

VII. Workforce System Overview

The State Board

Roles and Purpose of the State Board

The primary responsibility of the State Board is to develop, in close consultation with the Governor, and implement a comprehensive and strategic workforce development plan for California. This mandate is both in federal and state law. The California Workforce Training Act requires that:

The California Workforce Investment Board, in collaboration with state and local partners, including the Chancellor of the California Community Colleges, the State Department of Education, other appropriate state agencies, and local workforce investment boards, shall develop a strategic workforce plan to serve as a framework for the development of public policy, fiscal investment, and operation of all state labor exchange, workforce education, and training programs to address the state's economic, demographic, and workforce needs. The strategic workforce plan shall also serve as the framework for the single state plan required by the Workforce Investment Act of 1998. The plan shall be updated at least every five years (UI Code Section 14020).

In addition to the State Strategic Workforce Development Plan, last year Governor Brown signed legislation tasking the State Board (and Local Boards) with additional responsibilities -- SB 698 calls for certification of high-performance Local Boards, SB 734 requires Local Boards to spend a mandatory minimum percentage of their WIA allocation on training, and AB 554 mandates WIA collaboration with state-approved apprenticeship programs.

As defined in federal and state law, the roles and responsibilities of the State Board are as follows:

- Promote the development of a well-educated and highly skilled 21st century workforce.
- Develop the Strategic Workforce Development Plan.
- Develop guidelines for the continuous improvement and operation of the workforce investment system, including:
 - Developing policies to guide the One-Stop system
 - Providing technical assistance for the continuous improvement of the One-Stop delivery system
 - Recommending state investments in the One-Stop system

- Targeting resources to high-wage competitive and emergent industry sectors and industry clusters that are either high-growth sectors or critical to California's economy, or both. These priority sectors and clusters shall have significant economic impacts on the state, its regions and LWIAs, have immediate education and workforce development needs, and have documented career opportunities
- Develop and continuously improve the statewide workforce investment system as delivered via the One-Stop delivery system, including:
 - Develop linkages in order to assure coordination and non-duplication among workforce programs and activities
 - Review Local Plans
 - Leverage state and federal funds to ensure that resources are invested in activities that meet the needs of the state's competitive and emergent industry sectors and advance the education and employment needs of students and workers so they can keep pace with the education and skill needs of the state, its regional economies, and leading industry sectors
- Comment, at least once annually, on the measures taken pursuant to the Carl D. Perkins Vocational and Applied Technology Education Act Amendments of 2006.
- Designate LWIAs within the state based on information derived from all of the following:
 - Consultations with the Governor
 - Consultations with chief local elected officials
 - Consideration of comments received through the public comment process, as described in Section 112(b)(9) of the WIA
- Develop and modify allocation formulas, as necessary, for the distribution of funds for adult employment and training activities, for youth activities to LWIAs, and dislocated worker employment and training activities, as permitted by federal law.
- Coordinate the development and continuous improvement of comprehensive state performance measures, including state adjusted levels of performance, to assess the effectiveness of the workforce investment activities in the state.
- Prepare the annual report to the United States Secretary of Labor.
- Recommend policy for the development of the statewide employment statistics system, including workforce and economic data, as described in Section 15 of Title 29 of the United States Code, and using, to the fullest extent possible, the EDD's existing labor market information systems.
- Recommend strategies to the Governor for strategic training investments of the Governor's WIA discretionary funds.

- Develop and recommend waivers, in conjunction with Local Boards, to the Governor as provided for in the WIA.
- Recommend policy to the Governor for the use of the 25 percent rapid response funds, as authorized under the WIA.
- Develop an application to the United States Department of Labor for an incentive grant under Section 9273 of Title 20 of the United States Code.
- Establish standards for certification of high-performance Local Boards.
- Annually reserve a portion of the Governor's WIA discretionary fund made available pursuant to the WIA for the purpose of providing performance incentives to high-performance Local Boards.
- Establish a policy for the allocation of Governor's WIA discretionary funds and other incentive monies to high-performance Local Boards.
- Ensure that programs and services funded by the WIA and directed to apprenticeable occupations, including pre-apprenticeship training, are conducted, to the maximum extent feasible, in coordination with one or more apprenticeship programs approved by the DIR-DAS and/or DOLETA for the occupation and geographic area.
- Develop a policy of fostering collaboration between community colleges and approved apprenticeship programs in the geographic area to provide pre-apprenticeship training, apprenticeship training, and continuing education in apprenticeable occupations through the approved apprenticeship programs.

Composition of the State Board

The members of the State Board are appointed by the Governor in conformity with WIA Section 111(b) and California UI Code Section 14012. State Board members are drawn from business, labor, public education, higher education, economic development, and community organizations, as well as the State Legislature. Two legislative members are appointed by the Senate President Pro-Tem and two by the Speaker of the Assembly. Appendix E provides a listing of the current members, by membership category, represented on the State Board.

The State Board has a business member majority with 29 of 56 members representing business. In August 2012, Governor Brown appointed 30 new members and an additional 11 new members were appointed in March 2013. A complete listing of State Board members and the category they represent is in Appendix E.

The Chair of the State Board is selected by the Governor. The Chair has the responsibility to call and preside at all State Board meetings and perform other duties as required. The Vice-Chair acts as Chair in the Chair's absence and performs other duties as required.

State Board Committees

Since the State Board meets four times a year, members accomplish their work through active participation in a committee structure comprised of a standing Executive Committee, special committees, and ad hoc committees. Special committees are appointed by the State Board Chair to carry out specified tasks; ad hoc committees are informal workgroups. With the current exception of the Green Collar Jobs Council, special committees and ad hoc committees may include members from stakeholder groups outside the State Board. The committees are:

- **Executive Committee:** The Executive Committee consists of a small number of State Board members evenly divided among business, labor, and government. It acts as a high-level strategic planning and jobs advisor to the Secretary of the Labor & Workforce Development Agency and to the Governor. The Executive Committee provides the additional flexibility needed to meet more frequently, respond in a timely way to important issues, coordinate the work of special and ad hoc committees, and develop agendas and recommendations for State Board meetings.
- **Issues and Policies Special Committee (IPSC):** The IPSC addresses specific policy issues related to improvement of WIA-funded programs and their alignment with other education, training, and employment services and provides recommendations to the full State Board. At the direction of the Chair of the State Board, the Committee:
 - Reviews and develops statewide policies affecting the provision of workforce development and employment services;
 - Reviews and provides input on waiver requests for submission to the U.S. Department of Labor;
 - Reviews and develops policy guidance and directives provided to Local Boards;
 - Assists other committees in identifying emerging issues affecting the statewide workforce development system; and
 - Develops policy issue papers for the State Board's consideration.
- **Green Collar Jobs Council:** The Green Collar Jobs Council (GCJC) is a permanent special committee enacted by the Green Collar Jobs Act of 2008 (UI Code Section 15002). Under the purview of the State Board, the GCJC is charged with developing and updating a "strategic initiative" framework to address emerging skills demands due to expanded use of renewable energy sources and energy efficiency to meet state policy goals. As required by state statute, the GCJC must do the following:

- Identify and link “green collar” job opportunities with Local Board workforce investments, and encourage regional collaboration among Local Boards;
 - Align workforce development activities with regional economic recovery and growth strategies;
 - Develop public, private, philanthropic, and nongovernmental partnerships to build and expand the state's workforce development programs, network, and infrastructure;
 - Provide policy guidance for job training programs for the clean technology sector to help prepare specific populations, such as at-risk youth, displaced workers, veterans, formerly incarcerated individuals, and others facing barriers to employment;
 - Develop, collect, analyze, and distribute state-wide and regional labor market data on California's emerging green workforce needs, trends, and job growth;
 - Collaborate with community colleges and other educational institutions, approved apprenticeship programs, business and labor organizations, and community-based and philanthropic organizations to align workforce development services with strategies for regional economic growth;
 - Identify funding resources and make recommendations on how to expand, leverage and braid these funds; and
- ***Health Workforce Development Council (HWDC):*** The HWDC special committee was established in response to the federal Affordable Care Act to understand and respond to changing healthcare workforce requirements. One objective of the HWDC is to expand California's full-time primary care workforce by 10 to 25 percent by 2022. The HWDC consists of a broad partnership of industry representatives, education, economic development, elected officials, the public workforce system, labor, philanthropic organizations, community-based organizations, health professional and advocacy organizations.
 - ***Advanced Manufacturing Workforce Development Council:*** The State Board established a special committee on advanced manufacturing to identify statewide education and training issues and opportunities in manufacturing, support regions in providing a skilled manufacturing labor force, identify national skills standards, and encourage regional industry sector partnerships.
 - ***Education and Career Pathways Committee:*** The State Board established a special committee on education and career pathways. The focus is to align education with workforce development. The committee has identified three main objectives:
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- 1) Expand career-based education opportunities for all students;
 - 2) Create opportunities for all students to receive nationally-recognized, industry-valued credentials; and
 - 3) Build linkages between public education and industry sectors with the best potential for good jobs.
- **State Working Group:** The State Working Group is an informal focus group comprised of the directors of state departments that administer workforce, employment, career education, and/or workforce training programs (see Appendix G). The partners were integral in developing the vision, strategy, and goals for the State Strategic Workforce Development Plan. The partners are committed to taking the specific actions assigned to their respective agency in support of the Plan’s implementation, including scaling up and expansion of regional workforce and economic development networks and industry sector partnerships. The responsibilities of the State Working Group include:
 - Aligning their respective policy goals;
 - Establishing common performance metrics to evaluate success;
 - Maximizing, leveraging, and aligning resources;
 - Identifying, removing or erasing administrative or policy barriers.
 - Reporting progress towards completing the actions to the Governor through the State Board.

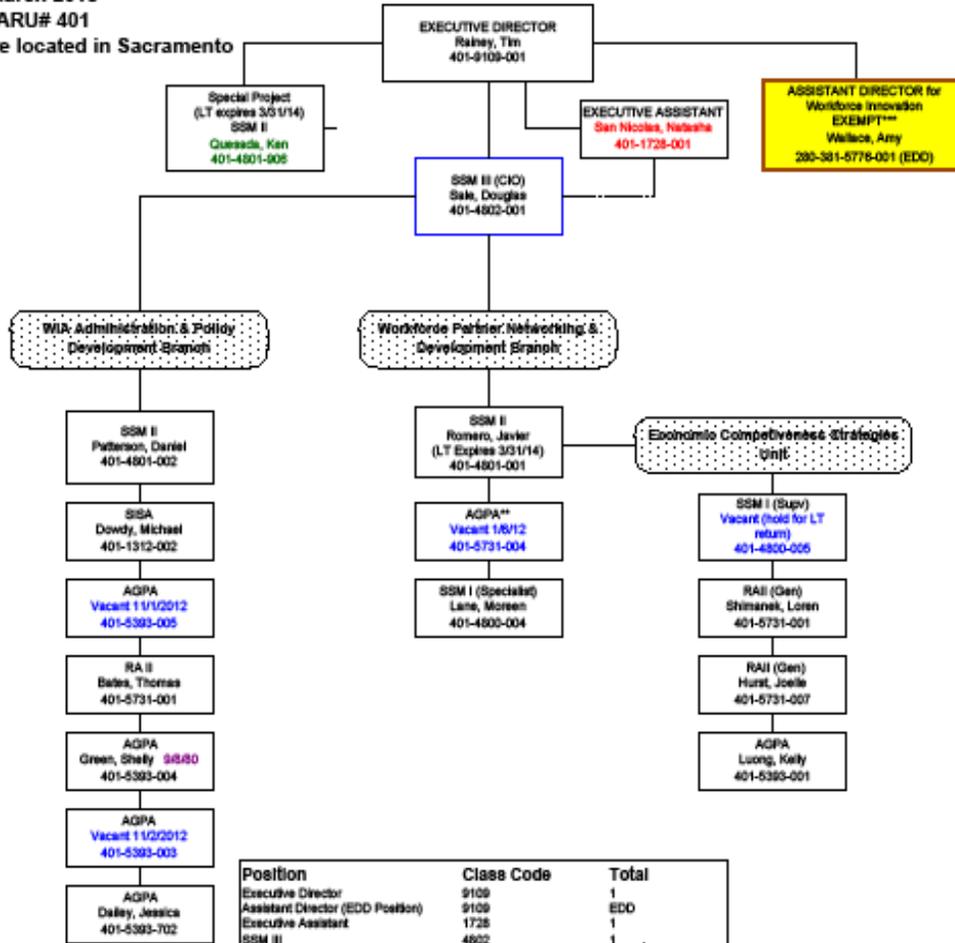
State Board Organizational Structure

The State Board reports through its Executive Director to the Secretary of the Labor and Workforce Development Agency (LWDA). The Executive Director is appointed by the Governor and is an integral part of the State Board, contributing as a non-voting participant at State Board meetings and in Executive Committee meetings. Currently, the Executive Director is supported by a civil service staff of 17. The State Board staff helps implement the goals of the State Strategic Workforce Development Plan, plans and supports State Board meetings and the work of each of its committees, and carries out other duties as assigned by the State Board.

CALIFORNIA WORKFORCE INVESTMENT BOARD (SUPPORT STAFF)
ORGANIZATIONAL CHART
 March 2013
 ARU# 401

CURRENT

All positions are located in Sacramento



- Vacant Position
- Temporary Position Number Assignment
- Attendance Clerk/Back Up MyCalPAYS Rolemapping
- Compressed Work Week (CWW) V-Vtime, 9/8/80, 4/10/40 = Alternate Work Week
- Highlighted Proposed Change

| Position | Class Code | Total |
|--|------------|-----------|
| Executive Director | 9109 | 1 |
| Assistant Director (EDO Position) | 9109 | EDD |
| Executive Assistant | 1728 | 1 |
| SSM II | 4802 | 1 |
| SSM I | 4801 | 2 |
| SSM I (Specialist) | 4800 | 1 |
| SSM I | 4800 | 1 |
| SISA | 1312 | 1 |
| RA II | 5731 | 3* |
| AGPA | 5393 | 6 |
| Total Positions: | | 17 |
| *1 RA II Released from RPS II to accommodate a Mandatory Reassignment | | |
| ** RA II Released to AGPA 11/2012 for recruitment purposes | | |
| ***Exempt Position on loan from EDD Director Office and paid for by EDD. Not part of CWIB allocation | | |

Tim Rainey, Executive Director
 Date: March 29, 2013

Local Workforce Investment Areas, Local Workforce Investment Boards, and One-Stop System

Local Workforce Investment Areas (LWIAs)

As designated by the Governor, California's 49 LWIAs administer WIA services. Factors that are considered in designating these LWIAs include geographic location, population, and commonality of labor market areas. Re-designation, which the Governor must do bi-annually, is based on performance, adherence to the State Strategic Workforce Development Plan, and other factors.

In addition to Appendix F, the links below provides a full listing of California's 49 LWIAs and their jurisdictional boundaries:

http://edd.ca.gov/Jobs_and_Training/LWIA_Listing.htm

http://edd.ca.gov/Jobs_and_Training/LWIA_Listing_by_County.htm

The particular service strategy or emphasis of an LWIA may reflect regional labor markets, economic and social conditions, and demographics. An LWIA may also be influenced by its administrative structure, which varies greatly in California. An LWIA may be administered by a county, city, or by a consortium of local governments through a joint powers authority. Generally, LWIAs administered through counties tend to be more aligned with CalWORKs, while city-administered programs may be more closely linked with economic development or community development.

Most existing LWIA jurisdictions were grandfathered-in when in 1998 the Workforce Investment Act superseded the Job Training Partnership Act. However, some local administrative structures or LWIA boundaries have changed for more effective service delivery, to maximize available resources, and/or to reflect regional labor-markets.

Role of Local Workforce Investment Boards (Local Boards)

In concert with their chief local elected officials, California's 49 Local Boards provide administrative and policy oversight at the local level for the delivery of WIA services and for the operation of One-Stops.

The chief local elected official (CLEO) of each of the 49 LWIAs appoints a Local Board with a local membership similar to the State Board – including a business majority and fifteen-percent

organized labor. The Local Board develops and submits a local strategic plan to the Governor, appoints and provides oversight for One-Stop operators, and selects eligible organizations to provide services for youth and adults. In cooperation with the CLEO, the Local Board appoints a Youth Council that establishes youth policy for local education and job training.

Local Boards are central partners in carrying out the Governor's State Strategic Workforce Development Plan. Through diverse membership and regional leadership, Local Boards can affect coordinated workforce education and training systems and integrate multiple funding streams and programs. Using current labor market and economic data, Local Boards can target resources to strengthen critical regional industries and employers and create clear pathways to good, family-supporting jobs and careers.

Consistent with the State Strategic Workforce Development Plan, Local Boards are encouraged to:

- Take on strategic community leadership & engage diverse partners;
- Adopt and use sector partnerships as a key to service delivery;
- Prioritize and invest in worker training; and
- Continuously improve service delivery

(See Chapter V for a description of the work of Local Boards and One-Stop in supporting the implementation of the State Strategic Workforce Development Plan).

One-Stop Career Centers

One-Stops are the cornerstone of California's workforce development system. By federal law, each LWIA is required to have at least one comprehensive One-Stop center that provides universal access to a full range of employment services, training and education, employer assistance, and guidance for obtaining other assistance. A complete listing of One-Stops by county can be viewed at: http://edd.ca.gov/Jobs_and_Training/pubs/osfile.pdf.

Direct WIA service delivery is principally provided through California's over 200 One-Stops. It is important to note, however, that many One-Stops go beyond WIA and are often the local or regional gateway or hub to the broader network of workforce development providers. Providers that often co-locate in, connect through, or directly operate One-Stops include community colleges, adult schools, regional occupational centers and programs, and other education entities; organized labor and industry or employer associations; community organizations; special programs for farmworkers, native Americans, veterans, and individuals

with disabilities; economic development agencies; social services agencies or programs; and other state, federal, and non-governmental providers.

As a primary labor-exchange, in addition to other business services, One-Stops help employers with recruitment and hiring. In some areas of the state, Local Boards have directed their One-Stops to tailor services to specific target industry sectors. In this way, labor-exchange is part of a more proactive provision of employment services and skills training relevant to employer demands and longer-term labor-market trends.

Though One-Stops design programs and services that reflect the unique needs of their areas, the goal is to allow workers and job seekers seamless access to a broad range services and, depending on eligibility, 17 other federal programs. These federal programs are required by federal law to offer services through the One-Stop system. In the chart on the next page, the top row is the state-level administrative agencies:

| Employment Development Department | Community Colleges/ CA Dept. of Education | Dept. of Rehabilitation | Dept. of Social Services/ Dept. of Community Svcs. & Development | Other |
|---|--|---|---|------------------------------|
| Adult (Title I of WIA) | Post-Secondary Vocational Education (Perkins) | Vocational Rehabilitation (Title IV of WIA) | Welfare-to-Work | Job Corps (Title I of WIA) |
| Youth (Title I of WIA) | Adult Ed and Literacy (Title II of WIA) | | Community Services Block Grant | Title V, Older Americans Act |
| Dislocated Worker (Title I of WIA) | | | | HUD Employment and Training |
| Employment Service/Wagner-Peyser Act (Title III of WIA) | | | | |
| Native American Programs (Title I of WIA) | | | | |
| Migrant Seasonal Farm Workers (Title I of WIA) | | | | |
| Veterans Workforce Programs (Title I of WIA) | | | | |
| Trade Adjustment Assistance | | | | |
| Unemployment Insurance | | | | |

A major challenge for One-Stops is the cost of infrastructure. In addition to client services, the operation of One-Stops requires various administrative costs and other operating expenses beyond the funding allocated to the LWIAs through their WIA formula allocations. Unfortunately, the WIA does not provide additional funding for One-Stop infrastructure.

Infrastructure support paid for by the 17 WIA required partners varies in each LWIA and within each One-Stop depending on cost-sharing agreements negotiated at the local level. Whether a

full range of services is available in a One-Stop also depends on the degree to which required partners fully participate.

To ensure the continued existence of this important resource, state-level agencies as well as other One-Stop partners must commit to a level of sustained investment. In 2013 the State Board created a special ad hoc committee to open a dialog on the future of California's One-Stop system.

WIA/One-Stop Services

At minimum One-Stops are required to provide three general tiers of services. These tiers are divided into categories according to how prepared a person may be for a new job.

However, Local Boards and One-Stop operators have significant flexibility in determining how rapidly one may move from one tier to the next, or in the case of customized training, what service mix is appropriate to ensure successful participant completion. In fact, in 2005, language was added to state law to enable Local Boards and One-Stops in this area. UI Code Section 14230 (d) states:

Each Local Board shall develop a policy for identifying individuals who, because of their skills or experience, should be referred immediately to training services. This policy, along with the methods for referral of individuals between the one-stop operators and the one-stop partners for appropriate services and activities, shall be contained in the memorandum of understanding between the Local Board and the one-stop partners.

The three WIA tiers of service are known as core, intensive, and training services.

- **Core Services** -- are provided through the One-Stop. These include job search-and placement assistance, access to labor-market information, counseling and coaching, and preliminary skills assessments.
- **Intensive Services** -- are primarily provided through One-Stops, but can also be delivered through partnering organizations. Services include comprehensive skills assessments, group counseling, individual career counseling, case management, and short-term prevocational services, such as how to write a résumé and prepare for an interview.
- **Training Services** -- By state law, Local Boards must invest 25 percent (30 percent by 2016) of WIA Adult and Dislocated Worker funds on skills training. Training is provided through eligible providers [those on the State eligible training provider list (ETPL)], OJT, or through customized training.

Title I of the WIA authorizes services for youth, adults, and laid-off workers. Eligible youth must be 14 to 21 years of age, low income, and meet at least one of six specific barriers to employment. Eligible adults must be age 18 or older. While eligible laid-off workers are generally individuals who have been terminated from their last employment and are unlikely to return to their previous industry or occupation, displaced homemakers and self-employed individuals also may qualify for these services.

California's Eligible Training Provider List (ETPL)

Section 122 of the WIA and the accompanying federal regulations require the Governor to publish an ETPL. Training providers who are eligible to receive Individual Training Accounts through WIA Title I-B funds are listed on the ETPL.

The ETPL should include a description of the programs offered by the providers of training services, the information identifying eligible providers of on-the-job training and customized training (where applicable), and the performance and cost information about these same training providers. The ETPL is to be provided by the Local Boards through the One-Stop Centers in a manner that maximizes both informed customer choice and consumer protection. Importantly, the ETPL must ensure a high level of training provider quality, performance accountability, and transparency for the investment of public dollars.

The State Board is currently working to develop common and comprehensive state-wide performance outcome criteria for the ETPL. Of primary interest is the streamlining of the process for adding approved apprenticeship and quality career-based community college programs to the state ETPL.

California's Broader Workforce System – State Working Group

California's broader workforce system is made up of over 30 federal and state programs and funding streams administered through 12 state departments within 5 separate state agencies. The barriers to effective coordination are common nationwide: administratively and fiscally independent programs, multiple purposes and goals, and diverse accountability and performance measurement objectives.

The role of the State Working Group of state-level department and agency directors is to align the broader system for improved education and employment outcomes for all workers and job seekers (with special focus on unemployed, under-employed, low-income, farmworkers, veterans, individuals with disabilities, homeless, ex-offenders, and at-risk youth). This challenge has two inextricably linked parts:

- The coordination of state agencies and departments responsible for the administrative oversight of multiple federal and state funding streams, and
- The alignment or “braiding” together of multiple funding streams at the regional level in response to target industry sectors and the needs of workers.

A central aim of the State Board and the State Working Group is to remove barriers to system alignment. As presented in Chapter V, the State Board will work with the Local Boards to focus Local Plans on strategies for coordinating system partners at the regional level.

Below are the primary State Working Group partners:

| State Working Group | |
|--|--|
| Lupita Cortez Alcala , Deputy Superintendent Public Instruction & Learning Support Branch California Department of Education | Panorea Avdis , Chief Deputy Director Governor’s Office of Business and Economic Development |
| Pam Harris , Director Employment Development Department | Gordon Jackson , Assistant Superintendent California Department of Education |
| California Department of Veteran’s Affairs | Brian McMahon , Undersecretary California Labor & Workforce Development Agency |
| Dennis Petrie , Deputy Director Workforce Services Branch California Employment Development Department | Tim Rainey , Executive Director California Workforce Investment Board |
| Diane Ravnik , Chief Division of Apprenticeship Standards California Department of Industrial Relations | Kurt Schuparra , Assistant Secretary California Labor and Workforce Development Agency |
| Jim Suennen , Associate Secretary for External Affairs California Health and Human Services Agency | Van Ton-Quinlivan , Vice Chancellor Workforce & Economic Development California Community Colleges |
| Will Lightbourne , Director California Department of Social Services | Spencer Wong , Chief Labor Market Information Division California Employment Development Department |

The following chart shows the structure of the broader workforce system in table form and lists the partners, programs, and agencies that the Strategic Workforce Development Plan and State Board have targeted for improved alignment:

| LABOR AND WORKFORCE DEVELOPMENT AGENCY | | | | | | | | |
|--|--|-----------------------------------|-------------------|-------------------|--------------------|-------------------------------------|-------------------|---------------------------|
| Department | Department of Industrial Relations | Employment Development Department | | | | | | Employment Training Panel |
| Program | DOLETA and DIR/DAS Apprenticeship Programs | WIA Dislocated Worker Program | WIA Adult Program | WIA Youth Program | Workforce Services | Trade Adjustment Assistance Program | Veterans Programs | Employment Training |

| HIGHER EDUCATION | | | | | |
|-------------------|------------------------------------|----------------------------|-----------------|--------------------|--|
| Department | California Community Colleges | | | | |
| Program | Economic and Workforce Development | Career Technical Education | Adult Education | CalWORKs Education | DOLETA and DIR/DAS Apprenticeship Programs |

| EDUCATION | | | | | | |
|-------------------|------------------------------------|-----------------|----------------------------|--------------------------|--|--|
| Department | California Department of Education | | | | | |
| Program | Agricultural Education | Adult Education | Career Technical Education | CalWORKs Adult Education | Regional Occupational Centers and Programs | DOLETA and DIR/DAS Apprenticeship Programs |

| HUMAN SERVICES | | | | | | |
|-------------------|-------------------------------|---|-----------------------------------|------------------------------------|--------------------------------------|-------------------------------------|
| Department | Department of Social Services | | | Department of Rehabilitation | Department of Developmental Services | Department of Aging |
| Program | Refugee Program | CalFresh Food Stamp Employment and Training Program | CalWORKs Welfare-to-Work Services | Vocational Rehabilitation Services | Habilitation Services | Senior Community Service Employment |

| CORRECTIONS | | | | | |
|-------------------|--|------------------------|------------------------------------|--|--|
| Department | California Department of Corrections and Rehabilitation, Prison Industry Authority | | CDCR, Division of Juvenile Justice | CDCR, Division of Education, Vocations and Offender Programs | |
| Program | Free Venture (Youth) | Joint Venture (Adults) | Education Services | Vocational Training for Inmates | Community Correctional Re-Entry Centers for Parolees |

| OTHER | | | |
|----------------|-------------------------------|-----------|----------------|
| Program | California Conservation Corps | Job Corps | Ticket to Work |

Employment Development Department (EDD)

As one of California’s key public workforce development institutions and a member of the State Working Group, the EDD is a member of the State Board and actively supports all of the State Strategic Workforce Development Plan goals (Please refer to Chapter VIII for a description of EDD’s roles and activities).

Located within the LWDA alongside the State Board, the EDD administers the WIA Title I, federal Wagner-Peyser Act (WPA), Labor Market Information, Unemployment Insurance (UI), Trade Adjustment Assistance (TAA), and Veterans programs. EDD is also California’s major tax collection agency. One of the largest departments in state government, the EDD has nearly 10,000 employees providing services at more than 400 locations throughout the state.

Employment Training Panel (ETP)

ETP is represented on the State Board by the LWDA Secretary, is a member of the State Working Group, and actively supports all of the State Strategic Workforce Development Plan goals.

The ETP is a statewide business-labor training and economic development program. It supports economic development in California through strategic partnerships with business, labor, and government and through the provision of financial assistance to California businesses to support customized worker training to:

- Attract and retain businesses;
- Provide workers with secure jobs that pay good wages and have opportunities for advancement;
- Assist employers to successfully compete in the global economy; and
- Promote the benefits and ongoing investment in employee training among employers.

Department of Industrial Relations – Division of Apprenticeship Standards (DAS)

DIR-DAS is represented on the State Board by its Director, is a member of the State Working Group and actively supports all of the State Strategic Workforce Development Plan goals. DIR-DAS is working closely with the State Board, Local Boards, and the community colleges Chancellor to implement AB 554, which requires WIA alignment with approved apprenticeship; the State Board is also working to streamline ETPL access for DOLETA and DIR-DAS approved apprenticeship programs. Both efforts are objectives of the State Strategic Workforce Development plan.

The DIR-DAS administers California apprenticeship law and enforces apprenticeship standards for wages, hours, working conditions and the specific skills required for state certification as a journey person in an apprenticeable occupation. DIR-DAS promotes apprenticeship training through creation of partnerships, consults with program sponsors and monitors programs to ensure high standards for on-the-job training and supplemental classroom instruction. Through this effort, the retiring skilled workforce is replenished with new skilled workers to keep California's economic engine running strong.

Community Colleges

The Chancellors Office of the Community Colleges (CCC) is a strong partner, participating both on the State Board (and its committees) and the State Working Group. Local Board coordination with community colleges is vital to the success of the State Strategic Workforce Development Plan and the realization of the Governor's vision. Critical programs include:

Economic & Workforce Development (EWD): The EWD program supports community colleges to become more responsive to the labor market. The CCC provides grants to 10 statewide initiatives through a network of 40 regional resource centers at local colleges. The centers develop and deliver customized curriculum, training, and other services to meet the needs of business and industry sectors. Initiatives include advanced manufacturing,

advanced transportation, biotechnology, healthcare, international trade, and entertainment.

Apprenticeship Instruction: Apprenticeship programs offer both OJT and classroom training (called Related and Supplemental Instruction or RSI). The state budget annually appropriates RSI to the Department of Education and the CCC, which share responsibility for overseeing RSI programs. Funds are distributed to adult schools, Regional Occupational Programs (ROPs), and community colleges based on the number of hours in RSI coursework provided by an institution.

Community College Career Technical Education (CTE) programs: The state's major investment in CTE comes from credit and non-credit course offerings at California's 112 community colleges, with about one third of all community college full time equivalent students (FTES) enrolled in CTE courses. Community college credit and non-credit occupational programs are generally locally designed and delivered. Courses are part of a pathway leading to a credential, certificate, or transfer to a four-year college or stand-alone classes that can enhance students' skills in a range of occupational fields.

The State Board will work with Local Boards to include in their Local Plan their strategies for developing collaborative partnerships with their local community colleges in support of regional workforce and economic development networks and sector pathway partnerships consistent with the State Strategic Workforce Development Plan.

Department of Education

The California Department of Education (CDE) is a critical partner, is active both on the State Working Group and the State Board and supports all of the State Strategic Workforce Development Plan goals.

The Adult Education Program (AEP) provides Basic English, math, and English as a second language foundations needed to enter post-secondary education and training. Adult schools have historically been the largest AEP provider at the local level. Over half the adult schools also provide WIA educational services.

Career Technical Education (CTE) integrates core academic knowledge with technical and occupational knowledge to provide students with a pathway to postsecondary education and careers. Programs include:

Agriculture Education -- Resources for agriculture education programs, including classroom instruction, leadership, and supervised agricultural experience programs that prepare students for college or entrance into agricultural careers.

Apprenticeship -- Resources for RSI by local educational agencies. Apprenticeship is jointly administered with the community colleges.

Regional Occupational Centers and Programs (ROCPs) -- Career and workforce preparation for high school students and adults, preparation for advanced training, and the upgrading of existing skills.

Perkins CTE-- Federal act established to improve CTE programs, integrate academic and career-technical instruction, serve special populations, and meet gender equity needs.

The CDE Career College and Transition Division (CCTD) jointly administers The Carl D. Perkins Career and Technical Education Act of 2006 (Perkins CTE) with the CCC. The current [Perkins Plan](#) includes the following goals for the K-12 and community college systems that are consistent with the State Strategic Workforce Development Plan goals:

- Building a demand-driven CTE system by responding to real workforce development needs and state, regional, and local labor market realities and priorities, through strengthened curricula, professional development, data collection and use, and direct linkages with business and industry;
- Ensuring that all students have access to CTE courses, pathways and programs of interest; highly skilled instructors; and facilities and technologies that make all CTE options available regardless of location and enrolment limits;
- Promoting evidence-based continuous improvement of CTE services and impact through better alignment of standards, curricula, assessments, and professional development, and support for schools and colleges to achieve all of the state established core indicator levels of performance for academic and technical skill attainment.

Governor's Office of Business and Economic Development (GO-Biz)

GO-Biz is a member of the State Working Group and actively supports all of the State Strategic Workforce Development Plan goals. GO-Biz was created to serve as California's single point of contact for economic development and job creation efforts. GO-Biz offers a range of services to business owners including: attraction, retention and expansion services, site selection, permit

streamlining, clearing of regulatory hurdles, small business assistance, international trade development, assistance with state government, and much more.

The State Strategic Workforce Development Plan focuses on new and emergent industry sectors and clusters as well as incubator industries that are necessary for larger scale job growth. It is in this area where GO-Biz, as a member of the State Working Group, provides critical information on employer trends. California recently has begun to see the companies begin to “re-shore” jobs. GO-Biz’s direct engagement with the other key public workforce development institutions ensures that State Board policy direction is in line with domestic and international trade and business development.

Health and Human Services Agency

As one of California’s key public workforce development institutions and a member of the State Working Group, the Health and Human Services Agency (HHSA) represents the Department of Aging, Department of Rehabilitation, Department of Social Services and the Office of Statewide Healthcare Planning and Development on the State Board and actively supports the State Strategic Workforce Development Plan goals in support of job placement and training services for the following state target populations: individuals with disabilities, socially and economically disadvantaged, at-risk youth and other traditionally underrepresented populations with high unemployment rates.

Through HHSA’s participation on the State Working Group and the State Board, HHSA and the key public workforce development institutions it represents will be able to align programs, apply for grants and allocate resources in support of the State Strategic Workforce Development Plan (Please refer to Chapter X for a description of how services to each of these populations are coordinated through the One-Stop system).

Department of Veterans Affairs

As one of California’s key public workforce development institutions and a member of the State Working Group, the Department of Veterans Affairs (CalVET) actively supports all of the Strategic Workforce Development Plan goals in support of job placement and training services for veterans, which is a state target population (Please refer to Chapter X for a description of how services to veterans are coordinated through the One-Stop system).

Job Corps

Job Corps is the nation's largest CTE program for students ages 16 through 24. It is a DOLETA program, established in 1964, that provides 100,000 students per year with training. Nationally, Job Corps offers over 100 different careers to choose from and is committed to the development of green skills in the advanced manufacturing, automotive, and construction industries.

Job Corps' focus is consistent with the State Strategic Workforce Development Plan. The State Board will make efforts to work with Job Corps and coordinate regionally with California's seven Job Corps centers: San Bernardino, Long Beach, Los Angeles, Sacramento, San Diego, San Francisco, and San Jose.

Section 166 Indian and Native American Programs

There are eight WIA Section 166 Indian and Native American Employment and Training grantees in California that collectively receive \$5.6 million to provide services to Indian and other Native American populations in California:

- Northern California Indian Development Council
- Ya-Ka-Ama Indian Education and Development
- United Indian Nations, Inc.
- California Indian Manpower Consortium
- Tule River Tribal Council
- Candelaria American Indian Council
- Southern California Indian Center, Inc.
- Indian Human Resource Center.

A map of the current WIA Section 166 grantees can be found in Appendix J. The State Board is committed to ensuring the One-Stops provide Indian and Native Americans equal access to the WIA Adult, Dislocated Worker and Youth programs and will work with Local Boards to include in their Local Plans their strategies to collaborate with their area Section 166 grantee(s) to provide Indian and Native Americans equal access to One-Stop services and WIA service provider opportunities.

Section 167 Farmworker Service Programs

There are six WIA Section 167 farmworker service programs represented statewide by La Cooperativa Campesina de California:

- Center for Employment Training
- California Human Development corporation
- Central Valley Opportunity Center
- Employers' Training Resource
- Proteus Inc.
- Employment Development Department

A map of the current WIA Section 167 grantees can be found in Appendix K. These programs provide services throughout California but especially in rural areas where farmworkers live and work. Training services include ESL, GED, adult and family literacy, basic education, vocational education, and employer-based training. Related services such as childcare, transportation, emergency services, housing, counseling, job placement, and follow up services enhance these training efforts.