noted this policy allows us to develop a statewide baseline standard to check the performance of ETPL providers and maintain a level of quality. Alma Salazar asked who will determine the validity of the credentials; monitor the work; and whether or not credentials could be aligned to state financial aid programs. ED Rainey stated the State Board committees will continue to work with partners to determine industry- recognized and valuable credentials and the additional performance measures help inform whether those certificates/credentials are effective. The Employment Development Department (EDD) will monitor and verify the credentials through a system of communications with the Local Workforce Investment Boards (LWIBs). The ETPL policy includes a scorecard for consumers to review in assist them in making informed choices. Hermelinda Sapien asked if the performance standard applies to WIA eligible graduates only, or to all graduates. ED Rainey replied WIA graduates only. Larry Frank asked if there were still two ways to get on the ETPL, one of them being ITrain. ED Rainey stated the method of getting on to the ETPL is unchanged and that it will continue to go through a LWIB.

Chair Rossi asked for a motion. The motion was made by Steve Levy, seconded by Steve Monteros, and unanimously approved.

**c) Approve Additional Performance Measures**

ED Rainey framed the discussion by describing the federal WIA common measures and how the proposed performance measures add additional detail and noted the consistency with the State Strategic Plan in driving the system towards the goals of the State Board. Steve Levy offered that he had read 12 local plans and those LWIBs picked sectors that may not match his desires, as an economist. This begins a long conversation as to whether the sectors chosen by the LWIBs are appropriate. Mr. Levy noted that some of these LWIBs are trying to fit people into the same sectors as neighboring LWIBs. Mr. Levy feels that placing hard-to-place, unemployed persons into living wage jobs in priority sectors may be unrealistic, given the fact that most available jobs are replacement jobs and not necessarily tied to priority sectors with living wages. Mr. Levy asked if the State Board's approval of this item gives permission for ED Rainey to discuss the details of the performance measures with the LWIBs, or if the measures are being "cast in stone". ED Rainey replied that the State Board is approving the framework, and that the details will be negotiated with the LWIBs.

Chair Rossi agreed with Mr. Levy's comments and noted he has read all 49 local plans. Chair Rossi stressed that we need to understand the 49 LWIBs' geography are artificial boundaries, or subsets of employment zones and further stated he agrees with the need to create a broader communication among LWIBs in thinking about jobs in employment zones. Chair Rossi also noted the local plans are too long, and that he would like to see multiple LWIBs combine to draft a single plan consistent with their employment zone. While the approach may look unrealistic,

as Mr. Levy noted, Chair Rossi believes we need to be aspirational. Larry Frank stated he likes the aspirational approach, but feels “the devil is in the details” and reminded the State Board that what will really be measured is a very small subset of job seekers (actually performing case management on about 1 percent (2,500 of 175,000) of total participants in Los Angeles City. Mr. Frank went on to say that only .5-3% of WIA participants receive training. Mr. Frank continued by saying some LWIBs have universal enrollment, giving them a better overall performance indication. More persons are served through universal access than just those receiving training services. Mr. Frank asked if there are there other things that can be measured, other than the .5-3% that we case manage.

Bruce Stenslie stated he hoped we can implement career ladder based sector-driven programs that can address the full spectrum of labor market skills. Mr. Stenslie stated the policy moves towards a demand-driven system and does not consider or provide incentives to those jurisdictions that serve population with barriers to employment. ED Rainey stated the policy does take into consideration the populations being served. Mr. Stenslie also noted that he is not sure that the WIA system would saturate the market as Chair Rossi stated. Roberto Barragan stated the action request referred to LWIB’s high performance designation and asked for clarification. ED Rainey stated these additional measures will eventually be included in the high performance board criteria in the near future. There is a lot of interest in local boards being designated as high performing.

Pamela Kan stated it is great to have aspirational goals, but noted, as an employer, she is worried about the living wage aspect and feels that just because a person has a degree/credential, they are not going to start at the top of a salary range. She would like to see the wording indicate that this is a career ladder: even with training and certification, the living wage will not be there at the start, but will take time to move up to the living wage. ED Rainey stated we did not identify a specific tool to measure the living wage as it varies around the state and went on to note that if public dollars are being spent to place and train a person in a job, those investments should at least pull those participants out of poverty and eventually take them to the middle class. Brian McMahon asked ED Rainey to clarify that the State Board’s vote acknowledges there is a lot more work to do, but that the State Board approves the direction so far. ED Rainey stated the performance measures will come back to the full Board in the future.

Joseph Williams indicated he has received many tough questions from his LWIB colleagues regarding this policy. He would like to see a standard around collaboration, as his LWIB does not have the capacity to do all of this on their own, and LWIBs cannot be “everything to everybody.” LWIBs need help to get all the partners to the table to leverage funding. ED Rainey referred to the last 3 measures and how they will address the items Mr. Williams mentioned, recognizing the WIA dollars cannot do this alone. What is needed is a systems approach. Anette Smith-Dohring stated she would like to see the second to last measure include some incentive for LWIBs to have a regional strategy, how they are working together, that will ensure they are meeting the needs of their regional employers. She believes LWIBs are still thinking and acting

within their own jurisdictions, and not what the regional needs are. ED Rainey stated the State Board would like to see a regional performance measure, as opposed to a LWIB-based measure, as a deeper level of coordination, and what the State Board can do to provide incentive to engage in this regional work. Steve Levy stated that, at the highest level, the State wants to be aspirational, but that he does not think the LWIBs have picked the sectors that have the most jobs and that will bring the highest wages. Rather, he believes they picked what will employ the most people in their areas and reiterated that most job openings are replacement jobs that may not fit our aspirational goals.

Mike Gallo stated his belief that we have not quite bridged the current LWIB performance negotiation process with these aspirational additional performance measures, and mentioned LWIBS using universal access being compared to areas that do not enroll nearly as many participants. Bob Redlo commented that he supports the document and that it was clear at the Executive Committee that more regional collaboration is necessary. He also noted that to have successful training in a sector like health care, Anette's comments are correct – the need to work together regionally. Mr. Redlo stated he does not see anything around cultural competencies to encourage people to move up the career ladder, cultural competence and awareness being keys to success. Chair Rossi concluded the discussion on the item by reiterating we are serving the state, not the individual LWIB performance.

Chair Rossi asked for a motion. A motion was made by Mike Gallo, seconded by Bob Redlo and unanimously approved.

#### **IV. Updates & Discussion**

##### **a) Workforce System Performance Measures**

ED Rainey described the past and current performance negotiation processes. The majority of LWIBs have directly negotiated their current year's goals. ED Rainey acknowledged the LWIBs with universal enrollment have lower performance and noted that has been taken into consideration. The intention is that none of the LWIBs fail their WIA common measures this year, offering technical assistance to those areas that need such help. ED Rainey went on to say that going forward, we want to look at this regional approach to negotiation. Brian McMahon asked if there are any periodic measurement points to see if the LWIBs are progressing as planned, so that the goals can be renegotiated if necessary. Assistant Director Amy Wallace stated we do have an opportunity to renegotiate with the Department of Labor after the first quarter data is received.

##### **b) Sector Survey and Mapping**

ED Rainey referred the members to the sector data in their packets and provided additional details, stating the overlay shows commonality among the 30 LWIBs that provided information, and noting we are close to having a complete list. Steve Levy reiterated his earlier comment about replacement jobs in non-high growth/living wage sectors. Michael Kelly noted that no one is mentioning the needs of small business/entrepreneurial training,

and stated this is a big segment that is being left out of the analysis. ED Rainey stated the sector approach helps to better serve large, medium and small businesses. Amy Wallace said there are some impediments that need to be overcome in serving these new forms of small business. We need to better understand the regions and their business composition so we can better target serves to them. Northern California LWIBs have done some great work in this area. Mr. Kelly mentioned work in the export business in the Los Angeles area. Van Ton-Quinlivan stated the community colleges and Governor's Office of Business Investment have funding dedicated for small business and these funds can be braided with WIA funds to grow jobs. She mentioned the Centers for International Trade, which reside on community college campuses, were just recognized by the White House for their work in promoting global exports. Larry Frank noted the City of Los Angeles also has Community Development Block Grant funds available to help create pipelines and provide support for small businesses.

**c) Member-to-Member Communication Campaign**

ED Rainey referred to the letters sent to the 49 LWIB chairs and vice chairs about the upcoming regional events and invitations to State Board members to participate in these discussions. He noted there would also be a statewide event tied to the November Board meeting in the Oakland Bay Area. ED Rainey stated the State Board would also be partnering with the California Workforce Association at their Meeting of the Minds conference in Monterey, and invited all members to be a part of that discussion. ED Rainey continued by indicating his desire to facilitate ongoing communications between the State Board and LWIB members, and provided information on the two earlier regional conversations with LWIBs held in Monterey and Oakland. He stated the events proved to be intense and enriching discussions. Alma Salazar asked if staff could provide members with a "cheat sheet" on their LWIB's performance measure discussions, as she wants members to be prepared to answer any critical questions they may receive from their LWIB's counterparts.

**d) Committee Reports**

Chair Rossi asked the members if they had questions on any of the reports contained in the agenda packet. Bob Redlo asked to verbally report on his committee's activities (see below).

**HEALTH WORKFORCE DEVELOPMENT COUNCIL**

Bob Redlo summarized the Council's activities. The Council met August 7<sup>th</sup> and remains committed to increasing primary care jobs by 10%. The Council received a \$1.78 million grant for health care workforce training. The Council is working with the Office of Statewide Health Planning and Development on mental health career pathways. The California Committee for the Employment of Persons with Disabilities (California Committee) provided a presentation to the Council on their work and challenges to

employing their clients and the Council will be taking up work in this area to help them find work. A part of their client base includes veterans, so they are looking forward to engaging in that work with the California Committee. The Council formed a subcommittee on developing apprenticeships. Mr. Redlo also described the tentative agenda for their October meeting.

#### **CAREER PATHWAYS AND EDUCATION COMMITTEE**

Mike Gallo summarized the Committee's activities. The Committee is focusing on four primary objectives:

1. \$250 million career pathways trust program in the state budget - the Committee is engaging in this process with the California Department of Education.
2. College and career readiness certification standards – the Committee is investigating these standards in the hope of bringing them to California as part of a high school graduation requirement.
3. Linking K-12 to community college career pathway programs.
4. Disseminating regional industries of focus to the career technical education community in Adult Education and K-12 systems.

#### **V. Information**

Chair Rossi asked if there were questions on the items listed below. Hearing none, the State Board moved to other business.

- a) **Local Strategic Plan Review**
- b) **California Workforce System Annual Report**
- c) **One-Stop Branding**
- d) **State Board Meeting Calendar**

#### **VI. Other Business**

Chair Rossi asked if there was any other business. Having no other business, Chair Rossi adjourned the meeting at 11:44 AM.

## Issues and Policies Committee Committee Report

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### Background

In January 2013 the Issues and Policies Committee (IPC) formed three ad hoc committees to develop policy recommendations in three areas: Additional Performance Measurement, revising the Eligible Training Provider List, and the “Future of the One Stop”. Those committees’ membership includes State Board members, Local Board directors and staff, state and local stakeholders and other parties essential to developing the policy guidance. The IPC has continued to conduct its work through the ad hoc committees formed in January 2013. The following activities summarize their efforts since May 2, 2013.

### Summary of Activities

#### *Eligible Training Provider List (ETPL) Ad Hoc Committee and Additional Performance Measures Ad Hoc Committee*

The Committee finished its work on this subject. The staff has drafted the revised policy, which is currently under internal review. The DRAFT ETPL guidance will be issued in early November 2013 for public comment, and the final policy will be issued by December 31, 2013. Guidance implementing the additional performance measures will be issued later in the year.

#### *Layoff Aversion Workgroup*

The State Board formed a Rapid Response Layoff Aversion workgroup in September 2013. Its membership is comprised of local board practitioners who will evaluate how these funds are being utilized in California and make recommendations that will promote the delivery of layoff aversion activities, particularly in priority industry sectors in the State and regional economies. The workgroup will meet again on October 30 and November 2013 to draft their final recommendations. The recommendations will ensure the Governor maintains the flexibility to maximize the use of these funds to implement strategies to achieve the goals outlined in the State Workforce Development Plan

#### *Future of the One-Stop Ad Hoc Committee*

The work of this Committee is being re-evaluated at this time. The local planning guidance recently asked local boards to describe and evaluate their service delivery strategies and

partnerships to meet the needs of the region's workers and businesses. We will continue to monitor the performance of local boards, and if necessary, will reform this ad hoc committee to make system wide recommendations on delivery strategies.

### **Next Steps**

- The staff is developing, with local input, a list of policy issues the Committee can prioritize and develop the necessary policy guidance. This will include the recently passed workforce legislation drafted by Senator Lieu, (SB 118) "Education and Workforce Investment Systems," and new criteria for designating High Performing Local Boards in October 2015.
- The next meeting will take place in early December 2013.
- State Board staff is developing a regular reporting structure to update the Committee and State Board on progress, challenges, and outcomes related to the implementation of the ETPL and Additional Performance Measures work. Staff will be engaging Local Board directors and staff, along with impacted agencies in the roll-out of these plans.

## **Health Workforce Development Council Committee Report**

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### **Background**

The Health Workforce Development Council's (HWDC) charge is to expand California's primary care and allied health workforce to meet the current demand and the anticipated increase in demand as a result of the implementation of the Affordable Care Act. Although the need to expand the health workforce is a statewide issue, the HWDC is working on a strategic plan for focused regional engagement.

### **Summary of Activities**

#### *Health Care Apprenticeship Sub-Committee*

At the August 7, 2013 HWDC meeting a presentation was given on the apprenticeship model and its potential use for increasing the health workforce supply. As result, the decision was made to convene a Health Care Apprenticeship Sub-Committee, chaired by Board member Diane Ravnik. The Apprenticeship Sub-Committee developed a mission statement and short term goals including the expansion of apprenticeship models through regional pilot projects in high demand health occupations (e.g., Community Health Workers and Medical Assistants) and an analysis of funding strategies for apprenticeships

#### *Membership Ad Hoc Committee*

The Membership Ad Hoc Committee completed a public comment period for the HWDC membership composition recommendations. The recommendations reflect the HWDC's shift from research and planning mode to implementation and regional engagement.

#### *Dislocated Worker Training National Emergency Grant (DWT NEG)*

The framework for the DWT NEG solicitation was approved at the August 7th HWDC meeting. The grant will fund up to eight projects that focus on meeting occupational and skills shortages in high-demand occupations through a health care sector strategy. Successful projects will create or expand regional collaborations.. Applicants are asked to advance the goals of the State Strategic Plan and build workforce system infrastructure and capacity through collaboration, innovation and system change.

## **Next Steps**

- The HWDC met on October 16, 2013 and formed sub-groups to address the following items:
  - Advocacy for addressing issues that are exasperating primary care workforce shortages.
  - Mental health career pathway initiative due to the Affordable Care Act's requirement that mental health services are integrated in the delivery of primary care services and current available resources administered by the Office of Statewide Health Planning Development.
  - A statewide strategy for working with the local workforce investment boards, industry partnerships, community colleges, K-12, universities, colleges, and other stakeholders to support regional health care industry sector initiatives.
  - The Health Care Apprenticeship Sub-Committee will identify occupations and settings that are conducive to the apprenticeship training programs.

## **Advanced Manufacturing Workforce Development Council Committee Report**

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### **Background**

The Advanced Manufacturing and Workforce Development Council's focus is local/regional engagement on the following Call to Action:

1. **Mobilize a network of regional collaborations** of education, economic and workforce development systems to forge new partnerships with businesses to train workers for well-paying jobs in advanced manufacturing.
2. **Achieve regional braiding of disparate resources** through innovative and proven strategies to accelerate the increase of workers that gain industry-recognized credentials in fields like welding, machining and engineering.
3. **Leverage public and private national, state, and regional partnership networks** to train and educate 1,000 Californians in advanced manufacturing career technical education and training programs.

### **Summary of Activities**

#### *September 16 2013 Meeting*

The council met on September 16, 2013 and approved the Call to Action goals. Orange County WIB Executive Director Andrew Munoz gave a presentation on the Orange County Manufacturing Initiative.

#### *Career Technical Education Advanced Manufacturing Projects*

\$880K of WIA discretionary funds was made available for Career Technical Education Advanced Manufacturing Projects. Grants were awarded to Oakland/Alameda, San Bernardino, South Bay, and Stanislaus to serve up to 200 at-risk youth.

### **Next Steps**

- The council will feature a regional initiative at each meeting.
- The Advanced Manufacturing and Workforce Development Council will develop and bring partners around actionable sub-goals under the Call to Action.

- CTE Advanced Manufacturing Grants:
  - A *Community of Practice* will be applied to all grantees to reinforce coordination and strategy sharing.
  - The development of promising practices and other activities that bring the grantees together as a community is centered on the premise that the sharing of ideas further reinforces the successes of the programs.
  - The Council will address any barriers or technical assistance needs that are identified by the CTE Advanced Manufacturing Projects.
- The Council will develop an inventory of industry-recognized credentials being utilized to address skill gaps in manufacturing.
- The Council will align activities with existing statewide and regional initiative, such as the GO-Biz recent i-Hub designated California Network for Manufacturing Innovation (CNMI).
- Next meetings are being scheduled out for the year with new Chair, Pamela Kan and Vice Chair, Imran Farooq.

## **Green Collar Jobs Council Committee Report**

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### **Background**

The Green Collar Jobs Council (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.

### **Summary of Activities**

#### *Proposed Job and Workforce Development Program Elements for Carbon Reduction Investments in California*

The GCJC met on September 17, 2013 and reviewed the Proposed Jobs and Workforce Development Program Elements for Carbon Reduction Investments in California. These elements are being considered by the GCJC as recommendations to State agencies investing in workforce development activities.

- Performance Goals and Data Tracking for Jobs
- Contractor Standards and Worker Skill Certifications
- Providing Employment for Californians from Disadvantaged Communities
- Training Investments, Performance Goals, and Data Tracking for Training
- Transition Assistance for Adversely-Impacted Incumbent Workers

#### *Proposition 39 Program Framework*

The GCJC reviewed and approved the program framework to guide the implementation of Proposition 39 grants. Prop 39 key program elements include:

- Pre-apprenticeship training aligned with local building trades council and based on nationally certified Multi-Craft Core Curriculum (MC3).
- Training and placement requirements developed in alignment with energy-efficiency work opportunities.
- Regional partnerships, resource and program alignment among Local Workforce Investment Boards, employers, organized labor, K-12, Community Colleges, Conservation Corps, and community-based stakeholders.

- Rigorous performance and evaluation methods to ensure program efficacy and continuous improvement; development of sustainability model to increase scale and/or replication of successful programs.

### **Next Steps**

- A competitive solicitation for Prop 39 training will be issued by December 2013, with grant awards announced and services beginning by February 2014.
- The State Board, Chancellor's Office of California Community Colleges (CCCCO), and California Conservation Corp (CCC) with effective and collaborative approaches to economic and workforce development can provide expertise and resources to Prop 39.
- The State Board, in consultation with UC Berkeley, will create reporting tools to be incorporating into the Energy Commission guidelines and tracking of jobs created by Prop 39 funded projects.
- The State Board, in consultation with UC Berkeley will work with Department of Industrial Relations to incorporate Prop 39 reporting requirements into new data tools developed, and implement these as soon as feasible on Prop 39 funding projects.
- The State Board will utilize the MC3 to prepare disadvantaged youth and veterans for entry-level green jobs that have opportunities to advance to jobs that are higher level, higher-skilled, and higher paid. MC3 will also be providing an opportunity to forge linkages between local workforce investment boards, community colleges, community-based organizations and state-certified apprenticeship training programs.

## **Career Pathways and Education Committee Committee Report**

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### **Background**

Career Pathways and Education Committee's (CPEC) mission is to 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.

### **Summary of Activities**

#### *Approval of CPEC Action Plan*

The CPEC met on September 13, 2013 and approved an Action Plan that includes the following objectives:

- Aligning California Career Pathways Trust (CCPT) funding strategy with the goals and activities of the State Board and regional workforce investment systems. CCPT will be implemented through guidelines and a Request for Application (RFA) developed in partnership with State Board through CPEC.
- Pilot in a school district the utilization of College and Career Readiness Certification.
- Linking K-12 with Post-Secondary High-Technology Industry-Valued Credentialing
- Disseminate Regional Industries of Focus to the CTE Community to support regional collaborations that are formed to support a targeted industry.

#### *California Career Pathways Trust*

The 2013/14 State Budget includes \$250 million to form the California Career Pathways Trust (CCPT). The CPEC proposed a partnership with the California Department of Education (CDE) to create a CCPT Fund. The CCPT will fund grants for career technical education in K-12 districts, charter schools and community colleges that will seed and/or build upon regionally transformational career technical education (CTE) programs that support regional economies while putting students on promising career pathways.

### **Next Steps**

- Support the California Department of Education/s (CDE) implementation of the CCPT to ensure that these funds result in CTE programs and innovations that are based upon employer needs and support industries that drive regional economies.

- State Board staff will develop a report on current national trends to incorporate Career Readiness standards, work experience components, and certifications as a high school graduation requirement.
- CPEC members will provide input that will inform the development of CDE's eventual RFA. The CPEC will provide an opportunity for input from its membership and that of the State Board. In support of CDE's desire to solicit input broadly from all stakeholders the CPEC will be accepting additional input through [CCPT@cwib.ca.gov](mailto:CCPT@cwib.ca.gov); which will be shared with its membership and CDE for consideration.

**Item 4. Discussion**

- a) Regional Workforce Development Conversation

**Item 5. Other Business**

**California Workforce Investment Board  
August 13, 2013 Meeting Summary**

**I. Welcome and Opening Remarks**

With a quorum of 39 of 56 members being present, Chair Mike Rossi convened the meeting at 10:10 AM. Chair Rossi thanked Steve Levy for joining the Executive Committee.

**Members Present:**

Roberto Barragan	Josh Becker
Robert Beitcher	John Brauer
Ken Burt	Jerry Butkiewicz
Jamil Dada	Jim Suennen for Diana Dooley
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Bruce Stenslie	Floyd Trammell
Joseph Williams	

**II. Public Comment**

Chair Rossi asked for public comment. There was no public comment.

**III. Action Items**

**a) Approve May 8, 2013 Meeting Summary**

Chair Rossi asked for a motion, it was moved by Mike Gallo, seconded by a member and unanimously approved.

**b) Approve Eligible Training Provider List Policy**

Executive Director (ED) Tim Rainey described the State Board's actions on policy criteria and noted the Executive Committee's changes in verbiage on page 17 of the meeting materials and to the community college section. ED Rainey provided a brief introduction to the ETPL, state legislative actions affecting the ETPL and the overall goal of providing quality training and how this policy achieves that goal. Joseph Williams asked how the community college system fits in, as there are no subsequent eligibility criteria for them. ED Rainey stated the community colleges are the premier training providers and noted that the State Board will work with them

to develop subsequent eligibility criteria. Bruce Stenslie asked where most of the training occurs and wondered if this policy facilitates the movement of training towards these ETPL providers. Ulysses Romero asked for the logic behind the 70% completion rate threshold and the thought behind it. ED Rainey stated the majority of providers appear to be meeting that threshold and noted this policy allows us to develop a statewide baseline standard to check the performance of ETPL providers and maintain a level of quality. Alma Salazar asked who will determine the validity of the credentials; monitor the work; and whether or not credentials could be aligned to state financial aid programs. ED Rainey stated the State Board committees will continue to work with partners to determine industry- recognized and valuable credentials and the additional performance measures help inform whether those certificates/credentials are effective. The Employment Development Department (EDD) will monitor and verify the credentials through a system of communications with the Local Workforce Investment Boards (LWIBs). The ETPL policy includes a scorecard for consumers to review in assist them in making informed choices. Hermelinda Sapien asked if the performance standard applies to WIA eligible graduates only, or to all graduates. ED Rainey replied WIA graduates only. Larry Frank asked if there were still two ways to get on the ETPL, one of them being ITrain. ED Rainey stated the method of getting on to the ETPL is unchanged and that it will continue to go through a LWIB.

Chair Rossi asked for a motion. The motion was made by Steve Levy, seconded by Steve Monteros, and unanimously approved.

**c) Approve Additional Performance Measures**

ED Rainey framed the discussion by describing the federal WIA common measures and how the proposed performance measures add additional detail and noted the consistency with the State Strategic Plan in driving the system towards the goals of the State Board. Steve Levy offered that he had read 12 local plans and those LWIBs picked sectors that may not match his desires, as an economist. This begins a long conversation as to whether the sectors chosen by the LWIBs are appropriate. Mr. Levy noted that some of these LWIBs are trying to fit people into the same sectors as neighboring LWIBs. Mr. Levy feels that placing hard-to-place, unemployed persons into living wage jobs in priority sectors may be unrealistic, given the fact that most available jobs are replacement jobs and not necessarily tied to priority sectors with living wages. Mr. Levy asked if the State Board's approval of this item gives permission for ED Rainey to discuss the details of the performance measures with the LWIBs, or if the measures are being "cast in stone". ED Rainey replied that the State Board is approving the framework, and that the details will be negotiated with the LWIBs.

Chair Rossi agreed with Mr. Levy's comments and noted he has read all 49 local plans. Chair Rossi stressed that we need to understand the 49 LWIBs' geography are artificial boundaries, or subsets of employment zones and further stated he agrees with the need to create a broader communication among LWIBs in thinking about jobs in employment zones. Chair Rossi also noted the local plans are too long, and that he would like to see multiple LWIBs combine to draft a single plan consistent with their employment zone. While the approach may look unrealistic,

as Mr. Levy noted, Chair Rossi believes we need to be aspirational. Larry Frank stated he likes the aspirational approach, but feels “the devil is in the details” and reminded the State Board that what will really be measured is a very small subset of job seekers (actually performing case management on about 1 percent (2,500 of 175,000) of total participants in Los Angeles City. Mr. Frank went on to say that only .5-3% of WIA participants receive training. Mr. Frank continued by saying some LWIBs have universal enrollment, giving them a better overall performance indication. More persons are served through universal access than just those receiving training services. Mr. Frank asked if there are there other things that can be measured, other than the .5-3% that we case manage.

Bruce Stenslie stated he hoped we can implement career ladder based sector-driven programs that can address the full spectrum of labor market skills. Mr. Stenslie stated the policy moves towards a demand-driven system and does not consider or provide incentives to those jurisdictions that serve population with barriers to employment. ED Rainey stated the policy does take into consideration the populations being served. Mr. Stenslie also noted that he is not sure that the WIA system would saturate the market as Chair Rossi stated. Roberto Barragan stated the action request referred to LWIB’s high performance designation and asked for clarification. ED Rainey stated these additional measures will eventually be included in the high performance board criteria in the near future. There is a lot of interest in local boards being designated as high performing.

Pamela Kan stated it is great to have aspirational goals, but noted, as an employer, she is worried about the living wage aspect and feels that just because a person has a degree/credential, they are not going to start at the top of a salary range. She would like to see the wording indicate that this is a career ladder: even with training and certification, the living wage will not be there at the start, but will take time to move up to the living wage. ED Rainey stated we did not identify a specific tool to measure the living wage as it varies around the state and went on to note that if public dollars are being spent to place and train a person in a job, those investments should at least pull those participants out of poverty and eventually take them to the middle class. Brian McMahon asked ED Rainey to clarify that the State Board’s vote acknowledges there is a lot more work to do, but that the State Board approves the direction so far. ED Rainey stated the performance measures will come back to the full Board in the future.

Joseph Williams indicated he has received many tough questions from his LWIB colleagues regarding this policy. He would like to see a standard around collaboration, as his LWIB does not have the capacity to do all of this on their own, and LWIBs cannot be “everything to everybody.” LWIBs need help to get all the partners to the table to leverage funding. ED Rainey referred to the last 3 measures and how they will address the items Mr. Williams mentioned, recognizing the WIA dollars cannot do this alone. What is needed is a systems approach. Anette Smith-Dohring stated she would like to see the second to last measure include some incentive for LWIBs to have a regional strategy, how they are working together, that will ensure they are meeting the needs of their regional employers. She believes LWIBs are still thinking and acting

within their own jurisdictions, and not what the regional needs are. ED Rainey stated the State Board would like to see a regional performance measure, as opposed to a LWIB-based measure, as a deeper level of coordination, and what the State Board can do to provide incentive to engage in this regional work. Steve Levy stated that, at the highest level, the State wants to be aspirational, but that he does not think the LWIBs have picked the sectors that have the most jobs and that will bring the highest wages. Rather, he believes they picked what will employ the most people in their areas and reiterated that most job openings are replacement jobs that may not fit our aspirational goals.

Mike Gallo stated his belief that we have not quite bridged the current LWIB performance negotiation process with these aspirational additional performance measures, and mentioned LWIBS using universal access being compared to areas that do not enroll nearly as many participants. Bob Redlo commented that he supports the document and that it was clear at the Executive Committee that more regional collaboration is necessary. He also noted that to have successful training in a sector like health care, Anette's comments are correct – the need to work together regionally. Mr. Redlo stated he does not see anything around cultural competencies to encourage people to move up the career ladder, cultural competence and awareness being keys to success. Chair Rossi concluded the discussion on the item by reiterating we are serving the state, not the individual LWIB performance.

Chair Rossi asked for a motion. A motion was made by Mike Gallo, seconded by Bob Redlo and unanimously approved.

#### **IV. Updates & Discussion**

##### **a) Workforce System Performance Measures**

ED Rainey described the past and current performance negotiation processes. The majority of LWIBs have directly negotiated their current year's goals. ED Rainey acknowledged the LWIBs with universal enrollment have lower performance and noted that has been taken into consideration. The intention is that none of the LWIBs fail their WIA common measures this year, offering technical assistance to those areas that need such help. ED Rainey went on to say that going forward, we want to look at this regional approach to negotiation. Brian McMahon asked if there are any periodic measurement points to see if the LWIBs are progressing as planned, so that the goals can be renegotiated if necessary. Assistant Director Amy Wallace stated we do have an opportunity to renegotiate with the Department of Labor after the first quarter data is received.

##### **b) Sector Survey and Mapping**

ED Rainey referred the members to the sector data in their packets and provided additional details, stating the overlay shows commonality among the 30 LWIBs that provided information, and noting we are close to having a complete list. Steve Levy reiterated his earlier comment about replacement jobs in non-high growth/living wage sectors. Michael Kelly noted that no one is mentioning the needs of small business/entrepreneurial training,

and stated this is a big segment that is being left out of the analysis. ED Rainey stated the sector approach helps to better serve large, medium and small businesses. Amy Wallace said there are some impediments that need to be overcome in serving these new forms of small business. We need to better understand the regions and their business composition so we can better target serves to them. Northern California LWIBs have done some great work in this area. Mr. Kelly mentioned work in the export business in the Los Angeles area. Van Ton-Quinlivan stated the community colleges and Governor's Office of Business Investment have funding dedicated for small business and these funds can be braided with WIA funds to grow jobs. She mentioned the Centers for International Trade, which reside on community college campuses, were just recognized by the White House for their work in promoting global exports. Larry Frank noted the City of Los Angeles also has Community Development Block Grant funds available to help create pipelines and provide support for small businesses.

**c) Member-to-Member Communication Campaign**

ED Rainey referred to the letters sent to the 49 LWIB chairs and vice chairs about the upcoming regional events and invitations to State Board members to participate in these discussions. He noted there would also be a statewide event tied to the November Board meeting in the Oakland Bay Area. ED Rainey stated the State Board would also be partnering with the California Workforce Association at their Meeting of the Minds conference in Monterey, and invited all members to be a part of that discussion. ED Rainey continued by indicating his desire to facilitate ongoing communications between the State Board and LWIB members, and provided information on the two earlier regional conversations with LWIBs held in Monterey and Oakland. He stated the events proved to be intense and enriching discussions. Alma Salazar asked if staff could provide members with a "cheat sheet" on their LWIB's performance measure discussions, as she wants members to be prepared to answer any critical questions they may receive from their LWIB's counterparts.

**d) Committee Reports**

Chair Rossi asked the members if they had questions on any of the reports contained in the agenda packet. Bob Redlo asked to verbally report on his committee's activities (see below).

**HEALTH WORKFORCE DEVELOPMENT COUNCIL**

Bob Redlo summarized the Council's activities. The Council met August 7<sup>th</sup> and remains committed to increasing primary care jobs by 10%. The Council received a \$1.78 million grant for health care workforce training. The Council is working with the Office of Statewide Health Planning and Development on mental health career pathways. The California Committee for the Employment of Persons with Disabilities (California Committee) provided a presentation to the Council on their work and challenges to

employing their clients and the Council will be taking up work in this area to help them find work. A part of their client base includes veterans, so they are looking forward to engaging in that work with the California Committee. The Council formed a subcommittee on developing apprenticeships. Mr. Redlo also described the tentative agenda for their October meeting.

#### **CAREER PATHWAYS AND EDUCATION COMMITTEE**

Mike Gallo summarized the Committee's activities. The Committee is focusing on four primary objectives:

1. \$250 million career pathways trust program in the state budget - the Committee is engaging in this process with the California Department of Education.
2. College and career readiness certification standards – the Committee is investigating these standards in the hope of bringing them to California as part of a high school graduation requirement.
3. Linking K-12 to community college career pathway programs.
4. Disseminating regional industries of focus to the career technical education community in Adult Education and K-12 systems.

#### **V. Information**

Chair Rossi asked if there were questions on the items listed below. Hearing none, the State Board moved to other business.

- a) **Local Strategic Plan Review**
- b) **California Workforce System Annual Report**
- c) **One-Stop Branding**
- d) **State Board Meeting Calendar**

#### **VI. Other Business**

Chair Rossi asked if there was any other business. Having no other business, Chair Rossi adjourned the meeting at 11:44 AM.

## Issues and Policies Committee Committee Report

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### Background

In January 2013 the Issues and Policies Committee (IPC) formed three ad hoc committees to develop policy recommendations in three areas: Additional Performance Measurement, revising the Eligible Training Provider List, and the “Future of the One Stop”. Those committees’ membership includes State Board members, Local Board directors and staff, state and local stakeholders and other parties essential to developing the policy guidance. The IPC has continued to conduct its work through the ad hoc committees formed in January 2013. The following activities summarize their efforts since May 2, 2013.

### Summary of Activities

#### *Eligible Training Provider List (ETPL) Ad Hoc Committee and Additional Performance Measures Ad Hoc Committee*

The Committee finished its work on this subject. The staff has drafted the revised policy, which is currently under internal review. The DRAFT ETPL guidance will be issued in early November 2013 for public comment, and the final policy will be issued by December 31, 2013. Guidance implementing the additional performance measures will be issued later in the year.

#### *Layoff Aversion Workgroup*

The State Board formed a Rapid Response Layoff Aversion workgroup in September 2013. Its membership is comprised of local board practitioners who will evaluate how these funds are being utilized in California and make recommendations that will promote the delivery of layoff aversion activities, particularly in priority industry sectors in the State and regional economies. The workgroup will meet again on October 30 and November 2013 to draft their final recommendations. The recommendations will ensure the Governor maintains the flexibility to maximize the use of these funds to implement strategies to achieve the goals outlined in the State Workforce Development Plan

#### *Future of the One-Stop Ad Hoc Committee*

The work of this Committee is being re-evaluated at this time. The local planning guidance recently asked local boards to describe and evaluate their service delivery strategies and

partnerships to meet the needs of the region's workers and businesses. We will continue to monitor the performance of local boards, and if necessary, will reform this ad hoc committee to make system wide recommendations on delivery strategies.

### **Next Steps**

- The staff is developing, with local input, a list of policy issues the Committee can prioritize and develop the necessary policy guidance. This will include the recently passed workforce legislation drafted by Senator Lieu, (SB 118) "Education and Workforce Investment Systems," and new criteria for designating High Performing Local Boards in October 2015.
- The next meeting will take place in early December 2013.
- State Board staff is developing a regular reporting structure to update the Committee and State Board on progress, challenges, and outcomes related to the implementation of the ETPL and Additional Performance Measures work. Staff will be engaging Local Board directors and staff, along with impacted agencies in the roll-out of these plans.

## **Health Workforce Development Council Committee Report**

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### **Background**

The Health Workforce Development Council's (HWDC) charge is to expand California's primary care and allied health workforce to meet the current demand and the anticipated increase in demand as a result of the implementation of the Affordable Care Act. Although the need to expand the health workforce is a statewide issue, the HWDC is working on a strategic plan for focused regional engagement.

### **Summary of Activities**

#### *Health Care Apprenticeship Sub-Committee*

At the August 7, 2013 HWDC meeting a presentation was given on the apprenticeship model and its potential use for increasing the health workforce supply. As result, the decision was made to convene a Health Care Apprenticeship Sub-Committee, chaired by Board member Diane Ravnik. The Apprenticeship Sub-Committee developed a mission statement and short term goals including the expansion of apprenticeship models through regional pilot projects in high demand health occupations (e.g., Community Health Workers and Medical Assistants) and an analysis of funding strategies for apprenticeships

#### *Membership Ad Hoc Committee*

The Membership Ad Hoc Committee completed a public comment period for the HWDC membership composition recommendations. The recommendations reflect the HWDC's shift from research and planning mode to implementation and regional engagement.

#### *Dislocated Worker Training National Emergency Grant (DWT NEG)*

The framework for the DWT NEG solicitation was approved at the August 7th HWDC meeting. The grant will fund up to eight projects that focus on meeting occupational and skills shortages in high-demand occupations through a health care sector strategy. Successful projects will create or expand regional collaborations.. Applicants are asked to advance the goals of the State Strategic Plan and build workforce system infrastructure and capacity through collaboration, innovation and system change.

## **Next Steps**

- The HWDC met on October 16, 2013 and formed sub-groups to address the following items:
  - Advocacy for addressing issues that are exasperating primary care workforce shortages.
  - Mental health career pathway initiative due to the Affordable Care Act's requirement that mental health services are integrated in the delivery of primary care services and current available resources administered by the Office of Statewide Health Planning Development.
  - A statewide strategy for working with the local workforce investment boards, industry partnerships, community colleges, K-12, universities, colleges, and other stakeholders to support regional health care industry sector initiatives.
  - The Health Care Apprenticeship Sub-Committee will identify occupations and settings that are conducive to the apprenticeship training programs.

## **Advanced Manufacturing Workforce Development Council Committee Report**

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### **Background**

The Advanced Manufacturing and Workforce Development Council's focus is local/regional engagement on the following Call to Action:

1. **Mobilize a network of regional collaborations** of education, economic and workforce development systems to forge new partnerships with businesses to train workers for well-paying jobs in advanced manufacturing.
2. **Achieve regional braiding of disparate resources** through innovative and proven strategies to accelerate the increase of workers that gain industry-recognized credentials in fields like welding, machining and engineering.
3. **Leverage public and private national, state, and regional partnership networks** to train and educate 1,000 Californians in advanced manufacturing career technical education and training programs.

### **Summary of Activities**

#### *September 16 2013 Meeting*

The council met on September 16, 2013 and approved the Call to Action goals. Orange County WIB Executive Director Andrew Munoz gave a presentation on the Orange County Manufacturing Initiative.

#### *Career Technical Education Advanced Manufacturing Projects*

\$880K of WIA discretionary funds was made available for Career Technical Education Advanced Manufacturing Projects. Grants were awarded to Oakland/Alameda, San Bernardino, South Bay, and Stanislaus to serve up to 200 at-risk youth.

### **Next Steps**

- The council will feature a regional initiative at each meeting.
- The Advanced Manufacturing and Workforce Development Council will develop and bring partners around actionable sub-goals under the Call to Action.

- CTE Advanced Manufacturing Grants:
  - A *Community of Practice* will be applied to all grantees to reinforce coordination and strategy sharing.
  - The development of promising practices and other activities that bring the grantees together as a community is centered on the premise that the sharing of ideas further reinforces the successes of the programs.
  - The Council will address any barriers or technical assistance needs that are identified by the CTE Advanced Manufacturing Projects.
- The Council will develop an inventory of industry-recognized credentials being utilized to address skill gaps in manufacturing.
- The Council will align activities with existing statewide and regional initiative, such as the GO-Biz recent i-Hub designated California Network for Manufacturing Innovation (CNMI).
- Next meetings are being scheduled out for the year with new Chair, Pamela Kan and Vice Chair, Imran Farooq.

## **Green Collar Jobs Council Committee Report**

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### **Background**

The Green Collar Jobs Council (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.

### **Summary of Activities**

#### *Proposed Job and Workforce Development Program Elements for Carbon Reduction Investments in California*

The GCJC met on September 17, 2013 and reviewed the Proposed Jobs and Workforce Development Program Elements for Carbon Reduction Investments in California. These elements are being considered by the GCJC as recommendations to State agencies investing in workforce development activities.

- Performance Goals and Data Tracking for Jobs
- Contractor Standards and Worker Skill Certifications
- Providing Employment for Californians from Disadvantaged Communities
- Training Investments, Performance Goals, and Data Tracking for Training
- Transition Assistance for Adversely-Impacted Incumbent Workers

#### *Proposition 39 Program Framework*

The GCJC reviewed and approved the program framework to guide the implementation of Proposition 39 grants. Prop 39 key program elements include:

- Pre-apprenticeship training aligned with local building trades council and based on nationally certified Multi-Craft Core Curriculum (MC3).
- Training and placement requirements developed in alignment with energy-efficiency work opportunities.
- Regional partnerships, resource and program alignment among Local Workforce Investment Boards, employers, organized labor, K-12, Community Colleges, Conservation Corps, and community-based stakeholders.

- Rigorous performance and evaluation methods to ensure program efficacy and continuous improvement; development of sustainability model to increase scale and/or replication of successful programs.

### **Next Steps**

- A competitive solicitation for Prop 39 training will be issued by December 2013, with grant awards announced and services beginning by February 2014.
- The State Board, Chancellor's Office of California Community Colleges (CCCCO), and California Conservation Corp (CCC) with effective and collaborative approaches to economic and workforce development can provide expertise and resources to Prop 39.
- The State Board, in consultation with UC Berkeley, will create reporting tools to be incorporating into the Energy Commission guidelines and tracking of jobs created by Prop 39 funded projects.
- The State Board, in consultation with UC Berkeley will work with Department of Industrial Relations to incorporate Prop 39 reporting requirements into new data tools developed, and implement these as soon as feasible on Prop 39 funding projects.
- The State Board will utilize the MC3 to prepare disadvantaged youth and veterans for entry-level green jobs that have opportunities to advance to jobs that are higher level, higher-skilled, and higher paid. MC3 will also be providing an opportunity to forge linkages between local workforce investment boards, community colleges, community-based organizations and state-certified apprenticeship training programs.

## **Career Pathways and Education Committee Committee Report**

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### **Background**

Career Pathways and Education Committee's (CPEC) mission is to 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.

### **Summary of Activities**

#### *Approval of CPEC Action Plan*

The CPEC met on September 13, 2013 and approved an Action Plan that includes the following objectives:

- Aligning California Career Pathways Trust (CCPT) funding strategy with the goals and activities of the State Board and regional workforce investment systems. CCPT will be implemented through guidelines and a Request for Application (RFA) developed in partnership with State Board through CPEC.
- Pilot in a school district the utilization of College and Career Readiness Certification.
- Linking K-12 with Post-Secondary High-Technology Industry-Valued Credentialing
- Disseminate Regional Industries of Focus to the CTE Community to support regional collaborations that are formed to support a targeted industry.

#### *California Career Pathways Trust*

The 2013/14 State Budget includes \$250 million to form the California Career Pathways Trust (CCPT). The CPEC proposed a partnership with the California Department of Education (CDE) to create a CCPT Fund. The CCPT will fund grants for career technical education in K-12 districts, charter schools and community colleges that will seed and/or build upon regionally transformational career technical education (CTE) programs that support regional economies while putting students on promising career pathways.

### **Next Steps**

- Support the California Department of Education/s (CDE) implementation of the CCPT to ensure that these funds result in CTE programs and innovations that are based upon employer needs and support industries that drive regional economies.

- State Board staff will develop a report on current national trends to incorporate Career Readiness standards, work experience components, and certifications as a high school graduation requirement.
- CPEC members will provide input that will inform the development of CDE's eventual RFA. The CPEC will provide an opportunity for input from its membership and that of the State Board. In support of CDE's desire to solicit input broadly from all stakeholders the CPEC will be accepting additional input through [CCPT@cwib.ca.gov](mailto:CCPT@cwib.ca.gov); which will be shared with its membership and CDE for consideration.

## DRAFT EMPLOYMENT ZONE STRATEGY

**Purpose:** To bring workforce stakeholders together regionally to identify and then work to solve economic challenges that slow down California's economic engine, with regionally-selected solutions to regionally-selected problems that build the competitive advantages of shared labor forces.

**Background:** As a network of workforce organizations and agencies committed to ending unemployment in California, we realize we need to do more than prepare people for jobs – we must find ways to strengthen our economy so that it creates more economic opportunity.

There is considerable interest from all levels in California in strategies that tackle these challenges in regions, rather than in counties, cities, or at the state-level alone. There are excellent examples of regional collaborations that bring all stakeholders to the table to improve California's regional and State economy.

**Principles:** We must work regionally to regain the income mobility that made America great. In a rapidly changing economy, stronger regional networks and the ability to measure impacts through good data are needed. The changing economy has brought an increased fluidity of labor markets and increased mobility of the workforce, with a willingness to travel for a living wage and career path.

### **Expected Outcomes:**

- Coordinate resources to the benefit of California job seekers
- Promote regional solutions to place job seekers in open positions
- Use of data to solve larger community, regional, and State issues, utilizing increased predictive-analytical data analysis
- Playing to the strengths of all stakeholders in the system
- Implement different incentives from those that currently exist, so as to create space to take risks
- Lower the administrative barriers to regional programs by strategically leveraging and braiding local/regional resources

**Proposal:** CWA and the CWIB propose a new Employment Zone Initiative designed to support regional stakeholders in tackling regional economic challenges collaboratively – within and across the state's major economic regions. Based on the input of local WIBs and stakeholders to date, we have identified a number of critical components of the Employment Zone effort.

1. Employment Zones will be regional and defined by the location of economic activity, such as labor sheds, commute patterns, clusters, sectors, et al

2. EZ will emphasize collaboration and encourage partnerships with all stakeholders involved. In addition, work to identify and disseminate best practices
3. Participating EZ regions can:
  - Conduct asset mapping to determine the resources available in each zone to create jobs
  - Review pertinent data LMI, demographic, commute patterns, census, etc for each region
  - Identify key industry sectors and opportunities for job growth for each region
  - Develop a strategy and process to document regional initiatives and submit to State
4. CWA/CWIB will:
  - Share with regions technical assistance on a key facilitation technique and tools
  - Commit statewide support for this effort by continuous communication and contact with regional activity
  - Develop set of common metrics for each zone – possibly use the newly created CWIB additional performance measures – key here is that ALL stakeholders are accountable for collectively.
  - Work with state to obtain requisite waivers from DOL to conduct regional work
  - Seek additional State, Federal, Private/philanthropic or other sources of investment/funding to support this work

#### **Next Steps:**

1. Develop the draft Employment Zone Initiative with the engagement of the state WIB, local WIBs, WIB members, the community college system, and other key stakeholders
2. Develop a list of partners to bring to the table, and the roles of these partners. Ensure that this document is thoughtful, in-depth.
3. Assist each region to create a common vision, as well as identifying common issues for each region to solve.
4. In the regions, define what success looks like.
5. Find a way to combine common measurements, resources, gaps, and needs
6. Convene regional meetings to facilitate discussion and begin to shape regional strategies
7. Secure support from Governor Brown and commitments for press and public notice about this new activity
8. Conduct outreach to prepare the field for the initiative, including sharing success stories from similar collaborative efforts to date (sector strategies, regional initiatives, and private/public partnerships from across the state)
9. With these plans in hand, work with DOL Region 6, to push for waivers on standard performance measures
10. Determine strategy for documenting initiative and studying opportunity costs
11. Launch initiative

*Examples of regional maps for this initiative are currently in development, input is encouraged.*

# Background for Conversation on Regional Approaches

Stephen Levy

CCSCE and State and NOVA WIBs

November 12, 2013

# Topics

- Importance of Regions and Regional Approaches
- Challenges and Approaches in Reducing Inequality
- The Importance of Industry Participation

# Regions and Regional Approaches

- For many workforce boards workers seek and find jobs in adjoining areas and businesses attract workers from adjoining areas. There is large intra-regional and some interregional commuting
- This is true for areas not included in conventional regional definitions such as San Joaquin County
- So help to workforce board customers must be based on information about the economy in adjoining areas within the regional economy.  
Local delivery, regional thinking

# Regions and Regional Approaches

- Besides better helping worker and business customers, regional approaches are needed to make best use of limited funds—to avoid duplication of services and allocate responsibilities within a region—local delivery, regional thinking
- The CWIB is now processing two regional information/action initiatives—1) from EDD for labor market information and 2) from CWA for regional coordination in service delivery

# Regions and Regional Approaches

- The selection of regional boundaries is to be determined
- Southern California has 14 WIBs with more than one in LA, Orange and San Bernardino
- The Bay Area has 12 with 3 in Alameda and 2 in Santa Clara
- The Sacramento region has 3. There are 4 WIBS that cover multiple counties and 16 more single county WIBs

# Challenges and Approaches in Reducing Inequality

- Inequality can be reduced by three major approaches:
  - reducing or reversing the growth for high income groups
  - improving wages and benefits for low wage workers
  - improving skills and reducing barriers to help people move up (a mobility agenda)
- WIBs and colleges use the third approach but we are only one part of success for this approach.

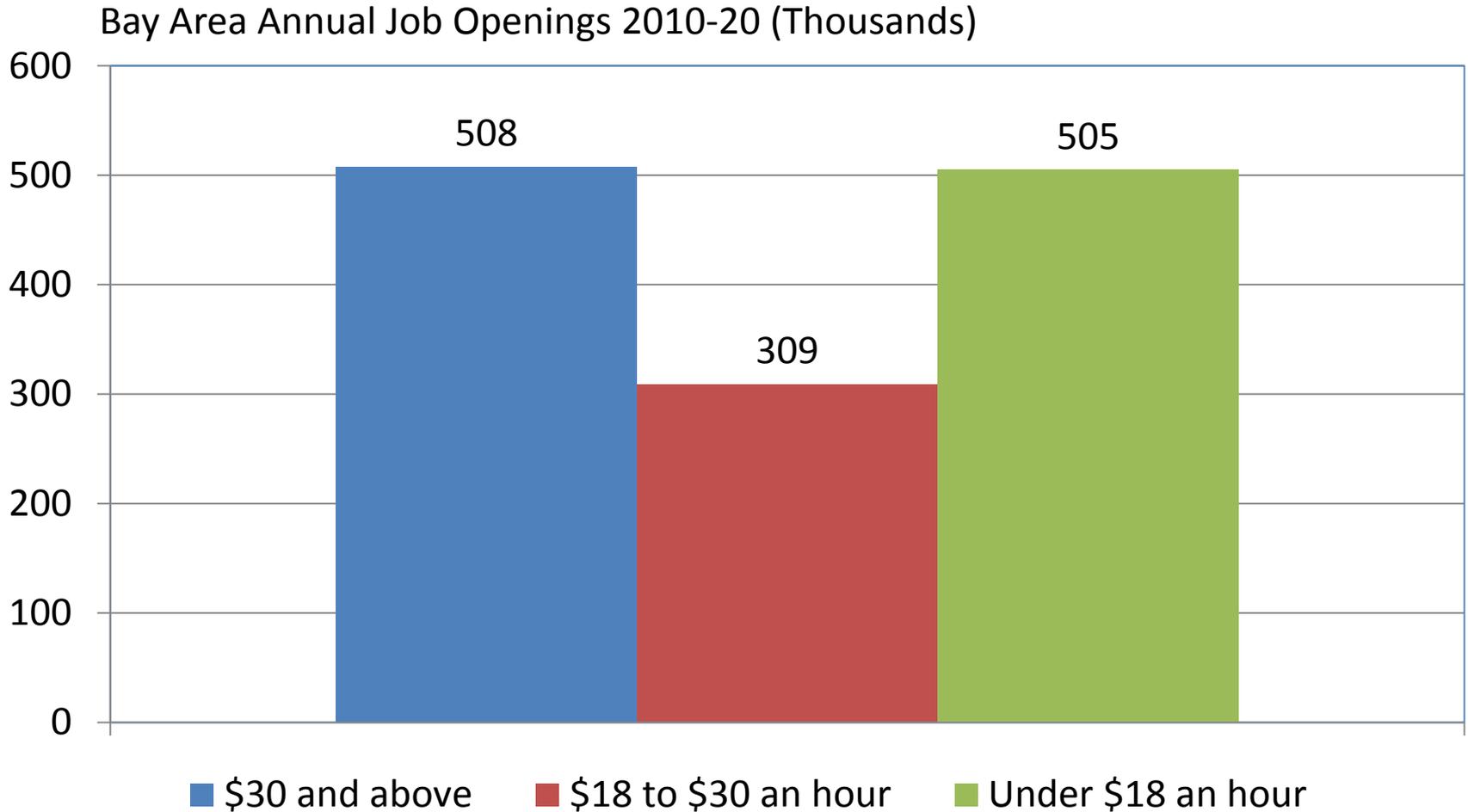
# Challenges and Approaches in Helping Low and Moderate Wage Workers

- The number of low and moderate wage jobs will increase in the future and there are nowhere near enough move up opportunities for all low wage workers.
- WIBs, colleges and labor partners will have difficulty overcoming the challenges of 1) poor education through high school, 2) language and immigrant status barriers, and 3) housing and transportation access
- And, of course, limited resources for WIBs and colleges and apprenticeship programs

Just over one third of all Bay Area workers earn  
low and moderate wages  
(i.e up to about \$18 per hour)

Number of Workers		Share of All Workers
All	3,249,672	100.0
Above LMI	2,098,609	64.6
LMI	1,151,063	35.4

# There are more opportunities at the top and bottom than in the middle.



# The Importance of Industry Participation

- Business and workers are equal partners under WIA—serving both is our mission
- The best practice model for regional coordination toward an upward mobility agenda is industry-driven regional workforce initiatives whether these are specialized certificates, apprenticeship programs or college degree programs.