

WORKFORCE INVESTMENT ACT LOCAL STRATEGIC WORKFORCE PLAN PROGRAM YEARS 2013–17

Local Workforce Investment Area:

Name: South Bay Workforce Investment Area

Date of Submission: _____

Contact Person: Jan Vogel, Chief Executive Officer

Contact Person's Phone Number: (310) 970-7700

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SECTION 1: VISION

OVERVIEW

The vision of the South Bay Workforce Investment Board (SBWIB) for meeting workforce development challenges within the nine cities that comprise our local workforce investment area is one that embraces comprehensive strategies to meet the needs of business for a skilled workforce, while at the same time creating opportunities for workers to prepare for and enter into well-paid careers. Central to this objective is collaborations among a wide range of stakeholders including business, labor, education, social services, philanthropic organizations and community-based agencies. Translating this vision into a Plan that can be set in motion will require that stakeholders work together to identify the workforce needs of businesses in local priority sectors and to develop career pathway approaches to address gaps in the skills of the local workforce.

Covered in this section of the SBWIB's Strategic Local Area Plan is:

- ❖ *The WIB's vision for developing and strengthening its high performing workforce development delivery system*
- ❖ *Background on the SBWIB*
- ❖ *Major factors influencing the system*
- ❖ *Stakeholders*
- ❖ *Overview of stakeholder engagement strategy*
- ❖ *Overview of key sectors within the region*
- ❖ *Priority sectors*
- ❖ *Key strategies in preparing a skillful workforce*

BACKGROUND



The South Bay Workforce Investment Board (SBWIB) serves nine cities located in southwest Los Angeles County, including Hawthorne, Inglewood, Gardena, Carson, Lawndale, and El Segundo, as well as Manhattan, Redondo, and Hermosa Beach. The South Bay is a region of two disparate populations. Inglewood and Hawthorne suffer from unemployment rates of over 14% and have large populations living beneath the poverty line, while the beach cities are home to considerable affluence. The region maintains a historically strong aerospace presence and a robust manufacturing base. According to 2010 Census data, the South Bay cities have an aggregate population of 515,324.

The Workforce Investment Board: The board is comprised of 59 members representing business, labor, education, economic development, the one-stop partners and other local workforce system stakeholders. The board provides oversight for the SBWIB's workforce programs and develops policies to ensure compliance and effective

operations. The responsibilities of the SBWIB are accomplished through the following committees: Business and Economic Development; One-Stop Policy; Performance and Evaluation; and the Youth Development Council. An Executive Committee of the WIB also meets on a regular basis to review recommendations from the four committees and acts, on a limited basis, on behalf of the board.

Strengths and Abilities: As evidenced throughout this Plan and communicated through the goals established for sector strategies, service delivery and administration, the SBWIB has a strong record of leadership and performance. Prominent strengths and abilities of the board and of our organization include:

- Development and implementation of effective workforce programs, technology and service delivery systems.
- Organization of industry-driven panels and employer advisory groups to guide service planning.
- Leadership of partnerships comprised of workforce development, education, social services and other organizations to address service needs of local job seekers.
- Innovation in all areas of service delivery and administration to yield higher performance and greater return on investment.

Major Accomplishments and Signature Projects: With an organizational resume spanning more than 30 years, the SBWIB boasts an enviable list of accomplishments, a track record of program achievements and a history of innovation. Highlights include:

NAWB 2012 WIB Excellence Award Recipient: The SBWIB received the National Association of Workforce Investment Boards (NAWB) Distinguished Honoree 2012 WIB Excellence Award, which recognizes boards that have demonstrated an on-going ability to develop comprehensive workforce solutions for their communities. SBWIB was one of three WIBs to receive this honor.

Multi-Sector Partnership Grant: Functioning as grant recipient and lead agency, the SBWIB was awarded a \$45 million National Emergency Grant from U.S. DOL. Under this grant, we administer funds on behalf of a broad coalition of 21 local workforce investment areas and the California Workforce Association. Services for 5,887 dislocated workers include classroom training, OJT and customized training, along with core, intensive, and supportive services provided through local one-stop systems.

Transitional Subsidized Employment (TSE) Program: Through our partnership with the Los Angeles County Department of Public Social Services, the SBWIB managed \$160 million federal Recovery Act funds for the purpose of providing work experience and on-the-job training opportunities for 29,000 CalWORKs participants, dislocated workers, summer youth participants.

California's Green Workforce Coalition: Founded by the SBWIB in 2008, the Coalition is California's largest locally organized and managed public/private partnership for a green workforce and a sustainable future. The work of the 121 member coalition led to the

foundation of SBWIB's Gateways to Green Building program, which provided fully-funded green building training and certification for unemployed and underemployed workers.

South Bay Aerospace Consortium: A partnership between the SBWIB, Boeing, Raytheon, Northrop Grumman, El Camino College, L.A. Harbor College, and the L.A. Economic Development Corporation, the consortium has as its purpose identifying areas where training is needed in high-technology manufacturing. The Consortium's efforts led to the development of full-scale curriculum at El Camino College.

I-TRAIN: For more than a decade, the Intrastate Training Resources and Information Network (I-TRAIN) has served as the local eligible training provider list for the several Southern California local workforce investment areas offering a variety of features, such as an inter-jurisdictional voucher system; common methods for collection and distribution of data; and efficient and accurate systems for verifying performance outcomes. The SBWIB is preparing to launch an updated version of I-TRAIN, which builds upon the current system to provide a more effective far-reaching tool that will serve as resource to assist workforce development systems in not only managing training, but in tracking performance, providing case management and serving business customers. Real-time dashboard reporting, a self-service client portal, paperless service templates and a Chatter component are all cutting edge features of the new system.

Program Development and Strategic Planning: The process of designing, developing and implementing workforce development programs to meet the needs of job seekers and businesses for the diverse South Bay region requires the efforts of a wide range of stakeholders, including our member cities, education agencies, business service organizations and others with a stake in promoting a local vibrant economy and skilled workforce. Specific processes and data used in developing SBWIB's Strategic Local Area Plan are described throughout each section of the narrative.

INFLUENCES AND STAKEHOLDERS

The SBWIB's Local Plan is influenced by a variety of external factors and interests, as well as the priorities of local and regional system stakeholders.

Factors Influencing Plan and Vision: Our vision of promoting public and private sector collaboration in support of sector strategies and the development of a career pathway approach to preparing workers for jobs at all levels draws inspiration and guidance from a number of initiatives and from the environment where we operate. These include:

WIB Policy and Direction: The board has set high standards for accountability and performance. In addition, as its members represent local businesses and service organizations, the SBWIB often responds to real-time events within the local economy, such as business start-ups and closures. Such factors can affect programming and the allocation of resources.

Regional Economy: Over the last two decades, the economy within the South Bay region of Los Angeles County has changed drastically. While still formidable, aerospace, the stalwart industry of the region, declined substantially through the 1990s and service jobs have become much larger employers than traditional base industries, such as manufacturing. With a smaller number of industries dominating the region, the limited resources of WIA and other system stakeholders must be directed to the sectors where opportunities are present and are expected to grow.

National, State and Local Trends in Workforce Development: The field of workforce development is constantly evolving and recent national and local economic factors have accelerated the rate at which change is occurring. As the dust settles from the economic recession that stalled hiring over the last several years, it is clear that the workplace has changed. Businesses are leaner and some are relying more on “project” or temporary support, rather than full-time permanent employees. No matter the circumstances of a particular employer, what’s clear is that businesses are requiring up-to-date skills and knowledge and workers are being challenged to continuously update their skill sets through training and hands-on practice. Workforce development programs are reexamining traditional approaches and many are retooling systems around career pathway models focused on producing industry-recognized credentials. U.S. DOL, the California Workforce Investment Board and various national and state-level organizations are supporting these efforts.

State Workforce Goals: A recently introduced set of goals that are influencing the SBWIB’s workforce development delivery system are the statewide goals expressed in the California Workforce Investment Board’s “Shared Strategy for a Shared Prosperity – California’s Strategic Workforce Development Plan: 2013-2017.” These include:

1. Business and Industry: Meeting the workforce needs of regional economies and high demand industry sectors with the best potential for new jobs.
2. Adults: Increase the number of Californians, including from under-represented demographic groups, who complete at least one year of postsecondary education with a marketable credential or degree, while placing emphasis on veterans, individuals with disabilities, disconnected youth, formerly incarcerated, and other at-risk populations.
3. Youth: Increase the number of high school students, including those from under-represented demographic groups, who graduate prepared for postsecondary education and/or a career.
4. System Alignment and Accountability: Support system alignment, service integration, and continuous improvement through shared data, common participant tracking, and evidence-based policymaking.

Developed by a working group of state and regional stakeholders, these goals communicate the Governor’s vision for California’s workforce development program over the next five years. To demonstrate alignment with these goals, the “Summary” that concludes each section offers a comparison of SBWIB’s goals to those in the State plan.

Key System Stakeholders: Throughout this Plan, the influences and roles of numerous organizations that support and benefit our local workforce system are described, along with the resources that they bring. In general, where the Plan refers to “stakeholders,” these are organizations and individuals representing the following disciplines, sectors, or types of programs.

• The SBWIB’s Member Cities	• Adult Education
• The Workforce Investment Board	• Other Public and Private Education
• Business	• The One-Stop Partners
• Organized Labor	• Economic Development
• Community Colleges	• Social Services
• K-12 Education	• Community-Based Agencies

Partnerships, collaborations and linkages with specific local stakeholder organizations are described below and throughout the various sections of the Plan, particularly Section 4 (Adult Strategies) and Section 5 (Youth Strategies).

Strategic Goals: The SBWIB’s workforce system goals are indicated at the end of Sections 1 through 6 and are repeated in a single list within the “Summary of Local Plan Goals and Objectives” at the end of this plan narrative.

REGIONAL ECONOMIC AND WORKFORCE DEVELOPMENT NETWORK AND SUPPORTING PARTNERSHIPS

The Governor’s vision for creating a more effective workforce development system in California calls for the implementation of regional sector strategies throughout the state, which are driven by regional workforce and economic development networks and industry-specific sector partnerships. California’s Strategic Workforce Development Plan describes how such networks will promote sector-driven design by: identifying key competitive and emerging industries in the region; aligning, coordinating, and integrating the region’s resources to support the development of industry-specific partnerships in those targeted industries; removing local policy and administrative barriers to the alignment of multiple public programs and funding streams; identifying and accessing additional federal, state, private and philanthropic resources to sustain the network, investing in specific programs, and to seed sector partnerships. These networks will bring together businesses, labor, education, economic development and others through periodic meetings and intensive planning sessions. The networks will serve as a hub for dialog, information sharing, planning, and development of resource strategies.

Complementing the State vision, the SBWIB will adopt a three-tiered structure to support the research, review, analysis and system enhancement required to fully develop and implement our sector strategies:

- ❖ Tier 1: The Los Angeles Workforce Systems Collaborative, an existing partnership, will serve as the regional network.
- ❖ Tier 2: The Economic Development Roundtable of the South Bay Cities Council of Governments (COG) will function as an intermediary review board to analyze and forward recommendations, information and results data from our Sector Partnerships to the regional network.
- ❖ Tier 3: Sector Partnerships, which will be built around four priority industry sectors, will concentrate on working with business to identify sector needs and develop ways to approach career pathways.

Network: The SBWIB will utilize the Los Angeles Workforce Systems Collaborative (LAWSC) as our regional network, which will identify and address workforce challenges throughout the greater Los Angeles region, especially as they relate to the key industry clusters. The regional workforce development system represented by the LAWSC is comprised of business, civic, education, workforce development and philanthropic leaders committed to leveraging the collective and individual assets of these system partners to create pathways to high demand, high growth industries, and sustainable careers to ensure the economic competitiveness of the Los Angeles region. The goals and objectives of the collaborative are:

- Support industry sector workforce training and sector intermediary initiatives and improve opportunities for low wage workers
- Strengthen the region's workforce development system by expanding/enhancing relationships and sharing resources with various public, private and non-profit entities
- Leveraging public sector hiring and contracting through City departments to facilitate the hiring of City residents
- Transition incumbent workers into living wage jobs
- Create jobs through economic development activities and capital investments

The LAWSC's workforce development policy priorities support the SBWIB's intentions to adopt a sector focus throughout our service delivery system. These priorities include:

- Strengthen job creation through investments in workforce development
- Align workforce development and economic development priorities and goals
- Support co-led business/labor partnerships
- Require a dual employer and employee focus
- Invest in sectors and sector intermediaries
- Support a long-term investment in summer youth employment
- Eliminate sequential eligibility

- Simplify youth eligibility criteria
- Promote connections across federal investments

LAWSC is led by the Los Angeles Area Chamber of Commerce and currently includes as its members, the City of Los Angeles WIB, the L.A. County WIB, the State Employment Development Department, the Los Angeles Economic Development Corporation, the Los Angeles County Federation of Labor AFL-CIO, United Way of Los Angeles, the Los Angeles Workforce Funder Collaborative, the Los Angeles Community College District, and the Los Angeles Unified School District. The SBWIB has participated in a number of planning sessions and other events sponsored by the collaborative and will join the LAWSC as a partner in support of our goals to align our programs with others throughout the region. This regional approach will ensure that our sector strategies complement those of other local areas and system partners and do not duplicate efforts.

Intermediary Network: The South Bay Cities COG Economic Development Roundtable (SBEDR) was organized in 2012. The group's mission is to collaborate regionally in order to attract, retain and grow businesses and jobs in the South Bay region of Los Angeles County. Its goals and strategies include:

- Promoting policies and practices which encourage business to locate and thrive within the South Bay region
- Showcasing the South Bay region of Los Angeles County to the business community
- Adopting best practices for assisting businesses in the areas of attraction, retention and growth
- Providing support to key South Bay industry clusters
- Publicize and highlight successes of the region's businesses

The South Bay Cities COG is a joint powers authority of 16 cities and the County of Los Angeles. Members share the goal of maximizing the quality of life and productivity of our area. Participants in the SBEDR include but are not limited to economic development staff from member cities, representatives from the SBWIB, business associations, chambers and other business services and economic development agencies.

Sector Partnerships: The SBWIB is in the process of developing Sector Partnerships for four (4) target industries. All of these Partnerships will be in place no later than Fall 2013. For some sectors, we plan to link with existing collaborates (such as those developed by community colleges, advanced manufacturing and trade initiatives) rather than duplicate the efforts of others. Our Sector Partnerships will bring together leaders from business and education, along with other stakeholders, to develop education and training curricula and programs to meet business demands for skilled labor. The Sector Partnerships will be responsible for:

- Identifying and articulating current and anticipated skill sets needed within the industry;
- Mapping out and establishing career pathways within the targeted industry sector;

- Integrating programs and braiding funding streams along career pathways, and providing supportive services for underprepared students and workers;
- Developing training curriculum and/or adjusting existing curriculum;
- Developing common systems to track participant success;
- Providing students and workers with industry valued skills certifications, credentials, and degrees at multiple points along career pathways; and
- Developing other strategies to support industry workforce needs and worker career advancement.

The three-tiered structure will benefit from resources available within our nine-city service area, as well as those with regional influence.



Ultimately, the SBWIB anticipates that the work of the Sector Partnerships, SBEDR and the LAWSC will enable workers to gain the skills necessary to perform work within the sectors that are driving the regional economy and employment in our area.

FOCUS ON PROMISING SECTORS

The following information provides a snapshot of the sectors that are having the greatest impact on the South Bay region of Los Angeles County. A significant amount of additional economic and sector-specific information is covered in greater detail within Section 2 of this plan, “Economic and Workforce Information Analysis.”

Growth Sectors in L.A. County: Within its April 2013, report “Industry and Labor Market Intelligence for Los Angeles County,” the Los Angeles County Economic Development Corporation (LAEDC) identifies the following eight (8) “target industries” as the most promising based on growth, hiring trends, economic impact and other factors.

▪ Administrative Support	▪ Hospitality and Tourism
▪ Construction	▪ Manufacturing
▪ Entertainment	▪ Professional/Technical Services
▪ Healthcare	▪ Trade, Transportation and

	Utilities
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Detailed data regarding base industries, industry growth, demand, retirements and other factors associated with industry targets are presented in Section 2 of this Plan (Economic and Workforce Information Analysis).

The SBWIB’s Priority Sectors – 2013 through 2015: The SBWIB’s initial focus will encompass four (4) industry sectors intensively;

▪ Construction	▪ Manufacturing
▪ Healthcare	▪ Trade, Transportation and Utilities

In addition, the SBWIB has identified two (2) emerging sectors on which we will concentrate over the next two years:

▪ Professional and Technical Services	▪ Media and Entertainment
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Workforce Development Strategies: The SBWIB’s vision for the implementation of strategies to meet the needs of priority sectors calls for the development of career pathway models, as indicated above. This approach will yield updated coursework, new curricula, and greater use of work-based learning and hybrid models, which are described throughout the remainder of this Plan.

SUMMARY

To bring our vision for the local workforce development system to life, the SBWIB will collaborate with business, education and other key stakeholders convened through a regional network, which will be supported by both the Economic Development Roundtable, as an intermediary collaborative network, and four (4) Sector Partnerships focused on our priority sectors. As a result of these collaborations, the SBWIB will develop and implement career pathway programs that address skills development across the competency spectrum of careers, from foundational skills to the high level skills needed by managers and technical professionals. In addition, we are prepared to take the lead and/or collaborate on initiatives aimed at increasing grant resources and other funding to support the delivery of training and workforce services to businesses and job seekers in the SBWIB’s nine-city service area.

Support for California’s Strategic Vision: The following statement from the California’s Strategic Workforce Development Plan represents the state’s objectives for workforce system:

The Governor’s vision calls for a state strategy based on ongoing skills attainment focused on regional growth industry sectors and clusters. By braiding education, training, and employment services together to support these sectors, the workforce

system can both effectively address employers' needs for a high-quality, appropriately skilled workforce and support workers' needs for well-paid, steady work. This strategy draws on lessons learned from the traditional apprenticeship model -- providing workers maximum employment outcomes through mobility among multiple employers within an industry sector or cluster.

The SBWIB's vision for the enhancement of the workforce development service delivery system complements and supports California's Strategic Vision as it:

1. Adopts a sector strategy that concentrates on developing career pathway programs for priority sectors within the region.
2. Links to a successful, established regional collaborative (LAWSC), with strong ties to institutions able to convene stakeholder throughout Los Angeles County.
3. Establishes an intermediary stakeholder review mechanism through our local stakeholder collaborative: SBEDR.
4. Is committed to actively and effectively engaging business and education in an analysis of skills needed in priority sectors; identification of gaps in the skill sets of the local workforce; and the design, development and implementation of career pathway programs.

Compatibility with State Standards: The vision described in this Section complements that State's vision for California's workforce system as a whole.

State prescribed standards that are related to the local areas' vision is prescribed within the State Plan under the heading "Vision, Economic and Workforce Analysis, Strategic Planning and Implementation." Therefore only some elements of the standard are reflected in the SBWIB's Vision statement (Section 1 of this plan), while others are addressed by information in Section 2, Economic and Workforce Analysis. With regard to "vision," the following evidence demonstrates how SBWIB is aligned with the State Plan.

- 1. The Plan meets the local planning requirements in CUI Section 14200(c) (SB 698).**
 - The SBWIB's Plan includes specific goals to be achieved within its five-year span.
 - Our vision is forward-thinking and our plan concentrates on strategies and relies on data-driven models rather than focusing on operating procedures.
 - The SBWIB's vision aligns well with the Governor's vision as reflected in the State plan.
 - The Plan was developed with input from the broad range of stakeholders including representatives from business, education and labor.
- 2. The Plan's Vision is strategic and comprehensive.**

- The overall Plan and the SBWIB's vision for workforce development is based on a wide variety of data and on best practices identified from multiple credible sources.
- Sector targets have been determined based on both external and internal data analysis.
- The plan identifies system goals pertaining to the identification of the workforce needs of specific industries.

3. The Plan's Goals and Objectives are evidenced-based.

- Our Plan is informed by national, state and local trends, policies and practices reflecting a changing economy and ever evolving workforce system.
- The plan relies extensively on research and policy recommendations developed at the national, state and local levels.
- The SBWIB uses federally-prescribed measures to assess performance and will develop additional metrics to reflect the implementation of career pathway approaches.

4. Key stakeholders are actively engaged both in the planning and implementation of the local Plan.

- Business, labor, education, economic development, social services and community-based organizations all provide input used to develop the Plan.
- Contributions from these stakeholders will continue via their participation in the regional network, SBEDR and/or the Sector Partnerships.
- The SBWIB's plan is a living document. It will be modified to reflect changes in economic conditions, legislative mandates or other significant factors that may affect workforce development service delivery.

SECTION 2: ECONOMIC AND WORKFORCE INFORMATION ANALYSIS

OVERVIEW

Embarking on a sector strategy requires that workforce organizations engage in detailed data analysis that reveals:

- Where the jobs are;
- What skills these require;
- The available skills in the workforce; and
- The gap between what's required and what's available.

The starting point for the SBWIB's development of sector-focused approaches is to gather data reports and analysis in order to make informed decisions about what our sector priorities will be. This section describes our data and decision making process, along with a summary analysis of the capacity of our system and network partners to meet the opportunities and challenges associated with our strategy.

Covered in this section of SBWIB's Strategic Local Area Plan are:

- ❖ *Overview of the Los Angeles County economy*
- ❖ *Economic analysis and review process*
- ❖ *Priority sectors*
- ❖ *Workforce skills needed in priority sectors*
- ❖ *Key characteristics of the local workforce*
- ❖ *Overview of system capacity to address challenges and opportunities*

ECONOMIC ANALYSIS AND REVIEW

The principal resource for economic and demographic information described in this section is the April 2013 report *Industry and Labor Market Intelligence for Los Angeles County*. This research was commissioned by the Los Angeles County Workforce Investment Board on behalf of the seven local workforce investment boards within the county's boundaries. The report was prepared by the Economic and Policy Analysis Group at the Los Angeles Economic Development Corporations (LAEDC), which offers objective economic and policy research for public agencies and private firms. The group focuses on economic impact studies, regional industry analyses, economic forecasts and issue studies, particularly in workforce development, transportation, infrastructure and environmental policy.

According to LAEDC, the following represents the data gathered for the *Intelligence* report and the group's methods of analysis and review:

Industry Data: Some industry data is sourced from the federal Bureau of Labor Statistics (BLS) and the California Employment Development Department's Labor Market Information Division (EDD LMID). The forecasts are LAEDC forecasts using public and private databases and in-house expertise. The report itself, which is attached to this Plan, provides examples throughout of how data is analyzed to arrive at "conclusions" with regard to economic factors such as industry growth, identifying target industries and estimating occupational growth.

Demographic Data: The demographic data is sourced individually. Most of the data is obtained from the U.S. Census Bureau, but some of it is estimated by ESRI (using Census data).

It should be noted that the discussion below regarding SBWIB's selection of priority industry sectors also include an internal analysis of data pertaining to our nine-city area. This included a review of economic data from EDD LMID and demographic data culled from the U.S. Census database.

OUR ECONOMIC SITUATION

The South Bay is a generally recognized sub-region of Los Angeles County. While some area-specific information for SBWIB is described below with regard to priority sectors, given commuting patterns and the overall fluidity of the labor market across various sub-regions, our economic situation is best understood in the context of Los Angeles County.

Los Angeles County: Los Angeles County has a geographic area of 4,088 square miles and is located adjacent to Orange, San Bernardino, Kern, and Ventura counties in Southern California. The most populous county in the nation, with over 9.8 million residents, its amenities include beaches, national forests, the San Gabriel Mountains, Catalina Island, the Mojave Desert and numerous tourist destinations such as museums, theaters, sports venues and amusement parks. Composed of dense urban areas such as the City of Los Angeles, to the barren desert of Mojave and the bedroom communities in between, the County has a rich and diverse population with a wide range of skills and a diverse industry base to. Although home to 88 incorporated cities, most of the land area is unincorporated, falling under county jurisdiction for the provision of programs and services.

Regional Industry Forecast: Employment opportunities for residents of Los Angeles County will depend on the health of the regional economy. The county's economy entered a severe recession in December of 2007, with an employment decline of 1.3 percent in 2008 and an additional 6.1 percent decline in 2009. Employment continued to fall in 2010 before beginning a recovery in 2011 with a year-over-year gain of 0.6 percent. Employment continued its anemic recovery in 2012, and uncertainty regarding the fiscal cliff negotiations and the implementation of sequestration cuts will weigh on the overall recovery in 2013.

However, employment growth will pick up in 2014, with a year-over-year gain of 1.9 percent, followed by 2.8 percent in 2015 and 2.5 percent in 2016. Employment growth will continue to be positive but will decelerate. Over the longer term, the economy in Los Angeles County is forecast to grow at its trend rate of approximately 0.6 percent.

Most industry sectors will follow this general contour of post-recession recovery followed by moderation. However, there are differences among industries. Recovery strength in many cases is determined by the magnitude of the industry's decline during the recession. For example, construction employment fell steeply in 2008, 2009 and 2010. Its recovery in the near term is expected to be much stronger than the average, as it recovers from these deep losses.

Between 2012 and 2017, the economy is expected to add 403,900 new jobs in nonfarm industries across the county.

THE REGION'S KEY INDUSTRY CLUSTERS

LAEDC's analysis considers the two component parts of a labor market: the supply of labor and the demand for labor. The supply of labor is essentially determined by the characteristics of the resident population and of workers within commuting distance. The demand for labor is determined by current and projected industry needs and their occupational characteristics. In addition to the projections, the analysis provides a roadmap to target industries for Los Angeles County given its current economic makeup and its place in context with regional strengths and projections.

Industry Snapshot for Los Angeles County: Demand for labor is generated by local and regional businesses. This is a function of the economic health of the local and regional economy and its expected growth, and of locational decisions made by growing businesses.

In general, Los Angeles County reflects the national pattern of a largely service-oriented economy, which accounts for almost three-quarters of all nonfarm employment, and a government sector accounting for approximately 15 percent of all nonfarm employment (including local, state and federal government employment). Manufacturing employment has been on a long-term decline and accounts for less than 10 percent of employment today. Among the service industries, professional and technical services is the largest, accounting for over 14 percent of employment, followed by educational and health services, leisure and hospitality, and retail trade.

To better examine the industry performance of the region, LAEDC's analysis segments larger industry sectors into their component industries. For example, health care and social assistance is a sector which includes: ambulatory health care services, such as physicians' offices; hospitals; nursing and residential care facilities; and social assistance, such as community food services, child day care services and emergency relief services.

The table below lists the largest 30 industries (i.e. component industries) in Los Angeles County as measured by employment in 2011.

Top 30 Private Sector Industries by Employment - Los Angeles County 2011			
NAICS	Industry	Employment	% of Total
722	Food services and drinking places	286,090	7.4%
541	Professional and technical services	255,830	6.6%
561	Administrative and support services	222,520	5.7%
621	Ambulatory health care services	179,260	4.6%
512	Motion picture and sound recording	120,130	3.1%
622	Hospitals	109,500	2.8%
611	Educational services	98,070	2.5%
423	Wholesale: Durable goods	94,570	2.4%
424	Wholesale: Nondurable goods	90,420	2.3%
445	Retail: Food and beverage stores	87,800	2.3%
522	Credit intermediation	69,760	1.8%
623	Nursing and residential care facilities	69,690	1.8%
452	Retail: General merchandise stores	67,930	1.7%
238	Specialty trade contractors	67,570	1.7%
624	Social assistance	59,560	1.5%
551	Management of companies	54,650	1.4%
448	Retail: Clothing and accessories	53,190	1.4%
531	Real estate	51,970	1.3%
336	Manufacturing: Transportation equipment	46,440	1.2%
812	Personal and laundry services	45,800	1.2%
315	Manufacturing: Apparel	45,540	1.2%
334	Manufacturing: Computer / electronic prods	44,800	1.2%
524	Insurance carriers	43,150	1.1%
332	Manufacturing: Fabricated metal products	41,140	1.1%
721	Accommodation	39,840	1.0%
311	Manufacturing: Food products	39,660	1.0%
488	Support activities for transportation	39,480	1.0%
441	Retail: Motor vehicles and parts	39,040	1.0%
813	Membership associations and orgs	37,920	1.0%
713	Amusement, gambling and recreation	35,570	0.9%

Sources: California Employment Development Department; LAEDC

The largest private sector industry in terms of employment in Los Angeles County in 2011 was food services and drinking places, providing 286,090 jobs. This industry includes all food services, including full-service restaurants, fast food outlets, caterers, mobile food services, and drinking establishments. The second largest industry was professional and technical services, providing 255,830 jobs. This industry is large and diverse, and includes a variety of professions such as legal, architectural, engineering, accounting, computer design, advertising, environmental consulting, commercial photography, veterinary services, and more. The third largest industry was administrative and support services, which includes office administrative services, facilities support services, business support services, travel agents, security services,

and employment services such as temporary employment. Other significant industries in the county include ambulatory health care services, motion pictures and sound recording industries, hospitals and private educational services, together providing more than 500,000 jobs.

Target Industries: Research into the local labor market and industry employment projections can be combined with other metrics to provide an indication of whether an industry has the potential to be an attractive target for job retention and expansion. For example, employment growth rates indicate whether an industry is expected to grow in the region. LAEDC's analysis used two additional metrics in its evaluation criteria: the competitiveness of local industries, and their job creation potential.

Industry Competitiveness: In addition to the potential for industries to create jobs, which is a function of both their expected growth and their size, this factor considers the specialization of economic activity in Los Angeles County. For example, it is possible that a national or statewide industry has significant job creation potential but does not have a large presence in the county (or none at all). Without a specific business attraction strategy, the region is unlikely to see employment growth in such an industry. On the other hand, an industry with a presence in Los Angeles that is larger (as a percentage of total employment in the county) than its presence in the state or nation would indicate that Los Angeles has a concentration of this industry, is evidenced at having a competitive advantage and thus may have the potential for higher employment creation.

Job Creation Potential: In addition to projected growth rates of industries and industry sectors, the current size of the industry in the region is an important determinant of the potential for job creation. A small industry growing quickly may add jobs but the absolute number of jobs created will be smaller than a large industry growing slowly. This is a consequence of two factors: the size of the industry and its expected growth. A small industry such as leather and allied products manufacturing may grow quickly but will add few jobs because it is a very small industry, while a larger industry growing more slowly has the potential of adding more jobs.

Industry Output: Apart from employment, the value of an industry to regional economic activity can also be measured in terms of the value of its output or production. This is most often measured as the industry's aggregate revenues. It is not always the case that industries with significance revenues also hire significant numbers of employees. The relationship between revenues and employment is a balance between the industry's production process, the productivity of labor and the capital-intensity of production. The total value of output of all industries in Los Angeles County in 2011, the most recent year for which data is available, is estimated to have been \$866 billion.

Labor Compensation: Revenues earned by industries are spent in a number of ways. A portion is used to purchase the inputs to production, including intermediate goods and services and labor services. Intermediate goods and services can be supplied from within the region or across the globe, depending on costs, availability and the particular need of the industry. Payments for labor, however, are typically spent within the region

to local residents (with a small percentage paid to commuters who live in surrounding regions). The payments provide household incomes for the local population, which circulate throughout the local economy as workers spend a portion of their income on rent, groceries, transportation, entertainment, and so on. These values include benefits such as health and retirement plan costs and employer paid payroll taxes. Of all labor compensation paid in Los Angeles County, 17.3 percent, or \$47 billion, was paid by government agencies.

Detailed information on industry competitiveness, job creation potential, industry output and labor compensation are included in the attached *Intelligence* report, including tables indicating the top performing industries in each category in L.A. County.

LAEDC used the metrics described above (the size of the industry, its job creation potential, its relative competitiveness and the average labor compensation paid) to identify industries as the most promising targets for job retention and expansion activities in Los Angeles County.

• Construction of buildings	• Manufacturing: Medical equipment/supplies
• Heavy and civil engineering construction	• Motion pictures and sound recording industries
• Specialty trade contractors	• Broadcasting
• Manufacturing: Beverages and tobacco	• Other information services
• Manufacturing: Textile mills	• Professional and technical services
• Manufacturing: Apparel	• Administrative and support services
• Manufacturing: Leather and allied products	• Ambulatory health care services
• Manufacturing: Pharmaceutical and medicine	• Hospitals
• Manufacturing: Fabricated metal products	• Nursing and residential care facilities
• Manufacturing: Compute/ electronics	• Accommodation
• Manufacturing: Transportation equipment	• Food services and drinking places

These industries fall broadly into nine clusters or target sectors described in LAEDC’s analysis: healthcare; biomed/biotech; administrative and support services; professional and technical services; hospitality and tourism; entertainment industry; trade; manufacturing; and construction.

SBWIB’S PRIORITY SECTORS

While SBWIB recognizes that each of the above clusters identified as “targets” by LAEDC have significant promise within the region, for the purposes of the sector strategy embodied in this Plan, SBWIB will give initial priority to four sectors: construction; healthcare; manufacturing; and trade, transportation and utilities¹. The decision to prioritize these industries was based on three factors:

- Through independent economic analysis, they are identified as suitable targets in L.A. County. LAEDC’s analysis in identifying target industries took into account competitiveness, job creation potential, output and labor compensation.

¹ This sector may also be listed under “Logistics, Transportation and Warehousing.”

- The sector has a substantive presence within or near SBWIB’s boundaries. For this factor, local competitiveness and the effects of labor compensation were key elements.
- The sector offers employment opportunities at all levels of career pathway – from low skilled to management and highly technical

Intensive efforts to develop career pathways strategies and coursework will be concentrated on these industries through the work four distinct Sector Partnerships.

Features of our four priority sectors include:

Construction: As credit conditions improve and the housing market recovers, construction industries (including building construction, specialty trade contractors and heavy and civil engineering) are expected to make a robust recovery. Housing starts are showing signs of life after a dismal few years, and will be needed to meet pent-up demand. In addition, many of the existing infrastructure projects currently planned will come on line, employing thousands of workers in highway, transit, infrastructure and other projects. Finally, continuing incentives and mandates related to energy efficiency and greening of existing buildings have the potential to drive employment in retrofitting and energy efficient implementations. Together, the sector is projected to add almost 23,000 jobs between 2012 and 2017.

Construction is rebounding strongly in the South Bay with a number of major public and private projects underway or being readied. Notable are the plans for redeveloping the large land area in Inglewood that has been home to the Hollywood Park Race Track for the last 75 years. The track's 260-acre footprint will be turned into 3,000 new housing units, including single-family townhomes and condos; 25 acres of parkland, including a 10-acre central park; and a retail and entertainment district, anchored by a movie theatre, office space and a 300-room hotel. SBWIB is already working with the developer and trade unions regarding recruitment for this major construction project.

Career path opportunities for this sector include:

Construction (NAICS 23)								
Table 110 <u>Entry-Level Occupations</u>	2010 Openings	Projected 2010 - 2020 Employment Change	Total New Opening	% Change	2010 - 2020 Replacement Needs	2020 Total Jobs	Median Wage	Requisite Education, Experience
Construction Laborers (47-2061)	23,160	27,810	4,650	20.1%	1,860	6,510	\$37,396	Less than HS Diploma, No Exp.
Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Setters (47-3011)	820	1,230	310	14.7%	220	530	\$26,921	Less than HS Diploma, No Exp.
Helpers – Carpenters (47-3012)	540	800	260	48.1%	140	400	\$31,618	Less than HS Diploma, No Exp.
Helpers—Electricians(47-3031)	1,300	1,460	160	12.3%	340	500	430,886	HS Diploma, 1 Year Exp.

Construction (NAICS 23)

Table 111 <u>Middle Skill Occupations</u>	2010 Employment	Projected 2010 - 2020 Employment Change	Total New Opening	% Change	2010 - 2020 Replacement Needs	2020 Total Jobs	Median Wage	Requisite Education, Experience
First-line Supervisors of Production and Operating Workers (51-1011)	16,530	16,980	450	2.7%	2,160	2,610	\$51,218	PS Training, 1-5 Years Exp.
First-line Supervisors of Mechanics, Installers and Repairers (49-1011)	10,250	11,450	1,200	11.7%	2,700	3,900	\$69,999	PS Training, 1-5 Years Exp.
Drywall and Ceiling Tile Installers (47-2081)	3,690	4,680	990	26.8	1,010	2,000	\$49,210	HS Diploma, 1+ Years Exp
Carpenters (47-2031)	15,530	17,960	2,430	15.6%	3,290	5,720	\$52,267	HS Diploma, Apprenticeship

Construction (NAICS 23)

Table 112 <u>Professional and Management Occupations</u>	2010 Employment	Projected 2010 - 2020 Employment Change	Total New Opening	% Change	2010 - 2020 Replacement Needs	2020 Total Jobs	Median Wage	Requisite Education, Experience
Electricians (47-2111)	10,310	11,360	1,050	10.2%	2,780	3,840	\$62,283	HS Diploma, Apprenticeship
Construction and Building Inspectors (47-4011)	2,110	2,420	310	14.7%	620	930	\$82,197	HS Diploma, 5+ Years Exp.
Operating Engineers and Other Construction Equipment Operators (47-2073)	3,310	4,030	720	21.8%	770	1,490	\$78,266	HS Diploma, 1-3 Years Exp
Plumbers, Pipefitters, Steamfitters (47-2152)	8,180	9,230	1,050	12.8%	2,360	3,410	\$55,746	HS Diploma, Apprenticeship

Healthcare: This is a large and growing industry sector which includes establishments providing health care, including: ambulatory health care services such as doctors' offices, dentistry practices, medical laboratories and home health care services; hospitals; and nursing and residential care facilities. This sector employed almost 360,000 workers in Los Angeles County in 2011, with average earnings were \$54,500, and is expected to add almost 50,000 new jobs from 2012 to 2017. These are large industries with high growth potential given the ongoing demographic shift, the advancement of medical technology and increased coverage through the American Care Act.

Employment opportunities abound throughout South Bay WIB communities at businesses ranging from medical office to clinics and labs to hospitals. The industry has long been a draw for our clients as they realize that it is possible, by adding credential and gaining experience to move up a career ladder to better paying positions.

Healthcare career tracks include:

Health Care (NAICS 62) - Includes Ambulatory Care and Nursing/Residential Care

Table 107 <u>Entry-Level Occupations</u>	2010 Openings	Projected 2010 - 2020 Employment Change	Total New Opening	% Change	2010 - 2020 Replacement Needs	2020 Total Jobs	Median Wage	Requisite Education, Experience
Healthcare Support Workers (31-9799)	6,760	7,910	1,150	17.0%	1,040	2,190	\$35,247	HS Diploma, 1 Year Exp.
Medical Assistants (31-9092)	23,370	28,380	5,010	21.4%	3,580	8,590	\$30,362	HS Diploma, 1 Year Exp.
Pharmacy Technicians (29-2052)	6,520	8,400	1,800	28.8%	1,130	2,930	\$37,115	HS Diploma, 1 Year Exp.
Medical Records and Health Information Technicians (29-2071)	4,940	6,040	1,100	22.3%	990	2,090	\$35,860	PS Training, 1 Year Exp.
Home Health Aides (31-1011)	14,730	22,010	7,280	49.4%	1,900	9,180	\$20,913	HS Diploma/GED, No Exp.
Emergency Medical Technicians (29-2041)	3,540	5,080	1,540	43.5%	710	2,250	\$27,477	AA Degree, 1+ Years Exp.

Health Care (NAICS 62) - Includes Ambulatory Care and Nursing/Residential Care

Table 105 <u>Middle Skill/Technical Occupations</u>	2010 Employment	Projected 2010 - 2020 Employment Change	Total New Opening	% Change	2010 - 2020 Replacement Needs	2020 Total Jobs	Median Wage	Requisite Education, Experience
Medical & Clinical Laboratory Technicians (29-2012)	5,760	6,930	1,170	20.3%	1,120	2,290	\$36,384	AA Degree, 1+ Years Exp.
Licensed Practical and Licensed Vocational Nurses (29-2061)	18,990	24,270	5,280	27.8%	5,070	10,350	\$50,213	PS Training, 1+ Years Exp.
Physical Therapy Assistants (31-2021)	1,070	1,370	300	28.0%	170	470	\$57,548	AA Degree, 1+ Years Exp.
Psychiatric Technicians (29-2053)	1,860	2,230	370	19.9%	320	690	\$50,272	AA Degree, 1+ Years Exp.

Health Care (NAICS 62) - Includes Ambulatory Care and Nursing/Residential Care

Table 106 <u>Professional Occupations</u>	2010 Employment	Projected 2010 - 2020 Employment Change	Total New Opening	% Change	2010 - 2020 Replacement Needs	2020 Total Jobs	Median Wage	Requisite Education, Experience
Medical and Clinical Laboratory Technologists (29-2011)	2,580	3,020	440	17.1%	500	940	\$79,046	BA Degree, 1-3 Years Exp
Dietitians and Nutritionists (29-1031)	1,870	2,290	420	22.5%	660	1,080	\$67,772	BA Degree, 1-3 Years Exp
Respiratory Therapists (29-1126)	4,070	4,790	720	17.7%	770	1,490	\$67,606	Bachelor's Degree, 1-3 Years Exp
Registered Nurses (29-1111)	68,720	80,280	11,560	18.8%	12,440	24,000	\$85,178	BA Degree, 1-3 Years Exp

Manufacturing: Although employment in manufacturing as a whole has been on a long term decline over the past two decades, several manufacturing industries continue to be promising targets for employment growth in the county based on upon their

performance. These include: transportation equipment, computer and electronic products, apparel, beverages and tobacco products, leather products, textile mills, and fabricated metal products. Many of these are highly-skilled jobs that are commensurately highly-compensated. But many include positions that require workers with community college degrees or technical training. The expected retirement of aging skilled craftsman in some specialized manufacturing industries presents opportunities for apprenticeships, new entrants, and those moving up the career ladder.

As indicated, the South Bay region is practically synonymous with manufacturing in L.A. County, particularly with regard to aerospace. Home to major employers like Northrop, the region also hosts many manufacturing suppliers to the larger firms. Our educational system in the South Bay has long understood the importance of manufacturing jobs to the region. The statewide Sector Navigator for the Advanced Manufacturing Initiative of the California Community College system as employed at El Camino College, which serves our area. This resource, along with a variety of manufacturing associations and consulting enterprises, will be important contributors to our Sector Partnership.

Manufacturing jobs include:

Manufacturing Industry Career Pathway Occupations (Fabricated Metal Products, Computer/Electronic Products, Transportation Equipment)

Table 101 <u>Entry-Level Occupations</u>	2010 Openings	Projected 2010 - 2020 Employment Change	Total New Opening	% Change	2010 - 2020 Replacement Needs	2020 Total Jobs	Median Wage	Requisite Education, Experience
Machinist (51-4041)	9,180	10,610	1,610	17.5%	1,690	3,300	\$36,099	HS Diploma, 1 yr OJT
Computer-Controlled Machine Tool Operators (51-4010)	3,050	3,760	710	23.3%	580	1,290	\$33,773	HS Diploma, 1 Year Exp.
Welders, Cutters, Solderers and Brazers (51-4043)	5,800	6,500	700	12.1%	1,550	2,250	\$34,959	HS Diploma 1 Year Exp.
Team Assemblers (51-2092)	6,090	6,520	1,790	7.9%	447	2,237	\$23,507	HS Diploma, 1 Year Exp.

Manufacturing Industry Career Pathway Occupations (Fabricated Metal Products, Computer/Electronic Products, Transportation Equipment)

Table 102 <u>Middle Skill/Technical Occupations</u>	2010 Employment	Projected 2010 - 2020 Employment Change	Total New Opening	% Change	2010 - 2020 Replacement Needs	2020 Total Jobs	Median Wage	Requisite Education, Experience
First-line Supervisors of Production and Operating Workers (51-1011)	16,530	16,980	450	2.7%	2,160	2,610	\$51,218	PS Training, 1-5 Years Exp.
First-line Supervisors of Mechanics, Installers and Repairers (49-1011)	10,250	11,450	1,200	11.7%	2,700	3,900	\$69,999	PS Training, 1-5 Years Exp.
Precision Instrument and Equipment Repairers (49-9069)	620	840	220	35.5%	170	390	\$67,051	AA Degree, 1-3 Years Exp.
Precision Instrument and Equipment Repairers (49-9069)	620	840	220	35.5%	170	390	\$67,051	AA Degree, 1-3 Years Exp.

Manufacturing Industry Career Pathway Occupations (Fabricated Metal Products, Computer/Electronic Products, Transportation Equipment)

Table 103 Professional Occupations	2010 Employment	Projected 2010 - 2020 Employment Change	Total New Opening	% Change	2010 - 2020 Replacement Needs	2020 Total Jobs	Median Wage	Requisite Education, Experience
Industrial Production Managers ((11-3051)	4,700	5,120	420	8.9%	1,100	1,520	\$93,595	Bachelor's Degree, 1-3 Years Exp
Industrial Engineers (17-2112)	5,160	5,510	350	6.8%	1,120	1,470	\$92,369	Bachelor's Degree, 1-3 Years Exp.
Mechanical Engineers (17-2141)	5,960	6,430	470	7.9%	1,920	2,390	\$89,032	Bachelor's Degree, 1-3 Years Exp
Electrical Engineers (17-2071)	5,410	5,840	430	7.9%	1,300	1,730	\$100,091	Bachelor's Degree, 1-3 Years Exp.

Trade, Transportation and Utilities: Trade-related employment is the region's largest traded industry cluster, one in which the region has competitive advantage, and one that will continue to dominate our export-oriented economic activity. However, challenges exist to continued employment growth. The warehousing industry has become increasingly efficient and centralized and requires extremely large parcels of land, which are not available in Los Angeles County. Expansion is moving inland to Riverside County and San Bernardino County. Transportation, however, will continue to grow as the ports of San Pedro Bay handle increasing trade volumes and as goods are delivered to inland warehouses. Wholesale activities are included in the trade cluster, and although traditional wholesale activities will grow slowly, transactions conducted online will grow robustly and the sector will add approximately 9,100 jobs from 2012 to 2017. Many of these jobs can be filled by workers with lower levels of education and little work experience.

The proximity of South Bay communities to the ports of Los Angeles and Long Beach make this sector a natural target. Our communities too are home to many of the major freeway on goods are moved by truck to the final location or rail connections.

Career path opportunities for this sector include:

Trade, Transportation and Utilities

Table 104 Entry-Level Occupations	2010 Openings	Projected 2010 - 2020 Employment Change	Total New Opening	% Change	2010 - 2020 Replacement Needs	2020 Total Jobs	Median Wage	Requisite Education, Experience
Industrial Truck and Tractor Operators (53-751)	16,510	20,280	3,770	22.8%	4,680	8,450	\$35,449	HS Diploma, 1 yr Exp.
Laborers and Freight, Stock, and Material Movers, Hand (53-7062)	68,470	80,410	11,940	17.4%	28,890	33,830	\$23,147	HS Diploma, 1 Year Exp.
Refuse and Recyclable Material Collectors (53-7081)	4,650	5,730	1,080	23.2%	1,380	2,250	\$34,959	HS Diploma 1 Year Exp.
Bus Drivers, Transit and Intercity (53-3021)	7,700	8,960	1,120	16.49%	1,460	2,580	\$39,024	HS Diploma, 1 Year Exp.

Trade, Transportation and Utilities

Table 105 <u>Middle Skill/Technical Occupations</u>	2010 Employment	Projected 2010 - 2020 Employment Change	Total New Opening	% Change	2010 - 2020 Replacement Needs	2020 Total Jobs	Median Wage	Requisite Education, Experience
First-line Supervisors of Helpers, Laborers and Materials Movers (53-1021)	6,400	8,200	1,800	28.1%	1,320	3,120	\$45,457	HS Diploma, 1-5 Years Exp.
First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators (53-1031)	6,950	8,120	1,170	16.8%	1,430	2,600	\$53,739	HS Diploma 5 Years Exp.
Heavy and Tractor-Trailer Truck Drivers (53-3032)	29,430	34,840	5,410	18.4%	5,850	11,260	\$41,482	HS Diploma, 1-5 Years Exp.
Cargo and Freight Agents (43-5011)	7,2600	9,170	1,910	26.3%	1,7700	3,680	\$40,620	HS Diploma, 1-3 Years Exp.

Trade, Transportation and Utilities

Table 106 <u>Professional Occupations</u>	2010 Employment	Projected 2010 - 2020 Employment Change	Total New Opening	% Change	2010 - 2020 Replacement Needs	2020 Total Jobs	Median Wage	Requisite Education, Experience
Transportation, Storage and Distribution Managers (11-3071)	3,500	4,010	510	14.6%	850	1,360	\$84,739	HS Diploma, 5+ Years Exp.
Transportation Inspectors (53-6051)	620	840	220	35.5%	170	390	\$67,051	AA Degree, 1-3 Years Exp.
Cost Estimators	4,210	5,410	1,200	28.5%	8100	2,010	\$65,094	Bachelor's Degree, 1-3 Years Exp
Captains, Mates and Pilots of Water Vessels (53-5021)	970	1,230	260	26.8%	360	620	\$56,956	Bachelor's Degree, 1-3 Years Exp.

In addition to the four sectors we have selected as priorities, SBWIB has identified two additional sectors that, for the purposes of our planning, we are categorizing as “emerging:” professional and technical services and entertainment. These sectors () also look promising in for the South Bay region in terms of the target factors.

Professional and Technical Services: These industries include establishments that specialize in performing professional and technical activities for others, such as legal services, accountants, bookkeepers and auditors, architectural and engineering services, interior and industrial design, computer design ad programming, management and environmental consulting, advertising and market research. These activities typically require a high degree of expertise and training, and can be highly-compensated. However, there is a wide range of occupations within these industries that can be filled by workers with some college training, some technical training, or on-the-job experience, such as clerical positions, receptionists, draftsmen, legal assistants, bookkeepers, accounting clerks, and so on.

Entertainment: As the region’s signature industry cluster, the entertainment industry continues to generate employment opportunities for a range of occupations. This industry includes not only motion picture and television production, but also sound recording industries, pre- and post-production work, performing arts, spectator sports,

independent artists and performers, and art galleries and museums. Ancillary and related industries would include those involved in digital media, such as software publishing, internet publishing, telecommunications, and gaming. These together forms a critical mass of creative industries and workers, which become a magnet for firms and businesses engaged in supporting and encouraging these activities. This is evidenced by these industries' high location quotients and recent location quotient growth.

While we will not initially launch Sector Partnership to begin the process of career pathway development for these two emerging sectors, over the next two years, we will continue to relevant track data and to survey business to determine whether we should move to adopt them as priorities.

DEMOGRAPHICS AND WORKFORCE CHARACTERISTICS

Demographics provide a window into the dynamics of a population within a specified geographic area. Social and economic characteristics of residents provide context and insight into the strengths and challenges of the community. Based upon this information, trends and patterns are revealed and can be used to target outreach programs and other types of development efforts to effect positive change in local communities, by bridging connections between community assets and community needs, and by identifying potential intervention opportunities.

Population dynamics are important to resource allocation and future planning and development in an area. The size of a population, along with its growth and/or decline, will affect an area's standard of living, levels of consumption, environmental footprint, infrastructure needs, and more.

Los Angeles County: Demographics play a key role in the growth and quality of the labor force and thus to a large extent determine the growth potential. The population of Los Angeles County in 2012 was 9.9 million in 3.3 million households, accounting for more than 25 percent of the population of the State of California and making it the most populous county in the nation. The median age is just under 35 years. More than 38 percent of the county population lives in its largest city and the county seat, the City of Los Angeles. Other large population centers are in the cities of Long Beach, Glendale, Santa Clarita, Lancaster, Palmdale, Pomona and Torrance.

Median household income in Los Angeles County, estimated to be \$51,329, is approximately 15 percent lower than the state median. Per capita income in the county, estimated to be \$24,599, is 20 percent lower than the state average. Almost 14 percent of households in Los Angeles County lived under the poverty level in 2010, the most recent year that this data is available. This was somewhat higher than in the state in general, where 11.6 percent of households lived below the poverty level. The median home value in Los Angeles County in 2012 is estimated to be \$336,821.

Age and Gender: Age distribution is one way to determine whether the population within an area is expected to grow, excluding all other factors. A large number of children in an

area indicate an expected increase in population, while small numbers signify an expected decline. It is also one way of determining whether the population of an area is aging, which will affect the future needs of the area in terms of replacement workforce and provision of services.

Almost 70 percent of the resident population is of working age, between the ages of 15 and 65 years. Seniors (those over the age of 64) account for 11.3 percent of the population, compared to 11.7 percent statewide and 13.3 percent across the nation. The population of Los Angeles County is projected to grow by 1.7 percent by 2017, a nominal increase of 166,400 people. The population is also expected to age slightly, as the share of residents aged 65 years and older increases to 12.8 percent in 2017. Research indicates that this trend, typical across the nation, is attributable to the relatively larger baby boomer generation aging and the smaller replacement Generation X and millennials.

The human sex ratio is the ratio of males to females in a population; in Los Angeles County in 2012 there are 962 females to every 1,000 males.

Race, Ethnicity and Language Capability: Ethnicity and race are two distinct classifications. There are several characteristics that may be more likely to be common to a population within the same race and ethnicity, including language, educational attainment, unemployment, size of household, and other cultural, economic and social characteristics. As such, LAEDC identified both classifications for the resident population of Los Angeles County.

Race is a social definition used in the U.S. as a means of self-identification. This social construct of race does not incorporate biology, anthropology or genetics into its definition. There are seven racial categories used by the Census: White, Black or African-American, American Indian or Alaska Native, Asian, Native Hawaiian or Other Pacific Islander, Two or More Races, and Some Other Race.

Ethnicity is a shared cultural identity related to origin and considers such things as heritage, lineage, nationality, and ancestral country of birth. Individuals who identify as being of Hispanic origin can self-identify as any race.

There is widespread confusion over the distinction between race and ethnicity. Some Census respondents who identify as of Hispanic Origin do not identify with the listed racial categories. Therefore, they may opt to select Some Other Race, which results in an overstatement of this particular classification.

The population in Los Angeles County in 2012 is both ethnically and racially diverse. The share of the residents who reported to be of Hispanic origin is 48.4 percent, compared to 38 percent at the state level.

In Los Angeles County, the racial distribution is as follows: 50.0 percent of the population is reported as white, 22.1 percent as American Indian, 8.5 percent as Asian, 4.6 percent as Pacific Islander and 0.3 percent of the population is reported as black.

The remaining 14.6 percent of the population is reported as Other Race or Two or More Races, with 0.8 and 13.8 percent, respectively.

Foreign Born Population: Los Angeles County is home to nearly 3.5 million immigrants from around the world, and hosts the largest communities of expatriates of several nations.

More than half of the foreign-born population originates from Central America, which includes the countries of Mexico, El Salvador, Guatemala, Honduras, Nicaragua, Belize, Costa Rica, Panama, and the Dominican Republic. A quarter of the foreign-born population comes from eastern and southeastern Asia (including the countries of China, Korea, Japan, Philippines, Vietnam and Cambodia). The remaining 20 percent of the county's foreign-born population comes from the rest of the world, including Africa, South America, Europe and Canada.

Language Ability: Language ability is an important aspect of employment and economic participation. Over half of the population (or 56 percent) in Los Angeles County speaks a language other than English at home, with Spanish being the most common language, spoken by 40 percent of the population. Just 44 percent of residents speak only English at home. English-speaking capability is highly-variable among different nationalities.

Of those residents of Los Angeles County that speak languages other than English at home, approximately 29 percent speak English less than well. This implies that of all Los Angeles County residents, more than 16 percent speak English less than well.

Income: For many, earnings from employment represents the most significant portion of all income. These job-related earnings of the resident population provide insight into their standard of living. This is an indicator of the earning potential of the residents, as differentiated from household income shown above which aggregates the overall income (including non-job-related incomes) for all members of the household. It can help identify areas that may need targeted services or programs, or areas where job-related earnings are sufficient to provide a degree of comfort. Job-related earnings also provide insight into the capability of the residents to secure employment and at what level of pay. Almost 42 percent of working residents in Los Angeles County earn more than \$3,333 per month (\$40,000 per year). Residents who earned less than \$1,250 per month (\$15,000 per year) represented almost 21 percent of the total. Per capita income is the aggregation of all sources of income within an area divided by the total population, resulting in the average income per person. It provides insight into an area's standard of living in comparison to other geographies. Per capita income in Los Angeles County is estimated at \$24,599 in 2012. The projected change from 2012 to 2017 is expected be 14.0 percent, raising per capita income in Los Angeles to \$28,234 in 2017 (in 2012 dollars).

Veterans: Demographic characteristics for veterans differ by sex and by age. For example, female veterans tend to be younger, while male veterans tend to be older. There are 328,000 veterans living in Los Angeles County. Overall, the share of the

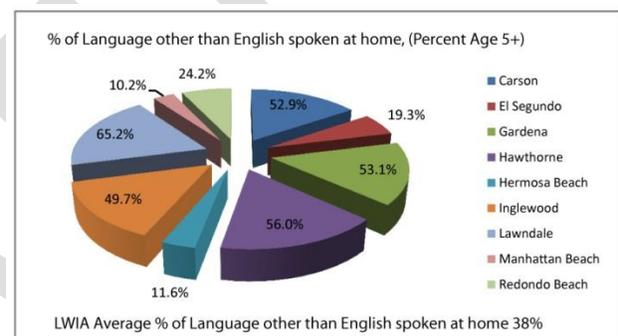
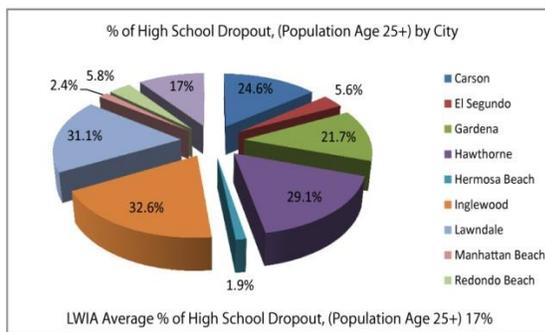
population who are veterans has been declining in younger age groups. Of the population aged 75 years and older, 17.6 percent are veterans, whereas of the population aged 18 to 34 years, only 1.2 percent is veterans. These shares will grow, however, as combat troops return from the Middle East. In Los Angeles County, 94 percent are male. The share of males significantly exceeds those of females across all age groups. However, younger groups have a larger share of females compared to older age groups as female participation in our armed forces has increased over time.

SBWIB Local Workforce Investment Area: As a sub-region, SBWIB represents approximately 5 percent of Los Angeles County. Following is a comparison of key demographic information for SBWIB to the county as a whole.

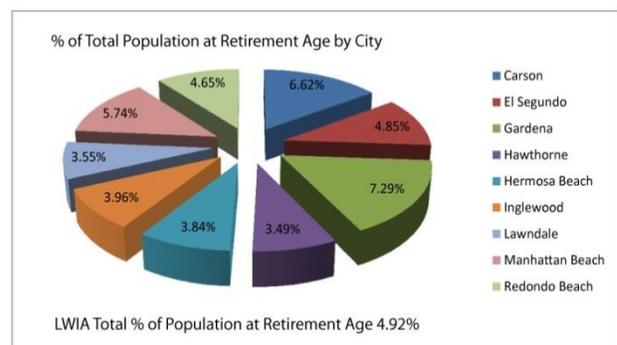
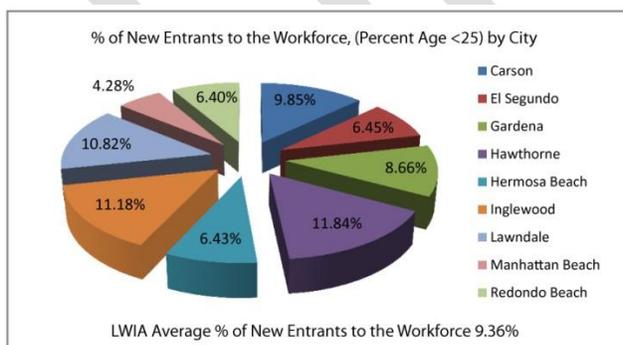
Overview	SBWIB	L.A. County
Population, 2011 estimate	515,324	9,889,056
Population, 2010 (April 1) estimates base	507,009	9,818,605
Population, percent change, April 1, 2010 to July 1, 2011	1.6%	0.70%
Population, 2010	507,009	9,818,605
Age		
Persons under 5 years, percent, 2010	8.73%	6.60%
Persons 5 years to 17 years old	17.45%	17.50%
Persons 18 years to 64 years old	64.78%	64.80%
Persons 65 years and over, percent, 2010	9.04%	11.10%
Gender		
Female persons, percent, 2010	50.66%	50.70%
Male	49.34%	49.30%
Race		
Black persons, percent, 2010 (a)	16.67%	9.30%
American Indian and Alaska Native persons, percent, 2010 (a)	.37%	1.50%
Asian persons, percent, 2010 (a)	9.95%	14.20%
Native Hawaiian and Other Pacific Islander, percent, 2010 (a)	1.14%	0.40%
Persons reporting two or more races, percent, 2010	10.42%	
Persons of Hispanic or Latino origin, percent, 2010 (b)	31.64%	48.10%
White persons not Hispanic, percent, 2010	29.81%	27.60%
Foreign born persons, percent, 2007-2011		35.60%
Language other than English spoken at home, percent age 5+, 2007-2011		56.60%
Education		
High school graduate or higher, percent of persons age 25+, 2007-2011	41.49%	76.10%
Bachelor's degree or higher, percent of persons age 25+, 2007-2011	58.51%	29.20%
Veterans	4.01%	
Income		
Per capita money income in the past 12 months (2011 dollars), 2007-2011	\$31,007	\$27,954
Median household income, 2007-2011		\$56,266
Persons below poverty level (\$11,170), percent, 2007-2011		16.30%

Overall SBWIB's demographics are substantially similar to those of the County as a whole. The South Bay Workforce Investment Board (SBWIB) serves nine cities located in southwest Los Angeles County, including Hawthorne, Inglewood, Gardena, Carson, Lawndale, and El Segundo, as well as Manhattan, Redondo, and Hermosa Beach. The South Bay is a region of two disparate populations. Inglewood and Hawthorne suffer from unemployment over 14% and have large populations living beneath the poverty line, while the beach cities are home to considerable affluence.

As illustrated below, one demographic characteristic that poses a challenge for our region is the likelihood of a skills deficit among workers based on a significant number of residents who have not completed high school. There are also a significant number of individuals who may lack spoken and/or English fluency, given the possibility that English may not be their native language.



Age is another significant factor for our region, as we have high percentage of youth and young adults and a much smaller percentage of individuals of retirement age. This fact highlight the need for emphasis on engaging youth in a challenging education that will enable them to compete for in-demand jobs and the need for our development of strong career pathway programs, with entry points beginning in high school.



WORKFORCE SKILLS FOR PRIORITY SECTORS/CHALLENGES, OPPORTUNITIES AND CAPACITY

As part of initial planning that will help transform our local workforce development system through the implementation of sector strategies built around career pathways,

SBWIB has begun to assess the readiness of the local workforce to meet the skills requirements of priority sectors and the capacity of the current workforce system to help workers bridge these gaps.

Gaps: Based on engagement of business and labor representatives from key sectors as part of our Plan development, we understand that generally there are mismatches between the skills of the available workforce and the current needs of business. Additionally, many businesses believe that training programs need to be updated and retooled to reflect current realities and technical skills needed in the workplace. In addition, several businesses expressed the need for soft skills training to ensure candidates bring appropriate work maturity skills to the workplace.

System Readiness to Address Challenges: As described throughout this Plan, SBWIB intends to organize Sector Partnerships comprised of business, education and others to do the “heavy lifting” associated with identification of skills, assessing current training programs and developing new curricula. Tables 101 through 112 summarize opportunities in each sector for entry-level, mid-skill and professional management occupations. This information will likely serve as a jumping off point for the Sector Partnerships to examine training availability and content along these career paths.

The Sector Partnership may also choose to begin their evaluation of career pathway options by examining past successes and challenges associated with these occupations.

SUMMARY

Based on the LAEDC’s comprehensive data analysis for the Los Angeles County region and SBWIB’s internal analysis of factors influencing our service area, it is clear that opportunities exist around key clusters and that some of these industry sectors offer the greatest promise for improving and strengthening the local economy and creating employment and advancement opportunities for the workforce at all points on career pathways. Analysis of economic and workforce data has been central to the work of the SBWIB for more than a decade and is at the center of our plans to make the sector strategies the focus of the local workforce development system.

SBWIB’s Goals for On-Going Economic and Workforce Information Analysis:

1. Both the SBEDR and the regional network (LAWSC) will continue to collect, review and assess economic, employment, industry cluster and related data to determine how the plan should be adapted or enhanced. ^{2*}short-term
2. As additional data becomes available and suggests that other industries should be addressed, SBWIB will expand the priority sectors and develop Sector

² *short-term is 0-1 year; **mid-term is 1-3 year; and ***long-term is 3-5 years.

Partnership to support these clusters and to develop career pathways approaches to addressing the training needs of these sectors. ***long-term

Support for California’s Strategic Vision: Within California’s Strategic Workforce Development Plan, strategies for economic and workforce analysis are captured in the following statement.

The Governor’s vision of an effective workforce system committed to sector strategies will be advanced through data-driven decision-making, policy development, strategic planning, and investment. In collaboration with state-level partners, regional and local partnerships must perform data-driven analyses to provide the most relevant economic information, labor-market analysis, and industry projections for their regions.

System Alignment and Accountability Goal:

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

SBWIB’s plans for on-going research and analysis of local economic and workforce data support the California’s Strategic Vision by:

1. Economic and workforce data used for plan development is based on local analysis commissioned by the local workforce development delivery system.
2. The organizations in the regional network will jointly commission additional and/or updated analysis to inform decision-making.
3. The identification of target and priority sectors is based on evidence resulting from data analysis.

Compatibility with State Standards: On behalf of the Governor, the California Workforce Investment Board has established the following expectation with regard to its local plan evaluation standard for “Vision, Economic and Workforce Analysis, Strategic Planning and Implementation:”

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

SBWIB’s strategies for meeting the criteria associated with the “Vision, Economic and Workforce Analysis, Strategic Planning and Implementation” Standard include those enumerated below.³

³ Note: Many of these examples of evidence are listed under Section 1 of this plan, as this standard encompasses both “vision” and “economic and workforce analysis.”

- 1. The Plan meets the local planning requirements in CUIC Section 14200(c)(SB 698).**
 - SBWIB’s vision is forward-thinking and our plan concentrates on strategies and relies on data-driven models than focusing on operating procedures.
 - Our vision reflects local priorities, but aligns well with and complements those of other local WIBs and the Governor’s vision as reflected in the State plan.
 - The Plan was developed with input from the broad range of stakeholders, including those that are members of the regional network and SBWIB.

- 2. The Plan’s Vision is strategic and comprehensive.**
 - The overall Plan and the SBWIB’s vision for workforce development is based on a wide variety of data and on best practices identified from multiple credible sources.
 - The plan identifies system goals pertaining to the identification of workforce needs of specific industries.
 - Priority sectors were chosen based not simply on growth, but on other strategic factors such as their ability to stimulate the economy and create self-sufficiency jobs along a career pathway.
 - Priority sectors offer many opportunities for the diverse population served by SBWIB.

- 3. The Plan's Goals and Objectives are evidenced-based.**
 - Both existing and planned sector-focused strategies follow a data-driven cluster approach.
 - SBWIB’s Plan draws from other sources, including the WIB’s priorities, the State Plan and local economic and workforce analysis.
 - The plan relies extensively on research and policy recommendations developed at the national, state and local levels.

- 4. Key stakeholders are actively engaged both in the planning and implementation of the local Plan.**
 - Business, labor, education, economic development, social services and community-based organizations all provided input used to develop the Plan.
 - Contributions from these stakeholders will continue via their participation in the regional network, CCN and/or the Sector Partnerships.
 - SBWIB’s Plan is a living document. It will be changed to reflect changes in economic conditions, legislative mandates or other significant conditions that may affect workforce development service delivery.

SECTION 3: BUSINESS SERVICES PLAN

OVERVIEW

Businesses are a primary customer of the SBWIB and our One-Stop Business and Career Centers. Our partnerships with business are central to our purpose – developing a job ready workforce. We have a long history of success working with and on behalf of local businesses to train workers to meet their needs. Currently, we are developing strategies to align with the shift in California’s workforce development programs that focus on a sector strategy to strengthen economies through a better prepared workforce. SBWIB’s Business Services Plan incorporates the key elements of successful sector strategies and lays out a process to work with business and education partners, along with other stakeholders to assess the skills needed in key sectors and to address these needs through the implementation of career pathway approaches and programs.

Covered in this section of SBWIB’s Strategic Local Area Plan is:

- ❖ *Overview of plan to meet the workforce needs of local businesses*
- ❖ *Key business services objectives*
- ❖ *SBWIB Business and Economic Development Committee’s role in the development and oversight of the Business Services Plan*
- ❖ *Workforce development and training services available to local businesses*
- ❖ *Strategies for determining business needs*
- ❖ *Coordination and collaboration with a network of business assistance providers*
- ❖ *Leveraging resources to increase training opportunities for businesses*
- ❖ *Determining skills gaps, barriers and priorities*
- ❖ *Joint planning and strategy development*
- ❖ *Use of work-based training to meet workforce development needs*
- ❖ *Collaboration with apprenticeship programs*
- ❖ *Linkages with other labor-sponsored programs*
- ❖ *Rapid response strategies*

BUSINESS SERVICES PLAN

SBWIB’s plan for delivering business services includes the services that have traditionally been offered by the one-stop system, programs and services provided by partner agencies and new approaches for business engagement that are part of the sector strategies described in Sections 1 and 2 of this Plan. In concert with this sector focus, our business services plan is built on the following foundational tenets:

1. Under our three-tiered structure, the regional network (LAWSC) and the SBEDR will conduct on-going review and analysis of economic and workforce data for

- L.A. County and for the South Bay region to identify sectors of focus for system stakeholders.
2. The WIB will concentrate programs and resources around targeted sectors in order to ensure that SBWIB services support both the local and regional economy, the skills needed by businesses and the employment goals of our local workforce.
 3. For each priority sector, partnerships comprised of business representatives and other stakeholders will focus on developing career pathways that contain entry points for low-skilled workers, those moving upward in their careers and individuals with more advanced skills.
 4. Career pathway strategies will address skill requirements expressed by employers.
 5. SBWIB will make career pathway training programs the centerpiece of our programs for business customers.
 6. In order to ensure that our system is able to meet a wide range of business needs and workplace skills requirements, career pathway strategies will incorporate work-based learning models.
 7. Business services will be delivered as part of a unified approach, reflecting collaboration of the WIA-funded one-stop system with other systems/programs that provide businesses assistance and support.
 8. SBWIB will work closely with the organizations in our networks to identify and secure financial resources to ensure that stakeholders can meet the training and service needs of businesses in targeted sectors.

Specific business services goals are described under the summary subsection of this Section.

SBWIB MANAGEMENT AND OVERSIGHT OF THE BUSINESS SERVICES PLAN

The development and on-going review of the SBWIB's Business Services Plan falls within purview of the SBWIB's Business and Economic Development Committee. The committee develops policy and provides oversight for issues related to the goals and objectives of business and industry throughout the South Bay Workforce Investment Area. Generally, the committee is concerned with workforce factors that exert a significant influence in the economy, such as labor market projections, occupational forecasts, and job creation. In an ad hoc role, the committee also addresses issues of marketing and technology, particularly as they relate to the development and delivery of

business services. Specific responsibilities of the committee also include the on-going review of information including:

- Labor market demand for ETPL programs
- SBWIB, one-stop and youth program recommendations regarding business and economic development support
- Green initiatives and opportunities to promote employment in the energy sector and other green occupations
- Resource and fund development activities
- Marketing plans and materials
- Plans for enhancing technology to improve services to businesses, job seekers and other customers of the SBWIB's workforce development delivery system

With the implementation of the three-tiered structure to support sector strategies (the regional network, SBEDR as a local/intermediary network, and our planned industry-specific sector Partnerships), the Business and Economic Development Committee's role in coordinating business services and in managing the Business Services Plan will include the review of information from the networks and partnerships and making recommendations to the full WIB based on its review. It is expected that this expanded role will result in the committee's taking on additional responsibilities, including:

- Reviewing information culled from the business engagement process (including meetings of the Sector Partnerships and the use of various survey tools) on the current and projected needs of businesses within each priority sector
- Assessing information on major skills gaps identified by business partners
- Examining the Partnerships' evaluation of programs and services available to address business needs
- Review of plans to develop career pathway strategies, including partnering with education to re-tool or create coursework needed along various career pathways
- Constructing recommendations to the full SBWIB regarding the allocation of any financial resources that may be need to address the work of the Partnerships

Currently, the Business and Economic Development Committee includes several business representatives from companies in SBWIB's priority sectors, including but not limited to healthcare, manufacturing and professional and technical services. Planning is underway to recruit additional members from these sectors and to make appropriate assignments of the members to the Business and Economic Development Committee.

SERVICES FOR BUSINESSES

SBWIB's One-Stop Business and Career Centers provide an array of "off-the-shelf" and specialized services to assist local companies in meeting their hiring goals, lowering training costs, improving employee skill levels, reducing turnover rates and managing a more qualified workforce. Services are frequently customized to meet specific business and industry employment requirements. To ensure that local businesses have workforce development and other support that they need, SBWIB provides a broad range of

services through our one-stop system and we are preparing to launch additional services that will be available on-line.

One-Stop Services for Businesses: Among the most effective and sought after services our one-stops provide for business are:

Recruitment Assistance: SBWIB offers a wide array of services to meet staffing needs, including developing recruitment strategies, publicizing available positions, identifying required skills and skills testing, screening resumes and applications, and contacting references and conducting background checks.

Resource Assistance: SBWIB also assists employers in identifying resources to meet their training needs for new and incumbent workers. Assistance includes: applying for grants, grant management, veteran services, customized training, tax credits, and small business development services.

Employee Skill Assessments: SBWIB provides comprehensive skills assessments of employees covering a variety of subject matters. The assessment process assists businesses in determining how well its employees are performing, and what areas show the greatest need for training. Companies are able to utilize assessment information to determine the strengths and weaknesses of its workforce. Assessments include reading comprehension; mechanical reasoning; verbal reasoning; language usage; perception and accuracy; math abilities; spatial relations; numerical ability; and word knowledge.

How to Start a Small Business Tutorials/Videos: Our centers provide interested individuals and entrepreneurs with access to on-line videos developed in conjunction with the Redondo Beach Chamber of Commerce and Economic Development Committee to guide in the process of "*How to Start a Small Business.*"

Teleconferencing Service: Our state-of-the-art Teleconferencing Center provides the business community with unfettered access to the global marketplace through its point-to-point video teleconferencing, including complete dial-up face-to-face meeting and training opportunities as the user.

Assistance with Downsizing and Business Closures: SBWIB provides layoff planning with employment counselors trained in human resources management and crisis intervention, on-site counselors, orientation to federal dislocated worker services, including outplacement services, and Unemployment Insurance eligibility.

STEM Initiative: Our programs connect STEM⁴ related businesses with STEM academies at local school districts to create a bridge that connects classroom curriculum with employer higher skill needs. SBWIB hosts STEM symposiums for local

⁴ STEM is an abbreviation for Science, Technology, Engineering and Mathematics skills highly value across many occupations which are in greatest demand and for which there are insufficient qualified workers.

business leaders, including blue-chip companies such as Northrop Grumman, Raytheon, and others.

Partner Referrals: Our staff works with employers to facilitate linkages to resources from many of our on-site and off-site business and community partners that may include providing technical services (i.e., small business development or marketing).

Work-Based Training for New Employees: SBWIB offers WIA-funded training to prepare new employees to meet the precise requirements of a given company. Both the one-the-job training and customizing training models allow businesses to train employees to their specification and enable workers to earn wages while learning.

Labor Market Information: Key labor market information (LMI) is available online at no cost to businesses. In addition, SBWIB staff can glean information for businesses through California Employment Development Department's Labor Market Information Division (LMID) to assist them in compiling employment, compensation, and training data that will assist company leaders in making informed decisions with regard to hiring and training needs.

Assistance in Accessing Tax Credits and Financial Incentives: Information is available on business tax incentives and credits; payroll tax assistance; loans and financial assistance programs for small businesses and specialty enterprises.

Business Consulting/Technical Support: Areas in need may include: human resources; new business start-ups; business plan development; legal services; procurement assistance; financial planning (SBA Loans); marketing; branding; and technology support. These services may be offered in tandem with a partner organization such as the SBA, Small Business Development Center, SCORE or California Manufacturing Technology Consulting (CMTC),

Services Offered in Collaboration with EDD: The SBWIB One-Stop Business and Career Centers work in partnership with EDD to provide various services to business customers, utilizing, in part, EDD's Wagner-Peyser resources. These services include joint rapid response to companies in distress; employer orientations to one-stop system services; business outreach; promoting employment opportunities to job seekers; veterans' services; and workshops. Leveraging Wagner-Peyser resources helps SBWIB's one-stop system to deliver seamless services to businesses and job seekers alike.

Technology Support for Business Customers: To help respond to business needs, the SBWIB has designed and developed new technology solutions. We have enhanced our existing i-Train system to provide businesses with direct access to on-line resources. In June 2013, SBWIB is scheduled to roll-out the new system, which will provide access to labor market information, job orders/job matching, small business resources, training information and much more. Some of the advantages that the new system offers will include:

New Uses of Technology and Real-Time Labor Market Information: Our technology plan centers on improving methods to track business customer data in real-time, and includes development of a new, online/cloud cooperative customer relationships management (CRM) system utilizing the Salesforce CRM platform and its new workforce-focused products (as well as the related Chatter social media component) in order to more effectively serve individual firms and industry clusters. These tools will allow key SBWIB one-stop staff to track a broad array of activities, services and contacts (including job descriptions, job profiles, hiring needs, training needs, placements, broader economic development and industry information, etc.) with firms across the state and maintain these data online, updated in real-time and easily accessible to all via the internet.

Improving Linkages and Developing New Business Partnerships: SBWIB will use the Salesforce platform as a key tool within a reinvigorated, demand-driven workforce approach built upon a close and coordinated partnership among workforce areas and regional economic development providers. Additional activities associated with deployment will include extensive training for one-stop staff in new demand-driven approaches and specifics about the targeted industries. These activities will result in improved job placement capacity which will be a “win” for both businesses and job seekers.

Better Coordination among Business Services Partners: The Salesforce CRM (customer relationship management) products will be used to create a regional business service network that will offers monthly video conferences and quarterly virtual gatherings. SBWIB will strengthen partnerships among regional workforce area staff, as well as the organizations in the statewide California Multi-Sector Partnership project. Partnerships with business will be strengthened as a result of real-time, intensive information sharing by the many entities interacting with them, and the effort will enhance and expand industry partnerships and training along career pathways.

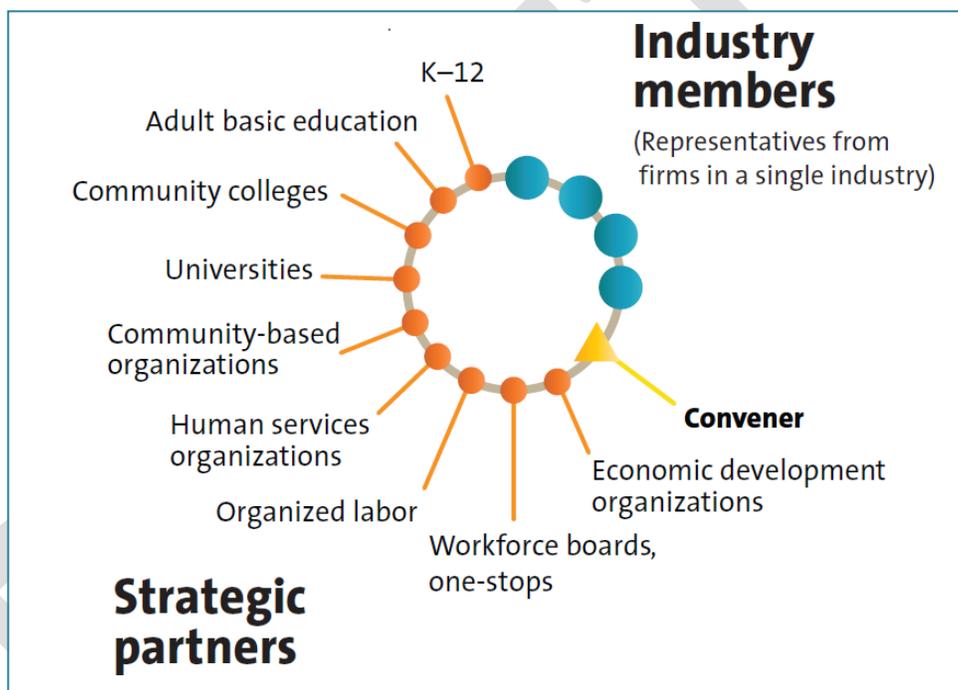
SBWIB uses a customer satisfaction survey process to determine whether services provided to business customers met their needs. This process, combined with in-person engagement and additional surveys to be conducted by the Sector Partnerships, will provide our team with information on how we can further adapt and improve our services to meet the needs of businesses throughout the South Bay region of Los Angeles County.

SECTOR PARTNERSHIPS/SECTOR STRATEGY

As described in Sections 1 and 2 of this plan, the implementation of Sector Partnerships to guide the process of gathering input from priority sector businesses about skill gaps and training needs is central to our overall sector strategy. Our approach to organizing Sector Partnerships and engaging them in strategic and productive planning draws heavily from information published by the National Governors Association (NGA) in its recent report, “State Sector Strategies Coming of Age: Implications for State Workforce

Policymakers.” While the report is generally intended for a state-level audience, its message is meaningful and supports the sector focus of the SBWIB, which is the centerpiece of this Plan.

NGA’s report provides an excellent description of the purpose and value of Sector Partnerships. These groups are focused on a single industry and brings together businesses, government, education, training, economic development, labor and community organizations to identify and solve the workforce needs of that industry within a regional labor market. They are critical to supporting sector strategies, which are rapidly becoming the most consistently adopted workforce development approach to meeting businesses’ demands for skilled workers and workers’ needs for good jobs. The following illustration from the report provides an excellent depiction of the stakeholders that the SBWIB will engage in the Sector Partnerships:



Our approach to implementing sectors strategies is one that:

- Focuses on promising sectors, as identified by the regional network and the SBEDR based on independent economic and workforce data analysis.
- Relies upon a “brain trust” of business, education, labor and other system stakeholders (the Sector Partnership) to review the workforce skills development and training needs of businesses within priority sectors. This will include an analysis of barriers that workers face in developing needed skills.
- Engages the Sector Partnership in a strategic process of identifying major skill gaps and, using this information in developing career pathway approaches to workforce

training to address skill gaps and provide opportunities for skills development by workers at all levels and at all points along the pathway.

LEVERAGING RESOURCES TO SUPPORT AND INCREASE TRAINING OPPORTUNITIES FOR BUSINESSES

WIA and the one-stop system rely on the leveraging and braiding of resources from many education and workforce development stakeholders to meet the needs of both job seekers and businesses. SBWIB currently leverages resources from WIA, community college CTE, average daily attendance funds of the K-12 system, Pell Grants, VA benefits, TANF, scholarship programs and various specialized grant programs to fund training.

In addition to coordinating and leveraging a wide variety of fund sources to support the delivery of services to job seekers and businesses, we have been extremely successful in leading local, regional and statewide efforts to bring in discretionary funding to meet extraordinary workforce needs. In March of 2011, U.S DOL awarded the SBWIB a \$45,080,077 National Emergency Grant to continue statewide re-employment services to thousands of workers affected by layoffs from a number of private and public sector employers located in 20 California counties. Twenty-one local WIBs are participating in the project, which is not only creating opportunities for workers to train for new careers, but is infusing the marketplace with new skills that are suited to the current needs of employers.

As unique training and education needs are identified through the four Sector Partnership groups and career pathway approaches are developed, SBWIB's Business Services Plan will be adjusted to ensure that resources are available from a range of fund sources to support innovative training strategies and other workforce development services for business customers.

Additional information on SBWIB's approach to leveraging and braiding resources is provided in Section 6 (Administration).

WORK-BASED TRAINING

SBWIB offers on-the-job training (OJT) and customized training as options for job seekers whose occupational interests and/or learning styles are best suited to work-based learning. Center staff is also actively engaged in promoting the benefits of OJT and other work-based learning models to businesses, providing information to companies of all types and sizes on the advantages of training workers to their precise specifications. In addition, we are increasingly aware of the suitability of OJT as an activity to complement the skills development that occurs as the result of participation in classroom training. Because many job seekers complete classroom training and enter the job market lacking hands-on experience in their new fields, a short-term OJT can serve as a useful mechanism for practical learning and can bridge the experience gap, thereby enabling employment.

While not technically a training service under WIA, work experience programs can be useful in connecting workers to hiring opportunities with local businesses. SBWIB promotes work experience to businesses as a resource for short-term staffing needs and as a method to determine if workers show promise as potential regular employees. Work experience is highly effective in terms of connecting hard-to-serve and at-risk populations to job opportunities. SBWIB is unmatched in expanding paid work experience opportunities to private sector businesses. In 2009, we administered \$160 million federal American Recovery and Reinvestment Act (ARRA) funds to provide work experience and other work-based learning opportunities to 1,403 employers, 911 of which were private, for-profit businesses.

SBWIB's approach to partnering with business in the development and operation of OJT and other work-based learning programs is described in greater detail in Section 4 of this Plan (Adult Strategies).

COLLABORATION WITH APPRENTICESHIP PROGRAMS

SBWIB has a long history of informal collaboration with organized labor and apprenticeship programs. However, more formal relationships, which are grounded in memoranda of understanding and other structured agreements, are currently being developed and the details pertaining to a number of collaborative projects with labor and apprenticeship programs related to our priority sectors (particularly construction and manufacturing) are being finalized. SBWIB will connect labor unions with the one-stop centers to implement a continuum of work-based learning activities designed to provide career exploration and hands-on experience leading to apprenticeship opportunities. The continuum begins with a commitment from five local trade unions:

- Painters and Allied Trades District 36;
- UA Plumbers Local 87
- Iron Workers Local 433
- International Brotherhood of Electrical Workers (IBEW) Local 11; and
- International Associations Of Machinists And Aerospace Workers (IAM) Local 947

These locals have committed to participate in *Apprenticeship Orientations* that will be conducted regularly at the SBWIB's One-Stop Business and Career Centers to provide opportunities for job seekers to interact directly with union representatives and to learn more about the trades, the qualifications and skills needed for each trade, available apprenticeship programs and career opportunities. Information will be presented on working conditions, training and advancement, earnings and benefits. Additional detailed information will be provided on local pre-apprenticeship programs such as CCEO YouthBuild, Women In Non-Traditional Employment Roles (WINTER) and others.

Phase 2 of the continuum will consist of company tours and job shadowing to provide a "real-world" view of the industry and the work environment. Learning and career

exploration becomes an integral part of the job search mode to assist job seekers in making informed career choices that support retention. An IBEW Local 11 representative explained that the industry experiences a very high and costly turnover because more than half of those beginning apprenticeship programs do not complete, often because of a lack of understanding about the industry and what's required. This helps form an "all aspects of an industry approach", which has been primarily focused on in the youth programs, it will also be an expanded focus for adult job seekers in order to gain a stronger experience in and a comprehensive understanding of the skills and requirements to be successful in their employment experiences.

The orientations, company tours and job shadows will be followed by opportunities to participate in "Boot Camp", as a capstone work-based learning experience leading to enrollment in an apprenticeship program. Piloted nearly ten years ago by SBWIB in collaboration with El Camino College, the Boot Camp activity will offer a 3-5 day hands-on training experience working with skilled journeymen to learn basic tasks such as blueprint reading, measuring, and use of basic tools. Hosted by the labor unions in coordination with local community colleges, Boot Camps serve as a mechanism to pre-screen job seekers and select those most suitable for the industry thereby reducing recruitment costs resulting in higher retention rates compared to traditional hiring processes. They provide job seekers real workplace experiences that help them make informed career choices.

In addition, SBWIB is in the process of developing a policy concerning procedures for fully integrating DIR-DAS-approved apprenticeship programs into our one-stop system. At the same time, we are preparing a "crosswalk," illustrating apprenticeship opportunities for occupations in SBWIB priority sectors. This document will assist staff in working with job seekers (including those seeking non-traditional training programs) to identify appropriate apprenticeship training.

RAPID RESPONSE STRATEGY

SBWIB has developed an effective rapid response program, which, over the last two decades has assisted tens of thousands of workers displaced from hundreds of companies that ceased operations or experienced significant reductions in their workforce. Typically triggered by our receipt of a WARN notice about an impending event of worker dislocation, SBWIB's Rapid Response Coordinator initiates contact with business, labor and employee representatives to determine the type and extent of services needed, which may include: information on and assistance in filing for Unemployment Insurance benefits; career counseling; resume development workshops; interview workshops; job search and job placement assistance; financial planning workshops, including mortgage assistance for homeowners; information on managing transition of health benefits and retirement accounts; specialized services for veterans; and other one-stop services.

As described in detail under Section 4 (Adult Strategies) of this Plan, SBWIB has begun to adapt our approach to the delivery of rapid response services to one that is proactive

rather than reactive. With this evolution, the SBWIB's focus is on layoff aversion and business retention. We actively seek to identify businesses in distress and our staff works with local partners to provide assistance with training, cost reduction, financing and other services that will enable success and help avert closure or layoff.

SUMMARY

The South Bay WIB's history of success in serving businesses through delivery of a variety of WIA services and partnerships with other stakeholders positions us to fully take on the challenges of leading local efforts to transform the workforce system into one that precisely responds to the workforce needs of growing sectors. Collaborations with business partners will be critical to developing career pathway approaches to prepare workers to meet current and emerging sector needs.

Business Services Plan Goals: SBWIB's principal goals regarding the development and delivery of meaningful business services are:

1. Meet the workforce needs of high demand sectors through career pathway and other business-responsive approaches. (Long term goal)
2. Recruit additional WIB members from businesses representing SBWIB's priority sectors and ensure that the Business Outreach Committee includes representation from each sector. (Short term goal)
3. Use the Business and Economic Development Committee to guide and review progress in achieving business services objectives and to update the Business Services Plan as progress is made in achieving goals. (Short term goal)
4. Build strong Sector Partnerships including representatives from business, labor, education, workforce development and other interested stakeholders to carefully examine and assess what the most important workforce skills and training needs are in priority sectors. (Medium term goal)
5. Utilize sector intelligence obtained or identified by our regional and/or intermediation economic and workforce development networks to inform decisions regarding industries requiring specialized workforce development system support. (Short term goal)
6. Refine existing approaches to rapid response and business services so that they are fully transformed into proactive business retention and layoff aversion programs. (Short term goal)
7. Expand efforts to leverage and braid resources by working in partnership with local stakeholders to identify and pursue funding opportunities. (Medium term goal)

8. Formalize linkages to apprenticeship programs through MOUs and partnership agreements. (Medium term goal)
9. As sector strategies are defined by career pathway approaches, retool business services around those definitions. (Medium term goal)

Support for California’s Strategic Vision: Within California’s Strategic Workforce Development Plan, strategies for the provision of business services are captured by the following goal statement:

The Governor believes that by building an industry-responsive, well-coordinated workforce development system, California will maximize the return on its limited resources and make its education and training programs work for California’s employers and working families. The Governor also recognizes the importance of targeting workforce investment resources in support of priority sectors and clusters that will create a vibrant economy and shared prosperity. The Governor believes California must build on and strengthen private sector partnerships so its training systems are nimble enough to adapt to the changing needs of the 21st century economy.

Business and Industry Goal:

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

SBWIB’s plan for the delivery and on-going development of high-quality and high-impact business services supports California’s Strategic Vision by:

1. Targeting those growth and other high demand sectors with the greatest promise to create workforce opportunities and spur hiring.
2. Building on the strengths of existing strategies of the one-stop system and other stakeholders in serving businesses.
3. Incorporating a focus on resource development into the goals of the networks and Partnerships to meet the on-going needs of priority sectors for skills training and allied services.

Compatibility with State Standards: On behalf of the Governor, the California Workforce Investment Board has established the following expectation with regard to its local plan evaluation standard for “Business Service Plan, Partnerships and Sector Strategies:”

The local board partners effectively with businesses to identify and resolve skill gaps in priority industry sectors, working in particular through industry sector partnerships.

SBWIB's strategies for meeting the criteria associated with the "Business Service Plan, Partnerships and Sector Strategies Standard" include those enumerated below.

1. The local board has included in its local plan a Business Services Plan, which integrates local business involvement with workforce initiatives.

SBWIB's plan integrates business involvement in workforce services and initiatives in the following ways:

- Business needs will be the drivers behind the regional network's and SBEDR's analysis of key sectors.
- Working through the regional network, SBWIB will collaborate with other local workforce investment boards to identify opportunities and implement strategies to align services.
- Businesses will function as the pivotal players in the work of the Sector Partnerships to identify workforce training needs.
- Through their participation on the Business and Economic Development Committee, businesses representing SBWIB's priority sectors will oversee our Business Services Plan.
- The one-stop system and partners will continue to work closely with business representatives to identify opportunities to implement work-based learning programs, which may include hybrid programs that combine training in classroom and work settings.
- SBWIB will continue to adapt new strategies to ensure that the traditional system of responding to business distress becomes more proactive and focuses on business retention and layoff aversion.
- SBWIB will conduct on-going surveys of businesses' satisfaction with our services and will use responses to drive system improvements.

2. The local board partners with priority industry sector employers and educators in developing and operating regional workforce and economic development networks as a primary strategy.

SBWIB's three-tiered plan to guide the development and implementation of our sector strategy demonstrates alignment with this standard by:

- Actively participating in the LAWSC, a regional network of key economic and workforce development system stakeholders.
- Engaging priority sector businesses and soliciting their input via SBEDR activities.
- Courting business assistance organizations and industry associations as active members of our sector partnerships.
- Publishing research and recommendations of the regional network, the SBEDR and the Sector Partnerships and broadcasting them throughout the business community to seek input.

3. The local board facilitates and/or participates in unified workforce services to support employers within their labor market, and integrating with other relevant local boards, educators, and other partners.

Evidence of the SBWIB's commitment to operating within a unified system of services delivery to businesses includes:

- Working with education agencies at all levels to develop business responsive curricula and coursework.
- Partnering with EDD, local school districts, the community college system's WED system navigators, chambers of commerce, business and industry associations, the Small Business Development Center and other organizations and programs in the delivery of services.
- Collaborating in the delivery of services with other WIB's in Los Angeles County.

4. The local board takes the lead in identifying and obtaining resources to sustain operation of regional workforce and economic development networks over time.

Efforts to secure financial resources in the form of discretionary grants and specialized funding have long been part of SBWIB's approach to meeting the needs of businesses and will remain so under the Plan. Evidence of this approach includes:

- Success in obtaining sector-focused grants, such as U.S. DOL and State Employment Development Department discretionary grants.
- Past grant partnerships with other WIBs and various stakeholders to ensure that resources address multiple business needs and benefit multiple priorities.
- Leading role on behalf of many California WIBs in leveraging federal funds to benefit businesses, incumbent workers and new employees.
- Commitment to increase efforts toward securing grant funds in partnership with other stakeholders.

SECTION 4: ADULT STRATEGIES

OVERVIEW

The South Bay WIB's service strategies for adult job seekers have evolved over the more than 30 years that we have been providing employment and training services. Since the implementation of WIA in July 2000, the focus of services for residents seeking assistance through our one-stop system has changed significantly. During a sustained period of high employment early in the last decade, our programs featured short, less robust interventions, as businesses were willing to hire individuals meeting minimum requirements. However, through the years of the Great Recession and into the present, our strategies for adults have consistently incorporated more training and skills development, including basic education skills, work readiness skills and job-specific skills at various points along career pathways.

As the SBWIB moves in a direction which is more sector-focused, we will ensure that our programs provide ample opportunity for job seekers from all backgrounds to access training programs linked to demand occupations within promising sectors and that they acquire industry-recognized certifications enabling them to initially earn competitive wages and later progress along a career path. In addition, our programs will continue to embrace work-based learning as an option for adults to "earn and learn" as they increase their skills and competencies and prepare for new careers.

Covered in this section of SBWIB's Strategic Local Area Plan are:

- ❖ *Our vision for development of career pathway programs*
- ❖ *Our plan for increasing the availability of career pathway programs*
- ❖ *Expanding on past and current successes with career pathway initiatives*
- ❖ *Our approach to improve the transition of job seekers from basic education to skills training and/or employment.*
- ❖ *Our plan to increase the number of job seekers that complete training for employment in demand sectors*
- ❖ *Our strategic layoff aversion strategy*
- ❖ *Expanding the use of work-based learning models*

VISION FOR DEVELOPING CAREER PATHWAYS IN PRIORITY SECTORS

Developing career pathways will require a substantial redesign of the delivery of education, training, and employment services. Change will bring about a more integrated, aligned, and participant-centered system. Embarking on a career pathway approach will deepen the collaboration and coordination among current one-stop

partner agencies, educational institutions, and support organizations, as we work collectively to meet workforce needs at all levels.

Defining Career Pathway Programs: SBWIB has adopted the “career pathways programs” definition from the U.S. DOL Career Pathways Toolkit developed by Social Policy Research Associates, as it specifies characteristics against which we will be able to assess the content and value of the programs that are being developed.

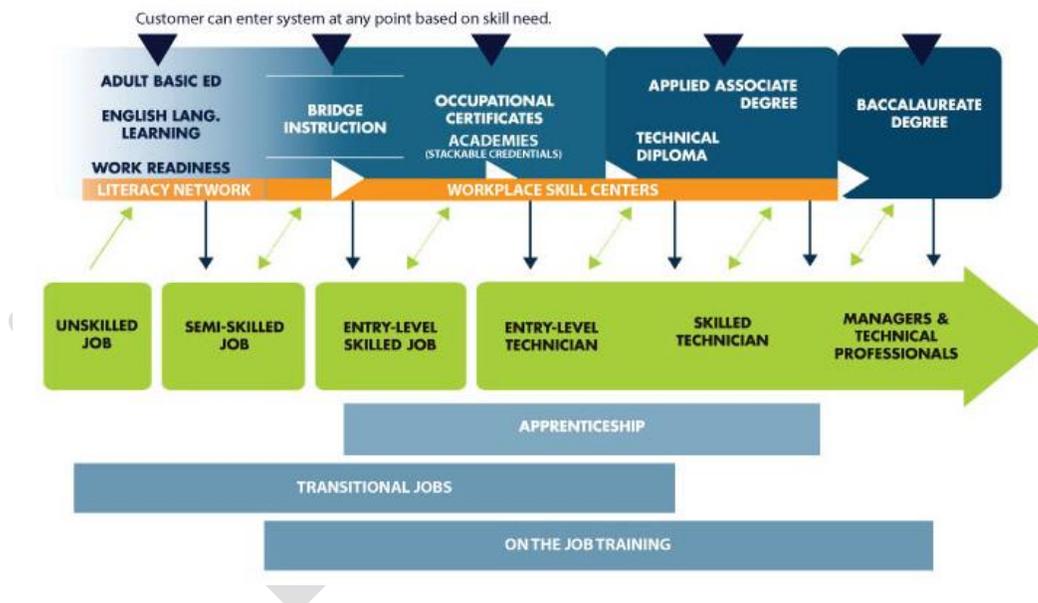
Career pathway-oriented workforce development has the goal of increasing individuals’ educational and skills attainment and improving their employment outcomes while meeting the needs of local employers and growing sectors and industries. Career pathway programs offer a clear sequence, or pathway, of education coursework and/or training credentials aligned with employer-validated work readiness standards and competencies. This systems approach makes it easier for people to earn industry-recognized credentials (through more flexible avenues and opportunities for relevant education and training) and to attain marketable skills so that they can more easily find work in growing careers. These comprehensive education and training systems are particularly suited to meet the needs of working learners and non-traditional students. Career pathway programs feature the following characteristics:

1. Sector Strategy: Career pathway education and training programs align with the skill needs of industries important to the regional or state economies in which they are located, and reflect the fact that employers in the targeted industry sectors are actively engaged in determining the skill requirements for employment or career progression in high-demand occupations.
2. Stackable Educational/Training Options: Career pathway programs include the full range of secondary, adult education, and postsecondary education options, including registered apprenticeships; they use a non-duplicative progression of courses clearly articulated from one level of instruction to the next; they provide opportunities to earn postsecondary credits; and they lead to industry-recognized and/or postsecondary credentials.
3. Contextualized Learning: Career pathway education and training programs focus on curriculum and instructional strategies that make work a central context for learning and help students attain work readiness skills.
4. Accelerated/Integrated Education & Training: As appropriate for the individual, Career pathway programs combine occupational skills training with adult basic education services, give credit for prior learning, and adopt other strategies that accelerate the educational and career advancement of the participant.
5. Industry-recognized Credentials: Effective Career pathway programs lead to the attainment of industry-recognized degrees or credentials that have value in the labor market.

6. Multiple Entry & Exit Points: Career pathway programs allow workers of varying skill levels to enter or advance within a specific sector or occupational field.
7. Intensive Wrap-Around Services: Career pathway systems incorporate academic and career counseling and wrap-around support services (particularly at points of transition), and they support the development of individual career plans.
8. Designed for Working Learners: Career pathway programs are designed to meet the needs of adults and non-traditional students who often need to combine work and study. They provide childcare services and accommodate work schedules with flexible and non-semester-based scheduling, alternative class times and locations, and innovative uses of technology.

The following graphic, which was developed for the career pathways system in Wisconsin, illustrates the SBWIB's proposed model for developing and implementing a continuum of training and services provided along a career pathway, including multiple entry and exit points and stackable credentials.

Career Pathway Platform



Framework for Developing Career Pathway Programs: Constructing a career pathways system will require substantial changes at all points along the continuum of education, training, workforce development, and social services programs. SBWIB, the K-12 system, ROPs, local adult school, community colleges, universities, postsecondary and technical institutions, social services agencies, community-based organizations, and others will need to commit time and resources to this endeavor.

“The Promise of Career Pathways System Change⁵” report describes six key elements, which were identified through the U.S. DOL career pathways technical assistance initiative, as essential to the development and implementation of state and local career pathways systems. SBWIB intends to adopt these elements as a framework for leading the development of pathways programs in the County. Included are:

Build Cross-Agency Partnerships and Clarify Roles: Key cross-agency partners at the local and state levels are engaged, agree to a shared vision, and gain support from policy leaders. Roles and responsibilities are clearly defined and formalized.

Identify Sector or Industry and Engage Employers: Sectors and industries are selected and employers are engaged in the development of career pathways.

Design Education and Training Programs: Career pathway programs provide a clear sequence of education courses and credentials that meet the skill needs of high-demand industries.

Identify Funding Needs and Sources: Necessary resources are raised and/or leveraged to develop and operate the career pathway system, and education and training programs.

Align Policies and Programs: State and local policy and administrative reforms are pursued to promote career pathway system development and to support implementation.

Measure System Change and Performance: Assessments of system-wide change and measurements of performance outcomes are conducted to ensure continuous improvement.

Plan for Developing SBWIB’s Career Pathways Program: Using the six key elements listed above, SBWIB will proceed with the development of a career pathway approach as follows.

<i>Career Pathway Development Activity</i>	<i>Development Plan</i>
Build Cross-Agency Partnerships	This step has been initiated as the result of SBWIB’s decision to align the organization with the LAWSC as the regional network supporting our sector strategies and our plan to use the SBEDR as an intermediary review board for sector strategies and career pathway programs.
Identify Industry Sector and Engage Employers	Four Sector Partnership groups will convene business, education and other stakeholders; SBWIB will form groups around construction and

⁵ Gardener-Claggett, Mary and Uhalde, Ray “The Promise of Career Pathways Systems Change,” Jobs for the Future

	healthcare careers. Sector Partnership for the manufacturing and trade, transportation and utilities industries will be built around existing work groups led by our college partners who manage State initiative centers in these sectors.
Design Education and Training Programs	Through an intensive process of surveying current programs and assessing coursework available to address industry needs, career pathway approaches will begin to take shape; and education partners will lead the process to develop necessary curricula.
Identify Funding Needs and Strategies	Again, a survey of available resources will be conducted and existing resources will be leveraged in support of career pathway training. Where gaps exist, the Partnership will identify strategies for resource development.
Align Policies and Programs	Locally, the WIB will follow the state's direction where the opportunities to align policies across systems (workforce development, community colleges, etc.) exist.
Measure System Change and Performance	As programs are implemented, results will be tracked and analyzed in order to identify success and opportunities for improvement.

INCREASING CAREER PATHWAY PROGRAMS IN DEMAND INDUSTRIES

As indicated in Section 2, SBWIB will initially concentrate our sector strategies (the focus of which is career pathway development) on four industries. As indicated above, our principal mechanism for increasing the number of career pathway programs available will be our four Sector Partnerships. The Partnerships will be organized as follows:

Construction Partnership: Businesses and education agencies in this Partnership will be led by SBWIB working in coordination with local trade unions, which will include Painters and Allied Trades District 36; UA Plumbers Local 87, Iron Workers Local 433, International Brotherhood of Electrical Workers (IBEW) Local 11, and International Associations Of Machinists And Aerospace Workers (IAM) Local 947.

Healthcare Partnership: SBWIB will lead the Healthcare Partnership by working in coordination with the Hospital Association of Southern California, LA County Chapter, which includes 93 member-hospitals, ranging in size from a non-profit to university affiliated community teaching hospitals. The advisory group will also include participation from ambulatory and nursing care facilities.

Manufacturing Partnership: El Camino College's Center for Applied Competitive Technologies (CACT) will lead the Manufacturing Partnership. The CACT has a strong

history of working in collaboration with the SBWIB and industry partners in developing relevant CTE programs.

Trade, Transportation and Utilities Partnership: The Center for International Trade Development (CITD), a EWD initiative center of El Camino College, will provide leadership in the Trade, Transportation and Utilities Partnership. CITD maintains strong linkages to both the San Pedro and Long Beach port and to the Los Angeles World Airport, all driving economic engines in the region.

To expand the reach of those participating in meetings of the Sector Partnerships, the four groups will use I-TRAIN's new web-based platform, Salesforce CRM, as a communication tool for surveying a board cross section of industry employers to identify skill deficits and training needs.

As we make progress in the development of career pathway approaches for these industries, we will determine the point at which we will move forward with the implementation of Sector Partnership for the two emerging sectors we are monitoring: media and entertainment and professional and technical services.

IMPROVING THE TRANSITION FROM BASIC EDUCATION TO POSTSECONDARY EDUCATION, TRAINING OR EMPLOYMENT

Each year, a sizable number of job seekers served by SBWIB are assessed as basic skills deficient. In order to ensure that these individuals have the skills necessary to qualify for and succeed in jobs, many are referred to services for language skills and math remediation. Such services are available through WIA-funded and other programs including community college programs, adult schools, ROPs, non-profit agencies and community learning centers. The length of time that participants spend in basic education varies from student to student based on individual skill deficits. Most quickly acquire new skills to support their employment efforts and it is not uncommon for learners to continue studying to increase communication and computation competencies after they begin work.

Where a problem does exist, which may impact a small number of students being stalled in basic skills, is the availability of this training. In recent strategic planning sessions with labor unions, health care providers and manufacturing firms, these industry partners indicated the lack of basic skills as a major roadblock to sustaining and growing a skilled workforce. However, the elimination and reduction of program offerings by adult education providers have reduced the already limited resources targeted to address this problem. Our local community colleges have indicated that the demand for remedial courses far outweigh their capacity and some job seekers express frustration with the amount of time needed to complete remedial courses. SBWIB has examined this issue extensively with adult school and post-secondary partners and has identified three promising approaches to address the problem locally, both of which will be explored for feasibility over the next two years.

Computer-Based Learning: Many colleges, schools and community-based agencies have built “computer learning labs,” which are classrooms outfitted with the computer hardware and software required to provide instruction in one or more subjects. Basic education and remediation are common subjects for which this method of instruction is most useful. A variety of basic education software is available that accommodates various learning styles. Students progress at their own pace with the assistance of instructors and/or proctors. Currently under review, along with other systems, is ACT WorkKeys, which features tutorials in applied mathematics, locating information, and reading for Information leading to earning ACT's National Career Readiness Certificate (NCRC).

Distance Learning: A limited number of courses are currently offered through El Camino College District and local adult schools. SBWIB will work in coordination with these partners to increase resources for additional adult basic skill distance learning courses that offer accelerated or self-paced options in order to assist adult learners to improve skills remediation in reading, writing and numeracy.

Contextualized Learning: More than 20 years ago, the initial SCANS report published by the U.S. DOL indicated that, according to research in neuro and cognitive science, the best way to learn something is in context. A wide range of evidence suggests that students benefit when their basic skills needs are addressed in the context of their career path. Contextualized instruction is based on developing new skills, knowledge, abilities, and attitudes in students by presenting subject matter in meaningful and relevant contexts - previous experience, real-life, or the workplace. New skills are then applied in these relatable contexts.⁶ A number of California’s community colleges are now using contextualized basic skills instruction as part of their CTE programs. We will review these models to identify where promising practices might be expanded.

INCREASING THE NUMBER OF WORKERS TRAINING FOR DEMAND INDUSTRIES AND OCCUPATIONS

SBWIB programs continue to ensure that job seekers have access to the services they need to prepare for and succeed in securing employment. When the services needed are training, one-stop representatives have at their disposal a wide range of resources, including: programs/courses provided by both public and private educational institutions; funds that can be used to support work-based training, such as on-the-job and customized training; access to apprenticeship programs; and community-based training. For programs on the local Eligible Training Provider List (ETPL), WIA funds can be used to support training. SBWIB’s strategy for promoting successful completion of training by underprepared job seekers includes getting job seekers ready for training; promoting the enrollment of more job seekers in training; providing support services that enable

⁶ Valerie L. Carrigan, Director of the Workplace Learning Resource Center and Next Skills Institute at Los Rios Community College District “*Working with Students with Basic Skills Needs In Career and Technical Education (CTE)*”

participation in training; and working to ensure that programs appropriate to various job seekers' needs are available.

Getting Job Seekers Ready for Training: SBWIB's Blueprint for Workplace Success system, currently available for young adult job seekers, is being expanded as a 3-part curriculum for adult job seekers. The Blueprint system will offer basic, self-directed job search preparation (resume and interviewing) as part of client registered core services. SCANS-based job success skills workshops (e.g. "how to communicate in an office environment, how to function as part of a team, how to work in a deadline driven workplace and other high performance workplace competencies") will be available to clients registered in training services, with additional workshops on job retention and advancement strategies offered as part of training services in Job Club.

Enrolling Job Seekers in Training: A number of factors have heightened the awareness of workforce system staff about the importance of securing skills training for underprepared workers. Not the least of these is the sluggish economy of the recent past. In order to succeed in an intensely competitive job market, job seekers have needed to come to the table with skill sets that reflect the current needs of the workplace, even for entry-level positions. This fact, combined with State legislation (SB 734) mandating specific training expenditure levels, has ensured that system clients who need training are referred for these services.

Support Job Seekers in Efforts to Complete Training: Because those least prepared for work often also lack financial resources to sustain participation in training over weeks or months, SBWIB has implemented support services protocols that provide direct support and referrals for housing, transportation, clothes/uniforms, tools and other necessities. In addition, one-stop staff works individually with participants to determine if a stop-gap job during training is necessary and appropriate.

Promote the Availability of a Training Programs Suitable to Various Entry Points along a Career Pathway: SBWIB uses I-TRAIN as our local training provider list. I-TRAIN includes hundreds of programs suitable to job seekers entering careers at all levels. We anticipate that the effectiveness of the foregoing strategies will increase substantially as our Sector Partnerships move closer to implementing a full range programs as part of industry-focused career pathways.

STRATEGIC LAYOFF AVERSION STRATEGY

In its support of the use of WIA funds to increase employee retention, particularly in distressed companies, U.S. DOL has defined layoff aversion as:

- Saving an employee's job with an existing employer at risk of downsizing or closing; or
- Transitioning an employee at risk of dislocation to a different job with the same employer or a new job with a different employer, with a minimal period of unemployment.

The knowledge and skills of the workforce are the core drivers of economic competitiveness, and skills training is the major tool available to WIBs to avert layoffs. In sync with acknowledgement throughout the national workforce system in recent years that the WIA program needs to be more proactive in terms of saving jobs, SBWIB as implemented strategies in support of business retention and layoff aversion. Because our training and education services are not adequate to meet the full range of services needed by companies at risk of closing or laying off employees, we work in partnership with LAEDC, and collaborate with various cities, chambers of commerce, the Small Business Development Center, education agencies and others to address business needs. Our vision for further enhancing our layoff aversion strategy includes:

Identifying Companies in Distress: Early warning indicators, whether identified as immediate danger signs or as long-term patterns, can buy the time necessary to develop alternatives to company closures and job losses. Monitoring industry economic health and activity is an essential component of a successful layoff aversion strategy. An important resource in the SBWIB's ability to identify companies that may need retention support are various community partners who are aware of growing distress in company finances or operations. Such partners may include: city government; local unions; chambers of commerce; civic organizations; customers and suppliers; business associations; and industry groups.

Barring confidentiality restrictions, the SBWIB and LAEDC or a partner could use information from a community resource as the basis for contacting a company with information about business support services from the network partners. Other early warning data sources that SBWIB and LAEDC will continue to use to identify companies in possible distress include:

- WARN Notices, which are useful in analyzing layoff activity by industry sector and occupations being laid off.
- Public loan defaults: information shared through state and local economic development offices.
- Utility company reports on drops in usage can indicate elimination of a shift, cutbacks in overtime, fewer machines operating, etc.
- Major trade journals, business journals, and local or regional newspapers.
- Employer annual and quarterly financial information.
- Dun & Bradstreet or Experian: These companies generate monthly reports and relevant information on firms and industries under stress.

Providing a Comprehensive Menu of Services: In order to address the needs of businesses in distress, SBWIB, LAEDC and other partners will provide the following services as part of our strategic layoff aversion strategy:

- Coordinated business retention and expansion efforts
- Employee training, job development, and placement services through the one-stops
- Assistance with cost containment and securing incentives

- Lean manufacturing programs and consulting services which can help reduce costs and increase profits
- Energy cost savings and increased efficiency through local utility companies
- Streamlining the permitting process & breaking through bureaucratic barriers

Identification of financing opportunities

Coordinated real estate site searches

Community profiles, economic and demographic information

Incentive zone information (Enterprise, Revitalization, Empowerment, Foreign Trade)

Labor market information

- Identify opportunities for trade and coordinate with trade managers, the port, foreign trade zone, railroads, utility companies and more

EXPANDING THE USE OF “EARN AND LEARN” MODELS

The economic recession caused SBWIB and workforce professionals throughout California and the nation to rethink our system’s “standard operating procedures” for preparing workers for employment and connecting them to jobs. As is often the case, we referred to “play books” from a bygone era and found a number of work-based learning or “earn and learn” models that had fallen out of favor over the years. On-the-job training (OJT), customized training and even work experience (a WIA intensive service) were promoted as promising opportunities to connect workers with jobs and encourage businesses to bring on board workers needed to get their companies back on track to a full pre-recession recovery. At the same time, federal ARRA legislation and related guidance from U.S. DOL began to promote OJT and similar services as mechanisms to jump start hiring, provide workers with relevant “real time” skills and spur economic recovery. DOL has made OJT and customized training options more appealing than ever to companies, especially small businesses, as waivers have been granted that effectively increase the level of financial contribution from the WIA program.

Just as DOL began to breathe life back into traditional work-based learning models, SBWIB was breaking ground in terms of mounting work-based programs on a never-before-seen scale. With ARRA funds provided by the Los Angeles County Department of Public Social Services, SBWIB successfully launched the Transitional Subsidized Employment (TSE) Program, which served more than 10,000 unemployed CalWORKs individuals through work experience and OJT.

SBWIB’s current use of and plans to further develop earn and learn training models include the following:

On-the-Job and Customized Training: Our one-stop centers offer OJT as a training option for job seekers whose occupational interests and/or learning styles are best suited to work-based learning. Center staff is also actively engaged in promoting the benefits of OJT to businesses, providing them with information on the advantages to companies of training workers to their precise specifications.

Much like OJT, WIA's customized training activity provides a means of instructing workers in the precise requirements of a particular business or a group of employers. While customized training programs often include a component that is purely didactic and does not involve hands-on learning or engagement in productive work, it is generally the case that a portion of such training is work-based, during which time participants are being paid.

Two of our priority sectors, construction and manufacturing, are well suited to work-based learning models including OJT, customized training and apprenticeships. Current LMI estimates project more than 7,000 job openings in the two industry sectors resulting from an aging and retiring workforce, many of whom have years of experience as skilled tradesmen. Coupled with nearly 30,000 new job openings projected through 2020, a concerted effort is needed to increase the pipeline of skilled workers. With major projects on the horizon, such as new construction at Hollywood Park, ample opportunities exist to work with business and labor to implement earn and learn projects.

Hybrid Learning Models: Over the last two decades, community college and private postsecondary education programs have increasingly incorporated "externship" activities as part of traditional classroom training programs, particularly in fields such as medical assisting and other healthcare support occupations in which some hands-on experience is a virtual prerequisite for employment. Generally, these activities are short in duration, meeting minimum time guidelines to satisfy employer requirements for entry-level new hires. Although, WIA programs have concurrently offered OJT as a training activity, in very few cases classroom and work-based training have been combined using SBWIB's WIA resources. Working with our Sector Partnerships, the SBWIB will explore opportunities to connect classroom and work-based training so that the training providers and the workforce system produce more skilled, versatile and job ready workers.

Collaboration with Apprenticeship Programs: SBWIB has a long history of informal collaboration with organized labor and apprenticeship programs. However, more formal relationships, which are grounded in memoranda of understanding and other structured agreements, are currently being developed and the details pertaining to a number of collaborative projects with labor and apprenticeship programs related to our priority sectors (particularly construction and manufacturing) are being finalized. SBWIB will connect labor unions with the one-stop centers to implement a continuum of work-based learning activities designed to provide career exploration and hands-on experience leading to apprenticeship opportunities. The continuum begins with a commitment from five local trade unions:

- Painters and Allied Trades District 36;
- UA Plumbers Local 87
- Iron Workers Local 433
- International Brotherhood of Electrical Workers (IBEW) Local 11; and

- International Associations Of Machinists and Aerospace Workers (IAM) Local 947

These locals have committed to participate in Apprenticeship Orientations that will be conducted regularly at the SBWIB's one-stop centers to provide opportunities for job seekers to interact directly with union representatives to learn more about the trades, the qualifications and skills needed for each trade, apprenticeship programs and careers opportunities. Information will be presented on working conditions, training and advancement opportunities, earnings and benefits. Additional detailed information will be provided on local pre-apprenticeship programs such as CCEO YouthBuild, Women In Non-Traditional Employment Roles (WINTER) and others.

Phase 2 of the continuum will consist of company tours and job shadowing to provide a "real-world" view of the industry and the work environment. Learning and career exploration becomes an integral part of the job search mode to assist job seekers in making informed career choices that support retention. An IBEW Local 11 representative explained that the industry experiences very high and costly turnover because more than half of those beginning apprenticeship programs don't complete, often because of a lack of understanding about the industry and what's required. This "all aspects of an industry approach", which had primarily been focused in the youth programs, will be expanded to include adult job seekers in order to gain a strong experience in and a comprehensive understanding of the skills and requirements to be successful in their employment experiences.

The orientations, company tours and job shadows will be followed by opportunities to participate in "Boot Camp", as a capstone work-based learning experience leading to enrollment in an apprenticeship program. Piloted nearly ten years ago by SBWIB in collaboration with El Camino College, the Boot Camp activity will offer a 3-5 day hands-on training experience working with skilled journeymen to learn basic tasks such as blueprint reading, measuring, and use of basic tools. Hosted by the labor unions in coordination with local community colleges, Boot Camps serve as a mechanism to pre-screen job seekers and select those most suitable for the industry thereby reducing recruitment costs resulting in higher retention rates compared to traditional hiring processes. They provide job seekers workplace experiences that help them make informed career choices.

Organized labor representatives and those from apprenticeship programs, participate in the regional network will be active members of each of our Sector Partnerships. In addition, SBWIB is in the process of developing a policy concerning procedures for fully integrating DIR-DAS-approved apprenticeship programs into our one-stop system. At the same time, we are preparing a "crosswalk," illustrating apprenticeship opportunities for occupations in SBWIB's priority sectors. This document will assist staff in working with job seekers to identify appropriate apprenticeship training.

SUMMARY

SBWIB's plans for improving existing strategies for meeting the needs of adult job seekers are focused on current and future efforts to increase the availability, quality and relevance of occupational and foundational skills training in our local area. The centerpiece of this initiative will be the career pathway programs that will be planned, developed and implemented through the efforts of Sector Partnerships, in which SBWIB will lead and participate. Pathway designs will not only create a mechanism for providing skills and certification along the continuum that comprises a career path, but will promote a skills training environment aligned with workforce system goals related to increasing opportunities for all categories of job seekers to access training over their lifetimes in the type, format and sequence that meets individual career needs.

Goals for Adult Service Delivery System: SBWIB's principal goals for the Adult service delivery system are:

1. Successfully implement national models to build strong career pathway programs. (long-term)
2. Use the Sector Partnerships as the vehicle for the identification of career pathways and the development, re-tooling and alignment of courses/curricula to meet business needs. (mid-term)
3. Working with partners, increase the numbers of workers who are able to access and take advantage of skills training geared to employment in priority sectors and other promising industries. (mid-term)
4. Identify opportunities to leverage support services resources from multiple sources to assist job seekers through training. (mid-term)
5. Explore alternative basic educations models to reduce time spent in this activity by some learners. (short-term)
6. Refine existing approaches to rapid response and business services so that they are fully transformed into proactive business retention and layoff aversion programs. (mid-term)
7. Expand the use of work-based learning models to create additional skills development and employment opportunities for all workers and align work-based learning strategies with career pathway strategies. (mid-term)
8. Continue to build strong linkages to registered apprenticeship programs and fully integrate these programs in the one-stop and WIA Youth Program delivery systems. (long-term)

Support for California's Strategic Vision: Within California's Strategic Workforce Development Plan, strategies for strengthening workforce development system services and employment opportunities for adults are captured within the following statement and in the plan's "Adults Goal."

By utilizing shared strategies, California's statewide workforce investment system will focus on helping students and workers obtain industry-recognized certificates, credentials and degrees in priority sectors to fill critical labor market skills gaps, strengthen key industry sectors, and achieve economic growth and shared prosperity.

Adults Goal:

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

SBWIB's plan for the enhancement of our service delivery system for adult job seekers complements and supports California's Strategic Vision by including strategies to:

1. Identify career pathway programs needed by priority sectors and plans to develop these programs by working with education, business and labor partners under Sector Partnerships.
2. Improve processes that support learners in efficiently moving from basic skills education to job skills training and/or employment.
3. Increase the number of workers who take advantage of skills training in priority clusters/growth industries and successfully complete the training.
4. Implement a strategic approach to layoff aversion and rapid response.
5. Expand the use of work-based learning models (such as OJT, customized training and apprenticeship programs) that provide opportunities for job seekers to learn while they are actively engaged in paid employment.

Compatibility with State Standards: On behalf of the Governor, the California Workforce Investment Board has established the following expectation with regard to its local plan evaluation standard for "Adult Investments in Training, Skills Development and Career Pathways:"

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

Strategies for addressing the needs of adult job seekers meet each of the criteria against which the Adult Strategies Standard is measured.

- 1. The local board ensures pre-apprenticeship and apprenticeship training is coordinated with one or more apprenticeship programs registered by the U.S. Department of Labor Employment Training Administration (DOLETA) and/or approved by the California Department of Industrial Relations Division of Apprenticeship Standards (DIR/DAS) for the occupation and geographic area.**

To build upon our long history of informal partnerships with labor and apprenticeship programs, SBWIB is in the process of developing formal relationships with apprenticeship program. These efforts include:

- Identifying opportunities to formally collaborate with skilled trades apprenticeships in construction projects.
- Connecting labor programs to the one-stop centers through participation in orientations to inform job seekers about the benefits of apprenticeship training.
- Engaging labor in Sector Partnerships
- Using the Division of Apprenticeship Standards as a resource for assisting employers in training by establishing a new apprenticeship program.
- Establishing linkages to pre-apprenticeship training to create opportunities for participants to develop the requisite skills and knowledge to be successful as apprentices

- 2. The local board prioritizes training for occupations in priority industry sectors in the local or regional economy resulting in completion and attainment of a degree and/or other credentials valued and used by priority industry sector employers within the region.**

To build upon our efforts to make training widely available to all job seekers needing skills development and to improve upon our systems of support, which promote training completion and the credential attainment, SBWIB will:

- Lead and/or support Sector Partnerships to engage business and other stakeholders in an intensive dialog and a review of skills needed with growth sectors.
- Prioritize training and set aside, at minimum, 25% of WIA funds for training, while leveraging additional training funds, such as ETP, from other sources.
- Track training completion and placement data for providers on the I-TRAIN and utilize this data to identify high quality training providers.
- Identify occupations that provide self-sufficiency wages and ensure that programs providing training for these jobs are available to the system's job seekers.

3. The local board emphasizes career pathways as a framework through which learners can connect their skills and interests with viable career options.

Using strategies promoted by the U.S. DOL and drawn from successful models that have been implemented across the nation, SBWIB will build upon our current efforts to develop career pathway programs for priority sectors by:

- Building upon our long history of collaboration with education, by fully engaging education in the activities and objectives of the SBEDR and the Sector Partnerships.
- Using lessons learned and best practices from past sector-focused initiatives to support the work of the Sector Partnerships.
- Utilizing the Sector Partnerships to develop improved strategies for communicating career pathways information to job seekers.

4. The local board continuously partners with employers, educators, and other stakeholders to identify funding to support worker training and education that results in improved skills, degree, credential and certificate attainment, and employment.

Building upon our long-standing history of partnering successfully with a wide range of other stakeholders in seeking and securing funding local, SBWIB will:

- Work with our network of local and regional partners to identify strategies to effectively: 1) utilize existing funding; 2) leverage/braid identified funding; 3) pursue additional resources for support training.
- Survey and catalog the full range of funding that is locally available to support training.
- Work with partners to develop a joint revenue development plan.

SECTION 5: YOUTH STRATEGIES

OVERVIEW

SBWIB is a strategic leader in working to build partnerships with education and community-based organizations to serve both in-school and out-of-school youth. Over the last 30 years, we have continued to innovate and, despite drastic reductions in funding for WIA Youth programs, design and implement services that promote remarkable academic and employment results by local youth and young adults.

As we examine the direction of youth programs nationally and in California, SBWIB recognizes that changes in both focus and programming will be truly transformative. For all youth, emphasis will be placed on services promoting completion of a challenging basic skills education connected to relevant workplace experiences that lead to industry recognized credentials and career pathway employment, including apprenticeship. The system will give special attention to the reengagement of disconnected youth, through intervention and prevention services that are integrally linked to education and workforce preparation. .

SBWIB's plan in the area of Youth Strategies embraces past achievements and current success, while directing systems and resources to opportunities on the immediate horizon and beyond.

This section of the SBWIB Local Area Plan addresses the following topics:

- ❖ *SBWIB's vision for increasing the educational, training and career attainment of youth*
- ❖ *Support for increasing students' completion of a challenging education that prepares them for postsecondary education, employment and careers*
- ❖ *Promoting transitions to postsecondary education and careers*
- ❖ *Serving the local area's eligible youth population*
- ❖ *Coordination with local programs and activities*
- ❖ *Utilizing best practices for achievement of positive outcomes*
- ❖ *Local collaboration in youth service delivery*
- ❖ *Preparing a pipeline of workers for the local labor markers*
- ❖ *Promoting quality and performance in youth service delivery*
- ❖ *Strategies to promote opportunities for all youth*

VISION FOR INCREASING THE EDUCATIONAL, TRAINING AND CAREER ATTAINMENT OF YOUTH

In support of the overarching goal to increase the number of youth who graduate from high school prepared for work or career education, the State has communicated two priorities within its Strategic Workforce Development Plan:

1. Increase the number of high school students who complete a challenging education, including math gateway coursework and industry-themed pathways that prepare them for college, “earn and learn” training through apprenticeships, OJT, and other postsecondary training; and
2. Increase opportunities for high school students and disconnected youth to transition into postsecondary education and careers.

The merits of the State’s youth goal and its attendant priorities are unimpeachable – youth should leave high school with skills, knowledge and plans that set them on a path to a career that will provide for their self-sufficiency and fulfillment. The SBWIB fully supports local efforts toward achievement of the State’s goal and will continue to provide strategic leadership and effective strategies, as described below, in furtherance of this objective. As we strive to make our WIA youth system and allied programs even stronger, joint planning and coordination with public education, county and state support systems and community-based providers will be critical to our success.

SUPPORT FOR INCREASING STUDENTS’ COMPLETION OF A CHALLENGING EDUCATION THAT PREPARES THEM FOR CAREER TRAINING AND EMPLOYMENT

Over the last several years, SBWIB has developed and implemented services that transcend the “ten elements” of the WIA Youth program and has systemically incorporated career exploration and exposure activities that help youth to make the connection between what is learned in school and what is required in the workforce where they will be employed as adults. For both in-school and out of school youth, we will increase the availability of services that:

Communicate the Importance of STEM Skills: Through symposia, workshops and rigorous contextual coursework, youth become aware of and strengthen STEM skills (science, technology, engineering and math. Sometime an “a” is added to form STEAM, reflecting the inclusion of arts to the core technology career skills, as a foundation in arts is essential to many digital media occupations), which will remain in high demand in the labor market well into the foreseeable future.

Expose Youth to Advanced Training and Work Environments: Work experience, field trips, career days and college tours are all mechanisms used to expose youth participants to the myriad of career opportunities and requisite skills of the knowledge-based economy that is transforming jobs and workplaces into leaner, greener versions of what they have traditionally been.

Prepare Youth for the World of Work: Our “Blueprint for Workplace Success” is a model for preparing young workers to enter and succeed in the workforce. The model has been adopted by many public and private programs, as it targets the job readiness and work maturity skills most valued by employers.

Introduce Youth to Life-long Learning: All youth participating in SBWIB's WIA Youth programs are oriented to training, education and workforce development system resources that will be available to them as adults. Our objective is to ensure that youth understand that learning and skills development do not "stop," but that courses, programs, certification and degrees represent attainments that enable movement along a career path. While in the program, participants learn about the one-stop system, community college programs, public and private colleges and universities offering four-year degrees, apprenticeship training, and a wide range of work-based learning models.

It is expected that SBWIB's sector-focused strategies will include working with business and education in the development of career pathways programs that incorporate new approaches to engaging youth in a wide variety of activities and coursework that are integral to a challenging education.

PROMOTING TRANSITIONS TO POSTSECONDARY EDUCATION AND CAREERS

SBWIB's programs function as a mechanism to connect graduating high school students and out-of-school/disconnected youth to postsecondary education opportunities and assist them with the transition. For those meeting eligibility requirements, referrals to and enrollment in classroom training, work-based learning (e.g. on-the-job training, apprenticeships) and employment opportunities are essential components of the WIA youth program. Similar services are available for young adults (those over the age of 21) through our one-stop system.

Because of some of the limitations of WIA funds, SBWIB will actively participate in planning to identify options, funding and resources to leverage additional opportunities for youth and young adults to enter training and access services connecting them to training, education and employment. These efforts will likely emanate from the three-tiered sector support system (LAWSC, SBEDR and our four Sector Partnerships) and be forwarded to education stakeholders to develop an implementation plan. SBWIB is fully committed to ensuring that the full range of our resources is available to support this effort.

THE ELIGIBLE YOUTH POPULATION

SBWIB's service area is comprised of two distinctly different demographic youth profiles, with the northern cities of Inglewood, Hawthorne, and Lawndale and the eastern cities of Gardena and Carson bordering central L.A., comprised of predominantly African-American and Hispanic communities with high poverty, high crime, failing schools and significant juvenile delinquency, with a growing trend of gang crime and youth violence. Approximately 27% of the student-population are English Learners, with nearly 84% of the student population eligible for free and reduced lunch. This is 28% higher than the Los Angeles County average of 65.3%, and 48% higher than the state average of 56.7%, according to 2010-11 CDE data.

The County Sheriff's Department reported over 50 major gangs inside the area in 2010. There are more than 13,000 secondary students with an average graduation rate of 70.4%, below the State average of 78.5%. Noteworthy is the average truancy rate of 13.6%; well below the State average of 28.5%, due in large part to new local strategies for attendance recovery through mandated attendance in "Saturday Schools", in which SBWIB One-Stops provide a variety of services. The average dropout rate is 19.6% above the State average of 13.2% and an average suspension rate of 24.1%, well above the State average of 5.7%, with nearly 80% of suspensions attributable to violent or defiant behaviors. In a 6-mile area adjacent to Hawthorne, the L.A. County Sheriff's Department identified 36 street gangs spilling over into the target area and brazenly operating on school campuses, leading to gang-related conflicts that disrupt the learning environment and school safety.

Limited resources for parks, community centers, and teen-serving organizations make it challenging for students to find safe, constructive after-school activities, which contributes to a variety of community and individual risk factors leading to delinquent and gang-related activities that arise most frequently during after-school hours when supervision is limited. Limited resources and low academic performance are key issues currently impacting the schools in this region, making improvement of student performance a top priority. Although the demographics paint a dismal picture of communities in crisis, the area boasts a number of encouraging assets. These include city governments and faith- and community-based agencies committed to working in collaboration with education and workforce programs and our industry partners to support services that assist youth in becoming successful students and contributing members of the community.

In stark contrast to the SBWIB's northern cities are the beach cities of El Segundo, Manhattan Beach, Hermosa Beach and Redondo Beach, which comprise the southern half of the local area. These small cities are surrounded by a wealth of aerospace and manufacturing companies and boast an average annual income of more than \$60,000; an average high school graduation rate of nearly 91% and a more than 75% college enrollment rate. More than 57% of the student population is White/Not Hispanic and less than 20% qualify for free and reduced lunch. The area schools, El Segundo High, Redondo Beach High and Mira Costa High, have an average truancy rate of less than 2.5% and an average suspension rate of less than 2%, all well below the State average. In the California Healthy Kids Survey, more than 71% of students report feeling connected to caring adults at school and 97% in the community. More than 54% of students reside in two parent households. These are all resilience indicators that contribute to high academic performance, low dropout rates and high college enrollment rates. According to teachers and school administrators, one of the major challenges facing the high performing students in these communities is a need for relevant, contextual work place experiences that prepare them for college and careers.

SBWIB Area High Schools	High School Enrollment	Graduation Rate CA-78.5%	Dropout CA- 13.2%	API Scores Out of 1000 CA-751	Truancy Rates CA-28.5%	Suspension Rate CA-5.7%
Northern Area	13,151	70.4%	19.6%	662	13.6%	24.1%
Inglewood	1,788	83.7%	15.0%	597	7.5%	15.2%
Morningside	1,366	72.5%	23.9%	636	12.7%	9.9%
Animo Charter	673	NR	NR	779	71.5%	25.4%
City Honors Charter	482	94.9%	4.1%	785	5.4%	0%
Hillcrest	324	NR	NR	585	0.0%	10.8%
Lloyd	1,301	NR	53.2%	502	30.1%	8.8%
Hawthorne	2,180	76.0%	18.6%	678	7.6%	14.5%
Leuzinger	1,771	73.1%	22.6%	698	5.4%	9.4%
Lawndale	2,276	92.3%	5.2%	757	2.6%	3.7%
Carson	605	79.1%	14.4%	652	2.3%	84.6%
Gardena	385	74.8%	19.4%	618	4.6%	83.4%
Southern Area	6,151	95.5%	2.2%	876	13.4%	1.5%
Redondo	2,499	92.5%	1.7%	837	2.5%	2.2%
Mira Costa	2,428	97.4%	1.9%	910	36.3%	0.0%
El Segundo	1,224	96.7%	3.0%	882	1.5%	2.4%

As SBWIB moves forward to further enhance strategies for youth, emphasis will be on at-risk youth and those from low-income communities. However, our system (including the one-stop and a wide range of partners) will continue to connect all youth and young adults to education, training and employment opportunities.

EFFECTIVE LOCAL PROGRAMS AND ACTIVITIES

Youth activities in the SBWIA are delivered through four South Bay One-Stop Business & Career Centers in Inglewood, Gardena, Carson and Redondo Beach. The Centers work in collaboration with local community-based service providers to provide comprehensive assessments using industry-recognized and validated assessment instruments to determine basic literacy and numeracy skills, career interest/aptitude, vocational skills and supportive service needs. The one-stops coordinate with service providers to cross-refer and co-case manage to ensure participants receive necessary wrap-around services and supports.

The following are successful local youth programs that have been sustained for nearly 10 years and are proven effective in increasing rates for graduation, placement in employment and post-secondary education and in improving literacy and numeracy skills. These programs will be strategic to the industry sector approaches outlined in this Plan for a comprehensive and integrated service delivery approach between youth, adults and displaced worker services.

Successful youth programs that will continue under the five-year strategic plan include:

Bridge to Work (BtW): The overall goal of BtW is to transition vulnerable youth, 14-24 years of age, from school to careers and from tenuous life circumstances into economic self-sufficiency. BtW employment and training services are targeted to assist school dropouts, foster youth, juvenile offenders, homeless and runaway youth and gang-involved youth. The program serves more than 200 youth annually through extensive referral linkages with L.A. County Probation, Hawthorne and Inglewood Police Departments, L.A. County Children and Family Services and Centinela Youth Services Restorative Justice Center. South Bay One-Stop Business & Career Centers Youth Services implements the program in Inglewood, Hawthorne, Lawndale, Gardena and Carson leveraging resources and integrating services with 12 secondary schools, 4 post-secondary and adult schools and more than 27 local employers. BtW provides integrated academic enrichment and job training services connected to an extensive network of work-based learning opportunities resulting in a participant graduation rate of 84.8% and placement in employment and/or post-secondary education rate of 76%, above WIA State Common Measures for the local area.

Blueprint for Workplace Success is an interactive work readiness curriculum designed to equip youth and young adults with skills to enter and succeed in employment and advance to a career. Blueprint Series I was developed by the SBWIB nearly 10 years ago and is distributed nationally to workforce agencies, educational institutions and community agencies including the L.A. Community College District. The curriculum, which was written with extensive industry input, was validated by the Inglewood and Hawthorne Chambers of Commerce and the South Bay Economic Development Partnership and selected as a best practice program by the U.S. Chamber of Commerce. Blueprint has been approved for elective credit by Inglewood Unified School District and Centinela Valley Union High School District and approved for non-credit instruction at Los Angeles and El Camino Community College Districts. The curriculum provides participants with the essential job seeking and keeping skills, which includes resume preparation and interviewing techniques, effective communication, critical thinking and problem solving, time and money management and strategies for resolving conflict in the workplace. SBWIB presents an annual Blueprint Youth Job Fair with attendance by more than 700 youth and 60 hiring companies from throughout our area. Youth that have completed Blueprint for Workplace Success Series I training participate in on-site interviews, with an average of nearly 200 youth hired the day of the Job Fair and an additional 100 youth scheduled for second interviews.

Fit for Gold Tutoring & Fitness Academy (Fit for Gold) was established by the SBWIB as a community collaborative in 2003 in response to declining student test scores and the alarming increase in cardio vascular disease and diabetes among children due to a lack of exercise and poor nutrition. Fit for Gold is designed to help youth, 8-18 years of age: improve nutrition and physical fitness; improve academic performance; develop citizenship and leadership skills; develop basic workplace competencies; increase career awareness. Fit for Gold includes an infrastructure of twenty-four after-school programs throughout the local area serving more than 1,500 elementary and middle school students annually. It also leverages workforce, education and community resources to provide an integrated service delivery system that assists

students in attaining a 98% high school graduation rate and a 93% college enrollment rate.

Saturday School: CVUHSD and IUSD operate “Saturday School” in coordination with the SBWIB by providing academic, enrichment and life skills workshops on Saturdays for four hours. The program targets truant, low performing and delinquent high school students, many of whom are at-risk of dropping out of school. Saturday school services provide credit recovery opportunities for high-absentee students and tutorials to improve test scores. Students complete two hours of academic services followed by two hours of enrichment and life skills activities, including career exploration and Blueprint work readiness training. Services are offered in lieu of suspension or detention and are proven effective in improving attendance and test scores; and building self-esteem and accountability. SBWIB leverages corporate support for operational and service delivery costs. The declines in truancy and suspension rates in our communities are directly attributable to this strategy.

Teen Center: The SBWIB has operated a Teen Center for more than five years in collaboration with education and community partners. The Center is supported through funding from the 21st Century High School After-School Safety and Enrichment for Teens (ASSETs) grant from the California Department of Education and other funding sources in order to address the need for learning-rich after school activities in the critical hours after-school when most youth offenses are committed. The Teen Center provides positive alternatives to delinquent behavior by offering after-school academic and enrichment services to an average of 40 teen, age 14-18, daily. The need for and benefits of after-school programs is well-documented. “Invest in Kids”, a bipartisan anti-crime organization led by police chiefs, sheriffs, prosecutors, victims of violence and leaders of police officer associations has found through a series of studies that violent juvenile crime is most likely to occur between 3 pm and 6 pm and that youth are more likely to engage in risky behaviors - smoke, drink, or do drugs - during these hours. A variety of program evaluations suggest that participation in after-school programs can lead to increased engagement in learning, social skills development, decreased deviancy and other positive outcomes, especially for struggling students (*Participation During Out-of-School Time: Taking a Closer Look,* The Forum for Youth Investment, March 2004).

Community-Based Services: Community-based vocational and apprenticeship training providers include CCEO YouthBuild and Women in Non-Traditional Employment Roles (WINTER), both of which provide basic skills education and hands-on pre-apprenticeship training in construction and related manufacturing occupations. Centinela Valley and Inglewood Adult Schools provide GED prep and a variety of vocational education and customized training programs. Centinela Youth Services, which operates the Everychild Restorative Justice Center co-located at the Inglewood One-Stop, provides mediation and conflict resolution services, including an evidence-based Victim Offender mediation program soon to be listed on the National Registry of Evidence-based Programs and Practices (NREPP). CYS also refers adjudicated and pre-adjudicated juvenile offenders to the one-stop centers for employment and training

services and, in turn, connects participants referred by the one-stop to in-kind County-approved mental health, substance abuse and counseling services.

YOUTH STRATEGIES

SBWIB has a long history of success utilizing the “All Youth One System” as a framework to address the significant barriers facing youth. This system promotes coordination with education, community, public and industry partners for implementation of services to all youth. All Youth One System was awarded the “Architect of Change – Innovation in Customer Service Award” by the DOL and the National Association of State Workforce Agencies in 2002 and was designated as a best practice. The System has been adopted by 70% of all Youth Councils in the State of California, including the SBWIB Youth Development Council, as a youth-centered process through which community partnerships can:

- Ensure a full range of services and opportunities for all youth;
- Leverage local resources;
- Coordinate services among schools, public programs and community organizations; and
- Provide on-going leadership and support for change, quality and continuous improvement.

This approach remains effective in guiding our collaboration and service delivery strategies. In looking forward to the next five years, SBWIB will implement the following strategies in order to maintain the effectiveness of our services as demonstrated by our Youth Common Measures performance:

	2009-2010		2010-2011		2011-2012	
	State	SBWIB	State	SBWIB	State	SBWIB
Placement in Employment	69%	94.3%	65%	99.3%	65%	95.1%
Attainment of a Credential	65%	90.6%	65%	96.6%	61%	90.4%
Literacy and Numeracy	40%	43.1%	40%	73.91%	40%	64.4%

Specific strategies promoting high attainment levels by our youth participants include:

Strategy 1: Sustain the Bridge to Work Program as a best practice to prepare high-risk youth populations for career pathway employment.

The Youth Council has guided a 10-year effort to address declining test scores and graduation rates and increased numbers of youth attached to the juvenile justice system (an estimated 1 in 5 in the region) by establishing the cross jurisdictional collaboration of the *Bridge to Work* program. This program has been highly leveraged through funding from WIA, CalGRIP, CDBG, DCFS and L.A. County Probation. An on-going resource development strategy will continue throughout the next five years to sustain this program, which has improved the lives and employment outcomes of nearly 1,000 vulnerable teens.

Strategy 2: Expand the Blueprint for Workplace Success system to assist youth and young adults in acquiring basic skills and workplace readiness.

The proven practices of the Blueprint System in equipping youth with the skills to get and keep a job will be expanded to incorporate skills for workplace success and career advancement through development of two additional training programs. Blueprint will be augmented to add Series II and III, which are currently in development for web-based access through I-TRAIN. The 3-part series consists of:

- Blueprint Series I: skills needed to get a job (completed)
- Blueprint Series II: Skills For Workplace Success (in development)
- Blueprint Series III: Actions to Advance Your Career (in development)

Expansion of the Blueprint Series will feature: 20 hours of instructional time delivered in each of the 3 modules; classroom instruction integrated with dynamic video presentations; industry guest speakers and client testimonials; role playing exercises; real time labor market information; basic skills training (math and language arts); Linkages to post-secondary training, education and apprenticeship opportunities; Work Readiness Certification tied to the National Skill Standards Board; Instructor training and certification.

Strategy #3: Provide STEM resources to high school Career Academies to assist students, especially under-represented populations, in developing advanced academic and career pathway occupational skills.

According to the National Academy of Science, the National Academy of Engineering, and the Institute of Medicine: *“To succeed in this new information-based and highly technological society, all students need to develop capabilities in STEM to levels beyond those required in the past”*. Many high-wage STEM jobs require more than a high school diploma and less than a four year degree and lead to high wage careers. The report also indicates that there is limited diversity in the STEM-related industries and encourages education and training providers to support under-represented populations to enter STEM fields. In response to this need SBWIB developed more than 4,500 work-based opportunities from 2010 to 2013 through an EDD CalGRIP grant focused on STEM. Resources were focused on 12 STEM-related high school Career Academies in manufacturing, international trade, biomedical, construction and environmental sciences in the SBWIA. These industry-themed career pathway programs operate as small learning communities focused on connecting school and work-based learning. In 2011, SBWIB sponsored a *STEM to Career Symposium* for more than 60 teachers and 23 employers at the Los Angeles Air Force Base followed six months later by a *Generation STEM Career Fair* at CSUDH with over 1,000 students in attendance.

YOUTH COUNCIL COLLABORATION

The SBWIB Youth Council is active in promoting collaboration. Council members meet quarterly to share information, provide policy oversight, review program progress, and promote collaboration and leveraged resources throughout the region. In 2003, the Youth Council began functioning as the regional Juvenile Justice Advisory Council under a California Corrections Authority grant.

The Youth Council has guided the development and delivery of key programs in the region, including Bridge to Work, Blueprint for Workplace Success, Fit for Gold Tutoring & Fitness Academy and the Teen Center. The Youth Council is strategically connected to several countywide collaborative entities including County Probation's Juvenile Justice and Crime Prevention Act Initiative, which provides a mechanism for public and private agencies to work collaboratively to address issues related to the youth attached to the juvenile justice system. The SBWIB is part of the regional 7-WIB coalition to connect Foster Youth to the WIA system, and, in partnership with the County of Los Angeles Department of Children and Family Services, leads a major countywide pilot program to improve employment outcomes for Foster Youth.

Through the Youth Council, SBWIB strategically links to a number of local economic development agencies in the region including the Inglewood and Hawthorne Chambers of Commerce and the Los Angeles Science Foundation, through which connections are made to regional STEM initiatives. These linkages have been strategically significant for the development of work-based learning activities including job shadows, company tours, internships and summer jobs. Considerable linkages are also maintained with the Inglewood and Hawthorne Rotary Clubs, which operate youth development programs on school campuses and are highly engaged in a variety of local youth development efforts year-round. The Council maintains representation on a number of career and workforce development advisory councils including the El Camino Career and Technical Education Committee and the advisory committees for numerous school-based career academies including the Hawthorne Engineering and Biomedical Career Academies, the Leuzinger Multimedia and Environmental Careers Academy, the Lawndale Marine Science Academy and the Gardena International Business Academy. The Youth Council also participates as community advisors in WASC (Western Association of Schools and Colleges) accreditation for many local secondary schools in the SBWIA.

PREPARING A PIPELINE OF WORKERS FOR THE LOCAL LABOR MARKET

Again, as described throughout this Plan, SBWIB's commitment to securing and maintaining the active engagement of industry and education stakeholders in processes that concentrate on the development of sector-specific career pathway programs will yield benefits across the local workforce development system and allied programs. One of these will be the development of clear connector activities between curricula at the high schools and priority sector career pathways.

In connection with the SBWIB's commitment to ensuring that a pipeline of workers is available to support industry needs, we plan to use the career pathways development

engagement process as a mechanism to work with schools to identify ways in which SBWIB and the WIA program can more actively promote and contribute to students' staying in school and earning their diplomas.

PROMOTING QUALITY AND PERFORMANCE IN YOUTH SERVICE DELIVERY

SBWIB is committed to ensuring quality and performance in all of our programs. For the Youth program, following are some key strategies:

Quality of Services: SBWIB Quality Control is a system of procedures embedded in the work process that ensures integrity in the delivery of a product or service. The goal of our quality control plan is to establish quality assurance checkpoints set through monitoring procedures that provide effective identification of potential areas of deficiency in order to take preventive action in a timely manner. Our internal program monitoring Quality Control Plan (QCP) ensures exemplary program delivery is implemented on two levels; organizationally, to ensure that services are in alignment with the agency's mission of excellent service and values of adhering to accountability and performance; and operationally, which uses a quality assurance matrix system that identifies all contract requirements and timelines. Further, the plan encompasses Malcolm Baldrige criteria, incorporates performance indicators that are regularly monitored and evaluated ensuring the provision of the highest level of customer service, continuous staff improvement, and consistency in the on-going attainment of and compliance with contract program performance requirements.

Customer Satisfaction: We continuously evaluate our quality control process and establish best practices based on our experiences in implementing quality programs. Customer surveys, comments, and suggestions are a major part of our assessment process and are reviewed regularly by the program supervisor and by the CQI Team and on a quarterly basis by the SBWIB Performance and Evaluation Committee. The process is staff-, stakeholder-, and data-driven with the ability to monitor and evaluate the quality of our services and address issues immediately, so as not to interfere with participant progress and program goals.

Contract Compliance: SBWIB monitors all one-stop and partner services through the review of files, records, staff, participants outcomes, equipment and facilities. EDD and SBWIB monitoring guides and checklists are used to annually monitor each one-stop center and subcontractor to ensure that service providers are conducting fiscal and program activities in accordance with applicable regulations and WIA directives and that contract requirements are being met. We examine and evaluate at minimum, the following:

- Uniform compliance with EDD/WIA regulations;
- Compliance with WIA/SBWIB policies and procedures and ADA compliance;
- Continuous improvement strategies;
- customer surveys to determine the quality of services delivered;

- Customer files, randomly selected, to insure they contain eligibility and assessment documentation, a signed Individual Service Strategy (ISS) , State Job Training Automation (JTA) forms timely entered into the JTA system, supportive services and referral forms, up-to-date case notes, permission slips, and where required, work experience and OJT contracts;
- Expenditures are reasonable, necessary, allocable and consistent with approved budgets;
- Customer flow through appropriate phases/levels of service(s);
- MOU and Resource Sharing Agreement(s);
- Invoices and accounting records;
- Nondiscrimination and Equal Opportunity (Self-evaluation);

MIS and IT Data Collection and Reporting: SBWIB has extensive experience providing fiscal, program and contract oversight of performance-based adult, dislocated worker and youth programs using the I-TRAIN case management and MIS reporting system, which is linked to the JTA system. WIA funding has consistently required that program contracts contain performance measures that must be met annually. All clients are enrolled in I-TRAIN to track and report demographics, services and progress toward meeting Performance Measures. Activity reports are reviewed monthly by the SBWIB Executive Committee and Performance and Evaluation Committee and quarterly by the Youth Development Council. Participant data is electronically submitted to EDD through the JTA system. Our current CQI system will be modified to incorporate new web-based Information Technology functionalities that will be available in the I-TRAIN system which include pipeline management to allow managers and directors to see how the organization and different departments as a whole are working by reviewing enrollments and participant outcomes; and Salesforce CRM (customer relationship management), which allows continuous real time input by industry partners and video conferencing as a platform for reviewing progress and resolving issues.

STRATEGIES PROMOTING OPPORTUNITIES FOR ALL YOUTH

SBWIB has always maintained a belief that “all youth can learn and succeed” regardless of their individual circumstances and backgrounds when supported by a comprehensive system of services and supports delivered by caring and committed community partners. As illustrated throughout the foregoing Youth Strategies narrative, this belief underlies the success of our programs and services and will drive the strategies and objectives under this Plan.

SUMMARY

SBWIB’s Youth service delivery system is one that has evolved significantly, moving beyond merely meeting the program mandates of WIA by seeking to identify and implement innovative strategies to encourage youth to complete school and prepare for jobs in growth fields. The sector strategies on which the WIB will focus over the next 5 years will yield new innovative approaches that increase career options for youth and

their ability to pursue training and credentials to quality for employment in careers of their choice.

Goals for Youth Service Delivery System: SBWIB's principal goals for the Youth service delivery system are:

1. Expand the Blueprint to Workplace Success system to include Series II and III (short-term)
2. Work with education partners to identify specific strategies that increase our capacity to provide youth a more rigorous and relevant education (including STEM/STEAM) that prepares them for post-secondary education, training and careers. (mid-term)
2. Work with education partners to identify additional strategies that the SBWIB can take to promote students completing high school and earning a diploma. (mid-term)
3. Increase opportunities for all youth to participate in training and education activities that they need to qualify for self-sufficiency employment in fields for which career advancement opportunities exist. (long-term)
4. Identify and implement strategies to promote continuous improvement in the delivery of workforce development services to youth and, working with Network partners, identify appropriate measures of success. (mid-term)
5. Through the Youth Council and in partnership with education and community-based partners, develop an action plan to guide the design and delivery of services to disconnected youth. (mid-term)

Support for California's Strategic Vision: Within California's Strategic Workforce Development Plan, strategies for strengthening workforce development system services and employment opportunities for youth are captured within the following statement and in the plan's "Youth Goal."

The Governor believes California must have a well-educated and highly-skilled workforce in order to remain prosperous and competitive in the 21st century global economy.

Youth Goal:

Increase the number of high school students, with emphasis on disconnected youth, who graduate prepared for post-secondary education and/or career pathway employment.

SBWIB's plans to enhance our youth service delivery system complements and supports California's Strategic Vision by:

1. Focusing on the development of career pathways, which will improve opportunities for postsecondary education and training for careers in demand occupations and growth industry sectors.
2. Maintaining and strengthening ties to the local education system in order to jointly address the skills need of youth.
3. Recognizing the unique needs of at-risk youth and the need for improved strategies to keep youth in school and to reengage dropouts with the education system.
4. Adopting strategies to transform the local workforce development system into one focused on career pathway approaches for job seekers at all stages of their careers including new youth entrants to the workforce.

Compatibility with State Standards: On behalf of the Governor, the California Workforce Investment Board has established the following expectation with regard to its local plan evaluation standard for "Youth Strategies"

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

SBWIB's strategies for addressing the needs of youth meet each of the criteria against which the Youth Strategies Standard is measured.

1. ***The local board is a partner with K-12 education and community partners on strategies that reduce high school dropout rates and encourage dropout recovery.***

Both current and planned efforts address this objective as evidenced by:

- The academic support systems and services that are integral parts of WIA youth programs and to which all participants have access. These include academic coursework, alternative education programs and strategies, academic tutoring, and remediation and basic skills training.
- SBWIB's relationships with a broad array of community partners that serve as providers of support services to participants, but also make numerous referrals of at-risk youth, including dropouts, to the WIA system

- SBWIB's current and planned engagement with education partners to identify specific ways for the WIA program to reduce drop-out rates and support drop out recovery.
- Commitment to incorporate strategies and coursework in the design of career pathway systems to address the needs of high school students.

2. *The local board is a partner in developing and executing strategies to re-engage disconnected youth.*

Long committed to serving at-risk youth SBWIB's focus on supporting disconnected youth includes:

- Partnerships with education and other stakeholders to design and develop youth programs and services that are relevant to diverse groups of youth including those with limited ties to the labor market.
- Existing relationships with community partners, as indicated above.
- A youth-friendly one-stop system through which disconnected youth can learn about and explore career options and services that will prepare them for the world of work.
- Our goals of developing a specific action plan for serving disconnected youth; both directly in SBWIB's WIA Youth Program and through our network of partners.

3. *The local board partners with employers, educators and others to help youth understand career pathway options.*

Current and planned strategies for increasing youth awareness of career pathway options include:

- Youth are exposed to career pathway options through various career exploration and work-based learning activities, including and Blueprint for Success.
- Plans to devote information campaigns and awareness strategies as part of the career pathways development of the Sector Partnerships.

4. *The local board encourages youth to focus on attainment of postsecondary degrees and other credentials important to priority industry sector employers in the local or regional labor market.*

SBWIBs strategies and approached that support the focus of youth on skills development and credential attainment include:

- Performance targets and attainments. Continue to meet and/or exceed goals for credentials/degrees.
- Existing career exploration services, along with plans to develop new career pathways strategies as part of our sector focus.

- A youth-friendly one-stop environment, as described above.
- Plan to implement pathway programs that will provide multiple entry points for high school students and ease their transition from high school to postsecondary programs.

DRAFT

SECTION 6: ADMINISTRATION

OVERVIEW

Effective, high performing workforce development delivery systems require strong administrative support. The board and leadership of the SBWIB are committed to ensuring that local workforce programs and services go beyond simply meeting the requirements established under WIA's compliance structure. In developing this Plan, the SBWIB has affirmed its commitment to the following standards:

Quality: Programs and services must have content and produce results that customers' value and that meet and exceed their expectations.

Performance: Acquisition of skills, attainment of credentials, placement, job retention, wage gains, and customer satisfaction are among the areas in which performance goals are established. The SBWIB views these goals as the minimum benchmarks to be met and seeks to achieve results that exceed these targets.

Responsiveness: The SBWIB serves a wide array of customers and answers to constituents ranging from the U.S. DOL to employers and job seekers in local communities. Each customer and stakeholder has unique requirements, preferences and expectations, all of which are subject to change over time. A key element against which the SWIB measures its success is our responsiveness (in terms of both time and quality) to these needs and expectations.

Innovation: The workplace is ever changing. Technology, competition, and new markets are just a few factors that drive this on-going change. In order to keep pace with these changes, the SBWIB must develop and deliver services that are innovative and promote the ability of businesses in our region to compete and succeed.

Accountability: As the majority of our programs are publicly-funded, the SBWIB is acutely aware of the accountability required in managing and overseeing the local workforce system. Proven systems of tracking, recording, and analyzing data, support a committed board and experienced staff in meeting accountability standards.

This section of the plan addresses the following topics:

- The SBWIB's position as a community leader on workforce issues
- Collaboration with education in the planning process
- Engagement of key stakeholders in the local planning process
- Public comment process on local plan
- Award of contracts
- Designation and certification of one-stop operators
- One-stop system

- One-stop services
- One-stop system strategies for most-in-need target groups
- Strategies to support small businesses
- Resources for training in priority sectors
- Leveraging external resources
- Continuous improvement of training providers and programs
- Services for UI claimants and TAA service recipients
- Preparing workers for “green jobs”
- Integrating apprenticeship programs and Job Corps in the one-stop system
- Bylaws
- Updating the Local Plan
- Integrating service delivery with other systems

The SBWIB AS A COMMUNITY LEADER ON WORKFORCE ISSUES

With strong representation from business, labor, economic development, education and the agencies representing the one-stop partners, the SBWIB is recognized as a leader and an innovator in the arena of workforce development. The SWIB is supported by a staff of highly experienced and capable administrative professionals. There are dozens of examples that could be cited of events, projects, initiatives and plans on which the SBWIB has taken the lead. Thematically, these include:

Collaboration: More often than not, collaboration among the disparate disciplines involved in workforce development is inorganic and needs to be pushed. Because workforce development sits at the “crossroads” of education, training, economic development, and social services, the SWIB is in a unique position to capture the interest and engage of stakeholders in planning processes and in working together to achieve common goals. Perhaps the clearest manifestation of our leadership in this area is our development and management of the I-TRAIN. Before WIA and the advent of the ETPL, the SBWIB took the initiative to work with workforce development, education, business and other stakeholders to develop I-TRAIN so that tens of thousands of workers being displaced from aerospace and other major industries in Southern California would have access to the broadest possible range of workforce development programs.

Resource Development: The SBWIB has taken the lead in developing many proposals for discretionary funding aimed at bringing additional resources to the region to increase the availability of training and services for local job seekers and businesses. We have been responsible for more regional grants than any other WIB in California. Agencies throughout the region recognize the SBWIB’s effectiveness as an entrepreneurial fund developer that has been successful in securing millions of dollars in grants and contracts over the last decades. A few examples of this success are:

The PIC Aerospace Network (PAN): This project, which brought tens of millions in DOL discretionary dollars into Southern California to serve displaced aerospace employees

was one of the nation's first truly regional projects and was the basis for some elements of WIA design that found their way into the statute and regulations.

Project Phoenix: This project was funded by the state as a result of 9/11 and resulted in thousands of displaced workers being hired. Several local WIBs participated in this project, which was administered by the SBWIB.

Multi-Sector Partnership Grant: The SBWIB was awarded in 2011 this \$45 million National Emergency Grant by U.S. DOL. The project represents a broad coalition of 21 local workforce investment areas and the California Workforce Association providing services for 5,887 dislocated workers.

Service Delivery: WIA performance along with customer satisfaction surveys have confirmed that the quality of our services is consistently strong. The SBWIB's position of good standing in the community enables us to lead from a position of strength.

Finally, with regard to the SBWIB's leadership, it should be noted that in 2013 our Chief Executive Officer, Jan Vogel, received the California Workforce Association's first ever Lifetime Achievement Award for Distinguished Public Service.

COLLABORATION WITH EDUCATION PARTNERS IN THE PLANNING PROCESS

In addition to gathering information for the 5-year Strategic Local Workforce Plan via on-going meetings with service providers, WIB meetings, and participation by WIB staff on various committees, the SBWIB held two planning forums that were specifically focused on the roles of education partners in the workforce development systems. Sessions gave stakeholders the opportunity to provide input on the full range of issues addressed in the plan. Education agencies represented in these sessions included: El Camino College, and Centinela Valley Union High School District.

Input from our education stakeholders was instrumental in the development of the Plan and features of this input are interspersed throughout the Plan's goals and objectives, particularly with regard to processes involved in the development of career pathway programs in targeted industry sectors.

Exhibit # includes documentation of stakeholder involvement in these key planning sessions.

ENGAGEMENT OF KEY STAKEHOLDERS IN THE LOCAL PLANNING PROCESS

In addition to our education partners, we engaged business and labor representative in discussions about the Plan and SBWIB strategies for addressing the workforce skills and training needs of priority sectors. Participating in these planning sessions were:

- Alcoa Fastening Systems
- CA Screw Products
- Cherry Aerospace
- Providence Little Company of Mary Hospital
- Healthcare Partners
- LISI Aerospace
- FedEx Services
- PMI Global Logistics
- Painters and Allied Trades District 36
- UA Plumbers Local 78
- Iron Workers Local 433
- International Brotherhood of Electrical Workers (IBEW) Local 11
- International Association of Machinists and Aerospace Workers (IAM) Local 947x
- Laborers-Employers Cooperative & Education Trust Southwest
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Business and labor will continue to play an active role in the execution of this Plan through their participation working with the Sector Partnerships and in training and hiring job seekers served by SBWIB programs.

Again, input obtained from stakeholders through all of these processes is embedded throughout the plan and in its goals and objectives.

Exhibit N includes documentation of stakeholder involvement in the key planning sessions.

PUBLIC COMMENT PROCESS ON LOCAL PLAN

The SBWIB's process to obtain input on the 5-year Strategic Local Workforce Plan includes:

Public Notice: A notice is published in The Daily Breeze, as well as on our website announcing the release date of the draft Plan with the opportunity to provide comments.

30-Day Comment Period: The date on which the Plan is released and made available to the public marks the start of a 30-day public comment period during which comments on the published draft are accepted.

Public Hearing: The 30-day public comment period opens with a public hearing during a meeting of the WIB Executive Committee. At this time, interested parties may provide written responses or verbal testimony in accordance with SBWIB public meeting procedures.

Input from system stakeholders and collaborators (including individuals representing business, labor, education, economic development, community-based organizations and others) was obtained during the Plan development process as described above. This participation does not preclude stakeholders from providing further input in response to the draft Plan during the 30-day comment period.

Exhibit # includes written comments along with a summary of verbal testimony received that expresses disagreement with one or more features of the plan.

AWARD OF CONTRACTS/DESIGNATION AND CERTIFICATION OF ONE-STOP OPERATORS

The South Bay Workforce Investment, Inc., a California non-profit corporation, is responsible for the disbursement of WIA grant funds.

WIA Adult and Dislocated Worker Program One-Stop Services: The SBWIB's one-stop system was in operation years before the enactment of WIA. At the time WIA was implemented, the chief elected officials of the cities that are party to the joint powers agreement and the South Bay Workforce Investment Board determined that the centers in the pre-WIA system should continue as operators [WIA Section 121(e)]. As has been the case for many local workforce investment boards, the Governor approved this structure through acceptance of the SBWIB's local workforce investment area plan. Through this process, our one-stop operators in four cities (Inglewood, Gardena, Redondo Beach and Carson) were designated one-stop operators.

The certification process is conducted through an independent review every two (2) years. Prior to the evaluation, this process requires that one-stops participate in a detailed self-assessment process. The certification assessment and the subsequent review are based on the Baldrige System of Excellence, incorporating the seven major areas of focus: leadership; strategic planning; customer and market focus; human resource focus; process management; and business results. Based on the review process, centers may be certified at three levels. Level I Certification scores will range from 40-59%; Level II Certification scores from 60-79%; and, Level III Certification scores from 80-100%.

WIA Youth Services: Every 5 years, the SBWIB issues a solicitation under an open competitive procurement process to select the organizations to deliver WIA Youth services described in this plan. This solicitation is used to identify and select qualified providers to deliver a range of WIA Youth Program Services to in-school and out-of-school youth for recruitment, assessment, enrollment, case management, progress tracking, monitoring, provision of support services and more. Proposals are evaluated by independent review panels in accordance with scoring guidelines published in the RFPs. Evaluations take into consideration organizational capacity; program design; demonstrated performance; and fiscal capability/program budget. Services are delivered in the context of the SBWIB's one-stop youth system.

ONE-STOP SYSTEM

The SBWIB's one stop system is principally defined by the ways in which its services and information reach our customers: through physical sites; via the Internet; and through our one-stop partners.

Brick and Mortar Locations: Currently, the SBWIB delivers services from four physical sites:

- Inglewood and Gardena – comprehensive one-stop centers
- Carson and Redondo Beach – satellite one-stop centers

The comprehensive one-stop career centers provide the full range of WIA core, intensive and training services (described in greater detail further in this section) and is supported by on-site assistance and electronic services from several one-stop partners. The satellite locations offer a narrower range of services with fewer staff.

The SBWIB's centers have traditionally carried the name, "One-Stop Business & Career Center." However, we are in the process of re-branding the system to correspond with the national "American Job Center" network moniker being promoted by U.S. DOL.

Exhibit # is a list of the SBWIB's one-stop career center locations.

Web-Based One-Stop Information Services: To make information as accessible as possible for job seekers and businesses, the SBWIB's website contains a wealth of information under categories including: business services; job seeker services; youth services; community resources; workshops; and more. The SBWIB's website is located at www.sbwib.org.

Broad Reach via the One-Stop Partnership: The SBWIB's one-stop system includes all of the partner programs prescribed by WIA, along with a large number of community resource agencies that provide training, counseling and many of the supportive services most needed by job seekers. These organizations provide SBWIB-generated information to job seekers throughout our service area and in nearby communities, and in doing so, function as an essential part of the one-stop system.

The SBWIB's four one-stop centers served 130,956 customers during program year 2011-2012. Our entered employment rate was 97.97% among the adult population; and 97.70% among dislocated workers. The entered employment or education rate was 95.03% among the youth population. The SBWIB one-stop services saw a 346% return on investment, equating to \$3.46 returned through taxes paid by successfully placed trainees for every dollar invested.

Exhibit # includes a comprehensive listing of the SBWIB's one-stop partners.

ONE-STOP SERVICES

The SBWIB's one-stop services are built around a set or core principles that were promoted at the implementation of WIA and remain meaningful today. These principles center on the availability of:

- Universal access for all job seekers;

- Effective career decision-making and job search tools;
- Information/resources job seekers need to manage their career development; and
- Services that enable skill gains; attainment of industry-recognized credentials; job placement; self-sufficiency wages: employment retention; and career advancement.

In addition, the SBWIB's system recognizes business as a customer with equal standing to that of job seekers.

Services for Job Seekers: The SBWIB provides the full range of one-stop services envisioned by WIA, including core, intensive and training services. In addition, the one-stop system is well situated to address State system transformation goals, which focus on skills development, and the existing network of one-stop partners which includes education agencies at all levels of learning.

Tiered Services: Core, intensive and training services available to job seekers through the one-stops include:

Core Services:

- Employment information, including job vacancy listings, skills necessary to obtain employment in specific jobs and demand occupations as well as the expected earnings and skill requirements for those occupations in the local, regional and national labor markets
- Provision of information regarding filing claims for unemployment compensation
- Determinations of eligibility for services requiring criteria-tested eligibility
- Outreach and orientation to one-stop services
- Provision of performance and cost information on eligible providers of training services
- Provision of information on the availability of supportive services, including child care and transportation, and referral to such services, as appropriate
- Assistance in establishing eligibility for other financial aid for training and education not funded under WIA
- Job search and placement assistance and, when appropriate, career exploration/facilitation
- Initial assessment of skill levels, aptitudes, abilities and supportive service needs,
- Follow-up services.

Intensive Services:

- Comprehensive and specialized assessments of skill levels and service needs that may include diagnostic testing and in-depth interviewing to identify employment barriers and employment goals
- Development of an individual employment plan to identify the employment goals and appropriate combination of service for the participant to achieve the employment goals
- Group counseling

- Individual counseling and career planning
- Case management for customers seeking training services
- Short-term prevocational services, including development of learning skills, communication skills, punctuality, personal maintenance skills and professional conduct to prepare individuals for unsubsidized employment or training.

Training Services:

- Occupational skill training, including training for non-traditional employment
- On-the-job training
- Programs that combine workplace training with related instruction, which may include cooperative education programs
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training
- Customized training conducted with a commitment by an employer or group of employers to employ those who successfully complete training.
- Adult education and literacy activities provided in combination with other skill training services listed above

Gateway to Comprehensive Education, Training and Support Services: On top on all of the services listed above (core services for the general public and intensive and training services for job seekers enrolled in the WIA Adult and Dislocated Worker programs), the one-stop system provides job seekers access to myriad resources for independent career exploration and career planning tools, no cost and low cost education and training programs (outside of WIA) and support resources to enable training and an effective job search.

Services for Business Customers: As described, the SBWIB offers a comprehensive set of services for businesses through the one-stops and our Business Services staff. These include recruitment services; information on workplace regulations; rapid response and business retention services; development of work-based training programs (including OJT and customized training); information on and assistance in accessing tax credits; and labor market information. In addition, through the one-stops, businesses can access and receive referrals to other business assistance providers such as the El Camino College Small Business Development Center, LAEDC and others.

ONE-STOP SYSTEM STRATEGIES FOR MOST-IN-NEED TARGET GROUPS

Through the one-stop mandate, WIA creates a universal access system. This system has proven extremely effective in helping to create broad recognition among job seekers about SBWIB and the services provided by WIA and the one-stop partners.

While the one-stop creates a single point of entry, it does not seek to limit services to the individuals or groups with multiple or unique barriers to employment that have traditionally been targeted by public workforce development programs. In addition to operating specialized programs for displaced workers, for whom WIA provides a specialized fund stream, SBWIB's programs serving adult job seekers include unique approaches and strategies to addressing the workforce needs of various target groups, including the following:

Dislocated Workers: Through our Multi-Sector Workforce Partnership programs, coordinated recruitment campaigns are conducted with EDD to identify eligible employers/employees to participate in retraining and placement programs targeting sector-based programs and initiatives.

Women: Labor market information in non-traditional careers is made available to women during orientations. This includes referrals to Women in Non Traditional Employment Roles (WINTER); a non-profit organization dedicated to building a pipeline of diverse, well-qualified women in careers in the environmental remediation and green retrofit fields (construction and building trades).

Veterans: Priority services are available to service members, including eligible military spouses. One-stop services are coordinated with partners and programs such as VEAP, EDD, and US Vets.

Public Assistance Recipients: In addition to the full range of one-stop services, individuals receiving CalWORKs and others forms of public assistance participate in the Transitional Subsidized Employment program managed by SBWIB to gain a foothold in the labor market.

Offenders: Career resources are provided to individuals seeking job placement support, training, and on-the-job training promoting a second chance. On-site partnerships have been formed with Friends Outside to promote job training services under a special DOL grant designed for re-entry (RExO); job coaching and support services are available.

In conjunction with SBWIB's focus on strengthening the system's responsiveness to the needs of priority clusters, we will direct the Sector Partnerships in an examination of how the system can address to the needs of special populations to prepare for employment in our priority sectors. As the regional and intermediary networks continue to examine data on promising sectors, opportunities that may exist for one or more special populations will be part of its analysis.

STRATEGIES TO SUPPORT SMALL BUSINESSES

There are a number of definitions of what qualifies as a small business. Still, the fact remains that most businesses in Los Angeles County and particularly in our sub-region are small businesses, with fewer than 100 employees. These businesses are essential

to the economic stability, vitality and growth of the county and serve as a principal target for our services and those of our of workforce development partners.

A few of the many ways in which we assist small businesses include:

On-the-Job and Customized Training: These work-based learning programs are especially worthwhile for and of interest to small businesses. Where many larger businesses have the resources to develop and deliver training to their employees, this is just not possible for small businesses without outside support. As part of the process of developing OJT and customized programs, our staff completes a skills inventory for each job, which includes a job description. Besides the training itself, small businesses recognize the value of these services to the operations.

Collaboration with Chambers of Commerce: The SBWIB managers and staff are active with the nine local chambers of commerce representing our member cities. The chambers provide us access to hundreds of small businesses. Our participation in chamber events is an effective tool for introducing our services to small businesses, as are the print materials about SBWIB which several of the local chambers insert into the welcome packet they provide to new businesses.

Support for Entrepreneurship and Small Business Start-Ups: Our centers provide interested individuals and entrepreneurs with access to on-line videos developed in conjunction with the Redondo Beach Chamber of Commerce and Economic Development Committee to guide in the process of “*How to Start a Small Business.*”

Partnership with the Small Business Development Center (SBDC): The SBDC at El Camino College is a key partner and resource for SBWIB in assisting small businesses. To supplement the staffing and workforce development services we provide to small businesses, the SBDC provides the services and information, including: business planning; internet services; marketing; securing and managing government contracts; information on laws and regulations; financing options; and assistance in maneuvering the maze of human resources regulations.

SBDC will continue to work with the SBDC and other network partners to address the workforce development and related needs of small businesses. In addition, representatives of small businesses will provide critical support to the Sector Partnerships that will drive service planning for the SBWIB’s priority industry clusters.

TRAINING IN PRIORITY SECTORS

In order to ensure that sufficient system resources are being spent to support training in priority sectors, SBWIB first sets aside sufficient resources in our budget to support training. In addition, management ensures that information on target sectors is distributed and publicized throughout the one-stop system to staff and customers alike. Currently, our system is set to exceed WIA training expenditure requirements promulgated via State Senate Bill 734. We have begun to track training by priority

sector. Currently, a significant portion of participants in training are enrolled in courses aligned with our industry targets, particularly healthcare. We expect that these percentages will increase as we begin to saturate our one-stop system with career exploration resources and materials aimed at promoting job seekers' interest in career pathway programs in growth industries and other promising sectors.

LEVERAGING EXTERNAL RESOURCES

WIA and the one-stop system provide the very model for resource sharing among workforce development stakeholders. Whether called leveraging, braiding or sharing, the fact is that the one-stop offers programs, services and information to its customers that are funded from hundreds of public and private resources. The model is one where the service needs of a job seeker, a business or an industry are assessed and resources are assembled from a variety of sources to meet these need.

The SBWIB currently leverages resources from WIA, community college CTE, average daily attendance funds of the K-12 system, Pell Grants, VA benefits, ETP, TANF, scholarship programs and various specialized grant programs to fund training. The infrastructure of the one-stop is supported by WIA funds and those of partners, such as EDD's Wagner Peyser program. The SBWIB has developed expertise in the terms of resource development to help support business and industry training needs and those of local job seekers. As a result, SBWIB has accessed significant support from external resources including:

Currently, WIB formula funds (Adult, Dislocated Worker and Youth) represent approximately 12% of SBWIB's total annual operating budget, with the remaining 88% coming from federal grants and state WIA discretionary grants, the TANF system and other public and private sources. While portions of this funding are restricted to specific purposes and clientele, overall, these funds help to support SBWIB's workforce development system, the purpose of which is to serve businesses and job seekers.

As SBWIB moves forward in making sector strategies the focus of the workforce system within the South Bay region, we will continue to leverage resources from many fund streams to meet industry goals on behalf of local job seekers and businesses.

CONTINUOUS IMPROVEMENT OF TRAINING PROVIDERS AND PROGRAMS

As described in Section 1 and throughout this Plan, SBWIB manages the I-TRAIN, which functions as the local eligible training provider list, on behalf of several Southern California workforce investment areas. Programs approved for I-Train become part of the statewide ETPL and can be accessed by WIA clients throughout California. The SBWIB conducts an annual review of each provider and program to ensure that eligibility requirements continue to be met and that completion and placement performance for WIA participants meets established thresholds.

Programs on I-Train are those that correspond to specific requirements established by WIA for inclusion on the ETPL. These include factors pertaining to provider status, course approval, content, performance results and significance of the program with regard to the employment opportunities in the local labor market. While the SBWIB representatives are highly experienced at processing program applications for I-TRAIN, ensuring that the slate of approved programs reflects needs of local area employers and job seekers requires our engagement with these key customer groups and the use of effective feedback mechanisms.

Business Engagement: While we have traditionally obtained input from employers on training and other services through advisory groups and surveys, the three-tiered structure that we are implementing to support our focus on priority sectors will enable the SBWIB to ascertain the specific skills, certification and coursework required by businesses in these industries. Specifically, our four Sector Partnerships will engage business representatives in discussions of skills needed for a wide range of occupations at various levels along a career path. This information will provide the basis for our assessment of whether training corresponding to these needs is on the I-TRAIN.

Input from Job Seekers: Through our one-stop system, case managers and other staff continuously receive input from job seeker customers regarding the training programs and courses they are interested in. As staff shares this information during meetings and in reports, one-stop managers transmit information to SBWIB leadership regarding training areas for which demand exists among job seekers. Another mechanism through which we receive considerable input regarding both training interests and the impressions of job seekers who have completed training is our customer satisfaction survey systems. In addition to posing the American Customer Satisfaction Index questions, the surveys enable respondents to include comments. Frequently comments address training along with information on programs and content desired by job seekers. Generally, the course content requested by job seekers mirrors that of businesses that provide us feedback. This is not surprising, as job seekers meeting with potential employers quickly become familiar with the precise skills and certifications that are required to secure employment.

Continuous input of the programs and providers on I-TRAIN occurs not merely as a result of examining performance achievements, but by using customer input to identify the skills and certification requirements for priority sector occupations at various entry points along career pathways in these industries. When training is needed, but not available, SBWIB staff will work to identify providers and programs for such training and actively recruit their applications for I-TRAIN. Where required coursework does not exist, we will utilize our Sector Partnerships to drive the development of needed curricula.

SERVICES FOR UI CLAIMANTS AND TAA SERVICE RECIPIENTS

Based on our partnership with EDD and the presence of EDD staff at SBWIB's centers, the one-stops are able to provide a strong and effective set of services to UI claimants and TAA service recipients.

UI Claimants: Virtually the full range of one-stop services is made available to UI claimants. However, one-stop services most closely associated with this group include the following:

- UI claimants are first offered general information and access to a UI navigator or help desk to facilitate any questions they may have. Customers receive assistance with filing for UI benefits; communicating electronically with UI personnel via EDDCOM; transmitting follow-up documents; and use of dedicated UI telephones that enable UI claimants to call from our one-stop centers or other EDD service locations.
- Reemployment services are available specifically for UI claimants who do not register for work in CalJOBS within 21 days of filing for benefits. These claimants are invited to a Personal Job Search Assistance (PJSA) appointment. Customers are provided an orientation to services in the one-stop, along with a review of their potential eligibility under UI's California Training Benefits Program for those who wish to pursue training while receiving UI benefits.
- UI claimants who appear to fit the WIA profile of "dislocated worker" and are likely to exhaust their UI benefits due to limited labor market opportunities in their field are invited to an Initial Assistance Workshop within the first four weeks after filing their claim. These individuals are provided services similar to those offered to PJSA clients, except they must also select a follow-up reemployment service that must be completed within a specific period of time.
- Re-employment Assistance workshops are part of a mandatory service provided to long term UI clients as a result of the "Middle Class Tax Relief and Job Creation Act of 2012." Services under this legislation are provided for long term UI recipients who need to be reintroduced to the one-stop and its services. A review of the UI client's job search efforts are also part of the activity. Customers are also directed to re-engage in reemployment services related to job preparation, referrals to training or networking via "Experience Unlimited" for those that meet its eligibility criteria.

Trade Adjustment Assistance (TAA) Allowances and Special Assistance: EDD representatives available through the one-stop provide assistance to job seekers in the TAA target group. Eligible workers who qualify for TAA receive Trade Readjustment Allowances (TRA) benefits and may also be eligible for the Health Coverage Tax Credit program. TAA participants are provided with one-on-one assistance in order to ensure their eligibility for the program. Case Managers also help file petitions to U.S. DOL for TAA Certification for a group of three or more affected workers. TAA participants undergo an eligibility review process, which consists of an assessment to determine if they have sufficient skills to re-enter the labor market. The TAA Case Manager ensures

that the effective use of training resources (such as WIA) or other eligible programs within their local one-stop are utilized to support reemployment. The program itself assists workers to regain employment through the use of a full range of services via the on-stop and, if needed, provides classroom and/or on-the-job training, job search and relocation assistance allowances. The TAA Case Manager ensures that the TAA client maintains UI benefit eligibility and that clients file for extensions to their UI claims, as needed, in order to continue to receive benefits through the completion of the approved training program.

PREPARING WORKERS FOR GREEN JOBS

In 2008, SBWIB established the California's Green Workforce Coalition. The Coalition is a voluntary partnership of environmentally committed organizations and companies. As a networking and learning community, it provides a forum for discussion on sustainability and green jobs issues. On specific projects, the Coalition catalyzes and facilitates partnerships in which members can blend or align resources to address specific local issues concerning worker preparation for green jobs. It also serves as a strategic action group that enables members to mobilize and jointly solve specific green workforce challenges. In addition to organized labor, sustainable businesses, economic development, economic research, and community-based organizations, the Coalition's members represent many of California's key workforce preparation and development systems including EDD, the California Community Colleges, the K-12 public education system, the local WIA system, and the California State University system.

The SBWIB has managed investments that began under ARRA to develop training programs designed for green building professionals, renewable energy systems, energy efficiency, and building performance. In October 2009, we were awarded a grant for the Gateways to Green Building Pre-Apprenticeship Program under the California Clean Energy Workforce Training Program, and in July 2010 received funding from United Way to continue Gateways to Green Building through the Pathways out of Poverty program.

More recently, in early 2011, the SBWIB established the Economy, Energy, and Environment (E3) initiative, which is a coordinated federal and local initiative providing manufacturers with lean, clean, and greenhouse gas assessments. Partners include EPA, Departments of Energy and Labor, the City of Los Angeles, Southern California Gas Company, and Southern California Edison. E3 is currently selecting its second of two test-case companies. The SBWIB is committed and will continue to work with federal, state and local partners to share resources and prepare workers for the green jobs of the future and as the supply of jobs return in this region.

INTEGRATING APPRENTICESHIP PROGRAMS AND JOB CORPS INTO THE ONE-STOP SYSTEM

Collaboration with organized labor and apprenticeship programs has been long-standing. However, collaboration has been informal and the SBWIB is in the process of

developing actual policies to fully integrate registered apprenticeship programs and Job Corps services into the local one-stop system. Following is a summary of current efforts and plans for policy development.

Partnering with Apprenticeship Programs: Formal relationships, which are grounded in memoranda of understanding and other structured agreements have been developed as well as collaborating with labor projects. In addition, the SBWIB is finalizing details pertaining to a number of and apprenticeship programs related to our priority sectors (particularly construction and manufacturing). The SBWIB will connect labor unions with the one-stop centers to implement a continuum of work-based learning activities designed to provide career exploration and hands-on experience leading to apprenticeship opportunities. The continuum begins with a commitment from five local trade unions:

- Painters and Allied Trades District 36;
- UA Plumbers Local 78
- Iron Workers Local 433
- International Brotherhood of Electrical Workers (IBEW) Local 11; and
- International Associations Of Machinists and Aerospace Workers (IAM) Local 947

These locals have committed to participate in Apprenticeship Orientations that will be conducted regularly at the SBWIB's One-Stop Business and Career Centers to provide opportunities for job seekers to interact directly with union representatives to learn more about the trades, the qualifications and skills needed for each trade, apprenticeship program and career opportunities. Information will be presented on working conditions, training and advancement, earnings and benefits. Additional detailed information will be provided on local pre-apprenticeship programs such as CCEO YouthBuild, Women In Non-Traditional Employment Roles (WINTER) and others.

Phase 2 of the continuum will consist of company tours and job shadowing to provide a "real-world" view of the industry and the work environment. Learning and career exploration becomes an integral part of the job search mode to assist job seekers in making informed career choices that support retention. An IBEW Local 11 representative explained that the industry experiences very high and costly turnover because more than half of those beginning apprenticeship programs don't complete, often because of a lack of understanding about the industry and what's required. This "all aspects of an industry approach", which had primarily been focused in the youth programs, will be expanded to include adult job seekers in order to gain a strong experience in and a comprehensive understanding of the skills and requirements to be successful in their employment experiences.

The orientations, company tours and job shadows will be followed by opportunities to participate in "Boot Camp", as a capstone work-based learning experience leading to enrollment in an apprenticeship program. Piloted nearly ten years ago by the SBWIB in collaboration with El Camino College, the Boot Camp activity will offer a 3-5 day hands-on training experience working with skilled journeymen to learn basic tasks such as

blueprint reading, measuring, and use of basic tools. Hosted by the labor unions in coordination with local community colleges, Boot Camps serve as a mechanism to pre-screen job seekers and select those most suitable for the industry thereby reducing recruitment costs resulting in higher retention rates compared to traditional hiring processes. They provide job seekers workplace experiences that help them make informed career choices.

Organized labor representatives and those from apprenticeship programs, participate in the regional network will be active members of each of our Sector Partnerships. In addition, the SBWIB in in the process of developing a policy concerning procedures for fully integrating DIR-DAS-approved apprenticeship programs into our one-stop system. At the same time, we are preparing a “crosswalk,” illustrating apprenticeship opportunities for occupations in SBWIB priority sectors. This document will assist staff in working with job seekers to identify appropriate apprenticeship training.

In addition, the SBWIB has developed a policy concerning procedures for fully integrating DIR-DAS-approved apprenticeship programs into our one stop system. At the same time, we are in the process of preparing a “crosswalk” illustrating apprenticeship opportunities for occupations in the SBWIB’s priority sectors.

Job Corps Linkages and Collaboration: The SBWIB has collaborated with the Los Angeles Job Corps Center for more than 20 years. Our one-stops and youth program promote the center through providing customers with print materials and information about the job training, academic support and placement assistance that Job Corps provides to its participants. As stated, we are in the process of developing policies for integrating the Center into our one-stops. This may include inviting Job Corps staff to participate in orientation workshops and other information and training sessions. It may also include the opportunity to use one-stops as a recruitment site and as a location for employer events.

Representatives from organized labor and the Long Beach Job Corps Center are expected to be active participants in the sector-driven research and planning the SBWIB’s Sector Partnerships. Through the discussions and planning activities that take place within the groups, opportunities for engaging apprenticeship programs and Job Corps into the operations of the one-stop will be identified.

THE SBWIB BYLAWS

Attached is Exhibit # a copy of the SBWIB’s bylaws, dated month year. Virtually, every significant element of this plan is grounded in the WIB’s bylaws, which provide a structure for its operations, outlining its purpose and functions pursuant to federal and state statures and local priorities. In addition, the bylaws describe: the membership of the WIB; procedures for appointment of members; the role of board officers; duties of members; procedures for removal and resignation members; committees; guidelines for meetings and WIB actions; authority; and procedures for adoption and amendment of the bylaws. (please verify this statement)

UPDATING THE LOCAL PLAN

As indicated in the introduction to this plan, the process of updating the plan over its five-year period (2013 through 2017) will be on-going. The very goals and objectives which serve as the core of the plan may themselves change, as the SBWIB is committed to the delivery of services that are business-responsive and that remain relevant to the workforce needs of our service area at all times. Structures and processes that will drive and/or support the regular review of the plan will include:

The Regional and Intermediary Network: As the workforce network for the greater Los Angeles area, LAWSC will serve as a central point for collecting information, promoting policy alignment across workforce systems, and implementing regional initiatives. The South Bay Cities' COG Economic Development Roundtable, our intermediary network, will review and evaluate economic and workforce data from within the SBWIB service area to determine where growth industries, emerging sectors and fields/industries being affected by large scale retirements may need support. As new priorities are identified at either level, the need for new strategies will follow. This will trigger changes to the Plan.

Sector Partnerships: As described in Section 2 of this plan, the Sector Partnerships that will be built around the SBWIB's targeted priority industries will concentrate on developing career pathways models and programs. Over time, the groups' intensive review and planning processes could result in considerable adjustments to the plan.

WIB Oversight of the Business Services Plan: As the business outreach committee manages and reviews services connected to the SBWIB's business services plan, it is likely that opportunities for service improvements will be identified.

The SBWIB Responsiveness to Pertinent Economic, System and External Influences/Requirements: Shifts in the local economy, changes in federal workforce legislation and changing priorities at the State level cannot be precisely forecast, but they can be generally expected. As they occur, the WIB will make adjustments to the plan, which will be communicated to the State through its structured plan modification process.

INTEGRATING WIA SERVICE DELIVERY WITH EDD PROGRAMS AND SERVICES

Collaboration, coordination and service integration with local partners has long been part of the SBWIB's approach to managing the local workforce system and operating the WIA program. As we move forward in working with a large group of stakeholders participating in our regional and local networks and Sector Partnerships, we expect to expand on current collaboration and service integration efforts resulting from our focus on resource development, leveraging and braiding.

While the SBWIB has not adopted the “Integrated Services Delivery” model that has been piloted over the last several years by a number of local workforce investment areas’ “learning labs”, we have worked closely with our local EDD partner to develop strategies and implement systems that produce a streamlined and efficient process and excellent job placement results for our customers.

Since the implementation of our one-stop system prior to the enactment of WIA, EDD has been a critical partner in the delivery of services at all of our centers through full co-location, placement of part-time staff and electronic linkages. A Memorandum of Understanding in place between the SBWIB and the EDD clearly defines roles and expectations and is an effective tool in ensuring the goal of seamless service delivery is met. EDD provides labor exchange and unemployment insurance services at our centers. WIA and EDD staff shares resources and exchange information about clients and rely on the expertise that each organization brings to the one-stop system. At our comprehensive center, both the one-stop system and EDD have staff assigned to the resources rooms within each career center to assist clients and to ensure that cross-referrals occur, as appropriate. UI claimants are entered into the One-Stop registration system. EDD also provides a host of other services at the one-stops, including, but not limited to: re-employment services, workshops, California Training Benefits, veterans services, as well as securing NAFTA/TAA benefits for those clients meeting eligibility criteria, as described above. Local EDD, one-stop and SBWIB management meet regularly basis to discuss operational and administrative issues and to ensure that non-duplicative, high quality services are provided to our One-Stop customers.

Over the next two years, we will continue to monitor the statewide implementation of the Integrated Service Delivery (ISD) model to determine if our system could benefit from implementation of one or more features of the model or ISD in its entirety.

SUMMARY

Information within this section makes clear that the SBWIB has developed and maintains systems, processes and procedures that ensure sound management and promote accountability. As the SBWIB works to develop stronger and more effective partnerships with stakeholders in connection with sector strategies, we will work to identify opportunities to eliminate administrative road blocks and better align the workforce system’s goals and priorities with those of our partners.

The SBWIB’s Goals for High Quality Administration, System Alignment and Accountability: The SBWIB’s principal goals and timeline for the System Administration and accountability are:

1. Continue to seek stakeholder input on the services and strategies addressed in the plan using the regional network, SBEDR and the Sector Partnerships as structures for this process. (short-term goal)

2. Work with stakeholders to identify strategies for meeting the workforce development needs of special populations, ensuring these needs are addressed in career pathways strategies developed by the Sector Partnerships. (Mid-term goal)
3. Develop innovative approaches to better connect small business enterprises with the workforce development system. Short term goal)
4. Develop strategies to more fully integrate registered apprenticeships programs and the Job Corps with the one-stop system and WIA youth programs. (Mid-term goal)
5. Using information and input from our three-tiered sector review structure, provide input to the State on strategies to better align administrative systems affecting workforce development, education, economic development and allied service delivery systems.(Mid-term goal)

Support for System Alignment and Accountability Goal: Within California’s Strategic Workforce Development Plan, strategies for system administration, alignment and accountability are captured in the following goal statement:

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

The SBWIB’s administration and accountability systems support California’s Strategic Vision by:

1. Using data, evidence and best practices as the basis for developing policies and procedures.
2. Collaborating on many levels with stakeholders to promote coordination and system alignment.
3. Embracing accountability, while striving for excellence.

Compatibility with State Standards: On behalf of the Governor, the California Workforce Investment Board has established the following expectation with regard to its local plan evaluation standard for “Administration of the Local Board.”

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

The SBWIB's strategies for meeting the criteria associated with the Administration of the Local Board Standard include those enumerated below.

- 1. The local board membership meets all legal requirements (WIA Section 117(b), SB 293) and is representative of the community.**
 - The SBWIB's structure and composition meet all federal and state WIA requirements.
 - Business members represent a broad cross section of companies in the local area, many of which represent priority sectors and other growth industries.

- 2. The local board meets other required elements (WIA sections 117(h) and 121(b), SB698).**
 - The SBWIB has four one-stop centers; 2 comprehensive centers and 2 satellites.
 - The WIB's Business and Economic Development Committee is responsible for the Business Services Plan.
 - The SBWIB's Youth Council is active in reviewing program options and making recommendations to the board.
 - A minimum of 30% of youth funds are spent on out-of-school youth.
 - The SBWIB meets or exceeds its common measure performance goals for the most recent completed fiscal year.

- 3. The local board continuously reviews performance of its programs and initiatives, and has a strategy for encouraging and ensuring continuous improvement.**
 - Performance reviews (against state and local goals) are conducted for all programs on a continuous basis, with comprehensive reports produced both monthly and quarterly.
 - The SBWIB's one-stops and youth programs use a structured customer satisfaction survey system to obtain feedback from all customers. Results are tracked and reported.
 - The board maintains a public comment process at its meetings and seeks written comments from the public on various matters including the 5-year strategic local plan/
 - Return on investment is measured through a variety of processes including external review, such as an independent cost benefit analysis recently completed by Economic Modeling Specialists, Intl.
 - The WIB supports efforts to reduce service delivery inefficiencies and is committed to implementing quality improvements where necessary.

- 4. The local board transparently communicates the results of its efforts with the community.**

- Local board summaries are clear and are published online.
- Performance results are published and available to the public.
- Program successes are broadcast through a variety of mechanisms, including presentations, print publications and digital media.

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H. Interim Local Plan Guidance

WIA Section 118 and California UI Code Sections 14221-14222 require the Local Boards to submit a comprehensive five-year Local Plan to the State Board. The Local Plan mirrors the State Strategic Workforce Development Plan and identifies the Local Board strategies to achieve the State Strategic Workforce Development Plan goals and actions. The recent amendments to the Workforce Training Act added similar local and regional strategic planning requirements in addition to the WIA Local Plan requirements [UI Code 14200(c)]. As a result, the Local Plan must now support the 4 State Strategic Workforce Development Plan goals and related objectives in addition to the WIA requirements.

In order for Local Boards to have as much time as possible to draft their Local Plan and obtain CLEO approval by the April 1, 2013 submission deadline, the State Board is providing this interim instruction and guidance for development of the five-year Local Plan. The State Board and EDD-WSB will issue a formal EDD Directive with detailed final guidance by December 2012. Local Boards are encouraged to begin their local planning as soon as possible using this interim guidance.

The State Board and EDD-WSB Regional Advisors will provide technical assistance to LWIA administrators and staff responsible for developing the Local Plan. The State Board will conduct a series of regional technical assistance forums throughout the state in fall/winter 2012/2013. The EDD-WSB Regional Advisors will assist the State Board in the review and approval of the Local Plans as well as with negotiations of Local Board performance level targets.

PROPOSED TIMELINE FOR LOCAL PLAN REVIEW, LWIB RE-CERTIFICATION and HIGH PERFORMANCE LWIB CERTIFICATION

As stated in Chapter VI, in 2013 the State Board will concurrently perform three statutorily required activities in order to maximize efficiency and minimize administrative workload of the Local Boards and state staff. These activities are:

1. Approval of new five-year Local Plans;
2. Evaluation of Local Board performance to recommend full or conditional Local Board recertification to the Governor; and
3. Evaluation of Local Board performance for “high-performance” certification.

PROPOSED TIMELINE

November 2012	State Strategic Workforce Development Plan and Interim Local Plan and high-performance criteria released for public comment.
Fall 2012 –Winter 2013	State Board, ETP and EDD-WSB Regional Advisors conduct Local Plan training and technical assistance forums throughout California.
December 2012	DOLETA approves State Strategic Workforce Development Plan and statewide WIA Common Measure performance targets.
January-March 2013	Local Boards negotiate WIA Common Measure performance targets with State Board and EDD-WSB.
April 1, 2013	Local Plans and requests for high-performance certification submitted to State Board.
April-June 2013	State review team reviews Local Plans and determines minimum and high-performance using the evaluation rubric in Appendix I.
April-June 2013	State Board and EDD-WSB notifies Local Boards of Local Plan deficiencies and provides technical assistance.
By July 1, 2013	State Board notifies CLEO of approved Local Plan, full or conditional Local Board recertification, and if requested, high-performance certification.
July 1, 2013	State Board recommends to the Governor the withholding of WIA formula funds to LWIA’s that have not submitted or do not have an approved Local Plan.

The State Strategic Workforce Development Plan promotes a regional approach to the identification of priority sectors and clusters of opportunity, the prioritization of employer needs, the coordination of resources, and the sustainability of the targeted investments. In order to minimize duplication of effort, Local Boards are encouraged to pool their resources to share the cost and workload of their strategic planning regionally.

Prior to approval, the State Board will review each Local Plan to ensure that they contain key required elements such as:

- WIA Local Plan elements required by DOLETA and UI Code Section 14221, such as:
 - Locally negotiated performance levels;
 - Updated MOUs;
 - Budget plans;
 - Participant summaries; and
- State requirements and strategies related to the Workforce Training Act (UI Code Section 14220(c)).

The following pages provide the outline and the content of the Local Plan. The outline is structured so that the Local Plan supports the four State Strategic Workforce Development Plan goals and related objectives.

SECTION 1 VISION

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

Goal: Meet the workforce needs of high demand sectors of the regional economy.

- Describe the CLEO’s vision for bringing together the key players in workforce development including business and industry, economic development, education, and the workforce investment system to continuously identify the workforce challenges facing the LWIA or region and to develop innovative strategies and solutions that effectively leverage resources to address those challenges.
- Describe the Local Board’s actions in support of the following state priorities:
 - Preparing skilled workers for employment in competitive and emergent regional industry sectors; and
 - Participating in the development of regional workforce and economic development networks to address workforce education and training priorities.
- Based on the regional economic and workforce information analysis, identify the industry sectors and occupational clusters within the region that are high-growth, high-demand, and vital to the regional economy. The Local Board may want to consider:
 - Industries projected to add a substantial number of new jobs to the regional economy;
 - Industries that have a significant impact and/or multiplier effect on the overall economy;
 - Industries that are being transformed by technology and innovation that require new skill sets for workers;
 - Industries that are new and emerging and are expected to grow.

- Some LWIAs began implementing ISD systems in Program Year 2008-2009. Describe the extent to which the LWIA has integrated its service delivery to date and describe any strategies to further integrate service delivery and any factors affecting the Local Board's decision to integrate or not to integrate service delivery.

SECTION 2 ECONOMIC and WORKFORCE INFORMATION ANALYSIS

The Governor’s vision of an effective workforce system committed to sector strategies will be advanced through data-driven strategic planning and investment and the development of workforce solutions that are responsive to the demands of industry. The State Board recognizes the importance of providing regional and local partners with the information necessary to understand their area’s economic climate. Regional and local partnerships will also be required to perform data-driven analyses to provide the most relevant economic information for their area. Regional workforce and economic development networks can then use this information as a basis for workforce and economic strategic planning, policy development and investment decisions.

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

Action: Coordinate and develop high quality, actionable labor market information (LMI) data that assesses regional industry and occupational trends and needs and include a “skills gap” analysis.

The Local Plan must include a detailed economic and workforce information analysis of the local area economy, consistent with WIA Section 118(b) and the Workforce Training Act.

Local economic and workforce information analysis should include the following elements:

- A description of the data gathered and the method of analysis and review;
- An assessment of the current economic situation and projected trends of the local area economy, industries and occupations, including major economic regions and industrial and occupational sectors;
- An assessment of the required workforce skills and knowledge individuals need in order to find employment in the priority sectors identified in the local area economic and workforce information analysis;
- A description of the characteristics and employment-related needs of the local area population and diverse sub-populations, including those from target populations such as racial, ethnic, linguistic groups, older persons, individuals with disabilities, native Americans, etc.;

- Based on the local area economic and workforce information above, an analysis of the skill and education gaps for all individuals in priority sectors within the local area or region;
- An analysis of the challenges associated with the local area population attaining the education, skills, and training needed to obtain employment; and
- A discussion of the ability of the local area’s workforce programs to meet the skill needs of priority sector employers in the local area or region and close any identified skill gaps.

Local Boards are encouraged to partner with neighboring Local Boards to conduct the economic and workforce information analysis regionally as appropriate. Recent (less than 2 years old) economic and workforce information that answers and is responsive to the bullets above can be used to satisfy this requirement.

SECTION 3 BUSINESS SERVICE PLAN

The Governor believes that by building an industry-responsive, well-coordinated workforce development system, California will maximize the return on its limited resources and make its education and training programs work for California's employers and working families. The Governor also recognizes the importance of targeting workforce investment resources in support of priority sectors and clusters that will create a vibrant economy with shared prosperity for all. The Governor believes California must build on and strengthen private sector partnerships so its training systems are nimble enough to adapt to the changing needs of the 21st century global economy.

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

Consistent with the Workforce Training Act, the CLEO and their Local Board shall establish a Business Service Plan that integrates local business involvement with workforce initiatives. This Business Service Plan at a minimum shall include the following:

- Description of a sub-committee of the Local Board that further develops and makes recommendations for the Business Service Plan to the Local Board in an effort to increase employer involvement in the activities of the Local Board. The sub-committee members should be comprised of business representatives on the Local Board who represent both the leading industries and employers in the relevant regional economy and potential emerging sectors that have significant potential to contribute to job growth in the relevant local area or regional economy, if investments were made for training and education programs. If such a sub-committee does not currently exist, describe the steps the Local Board will take to establish this sub-committee and include its formation in the Local Board's bylaws [UI Code Section 14200(c)(9)(C)];
- Description of the types of services the Local Board offers to businesses, including a description of how the CLEO and Local Board intend to:
 - Determine the employer needs in the local or regional area;
 - Integrate business services, including WPA services, to employers through the One-Stop delivery system; and
 - Leverage and braid other resources through education, economic development and industry associations to support OJT and other customized training ventures.

- Describe the actions the CLEO and Local Board will take to partner with businesses to:
 - Identify the workforce training and educational barriers to attracting jobs in the local area or regional economy;
 - Identify existing skill gaps reducing the competitiveness of local businesses in the local area or regional economy; and
 - Identify priority sectors that would likely contribute to job growth in the local area or regional economy if investments were made for training and educational programs.

- Describe how the CLEO and Local Board will:
 - Partner with priority-sector employers to develop potential OJT and other customized training strategies;
 - Encourage business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training;
 - Work collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations in high-growth, high-demand industries and to ensure they are being identified as a critical pipeline of workers;
 - Foster collaboration between community colleges and DIR-DAS approved apprenticeship programs for the planned use of WIA Title I funds for the provision of training through registered apprenticeship programs and how programs and services funded by the WIA and directed to apprenticeable occupations, including pre-apprenticeship training, are conducted, to the maximum extent feasible, in coordination with one or more apprenticeship programs approved by the DIR-DAS for the occupation and geographic area (UI Code Section 14230(3));
 - Use innovative training strategies to fill skills gaps [include the Local Board's efforts to leverage additional resources to maximize the use of Individual Training Accounts through partnerships with business, education (in particular, community and technical colleges), economic development agencies, and industry associations, and how business and industry involvement is used to drive this strategy];

- Promote Rapid Response as a positive, proactive, business-friendly service, rather than as a reactive service; and
- Identify how Rapid Response will be used to expand the range and quality of services available to companies and affected workers and to develop an effective early layoff warning network.

SECTION 4 ADULT STRATEGIES

By utilizing shared strategies, California's statewide workforce investment system will focus on helping students and workers obtain industry-recognized certificates, credentials and degrees in priority sectors and fill critical labor market skills gaps to create stable, reliable jobs providing economic security that will achieve a shared prosperity for all Californians and their communities.

Goal: Increase the number of Californians, including from underrepresented demographic groups, who complete at least one year of postsecondary education with a marketable credential or degree, with a special emphasis on veterans, disabled individuals, and other at-risk populations.

- Describe the CLEO and Local Board's vision for alignment of the regional education system to develop career pathways and meet the educational needs of workers and priority-sector employers in the local area or regional economy. Include detailed actions to address the following state priorities:
 - Increase the capacity of community colleges and adult education to provide CTE;
 - Increase the number of career pathway programs in demand industries;
 - Increase the number of adult basic education students who successfully transition to postsecondary education, training or employment and reduce the time students spend in remediation;
 - Increase the number of underprepared job seekers and displaced workers who enter and successfully complete education and training programs in demand industries and occupations;
 - Develop and implement a strategic layoff aversion strategy that helps retain workers in their current jobs and provides rapid transitions to new employment minimizing periods of unemployment; and
 - Expand the availability of and participation in "Earn and Learn" models such as apprenticeships, OJT and other customized training where workers can build skills while working.

SECTION 5 YOUTH STRATEGIES

The Governor believes California must have a well-educated and highly-skilled workforce in order to remain prosperous and competitive in the 21st century global economy.

Goal: Increase the number of high school students, including those from underrepresented demographic groups, who graduate prepared for postsecondary education and/or a career.

- Describe the CLEO and Local Board vision for increasing the educational attainment of youth, consistent with the following state priorities:
 - Increase the number of high school students who complete a challenging education, including math gateway coursework and industry-themed pathways that prepare them for college, “Earn and Learn” training through apprenticeships, OJT, etc., and other postsecondary training; and
 - Increase opportunities for high school students and disconnected youth to transition into postsecondary education and careers.

Include the following:

- Description of the local area or region’s eligible youth population and any special or specific needs they may face which are unique to the local area or region;
- Youth activities available in the local area or region (Identify successful providers of such activities);
- Description of the CLEO and Local Board strategies to promote collaboration between the workforce investment system, education, human services, juvenile justice, and other systems to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment (How is the Local Board promoting a collaborative cross-agency approach for both policy development and service delivery at the local level for youth?);
- Organizations or bodies designed to guide and inform an integrated vision for serving youth in the regional economy within the context of workforce investment, social services, juvenile justice, and education (describe the

membership of such bodies and the functions and responsibilities in establishing priorities and services for youth);

- Description of the use and development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline with the right skills;
- Practices used to ensure continuous quality improvement in the youth program; and
- The CLEO and Local Board's strategy, goals and objectives for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need of assistance, such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farmworker youth, youth with disabilities and other at-risk youth.

SECTION 6 ADMINISTRATION

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

- Describe how the Local Board is a community leader on workforce issues compared with other organizations;
- Describe how the local planning process took into account the entire workforce training pipeline for the relevant regional economy, including partners in K-12 education, career technical and vocational education, the community college system, other postsecondary institutions, and other LWIAs;
- Describe how the local planning process involved key stakeholders; including the major priority-sector employers in the relevant regional economy and organized labor (include written documentation of stakeholder involvement);
- Describe the process used by the Local Board to provide an opportunity for public comment, including comment by representatives of businesses, and comment by representatives of labor organizations, and input into the development of the Local Plan, prior to submission of the plan. Include with the Local Plan any such comments that represent disagreement with the plan;
- Identify the entity responsible for the disbursement of grant funds. Provide a description of the competitive process used to award the grants and contracts in the LWIA for activities carried out under this plan;
- Describe the LWIA One-Stop system. Include as an attachment a list of the One-Stop locations in the LWIA;
- Provide a comprehensive list of all services provided in each One-Stop in the LWIA;
- Describe the CLEO and Local Board strategies to ensure that the full range of employment and training programs and services delivered through the LWIA One-Stop delivery system are accessible to, and will meet the needs of, dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and persons with disabilities);

- Describe the CLEO and Local Board strategies to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the larger economic strategy;
- Describe the strategies in place to ensure that sufficient system resources are being spent to support training of individuals in priority sectors;
- Describe how WIA funds will be used to leverage and braid other federal, state, local and private resources (how do these coordinated and leveraged resources lead to a more effective local system that expands the involvement of business, employers and individuals?);
- Describe how the Local Board will ensure the continuous improvement of training providers listed on the ETPL and ensure that such providers meet the employment needs of local area employers and participants;
- Describe how the Local Board is serving UI claimants and potential TAA program service recipients;
- Describe how the Local Board recognizes opportunities to prepare workers for “green jobs” related to other sources of federal funding;
- Describe the policies in place to integrate the federal and/or state registered apprenticeship programs and the Job Corps in the local One-Stop system;
- Provide a copy of the Local Board’s bylaws; and
- Describe the process by which the Local Plan will be updated to include new and relevant information.

SECTION 7 MEMORANDUMS OF UNDERSTANDING

The WIA requires that a MOU between the Local Board and each of the One-Stop partners concerning the operation of the One-Stop delivery system be executed. A copy of each MOU must be included with the Local Plan [WIA Section 118(b)(2)(B)].

If the Local Plan identifies specific services that are delivered by a One-Stop partner, the MOU with that partner shall describe what that relationship is and contain the required elements below. A copy of an executed MOU shall be included for every required partner program identified in WIA.

The MOUs may be developed as a single umbrella document, or as singular agreements between the partners and the Local Board. The MOUs should present in specific terms member contributions and the mutual methodologies used in overseeing the operations of the One-Stop system.

WIA Section 121(c)(1) and (2) and UI Code Section 14230(d) require each MOU to describe:

- The services to be provided through the One-Stop system;
- How the services and operating costs will be funded (please include any Resource Sharing Agreements);
- The methods used for referral of individuals between the One-Stop operator and partners;
- The duration of the MOU;
- The procedures that have been developed for amending the MOU;
- Other provisions as deemed necessary by the Local Board; and
- The Local Board's policy for identifying individuals who, because of their skills or experience, should be referred immediately to training services.

SECTION 8 LOCAL WIA COMMON MEASURE PERFORMANCE GOALS

[UI Code 14221(c)]

WIA SECTION 136(b) COMMON MEASURES	STATE GOAL (Proposed)	LWIA GOAL
<u>ADULT</u>		
Entered Employment	49.8%	
Employment Retention	77.5%	
Average Six-Months Earnings	\$12,428	
<u>DISLOCATED WORKER</u>		
Entered Employment	56.4%	
Employment Retention	81.1%	
Average Six-Months Earnings	\$18,543	
<u>YOUTH COMMON MEASURES</u>		
Placement in Employment or Education	66.5%	
Attainment of a Degree or Certificate	52.0%	
Literacy and Numeracy	42.4%	

The Local Board must include an analysis of the WIA regression tables and local or regional economic impacts that support the proposed targets. This is especially critical for any significant increase or decrease in a proposed target from past years.

**High Performing Board Certification and Local Plan Review
Score Sheet**

**Maximum
Score**

**WIA Sec. 117
Required
Minimum Score**

I. Vision -- Strategic Planning and Implementation			
1	The Plan Meets the Local Planning Requirements in CUIC Section 14200(c)(SB 698).	Pass	Pass
2	The Plan's Vision is strategic and comprehensive.	2	1
3	The Plan's Goals and Objectives are evidenced-based.	2	1
4	Key stakeholders are actively engaged both in the planning and implementation of the local Plan.	2	1
II. Business Service Plan -- Business Services/Partnerships/Sector Strategies			
1	The local board has included in its local plan a Business Services Plan, which integrates local business involvement with workforce initiatives.	2	1
2	The local board partners with priority industry sector employers and educators in developing and operating regional workforce and economic development networks as a primary strategy.	2	1
3	The local board facilitates and/or participates in unified workforce services support to employers within their labor market, integrating with other relevant local boards, educators and other partners.	2	1
4	The local board takes the lead in identifying and obtaining resources to sustain operation of regional workforce and economic development networks over time.	2	1
III. Adult -- Investing in Training/Skills Development/Career Pathways			
1	The local board ensures pre-apprenticeship and apprenticeship training is coordinated with one or more apprenticeship programs registered by the U.S. Department of Labor Employment Training Administration and approved by the California Department of Industrial Relations Division of Apprenticeship Standards for the occupation and geographic area.	Pass	Pass
2	The local board prioritizes training for occupations in priority industry sectors in the local or regional economy resulting in completion and attainment of a degree and/or other credentials valued by priority sector employers within the region.	2	1

Local Plan Scoring Matrix

3	The local board emphasizes career pathways as a framework through which learners can connect their skills and interests with viable career options.	2	1
4	The local board continually partners with employers, educators, and other stakeholders to identify funding to support worker training and education that results in improved skills, degree, credential and certificate attainment employment.	2	1

IV. Youth Strategies

1	The local board is a partner with K-12 education and others on strategies that reduce high school dropout rates.	2	1
2	The local board is a partner in developing and executing strategies to re-engage disconnected youth.	2	1
3	The local board partners with employers, educators and others to help youth understand career pathway options.	2	1
4	The local board encourages youth to focus on attainment of post-secondary degrees and other credentials important to sector employers in the local and regional labor market.	2	1

V. Administration -- Managing the Work of the Local Board

1	The local board membership meets all legal requirements and is representative of the community.	Pass	Pass
2	The local board meets other WIA and state law requirements.	Pass	Pass
3	The local board continuously reviews the performance of its programs and initiatives, and has a strategy for encouraging and ensuring ongoing improvement.	2	1
4	The local board transparently communicates the results of its efforts with the community.	2	1

Scoring Criteria

0 = did not meet minimum requirements

1 = met minimum requirements

2 = exceeded minimum requirements

Total Maximum Points Available

32

Mimimum Score for WIA Section 117 Certification 16

Mimimum Score for High Performing Certification 26