



Targeting Resources Special Committee

Agenda Items

Governor
Arnold Schwarzenegger

Chair
Lawrence Gotlieb

Executive Director
Brian McMahon

Tuesday
November 1, 2005
10:00 a.m. — 1:30 p.m.

Sacramento Employment and Training Agency
925 Del Paso Boulevard, Sequoia Room
Sacramento, California



Targeting Resources Special Committee

MEETING NOTICE

**Sacramento Employment and Training Agency
925 Del Paso Boulevard, Sequoia Room
Sacramento, CA**



Lawrence Gotlieb
Chairman

Christine Essel
Vice Chair

Arnold Schwarzenegger
Governor

Brian McMahon
Executive Director

**Tuesday, November 1, 2005
10:00 a.m. – 1:30 p.m.**

AGENDA

- 1. Welcome and Opening Remarks**
 - **Barry Sedlick, Chair**
- 2. Action - Approval of September 9, 2005 Meeting Summary**
- 3. Update on Local Area/One Stop Survey**
- 4. Action – Discussion and Approval of the Advancing Low-Income Workers Initiative Proposal**
- 5. Action – Discussion and Approval of the Goods Movement Industry Sector Initiative Proposal**
- 6. Action – Discussion and Approval of the Promising Strategies for Local Collaboration Guidance Proposal**
- 7. Working Lunch – Discussion of Improving Economic and Labor Market Data**
- 8. Public Comment**
- 9. Other Business that May Come Before the Committee**

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 Special Committee to provide an opportunity for interested parties to speak at the public hearings, public comment may be limited. Written comments provided to the Special 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.calwia.org> or contact David Illig for additional information.

**California Workforce Investment Board
Targeting Resources Special Committee
Meeting Summary, September 9, 2005**

Board Members and Committee Members Attending

Kathleen Milnes
Sean Liou
Ada Carillo
Wayne Schell
Tim Rainey for Art Pulaski
Mark Hansen for Jerry Butkiewicz
Frances Low for Sen. Richard Alarcon

Board Staff, Committee Staff and Contributors Attending:

Contributors:
Barbara Baron, CA Budget Project
Alicia Bugarin, CA Research Library

State Board Staff:
Paul Gussman
Joelle Hurst
David Illig
Brian McMahan
Beverly Odom
Suzette Smith

Welcome and Opening Remarks

Tim Rainey chaired the meeting in the absence of Barry Sedlik.

Action - Approval of July 28, 2005 Meeting Summary of Breakout Session

The July 28, 2005 meeting summary was unanimously approved with no corrections or edits.

Discussion of Proposed Committee Work Plan

David Illig presented a summary of staff work completed in response to the July 28, 2005 State Board Breakout session for the Targeting Resources Committee. He described the initial scan of workforce development collaboration research, project development, and evaluation literature. Initial findings are that demonstration projects across the country tested a number of strategies for using workforce development resources more effectively. Staff also presented a handout that embodied a preliminary effort to organize the strategies into groupings.

Following this presentation, which included a brief discussion of gaps in the environmental scan, Mr. Rainey introduced Barbara Baran of the California Budget Project who presented an

overview of a study delineating state and federal workforce development and related program funding in California. This presentation generated a discussion that included comments about the need to include economic development entities; the need to better understand the needs of local areas and other local entities providing workforce development services and training; as well as the need to consider the wide variation in the mix of resources available to any given local area. This discussion also included feedback on additional sources of information about local initiatives with promising practices.

Mr. Rainey then initiated a discussion of the committee charge and the proposed work plan developed by staff following the July 28th meeting. A key question emerged from the discussion: “Because WIA funding is limited, do we identify needs/populations that are not being addressed or served adequately and target these populations?” Or, “Do we step back and try to link the programs and systems together to develop a more coherent system?”

Members identified several principles the committee should use to guide its efforts. These principles are:

- Ensure that integrated strategies include recognition of business needs.
- Connect economic development to workforce development, and to cross train local economic and workforce development staff.
- Ensure that local areas and other related local entities play the lead role in developing coordinated planning associated with efforts to get the various systems to work together more closely. In this regard members also raised a cautionary note that locals need to recognize, understand, and address turf issues that come with efforts to blend funding or work more closely to achieve local goals.
- Target resources to fill specific industry need gaps-- look at industry sector, and then identify the promising practices.

There was considerable sentiment to narrow down initial committee efforts to one or two tangible strategies. This included a desire to focus on development of two or three demonstration projects that could anchor a promising practices document with concrete projects that would illustrate the concepts. Further, there was a desire to ensure that the promising practices goal include an industry sector approach, which this committee could identify and support. Members suggested a number of candidates for sector initiative consideration including manufacturing, nanotechnology and biotechnology industry sectors, advanced manufacturing technologies, multimodal logistics, and cross industry occupational clusters such as three dimensional digital animators who have skills needed across a number of important industries beyond entertainment. Taking this approach, the committee suggested that the State could use its limited resources to support promising local strategies.

During the discussion, committee members made several important points that should inform the development of projects the committee could recommend to the State Board. These included the need to understand the critical role that community colleges play in linking with workforce development entities to provide targeted training; recognize that employers can be an excellent source of training resources and that the workforce system should leverage these private resources where possible; and address multi-lingual individuals and recognize the globalization

needs of employers with our training services. For example, there are many Chinese language speakers in SF Bay Area but resources available accessible by them are limited. Further, there is a tremendous growth in economic and business linkages between China and the US; however, there are few opportunities for students in California to develop an understanding of Chinese culture and language.

One member commented that the committee might want to look at better leveraging of ETP monies into serving underrepresented populations and occupation and/or industry specific language training. Further, in some places, ETP is the only source of training funds for incumbent workers and we need to identify additional resources. As part of this consideration the committee might want to explore other avenues for leveraging resources. This led to some interest in examining more broadly innovative financing strategies such as efforts by the San Francisco Bay Area Workforce Funding Collaborative and the San Diego WIB. Other issues mentioned included consideration of cross-industry occupational training to increase targeted technical skills useful across industries, consideration of work with economic development entities to develop “Certified City” status, and examination of “temp agency” models and other “nontraditional” partnerships.

Several members suggested it would be important to gather additional information from local areas and economic development entities. This information collection effort should include conducting a quick informal survey of local workforce investment areas and economic development entities in addition to further exploration of existing written information. The consensus was that staff should use this information to conduct targeted interviews and identify local practices that warrant further investigation. Further, these efforts should help identify local workforce areas that have best integrated with economic development. These efforts should inform the development of a promising practices document to share with locals. In addition, survey questions should tie into the specific charge/needs of this committee. A promising practices document should not just focus on the superstars, but should include barriers challenges in implementing more integrated or collaborative service strategies.

Members also began to coalesce around a second goal for the committee. Specifically, there was some interest in beginning consideration of the data needs of local and regional areas. This discussion took many turns but included interest in several related topics that focused on the needs of economic developers, workforce and community planners. Specifically, look at how these groups use information and where the gaps are. Staff could identify data that makes sense to economic and workforce development in targeting resources. Finally, the committee might consider compiling material that describes data sources and how they are used for specific purposes and look at the status of certain tools such as Geographic Information Systems. One member suggested that staff from the Labor market Information Division and the Economic Strategies Panel attend the meeting to help inform the data discussions.

The committee continued discussing the purpose for its initial work. Among the points made was the notion that the committee should sort out where we have influence and hone down this group’s focus; e.g., ask the question, “Where can we really make a difference?” One area to consider is to look how the committee can address labor market shortages such as the healthcare sector. Another goal might be to develop low-income worker initiatives with the goal of moving

workers to self-sufficiency. This might include taking some funds and investing in a pilot that has never been done – something innovative and risky, then evaluate.

Working Lunch – Discussion of longer-range objectives/projects

Discussion resulted in the committee deciding on the following next steps:

- Identify and recommend an overarching framework in which to organize work and address most of the themes for which the committee is responsible,
- For a short or medium term goal, adopt a sector initiative model as the framework for our committee deliverables and conduct three distinct sector initiatives,
- Decide whether to implement two or three pilots using a sector initiative framework that serves low-income individuals while supporting industry and economic development,
- Do a quick informal local survey,
- Use the information from the survey to focus additional information gathering on sector initiatives and identify industries appropriate for this kind of targeted initiative,
- Invite LMID and ESP to the next meeting to discuss their research and tools that could support this,
- Edit the work plan to reflect a Committee progress report at the November State Board meeting,
- At the next meeting assess the sector initiatives proposal and further delineate our short term and longer-term goals.

Public Comment

Mr. Marco Azarga Deputy Director of La Cooperativa Campesina provided comment and urged this committee to remember the needs of the Migrant Seasonal Farm Workers and possibilities for leveraging with this program.

Next Steps

Staff will poll members and participants for their availability to hold the next committee meeting.

Other Business that May Come Before the Committee

The meeting adjourned at 1:45 p.m.

California Workforce Investment Board
Proposal for Local Demonstration Project to Test Collaborative Strategies
to Improve Employment Outcomes for Low-Income Workers

Abstract or Summary of Proposal

The purpose of this proposal is to promote innovative, collaborative local programs that use resources effectively to improve employment outcomes for low-income workers. Specifically, this project will highlight promising strategies including innovative community and regional planning and collaborative approaches to bring resources together from across the workforce development system, and other related funding streams, and to engage employer and employee associations. The models chosen will address the desire to move participating individuals into stable higher wage employment that leads to economic self-sufficiency. This proposal includes an evaluation component so the State Board and its partners can identify effective models and approaches to improving employment outcomes for low-wage workers.

Statement of Problem

A recent Employment Development Department (EDD) Labor Market Information Division analysis of Census Bureau data found about 1 million minimum wage workers in California (those earning no more than \$6.75 per hour). Of these minimum wage workers, about 573,000 workers are between the ages of 25 and 55, which suggests they are not recent entrants to the labor force (not still in school or of school age). Further, of the 1 million minimum wage workers in California, about 672,000 have no more than a high school diploma or the equivalent, at least 226,000 are in households where all adults speak only Spanish or some other language, and about 178,000 have both educational and limited English barriers. About 556,000 of the minimum wage workers work at least 35 hours per week. An additional 512,000 workers earned between \$6.76 and \$7.00 per hour.

A recent California Budget Project (CBP) report looking at low, and very low, income working families in California (where a very low income family is defined as a family with an income below the federal poverty line (FPL) and a low income family is defined as a family with an income less than 200 percent of the FPL) found that almost 91 percent of low income families with children and about 59 percent of very low income families with children had income from employment. Low-income workers disproportionately were Latinos (57 %). Nearly one-third (30.3%) of the states' low-income workers had some college education and another quarter (25.4%) had a high school diploma. Further, the CBP analysis of EDD industry and occupational data suggests that industries likely to grow the fastest during the next 10 years pay lower wages, on average, than industries currently reducing their workforce.

The Public Policy Institute (PPIC) of California recently examined income and poverty trends in California. They found a number of striking trends in the Census data. Arraying incomes from lowest to highest, the PPIC found that between 1969 and 2002, incomes for the lowest 25 percent of workers did not change over this time. The PPIC found several factors that contributed to this group's unstable unemployment and near poverty level incomes. These factors include an increase in female-headed households, the rising value of education in the California labor

market placing a premium on workers with college degrees, and the increasing number of new immigrants in the labor force.

Project Description

Over the last five decades, there has been much interest in finding ways to move low-income workers into higher paying and more stable employment so they can achieve a level of income ensuring economic self-sufficiency. This interest led to a number of efforts by government agencies and/or foundations to test ideas to improve incomes for low income working families.

Generally, these efforts include a set of strategies that focus on initial skill training that results in the first job as well as strategies to support workers both in their current employment and in further skill building so those workers can move to better jobs. These initiatives typically bring together a variety of governmental and nongovernmental entities and employers to form partnerships that establish on-going efforts to ensure that workers have the work supports needed to remain employed and to move to higher paying jobs. The specific partnerships will vary depending on the problem identified and the approach identified for solving it. The more successful initiatives use data to identify need and to measure results, and use community based planning processes to bring together the partners needed to solve the problems identified. These practices typically include local philanthropic organizations as well as a variety of workforce and economic development entities, education providers, employers and worker groups to organize the specific set of services used. Often these initiatives focus on industry clusters or sectors exhibiting a demand for employees. In addition, these initiatives increasingly include third party intermediaries to help organize the services and match employees with both services and employers as needed.

This initiative uses a series of comprehensive local or regional projects designed to demonstrate the principles of collaboration and partnership building to address workforce and employer needs with a focus on strategies that help low income workers advance to higher wage jobs that allow families to attain economic self-sufficiency. Because long time low-income workers face many barriers to advancement in the workforce, we expect projects to include efforts to address the specific set of needs identified in the communities where the project is expected to operate. Barriers to advancement include:

- Low literacy, numeracy, or English language skills,
- Lack of assets,
- Need to organize skill building efforts around the workplace and fit workers schedules,
- Lack of affordable housing, child care, health care, or transportation to work sites, and
- Barriers caused by learning disabilities or other disabilities.

Promising collaborative partnerships include:

- Taking a workforce and economic development and educational systems approach to providing stable employment and skills upgrades to low income workers,
- Use of workforce intermediaries to provide the linkage between employers, employees, and services,

- Participation by employer and employee associations,
- Focus on industry sectors in need of workers, and
- Use of results-based community or regional planning to identify the mix of services needed.

Many models testing various strategies exist. The Manpower Demonstration Research Corporation Job Retention and Advancement Demonstration, the Annie E. Casey Foundation Jobs Initiative, Jobs for the Future Advancement for Low-Wage Workers, and the Aspen Institute Workforce Strategy Initiative are examples of important national initiatives with evaluation components. In addition, many local areas in California and across the country are testing approaches.

A key goal of the initiative is to develop an understanding about how partner resources can and cannot be used to support comprehensive partnerships. As a result, it is contemplated that the funding for this initiative will support a planning effort, development of effective partnerships, and fill gaps in funding that arise as a result of limitations of the partners; consequently, the funding provided for this initiative should not be the main funding source for the proposed initiative. Another goal of the initiative is to build the capacity of local areas to address local and regional problems in more coherent and effective ways using the local and regional resources available by forming productive partnerships across the workforce and economic development community, and with educators and employers – and share that learning.

Deliverables

The advancing low-income worker initiative will identify examples of collaborative models tested in California and other states with the goal of providing some concrete principles of local and regional partnerships that can be used to enhance local ability to improve employment outcomes for low-income workers. The specific deliverables will include:

- **Concept Paper.** The concept paper will identify the nature of the initiative and the set of principles and models that will inform the initiative. This paper would include a discussion of options that might include identification of potential resources to support demonstration projects.
- **Evaluation.** Since this is an initiative designed to build capacity to form local and regional partnerships among workforce and economic development entities, employers, other public and private entities, and education entities; it is imperative that the initiative include an evaluation. An evaluation also will provide systematic information about how the projects accomplished what they proposed and whether the projects had the intended results.

Benefits

There are a number of benefits that this project would produce by conducting a demonstration project focused on advancing low-income workers. These include:

1. Provide a forum within the workforce development system to discuss the interconnectedness of the various parts of the economic and workforce development system.
2. Provide opportunity to support development of strategies local and regional partnerships can use to organize their resources more effectively to address local and regional problems using the needs of low-income workers as a focal point.
3. Test promising strategies for forming partnerships that will result in more effective approaches to addressing the needs of low-income workers who desire to advance into higher paying jobs and to incomes that allow economic self-sufficiency.
4. Identify Barriers that hinder development of effective collaborative approaches.

Work Plan

The tentative work plan that follows is only an overall project schedule for the expected activities and completion dates.

Activity	Completion Date
Discuss and approve proposal at Targeting Resources Committee meeting	November 1, 2005
Finish Proposal and Present to Board for Approval	November 30, 2005
Create work group to guide development of concept paper.	December 2005 through April 2006
Finish information collection to support development of the concept paper	December/January 2005
Produce draft concept paper for review by Committee and other stakeholders	February 2006
Complete draft concept paper for presentation to State Board	March 2006
Complete final concept paper	April 2006

California Workforce Investment Board Proposal Demonstration Project to Test Collaborative Strategies to Meet Employment Needs in the Goods Movement Sector

Abstract or Summary of Proposal

The purpose of this proposal is to promote innovative collaborative workforce development strategies that use resources effectively to reduce employment shortages in the goods movement industry sector. The demonstration project will highlight collaborative approaches to bring resources together from across the workforce development and other related funding streams, and to engage employer and employee associations. The models chosen will address the desire to increase the number of individuals with skills needed both in heavy construction and in the growing logistics supply chain industry sector. This proposal includes an evaluation component so the State Board and its partners can identify effective models and approaches to improving the supply of workers in the heavy construction industry sector and in the logistics industry sector.

Statement of Problem

The goods movement industry sector comprises the network of industries associated with moving goods into and out of California's ports – including borders with Mexico -- and cargo airports, transfer of those goods from one mode of transportation to another, and movement of those goods from port of entry to California's borders with other states and countries. Some definitions of this industry sector include associated warehousing, assembly, and breakdown and sorting of loads. The California Regional Economies Project recently published a monograph that examined the logistics supply chain (the goods movement sector overlaps the logistics supply chain), its potential for growth, and opportunities for well paying jobs. In addition to the potential for rapid growth in California, Southern California is struggling to address congestion currently facing its ports, airports, rail lines, and freeways due to the volume of goods moving through the region.

During the first year of the Schwarzenegger Administration, challenges facing the goods movement sector became an area of concern regarding recovery for California's economy. Out of these early analyses of the problems, opportunities, and challenges facing the future of goods movement, the Administration developed a Goods Movement Policy, "Goods Movement in California" released in January of 2005. This policy resulted in the formation of the Goods Movement Working Group and development of a two-phase Goods Movement Action Plan. This interagency task force took a comprehensive look at goods movement as a growth industry, the infrastructure and other problems facing the sector, and began to identify its growth potential and employment needs. Phase I of the Action Plan focused on the "why" and the "what" of the economic importance of California's goods movement system and industries, the in-place infrastructure, and the extraordinary potential for growth. -Phase I also identified a set of five focused work groups tasked with "defining the 'how,' 'when,' and 'who' required to synchronize and to integrate efforts to achieve relief as quickly as possible." The Phase II report, based on the findings from these workgroups is due in December.

It is clear from discussions with senior staff of the Cabinet Goods Movement Working Group that two major industry sectors will be affected by this action plan. These industry sectors are heavy construction and logistics. While construction and logistics have been identified as growing industries across the state, The Goods Movement Action Plan highlights the need to prepare the workforce to fill these jobs within an industry that has significant potential for growth in a rapidly changing economy in California.

Heavy construction is critical to the state's ability to reduce congestion across the entire port-to-border space by improving existing, and building new transportation corridors for transporting goods across the state. Ports, rails, roads, and airports are the lifelines of this industry. Improvement projects that already are underway, as well as improvements that are needed have been identified to add capacity and reduce congestion in the state's four major "port-to-border" corridors: Los Angeles-Long Beach/Inland Empire, Bay Area, San Diego/Border, and Central Valley. Construction workers also will be needed to build and improve large complexes and warehouses that support breaking down and repacking container contents, container sorting, and transferring of containers from one mode of transportation to another.

Project Description

Over the last two decades, there has been much interest in finding ways to improve partnerships and collaboration across workforce and economic development, and education programs to improve efforts to ensure that workers have the skills employers need to operate their businesses. This interest led to a number of efforts by government agencies, employer and worker groups, and private funders to test ideas to improve collaboration and partnerships. Many of these efforts found that targeting an industry sector facing labor shortages is an effective way to focus collaborative efforts.

Generally, these efforts bring partners to the table to reach agreement on the problems and priorities, and to identify the resources each partner can contribute to the project based on the specific industry sector's needs. Typically, these initiatives include a set of strategies that focus on initial skill training that results in the first job as well as strategies to support workers both in their current employment and in skill building so those workers can move to better paying jobs. These initiatives also attempt to intervene at several levels simultaneously in order to address both the immediate shortages and build a pipeline of workers who can move from lower paying occupations to higher paying occupations over time. Finally, many recent initiatives include use of third party labor market intermediaries as an effective way to organize the services and match employees to needed services and training, and with employers.

The specific partnerships that might arise out of this initiative would vary depending on the specific local or regional problems identified and the approach chosen for solving them. Notwithstanding the generally situation-specific nature of such initiatives, the initiatives that show most promise in the literature use data to quantify needs and use community level results-based planning processes establish goals and priorities, and to bring together the partners needed to solve the problems identified. These partnerships generally include local philanthropic

organizations as well as a variety of workforce and economic development entities, education providers, employers and worker groups to organize the specific set of services used.

This initiative could result in a series of comprehensive local or regional projects designed to demonstrate the principles of collaboration and partnership building to address workforce and employer needs in two industry clusters critical to the continued growth of the goods movement sector. One sector is the heavy construction sector, which will be in the front line of efforts to reduce infrastructure congestion. The second sector is the logistics supply chain, which includes the workers that load and unload cargos, operate trucks and rail lines, and warehouse and other facilities where goods are assembled, sorted, and transferred from one transportation mode to another. The Committee will assess various options for promoting demonstration projects.

A key goal of the initiative is to develop an understanding about how partner resources can and cannot be used to support comprehensive partnerships. As a result, it is contemplated that this initiative will emphasize planning efforts, development of effective partnerships, and identifying gaps in partner resources that arise as a result limitations of the partners. Another goal of the initiative is to build the capacity of local areas to address local and regional problems in more coherent and effective ways using local and regional resources available by forming productive partnerships across the workforce and economic development community – and share that learning.

Deliverables

The goods movement initiative will identify examples of collaborative models tested in California and other states with the goal of providing some concrete principles local and regional partnerships can use to enhance their ability to work toward common goals. The specific deliverables will include:

- **Concept Paper.** The concept paper will identify the nature of the project and the set of principles and models that will form the initiative. This paper would include a discussion of options that might include identification of potential resources to support demonstration projects.
- **Evaluation.** Since this is an initiative designed to build capacity to form local and regional partnerships among workforce and economic development entities, employers, other public and private entities, and education entities; it is imperative that the initiative include an evaluation. An evaluation also will provide systematic information about how the projects accomplished what they proposed and whether the projects had the intended results.

Benefits

There are a number of benefits that could be derived from conducting a demonstration project that supports employment growth in the goods movement industry sector. They are:

- 1) The Goods Movement Industry Sector initiative highlights the importance of meeting the workforce needs in the Construction and Logistics industries across the state.
- 2) The Goods Movement Industry is an excellent example of how partnerships between federal, state and local entities can make a huge economic impact in California.
- 3) This initiative offers opportunities to test several aspects of local and regional collaboration as well as offering opportunities to test ways to advance low income workers as well as improve employment in industries with high wage, high growth potential.

Work Plan

The tentative work plan that follows is only an overall project schedule for the expected activities and completion dates.

Activity	Completion Date
Finish Proposal and Present to Board for Approval	November 2005
Create work group to guide development of concept paper.	December 2005 through April 2006
Finish information collection to support development of the concept paper.	December/January 2005
Produce draft concept paper for review by Committee and other stakeholders	February 2006
Complete draft concept paper for presentation to State Board	March 2006
Complete final concept paper.	April 2006

California Workforce Investment Board

Proposal to Develop Promising Strategies Local Areas can use to Improve ability to Achieve Local and Regional Goals

Abstract or Summary of Proposal

The purpose of this proposal is to identify promising strategies local areas can use to help them develop capacity to use available community and regional workforce and economic development, educational, employer and other public and private resources to support sustainable economic growth that produces high-wage jobs for Californians. The proposal will identify innovative strategies and promising practice examples that local entities can use to improve their ability to identify and address local and regional needs. The policy guidance will focus on promising innovative collaborative and partnership strategies to engage partners across the workforce and economic development system that received outside evaluation and analysis. The proposal also will provide examples of demonstration projects from California and across the nation where local and regional entities developed innovative and successful collaborative and partnership strategies.

Statement of Problem

California's population increased by more than 7 percent between July 2000 and July 2004. During this period, job growth both in California and nationally has been slow. It took California almost three years to return employment levels to their pre-recession levels. At the same time, employers have been under immense competitive pressure primarily due to increased globalization and technological change to recruit and train workers with higher educational and technical skills. These factors created a significant demand for workers who have good math and literacy skills, bring job specific skills to the workplace, and who have the ability to move easily from one job to the next. Together, these trends are making it very difficult for the State's workforce development system to address these challenges effectively

Notwithstanding these demands, California's federal adult and youth formula Workforce Investment Act (WIA) allocation declined by almost 27 percent from 2002 to 2004. Other workforce development funding (such as TANF and Rehabilitation services) also experienced decreases in funding. Other parts of the broad workforce development system (primarily education), however, increased due primarily to annual growth in school enrollment and State revenues.

The WIA attempted to establish a conceptual framework whereby local workforce boards would form partnerships to achieve common goals and outcomes under the umbrella of provisions requiring certain workforce development partners to participate in the one-stop career system. State and local boards across the nation, however, are finding it problematic to mandate partner participation to the extent originally envisioned in the WIA because requirements for participation in the one stop system is not included in federal legislation creating those programs.

Foundations, and federal and state governments funded a myriad of demonstration projects that include innovative strategies to encourage collaboration or partnerships by federal, state and local workforce and economic development programs. Evaluations of these demonstration projects yielded some promising strategies and approaches that serve as examples of potentially effective collaborative efforts that use community and regional resources to solve state and local workforce development issues.

Project Description

This project will develop and disseminate policy guidance for use by local areas. The policy guidance will provide information to local boards to help them better understand and use the promising approaches to local and regional collaboration across the workforce and economic development system. A critical goal of this policy guidance is to establish a better understanding of how to use available resources in local areas to solve local and regional workforce and economic development issues. State staff will use a variety of techniques to obtain relevant information and ensure that it provides sound ideas for use by local boards, local economic development entities and other local entities that are part of the workforce and economic development systems.

As indicated earlier, there are a number of demonstration projects and initiatives funded by federal and state governments and other public and private entities. These demonstration projects frequently include evaluations. Moreover, many local areas developed projects to test approaches to encourage more comprehensive participation across programs to solve specific local problems.

The project design will use surveys and interviews to complete an environmental scan of State and local demonstration projects. Finally, there is a burgeoning amount of analysis from comprehensive community initiatives tested since 1980. These analyses provide very useful and transferable knowledge about ways to develop such projects in workforce and economic development that have a better chance of developing effective and efficient cross program projects to solve local and regional issues.

To ensure that the promising practices make sense in the field, the committee will form an interdepartmental work group that includes local board and other local representation. This work group will provide insights about the ideas developed by staff and address the practicality of those ideas in local or regional settings.

Deliverables

The policy guidance will summarize promising strategies tested – and evaluated -- in local areas both in California and in other communities and states to address the complex needs of workers and employers in communities across the country. From this summary, the team will analyze the project findings and use that analysis to choose the approaches included in the policy guidance.

The policy guidance will consist of the following:

- Identification of general results-based planning approaches used to identify problems and develop innovative and collaborative strategies for addressing labor market problems in a workforce and economic development context; and
- A description of specific projects with promising, innovative approaches used by other local and regional workforce and economic development entities designed to provide concrete examples of how local and regional collaboratives developed joint strategies to address specific labor market and workforce development problems.

Benefits

There are a number of benefits that could be derived from providing policy guidance on promising strategies for using workforce and economic development, educational and employer resources more effectively. They include:

- 1) Improving relationships between workforce and economic development, education, employer and other partners will provide a better understanding of local and regional needs.
- 2) Broad understanding of local and regional needs allows all stakeholders to focus their scarce resources on solving problems associated jointly agreed upon needs.
- 3) Making improved information on promising strategies available to local areas will support local areas in developing innovative and successful comprehensive approaches to address local and regional workforce and economic development needs.
- 4) Successful application of comprehensive strategies locally and regionally will create the trust needed to encourage further development of relationships among local stakeholders.

Work Plan

The tentative work plan that follows is only an overall project schedule for the expected activities and completion dates.

Activity	Completion Date
Obtain Committee approval of proposal	November 1, 2005
Finish Proposal and Present to Board for Approval	November 2005
Finish information collection to support development of the policy guidance	December/January 2005
Produce draft guidance for review by Committee and other stakeholders	February 2006
Complete draft document for presentation to State Board for approval	March 2006
Complete final guidance document	April 2006
Obtain Governor's approval of final document and disseminate to relevant local entities	May/June 2006