



California Workforce Investment Board  
ANNUAL REPORT

Results Achieved Under the  
Workforce Investment Act (WIA) for  
Program Year 2013

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## Introduction

In Program Year (PY) 2013, California made significant progress in implementing its strategic plan priorities and strategies, laying the groundwork for the new requirements and objectives of the Workforce Innovation and Opportunity Act (WIOA). This annual report summarizes the progress made towards achieving the numerous goals established in the Strategic Workforce Development Plan: *“Shared Strategy for a Shared Prosperity 2012-2017”* (State Plan). The most notable of which include:

- The approval of 49 Local Workforce Investment Board (local board) strategic plans;
- The recertification of all 49 local boards;
- The certification of 17 high-performance local boards;
- The implementation of a regional strategy to partner and invest in training and education to obtain industry-valued credentials in sector-based occupations with a career pathway to a living wage (SlingShot);
- The implementation of policies to ensure the utilization of high-quality training providers; and
- The strategic braiding and investing of funding from multiple sources to support the State Plan’s priority industry sectors (Workforce Accelerator Fund).

The California Workforce Investment Board (State Board) presents this summary of accomplishments, activities and performance in support of California’s workforce development system.

## **Section One – Summary of Activities Related to the Implementation of the Strategic Workforce Development Plan: “Shared Strategy for a Shared Prosperity 2012-2017”**

### **California’s Job Growth has Exceeded the 1.3 Million Jobs Lost in the Great Recession**

PY 2013 saw labor markets in California recover the total number of jobs lost in the Great Recession. As of July 2014, the unemployment rate has fallen to 7.4 percent, and the state is continuing to experience steady job growth. Bolstered by a rebounding housing market and the continued easing of budget constraints on state and local governments, this steady job growth is projected to continue. Despite these strong trends, California continues to face difficult employment challenges, including addressing the crippling effects of income inequality caused by long-term unemployment and underemployment; reintegrating returning veterans, and connecting career education and training to available jobs.

In addition to the drop in the unemployment rate to 7.4 percent, California’s nonfarm payroll jobs have increased by 1,371,500 jobs since the recovery began in February 2010, according to data provided by the California Employment Development Department (EDD). Despite this increase, California’s unemployment rate continues to be higher than the national unemployment rate, which increased to 6.2 percent in July 2014.

In July 2013, California’s unemployment rate was 9.0 percent. The unemployment rate is derived from a federal survey of 5,500 California households.

Nonfarm jobs in California totaled 15,492,500 in July 2014, an increase of 27,700 jobs over the month. The year-over-year change, July 2013 to July 2014, shows an increase of 323,600 jobs (up 2.1 percent). On Labor Day in 2012, California’s unemployment rate stood at 10.6 percent, second highest among states and 2.4 percentage points higher than the national rate. There were 1.37 million unemployed Californians in July 2014 – 306,000 fewer unemployed Californians than there were the previous year, and 905,000 fewer than there were at the recessionary peak in September and October 2010.

California’s nonfarm payroll employment totaled 15,492,500 in July 2014. In a year-over-year comparison (July 2013 to July 2014), nonfarm payroll employment in California increased by 323,600 jobs (up 2.1 percent)<sup>1</sup>.

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<sup>1</sup> EDD News Release No.# 14-35, August 15, 2014

California's employment is projected to increase by 4.3 percent between the third quarter of 2013 and the third quarter of 2015, reaching 17.3 million jobs in the third quarter of 2015. In addition to job growth, workers will be needed to replace those who have left the labor force or have changed jobs. Approximately six of every 10 occupations are expected to have more job openings resulting from replacement needs than from new job growth.

For the 2013-2015 projections period (which includes PY 2014), California is expected to generate a combined total of 1.5 million job openings:

- 730,500 new jobs from industry growth
- 775,600 jobs due to replacement needs<sup>2</sup>

### **Approval of Local Area Workforce Investment Plans**

In PY 2013, under the leadership of Governor Edmund G. Brown, Jr., the State Board, with the input of numerous state and local stakeholders, developed a five-year State Plan – *“Shared Strategy for a Shared Prosperity.”* The State Plan affirms California's commitment towards a “retraining economy,” where workers must be learners who can traverse a labor market landscape that is less defined by standard occupational definitions and more about a set of marketable skills broadly relevant to industry sectors within regional economies. The State Plan is making this retraining economy a reality by:

- Aligning the state's workforce institutions and programs around the needs of regional growth sectors; and thereby
- Increasing the number of Californians, including those from underrepresented demographic groups, who are able to access and succeed in postsecondary education and training programs.

The State Plan required California's 49 local boards to develop local workforce investment strategic plans (local plans) that outlined their strategies for developing:

- Regional workforce and economic development networks that can engage employers, labor, education and workforce training providers, economic developers, and other community partners to address a region's education and training priorities; and
- Industry sector partnerships with deep employer engagement that develop career pathway programs that support job-seekers and workers to acquire and enhance industry-relevant skills over the course of their lifetimes.

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<sup>2</sup> EDD “A Labor Day Briefing for California,” September 2014

The local plans include the local board's strategy for engaging community colleges, adult education programs, apprenticeship programs, and economic development programs on a regional basis to implement their plan objectives. Deep engagement with employers and employer organizations, labor unions, and community-based organizations at the regional and local levels are also key elements of the local plans.

### **Recertification of Local Boards**

In PY 2013, the State Board combined three statutorily required activities into a single evaluation process to ensure effective local boards:

- 1. Approve five-year local plans based on adherence to the State Plan:** Local boards are required by federal law to submit to the State Board a comprehensive five-year local plan that reflects the vision, strategy, and goals of the State Plan [WIA §118(a) and California Unemployment Insurance Code (CUIC) §14220].
- 2. Recommend local board recertification to the Governor:** Federal and state law require the State Board to recommend to the Governor the recertification of each local board every two years. Consideration is based on meeting minimum federal performance measures and compliance with federal and state law and regulations [WIA §117(c)(2) and CUIC §14200(b)].
- 3. Evaluate local board performance for biennial "high-performance" certification:** In 2011, Governor Brown signed Senate Bill 698, which requires the State Board to implement standards for certifying high-performance local boards [CUIC §14200(c)].

Between October 2013 and April 2014, the State Board recommended, and the Governor recertified, all 49 local boards.

### **Certification of High-Performance Local Boards**

In PY 2013, the State Board certified 17 high-performance local boards. Each high-performance local board exceeded the minimum local board recertification requirements, surpassed their negotiated performance targets, and demonstrated a commitment to achieving the State Plan vision through:

- Strategies, goals and objectives that are evidence based;
- Having a business services plan that partners with priority industry sector employers and educators in developing and operating regional workforce and economic development networks;
- Prioritizing the investment of Adult and Dislocated Worker funds in pre-apprenticeship and apprenticeship training in priority industry sectors in the local or regional economy

resulting in the attainment of a degree and/or other credentials valued by priority sector employers within the region;

- Partnering with K-12 education, employers, community-based organizations and others to develop Youth strategies that reduce high school dropout rates and encourage disconnected and at-risk youth to focus on attainment of post-secondary degrees and other credentials important to sector employers in the local and regional labor market that provide a career pathway to a living wage and a career; and
- Striving for continuous improvement at the local level through performance reviews of local programs and initiatives and transparently communicating the results with the community.

A listing of the high-performance local boards can be found in Appendix A.

### **“Member to Member” Campaign**

In May 2013, the State Board initiated a framework for creating more effective partnerships between the State Board and local board members to ensure that there is clear understanding of the State Plan’s goals and objectives, open lines of communication between local and State Board members, and to provide local board chairs with the tools and information they need to lead their boards in actualizing the State Plan goals and contributing to the State’s economic prosperity.

Through the “Member to Member” Campaign, State Board members worked with local boards and staff to:

- Promote the new workforce framework outlined in the State Plan;
- Engage local board members in understanding their own roles and opportunities to shape local training and sector strategies; and
- Ensure excellence and accountability for workforce outcomes.

During PY 2013, State Board members conveyed the following state priorities to their local boards:

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

## State Working Group

In March 2012 the State Board convened the directors of the state's key workforce departments and agencies (State Working Group) to develop the blueprint for the common strategies, goals, and concrete short and longer-term action steps in the State Plan. The State Working Group is an informal focus group comprised of the directors of state departments that administer workforce, employment, career education, and/or workforce training programs (See Appendix C).

In addition to the initial development of the State Plan, the role of the State Working Group is to align the broader system for improved education and employment outcomes for all workers and job seekers (with special focus on unemployed, under-employed, low-income, farmworkers, veterans, persons with disabilities, homeless, ex-offenders, and at-risk youth). The directors are committed to taking the specific State Plan actions assigned to their respective agency in support of the State Plan's implementation, including the scaling up and expansion of regional workforce and economic development networks and industry sector partnerships. The responsibilities of the State Working Group include:

- Aligning their respective policy goals;
- Establishing common performance metrics to evaluate success;
- Maximizing, leveraging, and aligning resources;
- Identifying, removing or erasing administrative or policy barriers; and
- Reporting progress towards completing the actions to the Governor through the State Board.

In PY 2013, the State Working Group met four times and made significant progress on the following State Plan Common Goals, Objectives and Actions:

### Business and Industry Goal

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

#### **Objective 1: Prepare skilled workers for employment in competitive and emergent regional industry sectors.**

In PY 2013, California implemented the SB 118 (Lieu, Statutes of 2013) provisions requiring the State Board to include in the State Plan an Industry Sector Initiative that will align and leverage federal, state, and local WIA/WIOA funding streams, identify specific industry sectors and

clusters, provide skills-gap analysis, and establish specified eligibility criteria for the Eligible Training Providers List (ETPL). EDD-Labor Market Information Division (LMID) has developed high quality, actionable data that assesses regional industry and occupational trends and needs and will annually publish regional sector profiles that include a “skills gap” analysis in the EDD’s annual Labor Day Briefing.

The State Working Group has facilitated the sharing of regional workforce and economic analysis data between EDD-LMID, California Department of Education (CDE) and the Community Colleges Chancellor (CCC) so that all programs have the same regional and sector focus.

The State Board, CDE and CCC have collaborated in developing the key elements of the Career Pathways Trust Fund, which is a \$500 million investment over two fiscal years in building seamless pathways between schools, higher education, and careers through the provision of career technical education (CTE) training in competitive and emergent sectors with a focus on science, technology, engineering and math (STEM) disciplines and entrepreneurial skills.<sup>3</sup>

**Objective 2: Support the development and continued existence of regional workforce and economic development networks in California’s regions to address workforce education and training priorities.**

The State Working Group continued to align sector-focused efforts among state-level partners as evidenced by the Career Pathways Trust Fund and the State Board has done the same at the regional level through the “SlingShot” initiative and the “Workforce Accelerator Fund,” which are described in more detail in Section II.

The State Board utilized its sector-focused subcommittees (see “State Board Committees” section) to guide regional efforts to develop CTE training investments with career pathways and the CCC has continued to utilize its sector navigators to develop career pathways.

The State Working Group has agreed to continue to promote the expansion, connection, and replication of regional workforce and economic development networks around major regional priority industry sector partnerships by engaging employers, labor, education and workforce training providers, local elected officials, community advocates and other community partners and to identify and provide seed/incentive funding for regional workforce and economic development networks and sector partnerships. The State Board required local boards to include their strategies for achieving this objective as a condition for approval of their local plans.

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<sup>3</sup> CDE News Release #14-7 January 21, 2014

## Adults Goal

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

### **Objective 1: Increase the capacity of career technical education (CTE).**

As a result of advocacy efforts by members of the State Working Group, the Legislature appropriated \$500 million for the Career Pathways Trust Fund, which is resulting in more sector-based CTE courses at the community colleges.

### **Objective 2: Increase the number of career pathway programs in demand industries.**

The State Board required the local boards to include in their local plans, their strategies for improving linkages between high schools, adult education and community colleges in order to align programs and curricula to meet the needs of high-demand occupations in demand industry sectors.

### **Objective 3: 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.**

While the State Board has required local boards to include in their local plans their strategies for achieving this objective, the inclusion of Adult Education and Literacy programs as a core program under WIOA will result in long-term achievement of this objective.

### **Objective 4: Increase the number of under-prepared job-seekers and dislocated workers who enter and successfully complete education and training programs in demand industries and occupations.**

The State Board approved significant changes to the ETPL policy (see [WSD13-10](#)) to ensure that all accredited career education programs and state-approved apprenticeship programs are held to minimum quality and performance outcomes in order to be placed and remain on the state's ETPL. The ETPL policy now requires that providers meet minimum placement standards and training for occupations in priority industry sectors.

**Objective 5: Develop and implement a strategic layoff aversion strategy that helps retain workers in their current jobs and/or provides rapid transitions to new employment, minimizing periods of unemployment.**

The State Board revised the state’s rapid response and layoff aversion policy (see [WSD14-3](#)) to recommend policy that promotes proactive layoff aversion strategies that can assist a business that wants to avoid layoffs or, in the event of layoffs, assist workers in quickly re-entering the workforce.

**Objective 6: Expand availability of and participation in “Earn and Learn” models such as apprenticeships, where students and workers can build skills while working.**

The State Board and the Department of Industrial Relations-Division of Apprenticeship Standards (DIR-DAS) have collaborated to develop a statewide campaign to promote “Earn and Learn” models of training and to expand apprenticeships to occupations beyond the trades in key regional priority sectors and occupations.

The State Board has required the local boards to include in their local plans their strategies for ensuring that WIA/WIOA training funds are targeted to pre-apprenticeship, formal apprenticeship, and customized skills training and on-the job training (OJT) in apprentice-able occupations. This includes working with Local Building Trades Councils to adopt the nationally-recognized and DOL-approved pre-apprenticeship curriculum: “Multi-Craft Core Curriculum” (MC3).

The State Board incorporated the MC3 curriculum requirement in its PY 2013 Proposition 39 Clean Energy Workforce Training Grant program, which is described in more detail in Section II.

## Youth Goal

*Increase the number of high school students, with emphasis on at-risk youth and those from low-income communities, who graduate prepared for postsecondary vocational training, further education, and/or a career.*

**Objective 1: Increase the number of high school students who complete a rigorous education including math and science gateway coursework and other industry-based curriculum that prepare them for college, approved apprenticeship, and other postsecondary training.**  
**Executive Committee:**

In addition to the State Board requiring local boards to include their actions for achieving this objective as part of their youth strategies in their local plans, the \$500 million Career Pathways

Trust Fund promotes collaboration of K-12 and adult education CTE programs to community college pathways, programs and workforce/employment offerings.

**Objective 2: Increase opportunities for disconnected youth to transition into postsecondary education and careers.**

The State Board required the local boards to include their strategies for achieving this objective in their local plans through the alignment of supportive services for disconnected youth, expansion of high school-dropout intervention, promotion of career pathway options and engagement of youth councils, local school districts, community colleges, Job Corps, and AmeriCorps to increase the number of high school graduates in CTE and career pathways, particularly within groups that now have higher than average non-completion rates.

**System Alignment and Accountability Goal**

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

**Objective 1: Develop and sustain a state-level leadership team to improve state and regional communication, better align state-level efforts, and more effectively respond to barriers and obstacles faced by regions.**

The State Working Group continues to act as the state-level leadership team and the State Plan is serving as the statewide education and outreach plan that promotes a common vision, goals and language; clarifies roles and responsibilities of state and local workforce partners; and works to identify, access and target additional resources into the system.

With WIOA requiring a new State Plan in 2016 that must include Adult Education and Literacy and Vocational Rehabilitation with common performance measures across all programs, California will further align the state plans of the WIOA core programs to address statewide goals and priorities, and identify and resolve inconsistencies in program measures, goals, and rules to improve program alignment and outcomes.

The State Board has successfully recommended WIA discretionary investments to the Governor that are consistent with the State Plan goals and objectives as evidenced by the “SlingShot” initiative and “Workforce Accelerator Fund” and will continue this investment strategy with both federal WIA/WIOA and state funds.

## **Objective 2: Develop a common workforce accountability system.**

Prior to the bi-partisan and bi-cameral passage and enactment of WIOA, which establishes cross-system metrics and aligned performance measures, State Board and Assembly member Kevin Mullin introduced, and the Governor enacted AB 2148 (Mullin, Statutes of 2014), which requires the State Board to develop an annual workforce report card (AKA – “metrics dashboard”) that compares common training and employment services outcomes across several state and federal programs. Foretelling WIOA, the metrics dashboard will provide cross-system reports on training completion, credential and degree attainment, and participant earnings. It will also provide demographic breakdowns by race, ethnicity, age, gender, and veteran status and will provide data on outcomes in different industry sectors.

As stated previously, the State Board developed standards for certifications of high-performance local boards and a policy for allocation of WIA discretionary funds to high-performance local boards pursuant to Senate Bill 698 (Lieu, Statutes of 2011).

The new WIOA performance measures and outcomes appear consistent with the goals of California’s current State Plan, the additional state performance measures adopted by the State Board in 2012, and the cross-system metrics of AB 2148. As part of WIOA implementation, the WIA Service Record Data (WIASRD) fields will be revised in order to collect accurate data to track performance against these new measures and the State Board will continue to work with EDD and local boards to ensure those data fields are populated prior to WIOA implementation in PY 2016 if possible.

## **State Board Committees**

### ***Executive Committee:***

The Executive Committee was reconstituted in 2012 to include a small number of State Board members evenly divided among business, labor, and government. In PY 2013 the Executive Committee continued to perform high-level strategic planning and approved the framework for the State Board moving forward with the “SlingShot” initiative and Workforce Accelerator Fund.” The Executive Committee provided the State Board with needed flexibility to respond timely to important issues, such as the approval of the recertification of the local boards, approval of the certification of high-performance local boards, approval of the work of special and ad hoc committees, and the finalization of agendas and recommendations for State Board meetings.

***Issues and Policies Special Committee (IPSC):*** The IPSC completed multiple tasks related to the improvement of WIA-funded programs and their alignment with other education, training, and

employment services. Specifically, the IPSC Reviewed and provided input on the revisions to the 25 Percent Adult and Dislocated Worker training expenditure policy, revisions to the Rapid Response and Layoff Aversion policy, and the revisions to the ETPL policy.

***Green Collar Jobs Council (GCJC):*** The GCJC continued its focus on a "strategic initiative" framework to address emerging skills demands due to the expanded use of renewable energy sources and energy efficiency to meet the State Plan goals. This framework includes the development of public, private, philanthropic, and nongovernmental partnerships, identifying multiple funding resources and making recommendations on how to expand, leverage and braid these resources. The GCJC successfully applied this framework in two initiatives that will help to build and expand the state's workforce development programs, network, and infrastructure:

*Alternative and Renewable Fuel and Vehicle Technology (AB 118)* – Leveraging funds from the California Energy Commission (CEC) Alternative and Renewable Fuel and Vehicle Technology Program, the GCJC developed a competitive grant program that awarded extension grants totaling \$793,997 in PY 2013 to seven collaborative partnerships for additional sustainability activities and the development of talent pipelines in alternative fuels and advanced transportation technologies (see Appendix I).

*Clean Energy Job Creation (Proposition 39)* – Leveraging \$500,000 from the California Community Colleges, the GCJC developed a pre-apprenticeship support, training and placement competitive grant program that awarded \$3.558 million in PY 2013 and PY 2014 Proposition 39 funds to nine community-based and workforce training organizations to prepare disadvantaged youth and/or veterans for employment and job training in clean energy jobs associated with the retrofitting and modernizing of California's public schools (see Appendix I). In addition to its own grant program, the GCJC worked with the California energy Commission (CEC), Public Utilities Commission, CDE, CCC and other partners to develop a formula for Local Education Agencies and college districts to use in developing their energy efficiency and clean energy project proposals that will be funded through the \$550 million annual Clean Energy Job Creation Fund appropriation.

***Health Workforce Development Council (HWDC):*** The HWDC continued to pursue its mission of helping to expand California's primary care and allied health workforce in order to provide access to quality, affordable healthcare, and better health outcomes for all Californians. The HWDC's broad partnership of industry representatives, education, economic development, elected officials, the public workforce system, labor, philanthropic organizations, community-based organizations, health professional and advocacy organizations engaged in an extensive

process to understand statewide and regional priority health workforce needs and to develop a comprehensive strategy.

In PY 2013, the HWDC created two workgroups and one subcommittee to better implement the mission of the Council:

Apprenticeship Subcommittee – The Apprenticeship subcommittee is tasked with performing the statutory responsibilities assigned to the State Board in AB 1797 (See “Implementation of State Workforce Legislation & Policy” Section for more details on AB 1797) to conduct a study on the existence and expansion of apprenticeships in health care in other states and countries to be used as foundational information to encourage pilot apprenticeship models in the new health care delivery system along with the changing models of care. In Fall 2014, DOLETA will be releasing a \$100 million apprenticeship grant solicitation. The subcommittee will have a role in supporting health care-related applicants for this grant.

Regional Engagement Workgroup – The Regional Engagement Workgroup was established to provide technical assistance in the use of and/or the development and implementation of career pathways for priority occupations at the regional level within the state. The workgroup intends to pilot three to four regional efforts that will leverage multiple funding streams including WIA/WIOA, Community Colleges, Employment Training Panel, California State University, K-12 and Community Based Organizations. In PY 2013 the State Board also incorporated regionalism as part of its workforce planning strategies for better placement and job opportunities throughout the state.

Advocacy Workgroup – The purpose of the Advocacy Workgroup is to develop an advocacy/communications strategy to educate and inform stakeholders and policy makers regarding health care workforce development issues and opportunities. This communications strategy will include a package of comprehensive tools that HWDC members can use to educate stakeholders and influence policy makers. In PY 2014, the workgroup will participate in legislative briefings, providing a forum for health care employers, and workforce economic development partners to discuss solutions with policymakers regarding the transformation of the healthcare system and its impact on training and workforce development.

In PY 2013, California was awarded a Dislocated Worker Training - National Emergency Grant (DWT-NEG) that is being overseen by the HWDC. The DWT-NEG emphasis is on developing regional partnerships to expand economic and career pathway opportunities

for the long term unemployed in the health care sector (please see “National Emergency Grants” in Section II for more detail).

***Advanced Manufacturing Workforce Development Council (AMWDC):*** With the future of manufacturing in California based on innovative businesses, highly technological solutions, and a highly skilled workforce, the AMWDC was established with the following three goals:

1. Mobilize a network of regional collaborations made-up of education, economic, and workforce development systems to forge new partnerships with businesses to train workers for good-paying jobs in advanced manufacturing;
2. Achieve regional braiding of disparate resources through innovative and proven strategies to accelerate the increase the attainment of industry-recognized, nationally-portable certifications in fields like welding, machining and engineering; and
3. Leverage public and private national, state, and regional partnership networks to train and educate 1,000 Californians in advanced manufacturing CTE and training programs.

Using these goals, the State awarded \$880,000 in PY 2012 to four advanced manufacturing CTE Grants for disadvantaged youth/young Adults in Alameda County, San Bernardino County, Stanislaus County, and Los Angeles County-South Bay (see Appendix I). The AMWDC is providing oversight and advice to identify policy opportunities and technical assistance needs, such as successfully partnering with manufacturers to provide “Earn and Learn” work-based learning opportunities and future job placements.

***Career Pathways and Education Committee (CPEC):*** The State Board established the CPEC to align education with career preparation as a catalyst for economic prosperity and to successfully compete within the 21<sup>st</sup> Century workplace. CPEC is tasked with three main objectives:

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

The CPEC has linked with the CDE to assist in the development of an investment strategy for CDE’s implementation of the \$500 million California Career Pathways Trust Fund (CCPTF). CCPTF funds will expand career-based education opportunities for all learners (including WIA participants), serve as a catalyst in creating meaningful partnerships among the private sector and CTE programs, and link CTE programs with regional partnerships that are focused on supporting industries that are driving regional economies.

## **Implementation of State Workforce Legislation and Policy**

PY 2013 saw continued progress at the state level in the combined policy area of workforce development, skills training, employment services, and layoff response. Below is a summary of the legislation and policy implementation activities directed toward establishing a more proactive, integrated, industry-sector driven, and ultimately more effective workforce investment system that emphasizes high-quality workforce services, especially skills training and retraining for unemployed, underemployed, and disadvantaged Californians.

### **High-Performance Local Board Standards (SB 698, Statutes of 2011)**

SB 698 requires the Governor to establish, through the State Board, standards for certification of “high-performance” local boards, in accordance with specified criteria. The Governor and the Legislature, in consultation with the State Board, are also required to reserve specified federal discretionary funds for high-performance local boards. The State Board is required to establish a policy for the allocation of those funds to those local boards.

In PY 2013 the State Board established and incorporated certification standards for high-performance local boards into the State Plan and in the local plan guidance, review and approval processes. The State Board certified 17 high-performance local boards in PY 2013 (Appendix A). With the restoration of the 15 Percent Governor’s Discretionary funding in the WIOA, the State Board will work with the Governor and Legislature to ensure that high-performing local boards will be given priority in the competitive awarding of future 15 Percent Discretionary fund investments.

### **Investment in Industry-Valued Skills Training (SB 734, Statutes of 2011)**

SB 734 requires local boards to spend at least 25 percent of their Adult and Dislocated Worker funds on training services beginning July 1, 2012. This minimum training expenditure requirement increases to 30 percent on July 1, 2016. The EDD is required to submit a report every two years summarizing the total training expenditure of each local board. The purpose of SB 734 is to establish minimum training investment levels for local boards in support of the data-driven, sector-based strategic investment activities identified in the State Plan.

In PY 2013, the State Board issued a revised policy directive providing additional guidance to local boards on the types of activities, services and leveraged funds that can be counted towards the 25 percent minimum training requirement. In the Fall/Winter of PY 2014, the EDD will provide its first biennial SB 734 training expenditure report. The State Board and EDD will review the report and provide technical assistance to those local boards that did not meet the

training expenditure requirement and will review the corrective action plans submitted by those local boards.

### **Connecting WIA/WIOA to Approved Apprenticeship Programs (AB 554, Statutes of 2011)**

AB 554 requires the State Board and each local board to ensure that programs and services funded by WIA/WIOA and directed to apprenticeable occupations, including pre-apprenticeship training, are conducted in coordination with one or more apprenticeship programs approved by the DIR-DAS for the occupation and geographic area (The State Board has also addressed coordination with DOLETA Registered Apprenticeship Programs). AB 554 also requires the State Board and each local board to develop a policy of fostering collaboration between community colleges and approved apprenticeship programs in their geographic area to provide pre-apprenticeship training, apprenticeship training, and continuing education in apprenticeable occupations through the approved apprenticeship programs.

In partnership with the DIR-DAS, State Building and Construction Trades Council, AFL-CIO Building and Construction Trades Department, Jobs For the Future, local boards and local building trades councils, the State Board incorporated the collaboration between local boards, community colleges and approved apprenticeship programs into the State Plan and in the local plan guidance, review and approval processes.

### **Disadvantaged Youth and Veterans Work Experience and Job Training on Energy Efficiency and Clean Energy Projects (SB 73, Statutes of 2013)**

In June 2013, Governor Brown signed SB 73 which implements Proposition 39 – the November 2012 voter-passed initiative that establishes objectives for clean energy job creation, including funding energy efficiency projects and renewable energy installations in public schools, universities, and other public facilities. SB 73 appropriated \$3 million to the State Board to establish a competitive grant program for eligible community-based and other training workforce organizations preparing disadvantaged youth or veterans for employment and job training on energy efficiency and clean energy projects.

In PY 2013, the State Board developed and implemented a competitive grant program. The grant program includes the following requirements:

- Specific skills gained through hands-on application related to energy efficiency and clean energy that is embedded in, or linked to, a broader occupational training program.
- Actual work experience gained through hands-on clean energy project implementation.
- Industry-recognized credentials and certificates.

- Training that demonstrates a high probability of placement of trainees into career track jobs.
- A partnership with state-approved apprenticeship programs that promote industry-recognized skills and credentials through work experience and lead to placement in a state-approved apprenticeship program.

### **Establishment of a California Industry Sector Initiative and Eligible Training Provider List Eligibility Criteria (SB 118, Statutes of 2013)**

In October 2013, Governor Brown signed SB 118 which requires the State Board to annually publish and update an Industry Sector Initiative that will align and leverage federal, state, and local WIA/WIOA funding streams, identify specific industry sectors and clusters, provide skills-gap analysis, and establish specified eligibility criteria for the ETPL.

In PY 2013, the State Board worked with the EDD-LMID to develop eight regional industry sector economic and workforce profiles in addition to the statewide profile. In August 2014, these regional profiles were published in EDD’s annual Labor Day Briefing:

[http://www.edd.ca.gov/Jobs\\_and\\_Training/Labor\\_Day\\_2014.htm](http://www.edd.ca.gov/Jobs_and_Training/Labor_Day_2014.htm).

Also as part of SB 118 implementation, in PY 2013 the State Board also successfully implemented significant revisions to the ETPL initial and subsequent eligibility standards. Please refer to the “High Quality Training Providers” section for more detail.

### **Expansion of “Earn and Learn” Job Training and Employment Opportunities for Allied Health Professions (AB 1797, Statutes of 2014)**

In July 2014, Governor Brown signed AB 1797, which requires the State Board in PY 2014 to consult with the DIR-DAS to identify opportunities for “Earn and Learn” job training opportunities and develop the means to identify, assess, and prepare a pool of qualified candidates seeking to enter “Earn and Learn” job training models in order to expand job training and employment for allied health professions. The State Board, by December 1, 2015, is required to prepare and submit to the Legislature a report documenting the above findings and making recommendations based on those findings.

### **Offender Workforce Training Grant Program (AB 2060, Statutes of 2014)**

In September 2014, Governor Brown signed AB 2060, which requires the State Board to establish and administer a Supervised Population (Ex-Offender) Workforce Training Grant Program. The specific offender populations that will be served are those persons who are on

probation, mandatory supervision, or postrelease community supervision and are supervised by, or are under the jurisdiction of, a county. The State Board is required to develop grant program eligibility criteria for counties and the training funds will provide vocational training, stipends for trainees, and apprenticeship opportunities for the supervised population. The State Board, by January 1, 2018, is required to submit a report to the Legislature that includes an evaluation of the effectiveness of the grant program.

### **Cross System Metrics Dashboard (AB 2148, Statutes of 2014)**

In September 2014, Governor Brown signed AB 2148, which requires the State Board to assist the Governor in the development of an annual workforce metrics dashboard that measures the state's human capital investments in workforce development and that provides a status report on credential attainment, training completion, degree attainment, and participant earnings from workforce education and training programs. AB 2148 also requires the EDD to aggregate data, which the bill requires to be provided by participating workforce program partners, and to report this data to the State Board to assist the Board in producing the annual workforce metrics dashboard.

AB 2148 appears consistent with many cross-system metrics requirements in WIOA and in PY 2014, the State Board and EDD will work with the other WIOA Core Programs and other programs named in the legislation to fulfill the intent of WIOA.

### **Local/Regional Strategic Planning**

WIA Section 118 requires each local board to submit a local plan to the State Board. The Local Plan must reflect the Governor's vision outlined in the State Plan and identify local and regional strategies to achieve the State Plan's goals and objectives.

In PY 2012, the State Board released planning instructions and partnered with EDD Regional Advisors to provide technical assistance to Local Board administrators and staff responsible for developing the local plan. In order to minimize duplication of effort during the local plan development process, local boards were encouraged to pool resources regionally to share the cost and workload of their strategic planning. The State Board required local boards to include in their local plans their actions for promoting regional partnerships, system coordination and the integration of resources and funding streams around target industry sectors and clusters.

## SlingShot Initiative

The promotion of regional partnerships, system coordination and the integration of resources and funding streams around target industry sectors and clusters is being successfully implemented through the State Board's "SlingShot" initiative.

The SlingShot initiative seeks to seed collaborative efforts by employers and industry, government, workforce and economic development, and education stakeholders within a region to identify and then work to solve employment challenges that slow California's economic engine -- with regionally-selected solutions to regionally-defined problems.

The SlingShot initiative contains five dimensions:

- ***We can make the greatest impact on major jobs and employment issues at the regional level.*** California is a collection of distinct regional economies; aligning our work at that level will be more effective than either city/county/district level efforts or statewide strategies.
- ***We must turn the tide on income mobility in California.*** Our systems must accelerate education, employment, and economic development for those Californians in danger of being left out of our State's prosperity.
- ***We need to tackle big issues.*** California's regions face no shortage of vexing workforce challenges. Slingshot offers an opportunity to take on a tough issue that if solved would meaningfully move the needle on employment.
- ***We need to measure what we undertake.*** All strategies need to be grounded in effective use of data and metrics.
- ***We must create the space to take risks.*** In an era of perpetual economic volatility, traditional programs don't solve tough workforce challenges. Slingshot encourages regional partnerships to prototype new ideas, based on strong research and development, without fear of "failure" if the effort falls short of expectations. For every impactful practice that emerges, there will be others that are tried and then dropped for lack of sufficient impact.

Building on the State Plan's commitment to promote the development of regional workforce and economic development networks, in PY 2013, the State Board developed the SlingShot initiative (see Appendix J). In PY 2014, the State Board intends to use WIA Governor's 8.75 Percent Discretionary funds to begin making the necessary investments to implement SlingShot throughout California.

## **Increased Flexibility of WIA 25 Percent Dislocated Worker Funds**

WIA §134(a)(2)(A)(ii) authorizes the Governor to set aside up to twenty five percent (25%) of the State's Dislocated Worker formula funds for California's Rapid Response system and for Additional Assistance to dislocated workers in the local areas.

According to State Board policy, of the Dislocated Worker stream, half of the total funds are formula allocated as Rapid Response directly to local boards to prevent layoffs and/or assist workers facing impending layoff. The other half, Additional Assistance, stays in Sacramento. A local board can request Additional Assistance funds when it does not have other resources to serve increased numbers of unemployed individuals due to natural disasters, plant closings, mass layoffs *"or other events."*

In PY 2012, the State Board defined, "other events" to allow the Governor maximum flexibility in investing Additional Assistance funds. Therefore, the State Board has defined "other events" as:

*"Any economic conditions, circumstances, trends, series or combination of events that resulted in the documented dislocation of a substantial number of individuals. Additional Assistance funding may be used flexibly so long as it meets the purpose of serving dislocated workers, and this includes activities that are designed to prevent layoffs."*

In PY 2013, the State Board further revised its Rapid Response policy to better support layoff aversion strategies, further emphasize information and services to help local officials anticipate economic trends and assist in the development of economic development strategies, and place greater emphasis on the utilization of Trade Adjustment Act funds for dislocated workers affected by layoffs due to foreign competition. In September 2014, policy directive [WSD14-3](#) was issued formally implementing these revisions.

## **High Quality Training Providers**

California's ETPL initial and subsequent eligibility policy was not consistent with the quality training goals of the State Plan and state legislation (SB 118). In PY 2012-2013, the State Board established an ETPL Workgroup to establish minimum statewide performance criteria and procedures for training providers currently on, or wishing to be on, the ETPL. The revised ETPL policy was approved by the State Board in August 2013, and policy directive [WSD13-10](#) containing the revised policy was issued in April 2014. The revised ETPL ensures that all training providers on the ETPL adequately provide workers with the quality skills training needed to

obtain long-term employment in their career of choice and includes community college programs, registered apprenticeship programs and for-profit providers.

### **Negotiating State and Local WIA Common Measure Performance Targets**

In PY 2012, the State Board assumed the lead role in the state-level and local-level negotiation of WIA common measure performance targets. For the first time, the State Board conducted direct negotiations with each of the 49 local boards to establish PY 2013 performance targets. Adjustments to negotiated performance levels were necessary to bring local boards into alignment with their actual performance outcomes. This meant increasing performance levels for many local boards, in some cases substantially. In June 2014, the State Board successfully negotiated statewide PY 2014 performance targets with DOLETA and local performance negotiations were completed with 48 of 49 local boards in October 2014. As a result of these negotiations, California's common measure performance targets are trending upward to reflect the state's continued economic growth and recovery from the Great Recession and reinforce the WIA requirement that the State Board fosters the continuous improvement of the workforce investment system.

### **Additional State Performance Measures**

In March 2012, the California State Auditor issued a report titled *"Federal Workforce Investment Act: More effective State Planning and Oversight is Necessary to Better Help California's Jobs Seekers Find Employment"* (Refer to the following link for a full version of this report: (<http://www.bsa.ca.gov/pdfs/reports/2011-111.pdf>)). In the report, the State Auditor urged the State Board to define quality services and evaluate system performance accordingly.

In PY 2012, the State Board began working with local boards, state-level partner agencies, and other stakeholders to develop additional performance indicators [as authorized in WIA §136(b)(2)(C)] beyond the WIA Common Measures. The intent was to develop measures focused on attainment of industry recognized credentials (consistent with DOLETA TEGL 15-10) and to integrate education and training investments among multiple federal and state programs and funding streams. These additional performance measures were approved by the State Board in August 2012 and the intent was to implement them in PY 2013.

In May 2014, the EDD launched the upgraded CalJOBS<sup>SM</sup> system, which included the new WIA module. The CalJOBS<sup>SM</sup> system is now capable of collecting all the required data elements that were identified in TEGL 4-13 by DOLETA. Regrettably, work on the additional state performance measures was deferred in order to get the upgraded CalJOBS<sup>SM</sup> system launched before the end of PY 2013.

The new WIOA “aligns the performance indicators for core programs, and adds new ones related to services to employers and postsecondary credential attainment. Performance goals must reflect economic conditions and participant characteristics.” Fundamentally, this means that the State Board and EDD will be working with DOLETA in PY 2014-2015 to develop and plan for the implementation of these new performance indicators and goals on July 1, 2016, including making the necessary changes in the CalJOBS<sup>SM</sup> system. Unfortunately, this will further delay the implementation of the additional state performance measures until after the new WIOA-mandated performance measures have been implemented.

### **Implementation of the “American Job Center” National Brand**

In PY 2013, the State Board, EDD and DOLETA implemented the “American Job Center” national brand in California. The State Board and EDD successfully collaborated to develop and launch a web portal (<http://americasjobcenter.ca.gov>) on July 1, 2013, which will become the central point to connect and promote California’s entire workforce system under the “America’s Job Center of California” brand and provide jobseekers and employers a central clearinghouse for information related to the workforce opportunities and services available to them across the state.



The branding initiative has better leveraged the One-Stop system, improved outreach and communication with the employer community; improved outreach to the workforce and other state workforce agencies and local partners; and has fulfilled its vision to offer Californians lifelong opportunities to maximize their employment potential and achieve economic prosperity.

The final implementation phase of the brand was completed in PY 2013 with the distribution of a brand management handbook with online tools and resources, as well as an implementation plan that included short and long-term steps to incorporate the brand in each local area, a description on how branding efforts will be coordinated across the state, and the expectations for participation by the local areas.

## Section Two – PY 2013 Activities and Initiatives

### Wagner-Peyser 10 Percent Governor’s Discretionary Fund Investments

In PY 2013, the State continued to invest Wagner-Peyser 10 percent discretionary funds in support of state target populations. These funds continue to support and mentor at-risk and foster youth, provide greater access to CalJOBS<sup>SM</sup> services for the deaf and hard of hearing and for returning veterans, and provided financial support to the California Committee for the Employment of Persons with Disabilities (see Appendix F).

### 25 Percent Dislocated Worker Additional Assistance Projects

In PY 2013, the State Board approved changes to its Additional Assistance policy and issued policy guidance to the local areas (see Directive [WSD13-2](#)) regarding the new definition of “other events.” Partly as a result of this policy change, the state awarded over \$28 million to fund 30 Additional Assistance projects throughout California (see Appendix G).

### WIA Governor’s 5 Percent Discretionary Investments

In PY 2013, Congress continued to limit the amount Governors may set aside for the statewide employment and training activities specified in WIA §134(a)(2)(B) and §134(a)(3) to 5 percent of Adult, Dislocated Worker and Youth formula funds. In California, these 5 percent funds suffice only to cover the costs of California’s WIA program administration, and the amount of unspent funds from prior years continues to decline. In PY 2013, the Legislature distributed \$1.769 million in unspent WIA 5 percent funds for the following initiatives:

#### **Mandatory Federal Activities**

The State Board has established an incentive award program reserved for high-performance local boards (see Section 1 “*Legislation and Policy*”) that satisfies WIA §134(a)(2)(B)(iii) and 20 CFR 665.200(e). For PYs 2013 and 2014, the State Board created a High Concentration of Eligible Youth CTE Advanced Manufacturing Grant program that satisfies WIA §134(a)(2)(B)(iii) and 20 CFR 665.200(e), and §134(a)(2)(B)(ii) and 20 CFR 665.200(d) (see Appendix I).

#### **High Concentration of Eligible Youth CTE Advanced Manufacturing Grants**

In June 2012, the State Board awarded 4 grants totaling \$900,000 to local areas with a *high concentration of eligible youth* to fund the expansion of existing advanced manufacturing partnerships with a history of documented successful placements in high wage, high skill manufacturing jobs. The purpose is to increase the number of successful placements in

emerging advanced technology manufacturing industries (see Appendix I). This expansion is serving WIA eligible youth exclusively. The funding is also being used to conduct a *system evaluation* of the manufacturing partnerships and grantees to provide the State Board with recommendations as to how the braiding of WIA, K-12 and Community College CTE funding can be replicated system-wide to promote both the Governor’s vision and the continuous improvement of the system. These youth CTE grants and the system evaluation will be completed in PY 2013.

### **Workforce Accelerator Fund Grants**

California’s State Plan prioritizes regional coordination among key partners, sector-based employment strategies, skill attainment through “Earn and Learn” and other effective training models (including, but not limited to apprenticeship), and development of career pathways. Consistent with these priorities, the State Board developed and the Governor approved the Workforce Accelerator Fund (Accelerator Fund) grant program that advances the goals of the State Plan and builds workforce system infrastructure and capacity through:

- **Collaboration** among partners in the development of service delivery strategies and alignment of resources to better connect disadvantaged and disconnected job seekers to employment.
- **Innovation** that creates new or adapts existing approaches or accelerates application of promising practices in workforce development and skill attainment.
- **System change** that uses these sub-grants to incentivize adoption of proven strategies and innovations that are sustained beyond the grant period.

The Accelerator Fund represents a new model of funding innovation and alignment in the workforce system, with the goal of funding “ground up” solutions to some of the most vexing challenges that are keeping Californians with barriers to employment from achieving success in jobs and careers. The solutions achieved through this Accelerator Fund can be used by regions grappling with similar challenges, and will be shared with the regional coalitions and other stakeholders to create lasting change and improvements in the workforce system.

In PY 2013, the State Board and the EDD braided \$2.4 million in Governor’s 5 Percent Discretionary and 25 Percent Dislocated Worker Additional Assistance funds to design, develop, and implement projects that accelerate employment and re-employment strategies for California job seekers. The State Board and EDD funded 18 Accelerator Fund grants to create and prototype innovative strategies that bridge education and workforce gaps for targeted populations, and initial implementation of promising models and practices

in workforce system service delivery infrastructure. The target populations being served by the Accelerator Fund are:

- *Long-Term Unemployed* – An unprecedented number of California workers have been out of work for more than 6 months and are struggling to find new jobs.
- *Returning Veterans* – Too many veterans, after performing essential services with great skill, are challenged in finding civilian jobs that capitalize on the skills they've built.
- *Persons with Disabilities* – The labor force participation rate for Californians with disabilities is only 19 percent - lower than it was before passage of the Americans with Disabilities Act.
- *Low-Income Workers* – Thousands of Californians are trapped in poverty, often cycling through low wage, dead-end jobs and lacking the education, skills, and supports, needed to move into sustained, higher wage jobs.
- *Disconnected Youth* – Many young people 16-24 are disconnected, neither in school nor work, and are in danger of being left behind.
- *Ex-Offenders* – Realignment has increased the visibility of the need for robust job services for the parole and ex-offender population in California.

Accelerator Fund grantees and award amounts are listed in Appendix I.

## **National Emergency Grants**

### **The California Multi-Sector Workforce Partnership**

The California Multi-Sector Workforce Partnership Project was formed with the intention of returning thousands of involuntarily unemployed Californians back to the labor force through a combination of career services, occupational training and financial support. State-level multi-sector partners include the State Board, the EDD and the California Workforce Association (CWA). Local partners include 20 Local Boards: Anaheim, City of Los Angeles, Richmond, Santa Ana, Contra Costa County, Kings County, Los Angeles County, Merced County, Monterey County, Orange County, the City and County of Sacramento, San Benito County, San Bernardino County, San Joaquin County, San Luis Obispo County, Stanislaus County and the Local Boards governing the Foothill Consortium, Kern/Inyo/Mono Consortium, North Central Counties Consortium, Pacific Gateway Workforce Investment Network and the South Bay Consortium.

With the South Bay Workforce Investment Board (SBWIB) as the applicant on behalf of the consortium, dating back to PY 2010, the SBWIB has received a total of \$35 million in NEG grant funds. This multi-sector NEG project is serving victims of 215 dislocation events, the majority of which occurred during the winter of 2010. As of June 30, 2014 the project has 3,962

participants with 1,621 enrolled in Training (including OJT). Of the 3,962 participants, 1,589 (40 percent) have entered employment. The Project is currently scheduled to end in September 2016.

Due to the ongoing dislocation events that have continued to occur throughout the consortium, SBWIB has also received \$19.5 million in 25 Percent Additional Assistance-funds, of which \$9.5 million was awarded in PY 2012 and \$10 million awarded in PY 2013. A third award of \$2.5 million has been requested for PY 2014.

### **Dislocated Worker Training Project**

In June 2013, California was awarded \$1,784,413 to support OJT, customized training, registered apprenticeships and other approaches that connect individuals with employers in the healthcare sector, with a focus on providing these services to those in long spells of unemployment. In the first quarter of PY 2013, the state conducted a competitive solicitation and awarded \$1.658 million to six grantees. As of June 30, 2014 the project has enrolled 85 participants all of whom are still in training. The project is currently scheduled to end on March 31, 2015.

### **Jobs Driven Training Project**

In June 2014, California was awarded \$6.175 million to train displaced workers who lost a job through no fault of their own for jobs in high-demand industries. This project will provide much needed training funds to 12 local boards in the Central Valley and Inland Empire regions that represent a broad mix of public and private partners who will be addressing their workforce needs by preparing dislocated workers and veterans for employment in the following targeted regional industry sectors and clusters:

Health Care	Transportation/Logistics
Manufacturing	Construction
Energy and Natural Resources	Agriculture
Water Technology	

The participating local boards from the Inland Empire and Central Valley regions will:

- Ensure pre-apprenticeship and apprenticeship training is coordinated with one or more apprenticeship programs registered by the DOLETA and/or approved by the DIR-DAS for the occupation and geographic area.
- Prioritize training for occupations in the targeted industry sectors in their local or regional economy resulting in completion and attainment of a certificate, degree

and/or other credentials valued and used by these sector employers within the regions.

- Emphasize career pathways as a framework through which learners can connect their skills and interests with viable career options.
- Continuously partner 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.

The participating local boards are listed below:

Inland Empire

San Bernardino City  
San Bernardino County  
Riverside County

Central Valley

Kern Inyo Mono Consortium  
Tulare  
Merced  
San Joaquin  
Stanislaus  
Mother Lode Consortium  
Fresno  
Kings  
Madera

Performance for this project will be included in the PY 2014 annual report.

### **Regional Industry Cluster of Opportunity Grants**

Assembly Bill 118 (Chapter 750, Statutes of 2007) created the Alternative and Renewable Fuel and Vehicle Technology (ARFVT) Program. AB 118 authorizes the CEC to annually fund projects for the development and deployment of innovative transportation technologies. The intent is to transform California's transportation market to one comprised of a diverse portfolio of alternative fuels and advanced vehicles that reduce California's greenhouse gas emissions and dependence on petroleum. In PY 2011 the CEC awarded \$1.5 million in ARFVT funds to the State Board to fund a Regional Industry Cluster of Opportunity (RICO II) grant program to develop and implement alternative fuel and vehicle regional clusters of opportunity strategies. The State Board awarded \$1.1 million to five grantees in June 2013 (see Appendix I).

## **RICO II Extension Grants**

In PY 2013, the State Board provided successful RICO II grantees with additional funding that will enable their regional industry cluster based collaborations to continue the implementation activities and develop a talent pipeline with a career pathways strategy consistent with their action plans. The focus is to develop AB 118 sector interest programs at the high school level, leveraging elements for multiple benefits such as career awareness, fulfillment, mobility, etc. The state awarded \$793,997 to 4 grantees (see Appendix I).

## **Clean Energy Job Creation Workforce Training Grants (SB 73-Proposition 39)**

Through the enactment of SB 73 in June 2013, the State Board received \$3 million in Proposition 39 funds in PY 2013 and PY 2014 to establish a competitive grant program to develop pre-apprenticeship programs and other pathways for disadvantaged youth and/or veterans. In PY 2013, the State Board awarded \$3.558 million in PY 2013-2014 Proposition 39 funds to 9 grantees. The grantees represent coalitions of local building trades councils, local boards, community colleges, and local California Conservation Corps. Grantees are working to place new apprentices on construction projects that retrofit and modernize California's public schools for greater energy efficiency (See Section I "*Workforce Legislation & Policy*"). In addition to this grant program, as required by SB 73, the State Board (through the GCJC) developed a formula that allows Local Education Agencies and community college districts to project job creation resulting from facilities improvements funded by the \$550 million Clean Energy Job Creation Fund. The State Board is also working with DIR-DAS to develop a tracking mechanism and method for reporting jobs outcomes resulting from the Proposition 39 investments.

## **Wagner-Peyser/Labor Exchange Activities**

### **Implementation of new Cal-JOBS Case Management System**

In May 2014, the EDD officially launched the second phase of the redesigned CalJOBS<sup>SM</sup> system. This new state-of-the-art system provides universal access to online services for individuals seeking jobs and employers seeking employees, as well as a wide array of employment-related services. Jobseekers can create cover letters, build or import resumes, apply for jobs online, and set up alerts to receive job notifications via email or text. Employers can post jobs, search for candidates to fill open positions, rank selected candidates and set up an automated Virtual Recruiter to be notified of qualified candidates. CalJOBS<sup>SM</sup> modernizes California's workforce service delivery and reporting systems by integrating software

supporting the WIA, Wagner-Peyser Act (WPA), and Trade Adjustment Act (TAA) programs into a single, integrated, web-based information system. New features such as Cash Drawer, ETPL, and Worker Adjustment and Retraining Notification (WARN) functionality were also implemented. CalJOBS<sup>SM</sup> is a significantly improved service delivery tool for job seekers and employers, and a highly-effective case management tool for staff, designed to efficiently mediate the job matching and referral process.

## Section Three – WIA Title 1-B Results

### Analysis

California’s workforce investment system is comprised of 49 local areas, each with its own local board (See Appendix D). These 49 local boards work in concert with their local chief elected official to oversee the delivery of workforce services relevant to their local residents and businesses. Critical to their charge is their oversight of the local America’s Job Centers of California (One-Stop) offices, which are the hub of the system’s statewide service delivery for workforce, education, training and business services. The America’s Job Centers of California provide access to jobs, skill development, and business services vital to the social and economic well-being of their communities through partnerships with other local, state, and federal agencies, education, and economic development organizations.

California’s PY 2013 federal allotments for WIA Title I Adult, Dislocated Worker, and Youth funds totaled \$394,496,679. The allotments to California and the amounts available for formula allocation are as follows:

Program Year 2013	Total Allotment	Amount Available for Formula Allocation
Adult Program Title I	\$113,293,307	\$107,628,642
Youth Program Title I	\$118,211,133	\$112,300,577
Dislocated Worker Program Title I	\$162,992,239	\$114,087,998

Source: EDD WSIN 12-57 May 8, 2013

### Program Outcomes and Cost Effectiveness

A total of 940,722 customers were served in the WIA and WPA programs in PY 2013, including self-service adults. Within this total, 78,025 were WIA Adult participants, 33,619 were WIA Dislocated Worker participants and 25,390 were WIA Youth participants<sup>4</sup>. The total number served is markedly increased from past years due to the new CalJOBS<sup>SM</sup> ability to maintain a universal participant record as opposed to having two separate participant tracking systems.

The PY 2013 “Adults Entered Employment” rate of 64.7 percent represents an increase of 4.3 percent over the PY 2012 rate of 60.4 percent. The PY 2013, “Dislocated Worker Entered Employment” rate of 72.0 percent represents an increase of 2.5 percent over the PY 2012 rate of 69.5 percent. The “Employment Retention” rate for Adults and Dislocated Workers again increased more than a 1 percent over PY 2012, for the fourth consecutive year. Adult and

<sup>4</sup> PY 2013 Annual Report Tables B-Q - Table M - Participation Levels

Dislocated Worker Average Earnings also continued to increase in PY 2013.<sup>5</sup> These continued increases can be attributed to the continuous improvement efforts the State Board has made in the area of state and local area performance, emphasis on prioritizing demand sectors in California’s regional economies, and California’s improving economy as a whole.

## **Adult Services**

In PY 2013, California easily achieved the three Adult Common Measures. While Table B shows fewer exiters in PY 2013, Entered Employment, Employment Retention and Average Earnings all increased. Table C shows California also saw Common Measure performance improvement among all of its special populations. Lastly, Table D shows that Adults who entered and retained employment after receiving training services increased from 67.9 percent to 73.7 percent and 79.8 percent to 84.8 percent respectively. Average Earnings also increased ever so slightly from \$16,720.60 to \$16,726.00. This increase is attributed to the 25 percent mandatory expenditure of Adult and Dislocated Worker formula funds in skills training that supports in-demand jobs in targeted industry sectors with a career pathway to a living wage.

## **Dislocated Workers**

In PY 2013, California met/exceeded the three Dislocated Worker Common Measures. While Table E shows no significant change in the number of Dislocated Workers exiters that Entered Employment, there were fewer exiters that Retained Employment in PY 2013. Table F shows California also saw Common Measure performance improvement in three of four special population categories, with Displaced Homemakers being the exception. Lastly, Table G shows that Dislocated Workers who entered and retained employment after receiving training services increased from 75.8 percent to 78.1 percent and 84.0 percent to 88.0 percent respectively. Average earnings however, fell slightly from \$18,358.00 to \$18,225.00. The increase in Entered Employment and Employment Retention is attributed to the 25 percent mandatory expenditure of Adult and Dislocated Worker formula funds in skills training that supports in-demand jobs in targeted industry sectors with a career pathway to a living wage.

## **Youth Services**

In PY 2013, California met the three Youth Common Measures, with the “Actual Placement in Employment or Education” outcome coming in at 89.4 percent of the negotiated rate of 74.0 percent. Table H shows an increase in the number of Youth participants that “Attained a Degree or Certificate” in PY 2013. Table H also shows California saw performance improvement in “Literacy and Numeracy.” The increase in the number of Youth that “Attained a Degree or

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<sup>5</sup> PY 2013 Annual Report Tables B-Q - Tables B-G – Adult and Dislocated Worker Results & Outcomes

Certificate” is attributed to the State Plan’s Youth strategies which supports and encourages investments in skills training that supports in-demand jobs in targeted industry sectors with a career pathway to a living wage. The Common Measures put greater focus on high school retention and completion, and improved literacy and math skills (literacy and numeracy gains) for out-of school youth with less than 9th grade skill attainment levels.

## **Other Reported Information**

As evidenced in Table L, in PY 2013 Adults and Dislocated Workers saw increases in “Employment Retention,” “Wages at Entry into Employment” and “Entry into Employment Related to the Training Received.” Again this is attributed to the mandatory investment of Adult and Dislocated Worker formula funds in skills training that supports in-demand jobs in targeted industry sectors with a career pathway to a living wage.

## **Cost of Program Activities**

As evidenced in Table N, the total of all federal spending in PY 2013 was \$28.2 million less than in PY 2012. This is due to the reduced WIA formula allocations and the reduction in unspent carry forward funds due to the continued reduction in Governor’s Discretionary funds from 15 percent to 5 percent.

Please refer to the supplement titled “PY 2013 Annual Report Tables B-Q” on the State Board’s website ([www.cwib.ca.gov/resources/reports.htm](http://www.cwib.ca.gov/resources/reports.htm)) for additional statewide data tables and individual performance summaries for each of the 49 Local Areas.

## **Customer Success Stories**

Please refer to the Workforce Investment Works website:

[http://workforceinvestmentworks.com/workforce\\_testimonials.asp?st=CA](http://workforceinvestmentworks.com/workforce_testimonials.asp?st=CA) for testimonials and success stories from satisfied recipients of WIA services in California.

## **Customer Satisfaction Measures**

California for many years has had the Common Measure waiver and as a result has not collected statewide customer satisfaction data. California intended to develop a process for collecting and measuring customer satisfaction data in PY 2013, but the unexpected delay in implementing the second phase of the CalJOBS<sup>SM</sup> in May 2014 prevented California from making any significant progress in this area as resources were dedicated towards implementing other WIA-required reporting elements in CalJOBS<sup>SM</sup>. However, as part of WIOA performance

measure implementation, California intends to comply with all federally-mandated customer satisfaction reporting requirements beginning in PY 2016.

## A. California's High-Performance Local Workforce Investment Boards

Local Workforce Investment Boards	Business City
Contra Costa County	Concord
Foothill Consortium	Pasadena
Humboldt County	Eureka
Kings County	Hanford
Los Angeles City	Los Angeles
Los Angeles County	Los Angeles
Merced County	Merced
Monterey County	Salinas
NOVA	Sunnyvale
Orange County	Anaheim
Pacific Gateway/City of Long Beach	Long Beach
Richmond City	Richmond
Riverside County	Riverside
San Bernardino City	San Bernardino
San Jose City/Silicon Valley Workforce Investment Area	San Jose
Santa Ana City	Santa Ana
Ventura County	Ventura

## **B. PY 2013 Approved Waivers**

### **Federal WIA Waivers**

The following waivers were approved for California for PY 2013:

#### **Waiver to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to a local workforce investment area (local area).**

The state was granted a waiver to permit an increase in the amount the State is allowed to transfer between the Adult and Dislocated Worker funding. Transfer authority is limited to 50 percent.

This waiver continued to provide needed flexibility to local boards to respond to changes in their local labor markets and continued to help ensure that WIA funds are used in a way that maximizes customer service and other demand-driven needs of the business community. The WIOA increases the allowable transfer to 100 percent, making this waiver obsolete.

#### **Waiver to permit the state to use the common measures.**

The State was granted a waiver to use the nine common measures in lieu of the 17 WIA specified performance measures. The WIOA creates a single set of common measures for adults across all core programs authorized under the bill, including both occupational training and adult education programs, and a similar set of common measures across all youth serving programs authorized under the bill. Adult measures include: unsubsidized employment; median earnings; receipt of a secondary diploma or recognized postsecondary credential; measurable skills gains toward a credential or employment; and employer engagement.

#### **Waiver of the required 50 percent employer contribution for customized training.**

The State was granted a waiver of the required 50 percent employer contribution for customized training to permit the use of a sliding scale for the employer contribution based on the size of the business. The following sliding scaled was permitted: 1) no less than 10 percent match for employers with 50 or fewer employees, and 2) no less than 25 percent match for employers with 51 – 250 employees. For employers with more than 250 employees, the current 50 percent match is required.

This waiver continues to provide a valuable tool to local boards in their support of the State Plan goals and objectives to increase “Earn and Learn” and customized training opportunities. The sliding scale for employer match provides the necessary flexibility for small businesses to

participate in these customized training opportunities, thereby increasing participation and employment rates for skilled job seekers. Employers benefit from the waiver by having a labor pool with the marketable skills they require.

**Waiver of the time limit on the period of initial eligibility for training providers.**

The State was granted a waiver to postpone determination of subsequent eligibility of training providers. The state was also allowed to provide an opportunity for training providers to re-enroll and be considered enrolled as initially eligible providers.

This waiver continues to be necessary as the community colleges are unable to universally report their WIA participant success rates for their certificate and degree programs, making subsequent eligibility of these programs based on performance impossible.

**Waiver to permit a portion of the funds reserved for rapid response activities to be used for incumbent worker training.**

The State was granted a waiver permitting the use of up to 20 percent of rapid response funds for incumbent worker training, only as part of a layoff aversion strategy. All training delivered under this waiver was restricted to skill attainment activities.

This waiver positively affects businesses by reducing the risk of layoff or closure because workers have not kept current with new skills and technologies. It also has the potential, as businesses expand due to the enhanced skills of their current workers, to stimulate new, lower-skill positions and to create openings in positions vacated by incumbent workers who receive skills upgrade training. The training provided to individuals will make them more valuable to current and future employers. This waiver plan increases the role of local boards as a workforce intermediary and the role of business in the workforce development system.

The WIOA allows local boards to reserve 20 percent of their funds for incumbent worker training, thereby making this waiver obsolete.

**Waiver to increase the employer reimbursement for on-the-job training.**

The State was granted a waiver to permit an increase in employer reimbursement for on-the-job training through a sliding scale based upon the size of the business. The following reimbursement amounts were permitted: 1) up to 90 percent for employers with 50 or fewer employees, and 2) up to 75 percent for employers with 51 to 250 employees. For employers with more than 250 employees, 50 percent reimbursement will continue to apply.

The waiver continues to allow the State to encourage and expand the hiring of unemployed adult and dislocated workers who lack some of the skills needed to meet an employer's needs. It will provide them with opportunities to add new skill sets and learn new technologies while they return to the workplace and earn wages to support themselves and their families.

**Waiver to permit local areas to use a portion of local funds for incumbent worker training.**

The State was granted a waiver to allow local areas to use up to 10 percent of local Dislocated Worker funds and up to 10 percent of local Adult funds for incumbent worker training only as part of a layoff aversion strategy. Use of Adult funds must be restricted to serving lower income adults. All training delivered under this waiver was restricted to skill attainment activities.

This waiver allows local boards to use up to 10 percent of local Dislocated Worker funds and up to 10 percent of Adult funds for incumbent worker training only as part of a layoff aversion strategy, allowing them to respond better to local economic changes and serving employers and their employees who require training. During the national economic downturn, the local boards needed this flexibility to assist employers in the retention of employees and to provide incumbent workers the opportunity to gain necessary skills to maintain employment.

This waiver also allows the local boards to effectively market incumbent worker training to the private sector, thus expanding partnerships with employers in growth and demand industries. This will reduce the risk of layoffs of employees who need skill upgrades and allow employers to create opportunities for new workers to take the place of existing workers who have moved up the career ladder.

The WIOA allows local boards to reserve 20 percent of their funds for incumbent worker training, thereby making this waiver obsolete.

**Waiver on the use of Individual Training Accounts (ITAs) for older and out-of-school youth.**

The State was granted a waiver permitting the use of ITAs for older youth and out-of-school youth program participants. The State was required to continue to make the 10 youth program elements available. The State was also required to ensure that funds used for ITAs are tracked and that they are reflected in the individual service strategies for these youth.

This waiver helps to maximize the service capacity of the One-Stop Career Centers by allowing the use of Youth funds to serve older youth, who are focused on employment, to have the same advantage of ITAs as adult and dislocated workers. Without this waiver, the workforce system would be forced to co-enroll older youth in the Adult and Dislocated Worker programs

to provide training opportunities through the use of ITAs. This waiver streamlines customer service and avoids the need for an unnecessarily bureaucratic process.

**The following Youth waivers were approved through June 30, 2017:**

**Waiver of performance measures for youth participants in summer youth employment activities and co-enrolled in Temporary Assistance for Needy Families (TANF) and WIA programs.**

The State was granted a waiver permitting the use of the work readiness indicator only for youth co-enrolled in the WIA Youth and TANF programs and participating in subsidized summer youth employment activities. Los Angeles County is the primary user of this waiver and the waiver has contributed to Los Angeles County exceeding its negotiated Youth goals for Placement in Employment or Education in PY 2013.

**Waiver to provide program design flexibility in serving youth participants in summer youth employment activities and co-enrolled in TANF and WIA programs.**

The State was granted a waiver to provide program design flexibility in serving youth who participate in subsidized summer youth employment activities that use TANF funds and are co-enrolled in WIA funded youth programs. Specifically, the requirement to provide a minimum of 12 months of follow-up services was waived. Also waived was the requirement to provide an objective assessment and individual service strategy.

## C. State Working Group of Key Public Workforce Development Institutions

<p><b><u>California Labor and Workforce Development Agency</u></b></p> <p><b>Brian McMahon</b>, Undersecretary  <b>André Schooli</b>, Assistant Secretary</p>	<p><b><u>Governor’s Office of Business and Economic Development</u></b></p> <p><b>Kish Rajan</b>, Director  <b>Panorea Avdis</b>, Chief Deputy Director</p>
<p><b><u>Employment Development Department</u></b></p> <p><b>Patrick Henning, Jr.</b>, Director  <b>Dennis Petrie</b>, Deputy Director,  Workforce Services Branch  <b>Spencer Wong</b>, Chief  Labor Market Information Division</p>	<p><b><u>California Department of Education</u></b></p> <p><b>Russ Weikle</b>, Deputy Superintendent  <b>Gordon Jackson</b>, Assistant Superintendent  <b>Diane Hurley</b>, Adult Education Office  <b>Patricia Terry</b>, Adult Education Office</p>
<p><b><u>California Department of Veteran’s Affairs</u></b></p>	<p><b><u>California Workforce Investment Board</u></b></p> <p><b>Tim Rainey</b>, Executive Director  <b>Amy Wallace</b>, Assistant Director</p>
<p><b><u>California Department of Industrial Relations</u></b></p> <p><b>Diane Ravnik</b>, Chief  Division of Apprenticeship Standards</p>	<p><b><u>California Community Colleges</u></b></p> <p><b>Van Ton-Quinlivan</b>, Vice Chancellor  Workforce &amp; Economic Development</p>
<p><b><u>California Health and Human Services Agency</u></b></p> <p><b>Jim Suennen</b>, Associate Secretary  External Affairs</p>	<p><b><u>California Employment Training Panel</u></b></p> <p><b>Stewart Knox</b>, Executive Director  <b>Peter Cooper</b>, Assistant Director</p>
<p><b><u>California Department of Social Services</u></b></p> <p><b>Will Lightbourne</b>, Director  <b>Todd Bland</b>, Deputy Director  Welfare to Work Division</p>	<p><b><u>Career Ladders Project</u></b></p> <p><b>Linda Collins</b>, Executive Director</p>
<p><b><u>California Department of Rehabilitation</u></b></p> <p><b>Sarah Triano</b>, Executive Officer  California Committee for the Employment of  Persons with Disabilities</p>	

## **D. California Workforce Investment Board Membership**

### **BUSINESS**

- 1 **Jonathon Andrus**  
CEO  
Fairchild Medical Center
  
- 2 **Roberto Barragan**  
President  
Valley Economic Development Center
  
- 3 **Josh Becker**  
CEO  
Lex Machina
  
- 4 **Robert Beitcher**  
President and CEO  
Motion Picture and Television Fund
  
- 5 **Monica Blanco-Etheridge**  
Executive Director  
The Rios Company
  
- 6 **Jerome Butkiewicz**  
Workforce Readiness Manager  
San Diego Gas and Electric
  
- 7 **Jamil Dada**  
Vice President, Investment Services  
Provident Bank-Riverside County Branches
  
- 8 **John DiStasio**  
CEO  
Sacramento Municipal Utilities District
  
- 9 **Shannon Eddy**  
Executive Director  
Large-Scale Solar Association
  
- 10 **Imran Farooq**  
Principal and Owner  
Omni International LLC

- 11 Michael Gallo**  
President and CEO  
Kelly Space and Technology Inc.
- 12 Chris Hill**  
Chief Strategy Officer  
Mycotoo, Inc.
- 13 Pamela Kan**  
President  
Bishop-Wisecarver Corporation
- 14 Ro Khanna**  
Counsel  
Wilson Sonsini Goodrich and Rosati
- 15 Stephen Levy**  
Director and Senior Economist  
Center of Continuing Study of the California Economy
- 16 Laura Long**  
Director of National Workforce Planning and Development  
Kaiser Permanente
- 17 James Mangia**  
President and CEO  
St. John's Well Child and Family Center
- 18 Karl Mehta**  
Venture Partner  
EdCast Inc.
- 19 Stephen Monteros**  
Vice President, Operations and Strategic Initiatives  
SIGMAnet
- 20 Lisa Mortenson**  
CEO  
American Biodiesel, Inc. dba Community Fuels
- 21 Nathan Nayman**  
Head of California State and Local Relations  
California for Visa Inc.

**22 Catherine O'Bryant**

President  
O'Bryant Electric Inc.

**23 Kimberly Parker**

Executive Vice President  
California Employers Association

**24 Robert Redlo**

Vice President of Patient Relations, Labor Relations and Workforce Development  
Doctors Medical Center

**25 Ulysses Romero**

Founder and President  
Terra Mia Coffee Company

**26 Michael Rossi**

CHAIR  
Advisory Board, Shorenstein Properties LLC  
Senior Advisor, San Francisco 49ers  
Board Chairman, CounterPoint Capital Partners LLC

**27 Richard Rubin**

President  
Richard A. Rubin Associates Inc.

**28 Alma Salazar**

Vice President of Education and Workforce Development  
Los Angeles Area Chamber of Commerce Unite-LA

**29 Annette Smith-Dohring**

Workforce Development Program Manager  
Sutter Health-Sacramento-Sierra Region

**30 Bruce Stenslie**

President and CEO  
Ventura County Economic Development Collaborative

## COMMUNITY BASED ORGANIZATIONS

**31 Hermelinda Sapien**

CEO  
Center for Employment Training

**32 Abby Snay**

Executive Director  
Jewish Vocational Services-San Francisco

**33 Floyd Trammell**

Executive Director  
West Bay Local Development Corporation Inc.

**34 Joseph Williams**

CEO  
Youth Action Project

## ORGANIZED LABOR

**35 John Brauer**

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

**36 Ken Burt**

Political Director  
California Federation of Teachers

**37 Bill Camp**

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

**38 Diane Factor**

Director  
Worker Education and Resource Center (SEIU Local 721)

**39 Louis Franchimon**

Executive Secretary  
Napa Solano Building Trades Council

40 **Jeremy Smith**  
Deputy Legislative Director  
State Building and Construction Trades Council

### LEGISLATURE

41 **The Honorable Kevin Mullin**  
Assembly Member  
California State Assembly

42 **The Honorable Rudy Salas**  
Assembly Member  
California State Assembly

43 **The Honorable Ted Lieu**  
Senator  
California State Senate

### GOVERNMENT

44 **David Lanier** (Representing Governor Edmund G. Brown, Jr.)  
Secretary  
California Labor and Workforce Development Agency

45 **Diana S. Dooley**  
Secretary  
Health and Human Services Agency

46 **Brice Harris**  
Chancellor  
California Community Colleges

47 **Patrick W. Henning, Jr.**  
Director  
Employment Development Department

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

49 **Diane Ravnik**  
Director  
Division of Apprenticeship Standards  
Department of Industrial Relations

**CHIEF LOCAL ELECTED OFFICIALS**

50 **The Honorable Cindy Chavez**  
County Supervisor  
County of Santa Clara

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

**ACADEMIC**

52 **Laurence Frank**  
President  
Los Angeles Trade-Technical College

53 **Dr. Carol Zabin**  
Director of Research  
University of California at Berkeley Labor Center

**NON-PROFIT ORGANIZATION**

54 **Michael Kelly**  
Executive Director  
The Los Angeles Coalition for the Economy and Jobs

## E. California's 49 Local Workforce Investment Areas

Local Workforce Investment Areas	Business City
Alameda County	Hayward
City of Anaheim	Anaheim
City of Long Beach	Long Beach
City of Los Angeles	Los Angeles
City of Oakland	Oakland
City of Richmond	Richmond
City of San Bernardino	San Bernardino
City of San Jose/Silicon Valley Workforce Investment Area	San Jose
City of Santa Ana	Santa Ana
Contra Costa County	Concord
Foothill Consortium	Pasadena
Fresno County	Fresno
Golden Sierra Consortium	Placerville
Humboldt County	Eureka
Imperial County	El Centro
Kern, Inyo, and Mono Consortium	Bakersfield
Kings County	Hanford
Los Angeles County	Los Angeles
Madera County	Madera
Marin County	San Rafael
Mendocino County	Arcata
Merced County	Merced
Monterey County	Salinas
Mother Lode Consortium	Sonora
Napa County	Napa
NorTEC	Paradise
North Central Counties Consortium	Yuba City
NOVA	Sunnyvale

Orange County	Anaheim
Riverside County	Riverside
Sacramento County/City	Sacramento
San Benito County	Hollister
San Bernardino County	San Bernardino
San Diego County/City	San Diego
San Francisco County/City	San Francisco
San Joaquin County	Stockton
San Luis Obispo County	San Luis Obispo
San Mateo County	Belmont
Santa Barbara County	Santa Barbara
Santa Cruz County	Santa Cruz
Southeast Los Angeles County (SELACO)	Cerritos
Solano County	Suisun
Sonoma County	Santa Rosa
South Bay Consortium	Hawthorne
Stanislaus County	Modesto
Tulare County	Visalia
Ventura County	Ventura
Verdugo Consortium	Glendale
Yolo County	Woodland

**F. PY 2013 Wagner-Peyser 10 Percent Governor's  
Discretionary Fund Investments**

<b>Base Wagner-Peyser 10 Percent Grant Amount</b>	<b>\$7,987,874</b>
<b>Wagner-Peyser 10% On-going Programs</b>	<b>Budget</b>
YEOP - Youth	\$3,505,495
Deaf & Hard of Hearing	\$1,500,000
YEOP - Mentors	\$400,000
Program Administration	\$156,000
CalWORKs*	\$841,000
<b>Sub-Total On-going Programs</b>	<b>\$6,402,495</b>

<b>Wagner-Peyser 10 Percent Special Programs</b>	<b>Budget</b>
Foster Youth	\$200,000
Veterans Employment Services	\$700,000
California Department of Rehabilitation	\$532,357
California Department of Veteran Affairs - CalVETS	\$262,000
<b>Sub-Total Projects</b>	<b>\$1,694,357</b>

<b>Total On-going and Special Programs</b>	<b>\$8,096,852</b>
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## G. PY 2013 25 Percent Expenditures

### 25 Percent Rapid Response Formula Allocations

Subgrantee	Total Allocation Rapid Response
Alameda	\$654,175
Anaheim	\$194,642
Contra Costa	\$435,790
Foothill	\$230,396
Fresno	\$559,660
Golden Sierra	\$292,355
Humboldt	\$130,911
Imperial	\$253,681
Kern/Inyo/Mono	\$371,293
Kings	\$146,755
L.A. CITY	\$401,260
L.A. County	\$2,260,025
Long Beach City (PG)	\$1,677,589
Madera	\$174,521
Marin	\$123,298
Mendocino	\$127,637
Merced	\$259,949
Mother lode	\$263,274

Monterey	\$344,598
Napa	\$322,240
North Central Counties Consortium	\$816,718
NorTEC	\$381,586
NOVA	\$617,546
Oakland	\$324,740
Orange	\$729,126
Richmond	\$124,398
Riverside	\$636,016
Sacramento	\$880,212
Santa Ana	\$161,893
Santa Barbara	\$140,881
San Benito	\$564,795
San Bernardino City	\$780,112
San Bernardino County	\$307,381
South Bay	\$357,986
Santa Cruz	\$529,383
San Diego	\$124,205
SELACO	\$306,300
San Francisco	\$193,792
San Joaquin	\$185,432
San Jose/Silicon Valley	\$210,855

San Luis Obispo	\$178,423
San Mateo	\$175,277
Solano	\$218,733
Sonoma	\$591,403
Stanislaus	\$302,435
Tulare	\$222,795
Verdugo	\$445,934
Ventura	\$460,364
Yolo	\$180,084
<b>Total 25 Percent Rapid Response Formula Allocation</b>	<b>\$20,372,857</b>

## PY 2013 25 Percent Additional Assistance Awards

Subgrantee	Project Name	Total Allocation
Bay Area Community Resources	Workforce Accelerator Fund Project 2013/14	\$125,000
California Labor Federation	Rapid Response PY 2013-14	\$797,027
Chaffey College	Workforce Accelerator Fund Project 2013/14	\$150,000
Foundation for California Community Colleges	Workforce Accelerator Fund Project 2013/14	\$50,000
Fresno County	Central Valley Infrastructure Employment	\$120,000
La Cooperativa Campesina de California	Agricultural Industry Dislocated Worker	\$3,200,000
La Cooperativa Campesina de California - K284666	Pre-Apprenticeship and Renewable Energy Efficiency Training	\$1,656,735
Los Angeles City	New Direction Project	\$802,115
Monterey County	AA for Banking and Agriculture Light Manufacturing	\$874,890
New Door Ventures	Workforce Accelerator Fund Project 2013/14	\$50,000
North Central Counties	North Central Counties - Support Training & Re-employment	\$672,000
Northern California Indian Development Council, Inc. (K393060)	Rapid Response PY 2013-14	\$119,420
Northern Valley Job Training Consortium	DW Inflow and Dislocation	\$4,000,000
Northern Valley Job Training Consortium	Workforce Accelerator Fund Project 2013/14	\$140,000
Oakland City	Workforce OJT Project	\$988,217

Opportunity Junction	Workforce Accelerator Fund Project 2013/14	\$101,000
Richmond City	Project Hire III	\$770,000
Sacramento Employment Training Agency	Workforce Accelerator Fund Project 2013/14	\$70,000
San Bernardino City	People's Care Direct Project	\$378,539
San Francisco	Information and Communication Technology Agile Rapid Response	\$902,465
San Mateo Workforce Investment Board	San Mateo Workforce Investment Board - K386331 9/27/2013	\$528,000
Santa Barbara	Bank and Trust Layoff	\$315,300
Shirley Ware Education Center	Workforce Accelerator Fund Project 2013/14	\$100,000
Sonoma County	Training Funds for Dislocated Workers	\$350,000
South Bay Workforce Investment Board	DW Additional Assistance	\$10,036,564
Tulare	DW Additional Assistance	\$950,000
Tulare	Workforce Accelerator Fund Project 2013/14	\$50,000
University of California, Los Angeles	Workforce Accelerator Fund Project 2013/14	\$25,000
Ventura County	Workforce Accelerator Fund Project 2013/14	\$50,000
Verdugo	New Direction Project	\$227,310
<b>Additional Assistance Projects Total</b>		<b>\$28,599,583</b>
<b>Grand Total PY 2013 25 Percent Funded Projects</b>		<b>\$48,972,440</b>

## H. PY 2013 5 Percent Governor's Discretionary Fund Investments

Applicant Name	Project Name	Award Amount
Bay Area Community Resources	Workforce Accelerator Fund Project 2013/14	\$25,000
Center for Media Change	Workforce Accelerator Fund Project 2013/14	\$150,000
Foundation for CA CC	Workforce Accelerator Fund Project 2013/14	\$100,000
Foothill	Workforce Accelerator Fund Project 2013/14	\$150,000
Fresno	Workforce Accelerator Fund Project 2013/14	\$150,000
Long Beach City	Workforce Accelerator Fund Project 2013/14	\$73,000
Monterey	Workforce Accelerator Fund Project 2013/14	\$55,000
North Central Counties	DW Vets Training NEG	\$35,080
New Door Ventures	Workforce Accelerator Fund Project 2013/14	\$100,000
NorTEC	Workforce Accelerator Fund Project 2013/14	\$125,000
SETA	Workforce Accelerator Fund Project 2013/14	\$80,000
SETA	DW Vets Training NEG	\$40,591

Tulare	Workforce Accelerator Fund Project 2013/14	\$100,000
Verdugo	DW Vets Training NEG	\$150,000
UCLA	Workforce Accelerator Fund Project 2013/14	\$75,000
Ventura	Workforce Accelerator Fund Project 2013/14	\$100,000
<b>TOTAL 5 Percent Governor's Discretionary Fund Investments</b>		<b>\$1,508,671</b>

## I. PY 2013 Priority Industry Sector Investments

In PY 2013, California continued to invest in its three (3) priority industry sectors of statewide economic importance.

### Advanced Manufacturing Sector

#### High Concentration of Eligible Youth Advanced Manufacturing CTE Grants\*

Grantee	Partnering Program	Credentialing Entity/Credentials Granted	Amount Awarded
<b>Oakland/Alameda Youth Manufacturing Partnership</b>	Laney College	The OAYMP builds upon existing network of education and training partners in the San Francisco East Bay targeting young adults from distressed communities in Oakland and Alameda County to provide skills development that helps men and boys of color access entry level employment, ongoing education, and career development in manufacturing and advanced manufacturing. Serving an additional 75 youth.	\$238,780
<b>San Bernardino Workforce Investment Board</b>	Various manufacturing employers, San Bernardino Valley College, NTMA Training Centers of Southern California	Partnership with Technical Employment Training to provide instruction in manufacturing technology, 100 hours of paid work experience and earn NIMS level 1 credential. Serve an additional 60 youth.	\$213,750
<b>South Bay Workforce Investment Board</b>	El Camino College Career Advancement Career Academy	Bridge to Manufacturing Careers Program will prepare participants for entry-level certification and employment in Machine Tool Technology and Welding. Serve an additional 60 youth	\$213,750
<b>Stanislaus County Alliance Worknet</b>	Modesto Junior College Careers in the Manufacturing Program Ceres High School's Green and Clean Manufacturing Academy	Partners with high school manufacturing programs; to include concurrent enrollment at Modesto Junior College – one year of continuous program involvement, student will be qualified to earn an industry accepted certificate in for employment in the manufacturing industry. Serve an additional 60 youth	\$213,750
<b>Total</b>			<b>\$880,030</b>

\* Funded in PY 2012 with 5 Percent Governor's Discretionary funds

## Clean/Green Energy Sector

### Alternative and Renewable Fuel and Vehicle Technology (RICO II) Grants

These grants are funded by the California Energy Commission's Alternative and Renewable Fuels (AB 118, Statutes of 2007) Investment Plan. These grants end December 31, 2014.

Applicant Name	Award Amount	Region Covered	Sector
Orange County WIB	\$248,000	Orange/LA County	Alternative Fuel and Advanced Transportation Technology
NOVA	\$250,000	Silicon Valley	Electric Vehicle
CleanTECH Association San Diego	\$250,000	San Diego/Imperial	Biofuels
Sacramento Employment and Training Agency	\$250,000	Sacramento Region	Electric Vehicle & Renewable Natural Gas
CSU Fresno, Fresno Foundation	\$158,013	San Joaquin Valley	Alternative and Renewable Fuel Vehicle Technology & infrastructure
<b>Total</b>	<b>\$1,156,013</b>		

### PY 2013 RICO II Extension Grants (Grants end June 30, 2016)

#### Sustainability Project

Applicant Name	Award Amount
Orange County	\$125,000
SETA	\$125,000
CSU Fresno	\$46,999
NOVA	\$46,998
<b>Total</b>	<b>\$343,997</b>

#### Talent Pipeline Project

Applicant Name	Award Amount
Orange County	\$175,000
SETA	\$175,000
CSU Fresno	\$100,000
<b>Total</b>	<b>\$450,000</b>

**Proposition 39 Clean Energy Workforce Training Grant Program\***

<b>Applicant Name</b>	<b>Amount</b>
California Labor Federation	\$150,000
Santa Cruz WIB	\$50,000
Fresno County WIB	\$550,000
Los Angeles Trade Technical College	\$658,000
Richmond WIB	\$750,000
SETA	\$500,000
San Francisco Conservation Corps	\$500,000
San Jose/Silicon Valley WIB	\$525,000
Able-Disabled Advocacy	\$25,000
Emerald Cities Collaborative	\$75,000
<b>Total Prop 39 Investments</b>	<b>\$3,558,000</b>

\* Includes PY 2013 and PY 2014 Prop 39 funds from the State Board and the Community College Chancellor

## Healthcare Sector

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

Subgrantee	Amount
Jewish Vocational Services	\$226,150
NCCC	\$251,278
Pacific Gateway/Long Beach	\$226,150
SETA	\$301,534
San Bernardino County	\$226,150
SELACO	\$427,172
<b>Total</b>	<b>\$1,658,434</b>

### PY 2013 Workforce Accelerator Fund – Veterans’ Health Care “Earn & Learn”\*

Applicant Name	Amount
Foothill WIB	\$150,000
SETA	\$80,000
SETA	\$70,000**
Verdugo WIB	\$150,000
<b>Total</b>	<b>\$450,000</b>

\* Also listed in Appendix H “PY 2013 5 Percent Governor’s Discretionary Investments”

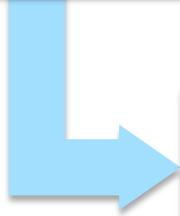
\*\* Also listed in Appendix G “PY 2013 25 Percent Additional Assistance Awards”

# SlingShot

Accelerating Income Mobility through Regional Collaboration



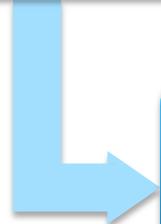
- Increase intergenerational income mobility
- Move the needle on big employment, education, and jobs issues
- Increase prosperity and agility of regions, businesses and workers



- Regional Slingshot partnerships or coalitions
- Focus on a vexing employment, education, and jobs issue
- Undertake bold solutions
- Combine proven approaches and experimental new ones
- Measure and adapt
- State Accelerator Grants combined with local match supports the work



- Aligns economic, workforce development & education strategies
- Engages the creativity of diverse partners to come up with "move the needle" solutions
- State provides flexible seed capital for innovative strategies and remove barriers -- creating the space to take risks & accelerate innovation
- Tackles a big, potentially transformative issue through short-term actions, measurement and adjustment
- Builds momentum from early wins



- Robust, lasting regional coalitions tackling tough systemic challenges rather than working at the margins and proliferating boutique programs
- Leveraging investments through a venture fund approach
- Creating flexibility and incentives to align existing and new funding toward shared outcomes, not focusing on outputs – i.e. regionalism is not an end but a means to an end
- Focusing on regional goals impacts, not those of agencies or programs
- Creating a culture of rapid, ongoing experimentation -- using solid measurement to make course corrections

# SlingShot

## Accelerating Income Mobility through Regional Collaboration

### The Challenge

Despite our state's overall prosperity, too many Californians are in danger of being left behind, not making ends meet and unable to create a middleclass life for themselves and their families. Many Californians face substantial challenges in finding good jobs and supporting themselves and their families in an era with volatile, rapidly evolving labor markets. As a result, regions across California face a combination of shortages of skilled workers in key industries and cohorts of students and workers ill equipped to compete for mid- to high-skilled jobs. All of this places increasing strain on equality of opportunity, a core component of the American Dream, and the ability of this generation and the next to rise above the economic and social station of their parents. Equal opportunity is at risk of becoming myth for whole generations of young Californians.

Traditional workforce, education, and economic development strategies have not had sufficient impact in helping enough workers to build needed skills, find good jobs and realize positive economic mobility. And even promising strategies lack the speed and agility in execution needed to respond to current and emerging skills and job demands. We need to bring the creativity for which California is known to bear and create new strategies that achieve scalable impact.

### What Are We Trying to Accomplish?

SlingShot seeks to seed collaborative efforts by employers and industry, government, workforce and economic development, and education stakeholders within a region to identify and then work to solve employment challenges that slow California's economic engine -- with regionally-selected solutions to regionally-defined problems.

This guiding premise contains five dimensions:

- **We can make the greatest impact on major jobs and employment issues at the regional level.** California is a collection of distinct regional economies; aligning our work at that level will be more effective than either city/county/district level efforts or statewide strategies.
- **We must turn the tide on income mobility in California.** Our systems must accelerate education, employment, and economic development for those Californians in danger of being left out of our State's prosperity.
- **We need to tackle big issues.** California's regions face no shortage of vexing workforce challenges. Slingshot offers an opportunity to take on a tough issue that if solved would meaningfully move the needle on employment.
- **We need to measure what we undertake.** All strategies need to be grounded in effective use of data and metrics.
- **We must create the space to take risks.** In an era of perpetual economic volatility, traditional programs don't solve tough workforce challenges. Slingshot encourages regional partnerships to prototype new ideas, based on strong research and development, without fear of "failure" if the effort falls short of expectations. For every impactful practice that emerges, there will be others that are tried and then dropped for lack of sufficient impact.

## Implementation Game Plan

### Stage 1: Action Plan

A regional partnership will develop and submit a brief (2 page) Action Plan to CWIB seeking initial funding. This will qualify the partnership to be considered for development and implementation support (both funding and increased administrative flexibility) from the state. A successful Action Plan will include:

- A clear logic that the geography proposed reflects a shared base of economic activity -- an Employment Zone;
- Commitments from key partners within the region to the SlingShot Coalition work, such as business, education, workforce, economic development, community development, labor, industry and civic leaders;
- Identification of at least one major employment, education, or jobs issue the region faces, and a commitment to develop strategies that could result in large-scale impacts on the targeted issue; and
- A plan for a research, design and development phase of work that would result in implementation-ready strategies.

### Stage 2: Research, Design and Development

SlingShot coalitions whose Action Plans are approved will receive up to \$20,000 grants that will be matched 1:1 by funds from within the region for a total of up to \$40,000, with the exact amount based on budgets submitted as part of the action plan.

During this phase, regional partners will deepen their research as needed about key workforce issues and possible strategies to undertake, and then design and develop a mix of selected strategies for implementation.

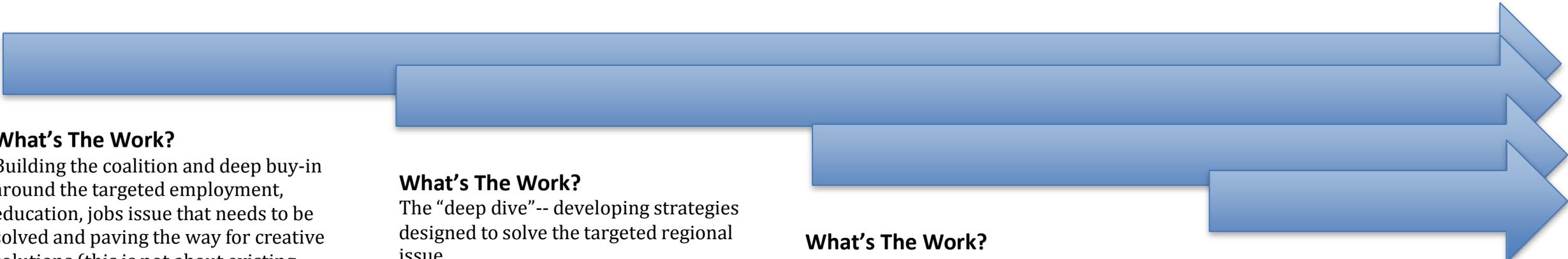
### Stage 3: Implementation

Implementation grants will be awarded to regional coalitions with well-crafted strategies coming out of stage 2. Expectations include:

- The issue being targeted is a large-scale employment, education, or jobs challenge in the region that will take substantial collective effort and innovative strategies to impact. Examples of large-scale challenges (illustrative not exhaustive): increasing literacy rates, reducing youth disconnection from school and work, reducing youth offender recidivism, increasing educational attainment levels, increasing income levels, reducing long-term unemployment.
- Metrics to be employed will include total population scale change (e.g. educational attainment among all working age adults in the region), not only the results with program enrollees.
- The coalition will craft an overall, long-term approach for tackling the chosen issue, and will seek initial funding for initial strategies in service of that long-term game plan.
- Coalitions are encouraged to treat this as an R&D approach – to adopt initial strategies that take risks – to try approaches and ideas that go beyond the “usual suspects,” those that the partners believe have a chance of being game changers. Our assumption is that coming out of initial implementation of specific strategies, Slingshot coalitions will determine either: a) the strategy is scalable; b) the strategy is helpful but one of several needed; or c) the strategy isn’t sufficiently promising and should be dropped in favor of focusing on other strategies.

#### **Stage 4: Sustain & Grow**

The California Workforce Investment Board is interested in working with state partners to assemble a much larger, multi-agency pool of funding that can be used to support continuing strategy development in support of impacting the big issues that the regional coalitions identify. Based on what can be assembled, we envision the Slingshot coalitions periodically seeking additional funding as strategies are implemented and next stage approaches are timely to sustain and grow the impact of their efforts.



### What's The Work?

Building the coalition and deep buy-in around the targeted employment, education, jobs issue that needs to be solved and paving the way for creative solutions (this is not about existing favorite programs)

### When Can I Start?

Anytime!

### What Needs To Be In Place?

Coalition stakeholders committed to tackling income inequality & to collaborating regionally for maximum impact

Local Workforce Investment Boards to catalyze initial convening

### What Resources Are Available?

SlingShot toolkit for getting started

Action Plan development and facilitation assistance by state and regional partners

## SlingShot Timeline



### What's The Work?

The "deep dive"-- developing strategies designed to solve the targeted regional issue

### When Can I Start?

When the initial Action Plan is completed and match funding committed

### What Needs To Be In Place?

Regional leadership team members with decision-making authority who can bring real resources to the table

Staffing and expertise for Research, Design & Development work

Process for communicating and iterating ideas and concepts across disciplines

### What Resources Are Available?

\$20,000 from State, to be matched 1:1 with regional coalition dollars

Technical assistance team and State Board working groups

### What's The Work?

Moving into action on identified strategies

### When Can I Start?

When the Research, Design and Development Process is Completed

### What Needs To Be In Place?

Targeted employment, education, jobs issue

Large-scale metrics that impact income mobility

Strategies that mix innovation and risk-taking with proven models

Strong leadership and intermediary commitment

### What Resources Are Available?

Up to \$1 million to be matched with aligned regional resources (funding, in-kind, or leveraged)

Technical assistance team and State Board working groups

### What's The Work?

Expanding and sustaining action on identified strategies

### When Can I Start?

To be determined by regional approach, lessons, and opportunities

### What Needs To Be In Place?

Lessons from design testing and implementation

Strategies for moving to scale and sustained action

Evidence that the set of strategies can meaningfully impact the issue of focus. Strong leadership and intermediary commitment

### What Resources Are Available?

Second-stage funding to be matched with aligned regional resources (funding, in-kind, or leveraged)

## Stage 1 Goal

Regional leaders commit to creating solutions to economic mobility and growth challenges in their community.

## Action Plan

Regional coalitions develop brief SlingShot Action Plans that define the regional scope, challenges, and vision for success, and establish a baseline framework for the Research, Design and Development stage. Action Plan Steps:

1. Convene regional leaders committed to working toward a common goal
2. Develop consensus regarding the industry economic drivers for the region
3. Identify at least one major employment, education, jobs issue the regional coalition is committed to solving

The Action Plan should address 3 questions:

1. **What is the issue we want to solve?**
  - Describe the regional issue to be addressed and the vision for success
  - Define the regional geographic scope of the effort
  - Identify the metrics that will be used to measure impact
2. **Who will get us there?**
  - Identify the SlingShot Coalition - regional, local, and community stakeholders
  - Define the leadership commitment to the effort
  - Describe the decision-making structure for Stage 2
3. **How do we get there?**
  - Describe the plan for the Research, Design, and Development (Stage 2) work, including:
    - Evidence that the issue impacts jobs, employment, and income mobility
    - Potential target industries and their employment trends
    - Prospective opportunities to create economic and community competitiveness for the region
    - Employment and jobs pipeline gaps that may be addressed- institutional, demographic, or geographic
    - Strategies to generate new ideas and solutions, and for mapping and evaluating current assets
    - Process for including emerging partners and stakeholders
    - Identification of intermediary functions (broker, convener) needed in Stage 2

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## Stage 1

### Action Plan

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## Coalition Stakeholders

- Chambers of Commerce
- Community Colleges
- Community- and Faith- Based Organizations
- Corporate and Community Foundations
- Economic Development Agencies
- Industry Associations & Business Leaders
- K-12 System
- Labor Organizations
- Local, Regional, & State Officials
- Regional Planning and Government Associations
- Workforce Investment Boards

## Leadership

SlingShot coalitions are led by committed, creative, invested decision-makers with broad regional, community and industry influence.

## Funding

Awards will be made to regional SlingShot coalitions that successfully complete the Stage 1 Action Plan. These resources (including regional match) will fund the “deep dive” into the Stage 2 work: Research, Design, & Development.

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# SlingShot

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## Stage 2 Goal

Coalitions deepen their understanding of the regional challenge they are committed to solving, and design strategies to address the problem.

## Research, Design & Development

Regional coalitions that have successfully completed Stage 1 put their Action Plan into motion and take a “deep dive” into the challenges and potential solutions. By researching and assessing the selected issues from worker, industry, and institutional perspectives, coalitions will identify underlying causes, asset strengths and gaps, and needs and opportunities for action. As the coalitions develop SlingShot project strategies capable of “moving the needle” on their targeted employment/education/jobs issue, members will mutually commit to sustained partnerships to align their efforts for integrated, collaborative action.

Stage 2 outcomes will include:

### Research: Crisp Economic and Resource Analysis

- Assessment of income mobility in the region, i.e. ability of next generation to improve economically relative to its parents
- Evidence provided that addressing targeted issue moves the needle on employment and affects larger-scale income mobility
- Regional economic drivers identified, target industry(ies) established, and opportunities for significant job openings and growth prioritized
- Jobs pipeline gaps are articulated, and the downstream effect – *of action and of inaction*- are defined
- Regional assets and resources are mapped, and deficits are agreed upon

### Design: Goals & Commitments for Sustained, Large-Scale Change

- Regional economic mobility objectives and short-term indicators of success are established
- Coalition leadership commitment is refined, and regional intermediary role is established
- Resources, activities, and outcomes are aligned in support of the regional goals
- Two-year, at least, implementation timeline established
- Existing regional partnerships and programs are leveraged, and duplication of efforts is reduced

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## Stage 2 Deep Dive: Research, Design & Development

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### Metrics

SlingShot coalitions will have flexibility and freedom in defining success and determining how to achieve it. In order to ensure that regional collaboratives can measure with confidence the outcomes of their efforts, a working group of the CWIB will assist regions in defining rigorous outcomes and key indicators of progress towards desired outcomes.

### Strategies

Regional coalitions are encouraged to take an “R&D” approach to trying strategies that can accelerate or “slingshot” a region to success. Funding will support creative, agile, and fast-paced implementation of new ideas and scaling up of what works in each region. There is no “one size fits all” solution for SlingShot!

### Stage 2 Product

In the Research, Design & Development stage, coalitions will develop a product that clearly articulates the strategies, objectives, commitments and timeline for implementation. Regions will pitch their ideas for up to \$1 million in Accelerator Grant funds to deliver on their SlingShot project.

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## Development: Strategies to Accelerate Progress

- Solutions are continually revisited and vetted by the SlingShot coalition, and those that can make a “move the needle” impact on the targeted issue are adopted
  - Project initiatives are designed, including the flexibility to course correct as needed
  - Innovative, unique, or untested strategies that could be “game changers” are tried, and lessons learned from both what works *and* what doesn’t
  - Regional collaboratives will “take risks” on strategies that work smarter and faster in solving their challenges
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#### Stage 3 Goal

Regional SlingShot coalitions implement new strategies, test for effectiveness, determine what is working, and learn from what does not.

#### Implementation

Regional coalitions use Accelerator grants to put their strategies into play, and begin working through institutional and administrative barriers with State partners.

#### What's Different About SlingShot?

- Coalitions are working with new ideas and approaches, many of which may be un-tested, and “out of the box” solutions. SlingShot projects may look to other disciplines and industries to find innovative strategies to apply to their targeted employment, education, jobs issue.
- Accelerator grants are designed to let coalitions move beyond “business as usual.” Funds can be used to fill gaps in the education and training pipeline that traditional public resources do not support, and to bring existing initiatives, grants, formula dollars, and other funding streams into alignment with the regional SlingShot coalition project.
- SlingShot encourages “risk-taking” by regional coalitions, and includes mechanisms to learn from those ideas that do not work, and to embrace and support those that do. SlingShot supports regions in taking bold action in order to make real headway on big issues.

#### Stage 4 Goal

Bring good ideas to scale and additional resources to bear.

#### Sustain & Grow

SlingShot is only successful if it leads to lasting change in the way we do business in the State and in moving the needle on income mobility for Californians.

- SlingShot’s State partners are dedicated to assembling a larger, multi-agency, public-private “venture fund” to continue to support strategy development at the regional level.
- SlingShot will also create opportunities for the State to learn from the regions and integrate what works into existing systems and funding streams.

#### Regional Role

- Identify Challenges
- Develop and Convene Regional Leadership
- Design & Develop Strategies
- Deliver Quality, Tailored Services
- Test Innovations & Replicate Successes
- Fine Tune Goals
- Recalibrate Strategies
- Measure & Evaluate

#### State Role

- Eliminate Barriers
- Align Resources
- Expedite Processes
- Create Flexibility
- Invest in Innovation
- Integrate into Systems & Bring to Scale
- Measure Collective Impact

### What Makes A Region?

One of the overarching principles of SlingShot is to encourage regional collaboration that is effective and outcome driven. Regional approaches can get workers into middleclass jobs, help employers close skills gaps, and combat regionally defined economic problems.

Regions are not set in stone and should reflect the way industry sectors and clusters operate; how companies in key sectors recruit, develop talent, and hire; and how workers seek and commute to jobs. Coalition partners should resist the temptation to define regions based on political or program jurisdictions. It may happen that a region or “employment zone” is encompassed in a particular political jurisdiction. However sectors, economies, and labor markets tend to cross multiple cities, counties, colleges, schools, WIBs, etc. The aim of SlingShot is to align multiple funding streams and programs in service to a broader regional vision for jobs and income mobility.

Action Plans may want to consider these pre-existing models that are data-driven and instructive for how a region may be defined:

- California Workforce Association “Employment Zones”
- The Community College Chancellor’s Office Sector Navigator
- Employment Development Department’s Labor Market Information Regional Cluster Analysis
- Governor’s Office of Business and Economic Development Innovation Hub (iHub) program

Regions may emerge that look a lot like regions in the above models, however, these are only models, and while helpful, may not illustrate how your region is configured.

### Criteria to Consider:

- Geography that reflects a shared base of economic activity
- Data-driven, fluid labor markets organized around infrastructure and commute patterns.
- Feasibility of education, training, and jobs services administered and delivered within local political or program jurisdictions.
- A shared economic or social problem
  - Regions should be able to strategically align and mobilize resources from a diverse set of partners, including, but not limited to community colleges, economic development, workforce, and employers.

### Process

The State SlingShot partners will help provide guidance on how a region may be defined, including:

- What, if any, are the criteria of a region?
- Can a local workforce investment area belong to more than one region?
- Can a local workforce investment area be a region?
- Can a single county be a region, especially if it is a Metropolitan Statistical Area?
- Will regions be prescribed based-on existing models?

# SlingShot

## Regional & State Metrics

### What Does Success Look Like?

A central principle of SlingShot is that a regional coalition should have freedom in defining success and determining how to get there. Metrics and outcome measures will be defined based on the targeted issue the coalition aims to address, the opportunities to drive economic growth, and existing or impending gaps in workforce, training, and education pipelines.

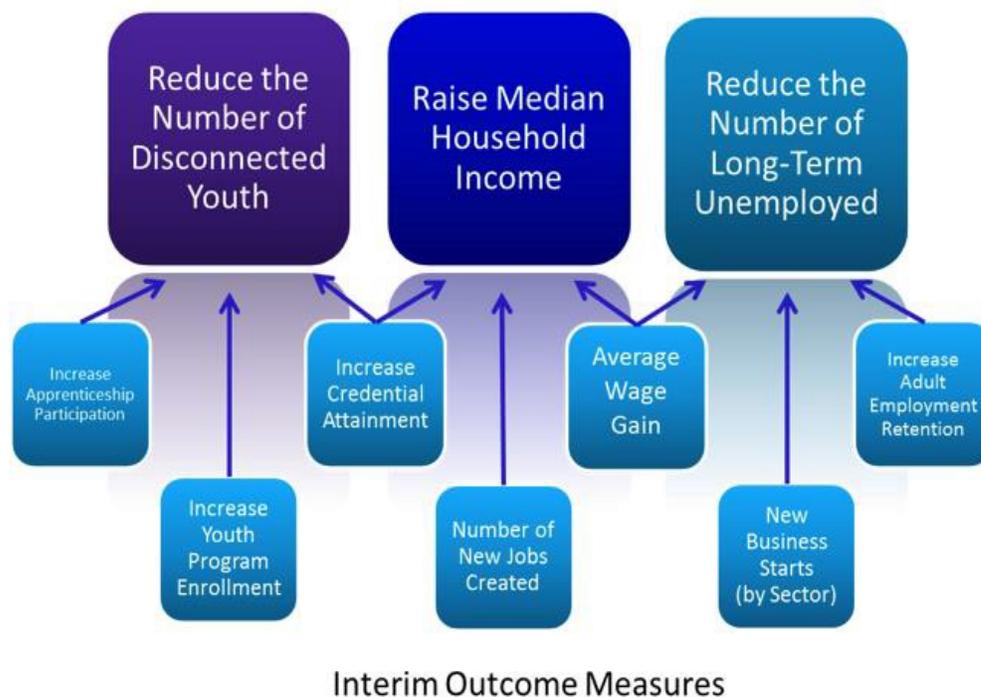
SlingShot is **not** about measuring individual program success – it **is** about creating large-scale, regional change that significantly improves economic outcomes and increases income mobility. How do you measure large-scale change? Complimentary sets of interim outcome measures help show **how** you are moving the dial.

### Process

The CWIB will convene a working group to serve as a resource to SlingShot coalitions in developing their outcome measures, and creating regional and State level “dashboards” to track interim progress, and capture strategic momentum points.

### Examples of Potential SlingShot Metrics:

#### Long-Term Regional Impact



#### Interim Outcome Measures

# SlingShot FAQs

## **What is SlingShot?**

*What It Is:* Regional Coordination and Alignment, Implementation Support, Cutting Red Tape, Increasing Flexibility, Encouraging risk and Innovation, Rewarding Outcomes

*What It Isn't:* A New Program, Duplication of Existing Efforts, A State Requirement, A New Layer of Bureaucracy

## **How is SlingShot different from previous regional coordination efforts the State has promoted?**

There are two crucial differences: First, the end game for SlingShot is not regional coordination; that's just a means to an end. The end game is moving the needle on a major employment related issue that if successfully addressed can affect greater income mobility for that region. Second, the desired result is not a new program but the retooling and alignment of existing programs in service to a broader regional economic vision.

## **How is SlingShot different from other things that are happening at the State (Career Pathways Trust Fund, Chancellor's Office Sector Navigators, Local WIB strategic plans, etc.)?**

We expect that Slingshot projects may incorporate Career Pathway Trust Fund programs and resources, or expand on Local WIB strategic plans, while others will engage Sector Navigators. The intent with SlingShot is to add convening ability at the regional level around existing and new programs or initiatives for the broader, longer-term aim of affecting greater income mobility.

Related to this, the State Board and its state-level partners (incl. GO-Biz, the Chancellor's Office, and the Superintendent's Office) are committed to aligning new program funding around our shared principles of regional coordination, sector strategies, quality training, and career pathways.

## **Who must be involved?**

Local Workforce Investment Boards will be the initial conveners and catalysts in each region. After the initial Action Plan meeting, willing regional partners will lead SlingShot efforts. Two critical leadership functions must be in place for the Implementation stage:

Regional leadership team of dedicated, creative decision-makers with the ability to commit or guide resources (see Stage 1 description of Coalition Stakeholders and Leadership), and an organization that can deliver the crucial functions of an intermediary for the SlingShot effort.

## **Who is in charge in the regions?**

Local Workforce Investment Boards will act as catalysts and will initiate the Slingshot process. After an initial meeting, the leadership will be determined based on the specific focus of each SlingShot coalition project and the unique strengths or capacities of the coalition partners.

The optimal intermediary should be an "honest broker" that doesn't have a vested interest in a particular program silo or funding stream. Strong intermediaries must provide the leadership capacity and expertise to do the convening, development work, evaluation, ongoing communication and framing, etc. It can be an industry association, chamber of commerce, labor organization, community group, formalized alliance of multiple public and/or private organizations across a region, etc. See *Collective Impact* by the *Stanford Social Innovation Review* for a good description of an effective "backbone" organization:

[http://www.ssireview.org/pdf/2011\\_WI\\_Feature\\_Kania.pdf](http://www.ssireview.org/pdf/2011_WI_Feature_Kania.pdf)

### **What is the role of the State in the regional process? What is the timeline?**

Slingshot is an open, iterative process. The State will help to facilitate the initial meetings and ensure that all relevant stakeholders are present. After this initial convening, the State can offer technical assistance and broker connections for the regions that desire a high level of state involvement. Other regions may choose to forego this state assistance.

### **Is SlingShot just one more thing local Workforce Investment Boards are required to do?**

NO- Participation is voluntary. Many local boards see their primary role as convening broad regional and local partnerships to solve difficult employment and jobs challenges. If a WIB does not see this as its primary work, that's OK. That WIB, however, is encouraged to offer its core competency (strong youth, adult, or dislocated worker programs or administrative capacity) to the coalition as a key partner.

Slingshot can help to propel other initiatives forward by providing extra resources for planning, research and alignment. SlingShot resources can help WIBs to expand the scope of local innovative programs. But SlingShot participation is voluntary, not mandatory.

### **How much money is involved?**

The State has committed \$20,000 in development funds for regions that successfully complete Action Plans, which must be matched by the regional SlingShot coalition. SlingShot will also fund "Accelerator" grants of up to \$1million per region for implementation. Successful SlingShot projects will also leverage funds from other State, regional and local sources and programs.

### **How can this amount of money make a difference?**

The initial \$20,000 development grant will help regions access larger funding sources later in the process. Successful programs will be eligible for funding from the Slingshot Accelerator fund. Successful Slingshot regional strategies will also be used to leverage funding from other state agencies.

### **What can SlingShot money be used for?**

This is not funding for "business as usual." Accelerator grants are to be used to implement innovative new strategies and to better coordinate and connect existing resources. This is more like venture capital to allow the coalition to try new approaches and take risks that existing silos don't allow.

Funding is not intended to expand existing programs or for new programs. An important outcome is to retool existing program silos for greater scale and to invite greater employer commitment and investment for long-term sustainability by investing in new ways of doing the work in regions, new service delivery innovations, and more effective and effective ways of meeting regional goals. Funding cannot be used to cover funding shortages in pre-existing programs.