



ANNUAL REPORT

Results Achieved Under the
Workforce Innovation and Opportunity (WIOA) for
Program Year 2014

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Introduction

In Program Year (PY) 2014, California continued to make significant progress in implementing its strategic plan priorities and strategies and developing the framework for the new strategic plan required under 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) and WIOA state planning and implementation activities. The most notable of which include:

- 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 strategic braiding and investing of funding from multiple sources to support the State Plan’s priority industry sectors (Workforce Accelerator Fund);
- Reinvesting and reshaping California’s workforce system by implementing a framework that focuses on worker education and training that meets the needs of employers and emerging high-wage jobs, and aligns programs through coordinated regional planning (Read more here: <http://www.sacbee.com/opinion/op-ed/soapbox/article30639009.html#storylink=cpy>);
- Bringing together WIOA core programs and partners to emphasize regional planning that reflects the needs of employers that allows for comparing results across programs and creates pathways to careers;
- Providing job seekers, employers, policymakers and taxpayers with transparent information on how employment assistance services are working; and
- Designating WIOA local workforce development areas.

The California Workforce Development 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” and the WIOA

California Leads the Nation in Job Growth Following the Great Recession

PY 2014 saw robust job growth across many labor markets in California. As of July 2015, the state’s unemployment rate, which peaked at 12.2 percent in 2010, has declined steadily to 6.2 percent, the lowest rate since February 2008. Over the past year (July 2014 to July 2015), California added more than 494,000 nonfarm-jobs – more than any state in the nation. For comparison, Florida and Texas ranked second and third, with gains totaling 271,500 and 260,500 nonfarm jobs, respectively. California’s job gains in July also were the 34th consecutive month in which the state’s year-over job gains have exceeded 400,000 jobs.

California has the largest labor market in the nation, with a labor force of more than 19 million people in June 2015. Unemployment in California has decreased even as its labor force has grown. The state’s labor force grew by 266,000 persons (1.4 percent) over the last year and by 704,000 persons over the last five years. Falling unemployment in the context of a growing labor force is an indicator of a healthy labor market. In addition to creating employment opportunities for the unemployed, the economy has grown fast enough to provide employment opportunities to Californians entering and re-entering the labor market.

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.

California gained 2,027,700 nonfarm jobs from the recessionary low point in February 2010 through July 2015, a gain of 14.4 percent. This was the largest job gain in number of any state over this period. Job gains for this period reflect, in part, the boom in oil production that occurred prior to the oil price slump of the last year.

Nonfarm jobs in California totaled 16.1 million in July 2015, an increase of 494,200 jobs over the past year. California’s nonfarm job growth has been broad-based throughout the economy, with 10 of California’s 11 major industry sectors posting year-over job gains in July 2015. As has been true throughout California’s recovery and expansion, the largest year-over job gain occurred in the professional and business services industry sector (156,100 jobs), with nearly three-fifths (89,900 jobs) of this gain occurring in the high-skill and high-wage professional,

scientific, and technical services subsector. Three additional industry sectors gained more than 50,000 jobs over the last year: trade, transportation, and utilities (83,700 jobs); leisure and hospitality (71,000 jobs); and educational and health services (67,200 jobs). Construction (48,900 jobs), government (25,600 jobs), financial activities (14,400 jobs), and information (13,000 jobs) were the remaining industry sectors that gained more than 10,000 jobs over the last year. Reflecting the effects of lower oil prices, mining and logging was the only industry sector that lost jobs over the year, dropping 2,300 jobs.

Regional Job Trends

In July 2015, the Southern Economic Market, which includes the Los Angeles Basin, was California's largest region with nonfarm payrolls totaling 7.4 million jobs. The high technology-oriented San Francisco Bay Area Economic Market was the state's second largest region with 3.7 million nonfarm jobs. Nonfarm payrolls totaled over 1.4 million jobs in the Southern Border, in which metropolitan San Diego is the economic nexus, and more than 1.2 million jobs in the San Joaquin Valley. Nonfarm payrolls in the more government-oriented Sacramento Economic Market totaled just below 1.0 million jobs. As a group, these five economic markets accounted for about 92 percent of all California nonfarm jobs in July 2015. In contrast, California's three remaining economic markets were much smaller in size, ranging from the Coastal Market's 522,100 nonfarm jobs to Eastern Sierra's 57,700.

In July 2015, the economic market with the lowest unemployment rate was the San Francisco Bay Area at 4.5 percent, followed by Coastal at 5.7 percent. In contrast, the San Joaquin Valley and Northern Economic Markets had the highest unemployment rates at 9.9 and 7.4 percent, respectively. The unemployment rates of the remaining four markets clustered in the 6.2 to 6.8 percent range. The San Francisco Bay Area's July 2015 unemployment rate was its lowest July unemployment rate since 2000.

The statewide and regional unemployment and job data show that California's economy has so far been able to withstand and overcome any adverse employment effects from its historic drought. By all accounts, these effects have tended to be localized and borne primarily by farms and farming communities in parts of the Central Valley that have limited groundwater or access to alternative water supplies. California's strong nonfarm economy has helped cushion the drought's effect on the state's overall economy.

California's total employment is projected to increase by 4.5 percent between the second quarter of 2014 and the second quarter of 2016, reaching nearly 17.9 million jobs in the second quarter of 2016. The occupational groups with the most projected growth are food preparation and serving related (87,400), personal care and service (86,500), and office and administrative support (84,300) occupations.

In addition to job opportunities related to growth, workers will be needed to replace workers who are projected to leave the labor force or change jobs. Fifty-one percent of occupations are expected to have more job openings resulting from replacement needs than from new job growth.

For the 2014-2016 projections period (which includes PY 2015), California is expected to generate a combined total of 1.6 million job openings:

- 789,500 new jobs from industry growth
- 800,900 jobs due to replacement needs¹

¹ EDD “A Labor Day Briefing for California,” September 2015

Designation of WIOA Local Workforce Development Areas

In June 2015, the State Board made the following recommendations to the Governor:

Full Designation for the period of July 1, 2015 through June 30, 2017

City of Anaheim	North Valley Job Training Consortium
Foothill	(NOVA)
Golden Sierra Consortium	City of Richmond
Humboldt County	Riverside County
Imperial County	San Bernardino County
Kings County	San Diego County
City of Long Beach (Pacific Gateway)	San Joaquin County
City of Los Angeles	City of San Jose
Los Angeles County	County of Santa Ana
Madera County	Santa Barbara County
Mendocino County	Santa Cruz County
Merced County	Sacramento County (SETA)
Monterey County	Sonoma County
Mother Lode Consortium	South Bay
North Central Counties Consortium	Southeast Los Angeles County
Northern Rural Training & Employment Consortium	Solano County
Orange County	Tulare County
	Ventura County
	Yolo County

Conditional Designation for the Period of July 1, 2015 through June 30, 2017

Alameda County	City of Oakland
Contra Costa County	San Benito County
Fresno County	City/County of San Francisco
Kern, Inyo, Mono Counties Consortium	San Luis Obispo County
Marin County	Stanislaus County
Napa, Lake County	Verdugo County

Denial of Initial Designation

San Bernardino City did not meet standards for fiscal integrity. The County of San Bernardino, a separate local area that surrounds the city and has a full service One-Stop Center in the city, will become responsible for administration of WIOA and delivering services within the city of San Bernardino. These actions will be implemented upon completion of the appeal process.

Certification of High-Performance Local Boards

In PY 2014, the State Board certified 9 additional 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 Development 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. The next certification of high-performance local boards will take place at the midway point of WIOA.

State Plan Implementation

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. With WIOA requiring a new State Plan with core partners, the State Working Group has been replaced by the WIOA Implementation Workgroup, which is described in the "State Board and Committees" section.

In PY 2014, despite focusing most of its efforts towards the PY 2016 WIOA State Plan development activities, the State Board made significant progress towards achieving the current 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.

The State Board coordinated with EDD-Labor Market Information Division (LMID) to develop high quality, actionable labor market information (LMI) data that assesses regional industry and occupational trends and needs. LMID annually publishes sector and regional profiles that include a “skills gap” analysis in the EDD’s annual Labor Day Briefing.

The State Board is working to implement AB 2148 (Chapter 385, Statutes of 2014) 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 continue to collaborate in developing the key elements of the Career Pathways Trust Fund, which is a \$500 million Development 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.

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 Board continued to align sector-focused efforts among state-level partners as evidenced by the Career Pathways Trust Fund and 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.

In the new WIOA State Plan the State Board will 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.

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 the State Board and its partners, the Legislature increased funding for CTE, 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. These strategies are beginning to show results and will continue to be promoted in the new WIOA State Plan.

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.

The inclusion of Adult Education and Literacy programs as a core program under WIOA will result in the 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 additional changes to the Eligible Training Provider List (ETPL) policy (see [WSD14-07](#)) to ensure that all accredited CTE 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. This new policy has resulted in over 1,200 documented jobs saved due to layoff aversion.

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 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 is incorporating “Earn and Learn” models of training in all of its initiatives and programs and this will be a bedrock principle of the new WIOA State Plan.

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.

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 Career Pathways Trust Fund promotes collaboration of K-12 and adult education CTE programs to community college

pathways, programs and workforce/employment offerings. The State Board is committed to the evidence showing that one year of postsecondary education makes a huge difference for transition aged youth and this will be a major goal of the new WIOA State Plan.

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.

The State Board has also identified disconnected youth as a priority target population and is including this population in all of its initiatives.

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 WIOA State Plan must include Adult Education and Literacy and Vocational Rehabilitation with common performance measures across all programs resulting in further alignment 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 implemented WIOA discretionary investments that are consistent with the State Plan goals and objectives as evidenced by the “SlingShot” initiative and “Workforce Accelerator Fund” and will continue this Development strategy with both 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 member and Assembly member Kevin Mullin introduced, and the Governor enacted AB 2148, which requires the State Board to develop an annual workforce 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.

The new WIOA performance measures and outcomes are 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 WIOA Service Record Data (WIOASRD) 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 the local boards to ensure those data fields are populated prior to WIOA implementation in PY 2016 if possible.

State Board Committees

In September 2014 the State Board discussed the need to focus the Board's limited resources on the SlingShot initiative and WIOA implementation. In order to achieve the goals outlined in Slingshot and to implement the WIOA strategically, the work of the Board must be tightly focused on Slingshot's critical elements:

- Regional Coordination – Build regional coalitions for WIOA and SlingShot development and implementation.
- Industry/Employer Leadership – Engage with employers and organized labor in industries that are driving regional employment.
- Increase Skills/Credential Attainment – Connect career education and training directly to jobs, especially via “earn and learn” models, and validate which credentials are recognized by employers.
- System Alignment – Coordinate program performance measures, services, and funding to achieve greater scale around solving big employment challenges.
- Performance & Accountability – Implement performance metrics that reflect State and regional priorities.

In order to marshal both staff and Board member resources, The State Board approved the following action steps:

- Center the work of the Board to reflect needed “heavy lifting” in 2 categories: WIOA Implementation and Increasing Skills/Credential Attainment.
- Organize the Board’s work through two time-limited workgroups:
 - 1) **Increasing Skills/Credential Attainment** to focus on the strategies and metrics associated with Slingshot. This group’s work would include identifying skills credentials that are industry-valued, supporting regional calibration of supply and demand, articulating diverse career pathways in key industries, and supporting regional SlingShot coalitions.
 - 2) **WIOA Implementation** to ensure that California’s implementation of the new law reflects state strategies and aligns resources accordingly. The group’s work would include developing WIOA performance measures and multi-agency metrics, developing policy, catalyzing systems alignment and regional collaboration, and determining any needed governance changes.
- Put existing committee work on hiatus. The Issues & Policies Committee, the Advanced Manufacturing Workforce Council, and the Career Pathways & Education Committee were suspended and the work of those committees incorporated into the two working groups outlined above. The Green Collar Jobs Council (largely to continue the Prop 39 work) and the Health Workforce Development Council are continuing to meet, integrating and supporting the work of the two working groups.

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 2014 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 designation of the local workforce development areas, approval of the appeal process for local area designation, approval of the work of special and ad hoc committees, and the finalization of agendas and recommendations for State Board meetings.

WIOA Implementation Workgroup:

The goal of the WIOA Implementation Workgroup is to work toward a shared vision on the strategic state plan that will guide the new legislation’s implementation. The WIOA provides an

opportunity to codify best practices in the workforce development and education field as well as try innovative approaches for greater alignment amongst programs, funding streams, and administrative entities with emergent opportunities that may offer more successful program outcomes. Towards this end, the Workgroup established 3 subgroups:

Mapping the Field: This staff-driven workgroup is identifying common program goals that WIOA core partners can work toward implementing to provide Californians with the education and training needed to attain long-term employment and greater economic mobility. These common goals will consider the client populations served, how those populations are served through program structures and service delivery models, and the core competencies of each program.

Data Sharing, Performance and Common Metrics: This staff-driven workgroup is discussing how to better connect performance to policy through work such as the implementation of AB 2148 (See “Implementation of State Workforce Legislation & Policy” Section for more details on AB 2148) cross-system metrics dashboard and the implementation of the WIOA common metrics. To measure policy objectives and achieve programmatic accountability, this workgroup is discussing how data across and within systems is collected and reported. This workgroup is reviewing and incorporating the joint notices of proposed rulemaking (NPRMs) on WIOA core program definitions, data reporting, and performance accountability.

State, Regional, and Local Service Delivery: This workgroup is integrating information shared in the *Mapping the Field* workgroup into a discussion on how core and strategic program partners will design a service coordination strategy and meet the requirements of state planning for the WIOA through a framework that aligns seven program strategies:

1. Building career pathways;
2. Utilizing “Earn and Learn;”
3. Organizing regionally;
4. Providing supportive services;
5. Creating cross-system data capacity;
6. Integrating service delivery; and
7. Braiding resources.

Increased Skills & Credential Attainment Work Group:

The purpose the Increased Skills and Credential attainment Workgroup is to:

- Discuss the landscape of credentials in California, and identify how a clear credential system can help employers hire for the skills they really need;
- Focus on 2-3 industry sectors in order to identify opportunities to expand the use of industry valued credentials, and those that are NOT working for employers. – Potential industries:
 - Manufacturing
 - Health Care
 - Information Technology
 - Other industries identified by SlingShot coalitions;
- Develop a framework of California credential definitions & marketing of what is needed by industry employers;
- Utilize small ad hoc groups that include employers for each industry sector chosen to address barriers, identify opportunities, and develop plans to expand scale regionally; and
- Integrate increased skills and credential attainment into SlingShot and WIOA Regional Plans.

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 talent pipeline grants totaling \$650,000 in PY 2014 to three collaborative partnerships for additional sustainability activities and the development of talent pipelines in alternative fuels and advanced transportation technologies (Appendix I).

Clean Energy Job Creation (Proposition 39) – The GCJC monitored the 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 (Appendix I). In addition to its own grant program, the GCJC

again worked with the California Energy Commission (CEC), Public Utilities Commission, CDE, CCC and other partners to develop and review Local Education Agencies and college districts energy efficiency and clean energy project proposals that were 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 completed Action Goals and Recommendations created two workgroups and one subcommittee to implement the plan and recommendations.

Apprenticeship Subcommittee: The Apprenticeship subcommittee is tasked with performing the statutory responsibilities assigned to the State Board in AB 1797 (Chapter 157, Statutes of 2014) and has contracted with the University of California, San Francisco to conduct a study on the existence and expansion of apprenticeships in health care in other states and countries. This is 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. The committee also participated in outreach efforts to ensure that proposals for apprenticeships in the health care sector were submitted in response to the United States Department of Labor’s American Apprenticeship Grants competition.

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.

Advocacy Workgroup: The Advocacy Workgroup developed a communications strategy to educate and inform stakeholders and policymakers regarding health care workforce development issues and opportunities. The workgroup conducted legislative briefings in April 2015, providing legislative staff a better understanding of health workforce issues and the impact of the Affordable Care Act on the healthcare system and workforce development.

On February 18, 2015 the HWDC sponsored a Capitol Briefing for Legislative Members and Staff to remind both members and staff that the HWDC is a resource for expertise and information which will assist in the success of the Affordable Care Act. The briefing was well attended with 40 members represented.

Implementation of State Workforce Legislation and Policy

PY 2014 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 Development 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. In PY 2014 the State Board certified 9 high-performance local boards in addition to those previously certified (Appendix A).

Development 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. This minimum training expenditure requirement increases to 30 percent on July 1, 2016. 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 2014 the EDD submitted the first biennial report summarizing the total training expenditure of each local board and 43 of 49 local boards met the training expenditure requirement.

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 WIOA/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 SlingShot and Accelerator initiatives.

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.

Through PY 2014, the State Board has awarded \$4 million in Proposition 39 grants (See Appendix I). 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.

State Board worked with the EDD-LMID to develop eight regional industry sector economic and workforce profiles in addition to the statewide profile. These regional profiles are published in EDD's annual Labor Day Briefing:

<http://www.labormarketinfo.edd.ca.gov/Publications/LDB/Labor-Day-Briefing-2015.pdf>.

Also as part of SB 118 implementation, in PY 2014 the State Board implemented additional 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 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 is on track to prepare and submit to the Legislature by December 1, 2015, 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 (early release offender) Workforce Training Grant Program. The specific offender populations to 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. In PY 2014 the State Board developed grant program eligibility criteria for counties and competitively awarded \$825,000 in grants (See Appendix I) to 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.

The WIOA Implementation Workgroup has incorporated the requirements of AB 2148 into the WIOA expanded performance requirements.

Incorporating WIOA into State Law (AB 1270, Statutes of 2015)

In July 2015, Governor Brown signed AB 1270, which incorporated most WIOA statutory requirements for state and local boards into the Unemployment Insurance Code. AB 1270 revised the definitions of terms used within WIOA and renamed the State Board to the California Workforce Development Board. AB 1270 requires the State Board to assist the Governor in the development of a State Plan, which will serve as a comprehensive framework and coordinated plan for the aligned investment of all federal and state workforce training and employment service funding streams and programs.

AB 1270 also renamed the local boards as local workforce development boards, revised the timeline for State Board certification of high-performance local boards, revised the guidelines used to appoint members of the local boards, and revised the duties of the local board consistent with WIOA. Lastly, AB 1270 requires the local boards to develop a comprehensive 4-year local plan, revise the content of the local plan, and revise the manner by which the local board shares that plan with the public.

Strategic Planning Regions

WIOA §106(a) requires the Governor to identify WIOA planning regions in the state with local board placement in regional planning units based primarily on economic data, the location of WIOA client populations, the way these populations fit into regional economies, commute patterns between counties, and the geographic distribution of industry sectors. The local boards within each regional planning unit will be required to develop a regional plan that establishes such things as regional service strategies, development and implementation of sector initiatives, and administrative cost arrangements.

In PY 2014, the State Board released a draft directive proposing regional planning units. It is anticipated that the State Board recommendations to the Governor regarding regional planning units will be made in fall 2015.

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 seeds 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:

- 1 ***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.
- 2 ***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.
- 3 ***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.
- 4 ***We need to measure what we undertake.*** All strategies need to be grounded in effective use of data and metrics.
- 5 ***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 2014, the State Board awarded \$5.2 million WIOA Governor's 8.75 Percent Discretionary funds to begin implementing SlingShot throughout California (Appendix I).

Increased Flexibility of WIOA 25 Percent Dislocated Worker Funds

WIOA §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. This new policy focuses on job retention through the delivery of a specific business solution that will ensure jobs are retained at the current place of employment and when not able to do so, to engage in rapid re-employment strategies to minimize the impact to the state’s unemployment insurance fund, and keep the impacted employees in the labor market. The policy also encourages local boards to collaborate with other state and local partners such as the Employment Training Panel, Manufacturing Extension Partnership, Small Business Development Centers and local Economic Development Agencies to develop a comprehensive strategy to conduct business engagement activities that use the expertise and funding of each partner to develop the best solution for that employer.

In PY 2014 these activities were supported by four quarterly rapid response regional roundtables where state and local representatives such as business service representatives, rapid response coordinators, TAA program representatives, EDD regional advisors, DOLETA, and State Board staff shared best practices, discussed trends in their region, discussed and developed policy in the area of layoff aversion and business engagement strategies. The current Layoff Aversion and Rapid Response directive [WSD14-3](#) was issued in September 2014, formally implementing these revisions and reporting requirements.

High Quality Training Providers

California’s revised ETPL initial and subsequent eligibility policy was issued in April 2014 (See policy directive [WSD13-10](#)) and was further revised in February 2015 (See policy directive [WSD 14-7](#)). The revised ETPL policy 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. The policy also provides an initial eligibility waiver process for Private Postsecondary Training Providers who are awaiting approval from the backlogged State Bureau of Private Postsecondary Education.

Negotiating State and Local WIOA Common Measure Performance Targets

In PY 2014, the State Board negotiated statewide PY 2014 state performance targets with DOLETA and completed local board performance negotiations on time (See policy directive [WSD 14-6](#)). As a result of these negotiations, California's common measure performance targets are continuing to trend upward to reflect the state's continued economic growth and recovery from the Great Recession and reinforce the WIOA requirement that the State Board foster 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 Development 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 WIOA §136(b)(2)(C)] beyond the WIOA 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 Developments among multiple federal and state programs and funding streams. These additional performance measures were approved by the State Board in August 2012.

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 CalJOBSSM system. The implementation of the additional state performance measures will occur in PY 2016.

Section Two – PY 2014 Activities and Initiatives

Wagner-Peyser 10 Percent Governor’s Discretionary Fund Investments

In PY 2014, California 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 CalJOBSSM 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 (Appendix F).

25 Percent Dislocated Worker Additional Assistance Projects

In PY 2014, the state awarded over \$20 million to fund 23 Additional Assistance projects throughout California (Appendix G).

WIOA Governor’s 8.75 Percent Discretionary Investments

In PY 2014, Congress continued to limit the amount Governors may set aside for the statewide employment and training activities specified in WIOA §134(a)(2)(B) and §134(a)(3) to 8.75 percent of Adult, Dislocated Worker and Youth formula funds. In PY 2014, the Legislature distributed \$9.8 million 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 WIOA §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 WIOA §134(a)(2)(B)(iii) and 20 CFR 665.200(e), and §134(a)(2)(B)(ii) and 20 CFR 665.200(d).

High Concentration of Eligible Youth CTE Advanced Manufacturing Grants

In PY 2012 the State Board awarded four grants totaling \$880,000 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 was to strengthen the public education and workforce systems to equip underrepresented youth with industry skills, credentials, and hands-on work experience and to develop the future workforce vital to the State’s economic growth. This program was completed during the 2014 Program Year.

During the 2013 and 2014 PYs, the State Board contracted with the Career Ladders Project (CLP) The four sites participating in the Youth Manufacturing Skills Pilot (YMSP) provide examples of deep and sustained Local Board, Community College and K-12 school district bridge partnerships, as demonstrated by their collaborative recruitment, co- case management, employer engagement, curriculum development, and braiding of funding. The YMSP proposed to build upon and elevate promising models such as the Career Advancement Academies (CAAs) to a heightened level of collaboration between the State’s public education and workforce systems. Short, intensive survey courses were developed to allow young students to explore their interests and learn about pathways to credentials and careers.

At the conclusion of this program, five priority recommendations were delineated. By establishing a Community of Practice whereby grantees shared successes and challenges of bridge implementation, both field lessons and state-level policy and systems changes could be recommended to state-policy makers. These lessons are:

- Facilitate Local Board-community college partnerships to deliver in-demand training.
- Clarify or simplify rules concerning blended or braided funding of community college course sections.
- Help to identify national certifications recognized by California employers.
- Incentivize Local Board/community college coordination of outreach, assessment, enrollment, and retention support for bridge participants.
- Explore ways to scale work-based learning opportunities.

The State Board is now positioned to contribute to a growing national and state dialogue on the promise of collaborative solutions to our country’s workforce development challenges. By issuing guidance around the allowable and strategic use of available public funding spanning education, workforce and other systems, the State Board may provide practitioners with direction on the most appropriate, targeted use of discretionary WIOA dollars for program innovation and responsiveness to industry.

SlingShot Awards

During PY 2014 the State Board introduced SlingShot, an innovative initiative focused on regional system change. The initiative funded ten regions allocated from WIOA Governor's Discretionary Funds. This initiative seeks to create system change on a regional level by bringing together various stakeholders from different backgrounds to address the most vexing challenges facing Californians with employment barriers. These partnerships work outside of traditional, pre-existing organizations, breaking away from "business as usual" practices.

As a WIOA initiative, Slingshot's principle goals are to:

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

The initiative addresses these goals by seeding change and supporting risk-taking through local, collaborative partnerships developed at the regional level. Slingshot's three pillars are: Industry Engagement and Leadership, Integrated Systems Approach, and Shared Outcomes among the partnerships (Appendix J).

Regions were self-designated and initial design awards of \$20,000 were given to each grantee in February 2015 and May 2015. Regions were funded on a program-ready basis, creating two cohorts from the ten grantee regions.

Each of the Cohort 1 projects has moved into the Development and Implementation Phases, with approximately \$1 million each in additional funds to deepen their research about key workforce issues and possible strategies to undertake. Proceeding to implementation, the regions will move their identified strategies to action – refining and bringing them to scale as impact is assessed, and regularly meeting to review and strengthen their partnership.

During the Program Year, the participating regions were offered two convening opportunities to provide technical assistance for the development of their regional coalitions. Additional assistance will be offered in the upcoming Program Year.

Workforce Accelerator Fund 1.0 Grants

In PY 2014 the State Board braided \$2.4 million in Governor's WIOA Discretionary and 25 Percent Dislocated Worker Additional Assistance funds to create and prototype innovative strategies to accelerate skill development, employment, and re-employment for one or

more of the target populations. The target populations being served by the Accelerator 1.0 are:

- Long-Term Unemployed
- Returning Veterans
- Persons with Disabilities.
- Low-Income Workers
- Disconnected Youth (ages 16-24)
- Ex-Offenders

The purpose is for grantees to identify a challenge or gap that, if successfully addressed, will significantly “move the needle” on removing barriers to employment for one or more of these targeted populations.

The State Board and the EDD funded a total of \$2,344,000 for 18 Accelerator 1.0 grant recipients in June 2014 to develop strategies that bridge education and workforce gaps for targeted populations. During the 2014 Program Year, the State Board provided consulting and technical assistance to grant recipients. Additionally, a convening was organized to provide tools to implement the grantees Accelerator strategies. Initial implementation of promising models and practices in workforce system service delivery infrastructure were also included as part of the Accelerator 1.0 grant funding.

Workforce Accelerator Fund 2.0 (Accelerator 2.0)

In June 2015, \$3,048,000 in Accelerator 2.0 funds was awarded to 27 grantees, of which 11 were current Accelerator 1.0 grantees. Accelerator 2.0 is intended to build on the successes of Accelerator 1.0, and solicit new strategies for Californians with barriers to employment.

The Accelerator’s continued goal is to fund “ground up” solutions to some of the most vexing challenges that are keeping Californians with employment barriers from achieving success in jobs and careers. In addition to Accelerator 1.0’s target population of long-term unemployed, returning veterans, individuals with disabilities, low-income workers, disconnected youth and ex-offenders, Accelerator 2.0 includes two additional target populations:

- *CalWORKs Participants* – The WIOA and California State budget prioritize services to “skill- up” and place public assistance recipients in jobs that support their families.
- *Parents Involved in Family Reunification systems* –The State is legal guardian to over 55,000 children in the foster care system and has prioritized reunifying children with

their biological parents as quickly as possible. As parents stabilize, many will need to engage in education and training to achieve self-sufficiency.

The solutions achieved through these Accelerators will be used by regions grappling with similar challenges, and will be shared with the SlingShot regional coalitions and other stakeholders to create lasting change and improvements in the workforce system.

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

National Emergency Grants

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. The state conducted a competitive solicitation and awarded \$1.658 million to six grantees. As of June 30, 2015, the project has enrolled 240 participants in training, of which 75 participants in OJT. Of the 75 participants that have exited the program, 52 entered employment and 16 entered OJT employment. The project is currently scheduled to end on March 31, 2016.

Jobs Driven Training Project

In PY 2013, the EDD in partnership with the State Board received \$ 6.175 million to be allocated to two regions in California. The Job-Driven National Emergency Grant's (JD NEG) intended program goal is to provide services to long-term unemployed, recipients of Unemployment Insurance and returning veterans in the Inland Empire and Central Valley regions.

The State Board's use of JD NEG funds emphasizes:

- Collaboration among partners in the development of service delivery strategies and alignment of resources to better connect to the targeted population.
- Innovation that creates new, or adapts existing, approaches or accelerates application of promising practices in workforce development and skill attainment.
- System change that uses the funds to incentivize adoption of proven strategies and innovations that are sustained beyond the grant period.

This program leverages existing initiatives such as local board industry sector strategies, California Community Colleges Chancellor's Office (CCCCO) regional sectors of focus and the GO-Biz Innovation Hub program (i-Hub) to better position its industries to compete globally.

During PY 2014 local boards from the Central Valley and the Inland Empire were awarded sub grants to develop jobs in specific sectors: health care, transportation/logistics, utilities/energy and manufacturing in both regions and additionally, agri-business and water technology in the Central Valley.

Sector Partnership Project

The Sector Partnership National Emergency Grant (SP NEG) funds help dislocated workers receive the intensive career services needed to re-enter the workforce via in-demand, middle-skill, good paying jobs with a career pathway to economic security. During PY 2014 the State Board received funds to be allocated to Local Boards in the North State, Sacramento/Capitol Region, Silicon Valley, Los Angeles, and San Diego/Imperial Valley regions. This grant focuses on three groups: long-term unemployed, Unemployment Insurance recipient and returning veterans.

The EED, CCCC, Governor's Office of Business and Economic Development (GO-Biz), the California Department of Veterans Affairs (CDVA), Governor's Interagency Council on Veterans, and the California Department of Social Services (CDSS) have partnered to work with the local boards to develop regional industry partnerships in various sectors, such as Healthcare, Advanced Manufacturing, Agriculture, Information & Communication Technology, Biotechnology/Bioscience, Information Technology Healthcare and Clean Energy.

The grant will help to accelerate the WIOA-focused regional implementation of the State Board's State Plan strategy to promote the following work-based training activities:

- Enrollment and completion of short-term (18 month or less) training in the identified high-demand and/or emerging industry sectors, resulting in industry-valued credentials or certificates.
- Integration of work-based learning opportunities that directly align with classroom training.
- Use of prior learning assessments and competency-based credit models.
- Use of hiring incentives, including tax credits and on the job training (OJT) subsidies.
- Use of incumbent worker training (IWT) using the strategies outlined in EDD Policy Directive WSD 14-3, which can provide needed skills upgrading for existing workers.

The five regions will develop and implement strategic investment strategies that promote ongoing skills attainment focused on regional growth industry sectors and clusters. By braiding education, training, and employment services together to support these sectors, the regions address employers' needs for a high quality, appropriately skilled workforce and support workers' needs for well-paid, steady work. This strategy also draws on lessons learned from the

traditional apprenticeship model providing workers maximum employment outcomes through mobility among multiple employers within an industry sector or cluster.

Regional Industry Cluster of Opportunity Grants (RICO)

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 2014 the State Board provided successful RICO II grantees with additional funding that will enable their regional industry cluster-based collaborations to develop or enhance a talent pipeline with a career pathways strategy consistent with their action plans. The focus is to develop AB 118 ARFVT sector interest programs at the high school level, leveraging elements for multiple benefits such as career awareness, fulfillment, mobility, etc. The state awarded \$650,000 to three grantees (Appendix I).

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

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 appropriates funds to the State Board to establish a competitive grant program for eligible community-based and other training workforce organizations. The program focuses on serving at-risk youth, veterans, and disadvantaged or disconnected job seekers to attain skills in the construction and green energy trades.

During PY 2013, the State Board awarded \$3,768,008 to fund activities in three program areas:

1. *Technical Assistance and Capacity Building* – Regional, statewide or stakeholder-based projects that increase the scale, effectiveness, and/or replication of successful pre-apprenticeship training programs, job placement efforts, and service delivery strategies.
2. *Development* – Creation of short-term (six month) projects that develop program and/or system infrastructure necessary for successful training implementation.

3. *Training Implementation* – Provide training that utilizes performance targets and goals related to the specific focus of the grant, including completion and certification in Multi-Craft Core Curriculum Training (MC3), placement in state-certified apprenticeships, placement in continuing education, and/or placement in employment.

The focus of the training implementation is to create “earn-and-learn” job training and placement that allows disadvantaged job seekers the opportunity to fill critical workforce skill gaps. During the 2014 Program Year, training participants completed pre-apprenticeship training programs utilizing MC3, a program designed by the National Building Trades Department of the American Federation of Labor and Congress of Industrial Organizations (AFL-CIO), to create pipelines for job seekers into apprenticeships and journey-level employment.

The grantees were required to implement strong partnerships with a broad mix of stakeholders, including California Community Colleges, California Conservation Corps, pertinent labor organizations, community-based organizations, Local Boards, and coalitions of industry employers. The State Board estimates that two-thirds of the jobs created by the programs will go towards traditional construction jobs with green energy elements.

In addition, Proposition 39 funds appropriated from the California Energy Commission (CEC) were allocated to the development of public works projects. Many of these projects included energy efficiency updates to public schools. The Pre-Apprenticeship programs are intended to develop skilled workers who will be equipped to work on these upcoming projects. Currently, these projects are in progress.

In addition to this grant program, as required by SB 73, the State Board developed a formula, in consultation with UC Berkeley Labor Center’s Donald Vial Center on Employment in the Green Economy, which allows Local Education Agencies and community college districts to estimate direct job-year creation resulting from facilities improvements funded by the Clean Energy Job Creation Fund. The State Board is working with Department of Industrial Relations-Division of Apprenticeship Standards to capture reported public works jobs data through an electronic certified payroll system. The State Board will report on the jobs outcomes resulting from the Proposition 39 investments to the Citizens Oversight Board.

Prop 39 grantees and award amounts are listed in Appendix I.

Supervised Population Workforce Training Grant Program (AB 2060, Statutes of 2014)

During the 2014 Program Year, the State Board and EDD announced the availability of grant funds to address the goal of recidivism reduction through workforce training and development programs targeted at the supervised population, as defined in AB 2060. The “supervised population” includes all persons who are on probation, mandatory supervision, or post release community supervision and are supervised by, or are under the jurisdiction of, a county.

AB 2060 grant programs will create opportunities for the supervised population to succeed in pre-apprenticeship programs, apprenticeship programs, community college or other adult career technical education programs, and direct job placement. In May 2015, 5 grantees were awarded a total of \$825,000 to address the expansion of existing, mature, collaborative relationships between county-based Community Corrections Partnerships (parole, probation, courts, mental health services, community colleges, etc.) and Local Boards in support of innovative strategies that accelerate educational attainment and reemployment for the supervised population.

AB 2060 grantees and award amounts are listed in Appendix I

Wagner-Peyser/Labor Exchange Activities

Enhancements to the Cal-JOBS Case Management System

In PY 2014 the EDD made the following enhancements to the CalJOBSSM case management system:

- Mobile Application ([IN 14-21](#))

The CalJOBSSM Mobile Application is an extension of the CalJOBSSM website offering job seekers access to thousands of job postings with the ability to conduct job searches and apply for jobs from their mobile device. Job seekers can search by location or keyword, filter results by occupation, expand job listings to review position details, map job locations, set up notifications when new job opportunities are available, and even share job search activity via e-mail or social media. The CalJOBSSM Mobile Application is available in the iTunes and Google Play stores at no cost.

- Full Job Spidering ([IN 14-23](#))

The EDD added the full *Job Spidering* module to its CalJOBSSM system on January 2, 2015. The full *Job Spidering* module imports job postings into CalJOBSSM from other job banks and employer websites across the State and country, including the following:

- national job boards
- local job boards
- green job boards
- Fortune 1000 corporations
- federal, state, and local government sites
- national recruiters
- military branch sites
- major hospitals
- major nonprofits
- major newspapers
- volunteer sites
- chambers of commerce
- websites of all major employers

The number of active job listings in CalJOBSSM has increased by over 400,000 since the activation of this upgrade.

- Document Management and Scanning ([IN 15-7](#))

The Document Management and Scanning Module allows scanned documents to be captured and reviewed online and stored securely in the central database. This module will support Wagner-Peyser, WIOA, TAA, and any Generic Programs. The ability to upload documents and associate them with an individual requires claimants to provide documents only once versus multiple times if they were to visit different locations for services. The Document Management functionality includes the ability to attach documents to case notes and program verifications, as well as tagging and retrieving digital documents associated with a user record. Linked documents can also be attached and reviewed within the program forms or by viewing the Documents link under General Profile. Staff will have the ability to upload documents to the CalJOBSSM database which can be viewed by staff at any location.

Section Three – WIOA Title 1 Results

Analysis

California’s workforce development 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 WIOA 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 2014	Total Allotment	Amount Available for Formula Allocation
Adult Program Title I	\$114,152,207	\$104,163,890
Youth Program Title I	\$119,122,833	\$108,699,586
Dislocated Worker Program Title I	\$157,376,202	\$104,261,735

Source: EDD WSIN 14-54 May 13, 2015

Program Outcomes and Cost Effectiveness

A total of 940,722 customers were served in the WIOA and WPA programs in PY 2013, including self-service adults. Within this total, 78,025 were WIOA Adult participants, 33,619 were WIOA Dislocated Worker participants and 25,390 were WIOA Youth participants². The total number served is markedly increased from past years due to the new CalJOBSSM 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

² PY 2013 Annual Report Tables B-Q - Table M - Participation Levels

Dislocated Worker Average Earnings also continued to increase in PY 2013.³ 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

³ 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 Developments 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 Development of Adult and Dislocated Worker formula funds in skills training that support 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 WIOA 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) for additional statewide data tables and individual performance summaries for each of the 49 Local Areas.

Customer Success Stories

Please refer to the Workforce Development Works website: http://workforceDevelopmentworks.com/workforce_testimonials.asp?st=CA for testimonials and success stories from satisfied recipients of WIOA 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 CalJOBSSM in May 2014 prevented California from making any significant progress in this area as resources were dedicated towards implementing other WIOA-required reporting elements in CalJOBSSM. In PY 2015 California is exploring the customer satisfaction data collection capability of CalJOBSSM as one of many potential

strategies. Local Boards and Regional Consortia will be required to include their strategies for customer satisfaction data collection and reporting in their local and regional plans. 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 Development Boards

Local Workforce Development Boards	Business City
Anaheim City	Anaheim
Contra Costa County	Concord
Foothill Consortium	Pasadena
Humboldt County	Eureka
Golden Sierra Consortium	Placerville
Kern, Inyo, Mono Consortium	Bakersfield
Kings County	Hanford
Los Angeles City	Los Angeles
Los Angeles County	Los Angeles
Madera County	Madera
Merced County	Merced
Monterey County	Salinas
North Central Counties Consortium	Yuba City
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 Diego County	San Diego
San Jose City/Silicon Valley Workforce Development Area	San Jose
Santa Ana City	Santa Ana
Solano County	Suisun
Sonoma County	Sonoma
Ventura County	Ventura

B. PY 2014 Approved Waivers

Federal WIOA Waivers

The DOL approved the State Plan and waivers for the period of July 1, 2013, through June 30, 2017. In January 2014 Directive [WSD 15-09](#) was issued listing the approved waivers.

On July 1, 2015, DOL released [TEGL 01-15](#), outlining the guidance on waivers approved by the Secretary of DOL under WIA. The TEGL states that the Secretary's waiver authority under WIA does not extend to the provisions of WIOA. However, WIOA does provide the Secretary with the authority to take appropriate actions for the orderly transition from WIA to WIOA. Therefore, the ETA conducted an analysis of each waiver to determine which waivers may remain in place for Program Year (PY) 2015-16 and which WIA waivers were terminated on June 30, 2015.

The following outlines how the 10 waivers approved for California under WIA are affected by the implementation of WIOA. The waivers are separated into three categories: Expired Waiver(s), Waiver(s) continuing through PY 2015 with obligated funds, and Waiver(s) continuing through PY 2015.

Category 1: Expired Waiver(s)

The following waiver expired June 30, 2015.

1. Eligibility of Training Providers

This waiver suspended the subsequent eligibility certification requirements of WIA Section 122(c). Under this waiver, the state postponed the determination of subsequent eligibility of training providers.

The EDD and the State Board issued [WSDD-120](#), which establishes initial and subsequent eligibility criteria for providers on the Eligible Training Provider List under WIOA.

Category 2: Waiver(s) Continuing Through PY 2015-16 with Obligated Funds

The following waivers are permitted to continue through PY 2015 with funds that have already been obligated as of June 30, 2015.

1. Transfer of Adult and Dislocated Worker Formula Funds

This waiver authorized an increase of the funds transfer limitation at WIA Section 133(b)(4). The waiver authorized local areas to transfer up to 50 percent of the adult and dislocated worker formula funds.

Under WIOA, local areas can transfer up to 100 percent between the adult and dislocated worker funding streams with approval from the Governor (WIOA Section 133[b][4]).

2. Use of Local Funds for Incumbent Worker Training Activities

The waiver of WIA Section 134(a) permitted local areas to use up to 10 percent of the adult and dislocated worker formula funds for IWT as part of a layoff aversion strategy.

Under WIOA, local areas may use up to 20 percent of their combined total of adult and dislocated worker allotments for IWT (WIOA Section 134[d][4][a][i]).

3. Use of Rapid Response Funds to Conduct Incumbent Worker Training Activities

The waiver of WIA Section 134(a)(1)(A) permitted local areas to use up to 20 percent of RR funds for IWT as part of a lay-off aversion strategy.

According to the WIOA NPRM, local areas may use their RR funds for statewide incumbent worker training activities (NPRM 680.800).

4. Individual Training Accounts

This waiver removed the prohibition of using ITAs for older and out-of-school (OS) youth participants found at Title 20 CFR 664.510.

According to the WIOA NPRM, local areas may use ITAs for OS youth participants ages 18-24 when using WIOA youth funds (NPRM 681.550).

5. Customized Training

This waiver allowed the state to remove the required 50 percent employer contribution for customized training at WIA Section 101(8)(C) and use a sliding scale for the employer contribution based on the size of the business.

Under WIOA, the definition of customized training states that an employer pays a significant portion of the cost of training, as determined by the local board involved, taking into account

the size of the employer and other factors as the Local Workforce Development Board (local board) determines to be appropriate (WIOA Section 3[14][C]).

6. Increase in Employer Reimbursement for OJT Through a Sliding Scale Based on the Size of the Business

This waiver of WIA Section 101(31)(B) allowed the state to increase the employer reimbursement rate for OJT through a sliding scale based on the size of the business. Under this waiver, employers with 50 or fewer employees are allowed up to a 90 percent reimbursement rate. Employers with 51 – 250 employees are allowed up to a 75 percent reimbursement rate. Employers with more than 250 employees are allowed up to a 50 percent reimbursement rate.

Under WIOA, the Governor may authorize up to a 75 percent reimbursement rate for OJT for statewide activities and local boards may authorize up to a 75 percent reimbursement rate for OJT for local activities, taking into account certain factors (WIOA 134[c][3][H]).

7. Increase in Employer Reimbursement for OJT for Long Term Unemployed, Veterans, and Individuals with Disabilities

This waiver allowed the state to increase the employer reimbursement rate for OJT through a sliding scale for long term unemployed, veterans, and individuals with disabilities. Under this waiver, a 75 percent employer reimbursement rate is allowed where OJT is provided to an individual unemployed between 16-51 weeks. A 90 percent employer reimbursement rate is allowed where OJT is provided to an individual unemployed for 52 weeks or more. A 90 percent employer reimbursement rate is also allowed where OJT is provided to a veteran or individual with a disability.

Under WIOA, the Governor may authorize up to a 75 percent reimbursement rate for OJT for statewide activities and local boards may authorize up to a 75 percent reimbursement rate for OJT for local activities, taking into account certain factors (WIOA 134[c][3][H]).

8. Competitive Procurement for Youth Elements

This waiver removed the requirement for local areas to competitively procure youth providers for three of the 10 youth program elements: supportive services, follow up services, and work experience.

According to the WIOA NPRM, the requirements of WIOA Section 123 concerning competitive procurement of youth providers do not apply to the design framework services when these

services are more appropriately provided by the grant recipient/fiscal agent. Design framework services include intake, objective assessments and the development of individual service strategy, case management, and follow-up services (NPRM 681.400[b]).

Category 3: Waiver(s) Continuing Through PY 2015-16

Since WIOA performance requirements will not take effect until July 1, 2016, the ETA will continue to honor the waiver that permits the state to replace the performance measures with the common measures through June 30, 2016.

1. Common Measures

This waiver allows the State to replace the 17 performance measures under WIA Section 136(b) with the DOL Common Measures. Further information regarding the DOL Common Performance Measures can be found in TEGL 17-05.

Under WIOA, new performance requirements will not take effect until July 1, 2016 (WIOA Section 116)

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 WIOA programs.

The State was granted a waiver permitting the use of the work readiness indicator only for youth co-enrolled in the WIOA 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 WIOA 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 WIOA 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. WIOA Implementation Workgroup

NAME	TITLE/AFFILIATION/ADDRESS
Ms. Van Ton-Quinlivan	Chair Vice Chancellor CA Community Colleges Chancellor's Office
Mr. Jamil Dada	Co-Chair Vice President, Investment Services Provident Bank
Ms. Lupita Cortez Alcala	Deputy Superintendent of Public Instruction, Instruction & Learning Support Branch CA Department of Education
Ms. Patricia de Cos	Deputy Executive Director California State Board of Education CA Department of Education
Mr. Patrick Henning Jr.	Director Employment Development Department
Ms. Debra Jones	Dean, Career Education Practices CA Community Colleges Chancellor's Office
Mr. Stewart Knox	Executive Director Employment Training Panel
Mr. Will Lightbourne	Director CA Department of Social Services
Mr. Brian McMahon	Undersecretary Labor Workforce Development Agency
Mr. Adam Peck	Executive Director Tulare County Workforce Investment Board
Ms. Alma Salazar	Vice President of Education and Workforce Development Los Angeles Area Chamber of Commerce Unite-LA

Appendix

NAME	TITLE/AFFILIATION/ADDRESS
Ms. Abby Snay	Executive Director Jewish Vocational Services
Mr. Bruce Stenslie	President and Chief Executive Officer Economic Development Collaborative, Ventura County
Mr. Russell Weikle (for Ms. Lupita Cortez Alcalá)	Director Career and College Transition Division Department of Education
Mr. Joseph Williams	Chief Executive Officer Youth Action Project
Mr. Joe Xavier	Director Department of Rehabilitation

D. California Workforce Development 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, Development Services
Provident Bank-Riverside County Branches

- 8 **Shannon Eddy**
Executive Director
Large-Scale Solar Association

- 9 **Imran Farooq**
Principal and Owner
Omni International LLC

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

21 Catherine O'Bryant

President
O'Bryant Electric Inc.

22 Kimberly Parker

Executive Vice President
California Employers Association

23 Robert Redlo

Consultant
Doctors Medical Center

24 Michael Rossi

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

25 Richard Rubin

President
Richard A. Rubin Associates Inc.

26 Alma Salazar

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

27 Annette Smith-Dohring

Workforce Development Program Manager
Sutter Health-Sacramento-Sierra Region

28 Bruce Stenslie

President and CEO
Ventura County Economic Development Collaborative

COMMUNITY BASED ORGANIZATIONS

29 Hermelinda Sapien

President
Center for Employment Training

30 Abby Snay

Executive Director
Jewish Vocational Services-San Francisco

31 Floyd Trammell

Executive Director
West Bay Local Development Corporation Inc.

32 Joseph Williams

CEO
Youth Action Project

ORGANIZED LABOR

33 John Brauer

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

34 Ken Burt

Political Director
California Federation of Teachers

35 Bill Camp

Sacramento Central Labor Council, AFL-CIO

36 Diane Factor

Director
Worker Education and Resource Center (SEIU Local 721)

37 Louis Franchimon

Executive Secretary
Napa Solano Building Trades Council

38 Jeremy Smith

Deputy Legislative Director
State Building and Construction Trades Council

LEGISLATURE

39 The Honorable Kevin Mullin
Assembly Member
California State Assembly

40 The Honorable Rudy Salas
Assembly Member
California State Assembly

GOVERNMENT

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

42 Diana S. Dooley
Secretary
Health and Human Services Agency

43 Brice Harris
Chancellor
California Community Colleges

44 Patrick W. Henning, Jr.
Director
Employment Development Department

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

46 Diane Ravnik
Director
Division of Apprenticeship Standards
Department of Industrial Relations

CHIEF LOCAL ELECTED OFFICIALS

47 The Honorable Cindy Chavez

County Supervisor
County of Santa Clara

48 The Honorable Henry R. Perea

County Supervisor
County of Fresno

ACADEMIC

49 Laurence Frank

President
Los Angeles Trade-Technical College

50 Dr. Carol Zabin

Director of Research
University of California at Berkeley Labor Center

NON-PROFIT ORGANIZATION

51 Michael Kelly

Executive Director
The Los Angeles Coalition for the Economy and Jobs

E. California's 49 Local Workforce Development Areas

Local Workforce Development 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 Development 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

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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 2014 Wagner-Peyser 10 Percent Governor's Discretionary Fund Investments

Base Wagner-Peyser 10 Percent Grant Amount	\$7,987,874
Wagner-Peyser 10 Percent On-going Programs	Budget
YEOP - Youth	\$3,505,495.00
Deaf & Hard of Hearing	\$1,500,000.00
YEOP - Mentors	\$400,000.00
Program Administration	\$156,000.00
CalWORKs*	\$841,000.00
Sub-Total On-going Programs	\$6,402,495.00

Wagner-Peyser 10 Percent Special Programs	Budget
Foster Youth	\$300,000.00
Veterans Employment Services	\$700,000.00
California Department of Rehabilitation	\$530,288.00
EDD Parolee Services	\$500,000.00
Sub-Total Projects	\$2,030,288.00

Total On-going and Special Programs	\$8,432,783
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G. PY 2014 25 Percent Expenditures

25 Percent Rapid Response Formula Allocations

Subgrantee	Total Allocation Rapid Response
Alameda	\$518,234.00
Anaheim	\$411,039.00
Contra Costa	\$371,579.00
Foothill	\$373,392.00
Fresno	\$382,372.00
Golden Sierra	\$364,712.00
Humboldt	\$135,753.00
Imperial	\$183,753.00
Kern/Inyo/Mono	\$361,991.00
Kings	\$134,852.00
L.A. CITY	\$1,762,180.00
L.A. County	\$2,141,149.00
Long Beach City (PG)	\$481,121.00
Madera	\$144,155.00
Marin	\$169,538.00
Mendocino	\$145,051.00
Merced	\$203,031.00
Mother lode	\$309,697.00

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Monterey	\$233,259.00
Napa	\$321,106.00
North Central Counties Consortium	\$474,180.00
NorTEC	\$1,055,159.00
NOVA	\$619,643.00
Oakland	\$261,153.00
Orange	\$652,294.00
Richmond	\$122,377.00
Riverside	\$370,797.00
Sacramento	\$679,639.00
Santa Ana	\$176,794.00
Santa Barbara	\$140,508.00
San Benito	\$142,974.00
San Bernardino City	\$122,377.00
San Bernardino County	\$354,819.00
South Bay	\$852,291.00
Santa Cruz	\$174,300.00
San Diego	\$579,734.00
SELACO	\$178,837.00
San Francisco	\$221,240.00
San Joaquin	\$312,628.00
San Jose/Silicon Valley	\$662,271.00

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San Luis Obispo	\$129,179.00
San Mateo	\$295,614.00
Solano	\$151,853.00
Sonoma	\$161,003.00
Stanislaus	\$206,766.00
Tulare	\$235,528.00
Verdugo	\$562,047.00
Ventura	\$396,524.00
Yolo	\$222,147.00
Total 25 Percent Rapid Response Formula Allocation	\$19,662,640.00

PY 2014 25 Percent Additional Assistance Awards

Subgrantee	Project Name	Total Allocation
California Labor Federation	Rapid Response 14/15	\$797,027.00
City of Los Angeles	A New Direction	\$2,197,885.00
City of Los Angeles	Moving Forward	\$992,000.00
Foothill	Veterans Employment and Assistance 12/13	\$161,475.00
Fresno City	Central Valley Infrastructure Employment Project	\$456,823.44
Humboldt County	CA Redwood Co/Korbel Mill Closure	\$492,000.00
Imperial County	National Beef Dislocated Worker Project	\$825,000.00
La Cooperativa Campesina de California	Dislocated Worker Agricultural Industry	\$3,200,000.00
Madera County	Dislocated Worker Additional Assistance	\$500,000.00
Marin County	Project Assist	\$23,953.00
Marin County	Project Assist #2	\$371,720.00
Merced County	Dislocated Worker Additional Assistance Project	\$950,000.00
Merced County	Service Workers Additional Assistance	\$950,000.00
Napa County	Earthquake Response	\$487,250.00
NoRTEC	MCLAUS XI	\$838,117.91
North Central Counties Consortium	STARRS X	\$672,000.00
Northern California Indian Development Council	Rapid Response 14/15	\$119,420.00
NOVA	Job Training - A Regional Approach	\$2,500,000.00
San Francisco	Information Communication Tech Agile	\$172,584.00

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San Joaquin County	Dislocated Worker Additional Assistance Project	\$592,169.00
SELACO	Long Term Unemployment	\$970,000.00
South Bay	CA Multi Sector Partnership Project	\$2,490,179.20
Verdugo	A New Direction	\$530,390.00
Additional Assistance Projects Total		\$20,492,966.55
Grand Total PY 2014 25 Percent Funded Projects		\$40,155,606.55

H. PY 2014 8.75 Percent Governor's Discretionary Fund Investments

Regional Workforce Accelerator and SlingShot Investments

Subgrantee	Project Name	Amount Awarded
Able-Disabled Advocacy (ELD)	Workforce Accelerator Fund 2.0	\$150,000.00
Center for Employment Opportunities (CEO)	Workforce Accelerator Fund 2.0	\$150,000.00
East Bay Community Law Center (EBC)	Workforce Accelerator Fund 2.0	\$100,000.00
International Rescue Committee, San Diego (IRS)	Workforce Accelerator Fund 2.0	\$150,000.00
Jewish Vocational Services (JVS)	Workforce Accelerator Fund 2.0	\$150,000.00
JVS Los Angeles (JWV)	Workforce Accelerator Fund 2.0	\$150,000.00
North Central Counties Consortium (NCC)	Workforce Accelerator Fund 2.0	\$150,000.00
NOVA (NOV)	Workforce Accelerator Fund 2.0	\$100,000.00
Rising Sun Energy Center (RSE)	Workforce Accelerator Fund 2.0	\$150,000.00
SEIU Education and Support Fund (SEI)	Workforce Accelerator Fund 2.0	\$100,000.00
United Way of the Bay Area (UWB)	Workforce Accelerator Fund 2.0	\$150,000.00
Alameda (ALA)	Workforce Accelerator Fund 2.0	\$100,000.00
Foundation for CA Community Colleges (FCC)	Workforce Accelerator Fund 2.0	\$402,000.00
Bay Area Video Coalition (BAV)	Workforce Accelerator Fund 2.0	\$95,000.00
Center for Media Change (CMC)	Workforce Accelerator Fund 2.0	\$100,000.00
Los Angeles Valley College Foundation (LVC)	Workforce Accelerator Fund 2.0	\$148,000.00
Merced (MER)	Workforce Accelerator Fund 2.0	\$125,000.00

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Monterey (MON)	Workforce Accelerator Fund 2.0	\$100,000.00
NoRTEC (NOR)	Workforce Accelerator Fund 2.0	\$100,000.00
Opportunity Junction (OPJ)	Workforce Accelerator Fund 2.0	\$100,000.00
Sacramento (SAC)	Workforce Accelerator Fund 2.0	\$100,000.00
Shirley Ware Education Center (SHR)	Workforce Accelerator Fund 2.0	\$100,000.00
Bay Area Community Resources (BAC)	Workforce Accelerator Fund 2.0	\$100,000.00
Chaffey College (CFY)	Workforce Accelerator Fund 2.0	\$30,000.00
Community Career Development (CRD)	Workforce Accelerator Fund 2.0	\$100,000.00
NoRTEC (NOR)	SlingShot	\$1,016,396.00
Sacramento (SAC)	SlingShot	\$1,016,396.00
San Bernardino County (SBO)	SlingShot	\$1,016,397.00
Madera (MAD)	SlingShot	\$20,000.00
Contra Costa (CON)	SlingShot	\$1,016,396.00
Fresno (FRS)	SlingShot	\$996,396.00
SELACO (SEL)	SlingShot	\$20,000.00
San Diego (SDC)	SlingShot	\$20,000.00
Solano (SOL)	SlingShot	\$20,000.00
NOVA (NOV)	SlingShot	\$20,000.00
Orange (ORA)	SlingShot	\$20,000.00
City of Los Angeles (LAI)	Disability Employment Accelerator (DEA)	\$166,670.00
San Francisco (SFO)	Disability Employment Accelerator (DEA)	\$166,666.00

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Fresno (FRS)	Disability Employment Accelerator (DEA)	\$166,666.00
Golden Sierra (GSC)	Disability Employment Accelerator (DEA)	\$166,666.00
Madera (MAD)	Disability Employment Accelerator (DEA)	\$166,666.00
Verdugo (VER)	Disability Employment Accelerator (DEA)	\$166,666.00
Projects Subtotal		\$9,381,981.00
Foundation for CA Community Colleges (FCC)	Contract M599129 - Technical Assist./Program Eval.	\$500,000.00
Contracts Subtotal		\$500,000.00
Total		\$9,881,981.00

Veteran's Employment-Related Assistance Projects (VEAP)

Subgrantee	Total Allotment
Community Career Development (CRD)	\$333,333.00
Foothill (FET)	\$333,333.00
Fresno (FRS)	\$333,333.00
Sacramento (SAC)	\$333,333.00
Managed Care Solutions (CSO)	\$333,333.00
North Central Counties Consortium (NCC)	\$333,333.00
Orange (ORA)	\$333,333.00
Swords to Plowshares (SWO)	\$633,336.00
Interfaith Community Services (YTN)	\$333,333.00
Total	\$3,300,000.00

I. PY 2014 Work-Based Training Investments

In PY 2014, California continued to invest in “earn and learn” work-based skills training through the following initiatives:

AB 2060 Supervised Population Workforce Training Grants

Grantee	Amount Awarded
CA Human Development Corp.	\$165,000.00
Friends Outside LA County Pasadena	\$165,000.00
Sacramento Employment and Training Agency	\$165,000.00
San Bernardino Center for Employment Opportunities	\$165,000.00
Ventura County WDB	\$165,000.00
Total	\$825,000.00

Alternative and Renewable Fuel and Vehicle Technology (RICO III) Talent Pipeline Grants

These grants are funded by the California Energy Commission’s Alternative and Renewable Fuels (AB 118, Statutes of 2007) Development Plan. These grants end December 31, 2016.

Grantee	Amount Awarded
Fresno WDB	\$200,000.00
NOVA	\$200,000.00
Sacramento Employment and Training Agency	\$250,000.00
Total	\$650,000.00

Proposition 39 Clean Energy Workforce Training Grant Program*

Grantee	Amount Awarded
California Labor Federation	\$150,000.00
Santa Cruz WIB	\$50,000.00
Fresno County WIB	\$850,000.00
Los Angeles Trade Technical College	\$658,000.00
Richmond WIB	\$750,000.00
SETA	\$500,000.00
San Francisco Conservation Corps	\$500,000.00
San Jose/Silicon Valley WIB	\$500,000.00
Marin County Building & Trades	\$43,500.00
Emerald Cities Collaborative	\$75,000.00
Total	\$4,076,500.00

* Includes PY 2013 and PY 2014 Prop 39 funds from the State Board

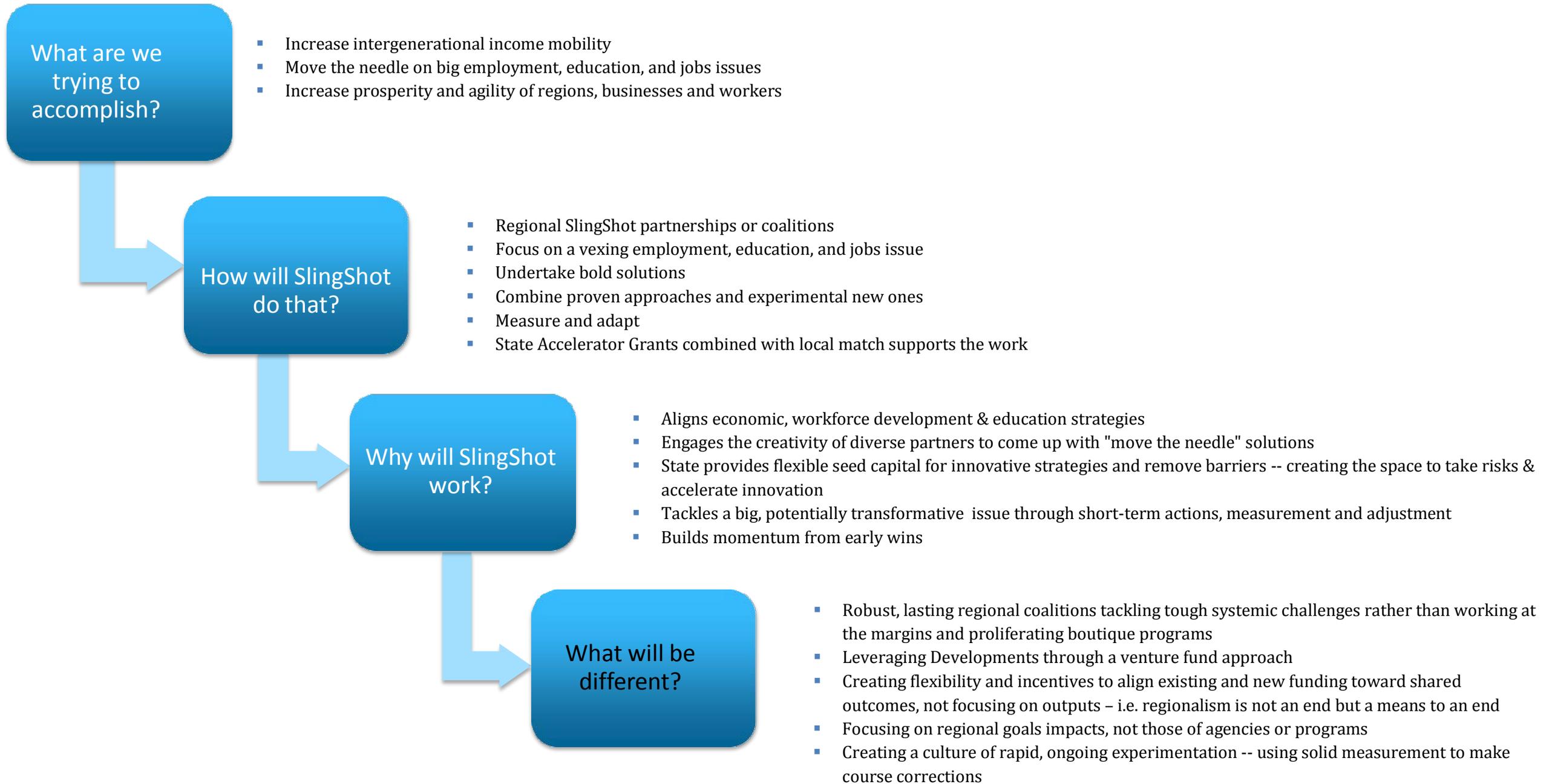
Job Driven - National Emergency Grant (DWT-NEG)

Subgrantee	Amount
Madera WDB	\$3,181,691.00
San Bernardino County WDB	\$2,247,815.00
Total	\$5,429,506.00

J. “SlingShot” Initiative Packet

SlingShot

Accelerating Income Mobility through Regional Collaboration



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 Development 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.

Stage 1: Action Plan

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 Development 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

Stage 2: Research, Design & Development

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

Stage 4: Sustain & Grow

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)

SlingShot Timeline



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

Stage 1

Action Plan

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 Development 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.

SlingShot

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

Stage 2 Deep Dive: Research, Design & Development

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.

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
-

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 Development area belong to more than one region?
- Can a local workforce Development 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?

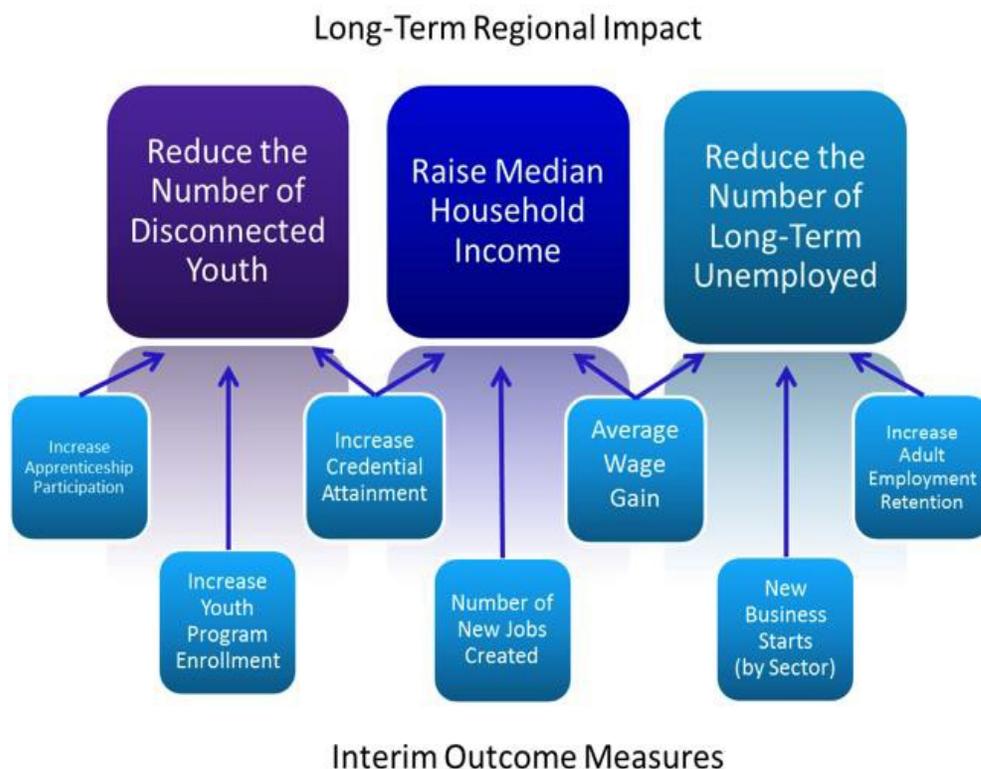
A central principle of SlingShot is that a regional coalition should have freedom in defining success and determining how to get there. Metrics and outcome measures will be defined based on the targeted issue the coalition aims to address, the opportunities to drive economic growth, and existing or impending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



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 Development 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 Development 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

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 Development 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 Development 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.

K. PY 2014 Evaluation of Workforce Investment Activities

Evaluation of the Youth Manufacturing Skills Pilot

Building Bridges to College and Careers through Public Education and Workforce System Collaboration: Lessons from California's Youth Manufacturing Skills Pilot

In 2013, the California Workforce Development Board (State Board) granted funds to four partnerships of local workforce development boards (Local Boards) and educational providers to design and implement innovative pilot programs that “bridge” 18-24 year olds to careers in advanced manufacturing. The grants leveraged the strengths of the public education and workforce systems to equip underrepresented youth with industry skills, credentials, and hands-on work experience, developing the future workforce vital to our State’s economic growth. This brief describes effective practices tested by these bridge programs and the State Board that address the needs of industry and of students. It also summarizes emergent policy recommendations to strengthen and expand bridge opportunities for California’s youth.

California Community Colleges have been at the forefront of national efforts to improve college access and foster student advancement along pathways into high-demand careers. Bridge programs funded by the California Community Colleges Chancellor’s Office (CCCCO) such as the Career Advancement Academies (CAAs)⁴ have demonstrated the effectiveness of models that incorporate several key elements:

- Targeted recruitment and enrollment of low-income youth with barriers to college success
- Cohort-based learning communities
- Contextualized basic skills curriculum
- Career technical training, incorporating work readiness and career guidance
- Academic and personal support services
- Connections to career pathway education and employment
- Active engagement of employers in program design and support
- Leverage of funding and other resources from the colleges, WIBs and community organizations

Through the Youth Manufacturing Skills Pilot (YMSP), the State Board proposed to build upon and elevate promising models such as the CAAs to a heightened level of collaboration between the State’s public education and workforce systems. The intentional leveraging of these systems’ resources, capacities and expertise may hold the key to scaling and sustaining bridge programs, building a training pipeline vital to the future of growth industries such as advanced manufacturing.

⁴ <http://www.careerladdersproject.org/initiatives-programs/career-advancement-academies/>

Lessons for Local Boards and Educational Providers

The four sites selected by the State Board to participate in the YMSP⁵ provide examples of deep and sustained Local Board-community college and –K12 district bridge partnerships, demonstrated by their collaborative recruitment, co- case management, employer engagement, curriculum development, and braiding of funding. Through a Community of Practice supported by the State Board and the Career Ladders Project⁶, participants in the pilot shared, documented and discussed the following lessons for practitioners.

Ready the region for collaboration. Successful bridge program implementation depended upon structures for on-going communication, coordination of services, data-sharing, trouble-shooting and program improvement. YMSP partners aligned intentionally around regional labor market and job-seeker need, employer engagement priorities, and sector strategies to identify common goals. They then put in place shared tools, forms, project management structures, communication norms, and meeting schedules necessary to deliver on their common vision.

Collaborate on student recruitment and selection. Finding the best fit between a large population of high-need youth and a rigorous, sector-specific career training program was no easy task. YMSP partners worked in tandem to define program criteria, message opportunities in advanced manufacturing, and spread the word about the bridge. College faculty visited the Local Boards' One-Stop Career Centers to co-lead orientations. Local Boards rallied community-based youth services contractors to identify and screen candidates, and worked with employers to select appropriate industry-recognized skills assessment tools, such as WorkKeys. Local Board partners assumed responsibility for Workforce Investment Act (WIA) eligibility screening and enrollment, while Local Boards and educational providers together identified options for youth not selected for the program, including other Local Board-contracted Youth Services and Adult Education programs.

Tap industry connections to co-design curriculum. Local Boards and educational providers bring to the table different industry partnerships and capacities to convene employers. Because strong bridge programs must identify workplace competencies, design work-based learning opportunities, and prioritize national certifications through varied means of industry engagement, the State Board encouraged YMSP partners to creatively tap relationships cultivated by both systems to involve standing advisory bodies, faculty connections, internship sites and professional volunteer mentors in designing and implementing the bridge. As training needs were identified, the Local Boards and educators worked together to develop a responsive program. Existing high school and community college curricula were adapted to incorporate core competencies of top concern to employers. Short, intensive survey courses were developed to allow young students to explore their interests and learn about pathways to credentials and careers. In one case, the college designed a short-term, not-for-credit, customized training program informed by local employers, and will incorporate credit-by-exam to accelerate progress toward credential attainment. At another site, workplace readiness content was delivered by the Local Board, sequenced with academic and

⁵ The State Board granted YMSP funds to: Alameda County Workforce Development Board/Laney College; San Bernadino Workforce Development Board/Chaffee and San Bernadino Valley Colleges and TET (a community-based, non-profit educational provider); South Bay Workforce Development Board/El Camino College; and Stanislaus County Alliance Worknet/Modesto Junior College/Ceres High School.

⁶ The Career Ladders Project (<http://www.careerladdersproject.org>) works state-wide to provide educational and career advancement opportunities for Californians through research, policy initiatives, and strategic assistance to employer, education and workforce development partners.

technical education delivered by the college. Each of the sites responded to employer demand by integrating a national industry-recognized certification into program instruction.⁷ Colleges played a critical role in ensuring that students received college credit for bridge participation and/or were launched on a credit-bearing career training pathway offering stackable credentials.

Strengthen work-based learning through Local Board participation. Bridge students benefited from a continuum of work-based learning opportunities that linked them directly to industry professionals and workplaces. YMSP sites involved their Local Boards' Youth Councils in recruiting employers to hire youth interns, in one case structuring cohort-based internships with direct ties to classroom instruction. Intern preparation and retention support were provided by college faculty and Local Board-funded counselors alike, so that issues were addressed early on with an eye to both student and business needs. The Local Boards also helped to problem-solve and facilitate communication and partnership among companies, unions and educators, for example by assuming liability for interns as employer-of-record. As employer relationships with the bridge programs deepen, Local Board and college partners will work together to facilitate faculty externships, so that connections between classroom and work-based learning may be deepened.

Build a co-case management model of student support. Both the State Board and the California Community Colleges recognize the need for wrap-around services to foster successful training and employment outcomes; yet both the education and workforce development systems are limited in their staff capacity and bandwidth to deliver comprehensive counseling and supports. The YMSP sites looked creatively at ways to leverage the strengths of both systems and their case management personnel. The colleges provide campus navigation and enrollment assistance, and learning communities such as the CAAs employ coordinators to better connect students to college services and supports. On the Local Board side, counselors are resourced at the One-Stop Career Centers and under contracts with community-based service providers. A strong feature of the YMSP sites is the collaboration of counselors representing these two systems, who worked together with the common goal of bridge student completion and success. The Local Boards' case managers came to the college campus to meet with students and connect them to internships and employment resources. Community-based organizations were involved to address barriers and deliver culturally competent support services. College counselors maintained close communication with State Board-funded personnel and extended their presence to the internship sites. One college's addition of peer mentors built up the support structure to motivate and inform students about the new experience of college. Looking ahead, one Local Board-college partnership aims to smooth the transition to apprenticeship for bridge program participants through coordinated case management, counseling and support services.

Braid funding for program delivery and sustainability. Flexible discretionary dollars from the State Board enabled YMSP sites to experiment with innovative models of collaborative service delivery for this high-priority population. With an eye toward future sustainability and expansion, the sites were encouraged to propose ways of leveraging multiple funding streams across systems, and approaches varied. One site chose not to co-enroll YMSP participants in WIA in order to spread resources over a larger population. Other sites creatively allocated in-school youth, out-of-school youth, and adult WIA funds, and used WIA stipends for internships, Individual Training Accounts (ITAs) for classroom training, and OJT dollars for post-training job placements. The State Board's YMSP grant dollars were used to pay for innovations such as peer mentors and worksite field trips, as well as for costs of student fees, uniforms and tools. Each of the sites identifies on-going need for

⁷ The YMSP sites integrated preparation for the NIMS (2 sites), NCCER and MSSC industry certifications.

flexible funds and looks to grant programs such as CAA, California Career Pathways Trust (CCPT), California Partnership Academies (CPA), and the U.S. Department of Labor's Trade Adjustment Act Community College and Career Training (TAACCCT) initiative. YMSP also stirred interest in identifying new and creative ways of braiding existing funding across the public education and workforce systems.

Recommendations for State Policy-Makers

The YMSP is a strategic investment by the State Board in collaborative training programs that bridge youth into priority industry sectors. By establishing a Community of Practice whereby grantees shared successes and challenges of bridge implementation, the State Board enabled the documentation of lessons for the field and recommendations for state-level policy and systems change. The Community of Practice identified five priority recommendations for State policy-makers such as the State Board and California Community Colleges Chancellor's Office (CCCCO).

- **Facilitate Local Board-community college partnerships to deliver in-demand training.** Recognition of community college programs on the Employment Training Provider List (ETPL) will facilitate the strategic use of the Local Boards' training resources to move young adults into high-demand, high-growth industry sectors. While California has stated its intent to list all approved community college programs automatically on the ETPL, guidance and streamlined systems are needed to realize this goal. Local Boards' purchase of cohort-based training may also be expanded, though competitive bid procurement policies can be a barrier to Local Board-college training co-design.
- **Clarify or simplify rules concerning blended or braided funding of community college course sections.** Under the Workforce Innovation and Opportunity Act (WIOA), public workforce and community college funds may be used to flexibly serve WIOA-enrolled and non-enrolled, in-school and out-of-school youth, individuals and established cohorts—but legal and practical guidance on these practices is needed. Other funding sources, such as CalWORKs and federal grants, may also be leveraged. Community colleges statewide are positioned to scale WIOA-supported bridge offerings of benefit to the highest-need students, and input from the field on innovative financing models may help inform future policy directives and cross-system contracting.
- **Help to identify national certifications recognized by California employers.** Local Boards and community colleges such as those involved in YMSP have developed models to support attainment of industry-recognized certifications; however, not all hold value in California. In manufacturing, for example, multiple certificates are available nationally, yet the majority of California employers do not require or encourage them among their employees. State- and regional-level data on acceptance of these certifications may help to inform the design of career pathway programs best-suited to California businesses and job-seekers. Furthermore, statewide employer engagement may foster agreement upon standards and credentials, help to align training offerings with these standards, and raise awareness of the roles Local Boards and community colleges can play in preparing credentialed workers. Streamlining the curriculum approval process will also facilitate the design and delivery of training responsive to local and statewide needs and standards.
- **Incentivize Local Board/community college coordination of outreach, assessment, enrollment, and retention support for bridge participants.** YMSP sites have demonstrated the value of intentional coordination around the achievement of common career-related goals for youth. Similar lessons are emerging from the CCCC's CAA demonstration sites. The State

Board and the CCCC have an opportunity to align policies and regulations to scale on-the-ground collaboration at the local and regional levels, and to engage employer champions in statewide marketing to raise awareness of training programs among potential students and businesses.

- **Explore ways to scale work-based learning opportunities.** Experience at the YMSP sites and across the state shows that available public work experience subsidies -- such as colleges' Cooperative Work Experience Education and Local Board and TANF Work Experience programs -- are not always used in strategic alignment with regional sector strategies or to further the goals of evidence-based approaches such as bridge programs. YMSP sites identified this as an area for further discovery and guidance on the effective braiding of funding streams. In addition, the State Board and other state partners may develop a common definition of and standards for work-based learning to encourage strategic alignment of investments and deeper employer involvement.

The State Board is positioned to contribute to growing national and state dialogue on the promise of collaborative solutions to our country's workforce development challenges. In the Midwest, the Joyce Foundation's Shifting Gears initiative promoted the commitment of senior state leadership to strengthening alignment and collaboration across the adult education, workforce, and community and technical college systems. Similarly, the Alliance for Quality Career Pathways (AQCP) has engaged ten states—including California—in defining a framework for aligned quality career pathway systems at the state and local levels, with criteria including a shared vision, collaborative leveraging of resources, implementation of supportive policies, and use of shared data and measures. In California, in addition to the CAAs, the \$500 million CCPT is incentivizing collaborative expansion of work-based instruction for high school and community college students; and these and pilots such as YMSP are demonstrating key principles and practices that complement and can inform statewide systems reform and investment.

The State Board's commitment to policy and systems change to encourage innovative workforce training pilots may change the playing field in California while setting examples for state leaders across the nation. By issuing guidance around the allowable and strategic use of available public funding spanning education, workforce and other systems, the State Board may provide practitioners with direction on the most appropriate, targeted use of discretionary WIOA dollars for program innovation and responsiveness to industry. And by continuing to listen to stories and lessons from Local Board-education partnerships in the field, the State Board may contribute to a body of knowledge about bringing the strengths of our public systems to bear on young people's career success.

What is a Community of Practice? The Career Ladders Project (CLP) worked with the State Board to foster dialogue and learning among Local Boards, community colleges, and their partners over the life of the YMSP. Teams from each site participated in three in-person convenings, regular conference calls, individual check-in calls, and site visits, which incorporated discussion with students, faculty, employers, counselors, community-based partners, and others critical to project implementation. CLP documented these activities, continuously synthesizing key themes and sharing lessons back to the sites and with the State Board. Designed not only to impart expertise but rather to tap the “wisdom in the room,” Community of Practice activities fostered peer sharing, problem-solving and prioritization of issues to be addressed through policy and systems change. For the State Board and other State entities, this cost-effective means of lifting up lessons from the field provides invaluable data and insights to inform system improvement and field-building.