

H. Local Plan Guidance

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

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

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

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

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

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

PROPOSED TIMELINE

February 14-28, 2013	State Strategic Workforce Development Plan and Interim Local Plan and high-performance criteria released for second round of public comment.
January-February 2013	State Board, ETP and EDD-WSB Regional Advisors conduct Local Plan training and technical assistance forums throughout California.
June 2013	DOLETA approves State Strategic Workforce Development Plan and statewide WIA Common Measure performance targets.
January-March 2013	Local Boards negotiate WIA Common Measure performance targets with State Board and EDD-WSB.
July 1, 2013	Local Plans and requests for high-performance certification submitted to State Board.
July-September 2013	State review team reviews Local Plans and determines minimum and high-performance using the evaluation rubric in Appendix I.
July-September 2013	State Board and EDD-WSB notifies Local Boards of Local Plan deficiencies and provides technical assistance.
By October 1, 2013	State Board notifies CLEO of approved Local Plan, full or conditional Local Board recertification, and if requested, high-performance certification.
October 1, 2013	State Board recommends to the Governor the withholding of WIA formula funds to LWIA’s that have not submitted or do not have an approved Local Plan.

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

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

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

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

SECTION 1 VISION

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

Business and Industry Goal:

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

- Describe the Chief Local Elected Official (CLEO)/Local Board vision for bringing together key stakeholders in workforce development, including business and industry employers, organized labor, economic development specialists and education experts to continuously identify workforce challenges facing the Local Area or region and also to develop innovative strategies and solutions that effectively leverage resources to address regional workforce challenges.
- Include in your response actions that support the following State priorities:
 - Preparing skilled workers for employment in competitive and emergent regional industry sectors and to fill skill gaps created by retirements.
 - Supporting the development of regional workforce and economic development networks that address workforce education and training priorities.
- Based on the regional economic and workforce information analysis, identify the industry sectors and occupational clusters within the region that are high-growth , high-demand, projecting skills shortages (due to replacements and/or growth), and/or vital to the regional economy. The Local Board may want to consider:
 - Industries projected to add a substantial number of new jobs to the regional economy;
 - Industries that have a significant impact and/or multiplier effect on the overall economy;

- Industries that are being transformed by technology and innovation that require new skill sets for workers;
- Industries that are new and emerging and are expected to grow;
- Industries that are experiencing or projecting significant job openings or skills gaps due to retirements or labor market volatility/churn.

SECTION 2 ECONOMIC and WORKFORCE INFORMATION ANALYSIS

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

System Alignment and Accountability Goal:

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

Action: *Coordinate and develop high quality, actionable labor market information (LMI) data that assesses regional industry and occupational trends and needs and include a “skills gap” analysis¹.*

The Local Plan must include the following information consistent with WIA Section 118(b) and the Workforce Training Act. Perform and provide a detailed analysis of the local/regional economy. Include a description of the data gathered and the method of analysis and review. A copy of the economic and workforce information analysis must be included in the Plan. If you have a recent economic analysis (less than 12 months old) that answers and is responsive to the areas below, please provide a copy of that report with your submittal.

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

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

¹ “Skills Gap” analysis is defined as identifying the specific skills that the local area workforce must have in order to obtain employment in the industry sectors and clusters of focus in the economic analysis. The identified skills gaps would then be targeted in the Local Plan

racial, ethnic, linguistic groups, older persons, youth, veterans, individuals with disabilities, native Americans, etc.;

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

Local Boards are encouraged to partner with neighboring Local Boards to conduct the economic and workforce information analysis regionally as appropriate. Recent (less than 12 months old) economic and workforce information that answers and is responsive to the bullets above can be used to satisfy this requirement.

SECTION 3 BUSINESS SERVICE PLAN

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

Business and Industry Goal:

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

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

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

- Describe how the CLEO/Local Board intend to accomplish the following:
 - Identify training and educational barriers that hinder job creation in the regional economy;
 - Identify skill gaps in the available labor force that contribute to the lack of local business competitiveness; and
 - Identify priority sectors that would likely contribute to job growth in the local area or regional economy if investments were made for training and educational programs.

- Describe how the CLEO/Local Board will accomplish the following:
 - Partner with priority-sector employers to develop potential OJT and other customized training strategies;
 - Encourage business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training;
 - Work collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations in high-growth, high-demand industries and to ensure they are being identified as a critical pipeline of workers;
 - Foster collaboration between community colleges and DIR-DAS approved/Registered apprenticeship programs, through MOUs or other formal mechanisms. Explain how services funded by WIA 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 (UI Code Section 14230(3));
 - Use innovative training strategies to fill skills gaps [include the Local Board's efforts to leverage additional resources to maximize the use of Individual Training Accounts through partnerships with business, education (in particular, community and technical colleges), economic development agencies, and industry associations, and how business and industry involvement is used to drive this strategy];

- Promote Rapid Response as a proactive intermediary for priority industry sectors (rather than as a reactive service only for layoff response); and
- Identify how Rapid Response will develop effective early layoff warning systems and layoff aversion strategies;
- Identify how Rapid Response assistance and appropriate core and intensive services are made available to those covered by the TAA program.

SECTION 4 ADULT STRATEGIES

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

Adults Goal:

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

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

SECTION 5 YOUTH STRATEGIES

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

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.

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

Include the following:

- Description of the local area or region’s eligible youth population and any special or specific needs they may face which are unique to the local area or region;
- Youth activities available in the local area or region (Identify successful providers such as Job Corps);
- Description of the CLEO/Local Board strategies to promote collaboration between the workforce investment system, education, human services, juvenile justice, Job Corps, and other systems to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment;
- Organizations or bodies such as the youth council designed to guide and inform an integrated vision for serving youth in the regional economy within the context of workforce investment, social services, juvenile justice, and

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

- Description of the use and development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline with the right skills;
- Practices used to ensure continuous quality improvement in the youth program; and
- The CLEO/Local Board's strategy, goals and objectives for ensuring that every youth has the opportunity for developing and achieving career goals through education and/or workforce training (including but not limited to: the youth most in need of assistance, such as out-of-school youth; homeless youth; youth in foster care; youth aging out of foster care; youth offenders; children of incarcerated parents; migrant and seasonal farmworker youth; youth with disabilities, and other at-risk youth).

SECTION 6 ADMINISTRATION

System alignment and Accountability Goal:

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

- Describe how the Local Board is a community leader on workforce issues;
- Describe how the Local Planning process considered the regional training and education pipeline, including but not limited to K-12 education, CTE and vocational education, the community college system, other postsecondary institutions, and other LWIAs;
- Describe how the Local Planning process engaged key stakeholders, including the major priority-sector employers in the relevant regional economy and organized labor (include written documentation of stakeholder involvement);
- Describe the Local Board public comment process, including comment by representatives of businesses and organized labor and input into the development of the Local Plan prior to submission of the plan. Include any comments that represent disagreement with the plan;
- Identify the entity responsible for the disbursement of grant funds. Provide a description of the competitive process used to award the grants and contracts in the LWIA for activities carried out under this plan;
- Describe the LWIA One-Stop system. Include as an attachment a list of the One-Stop locations in the LWIA;
- Describe the LWIA's process for designation and certification of One-Stop operators;
- Provide a comprehensive list of services provided in each One-Stop in the LWIA;
- Describe Local Board strategies to ensure that the full range of employment and training services delivered through the local One-Stop system are accessible to, and will meet the needs of, dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and persons with disabilities);

- Describe the CLEO/Local Board strategies to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the larger economic strategy;
- Describe the strategies in place to ensure that sufficient system resources are being spent to support training of individuals in priority sectors;
- Describe how WIA funds will be used to leverage and braid other federal, state, local government, labor and private resources (how do these coordinated and leveraged resources lead to a more effective local system that expands the involvement of business, employers and individuals?);
- Describe how the Local Board will ensure the continuous improvement of training providers listed on the ETPL and ensure that such providers meet the employment needs of local area employers and participants;
- Describe how the Local Board is serving UI claimants and TAA service recipients;
- Describe how the Local Board recognizes opportunities to prepare workers for “green jobs” as defined by EDD-LMID² related to other sources of federal funding;
- Describe the policies in place to integrate the federal registered and state DAS-approved apprenticeship programs and the Job Corps in the local One-Stop system;
- Provide a copy of the Local Board’s bylaws;
- Describe the process by which the Local Plan will be updated to include new and relevant information;
- Some LWIAs implemented ISD in 2008-2009. Describe the extent to which the LWIA integrated its service delivery and describe strategies to further integrate service delivery and factors affecting the Local Board’s decision to integrate or not to integrate service delivery.

² Green or clean is any activity or service that performs at least one of the following: Generating and storing renewable energy; Recycling existing materials; Energy efficiency in product manufacturing or distribution or achieved through construction, installation, or maintenance; Education, compliance and awareness; and Natural and sustainable product manufacturing.

SECTION 7 MEMORANDUMS OF UNDERSTANDING

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

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

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

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

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

SECTION 8 LOCAL WIA COMMON MEASURE PERFORMANCE GOALS

[UI Code 14221(c)]

WIA SECTION 136(b) COMMON MEASURES	2012/13 STATE GOAL	2013/14 LWIA GOAL
<u>ADULT</u>		
Entered Employment	59.0%	
Employment Retention	81.0%	
Average Six-Months Earnings	\$13,700	
<u>DISLOCATED WORKER</u>		
Entered Employment	64.5%	
Employment Retention	84.0%	
Average Six-Months Earnings	\$18,543	
<u>YOUTH COMMON MEASURES</u>		
Placement in Employment or Education	72.0%	
Attainment of a Degree or Certificate	60.0%	
Literacy and Numeracy	54.0%	

Using the 2012/13 State performance goals as a benchmark, Local Boards are asked to propose their 2013/2014 WIA common measure performance goals. The 2013-2014 local performance goals should also include a brief narrative description supporting each proposed goal. This is especially critical for any significant increase or decrease in a proposed goal from the state goal.

The State Board intends to use the 2013/2014 proposed local performance goals in its negotiations with DOLETA on the 2013/14 state performance goals. The State Board will work with DOLETA to make the WIA regression tables available to Local Board staff.