

The California Workforce Development Board  
Leading California towards a Shared Prosperity

2017-2020

At a Glance

Version 2

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Our Work, a Continuation

A skilled and well trained workforce is essential to California's economic competitiveness.

Through policy, programs and targeted investments, the California Workforce Development Board helps support economic growth that offers opportunity to all Californians.

The State Workforce Board gets its mandate from the federal Workforce Innovation and Opportunity Act (WIOA), signed into law in 2014. WIOA outlines the vision and structure through which state workforce training and education programs are funded and administered regionally and locally.

The primary role of the State Workforce Board is to convene the state's workforce development partners (see p. 8) to ensure a common vision, shared goals and objectives under WIOA and an aligned approach to program implementation. This is accomplished through the California Unified State Strategic Workforce Plan, which is built around three policy objectives that guide state policy and practice across the partner programs and inform local policy and service delivery:

Fostering demand-driven skills attainment, so that workforce and education programs align training content with the state's industry sector needs.

Enabling upward mobility for all Californians, including those with barriers to employment, so that all Californians have access to good jobs that lead to long-term economic self-sufficiency and economic security.

Aligning, coordinating and integrating programs and services, thus economizing limited resources to achieve scale and impact.

The State Workforce Plan articulates four strategies to achieve the three objectives:

- Job Placement in Quality Jobs
- Customer-Centered Services
- Industry Engagement
- Serving Individuals with Barriers to Employment

Through this framework, California's workforce development system is designed to recognize the needs of industry and employers, while focusing on access for populations with the greatest barriers to employment.

In addition to the State Plan, regional and local workforce boards also develop plans to articulate the objectives and strategies into programs and service delivery that reflect local labor market needs and the specific populations they serve.

The State Workforce Board is responsible for the oversight and continuous improvement of this complex system, serving as a convener and facilitator, an implementer of initiatives and grant programs, a technical assistance provider, and an evaluator and enforcer of program quality. This brochure describes some of our key accomplishments and outlines programs and initiatives in the coming years.

## State Plan Goals

The State Workforce Board has set two aspirational goals to measure its progress. Between 2017 and 2027, California will...

- Double Apprenticeship Enrollment
  - Double the number of people enrolled in apprenticeship programs.
- One Million Credentials
  - Produce one million “middle-skill” industry-valued and recognized postsecondary credentials.

These goals are intended to remind system partners to “think big” in pursuing the system alignment and opportunities envisioned by WIOA and the State Plan. They also directly reflect the foundational idea that workforce and education programs must calibrate the development of program content and the production of credentials to labor market trends that are validated by the labor market. In plain language this means that training must provide the skills needed by industry employers – it has little value if the training does not provide the skills desired by those doing the hiring.

## 7 Policy Strategies

To the extent appropriate, all state plan partners adopt and use seven policy strategies that promote program coordination and alignment at the state, regional, and local levels:

- Sector strategies
- Career pathways
- Regional partnerships
- “Earn and learn”
- Supportive services
- Creating cross-system data capacity
- Integrated service delivery

## Framework for Program Assessment

- The State Workforce Board is measuring performance of the core programs using federal WIOA performance metrics and will further assess the overall effectiveness of the workforce system on the basis of its ability to produce industry-valued, recognized postsecondary credentials and increase apprenticeship enrollments.
- The State Workforce Board is working with regionally-organized Local Boards and other State Plan partners to determine the extent to which individuals receiving training and education services are actually obtaining employment in occupations and sectors directly related to their programs of study.
- The State Workforce Board is working with State Plan partners and relevant stakeholders to conduct program evaluation and research that examines program impacts on wages and employment.

## Initiative Spotlight: Workforce Accelerator Fund

Accelerator grants seek to improve jobs outcomes for Californians with barriers to employment by creating improvements in the service delivery system.

### Accelerator Goals

- Improve labor market skills and outcomes for those with barriers to employment through the development of strategies that fill gaps, accelerate processes, or customize services to ensure greater access to training and employment opportunities.
- Create new modes for service delivery and funding alignment that can be replicated across the state and tailored to regional needs.
- Leverage state investments with commitments from industry, labor, government and community partners.
- Implement, replicate and scale successful innovations- becoming the new “Business as Usual” for high-quality workforce development.

### ...by the Numbers

123 Grants

\$21.1 million in  
Accelerator funds

\$31.3 million in  
leveraged funds

14,204 participants

Number of Accelerator projects addressing the specified target population:

- 62 Disadvantaged youth
- 53 Low income
- 42 long-term unemployed
- 40 ex-offender
- 28 Returning Veterans
- 28 CalWORKS
- 21 Individuals with Disabilities
- 11 Immigrants

### Profiles in Success

Maria, a 25-year-old mother of two young children, knew she wanted to go to school but did not know where to begin.

Maria was interested in completing a certificate in Child Development so that she could earn Early Childhood Education units and start working as a preschool teacher. Her barriers to attending school were lack of quality and affordable child care, not knowing where to begin and a fear of starting something new.

With the help of the Accelerator project, Road Map to College, she was able to receive child care support, grocery and gas cards, and additional funds for books and school supplies. Maria is now working full time and has been offered two raises.

### **Initiative Spotlight: Forward Focus (AB 2060)**

ForwardFocus is creating a space where California’s workforce system can work to envision and realize cross-system integration and alignment, in an environment that encourages innovation and collaborative problem-solving.

13	654	\$4.99M
Grants Awarded	Participants to be Employed	Total Grant Amount

ForwardFocus (AB 2060 Supervised Population Workforce Training) aims to prepare ex-offenders for employment in industry sectors that are driving regional employment and high demand occupations within those sectors. The State Workforce Board has partnered with 13 projects throughout California that aim to improve employment outcomes by linking job training with other supportive services to promote the successful re-entry of these individuals into their communities and families. The common goal of these projects is to provide success in education and careers, resulting in reduced recidivism rates, improved public safety, and return of economic benefits to individuals, families, and communities.

“I am truly grateful for all of the help the staff and program gave me in making my transition back to the community - thank you all.” - Leo Marciel, Participant, enrolled in the AB 2060 grant program , successfully completed a six month program and received several certificates including IBEW, OSHA certification, waste management, CPR, and completion of the Construction Management Technologies Program.

### **Profiles in Success**

Kevin Lindergren was released from State Prison after 16 years of incarceration.

While on probation, he received job readiness classes and was referred to California Human Development’s AB 2060 ReBoot/Supervised Population Program for additional employment and guidance services. After overcoming hardships, including living 44 miles from his training and failing his first Department of Motor Vehicles test, Mr. Lindegren was able to obtain his Class A Driver License.

With his new license and a good reference from the program and the school, Mr. Lindgren was hired and started working as a truck driver on June 13, 2016 earning \$16 per hour with benefits that include a 401k and full insurance coverage.

## Initiative Spotlight: High Road Training Partnership

Ranging from transportation to health care to hospitality, the High Road Training Partnership (H RTP) embodies the sector approach championed by the State Workforce Board – industry partnerships that deliver equity, sustainability and job quality. The industry-based, worker-focused training partnerships build skills for California’s “high road” employers – firms that compete based on quality of product and service achieved through innovation and investment in human capital.

### H RTP Goals

- Support California’s high road employers: High Road employers pursue competitive strategies based on quality of product and service achieved through investment in human capital, and thus generate family-supporting jobs where workers have agency and voice in their worksite. Supported H RTP projects work with high road employers.
- Improve economic mobility: The U.S. economy generates inequality on multiple axes – by race, ethnicity, gender, immigration status, ability, sexual orientation, etc. H RTP projects build opportunity and mobility to increase equity across California for marginalized and disadvantaged people.
- Increase sustainability and resilience: Every community, but in particular low-income communities and communities of color, are negatively impacted by climate change and environmental degradation. H RTP projects increase community resilience and environmental sustainability.

Launched in 2016, the High Road Training Partnership funds major demonstration partnerships that advance equity by linking workforce innovation to regional challenges of job quality, economic mobility, and climate change.

### Sector Partnerships

H RTP acts as a model, both state- and nation-wide, for sector partnerships in:

- |                  |               |                     |
|------------------|---------------|---------------------|
| • Transportation | • Hospitality | • Healthcare        |
| • Transit        | • Building    | • Water             |
| • Freight        | • maintenance | • The public sector |

## Initiative Spotlight: Proposition 39 Pre-Apprenticeship Partnership

Through Proposition 39 (Clean Energy Jobs Creation Act), the State Workforce Board is investing in pre-apprenticeship partnerships across the state. These partnerships link local building trades councils to workforce boards, community colleges and community-based organizations (CBOs), creating structured pathways – with a standard core curriculum and critical supportive services – to state-certified apprenticeships in a variety of crafts related to Energy Efficient construction.

Since 2014, Prop 39 Pre-Apprenticeship Partnerships have enrolled over 1,900 disadvantaged Californians with over 1,400 of them completing a pre-apprenticeship training. Of those completing, over 1,000 were placed into jobs or education, and more than 400 are moving directly into state-certified apprenticeships.

### Performance Report Snapshot 12.31.17 – Proposition 39 1.0

#### Fresno

Enrollment (% of target): 92%  
Completion (% of enrolled): 56%  
Placement (% of trained): 78%

#### SETA

Enrollment (% of target): 88%  
Completion (% of enrolled): 77%  
Placement (% of trained): 90%

#### Richmond

Enrollment (% of target): 94%  
Completion (% of enrolled): 95%  
Placement (% of trained): 77%

#### SFCC

Enrollment (% of target): 96%  
Completion (% of enrolled): 65%  
Placement (% of trained): 50%

#### LATTC

Enrollment (% of target): 90%  
Completion (% of enrolled): 45%  
Placement (% of trained): 95%

#### Work2future

Enrollment (% of target): 110%  
Completion (% of enrolled): 86%  
Placement (% of trained): 81%

#### TOTAL

Enrollment (% of target): 96%  
Completion (% of enrolled): 70%  
Placement (% of trained): 79%

Performance Report Snapshot 12.31.17 – Proposition 39 2.0

**Flintridge Center**

Enrollment (% of target): 116%

Completion (% of enrolled): 63%

Placement (% of trained): 56%

**Marin BTC**

Enrollment (% of target): 96%

Completion (% of enrolled): 92%

Placement (% of trained): 49%

**Monterey WDB**

Enrollment (% of target): 115%

Completion (% of enrolled): 87%

Placement (% of trained): 64%

**Rising Sun Energy**

Enrollment (% of target): 105%

Completion (% of enrolled): 86%

Placement (% of trained): 69%

**Urban Corps**

Enrollment (% of target): 93%

Completion (% of enrolled): 83%

Placement (% of trained): 61%

**TOTAL**

Enrollment (% of target): 106%

Completion (% of enrolled): 79%

Placement (% of trained): 59%

## **Initiative Spotlight: SlingShot**

What is SlingShot?

At its core, SlingShot is about regional collaboration. Its purpose is to bring together government, community and industry leaders to work strategically to tackle employment issues across California. Through collaboration, partners are working to stimulate economic growth, create jobs and build the talent needed to increase income mobility and regional prosperity

Each region has created a Coalition, tasked with developing an action plan that addresses specific regional challenges to economic opportunity and growth. These Coalitions, led by industry champions, have the autonomy to execute their action plans and implement their regional strategy with the support of the State Workforce Board.

- Industry Engagement
- Integrated Approach
- Shared Outcomes

Slingshot Goals

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

## **Industry Champions**

Seeking out the “voices of industry”, SlingShot regions have engaged the community to find industry champions who drive the work necessary to enlarge workforce opportunities in their communities.

“SlingShot provides a public-private partnership where we can move something forward on a faster timeline than we might have done otherwise. And we can do it collaborating regionally, which pulls in many more stakeholders in the effort, which will result in faster progress on achieving the goals and getting these programs deployed regionally. So we can pull people into these workforce opportunities, get them trained and get them out into the workforce”. - Linda Bradley, Chief Executive Officer, Centinela Hospital, Los Angeles, SlingShot Industry Champion

## State Plan Partners

The role of State Plan partners under the State Plan is to help develop regional leadership and local and regional program alignment and scale. This is accomplished by coordinated policy direction, program oversight, program support, and technical assistance for and to local and regional service providers covered by the plan. State Plan, state agency and departmental partners include:

- Labor and Workforce Development Agency
- California Workforce Development Board
- California Community Colleges' Chancellor's Office (CCCCO)
- California Department of Education (CDE)
- State Board of Education (SBE)
- Employment Development Department (EDD)
- Employment Training Panel (ETP)
- Department of Rehabilitation (DOR)
- California Department of Social Services (CDSS)
- Health and Human Services Agency (HHS)
- Governor's Office of Business and Economic Development (GO-Biz)

State plan partners work to identify and remove policies, administrative practices and implementation practices that result in the fragmentation of services delivered locally or regionally.

In addition, the success of the State Plan depends on the administrative and operational efforts of Local Boards and other local providers of training, education, and employment services, these include local educational agencies (such as county offices of education, K-12 schools, and adult schools), local community colleges, county welfare departments, and any relevant CBOs, non-profits, or labor unions who participate in the local and regional partnerships developed.

## State Plan Updates

The State Plan is updated every two years, allowing for the inclusion of new partners. In March 2018, the State Plan was updated to add the partners below:

- California Department of Child Support Services
- California Department of Corrections and Rehabilitation (CDCR)
- CalFresh Employment and Training (E&T)
- California Department of Developmental Services
- California Prison Industry Authority (CALPIA)

## **Policy Expertise**

The State Workforce Board provides policy expertise to various partners. These include the following organizations, among many others: California Governor's Office of Business and Economic Development; California Energy Commission; California Air Resources Board; California Strategic Growth Council.

## **Regional Plans, Regional Organizing & Regional Sector Pathways**

The State Plan guides the state's policy direction and serves as a conceptual map for the core partners, regional and local workforce boards and local service delivery providers.

The objectives and strategies of the State Plan are realized through the implementation of the regional and local plans developed by California's 14 Regional Planning Units and 45 Local Workforce Development Boards.

The local plans focus on the development of customer-focused service delivery partnerships that strengthen the America's Job Centers of California<sup>SM</sup>, prepare customers through work readiness, career awareness, and job quality training, and provide an on-ramp to demand driven education and training through regional sector pathway programs.

The regional plans focus on system alignment; regional leadership and decision making; development of "regional sector pathway" programs that result in industry-recognized postsecondary credentials; alignment with regional industry sector needs; and emphasizing training for jobs-paying, family sustaining wages with benefits. The "regional sector pathway" approach ensures that demand industries in each region are having their workforce needs met while students, workers, and other individuals, including those from populations with barriers to employment, have the opportunity to develop the requisite skills in demand in their respective regional labor markets.

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## 14 Regions

- Bay-Peninsula
- Capital
- Coastal
- East Bay
- Inland Empire
- Los Angeles Basin
- Middle Sierra
- North Bay
- North Coast
- North State
- Orange
- San Joaquin
- Southern Border
- Ventura

## Policy Papers

The State Workforce Board has created a series of issue and policy briefs intended to provide local boards and their local and regional planning partners with useful information on best practices and model partnerships to consider as they work to realize the objectives of the State Plan. These documents are available on the State Workforce Board's website at [www.cwdb.ca.gov](http://www.cwdb.ca.gov).

## Briefs

### Big Ideas in Workforce Innovation

- Alignment for Economic Mobility
- New Business as Usual
- Innovation: Catalyze Change; Accelerate Impact

### Forward Focus Briefs

- Building Bridges Between Probation Departments and the Public Workforce System
- Building Skills for Workforce Re-Entry

## Policy Briefs

- Best Practices and Model Partnerships for Service Out-of-School Youth under California's WIOA State Plan: March 2017
- Serving English Language Learner (ELL) Populations Using Best Practices and Model Partnerships: January 2017
- Background and Resource Guide for Increasing Competitive Integrated Employment (CIE) Opportunities in California: September 2017
- Building Career Pathways for CalWORKs Participants Using Best Practices and Model Partnerships: November 2016

## Promising Practices

- East Bay Approach to Industry Engagement
- San Diego's Private Co-Investment Model
- Local Industry Needs Become Regional Priorities for the Central Coast
- Harnessing the Voice of Industry to Increase Job Seeker & Worker Success in the North Bay
- Bringing New Training to Market in the Inland Empire
- An Innovative Approach to Preparing Tech Talent in the Silicon Valley
- The Rural Difference: Learning from the Experiences of the North State and Humboldt County

## Workforce Accelerator Fund

- Accelerator 1.0 and 2.0: Practical Lessons from Accelerator Innovation Solutions

## **2018-19 and beyond**

Under the direction of the Labor and Workforce Development Agency, the State Workforce Board, in partnership with the Employment Development Department, will continue to collaborate with both state and local partners to continuously improve the state workforce system. The Governor in the 2018-19 Budget provided \$37 million to the Prison to Employment Initiative. Additionally, through the Road Maintenance and Rehabilitation Program (SB 1 - 2017), \$25 million over 5 years is allocated to a pre-apprenticeship development and training program.

Prison to Employment Initiative and the Corrections-Workforce Partnership.

Building on ForwardFocus, the State Workforce Board is working with the California Workforce Association, CDCR, CALPIA, and other stakeholders including CBOs to improve the labor market outcomes of the formerly incarcerated and other justice involved individuals. The State Workforce Board, CDCR, CALPIA, and CWA have developed a partnership agreement that has been incorporated into the State Plan and the State Workforce Board has issued further regional and local plan policy directives instructing Local Boards to enter into regional partnerships to integrate reentry and workforce services in each of the state's 14 regions.

Senate Bill 1: Pre-Apprenticeship Development and Training Grant Program (High Road Construction Careers)

As part of the State's recently enacted Road Repair and Accountability Act, the State Workforce Board will develop guidelines for departments and local agencies that receive Road Maintenance and Rehabilitation Account funds for new or existing pre-apprenticeship training programs. The Board will also establish a pre-apprenticeship development and training grant program, beginning January 1, 2019 which will grant \$25 million over 5 years to assist local agencies to implement policies to promote pre-apprenticeship training programs. Successful grant applicants will, to the extent feasible, follow the multicraft core curriculum (MC3), outreach and retain participants including women, minority, disadvantaged youth, and the formerly incarcerated, and coordinate with local state-approved apprenticeship programs, local building trade councils and California Conservation Corps, so individuals have a pathway to continued employment.

Cross-System Analytics and Assessment for Learning and Skills Attainment (CAAL-Skills)

The Cross-System Analytics and Assessment for Learning and Skills Attainment (CAAL-Skills) data initiative is an interagency and multi-departmental effort to pool participant and program performance data across workforce, education, and human service programs and funding streams. CAAL-Skills will use common performance measures to examine participating program outcomes by region, provider, service, demographics, and industry. Eventually, and given sufficient resources, the project will develop the capacity to evaluate and assess participating programs' efficacy, allowing program administrators and policymakers access to actionable data so that programs can be designed to improve program participant outcomes. Participating departments include: CDCR, CDSS, CCCCO, CDE, the State Workforce Board, Department of Industrial Relations-Division of Apprenticeship Standards (DIR-DAS), DOR, EDD, ETP, and SBE.

As part of the 2018-19 state budget, the State has provided funding for two additional programs:

## Removing Barriers to Employment Act – Assembly Bill 1111 (2017)

The State Board was appropriated \$15 million to create a grant program to provide individuals with barriers to employment the services they need to enter, participate in, and complete broader workforce preparation, training, and education programs aligned with regional labor market needs. These grants would provide participants with the skills and competencies to successfully enter the labor market, retain employment, and earn wages that lead to self-sufficiency and economic security.

## Breaking Barriers in Employment of Adults with Autism Pilot Program

With \$1.5 million dollars, the State Board will create a 3-year pilot program for the counties of Sacramento and Los Angeles for the purposes of increasing long-term employment opportunities for young adults with autism and other intellectual and developmental disabilities.

## **Our Work, a Continuation**

Alongside these new ventures, the State Workforce Board will continue its existing programs to build on the work accomplished.

The State Workforce Board will continue the momentum created by its existing body of work: from the continuation of regional planning and organizing, to the broadening of apprenticeship and pre-apprenticeship, it will continue with a goal of a shared prosperity, directed by the state plan and its policy objectives.

**For more information, check out our website at: [www.cwdb.ca.gov](http://www.cwdb.ca.gov)**