



**CALIFORNIA WORKFORCE DEVELOPMENT BOARD
EXECUTIVE COMMITTEE**



MEETING NOTICE

**Wednesday, March 4, 2020
10:00 a.m. to 12:00 p.m.**

Tim Rainey,
Executive Director

**California Workforce Development Board
Conference Room 1
800 Capitol Mall, Suite 1022
Sacramento, CA 95814
(916) 657-1440**

Gavin Newsom,
Governor

I. Angelov Farooq,
Chair

Alternate Meeting Locations

Worker Education Resource Center
1545 Wilshire Blvd., 5th Floor
Los Angeles, CA 90017

UNITE-LA / L.A. Chamber
350 S. Bixel St
Los Angeles, CA 90017

JVS – Work Transforms Lives
225 Bush Street, Ste. 400 – West Lobby
San Francisco, CA 94104

Xenco Medical
9930 Mesa Rim Rd
San Diego, CA 92121

**Riverside County Workforce
Development Board**
1325 Spruce Street, Room 4B
Riverside, CA 92507

Economic Development Collaborative
4001 Mission Oaks Boulevard, Suite A1
Camarillo, CA 93012

AGENDA

- 1. Welcome and Opening Remarks**
- 2. Public Comment**
- 3. Action Items**
 - a. Approve November 8, 2019 Meeting Summary
 - b. Approve [2020-2023 Unified Strategic Workforce Development Plan](#)
- 4. Updates and Discussion**
 - a. [Governor's Proposed 2020-2021 State Budget](#)
 - i. Department of Better Jobs and Higher Wages
 - ii. SEED Initiative

- iii. Greenhouse Gas Reduction Fund, Part 2 of 5
- b. AB 398 Report
- c. Initiatives Updates:
 - i. [AB 1111 – Removing Barriers to Employment Act: Breaking Barriers to Employment Initiative](#)
 - ii. [High Road Construction Careers: SB 1 and GGRF](#)
 - iii. [High Road Training Partnerships: GGRF](#)
 - iv. [Workforce Accelerator Fund](#)
 - v. [Regional Plan Implementation](#)
 - vi. [Workforce Corrections Partnership: Prison to Employment](#)
 - vii. [CAAL-Skills](#)
- d. Evaluations
 - i. [America’s Job Centers of California](#)
 - ii. CalJOBS

5. Other Business

- a. CWDB Meeting Agenda

Meeting conclusion time is an estimate; meeting may end earlier subject to completion of agenda items and/or approved motion to adjourn. In order for the CWDB to provide an opportunity for interested parties to speak at the public meetings, public comment may be limited. Written comments provided to the Committee must be made available to the public, in compliance with the Bagley-Keene Open Meeting Act, §11125.1, with copies available in sufficient supply. Individuals who require accommodations for their disabilities (including interpreters and alternate formats) are requested to contact the California Workforce Development Board staff at (916) 657-1440 at least ten days prior to the meeting. Please visit the California Workforce Development Board website at <http://www.cwdb.ca.gov> for additional information. Meeting materials for the public will be available at the meeting location.

Item 1. Welcome and Opening Remarks

Item 2. Public Comment

Item 3. Action Items

- a. Approve November 8, 2019 Meeting Summary
- b. Approve 2020-2023 Unified Strategic Workforce Development Plan

Action:

Approve the Executive Committee meeting summary from November 8, 2019

**CALIFORNIA WORKFORCE DEVELOPMENT BOARD
EXECUTIVE COMMITTEE MEETING
November 8, 2019
MEETING SUMMARY**

a. Welcome and Opening Remarks

Executive Director Tim Rainey welcomed everyone and announced Jennifer Ewen as the new Office Technician for the California Workforce Development Board (CWDB). Director Rainey also announced Aida Cardenas as Deputy Director, Equity, Climate and Jobs, who is leading the high road work. Aida ran one of the best high road partnerships in the state, the BSP partnership. Aida states she is happy to join the team and has been learning a lot about the high road projects and Diane Factor who has been a good mentor, even a decade ago when we were starting to look to create a high road project in janitorial and property services. She reiterates she is excited to join the CWDB team and continue to support and looking forward to help with getting other projects off the ground. Director Rainey also announced that he will present both actions that require a quorum to pass. Once we have a quorum, we will vote those through. He asks if that sounds amenable; everyone in favor.

Member in Attendance:

Dennis Petrie	Diane Factor (Phone)
Abby Snay (Phone)	Bill Camp
Jamil Dada (Phone)	Steve Levy (Phone)
Jeremy Smith	John Brauer (Phone)
Bob Redlo (Phone)	Carol Zabin (Phone)

b. Public Comment

No Public Comment.

c. Action Items

a. Approve Meeting Summary of November 8, 2019.

Jamil Dada moved to approve the meeting summary; Jeremy Smith seconded. The Board voted unanimously to approve the summary.

b. Southeast Los Angeles County Workforce Development Board (SELACO) Request for Modification of Local Area

Executive Committee to approve, if the Executive Committee approves the request, it goes to the full board on November 21st, then to the Secretary of Labor. The City of Paramount wishes to leave the Los Angeles (LA) County jurisdiction. SELACO approves this modification. LA County's Chief Elected Official wrote a letter of approval for the Los Angeles County Board of Supervisors. The next step is that it will go for consideration by the LA County Workforce Development Board on December 6th; there is no opposition to this modification and we expect it to be approved. John Brauer has no questions, but asks that we let the LA County Labor Federation know about the switch once this happens. Diane Factor thinks this is a good idea and she endorses it. She thinks they will get more localized response and participation if they are in SELACO. Dennis Petrie asks by which date this will take effect. Robin Purdy indicates that it will be July 2020 at the earliest. Director Rainey informs that SELACO represents 7 cities, 7 Local Boards in Los Angeles County. Cities include: South Bay, Verdugo, Gateway (Long Beach), LA County, LA City, SELACO, and Foothill. It's a very crowded workforce system in Los Angeles.

Dennis Petrie moved to approve the request; seconded by Jamil Dada. The Board is all in favor. No one opposed. Motion passes.

d. Discussion/Updates

a. State Plan Development:

Marissa Clark gives an update that there was a WIOA State Plan subcommittee meeting on October 9, with a good variety of representation of stakeholders; in the meeting they outlined the framework that was used to drive the development; this was included in the packet, and was used as an input opportunity and opened the floor for discussion and feedback. After the meeting, the CWDB Policy team started scheduling meetings with state partner agencies, and have had 10 meetings so far that have gone well. We are expecting another 10 meetings, minimum, throughout November and December. These conversations are developing partnership agreements and framing them around trying to find points of mutual benefit and coming up with what our priorities are and what are our

partners' priorities are. After the meetings, we will start drafting the Plan in January. The draft will go out in early January to provide time for the 30 day public comment period, and to provide it to the Department of Labor (DOL). The first drafts will be formatted with their portal in mind for submission purposes. Once the draft is submitted and approved we will polish it up and get it to DOL in March. Marissa then asks if there are any questions.

Diane Factor asks if the CWDB's plan is to get approval from DOL. Marissa replies, yes that is correct on phase one and we have to meet all of the requirements. There is a lot of overlap in what the rubric asks for and what California's driving towards. But once we get approval, we are going to take a look at the format and get more readable and more user friendly; we really want it to be more accessible so the hope is that once we do get that approval we can make it a better document that can be used to drive our vision. Dan Rounds adds that DOL's main emphasis is making it easy for their staff to grade the State Plan to ensure that we are meeting all their requirements and so they don't want to have to dig through a narrative to find it. It's the difference between grading an essay exam and a multiple choice test, they want to grade the multiple choice test and so they want the answers to their questions in the order they ask for whether or not that means that there is a coherent narrative so what we will do is that after we jump through all the bureaucratic hoops we will refashion it into a narrative format so we are essentially doing the opposite of what we did last time where we cut it up and fed it to the portal, this time we are going to feed the portal pieces and we are going to assemble them into a coherent narrative. Diane Factor responds that it makes sense and she gets it given the times we live in.

Bill Camp expresses his concerns that we are always going to have huge fires and now that CAL FIRE set up new regulations to make it easier to do fire prevention and I don't know if we are aligning the workforce boards in these fire prone areas to say you need to be focused on how to create careers in fire prevention. At some point I would like to have a conversation about that, but we don't need to do that this morning. Well, I just think that it's not going to go away, it's going to be very expensive to fight these fire, it would be a whole lot cheaper, I think, to prevent them, and the State Fire Board has made it possible, I think, with some new rules to make it easier for people to do that, but we don't have the kind of people to do the work in a pitiful way to do this fire prevention these are areas of where high employment generally is. At some point I would like to hear what the staff thinks about if this is something that fits into our purview. Director Rainey says that we should address that at the end of the agenda and that it is a good thing to talk about. Director Rainey asks if there are any other questions about the State Plan.

Dennis Petrie asks from a substantive standpoint, when putting the coherent narrative around the documentation that feeds the portal to help DOL score it, the substance of it doesn't really change. Dan Rounds replies, there is a section that we have to feed to the portal of the overall vision of the State Plan and so we have been working on that and we have talked about it in these meetings before and Marissa also presented at the subcommittee. The overall vision of this plan is coherent we are going to use the same policy strategies and policy objectives that we used in the last State Plan, but we are going to include the Newsom administration's imprint on the State Plan and we are doing that by emphasizing four things: one is high road partnerships, one is the future of workforce department, one will be the expansion of apprenticeship and the last is new emphasis on the State Plan that starts with the homeless population. So those are the Newsom priorities for the next four years, but in terms of the policy objectives we have the same policies: demand-driven skills attainment, meaning doing what matters for regional economies; and upward mobility for populations with barriers to employment, that's the job-seekers services piece of it; and program alignment, getting programs to collectively work together in the field at the local and regional level. Then we have the same seven Policy strategies we've been emphasizing for several years now: sector strategies, career pathways, integrated services, earn and learn, using data, so on and so forth. The overall policy orientation is not changing. Director Rainey asks if there are any thoughts or questions for the State Plan. No other questions.

b. New Future of Work Department:

Dennis Petrie provided the update: There are very specific goals needed to be accomplished over the next four to eight years and in order to be able to be more successful in implementing a shared vision, that it sometimes, in this instance, requires to create a shared department, a department that has shared functionality that can support that shared vision with a purpose. And so the Governor, with Secretary Su, has decided that he is going to move forward with a proposal to create a new Future of Work Department. The Governor intends to use a constitutionally sanctioned process called the Governors Reorganization Plan (GRP) to accomplish that. Every governor has the authority and ability to move the boxes around across the Executive Branch and to do so in a deliberate fashion that helps support the initiatives that are near and dear, and those that they are wanting to accomplish in the time they have to accomplish them. We are in the process of drafting this GRP. What the plan does in the body of your agenda, there are two paragraphs that speak to what we are trying to achieve and the implications for it and the impacted organizations, page 17. There are four entities that participate in workforce development efforts that all report to the Labor and Workforce Development Agency. But those entities are in different organizational structures or different departments or is an organization

unto themselves. We are talking specifically about the Employment Development Department's (EDD) Workforce Services Branch (WSB). The Division of Apprenticeship Standards that is presently within the structure of the Department of Industrial Relations; the CWDB, which is the policy body that reports to the labor agency but is an entity in itself, but works in lateral cooperation with EDD and WSB. Then we have the Employment Training Panel that has administrative support by the EDD, but is an entity unto itself, but focuses on incumbent workers as well as the unemployed. Every one of these entities is in its own silo, so to speak. The effort is to bring these four out of the department that they exist in today, and to organize them in an effective and deliberate manner in a new department, the Future of Work Department. There are 10 different work groups that have been convened and populated with staff and leadership from the impacted organizations. All focusing on some specific details.

Time frame- draft reorganization plan and that plan will be submitted to the Governor's Office on November 15th and it is just about done at this particular point. In addition to the governors reorganizational plan, the Governor's Office intends to review the GRP and either provide their approval or their amendments on or around November 29th. Bill language needs to be submitted to the Governor's Office on December 30th. Bill language is coming together. The process requires the submission of the GRP to the Little Hoover Commission for their review and to provide a report to both the Governor's Office and the Legislature. Legislature needs to approve GRP, has 61 days upon receipt to review. GRP will go into effect 61 days after it is submitted to the Legislature, unless one of the houses in the legislature introduces a resolution in opposition to the GRP and that resolution receives a simple majority vote in the house that it is introduced. Upon submission in February, the known outcome will be around May 1 or May 2. GRP approval has good statistics. Dennis is confident that all deadlines will be met. Great people are working on this process.

Bill Camp: there is a pretty tight schedule between the May revise and the budget going to the Governor and so I am concerned about whether or not nurturing leadership of the subcommittee's on each house, not being prepared. I understand the Governor has got his commitment to it but it seems to me like someone needs to make sure the leadership of the budget committee gets a little preparation so they are not caught unaware. Dennis Petrie: correct, very good point and I am glad you brought that up. The Governors Department of Finance is involved in this process and they sit and staff some of the various committees. The Governor's Office is engaged and will engage in the leadership of both the assembly as well as the senate. We absolutely recognize the points that you made and it's not like all of a sudden the administration intends to spring something upon everyone only at the date of the submission of the GRP. You are

absolutely correct about budgetary machination and the process that is required in order to ensure that on July 1, 2020, any budgetary authority and specific funds to support these organizations are ready and available. And so those conversations continue, the Governor's Office will be taking the lead in that dialog.

Diane Factor asks when you say future of work, I think of economic or industrial policy and so I don't know what the state or agency thinks about that. For instance, a lot of people think that by 2021 we are going to have a recession and what is that going to mean for construction and some of the other areas we are hitching our wagon to? So what I am saying is and what I have discovered in the work I have done locally is that a lot of the work placements, even in jobs that are a lot of labor violations, where they don't always pay minimum wage, there's wage theft, there must be agencies that have a read on where we are going with the kind of employment that will be generated or created by the economy so that we can steer our workforce development efforts toward projection.

Stephen: I have an offer, our workforce board has a committee called the future of work. We would love to help once the process you outlined is done. We can provide input into the coordination of the agency.

Dennis Petrie replies at the start of my remarks what an appropriate segue the conversation about the development of the State Plan and there is an intersection with that and an intersection with the Future of Work Department and your comments Diane and Steve, and of course, you're all aware that the Governor created the executive order which created the Future of Work Commission and those conversations are taking place across the State of California. The Future of Work Commission is drafting a report, they are looking at a number of these issues that were just brought up and will be submitting the report to the administration for review and consideration. A big part of it is looking at the issues of the economy that is not shared across all of our labor forces. Dan Rounds adds that he thinks the Labor Secretary's vision is to build a new social compact in California where business, labor and government work together to get good labor market outcomes for people who need good jobs to participate in the wealth of the economy and it is about building a middle class in California through labor management partnerships. Using the various tools that exist in these four separate organizations to be more aligned, so we're leveraging the strengths of the organizations to get those outcomes. Part of industry engagement branch- leveraging work around apprenticeship and the work done at the Employment Training Panel to build more opportunities for Californians to use earn and learn training models to get good jobs. The whole vision is about moving from a low road approach to workforce development and moving to a skills and equity and justice agenda to empower people to participate in the economy by building up their skill base, but at the same time building partnership with

our employers who are good employers. The boards and commissions, they are going to continue to operate the same way. We are not looking to change that. How can we build a better workforce system is one of our missions.

Phone question Carol Zabin: what industrial planning side doesn't have any infrastructure, what does the infrastructure look like?

We have a whole wealth of information in terms of pertaining to the businesses that we work with in California, but that information is not really cross pollinated but if you look at for example, who has incumbent worker training with ETP, you look at the employers that are filling job orders through the career center system and then you look at the kind of regional partnerships with sector leaders in the field, there are a lot of opportunities to bring that information together to be more strategic about where we are going to target our efforts to expand apprenticeship. In terms of industrial policy, we first have to lay the foundation in terms of being able to do the industry engagement piece better than we have, to date, so there's a lot of thinking that's gone in to this branch. Dennis Petrie adds by saying we have to start with, when it comes to the funding, what we are starting with is already available and as Dan eluded to about no new functionality that is a requirement that exists within the GRP process. You can reorganize the existing entities but the GRP in of itself is not to create new functionality, we are not necessarily articulating the body of the document. It would require new staffing within the organization. What capacity do we lack from an evidence-based stand point and then use the budgetary processes going forward then to create the capacity within this organization that doesn't exist. We are not allowed to do that through the process of the GRP.

Director Rainey then asks if there are any other comments. Director Rainey comments that we could have called this the high road department, the way the Secretary envisions it. The Future of Work Department connects it to the Future of Work Commission's work. We are going to build into other department agencies. We are also using our own funding to create models in the field so we can point to what high road looks like, that's the purpose of the H RTP work and the High Road Construction Careers (HRCC) and we are going to have substantially more money to invest in 5 years and standing up those models with how you actually do this work on the ground. Director Rainey then asks if there are any other questions. No other questions.

c. Initiative Updates:

i. AB 1111 – Removing Barriers to Employment Act: Breaking Barriers to Employment Initiative-

Joelle Hurst updated that all apps were received, scored, and the recommendations were sent up to the Labor Secretary at the end of October and we are anticipating we will have award announcements at the end of November.

ii. High Road Construction Careers: SB 1

Joelle Hurst also updates that that Request for Applications is currently out and the application workshop is scheduled for November 13th. There is an RSVP link on our website on the HRCC initiative page. Any questions now that the RFA is out have to go through the HRCC mailbox, which is HRCC@cwdb.ca.gov and Q&A will be posted weekly on that initiative page. Applications are due January 20th.

iii. Regional Plan Implementation

Joelle Hurst also updates that the RFA is open. Applications are due Nov 25th, currently we have three conversations being hosted by CWA by John Chamberland, happening across the state. Two more scheduled, one in Fresno on the 18th of November and LA on the 20th. Robin adds that we should be doing technical assistance on high road strategies and on apprenticeship expansion beginning in the New Year. CWA has two subcontractors who will be working on that with CWDB staff.

iv. Prison to Employment

Joelle Hurst updates that 8 of the 28 contracts are being executed. The other 20 of them are in some point in the execution process. Hosting a refresher on CalJOBS training for both Prison to Employment and AB1111.

v. Miscellaneous

Just an update on Accelerator, which is not on the agenda, Accelerator 8.0, the focus is on removing barriers to employment for the homeless or housing insecure population. That RFA is currently in review with Workforce Services Branch that should be posted the Tuesday after the holiday. The application workshop is on November 19th, there is an RSVP link or will be on the Accelerator page as soon as the RFA is released. We are still working on our webinar series on homelessness. We did one already and had a great turnout on that one. We had over 200 RSVP's.

There will be a Community of Practice for Accelerator on January 13th in Santa Clara any Board members wishing to attend are welcome. There was a Community of Practice for AB 2060 in Tulare in the end of September. We will be hosting a webinar on January 8th about serving the LGBTQ community; this was a nice connection between AB 2060 and Accelerator grantees serving that community. They will be doing the

webinar together. Danielle Vienna: SB1 regional interactive map will be going on the website. Finalizing now and available next Wednesday on HRCC web page.

Phone question about AB 398 report. Tim: it is just about finished with review in the Governor's Office. I don't have any exact date yet, it is close to being done, but it has to be made accessible before it is ready to be posted. We will get you a better timeline for when that is ready. It will go to the Legislature first.

d. Other Business

i. High Road Training Partnership

Aida updates eight projects under the High Road Training Partnership, funded through 2020. There are new initiatives, and are in a phase of growth and restructuring. She will be reaching out to the projects to see what their challenges are and how we can best support them and what we are learning from them so this month she is doing site visits to the different projects. She has visited about three of them and hopes to learn more so that we can really lift those best practices and stories, lift the impact so that we can really put a face to the work that we are trying to do and also learn what support they need on these initiatives. There are also overviews on these projects that UCLA Labor Center worked on and the final edits and formatting were received two days ago and she is going to give them one more review to make sure that everything is good to go, so we should have those out soon, hopefully next week, so we can share the project overviews to see a snapshot in time of what the projects have been working on but again the work is continuing, so we we'll pick up our work with the Labor Center to help us do the evaluations and lift up the stories and the impacts that this is having on the workers and their families in the community and how its impacting industry. We'll have those out very soon. Berkeley Labor Center helped us do some research over the last couple of years around what the essential elements of a high road partnership and what some common threads are. We're reviewing those now and hope to use those as our base when thinking about talking to folks like regional planning organizations to understand what high road is. We're looking to coordinate with the Labor Secretary to do a summit to highlight with partners or to do a showcase of high road training partnerships to show how it looks in the public versus private sector. We're hoping to do that in early spring, so we hope to finalize what the goals are for that showcase and we'll be circling back soon once that is finalized. We are also building a team to move the work forward in the future.

Abby Snay: could you also give an update on new funding, how that's looking and how that's getting out the door? We did a lot of advocacy to get that funding. Tim: Yes, and thanks to all for help in securing that

funding. We did get Greenhouse Gas Reductions Fund (GGRF) funding for this work over 5 years, \$50M for HRCC, which is on top of the SB1 money that's going to go out soon. And then \$100 M for HRTPs, two of which need to be Just Transition. Danielle: We are trying to staff for capacity, because it goes across a lot of different CWDB teams. The next is evaluating our high road priorities to align with GGRP expectations and requirements, meeting with California Air Resources Board (CARB) and doing a formal presentation and an expenditure report. Once that is approved, we can start implementing program and drafting RFAs. Most likely a summer 2020 RFA. Curtis: these are special funds, not general funds, so even though the legislature appropriated GGRF funds to the CWDB for these programs, they are not immediately available the way general funds would be. These are CARB funds and for us to get authorization from CARB to spend these funds, we need to do an expenditure report, which is basically our proposal on how to craft these programs, what the quantitative and qualitative methodologies are going to be to capture the carbon neutrality requirements for these funds. So, we have to send that to CARB prior to those funds being authorized by CARB. We're developing the capacity. A certain percentage of people being served have to go through different census tracks. Joelle: We have two years to encumber the funds and two years to spend.

Bob: We talk a lot about high road partnerships, mostly about climate and construction trades, but we don't talk a lot about the health sector. There's so much opportunity. We tried to move all sectors away from training for entry level jobs and start training for higher level jobs to meet the demands of our employers. If we look at requirements and how difficult it is to fit those kinds of programs into those sectors. We should continue to try making that work. Let's keep it on the front burner. Tim: we have included work in the HRTTP with a couple of programs. The HRTTP will continue to look for new ideas, including in the health sector. We will have to look at how GGRF funds can be spent, because we definitely think there is a nexus of climate in most sectors.

Our next Board meeting is November 21st at the Department of Rehabilitation in Sacramento, 1 p.m. - 4 p.m. We're hoping for a Future of Work presentation by the Labor Secretary, and maybe a presentation from a HRCC program. Fire presentation, let's table as others have had to leave.

Meeting Adjourned-All in favor

Action:**Approve 2020-2023 Unified Strategic Workforce Development Plan****California's 2020-2023 Unified Strategic Workforce Development Plan**

As required under the federal Workforce Innovation and Opportunity Act (WIOA), the California Workforce Development Board (CWDB), in coordination with WIOA core programs operated by the California Department of Education, the Employment Development Department, and the Department of Rehabilitation, is tasked with developing and submitting a unified state plan to the United States Department of Labor (DOL) and the United States Education Department every 4 years on behalf of the Governor. The California Unified Strategic Workforce Development Plan (State Plan) provides the policy framework and direction for day-to-day operations of WIOA-funded programs, while also laying out a vision for collaboration with non-WIOA programs that provide relevant programs and services.

The CWDB WIOA State Plan Sub Committee met on October 9, 2019 to review and provide feedback on a high-level framework for the 2020-2023 State Plan. Following the October 9th meeting, CWDB staff convened nearly 20 small workgroup meetings with WIOA core programs, WIOA required partners, as well as strategic California partners.

Using the Governor's vision for California, subject matter expertise of our CWDB members, and extensive collaboration with our state partner agencies the Draft State Plan was assembled and posted to the CWDB website for a 30 day public comment period that closed on February 3rd.

The CWDB WIOA State Plan Sub Committee met again on February 6th, 2020 to review the Draft State Plan and provided additional input and feedback before it goes to the CWDB Executive Committee and the CWDB Full Board for approval and submission to Department of Labor by the March 31, 2020 deadline.

Unified Strategic Workforce Development Plan 2020-2023

Skills Attainment for Upward Mobility | Aligned Services for Shared Prosperity

VISION

Under the leadership of the Governor and Secretary of Labor and Workforce Development, California's vision for the future of workforce development is centered on the establishment and growth of a High Road workforce system. This High Road system will be focused on meaningful industry engagement and placing Californians in quality jobs that provide economic security.

California is committed to developing a workforce system that enables economic growth and shared prosperity for employers and employees, especially those with barriers to employment, by investing in industry partnerships, job quality, and meaningful skills attainment rather than low wages, contingent employment, and minimal benefits.

OBJECTIVES

To fulfill this vision, the California Unified Strategic Workforce Development Plan (State Plan) is being developed with three main policy objectives in mind. These objectives are in direct alignment with the framework laid out by the federal Workforce Innovation and Opportunity Act and will also ensure the workforce system is operating in a manner that supports and furthers key areas of Governor Newsom's agenda. The following objectives are intended to drive policy, procedures, and service delivery across programs at the state, regional, and local levels:

- **Fostering Demand-Driven Skills Attainment.**

Aligning workforce and education program content with state industry sectors so that California's employers and businesses are provided with the skilled workforce necessary to compete in the global economy.

- **Enabling Upward Mobility for All Californians.**

Ensuring that workforce and education programs are accessible for all Californians, including those with barriers to employment, by prioritizing investments in marketable skills that will lead to quality jobs that provide economic security.

- **Aligning, Coordinating, and Integrating Programs and Services.**

Economizing limited resources to achieve scale and impact by ensuring workforce and education programs that operate with common goals work in close collaboration towards a coherent and unified strategy.

STRATEGIES

The CWDB and its state partners will utilize (to the extent appropriate for each program), seven policy strategies that frame, align, and guide program coordination at the state, local, and regional levels. These policies include the following:

1. **Sector Strategies**

Aligning workforce and education programs with leading and emergent industry sectors' skills needs.

2. **Career Pathways**

Enabling of progressive skills development through education and training programs using multiple entry and exit points, so that each level of skills development corresponds with labor market gains for those being trained or educated.

3. **Regional Partnerships**

Building partnerships between industry leaders, including organized labor, workforce professionals, education and training providers, and economic development leaders to develop workforce and education policies that support regional economic growth.

4. **Earn and Learn**

Using training and education best practices that combine applied learning opportunities with material compensation while facilitating skills development in the context of actual labor market participation.

5. **Supportive Services**

Providing ancillary services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses.

6. **Creating Cross-System Data Capacity**

Using diagnostic labor market data to assess where to invest, and also, the use performance data to assess the value of those investments.

7. **Integrated Service Delivery**

Braiding resources and coordinating services at the local level to meet client needs.