



Agenda Packet

*Governor
Edmund G. Brown Jr.*

*Chair
Mike Rossi*

*Executive Director
Tim Rainey*

Wednesday, March 19, 2014
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

Wednesday, March 19, 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

AGENDA

1. Welcome and Opening Remarks
2. Public Comment
3. Action Items
 - a. [Approval of the November 12, 2013 Meeting Summary](#)
4. Updates & Discussion
 - a. Slingshot/Employment Zone Implementation
 - b. Regional Workforce and Mobility Presentation
 - c. Federal Policy and Funding Opportunities
 - d. Committee Reports
 - Issues and Policies Committee
 - Health Workforce Development Council
 - Advanced Manufacturing Workforce Development Council
 - Green Collar Jobs Council
 - Career Pathways and Education Committee
5. New Business

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 Michelle Green 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 November 12, 2013 Meeting Summary

CALIFORNIA WORKFORCE INVESTMENT BOARD
FULL BOARD MEETING
November 12, 2013

1. Welcome and Opening Remarks

With a quorum of 34 of 56 members present, Chair Mike Rossi convened the meeting at 10:13 AM.

Members in Attendance:

Johnathon Andrus	Monica Blanco-Etheridge
John Brauer	Jerry Butkiewicz
Bill Camp*	Cindy Chavez
Jamil Dada	Diane Factor
Imran Farooq	Louis Franchimon
Chris Hill	Sharon Hilliard
Ro Khanna	Steve Levy
Laura Long	Jim Mangia
Brian McMahon for David Lanier	Karl Mehta
Steve Monteros	Lisa Mortenson
Nathan Nayman	Catherine O'Bryant
Marvin Pineda for the Honorable Rudy Salas	Tim Rainey
Diane Ravnik	Bob Redlo*
Ulysses Romero	Mike Rossi, Chair
Alma Salazar	Hermelinda Sapien
Jeremy Smith	Abby Snay
Bruce Stenslie	Jim Suennen for Diana Dooley
Floyd Trammell	Russell Weikle for Tom Torlakson
Joseph Williams	Carol Zabin*

* Arrived after the Agenda Action Items and not counted in the quorum.

2. Public Comment

None

3. Action Items

a. Approval of the August 13, 2013 Meeting Summary

The summary was unanimously approved by the Board without comment.

b. Approval of Committee Reports

All committee reports were unanimously approved by the Board without comment.

4. Discussion

a. Immigration Reform and Its Impact on Workforce Development

Executive Director (ED) Tim Rainey described the discussion that took place at the Executive Committee meeting. A subsequent meeting will be convened to discuss the impact of immigration reform, particularly as it impacts employers, as the policy develops.

b. Approval of Local Plans

ED Rainey advised all 49 local Workforce Investment Board strategic plans were received and reviewed. High Performance Local Board determinations will be announced by the next Board meeting.

c. Executive Committee Update

ED Rainey noted Steve Levy's addition to the executive committee. Ro Khanna has resigned as the chair of the Advanced Manufacturing Committee, but continues to serve on the State Board, and Pamela Kan has been appointed as the new Advanced Manufacturing Committee chair.

D. Labor and Workforce Development Agency

Brian McMahan announced the appointments of David Lanier as the new LWDA Secretary and Marty Morgenstern as a Senior Unpaid Advisor to the Governor.

E. Updates and Discussion on Existing Grant Programs

- The advanced manufacturing grant, which is focused on WIA-eligible at-risk youth and will provide Career Technical Education (CTE), was awarded to four grantees – East Bay WIB, South Bay WIB, San Bernardino County WIB and Stanislaus County WIB.
- The healthcare workforce training grant, a National Emergency Grant, will target the training of the long-term unemployed for employment in the healthcare sector. Awardees will be announced in November, 2014.

- The CDE Career Pathways Trust grants are expected to begin July 1, 2014. Mr. Russ Weikle (CDE) provided background information and specific details on eligibility and funding. Board members asked a number of questions, with regard to eligibility criteria, award amounts, local and state-level organizational technology infrastructures, and Proposition 98 funding.

5. REGIONAL WORKFORCE DEVELOPMENT CONVERSATION

Chair Rossi stated the Governor is committed to “moving the needle” for workforce development and provided specific economic background and data for the state of California:

- As of October 2013, California was 2nd in the nation in total job creation.
- Since February 2010, California has created over 800,000 jobs.
- California has had 26 straight months of job creation – longest in the nation.
- California has a 3% year-over-year growth in employment – largest since 1990.
- The Domestic State Product is growing at 3.4%.
- California has tremendous movement of jobs coming into the state such as Amazon and Samsung.

California has a large and diverse economy. For the first time in 10 years California has increased manufacturing jobs. California had a record export year and tourism is booming. Fitch and other credit rating bureaus have upgraded California’s credit and bond ratings in the last 12 months.

Chair Rossi then contrasted this economic data with another set of numbers related to the American dream:

- Only 8% percent of Americans will move up. The British and Danish are 12% and 14% respectively.
- The chances of moving from the lower 10% to the top 10% of income earners are smaller than ever. Generational income inequality is increasing and the ability to move up the income ladder is decreasing.

Chair Rossi stated he would like to shift the State Board away toward the goal of increasing income mobility.

Steve Levy, Director and Senior Economist of the Center for Continuing Study of the California Economy, presented the “Background for Conversation on Regional Approaches” – the presentation can be found on the State Board website at:

http://www.cwib.ca.gov/res/docs/special_committees/cwib/archived_meetings/2013/Regional%20Approaches%20by%20Stephen%20Levy.pdf

Statue Board members and local Workforce Investment Board directors and chairs engaged in discussion of the regional employment zone initiative. Feedback and suggestions will be incorporated into the framework, goals, and strategies for implementation.

The chair adjourned the meeting at 2:30 pm.

Item 4. Updates & Discussion

- a. Slingshot/Employment Zone Implementation
- b. Regional Workforce and Mobility Presentation
- c. Federal Policy and Funding Opportunities
- d. Committee Reports
 - Issues and Policies Committee
 - Health Workforce Development Council
 - Advanced Manufacturing Workforce Development Council
 - Green Collar Jobs Council
 - Career Pathways and Education Committee

Item 5. New Business

DOL/ETA SGA FOR H-1B READY TO WORK PARTNERSHIP GRANT

Program Summary

The Long-term Unemployed H-1B Ready To Work Partnerships grant program (Ready to Work) will utilize approximately \$150 million in revenues from the H-1B visa program to support high performing partnerships between employers, non-profit organizations and America's public workforce system that will help provide long-term unemployed individuals with the range of services, training, and access they need to fill middle and high-skill jobs. The Department expects that a solicitation for applications for these grants will be available in February and awards will be made in mid-2014.

The Ready to Work grants will reward partnerships with the following key features:

- **Focus on Reemploying Long-Term Unemployed Workers:** Programs will have to recruit long-term unemployed workers and employ strategies that are effective in getting them back to work in middle to high-skill occupations. These strategies could include assessments, job placement assistance, training, mentoring and supportive services such as financial counseling and behavioral health counseling.
- **Work-based Training That Enables Earning While Learning Through Models Such as On-the-Job Training (OJT), Paid Work Experience, Paid Internships and Registered Apprenticeships:** Incorporating work-based training into these projects will afford employers the opportunity to train workers in the specific skill sets required for open jobs.
- **Employer Engagement and Support in Program Design - Including Programs That Commit to Consider Hiring Qualified Participants:** Training programs funded by these grants must address the skills and competencies demanded by employers and high-growth industries, and ultimately lead to the employment of qualified participants. Preference will be given to applicants with employer partners that make a commitment to consider candidates who participate in these programs.

Program Details

Due Date: June 19, 2014 4PM EST

Amount: \$150M total, 20-30 grants. \$3-\$10M per

Eligible Applicant: (Lead must be a public or non-profit organization) and must form primary partnership.

P3 the must include:

- Workforce Investment System
- Training Providers
- Business related non-profit organizations, organizations functioning as workforce intermediaries for the express purpose of serving the needs of business
- **MUST** have at least three employers or a regional industry association consisting of at least three employers
 - **MUST** provide documentation/MOUs of active involvement
 - Encourage partnerships of multiple employers in an industry cluster

- Additional partners strongly encouraged (EDCs, state and local governments, foundations/philanthropic organizations, providers of supportive and specialized services, CBO or FBO.

Geographic Scope: Applicant may propose to serve a local, regional or **multi-regional area**.

Cost Share/Match: NOT REQUIRED

Program will:

Recruit and serve Long-Term unemployed by:

- Comprehensive up-front assessment resulting in customized intervention across three tracks:
 - Intensive coaching and other short-term, specialized services culminating in direct job placement into middle and high skilled jobs
 - Short term training leading to employment
 - Accelerated skills training along a career pathway that leads to an industry-recognized credential and employment
- Particularly interested in
 - employer-based activities with and earnings component (OJT, Learn & Earn) and
 - specialized participant services that address the unique barriers facing long-term unemployed workers (financial counseling, behavioral health counseling)
- **MUST** focus on preparing and placing individuals into jobs within occupation and industries for which employers are using H-1B visas to hire foreign workers
- **MUST** support high-growth industries and occupations in demand in the regional economy(ies)
 - Projected to add substantial numbers of new jobs to the economy
 - Being transformed by technology and innovation requiring new skill sets for workers
 - New and emerging businesses that are projected to grow
 - Have a significant impact on the economy overall or on the growth of other industries and occupations

Participants MUST fall under one of the following categories:

- Long-term unemployed (**MUST** be 85% of participants served)
- Other unemployed (no more than 15%)
- Incumbent workers (no more than 15%)
- ****Veterans Priority****

Period of Performance: 48 months from date of execution of the grant and will include

- All implementation and start-up activities
- Rapid reemployment services
- Completion of education/training activities
- Award of employer or industry recognized credentials, if appropriate
- Placement activities
- Participant follow-up for performance outcomes

Expected Start Date: October 1, 2014

- Grantees will begin serving participants within six months

Issues and Policies Committee Committee Report

Background

The Issues and Policy Committee (IPC) met on March 5, 2014 and received an update of activities and discussed the new ad hoc committee: "Future of Workforce Development." Largely through its ad hoc committees, the IPC continues to develop policy in the following areas: 1) Additional Performance Measures, 2) Eligible Training Provider List, 3) Rapid Response/Layoff Aversion, 4) High Performance Board Standard and Certifications, and 5) Future of the One-Stop (renamed Future of Workforce Development). The IPC and ad hoc membership includes State Board members, Local Board directors and staff, state and local stakeholders, and other parties interested in developing the policy guidance. The following activities summarize efforts since the November 12, 2013 full Board meeting.

Summary of Activities

Additional Performance Measures

The State Board held four stakeholders meetings with local area WIA directors and MIS administrators, as well as Employment Development Department (EDD) and Department of Labor Employment and Training Administration (DOLETA) Region VI technical staff, to work on a framework for the feasibility, technical details, and implementation of the seven additional performance measures previously adopted by the State Board. Themes such as data collection process, unintended consequences, and data infrastructure were discussed. The three outcome measures (credential attainment, occupational placement, and targeted industry sector placement) adopted by the Board, will be tracked through the DOLETA's database for Adult and Dislocated Worker WIA participants that receive training services. The four process measures (return on investment, employer engagement and investment, industry sector partnerships, and alignment of funding streams) will not require data collection at this time and will be part of a "Scorecard" dashboard available through the State Board's website. This dashboard is expected to be completed by 2015. State Board staff is currently drafting a directive for local areas to begin data collection once the new EDD case management data system has been fully implemented. Robust data for the three outcome measures is not expected until the 2015-16 program year. Process measures will be prepared and reviewed in conjunction with the nine WIA common measures for program year 2013-14's annual report to DOLETA.

Eligible Training Provider List (ETPL)

Draft ETPL policy guidance was issued for public comment on December 12, 2013. Staff is working with the Employment Development Department (EDD) to respond to the comments received and issue the final policy directive by March 31, 2014. There are some challenges in transitioning to the new statewide reporting system and meeting the ETPL requirements by local boards and their training providers. Staff continues to work with the vendor and the local areas to ensure a smooth transition and full implementation of the policy by May 1, 2014. A report will be provided to the State Board on the implementation of this policy at its Fall 2014 meeting.

Rapid Response/ Layoff Aversion Policy Revision

Federal law requires that States set aside 25% of their WIA Dislocated Worker funding stream for two statewide activities: 1) Rapid Response to assist workers and businesses at risk of layoff or affected by layoff, and 2) Additional Assistance for local boards to apply to if there is a significant increase in unemployment in their jurisdictions caused by plant closure, downsizing, natural disaster, or "other event." Federal law leaves it up to State WIBs to develop specific policy.

In California, current policy (established in 2006) is to formula allocate the Rapid Response funds (half of the total 25% funds) to local boards. The other half of the 25% is for Additional Assistance and available to local boards and other organizations through an application process. The US Department of Labor is encouraging State's to move their Rapid Response systems from *layoff response* to *layoff prevention*. DOL produced guidance detailing activities and practices considered effective for "layoff aversion" – interventions that could reduce the number of workers a company lays off or that could prevent a closure.

The IPC established a workgroup to develop policy options for shifting the local Rapid Response system toward layoff aversion. This Rapid Response/Lay-Off Aversion Workgroup (Workgroup) includes Rapid Response staff of local boards, representatives of DOL Region 6, EDD state and field staff, local WIB directors, and California Workforce Association staff.

The current Rapid Response local funding formula includes three components: 1) baseline funding for each county, 2) layoff based activities reported via a 121 form, and 3) a hold-harmless so that no local board drops or increases significantly from prior year funding. After the formula allocations are determined, a portion of the Rapid Response funds is left unallocated (approximately \$3 million). The principle change implemented by the draft Rapid Response policy is dedicating a portion of Rapid Response for layoff aversion activities. The

new policy recommends an additional formula component distributing those funds based on “layoff aversion” activities reported via a new 122 form.

In addition to dedicating a portion of Rapid Response funds to layoff aversion activities, CWIB staff proposes dedicating a portion (up to \$3 million) of the Additional Assistance funds to Small Business Development Centers (SBDCs). The intent is threefold: 1) develop the capacity of SBDCs to identify businesses at risk of layoff and the tools for layoff aversion, 2) develop closer collaboration with local boards for layoff aversion, and 3) increase SBDCs’ ability to leverage additional non-federal funds to draw increased SBA matching funds. The program and funding mechanism is in development. To help craft the program, the State Board and GO-Biz will work closely with local board directors who have volunteered to provide their expertise.

Implications and Timeline: The new Rapid Response allocations for layoff aversion will be available to local boards effective July 1, 2014. The first allocation will be based on each local board’s proportionate share of Program Year 2013-2014 Rapid Response formula funds. For following years, the layoff aversion allocation will be based on 122 activities reported by each local area. These activity reports are submitted quarterly to the Employment Development Department. Depending on the program framework, Additional Assistance funds will be available to SBDCs on July 1, 2014.

High-Performance Local Board certification

State law requires that the State Board develop a High Performance Local Board (HPB) certification. Fifteen (15) of the forty-three (43) local boards that applied were awarded HPB status based on the review of their strategic plans. All local WIBs will have the opportunity to submit revisions to their plans through December 31, 2014 in order to become a High Performance Board. One local WIB has submitted revisions, and a list of the current High Performing Boards is included in this packet.

Future of Workforce Development ad hoc Committee

During its March 5, 2014 meeting, the IPC discussed a new ad hoc committee to identify opportunities for increased coordination and policy alignment in four principal areas: (1) Policy alignment and joint investment strategies by agencies administering workforce funds or services; (2) Technology and its uses in delivering quality services; (3) Demographics and the changing labor force; and (4) The changing nature of work and employee skills needs. Membership will include a wide range of public and private entities and representatives. The new committee will be formed in the following weeks and will work to have its first meeting within the next 30-45 days. A copy of the Future of Workforce Development committee framework is included in this packet.

Next Steps

- The next IPC meeting is scheduled for May 6, 2014.
- Form the Future of Workforce Development ad hoc committee and solicit representation from State Board members, local directors, state and local workforce partners and others.
- 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 policies outlined above.

High Performance Workforce Investment Boards

February 18, 2014

- Contra Costa County Workforce Investment Board
- Kings County Workforce Investment Board
- Los Angeles County Workforce Investment Board
- Monterey County Workforce Investment Board
- North Valley Job Training Consortium (NoVa) [Cities of Cupertino, Los Altos, Milpitas, Mountain View, Palo Alto, Santa Clara & Sunnyvale]
- Orange County Workforce Investment Board
- Richmond Workforce Investment Board
- Riverside County Workforce Investment Board
- Sacramento Employment and Training Agency
- San Bernardino County Workforce Investment Board
- Santa Ana Workforce Investment Board
- Santa Cruz Workforce Investment Board
- San Jose/Silicon Valley WIN - Work 2 Future
- South Bay Workforce Investment Board [Cities of El Segundo, Gardena, Hawthorne, Hermosa Beach, Inglewood, Lawndale, Manhattan Beach, & Redondo Beach]
- Southeast Los Angeles County Workforce Investment Board (SELACO) [Cities of Artesia, Bellflower, Cerritos, Downey, Hawaiian Gardens, Lakewood, & Norwalk]
- Workforce Investment Board of Tulare County

The Future of Workforce Development: A Framework for Action

Since the inception of the Workforce Investment Act in 1998, the context for job creation, skills development, labor exchange, and other workforce development activities has changed dramatically. Our workforce policy and structural framework has not kept pace with these rapid changes, and we are at a critical crossroads for the system and its many stakeholders. Yet California can take advantage of a window of opportunity with aligned leadership at the local, regional, State, and Federal levels to make significant and lasting changes – both large and small – that improve the system for job seekers, students, workers, and the economic engines that drive our economy – now and for generations to come.

The Issues and Policies Committee elected to develop an ad hoc committee to discuss and develop recommendations on “The Future of the One Stop,” however subsequent conversations and recommendations suggest the value of expanding this work to take on a variety of complex and challenging issues facing our system, and the Californians who rely on workforce services. Critical issues to address include:

- Lessons from the Integrated Service Delivery (ISD) model, and potential for expansion
- Implementing new tools and strategies for delivering workforce services, including but not limited to technology
- Responding to changing economic and labor market conditions, demographic shifts, and funding opportunities and realities

Potential areas for exploration for the ad hoc committee include:

Policy

There are numerous opportunities at both the State and Federal levels for California to showcase what works – and what doesn’t- with a credible and highly valued voice. In addition to WIA reauthorization, many Federal agencies are looking to braid resources to achieve common workforce and jobs goals. State agencies are increasingly charged with finding solutions to employment problems, and challenged to do business differently. Aligning these efforts will require a dedicated lens for prioritization and action.

Technology

Technology and social media have changed our personal and professional lives profoundly since 1998, yet there remains an enormous digital divide in the workforce system. This divide is not only with job seekers and students lacking access to the tools used by companies to hire, for example, but also with the way workforce system stakeholders interact with customers, and with one another. Taking advantage of innovations in technology has potential to help us do business better, faster, and smarter.

Demographics

California’s diverse population is a source of tremendous strength for our economy, and we are just beginning to grapple with shifts in our labor market. Increasingly, our system is called upon to

serve clients ranging from long-term unemployed professionals to job seekers who have limited experience in the labor market to “digital natives” who are looking for educational and job training opportunities. Creating solutions to serve diverse groups of clients, capitalizing on the strength of untapped labor pools in creating economic growth in our cities and regions, and building a framework for all job seekers is our challenge, and our opportunity for testing innovative new strategies and policies for the workforce system

Work

The nature of work has continued to evolve, with more employment becoming part-time, contingent, and project-specific. Workers no longer stay with a single company- or even in a single industry- for a lifetime, and transferable skills, networks, and an entrepreneurial approach to finding and keeping a job are becoming increasingly important. Skills need by employers also evolve more rapidly, exceeding the pace of change for our traditional education and training systems. We have an opportunity to create solutions that both reflect the changing nature of the job and skill markets, and simultaneously support workers and their communities in a fluctuating economic climate.

The IPC can take a coordinated approach in developing priorities and an action plan for setting the course for the “Future of Workforce Development” in California. Of critical importance will be determining how the challenges facing they workforce system, students and job seekers, and our industry partners can be addressed through our policies, practices, and special initiatives. An action plan would include:

- Goals (quantitative and qualitative)
- Key strategies and critical design elements
- Resources required (funding, people, infrastructure, etc.)
- Barriers to moving forward (current or potential)
- Timeline and tactics

Next Steps

- Recruit ad hoc committee members, including system stakeholders, experts, and innovative thinkers from other disciplines
- Nominate a Chair and Co-Chair to lead the ad hoc committee
- Further brainstorm opportunities and challenges
- Develop meeting schedule and facilitated framework for developing recommendations and action plans

Health Workforce Development Council Committee Report

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 January 15, 2014 HWDC meeting, an update was given on the health care apprenticeship programs currently under development, including the apprenticeship program for community health workers that would be employed by the County of Los Angeles. The chair also discussed the Department of Labor's Division of Apprenticeship's presentation on national health care apprenticeship models.

Advocacy, Mental Health and Regional Engagement Workgroups

The HWDC convened the three Workgroups established at the October 16, 2013 meeting – Advocacy, Mental Health and Regional Engagement.

Advocacy

The Advocacy Workgroup met to discuss development of strategies, such as policy briefs and monitoring of health-related legislation, for addressing the implementation of the priority recommendations that were developed by the HWDC.

The workgroup will also identify opportunities to educate/brief legislators, policy makers and funders regarding the priority recommendations.

Mental Health

The Mental Health Workgroup reviewed and provided input on the Mental Health Workforce Education and Training 5-Year Plan required by California's Mental Health Services Act.

Regional Engagement

Prior to the first Regional Engagement Workgroup meeting, State Board staff worked with Community College Health Workforce Initiative (HWI) to develop a survey that would be conducted by California Community College Health Sector Navigators and local workforce investment boards. This survey will gather insight on areas of opportunity for the HWDC to engage regional collaborations.

The survey was presented at the workgroup meeting, and it was decided that the survey participants would be expanded to include California State Universities' Continuing Education programs. At the January 15, 2014 HWDC meeting, it was suggested that the survey also be sent to the Association of Independent California Colleges and Universities.

Next Steps

The HWDC, through its Apprenticeship Sub-Committee and Workgroups, will:

- Compile, analyze and prepare a synopsis of the regional collaboration surveys. If needed, follow ups will be scheduled to gather further insight regarding areas of opportunities for the HWDC to engage in regional collaborations. The survey findings will serve as foundational information for the development of 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.
- Develop a comprehensive communication strategy designed to provide information to HWDC members and their constituents regarding health care workforce development initiatives, funding opportunities, health-related legislation (including legislative and informational hearings) and advocacy opportunities.
- Develop a mental health career pathway initiative that addresses the Affordable Care Act's requirement that mental health services are integrated in the delivery of primary care services. The initiative will utilize the recommendations and findings from the Mental Health Career Pathways Report (developed in partnership with Office of Statewide Health Planning Development) and the Mental Health Workforce, Education and Training Report developed by the Office of Statewide Health Planning Development.
- Identify occupations and settings that are conducive to formal apprenticeship training programs. Health care apprenticeship models under development will be tracked, implementation challenges will be identified, and recommendations for removing barriers will be developed.

Advanced Manufacturing Workforce Development Council Committee Report

Background

The Advanced Manufacturing and Workforce Development Council's focus is local/regional engagement on the following Calls to Action: **mobilization of regional collaborations** of education, economic and workforce development systems to forge new partnerships with businesses; **regional alignment of resources** and proven strategies to increase industry-recognized credentials in fields like welding, machining, process technology, and engineering; and the **leveraging of public and private regional partnerships** to train and educate 1,000 Californians in advanced manufacturing career technical education and training programs.

Summary of Activities

The Council met on December 3, 2013 and on January 21, 2014. Over the course of the two meetings, the Council prioritized the Call to Action goals and developed a work plan for the first action goal, then broke it into action steps with an objective, timeline, anticipated outcomes, resources, and evaluation method. The members reviewed and approved an Advanced Manufacturing Regional Collaboration Survey that was sent out on February 3, 2014 to local boards, community college deputy sector navigators, and the CSU system. Survey responses are due by February 24, 2014. Since the survey went out, several other entities volunteered to participate including the CMTA Board, CDE, and the Advanced Manufacturing Action Team.

The four awardees of the Advanced Manufacturing Career Technical Education Grant participated in their first Community of Practice information and strategy exchange. Lead by the Career Ladders Project, this community is created amongst the grantees and is meant to be a place to discover and share promising practices and strategies that could possibly lead to positive systemic change in the way that services and training are delivered.

Next Steps

- Survey results will be compiled and analyzed to inform the next steps in the work plan.
- The Council will target 2-3 regions to support regional partnerships and training programs that target advanced manufacturing
- The next council meeting is scheduled for April 8, 2014.

- CTE Advanced Manufacturing Grants:
 - The next Community of Practice was held in Sacramento on March 6, 2014.
 - Manex has been brought in as a partner to provide assistance in job development and placement with local employers, and development of skill standards to be incorporated into curricula.
 - The Council will continue to address any barriers or technical assistance needs that are identified by the CTE Advanced Manufacturing Projects.

ACTION GOALS AND RECOMMENDATIONS

Action Goal 1: Mobilize a network of regional collaborations made-up of education, economic and workforce development systems to forge new partnerships with businesses to train workers for good-paying jobs in advanced manufacturing.

Collaborate with 2-3 economic regions to support linkages between industry, local workforce investment boards, K-12, community colleges, and apprenticeship training programs that target advanced manufacturing sectors to accomplish the following:

Objective	Activities	Anticipated outcome	Timeline	Lead and Resources	Evaluation Method
Align public and private resources to develop career pathways in manufacturing through K-12 and community colleges	Survey regional LWIB and Colleges regarding degree of collaboration on targeting Advanced MFG	Gather data on potential regional efforts that are targeting Advanced MFG to identify partnership opportunities.	Survey conducted 2/3-2/24/14	CWA, LWIBs, and Community College Navigators, CSU, CMTA	Develop baseline data regarding regional initiatives and will develop 2-3 formal pilot areas to engage.
	Identify focus regions and regional partners	Survey (above) with suggested (e.g., community college model) regional alignment and request LWIBs designate regional counterpart.	Survey conducted 2/3-2/24/14	CWA, LWIBs, and Community College Navigators	Every regional according to Community College model will have a LWIB navigator counterpart
	Hold 3 regional convenings hosted by AMWDC, CNMI, CMTA, Community Colleges Navigators, and LWIB to discuss shared objectives and establish linkage	Strengthen linkage between LWIB, navigators, educational system, and industry to support/shape regional initiatives. Also, market to partners and industry regionally appropriate credentialing	April –June 2014	CNMI, CA Community Colleges, LWIB, CWA, and CMTA	Will support regional consortiums that will be tracked regarding outcomes per additional measures

	Develop template to gather information regarding regional initiatives and outcomes for 3 partnership regions.	Will convey expectations and/or “rules of engagement” among state, regional, and private sector engagement.	Draft presented at July 2014 AMWDC MEETING	CWIB, CNMI, and Navigators	Additional performance measures will be the indicator of success of approach. Evaluation may occur by 6/30/15
Identify and champion industry recognized credentials for occupations in demand.	Achieve consensus within each region on occupations that are in demand by manufacturers. Create awareness campaign targeted at WIBs, Community Colleges and industry of the value of industry recognized credentials.	Resources allocated to meet the demands of those occupations. Secure commitments that partners will infuse industry recognized credentials into their programs.	TBD TBD	CA Community Colleges, LWIB, CWA CA Community Colleges, LWIB, CWA, and CMTA	Track jobs being filled in demand occupations. Track the utilization of industry recognized credential.
Assist regional consortia’s to address skills gaps and identify resources to develop or improve programs to fill those gaps.	Pilot regional efforts that leverages WIA Rapid Response infrastructure, Governor’s Economic Development Initiative and ETP to market California’s: <ul style="list-style-type: none"> • New tax programs to manufacturers. • ETP incumbent worker training services 	Activity should result in more engagement of manufacturer that will be indicated by: <ul style="list-style-type: none"> • New earn and learn slots for career pathway programs (internships, apprenticeships, or paid work experience). • Develop ETP multi-employer contracts for workforce training. 	May 30 (Launch) June 2015 (Project end)	2-3 LWIBs, State Board, ETP, GO-Biz, DAS	Generation of new ETP contracts, utilization of tax credits, and new programs that include work based learning (apprenticeships, etc.)

Green Collar Jobs Council Committee Report

Background

The Green Collar Jobs Council (GCJC) is charged with developing and updating a framework to address employment impacts and skill demands that result from the expansion of carbon reduction programs to meet State policy goals. The challenge that the GCJC must address is ensuring that in all carbon reduction policy deliberations, the approach to jobs and 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

Since the last full Board meeting, the GCJC has met twice: November 13, 2013 and January 16, 2014. Over the course of two meetings, the Council reviewed and subsequently approved the *Proposed Jobs and Workforce Development Program Elements for Carbon Reduction Investments in California* document. This purpose of the document is to outline a framework for jobs and workforce development that should be considered for state investments in carbon reduction including performance goals and data tracking for jobs; contractor standards and worker skill certifications; employment for Californians from disadvantaged communities; training investments, performance goals, and data tracking for training; compliance issues; program evaluation; and transition assistance for adversely-impacted incumbent workers. The next step is to convene executive staff of the energy agencies and departments to adopt these workforce-related elements.

Strategic Prop 39 Partnership Investments

At the November 13th, 2013 meeting, the GCJC heard from State agencies about their strategic framework for using Prop 39 workforce development funds. State Board staff presented the California Workforce Investment Board's approach to allocating \$3 million in Proposition 39 Pre-Apprenticeship Support, Training and Placement program funds for job training and placement for youth, veterans and disadvantaged workers.

The grants will fund projects that fill critical workforce skills gaps by creating opportunities for California job seekers to earn industry-valued credentials and enter into apprenticeship or direct employment in the energy efficiency or construction sector. In addition, the California Workforce Investment Board is interested in funding projects that further advance the goals of

the State Strategic Plan and build workforce system infrastructure and capacity through:

Collaboration among regional partners in the development and delivery of “earn and learn” and pre-apprenticeship models in the energy efficiency/construction sector.

Innovation that creates new or adapts existing approaches or accelerates the application of promising practices in workforce development and skill attainment.

System changes that utilize these sub-grants to incentivize adoption of proven strategies and innovations that are sustained beyond the grant period. Successful projects will create or expand regional partnerships that include local workforce investment boards, community colleges, community-based organizations, labor organizations, and industry associations or coalitions of employers. Particular emphasis is placed on:

- Pre-apprenticeship training aligned with local building trades councils and based on nationally certified Multi-Craft Core Curriculum (MC3).
- Training and placement requirements developed in alignment with construction and energy-efficiency work opportunities.
- Regional partnerships resource and program alignment among LWIB, employers, organized labor, K-12 education entities, Community Colleges, California Conservation Corps, certified community conservation corps, and community-based stakeholders.
- Rigorous performance and evaluation methods to ensure program efficacy and continuous improvement.
- Development of sustainability to increase scale and/or replication of successful programs.

Applications are due March 28, 2014. Eligible applicants include LWIBs, labor organizations, K-12 education entities, community colleges and adult schools, and community-based organizations; any of which may serve as the fiscal agent for the required regional partnership. Priority will be given to partnerships that include the participation of LWIBs, labor unions in the construction trades, and youth workforce development organizations; particularly the California Conservation Corps at the state or local level.

John Dunn discussed the California Community Colleges' plan to allocate \$6 million in Proposition 39 funds for workforce development grants to community colleges for education and training in energy efficiency and clean energy generation. Martha Diepenbrock presented the California Conservation Corps' plan to use \$5 million in Proposition 39 funds to provide schools with free energy surveys including lighting and control systems, internal plug loads, HVAC, and building envelope. The survey data will be analyzed by the UC Davis Energy Efficiency Center or other partners to put together recommendations for projects at each school.

Providing Employment for Californians from Disadvantaged Communities

At the January 16th, 2014 GCJC meeting, members heard from two presenters who discussed topics related to the third program element: providing employment for Californians from disadvantaged communities. Ryan Briscoe Young from the Greenlining Institute presented information about the Greenhouse Gas Reduction Fund (GGRF), the state's three-year investment plan, and SB 535 requirements that 25 percent of GGRF allocations benefit disadvantaged communities and 10 percent of funds be spent within disadvantaged communities. John Faust from the Office of Environmental Health Hazard Assessment provided an overview of the CalEnviroScreen tool developed to identify California communities that are disproportionately burdened by environmental pollution and socioeconomic factors. Cal/EPA uses this tool to prioritize investments and will utilize the tool to identify disadvantaged communities that should be targeted for GGRF investments.

Next Steps

- The State Board, in consultation with UC Berkeley, will continue to work with Department of Industrial Relations to address Prop 39 reporting requirements through the development of new data tools, and implement these as soon as feasible on Prop 39 funding projects.
- The next GCJC meeting, scheduled for the afternoon of March 19th, will continue a nascent discussion about how to strategically elevate the recommendations detailed in the *Program Elements* document for consideration and implementation by State agencies investing in California's carbon reduction programs.

Proposed Jobs and Workforce Development Program Elements for Carbon Reduction Investments in California

Approved January 16, 2014 by the California Workforce Investment Board's Green Collar Jobs Council

INTRODUCTION

The purpose of this document is to propose a common approach to workforce development and job creation for California's multiple public investments in carbon reduction initiatives under the umbrella of AB 32, the 2006 Global Warming Solutions Act. California's energy efficiency, clean energy, and clean transportation programs currently invest several billion dollars each year in incentive programs, public works projects, and a variety of other contracts and subsidies. Ratepayer investments inject about \$1.3 billion dollars per year in programs designed to reduce energy use, Proposition 39 funds will provide \$2.5 billion over five years for energy efficiency and clean energy retrofits of schools, and auction revenues from the state's cap and trade program will generate hundreds of millions of dollars over time for investments to reduce greenhouse gas emissions.

While the primary purpose of these programs is to meet our energy and carbon reduction targets, these investments create and transform jobs and businesses in a variety of industries in California, particularly the energy, building and construction, and transportation industries. State agencies, utilities, and others responsible for these programs are therefore drivers of economic development and job creation, in addition to their primary role in implementing energy and environmental policy. This document proposes a common jobs and workforce development framework and specific program elements for California's carbon reduction public investment programs. These program elements can support a skilled workforce that performs the quality work necessary to accomplish the state's ambitious energy and environmental goals, while providing career-track jobs for California residents, including those from historically disadvantaged communities.

The Green Collar Jobs Council (GCJC) and the California Workforce Investment Board (CWIB) has extensive experience with effective and collaborative approaches to economic and workforce development. Along with their partners, they can provide expertise and resources to state energy and environmental agencies responsible for overseeing carbon reduction programs.

PROGRAM ELEMENTS: JOB GROWTH

1. Performance Goals and Data Tracking for Jobs

Issue

Public and ratepayer investments influence the demand for labor, i.e. the types of jobs that are created, but specific goals and related metrics for the job impacts of such investments are not always identified. Policymakers should consider the quantity and quality of jobs created, including wages, benefits and long-term career trajectories. This principle could be applied to all public and ratepayer investments to ensure that the jobs created result in middle-class careers. Policymakers should also enhance access for workers from disadvantaged communities to the entry-level jobs that are created. The current lack of clarity on jobs goals and how to measure them will impede a sound assessment of the trade-offs inherent in policy decisions.

Recommendation

Public and ratepayer investments should set explicit goals for the quantity and quality of jobs created and the demographic and geographic distribution of workers, particularly those in entry-level jobs, based on realistic investment and job projections. Performance metrics and job reporting requirements should be developed using a common cost-effective state-wide computerized job tracking and labor compliance system¹. These tracking systems can capture quantity and quality of jobs, as well as location of workers. Location can show the distribution of jobs across the state and, if linked to other data, illustrate the job impacts in disadvantaged communities. The Labor Agency should be assigned to coordinate the development of job goals and metrics and oversee the implementation of job tracking. Job goals and metrics should be aligned with state goals and targets for carbon reduction.

2. Contractor Standards and Worker Skill Certifications

Issue

Many of the jobs created through energy efficiency, clean energy and carbon reduction programs will be in the construction industry. These programs should meet the highest standard of quality control in order to maximize carbon reduction and the job benefits of the investments.

¹ Examples of existing products include LCP Tracker <http://www.lcptracker.com/> or Elation Systems <http://www.elationsys.com/elationsys/>

Recommendation

Public and ratepayer investments, along with leveraged funds, should explicitly include standards for participating contractors and minimum training and skill standards for workers. A clear tie to high-performing state-certified apprenticeship programs will help assure success in attaining desired carbon reduction goals. As appropriate, carbon reduction programs should coordinate with state-certified apprenticeship to assure specialized skill requirements are met. These should be identified by the Labor Agency, Division of Apprenticeship Standards, with input from the key trade associations who represent contractors eligible for this work as well as representatives from labor unions representing the affected workforce.

3. Providing Employment for Californians from Disadvantaged Communities

Issue

Public and ratepayer investments sometimes include the goal of training and employing disadvantaged workers such as veterans, youth and workers from communities that suffer disproportionately high unemployment, low educational attainment and other disadvantaged circumstances. Some municipalities and districts have project labor agreements that contain wage floors and local/targeted hire goals which have had success in providing access to career construction jobs for disadvantaged workers, but many do not.

Recommendation

State agencies should adopt agreements that establish wage floors, local/targeted hire and career pathways goals for programs and projects that receive public and ratepayer funds. Funds should require support for building training partnerships with local institutions that have a proven track record of placing disadvantaged workers in career-track jobs (such as community colleges, nonprofit organizations, labor management partnerships, state-certified apprenticeship programs, and high school career technical academies). The Labor Agency should help identify the best practice local/targeted hire policies and programs and incorporate them in statewide program design and implementation.

4. Training Investments, Performance Goals, and Data Tracking for Training

Issue

Public and ratepayer investments with job creation goals sometimes require that a portion of the funding be dedicated to workforce training but do not always provide guidance or performance requirements. Recent experiences with ARRA-funded California green jobs training initiatives showed that, while many programs had low job placement rates, those programs with strong pre-existing links with employers and state-certified apprenticeship

programs were very successful in placing trainees in career-track jobs.² The 2011 California Workforce Education and Training Needs Assessment³ carried out by UC Berkeley, as well as other studies, document the importance of employer commitment and effective pipelines into career-track jobs extensively.

Recommendation

If public and ratepayer investments fund job training, the allocation of these funds should align with the rest of the state's workforce development investments including the state-certified apprenticeship system and employer-driven community college programs, and follow the guidelines laid out here and in AB 554⁴. This will help improve the job placement rate for training graduates, and avoid unnecessary duplication and competition among training programs. Funds should be available for program development as well as for actual training. Training investments should also support local/targeted hire goals by preparing a pool of entry-level workers for employment on projects that receive public and ratepayer funds, and be tied closely to real-time job projections/labor market information.

Priority training investments should include the following features:

- Training for specific skills related to energy efficiency and clean energy should be embedded in or linked to a broader occupational training program, and not a stand-alone training that only addresses specialized energy efficiency and clean energy tasks. Broad occupational training prepares workers for a long-term career and leads to increased energy efficiency savings and clean energy generation.
- Training for incumbent workers should include upskilling for new technologies and standards.
- Training should lead to industry-recognized credentials and certifications that, to the extent possible, provide college credit or are linked to credit-bearing programs.
- Training should expand the utilization of state-certified apprenticeship programs and other "learn-and-earn" models that promote industry-recognized skills and credentials.
- Training programs should demonstrate a high probability that trainees will be placed into jobs including, where possible, specific commitments by employers.

² 2012, Final Report for the California Clean Energy Workforce Training Program, Employment Development Department, Contract Agreement Number: 180-09-001.

³ Zabin et al (2011), www.irle.berkeley.edu/vial/

⁴ AB 554 (Atkins, 2011) requires that programs and services funded by the Workforce Investment Act of 1998 and directed to apprenticeable occupations, including pre-apprenticeship training, are conducted in coordination with one or more apprenticeship programs approved by the Division of Apprenticeship Standards for the occupation and geographic area.

- Applicants for training investment funds should be required to provide matching funds to assure commitment to achieve the desired goals.
- Regional partnerships and alignment of resources and programs among Local Workforce Investment Boards, employers, organized labor, K-12, Community Colleges, community-based organizations and other stakeholders should be prioritized in order to achieve program efficiencies, leverage resources, and avoid duplication of services.

All public and ratepayer investments that include funding for training should be allocated through an RFP or similar process whose development, review, and selection is carried out by an inter-agency committee that includes the Labor Agency, along with others. Performance goals and tracking systems should be developed for training investments that include number of workers trained, number of training completions, cost of training per worker, number and type of credentials and certificates awarded, number of trainees enrolled in state-certified apprenticeship programs, and number of job placements for trainees, including their wages and benefits, demographic and geographic profile, and retention rates for trainees placed in related employment.

5. Compliance

Issue

In addition to the enforcement of building codes and standards which are necessary to achieve the full potential of energy benefits and carbon reduction, enforcement of labor policies is necessary to maximize jobs benefits. This includes not only the public works contracting compliance that is already in place, but additional tasks such as oversight on local/targeted hire provisions, that are part of program design.

Recommendation

Public investments should include adequate funding for the Department of Industrial Relations (DIR) to ensure compliance with the public works section of the California Labor Code and related energy programs. Funds should be made available to code authorities to afford them the opportunity to update the recruitment, training and certification of building system inspectors.

DIR oversees public works projects through the Division of Labor Standards Enforcement and the Office of Policy, Research and Legislation. DIR has developed an on-line application (PWC-100) to capture critical data for compliance monitoring and apprenticeship purposes. DIR has also developed an online application to capture certified payroll record data for projects

containing state construction bond funding. Additional funding should enhance applications to capture local/targeted hiring data which is critical in the evaluation of the local/targeted hiring goals established by the California Workforce Investment Board.

6. Program Evaluation

Issue

Evaluation of the jobs and workforce development outcomes of public and ratepayer-funded programs is critical to insure accountability and improve program performance as necessary.

Recommendation

Programs funded through public and ratepayer investments should be required to conduct a process evaluation to review and assess whether the program elements are working, identify problems and barriers, and develop solutions to improve program performance.

Public and ratepayer funding should also require an outcome evaluation at the end of the program to evaluate whether the program met jobs and workforce development goals. The outcome evaluation should compile and evaluate the performance goals and metrics previously outlined, including:

- Quantity and quality of jobs created, including wages and benefits, and the demographic and geographic profile of workers, particularly those in entry-level jobs.
- Number of workers trained, number of training completions, cost of training per worker, number and type of credentials and certificates awarded, number of trainees enrolled in state-certified apprenticeship programs, and number of job placements for trainees, including their wages and benefits, demographic and geographic profile, and retention rates for trainees placed in related employment.

PROGRAM ELEMENTS: JOB LOSS

7. Transition Assistance for Adversely-Impacted Incumbent Workers

Issue

As California transitions to cleaner sources of energy, workers in carbon-intensive industries, and those in sectors dependent on these industries, may be at higher risk of losing their jobs.

Given that industries at high risk for “leakage”⁵ will receive free allowances⁶, job loss in these industries may be very small. But if workers do lose their jobs, some are likely to face severe economic hardship. This is true because carbon-intensive industries have a high concentration of well-paying unionized manufacturing jobs, tend to be staffed by an aging workforce, and may be the best employer in their local area, all of which present challenges for finding comparable work for displaced workers.

The U.S. has a long history of investing in transition assistance programs, including the Trade Adjustment Assistance (TAA) program passed as part of the Trade Expansion Act of 1962. While the specifics of the program have fluctuated over the years, the primary goal is to assist workers in finding jobs with relatively equal pay and benefits by providing services such as income support, retraining and relocation support.

Recommendation

It is critical for the State, via the Labor and Workforce Development Agency, to help adversely-impacted incumbent workers transition to new, equivalent work and provide a bridge to retirement for a limited number of older workers, when retraining and finding a new job may not be viable⁷.

⁵ Leakage refers to a reduction in emissions of GHGs within the State that is offset by an increase in emissions of GHGs outside the State. AB 32 requires ARB to design measures to minimize leakage to the extent feasible.

⁶ California Air Resources Board, *Cap-and-Trade Program: Emissions Leakage Research and Monitoring* (July 30, 2012) <http://www.arb.ca.gov/cc/capandtrade/meetings/073012/emissionsleakage.pdf>

⁷ For a framework for displaced worker program design and implementation, see Apollo Alliance and Cornell University ILR School Global Labor Institute, *Making the Transition: Helping Workers and Communities Retool for the Clean Energy Economy* (2009) http://www.climatechange.ca.gov/eaac/comments/2009-12-11_California_Labor_Federation_attachment_2.pdf

Career Pathways and Education Committee Committee Report

Background

The 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

Linked Learning Update

The Linked Learning Alliance (LLA) provided an update on a new investment to CPEC members in November. LLA is a statewide coalition of education, industry, and community organizations dedicated to preparing high school students for success in college, career, and beyond, and will be collaborating with JP Morgan Chase to improve workforce readiness. The Linked Learning Alliance shared its model and initiative that is being furthered by the JP Morgan \$1.2 million grant and the work-based learning initiative to engage employers and assist high school and community college students in securing internships.

Career Pathways Trust Fund Update

The California Department of Education (CDE) has received 275 (mandatory) Letters of Intent to Apply for a California Career Pathways Trust (CCPT) grant. The types of agencies who submitted a Letter of Intent to Apply are as follows:

- 157 school districts (57.1%),
- 62 direct-funded charter schools (22.5%),
- 22 county offices of education (8.0%), and
- 34 community college districts (12.4%).

The amount of grant funding sought by these agencies totals more than **\$1.5 Billion**, which is six-fold more than the \$250 million in available grant funding. Applicants were able to select three different funding levels on their Letter of Intent to Apply, and are not bound to that amount. However, when an agency submits an application, they must designate only one funding level. The breakdowns by funding levels that agencies indicated on their Letter of Intent to Apply are as follows:

- 39 agencies intend to apply for a \$15 million grant,

- 96 agencies intend to apply for a \$6 million grant,
- 110 agencies intend to apply for a \$600,000 grant,
- 3 agencies intend to apply for both \$15 million and \$6 million grants,
- 12 agencies intend to apply for both \$6 million and \$600,000 grants, and
- 15 agencies intend to apply for grants at all three funding levels.

Applications are due Friday, March 28, 2014. The CDE along with representatives from the California Community College Chancellor's Office (CCCCO) and the California Workforce Investment Board (CWIB) will read and evaluate applications during the months of April and May. Applicants applying for the \$15 Million and meeting the scoring threshold will be asked to participate in an interview. The interview panel will consist of representatives from the CDE, CCCCCO, CWIB, and Senator Darrel Steinberg's Office. The CDE will announce the grantees by May 23, 2014. The CCPT program will begin July 1, 2014 and continue until June 30, 2018.

The CDE has developed a website dedicated to the CCPT that can be found at: <http://www.cde.ca.gov/ci/ct/gi/ccptinfo.asp>. The website includes the intent of the CCPT, frequently asked questions, video link to the Application Workshops, resources, and contact information.

Next Steps

CPEC has prioritized three strategies to focus the Committee's work for the next year. State Board staff and CPEC members will develop an action plan for each of these, including outcome measures, interim steps to be accomplished in 2014, and an evaluation of progress. Priorities include expanding career pathways and earn-and learn models by:

- Increasing and improving the efficiency of public-private investment in career education by expanding regional employer partnerships, streamlining pathways among educational institutions, and creating shared regional objectives among workforce stakeholders.
- Creating more work-based learning opportunities for students in high school and community college career education programs, and supporting the development of the infrastructure needed by employers to work with students of all ages.
- Promoting the use of career readiness "aptitudes" with workforce and education programs, and piloting a college and career readiness credential in one region and adopting lessons for expansion.