Business and Economic Development Committee
Agenda

March 6, 2013
3:00 p.m. – 5:00 p.m.
300 Ellinwood Way 2nd Floor, Bodega Room
Pleasant Hill, CA 94523

3:00 PM CALL TO ORDER AND REMINDER OF POTENTIAL CONFLICT OF INTEREST

PUBLIC COMMENT

CONSENT AGENDA

3:05 PM C1 Approve February 6, 2013 Minutes

DISCUSSION ITEMS

3:10 PM D1 Business Engagement/Business Services update

3:40 PM D2 Sector Strategy update and discussion

4:20 PM D3 2013-2017 Strategic Plan

4:50 PM CO-CHAIRS’ REPORT

NEXT MEETING DATE(s)

Wednesday, May 1st, 2013

5:00 PM ADJOURN

Any appropriate public records related to an open session item on a regular meeting agenda and distributed by the Workforce Development Board and any of its committees to a majority of members of the Workforce Development and/or its committees, less than 72 hours prior to that meeting are available and for public inspection at 300 Ellinwood Way, 3rd Floor, Pleasant Hill during normal business hours.

The Workforce Development Board will provide reasonable accommodations for individuals with disabilities planning to attend Board meetings. Arrangements can be made by contacting the Board at 925-602-6800.
BUSINESS AND ECONOMIC DEVELOPMENT COMMITTEE MINUTES
February 6, 2013

The Business and Economic Development Committee met on Wednesday, February 6, 2013 at 300 Ellinwood Way, 2nd Floor, Pleasant Hill, California in the Bodega Conference Room. Standing Co-Chair April Treece called the meeting to order at 3:05 p.m.

ATTENDANCE:

COMMITTEE MEMBERS PRESENT: Michael Aidan, Chuck Carpenter, Norm Hattich, Teresa Lachenbruch, Joseph McCormack, Jeff Stemke, April Treece, Tom Waller, and Yolanda Vega.

COMMITTEE MEMBERS ABSENT: John Montagh, Bob Rivera

COMMITTEE MEMBERS EXCUSED: Lily Aman, Barbara Vineyard

WDB STAFF MEMBERS PRESENT: Stephen Baiter, George Carter, Gina Del Carlo, Oscar Dominguez, and Donna Van Wert.

OTHERS PRESENT: Jim Cassio, Gary Craft, Elizabeth Echols, and Ed Solomon.

PUBLIC COMMENT:

Elizabeth Echols Regional Administrator of the U.S. Small Business Administration (SBA) introduced herself to the BED Committee. Ms. Echols was appointed by President Barack Obama and was sworn into office on August 2, 2010. Ms. Echols oversees SBA’s programs, services and 120 employees throughout Region IX, which encompasses, California, Nevada, Arizona, Hawaii, Guam and the U.S. territories in the Pacific.

SBA plays a leading role helping small business owners and entrepreneurs secure financing, technical assistance, training, and federal contracts. As part of SBA’s economic recovery efforts, Region IX has backed more than 11,000 Recovery Act loans worth nearly $6 billion.

Ms. Echols is a strong advocate for innovation, sustainability, economic development, and job creation. Ms. Echols is passionate about providing opportunities to the youth and underserved markets.

Ms. Echols discussed President Obama’s commitment to Advanced Manufacturing and congratulated the WDB for receiving funding for the Advanced Manufacturing Jobs and Innovation Accelerator Challenge (AMJIAC).

CONSENT ITEMS:
C1 Approve minutes: January 2, 2012

Motion made to approve the January 2nd minutes Hattich/Stemke
The Workforce Development Board of Contra Costa County (WDB) seeks to determine where to allocate its resources to grow and attract meaningful jobs to meet the needs of local residents. Over the past several years the WDB has utilized a sector approach to address workforce needs in the region involving several legacy sectors (construction, healthcare, manufacturing, and retail). In order to strengthen workforce competitiveness the WDB adopted a strategy to enhance its sector-based approach as part of its three-year Strategic Plan that was approved in September 2010.

On July 23, 2012 the WDB Board adopted a Sector initiative and identified the following four target sectors:

1. Health and Life Sciences
2. Manufacturing
3. Energy
4. Digital Media & Information Communication Technology (ICT)

Included in this recommendation was a strong sentiment that Healthcare and Life Sciences be selected as the initial sector in which to focus on a pilot project. However, in light of some recent developments related to some new and significant workforce development and business development grants awarded in the East Bay, there are some compelling reasons to make healthcare a secondary sector behind manufacturing. This issue has surfaced for two reasons: (1) there has been a recent and substantial infusion of federal funds to support the development of the advanced manufacturing cluster and create training programs aligned with real-time labor market needs; and (2) many of the primary organizations and groups involved in healthcare training are finding that rapid and significant changes in that industry make it difficult to assess the best place(s) for investment in training programs for that sector.

WDB consultants Gary Craft and Jim Cassio brought the BED committee up-to-date on the recent Sector Strategies activities.

A preliminary outline of the manufacturing sector strategy was provided to the committee and will be used as a template for the remaining three sectors. An economic & occupational profile for all four sectors will include:

1. Description of Healthcare & Life Sciences Sector (by 3&4 digit NAICS codes)
2. Top 25 In-Demand Occupations by Sub-sector
3. Industry Analysis by Sub-sector
4. Healthcare Sector Company Database

The BED committee received the following status report on the workforce needs assessment for the Advanced Manufacturing Sector in Contra Costa County:

<table>
<thead>
<tr>
<th>1-Feb</th>
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<tbody>
<tr>
<td>Employer Survey Database</td>
</tr>
<tr>
<td>Total Employers Participating</td>
</tr>
<tr>
<td>Completed Surveys - Page 1 Only (No Adv Mfg)</td>
</tr>
<tr>
<td>Completed Surveys - All 3 Pages (Yes Adv Mfg)</td>
</tr>
</tbody>
</table>
Survey response rate: 48.6%

The first wave of face-to-face interviews with employers has been successful. Jim Cassio and Tom Waller shared their experiences with the employers they met with. Jim, staff, and board members will continue to meet with Advanced Manufacturing employers in the next few weeks.

CO-CHAIR’S REPORT

SET NEXT MEETING DATE AND ADJOURN

The next regular BED committee meeting will be held on Wednesday, March 6th, 2013.

THE MEETING WAS ADJOURNED AT 5:03 PM
Respectfully Submitted,
Gina Del Carlo
DATE: March 6, 2013
TO: Business and Economic Development Committee
FROM: Workforce Development Board Staff
RE: Update on Business Engagement Activities

This report to the Business and Economic Development (BED) Committee is to provide an update on business engagement activities.

This item supports the following areas of the Workforce Development Board’s 3-year Strategic Plan:

**Program Goal 1:** Enhance Employer and Business Vitality

**Strategy #1:** Strategically invest and deploy resources under the purview of the WDB.

**Activity 2:** Coordinate services and deployment of resources to leverage efforts of key partners involved in supporting businesses.

**Activity 3:** Expand and enhance programmatic and resource linkages between SBDC and WDB.

**Strategy #2:** Capitalize on opportunities arising from a shifting economy and softer labor market to strengthen business.

**Strategy #3:** Deepen relationships with economic development organizations to monitor economic recovery and business growth.

**A. BACKGROUND AND DISCUSSION**
The WDB has been going through a process of reorienting its focus and resources on its business customers. As a part of this effort, the BED Committee has received regular updates from staff at the WDB, SBDC, and EASTBAY Works One-Stop Career Centers with regards to their efforts to help businesses both large and small with a variety of needs.

**B. CURRENT SITUATION**
Today’s discussion is intended to bring BED committee members up-to-date on some of the specific strategies, activities, and outcomes that the WDB, SBDC, and EASTBAY Works One-Stop Career Centers have been working on in support of the aforementioned areas of the WDB 2010-2013 Strategic Plan. Specifically, BED committee members will be provided additional information about the recent work of the SBDC in terms of direct offerings and new and emerging partnerships; the One-Stop Career Centers will discuss some of their recent outreach efforts and strategies, the WDB will provide updates on the Enterprise Zone and recent and/or upcoming layoffs and closures, as well as other overarching work to support its business development efforts.

**C. SCHEDULE**
The Business and Economic Development Committee will have a chance to provide some feedback on the above activities as they are reported out during today’s meeting. Additionally, committee members will be apprised of recent action to ensure local as well as cross system work are folded into the foundation for work it will be tracking in 2013 as it develops a new strategic plan. Any suggested changes will be further defined and prioritized and presented at future meetings of the WDB, BED Committee, or other appropriate bodies and groups.
DATE: March 6, 2013
TO: Business and Economic Development Committee
FROM Workforce Development Board Staff
RE: Sector Strategy Update & Discussion

This report to the Business and Economic Development (BED) Committee is to discuss follow-up steps as outlined in the action plan for the specific industry sectors that the Board adopted on July 23, 2012.

A. BACKGROUND AND DISCUSSION
This item supports the following areas of the Workforce Development Board’s 3-year Strategic Plan:

Program Goal 2: Strengthen workforce competitiveness
Strategy #2: Enhance Sector-based approach
   Activity 1: Gain deeper knowledge of industry cluster needs
   Activity 2: Review and refine sector model and targeted area(s) of emphasis

Beginning March 2011, the BED Committee began a series of sector strategy discussions designed to promote sector strategies as a way of aligning economic development with workforce development. The key principles and concepts of sector strategies – data analysis, business engagement and leveraging resources – facilitate the purposeful groupings of businesses and occupations into functional clusters across businesses and/or industries. As noted by subject matter experts across the country, in an era of high unemployment and limited resources, sector strategies enable workforce boards to become more efficient and effective by focusing on the needs of key industries that are driving economic growth in a region.

A key component of effective sector work involves conducting quantitative data analysis and compiling the findings of economic, business and labor data housed in various reports and data tools. By coupling qualitative analysis with anecdotal information gathered through business engagement efforts (e.g. interviews, surveys and conversations), workforce boards have the foundation to develop and implement effective, targeted strategies designed to broaden and deepen the understanding of key industries and uncover the needs of the associated businesses (to confirm labor market information and uncover skills-commonalities and skills gaps among workers).

On July 23rd, 2012 The Workforce Development Board adopted the following target industry sectors as recommended by the WDB BED Committee:

1. Healthcare & Life Sciences
2. Manufacturing
3. Energy
4. Digital Media & Information Communication Technology (ICT)

B. CURRENT SITUATION
Having made an initial foray into the healthcare & life sciences sector, the BED committee accepted staff recommendations that the WDB should actually prioritize manufacturing as its current primary sector. This shift has been made in light of the East Bay region being awarded two new and significant workforce development and business development grants centered on advanced manufacturing. While healthcare and life sciences remain important sectors and will still receive some attention and resources, manufacturing clearly has risen to become the current priority sector.
Recent manufacturing-related grant activity:

**AM2PED.** The Advanced Manufacturing Jobs and Innovation Accelerator Challenge (AMJIAC) will build connecting networks to link regional efforts focused on medical manufacturing and bio-sciences, constructing a virtual “one stop” center for technology innovation, investment, and job creation. Our local project is called the Advanced Manufacturing Medical/Biosciences Pipeline for Economic Development (AM2PED). AM2PED will help to achieve these goals by helping to expand technology transfer, innovation, and job creation-closing feedback loops between tech development, market application, and business growth, including access to capital, technical assistance and workforce training for East Bay businesses.

**Amount Funded:** $2.2 million

**Funder(s):** Five (5) different federal agencies, including the U.S. Department of Commerce's Economic Development Administration, the National Institute of Standards and Technology, the U.S. Department of Energy, the U.S. Department of Labor’s Employment and Training Administration, the U.S. Small Business Administration and the National Science Foundation.

**Performance:** Tech transfer exploration and problem solving for 75 Companies each year for three years; train 75 new/incumbent workers each year for three years

**Grant Term:** October 2012 – September 2015

**Partners:** Workforce Development Board of Contra Costa County is a co-lead on this project with East Bay Economic Development Alliance (East Bay EDA). Other partners include UC Berkeley, Laney College, The Corporation for Manufacturing Excellence (Manex), and the Northern California Small Business Development Center (SBDC), which is the lead agency for both the Alameda and Contra Costa SBDCs.

**WDB Scope:** Cluster and intermediary development; leadership in convening and connecting industry employers to technology; TA and workforce components; oversee cluster manager activities; assess industry needs; support advanced manufacturing training; bridge onramp training, and incumbent worker services.

**Design It, Build It, Ship It! (DBS).** The grant will focus on three primary industry sectors, including engineering, manufacturing, and transportation/logistics. Training programs under this grant are expected to commence as soon as January, with the bulk of programs starting later in 2013 and running over a 2-3 year period until 2016. Existing training programs will be modified or new ones established based upon the input of businesses from the aforementioned industry sectors. With this ongoing engagement process of companies in the manufacturing sector, the WDB and some of its key partners in education and economic development have renewed opportunities to engage businesses in the sector.

**Amount Funded:** $15 million

**Funder:** Trade Adjustment Assistance Community College Training (TAACCT) solicitation

**Performance:** Train 2000 individuals by the end of year 3

**Grant Term:** October 2012 – 2016

**Partners:** The Contra Costa Community College District (CCCCD) is the grant recipient; partners include ten (10) colleges over a 3 county region, as well as the local workforce boards.

**WDB Scope:** Leadership in business engagement to assess industry needs; supporting the development of an intermediary to better link, align and leverage resources from education and economic development; support training and development programs, and provide outreach, assessment, recruitment, co-enrollment, support and placement services for WIA adult and dislocated workers.

Recent manufacturing-related sector strategy activities:

**Workforce Needs Assessment.** The workforce needs assessment component of the WDB sector strategy includes a pre-screening with a representative sampling of employers. This process began with WDB consultants, Gary Craft and Jim Cassio, helping to deepen our understanding of the manufacturing sector by looking at some of the industry data compiled to date. Craft and Cassio went on to cull business lists - sorting out businesses closures as well as Enterprise Zone businesses. With an eye toward effective business engagement, Craft and Cassio targeted those businesses that make up a solid representative
sampling of advanced manufacturing-based business candidates to be contacted. Phone interviews were conducted and face-to-face engagements are currently taking place, to validate and discuss assessment findings.

Gary Craft and Jim Cassio have engaged industry to validate some of the research that has been done and deepen its understanding of the human capital and business development needs facing companies in the manufacturing sector. These efforts will help the WDB move closer to its goal of further developing a workforce and industry sector strategy that contains the following key elements: a relevant database of employers including major employers, industry staffing patterns, in-demand occupations, skill gaps that reduce local business competitiveness, locally identified demand-driven training that addresses the skill gaps.

C. SCHEDULE
   The aforementioned AM²PED and DBS grants both officially commenced on October 1, 2012, with planning around implementation now underway. Activities related to each of these grants are also now underway, with a great deal more work to follow in the next few months and beyond. In the meantime, members of the Business and Economic Development Committee will be looking at how to develop an industry engagement plan that complements and supports these efforts.

D. ATTACHMENTS

D2a: Manufacturing Sector Description
D2b: Workforce Needs Survey tool
Manufacturing Sector

The Manufacturing Sector in the United States is undergoing a dramatic transformation that has profound implications for the incumbent workforce and for the new workers that employers demand. Modern manufacturing facilities bear little resemblance to the traditional factory of decades past. Today, manufacturing workers require advanced academic, workplace, and technical skills to enable their employers to stay competitive. Even as overall employment in the manufacturing sector has declined, many employers report difficulty finding and hiring the highly-skilled employees they need.

**Advanced Manufacturing** is the integration of technology based systems and processes in the production of products. Products and processes are often innovative, made from advanced materials and components, and produced on technology driven equipment and processes.

The Manufacturing Sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. The assembly of component parts into new products is also considered part of the manufacturing sector. The Manufacturing Sector can be defined using the North American Industry Classification System (NAICS) codes listed below. Sub-sectors include Food & Beverage Processing (311-312); Textiles/Apparel Manufacturing (313-316); Wood & Paper Products (321-322); Printing (323); Petroleum & Coal (324); Chemicals (325); Plastics & Rubber Products (326); Building Materials (327); Primary Metal Products (331); Fabricated Metal Products (332); Machinery (333); Computer & Electronic Products (334); Transportation Equipment (336); Furniture (337); and Miscellaneous Manufacturing (339). For purposes of this study we have classified the manufacturing sector based on the following categories based on their 4-digit NAICS codes:

<table>
<thead>
<tr>
<th>NAICS Code</th>
<th>Industry Segment</th>
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</thead>
<tbody>
<tr>
<td>311-312</td>
<td>Food &amp; Beverage Processing</td>
</tr>
<tr>
<td>3111</td>
<td>Animal Food Mfg</td>
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<tr>
<td>3112</td>
<td>Grain &amp; Oil Seed Milling</td>
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<tr>
<td>3113</td>
<td>Sugar &amp; Confectionery Products</td>
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<tr>
<td>3114</td>
<td>Fruit &amp; Vegetable Preserving and Specialty Food Mfg</td>
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<td>3115</td>
<td>Dairy Products</td>
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<tr>
<td>3116</td>
<td>Meat &amp; Poultry Processing</td>
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<tr>
<td>3117</td>
<td>Seafood Preparation &amp; Packaging</td>
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<tr>
<td>3118</td>
<td>Bakeries &amp; Tortilla Mfg</td>
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<tr>
<td>3119</td>
<td>Other Food Mfg</td>
</tr>
<tr>
<td>3121</td>
<td>Beverage Mfg</td>
</tr>
<tr>
<td>3122</td>
<td>Tobacco Mfg</td>
</tr>
<tr>
<td>313-316</td>
<td>Textiles &amp; Apparel</td>
</tr>
<tr>
<td>3131</td>
<td>Fiber, Yarn, &amp; Thread Mills</td>
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<tr>
<td>3132</td>
<td>Fabric Mills</td>
</tr>
<tr>
<td>3133</td>
<td>Textile &amp; Fabric Finishing &amp; Coating</td>
</tr>
<tr>
<td>3141</td>
<td>Textile Furnishing Mills</td>
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<tr>
<td>3149</td>
<td>Other Textile Product Mills</td>
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<tr>
<td>3151</td>
<td>Apparel Knitting Mills</td>
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<tr>
<td>3152</td>
<td>Cut &amp; Sew Apparel Mfg</td>
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<tr>
<td>3159</td>
<td>Apparel Accessories</td>
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<tr>
<td>3161</td>
<td>Leather &amp; Hide Finishing</td>
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<tr>
<td>3162</td>
<td>Footwear Mfg</td>
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<tr>
<td>3169</td>
<td>Other Leather &amp; Allied Products</td>
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<tr>
<td>321-322</td>
<td>Wood &amp; Paper Products</td>
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<tr>
<td>3211</td>
<td>Sawmills &amp; Wood Preservation</td>
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<tr>
<td>3212</td>
<td>Veneer, Plywood, &amp; Engineered Wood Products</td>
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<td>3219</td>
<td>Millwork &amp; Other Wood Products</td>
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<tr>
<td>3221</td>
<td>Pulp, Paper, &amp; Paperboard Mills</td>
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<td>3222</td>
<td>Converted Paper Product Mfg</td>
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<tr>
<td>323</td>
<td>Printing</td>
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<td>3231</td>
<td>Printing &amp; Related Support Activities</td>
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<tr>
<td>324</td>
<td>Petroleum Refining &amp; Products</td>
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<td>3241</td>
<td>Petroleum &amp; Coal Products</td>
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<tr>
<td>325</td>
<td>Industrial, Agriculture, &amp; Household Chemicals</td>
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<tr>
<td>3251</td>
<td>Basic Chemical Mfg</td>
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<tr>
<td>3253</td>
<td>Pesticide, Fertilizer, &amp; Other Agricultural Chemicals</td>
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<tr>
<td>3256</td>
<td>Soap, Cleaning Compound, &amp; Toilet Preparation</td>
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<td>3259</td>
<td>Other Chemical Products</td>
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<tr>
<td>325-326</td>
<td>Polymers &amp; Coatings</td>
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<tr>
<td>3252</td>
<td>Resin, Synthetic, Rubber, &amp; Artificial Fibers &amp; Filaments</td>
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<tr>
<td>3255</td>
<td>Paint, Coating, and Adhesive Mfg</td>
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<tr>
<td>3261</td>
<td>Plastic Products</td>
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<tr>
<td>3262</td>
<td>Rubber Products</td>
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<tr>
<td>3254</td>
<td>Healthcare &amp; Pharmacy Mfg</td>
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<tr>
<td>334510</td>
<td>Electro-medical &amp; Electrosurgical Apparatus</td>
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<tr>
<td>3391</td>
<td>Medical Equipment &amp; Supplies</td>
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<td>327</td>
<td>Building Materials</td>
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<td>3271</td>
<td>Clay Products</td>
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<td>3272</td>
<td>Glass Products</td>
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<tr>
<td>3273</td>
<td>Cement &amp; Concrete</td>
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<td>3274</td>
<td>Lime &amp; Gypsum</td>
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<td>3279</td>
<td>Other Nonmetallic Mineral Products</td>
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<table>
<thead>
<tr>
<th>331-332</th>
<th>Metal Processing &amp; Fabrication</th>
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<tr>
<td>3311</td>
<td>Iron &amp; Steel Mills</td>
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<td>Steel Products</td>
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<td>3313</td>
<td>Aluminum Production</td>
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<td>Nonferrous Metal</td>
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<td>3315</td>
<td>Foundries</td>
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<tr>
<td>3321</td>
<td>Forging &amp; Stamping</td>
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<tr>
<td>3322</td>
<td>Cutlery &amp; Handtools</td>
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<tr>
<td>3323</td>
<td>Architectural &amp; Structural Metals</td>
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<tr>
<td>3324</td>
<td>Boiler, Tank, &amp; Shipping Containers</td>
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<tr>
<td>3325</td>
<td>Hardware</td>
</tr>
<tr>
<td>3326</td>
<td>Spring &amp; Wire Mfg</td>
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<tr>
<td>3327</td>
<td>Machine Shops</td>
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<td>3328</td>
<td>Coating, Engraving, &amp; Heat Treating</td>
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<td>3329</td>
<td>Other Fabricated Metal Products</td>
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<table>
<thead>
<tr>
<th>333</th>
<th>Machinery</th>
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<tbody>
<tr>
<td>3331</td>
<td>Agriculture, Construction, &amp; Mining Machinery</td>
</tr>
<tr>
<td>3332</td>
<td>Industrial Machinery</td>
</tr>
<tr>
<td>3333</td>
<td>Commercial &amp; Service Industry Machinery</td>
</tr>
<tr>
<td>3335</td>
<td>Metalworking Machinery</td>
</tr>
<tr>
<td>3339</td>
<td>Other General Purpose Machinery</td>
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<table>
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<tr>
<th>333</th>
<th>Environmental Control Systems</th>
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<tbody>
<tr>
<td>3334</td>
<td>HVAC, Commercial Refrigeration Equipment</td>
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<table>
<thead>
<tr>
<th>333</th>
<th>Power Generation Equipment</th>
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</thead>
<tbody>
<tr>
<td>3336</td>
<td>Engine, Turbine, &amp; Power Transmission Equipment</td>
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### Targeted Industry Sector (based on 2007 NAICS codes)

<table>
<thead>
<tr>
<th>NAICS Code</th>
<th>Industry Description</th>
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<tr>
<td>334</td>
<td>Digital and Electronic Devices &amp; Components</td>
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<td>3341</td>
<td>Computer &amp; Peripheral Equipment</td>
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<tr>
<td>3342</td>
<td>Communications Equipment</td>
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<tr>
<td>3343</td>
<td>Audio/Video Equipment</td>
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<tr>
<td>3344</td>
<td>Semiconductor &amp; Other Electronic Components</td>
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<tr>
<td>3345</td>
<td>Navigational, Measuring, Electro-medical, &amp; Control Instruments</td>
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<tr>
<td>3346</td>
<td>Magnetic &amp; Optical Media</td>
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<tr>
<td>335</td>
<td>Electrical Equipment &amp; Appliances</td>
</tr>
<tr>
<td>3351</td>
<td>Electric Lighting Equipment</td>
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<td>3352</td>
<td>Household Appliances</td>
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<td>Electrical Equipment</td>
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<td>Other Electrical Equipment &amp; Components</td>
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<td>336</td>
<td>Transportation</td>
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<td>Motor Vehicles</td>
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<td>3362</td>
<td>Motor Vehicles Body &amp; Trailer Mfg</td>
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<td>Motor Vehicle Parts</td>
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<td>Aerospace</td>
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<td>3365</td>
<td>Railroad Rolling Stock</td>
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<td>3366</td>
<td>Ship &amp; Boat Building</td>
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<td>3369</td>
<td>Other Transportation Equipment</td>
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<tr>
<td>337</td>
<td>Furniture</td>
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<td>3371</td>
<td>Household &amp; Institutional Furniture</td>
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<td>3372</td>
<td>Office Furniture</td>
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<td>3379</td>
<td>Other Furniture</td>
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<tr>
<td>339</td>
<td>Misc. Manufacturing</td>
</tr>
<tr>
<td>3399</td>
<td>Other Misc. Manufacturing</td>
</tr>
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</table>
This confidential workforce needs assessment is being conducted by Jim Cassio & Associates on behalf of the Contra Costa County Workforce Development Board. ("Confidential" means that survey participants are not publically identified.)

**Please complete & return this questionnaire by:**

Options for completing/returning this questionnaire:
- By Fax: 916-405-3625 (please retain original)
- By Email: jimcassio@gmail.com
- By Mail: 198 Willow Creek Dr, Folsom, CA 95630
- Or Call: 916-320-4944

**Your contact information:**
- Your Name: ________________________________
- Title: ________________________________
- Company: ________________________________
- Address: ________________________________
- Phone: ________________________________
- Email: ________________________________

**Pre-Survey Questions**

a. Is your business engaged in manufacturing activities in Contra Costa County?  □ Yes  □ No
   If NO, please return the remainder of the questionnaire unanswered. Thank you.

b. If YES, do you use **Advanced Manufacturing** in the production of your products? (Advanced Manufacturing can be defined as the integration of technology based systems or processes, or the use of advanced materials, in the production of products.)  □ Yes  □ No
   If NO, please return the remainder of the questionnaire unanswered. Thank you.
   If YES, please complete the remainder of the questionnaire (pages 2 and 3).
1. How many employees do you currently have working at locations within Contra Costa County? 

2. How many locations do you have within Contra Costa County and what are their functions?

3. Of your current employees, about what percent are:

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<tr>
<td>Full time regular</td>
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<tr>
<td>Part time regular</td>
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<tr>
<td>On Call</td>
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<tr>
<td>Temporary (But Not Seasonal)</td>
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<tr>
<td>Seasonal</td>
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<tr>
<td>Independent Contractors</td>
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</table>

4. About how many employees do you expect to have working:

   6 months from now: 
   1 year from now: 
   3 years from now: 

5. How many current job openings do you have, and for what jobs?

6. Overall, about what percent of the candidates who apply for your open positions meet your minimum requirements?

7. What recruitment methods do you use most often to find prospective job applicants?

8. What is your biggest challenge in recruiting qualified workers?

9. For what jobs do you expect to hire the most replacement workers over the next 3 years, and how many do you expect to hire? (i.e. "replacement" refers to jobs that become available when someone retires or otherwise leaves the occupation)

   - a) 
   - b) 
   - c) 
   - d) 
   - e) 

10. What jobs will make up the most new positions over the next 3 years, and how many new jobs do you expect to add?

    - a) 
    - b) 
    - c) 
    - d) 
    - e)
11. For what jobs do you have **significant difficulty** finding qualified applicants, and why?

<table>
<thead>
<tr>
<th>For what jobs?</th>
<th>Why the difficulty finding qualified applicants?</th>
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<tbody>
<tr>
<td>a) ____________________________</td>
<td>____________________________</td>
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<tr>
<td>b) ____________________________</td>
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<td>e) ____________________________</td>
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</table>

12. When you consider the employees you have recently hired, did you find any specific knowledge, skills, abilities or personal characteristics in short supply?

<table>
<thead>
<tr>
<th>For what jobs?</th>
<th>What qualities are in short supply?</th>
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<tbody>
<tr>
<td>a) ____________________________</td>
<td>____________________________</td>
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<tr>
<td>b) ____________________________</td>
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<td>c) ____________________________</td>
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<td>d) ____________________________</td>
<td>____________________________</td>
</tr>
<tr>
<td>e) ____________________________</td>
<td>____________________________</td>
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</table>

13. Do you see a need for new or more effective pre-employment training programs designed to better prepare your incoming workforce? ☐ Yes ☐ No

14. If YES, please describe the type of pre-employment training you believe is needed and indicate for what job classifications:

15. Do you have existing employees with skill needs that may require a new or updated training program? ☐ Yes ☐ No

16. If YES, please describe the type of training you believe is needed and indicate for what job classifications:

17. What outside training programs do you currently utilize and how satisfied are you with those programs?

18. What could regional economic and workforce development agencies do to assist you in recruiting or training qualified workers, or in training existing employees?

19. What are the positions you have that are **critical** to your use of Advanced Manufacturing?

<table>
<thead>
<tr>
<th>Entry Level – requires less than a Bachelor degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry Level – requires a Bachelor degree or higher</td>
</tr>
<tr>
<td>Non Entry Level – requires prior related experience</td>
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</table>

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**Thank you for participating in our Workforce Needs Assessment!**

☐ Check here if you are interested in working with other employers in your industry to identify common workforce, skill and recruitment problems and to develop real solutions to those problems (i.e. a local industry sector initiative).
This report brings forward items related to the California Workforce Investment Board (CWIB) Strategic Workforce Development Plan for 2013-2017, including interim guidance around the local 5-year planning process, and proposed criteria for “high-performance” standards for local workforce boards.

A. BACKGROUND AND DISCUSSION

Since adopting its 2010-2013 strategic plan in the fall of 2010, the Workforce Development Board (WDB) of Contra Costa County has spent a good deal of time focusing on developing and sustaining a strong and vibrant board, strengthening the capacity of the WDB organizationally, and helping to enhance its programs for job seeker and business customers. The WDB plan was developed out of an obvious need to ensure that resources under its purview are being used as efficiently and effectively as possible, to facilitate oversight and transparency around the public funds administered by the WDB, and to have strategies that support the needs of the regional economy and labor market. Development of this plan was not mandated by any particular controlling authority, although the WDB had been required to complete a separate annual local plan that effectively fulfilled compliance requirements outlined under the Workforce Investment Act (WIA).

B. CURRENT SITUATION

The CWIB approved the release of California's state strategic plan for public comment on February 13, 2013. The plan, which can be found on the CWIB website at www.cwib.ca.gov, has a broad vision and outlines ambitious goals for how the public workforce system can work with its partners to shape and support economic prosperity across the state and its regions.

There are three main components to the planning process:

1) Strategic Plan
2) Local Board recertification Process
3) High Performing Local Board Standards/Evaluation

Additionally, the California Strategic Workforce Development Plan has identified goals in four key areas to guide the activities of the workforce system over the next five years:

Business and Industry: Meet the workforce needs of regional economies and high demand industry sectors with the best potential for new jobs.

Adults: Increase the number of Californians, including from under-represented demographic groups, who complete at least one year of postsecondary education with a marketable credential or degree, with a special emphasis on veterans, disabled individuals, disconnected youth, formerly incarcerated, and other at-risk populations.

Youth: Increase the number of high school students, including those from under-represented demographic groups, who graduate prepared for postsecondary education and/or a career.
System Alignment and Accountability: Support system alignment, service integration, and continuous improvement through shared data, common participant tracking, and evidence-based policymaking.

The following sections have been structured so that the Local Plan supports these four State Strategic Workforce Development goals and show how WDB staff, along with the guidance of the Glen Price Group, will be establishing working teams:

Section 1: Vision
Section 2: Economic and Workforce Information Analysis
Section 3: Business Service Plan
Section 4: Adult Strategies
Section 5: Youth Strategies
Section 6: Administration
Section 7: Memorandums of Understanding

Notes:

- The Core Planning Team (CPT) has been identified and is operational.
- Staff teams have been identified for respective plan sections as outlined above and will be scheduling meetings to move forward with this important planning process.
- Survey responses are coming in at a good pace. Data gleaned from the survey will be enhanced with information from individual interviews of key leaders from across Contra Costa County, including local elected officials as well as leaders from business, economic development, education, labor, community-based organizations, and other key organizations.
- Regional collaboration with other workforce boards in the East Bay is helping to enhance planning efforts and maximize use of resources to support our collective efforts in the region.
- Three public meetings are being organized (East, West, & Central County) to elicit deeper input from critical stakeholders and ensure our strategic plan is collaborative and meaningful. Dates, times, and locations of these meetings are still being finalized, with target dates in mid to late April (refer to the next section of this report for details).

C. SCHEDULE

The CWIB strategic workforce development plan closes its public comment period on March 14, 2013. The WDB’s local plan is due to the CWIB by June 30, 2013. With this in mind, the following key dates (which are subject to change) related to the completion of the plan are highlighted below:

- Mid/Late April 2013 – meetings to elicit public comment related to WDB 2013-2017 local plan
  - West Contra Costa County (date TBD – either April 16, April 18, or April 23)
  - Central Contra Costa County (date TBD – either April 16, April 18, or April 23)
  - East Contra Costa County (date confirmed – April 25, 2013)
- May 20, 2013 – presentation of 2013-2017 local plan to board for approval to release for public comment
- June 21, 2013 – closing date for 30-day public comment period
- June 25, 2013 – approval of WDB 2013-2017 local plan by Contra Costa County Board of Supervisors
- June 30, 2013 – submittal of approved plan to CWIB

D. ATTACHMENTS

D3a: Interim Local Plan Guidance (Appendix H of CWIB strategic plan)-Selected Sections
D3b: Interim High-Performance Local Board Standards and Evaluation Criteria (Appendix I)
H. Interim Local Plan Guidance

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

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

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

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

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

PROPOSED TIMELINE

<table>
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<tr>
<th>Date</th>
<th>Event</th>
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<tr>
<td>February 14-28, 2013</td>
<td>State Strategic Workforce Development Plan and Interim Local Plan and high-performance criteria released for second round of public comment.</td>
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<tr>
<td>January-February 2013</td>
<td>State Board, ETP and EDD-WSB Regional Advisors conduct Local Plan training and technical assistance forums throughout California.</td>
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<tr>
<td>June 2013</td>
<td>DOLETA approves State Strategic Workforce Development Plan and statewide WIA Common Measure performance targets.</td>
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<tr>
<td>January-March 2013</td>
<td>Local Boards negotiate WIA Common Measure performance targets with State Board and EDD-WSB.</td>
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<tr>
<td>July 1, 2013</td>
<td>Local Plans and requests for high-performance certification submitted to State Board.</td>
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<tr>
<td>July-September 2013</td>
<td>State review team reviews Local Plans and determines minimum and high-performance using the evaluation rubric in Appendix I.</td>
</tr>
<tr>
<td>July-September 2013</td>
<td>State Board and EDD-WSB notifies Local Boards of Local Plan deficiencies and provides technical assistance.</td>
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<tr>
<td>By October 1, 2013</td>
<td>State Board notifies CLEO of approved Local Plan, full or conditional Local Board recertification, and if requested, high-performance certification.</td>
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<tr>
<td>October 1, 2013</td>
<td>State Board recommends to the Governor the withholding of WIA formula funds to LWIA’s that have not submitted or do not have an approved Local Plan.</td>
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The State Strategic Workforce Development Plan promotes a regional approach to the identification of priority sectors and clusters of opportunity, the prioritization of employer needs, the coordination of resources, and the sustainability of the targeted investments. In order to minimize duplication of effort, Local Boards are encouraged to pool their resources to share the cost and workload of their strategic planning regionally.

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

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

The following pages provide the outline and the content of the Local Plan. The outline is structured so that the Local Plan supports the four State Strategic Workforce Development Plan goals and related objectives.
SECTION 1 VISION

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

Business and Industry Goal:

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

- Describe the Chief Local Elected Official (CLEO)/Local Board vision for bringing together key stakeholders in workforce development, including business and industry employers, organized labor, economic development specialists and education experts to continuously identify workforce challenges facing the Local Area or region and also to develop innovative strategies and solutions that effectively leverage resources to address regional workforce challenges.

- Include in your response actions that support the following State priorities:
  - Preparing skilled workers for employment in competitive and emergent regional industry sectors and to fill skill gaps created by retirements.
  - Supporting the development of regional workforce and economic development networks that address workforce education and training priorities.

- Based on the regional economic and workforce information analysis, identify the industry sectors and occupational clusters within the region that are high-growth, high-demand, projecting skills shortages (due to replacements and/or growth), and/or vital to the regional economy. The Local Board may want to consider:
  - Industries projected to add a substantial number of new jobs to the regional economy;
  - Industries that have a significant impact and/or multiplier effect on the overall economy;
Industries that are being transformed by technology and innovation that require new skill sets for workers;

Industries that are new and emerging and are expected to grow;

Industries that are experiencing or projecting significant job openings or skills gaps due to retirements or labor market volatility/churn.
SECTION 2 ECONOMIC and WORKFORCE INFORMATION ANALYSIS

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

System Alignment and Accountability Goal:

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

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

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

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

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

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1 “Skills Gap” analysis is defined as identifying the specific skills that the local area workforce must have in order to obtain employment in the industry sectors and clusters of focus in the economic analysis. The identified skills gaps would then be targeted in the Local Plan.
racial, ethnic, linguistic groups, older persons, youth, veterans, individuals with disabilities, native Americans, etc.;

- Based on the local area economic and workforce information above, an analysis of the skill and education gaps for all individuals in priority sectors within the local area or region;

- Based on the local area economic and workforce information above, an evaluation of underemployment and jobs that can provide economic security or “self-sufficiency.”

- An analysis of the challenges associated with the local area population attaining the education, skills, and training needed to obtain employment; and

- A discussion of the ability of the local area’s workforce programs to meet the skill needs of priority sector employers in the local area or region and close any identified skill gaps.

Local Boards are encouraged to partner with neighboring Local Boards to conduct the economic and workforce information analysis regionally as appropriate. Recent (less than 12 months old) economic and workforce information that answers and is responsive to the bullets above can be used to satisfy this requirement.
SECTION 3  BUSINESS SERVICE PLAN

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

Business and Industry Goal:

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

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

- Description of a sub-committee of the Local Board that develops recommendations for the Business Service Plan to the Local Board in an effort to increase employer involvement in the activities of the Local Board. The sub-committee members should be comprised of business representatives on the Local Board who represent both the leading industries and employers in the relevant regional economy and emerging sectors that have significant potential to contribute to job growth and openings in the local area or regional economy. If such a sub-committee does not currently exist, describe the steps the Local Board will take to establish this sub-committee and include its formation in the Local Board’s bylaws [UI Code Section 14200(c)(9)(C)];

- Description of the types of services the Local Board offers to businesses, including a description of how the CLEO and Local Board intend to:
  - Determine the employer needs in the local or regional area;
  - Integrate business services, including W-P Act services, to employers through the One-Stop delivery system; and
  - Leverage and braid other resources through education, economic development and industry associations to support OJT and other customized training ventures.
Describe how the CLEO/Local Board intend to accomplish the following:

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

Describe how the CLEO/Local Board will accomplish the following:

- Partner with priority-sector employers to develop potential OJT and other customized training strategies;
- Encourage business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training;
- Work collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations in high-growth, high-demand industries and to ensure they are being identified as a critical pipeline of workers;
- Foster collaboration between community colleges and DIR-DAS approved/Registered apprenticeship programs, through MOUs or other formal mechanisms. Explain how services funded by WIA and directed to apprenticeable occupations, including pre-apprenticeship training, are conducted in coordination with one or more apprenticeship programs approved by the DIR-DAS for the occupation and geographic area (UI Code Section 14230(3);
- Use innovative training strategies to fill skills gaps [include the Local Board’s efforts to leverage additional resources to maximize the use of Individual Training Accounts through partnerships with business, education (in particular, community and technical colleges), economic development agencies, and industry associations, and how business and industry involvement is used to drive this strategy];
o Promote Rapid Response as a proactive intermediary for priority industry sectors (rather than as a reactive service only for layoff response); and

o Identify how Rapid Response will develop effective early layoff warning systems and layoff aversion strategies;

o Identify how Rapid Response assistance and appropriate core and intensive services are made available to those covered by the TAA program.
I. Interim High-Performance Local Board Standards and Evaluation Criteria for Local Plans and Local Board Certification

Purpose

On behalf of the Governor, the State Board must concurrently perform three statutorily required activities related to ensuring effective Local Boards. These activities are:

1. **Approve 5-year Local Plans based on adherence to the State Strategic Workforce Development Plan:** Local Boards are required by federal law to submit to the State Board a comprehensive 5-year Local Plan that reflects the vision, strategy, and goals of the State Strategic Workforce Development Plan.

2. **Recommend Local Board recertification to the Governor:** Federal and state law require the State Board to recommend to the Governor recertification of each Local Board every 2 years. Consideration is based on meeting minimum federal performance measures and compliance with state and federal law and regulations.

3. **Evaluate Local Board performance for biennial “high-performance” certification:** Last year, Governor Brown signed SB 698 [UI Code 14200(c)] which set the bar higher for Local Board performance. By January 1, 2013, the State Board must implement standards for certifying high-performance Local Boards. The first certification will occur by October 1, 2013.

In order to maximize efficiency and minimize the administrative workload of the Local Boards and state staff, the State Board is combining the three above activities into a single evaluation process.

The high-performance Local Board standards will serve as the core for state guidance to Local Boards for developing their Local Plans. Those Local Boards that comply with the minimum requirements of this guidance will be considered for Local Plan approval as well as Local Board recertification. Those Local Boards that exceed the minimum requirements promulgated in the high-performance standards will be considered for status as a “high-performance” Local Board.

Those Local Boards that do not meet the minimum requirements will receive further technical assistance from the State Board and EDD-WSB to correct shortfalls. The goal is that all Local Boards receive Local Plan approval and full Local Board recertification. Additionally, those Local Boards that do not meet the high-performance standards, but wish to do so, will receive further technical assistance from EDD-WSB and the State Board.
High-performance certification is a voluntary process. A Local Board must request high-performance certification at the time its Local Plan is submitted to the State Board. It is expected that this certification will provide a Local Board increased recognition, credibility and visibility for its work.

The initial 2013 high-performance certification is a baseline stage of a continuous improvement process primarily based on the Local Board’s commitment in their Local Plan to the Strategic Workforce Development Plan goals and strategies. In 2015, the State Board will revise the high-performance standards and evaluation criteria to place more emphasis on measurable data related to specific employment and education outcomes for workers and job-seekers.

Assumptions

The high-performance Local Board standards and evaluation criteria are intended to:

- **Be meaningful** – They should be credible to all stakeholders and defensible in their correlation to whether a Local Board is “high-performance” or not.
- **Incentivize the implementation of the State Strategic Workforce Development Plan goals and objectives** – The standards should encourage Local Boards to:
  - Take on strategic community leadership roles that engage diverse partners and stakeholders;
  - Prioritize and invest in worker training;
  - Adopt and use sector partnerships as a key part of service delivery;
  - Publicize workforce successes; and
  - Continuously improve service delivery.
- **Be achievable and replicable** -- The standards should be a “fair game” that strong Local Boards can pass with realistic metrics. These standards should help identify Local Boards that are “high-performance”, and should neither be set so low that all variants of practice pass, nor so high that no one can pass.
- **Be easily understood** – The standards should be clear and easily understood and not result in additional administrative burden.

Scoring

Local Boards will be assessed against 5 standards. These standards coincide with the State Strategic Workforce Development Plan and each of its 4 goals. Each standard contains 4 criteria for a total of 20. Four of the 20 criteria are required elements contained in WIA and state law.
and will be scored as pass/fail. The other 16 criteria will be worth 2 points each for a maximum of 32 possible points.

For Local Board recertification, Local Boards that fail any of the 4 required pass/fail elements and/or fail to meet the minimum requirements for any of the 16 other criteria will receive a “conditional” certification and will be required to submit a corrective action plan to the State Board within 45 days that addresses those areas that did not meet the minimum requirements. Local Boards that pass the 4 required pass/fail elements and meet the minimum requirements for each of the 16 other criteria will receive full certification.

Local Boards that seek to be considered for “high-performance” certification must pass the 4 required pass/fail elements and meet or exceed the minimum requirements for each of the 16 other criteria and obtain 26 of 32 possible points.

Scoring Definitions

0 Points:
The Local Plan element contains insufficient detail and does not meet minimum requirements.

1 Point:
The Local Plan element contains the required analysis, identifies goals and strategies for achieving the desired outcomes in sufficient detail to meet minimum requirements.

2 Points:
The Local Plan element contains detailed analysis and clearly identified goals and strategies for achieving the desired outcomes and exceeds minimum requirements. The Local Plan provides evidence that a regional partnership is being or has been formed (that includes education, business, labor, and other workforce entities) that support the goals and the strategies in the Local Plan. The Local Plan leverages resources of the partnership. Local Board officials were actively engaged in the planning process and participate as champions for the workforce system.

Tips for Local Boards requesting “high-performance” certification as part of their Local Plan submission

- Focus on the standards and the criterions. Review of the Local Plan will center on the Local Board’s demonstrated performance against each standard, and the four criteria that are being used to operationalize the standard.
• **Treat the detail under each criterion as examples, not the only required points of response.** The State Board recognizes that different Local Boards bring different strengths and approaches to these expectations. Use whatever combination of the topics included as examples of proof with others that are locally relevant to make your case.

• **Be clear and concise.** Applicants won’t get additional points for volume of detail provided. The State Board and the review team are interested in Local Boards telling their story succinctly.
STANDARD 1 VISION, ECONOMIC AND WORKFORCE ANALYSIS, STRATEGIC PLANNING AND IMPLEMENTATION

Expectation: In support of the State Strategic Workforce Development Plan, the Local Board developed and will implement an actionable strategic plan through an inclusive stakeholder process that articulates key workforce issues and prioritized strategies for impacting them, both within the LWIA, regionally, and, where applicable, the overall labor market.

Criteria:

1. The Local Plan meets the Local Planning requirements in UI Code 14200(c) (SB 698). (Mandatory, Pass/Fail)

   Evidence must include:

   • The Local Plan is a strategic plan, not just a WIA program plan.
   • The Local Plan incorporates and reflects the Governor’s vision, goals, and policy priorities of the Strategic Workforce Development Plan.
   • The Local Plan contains measurable goals that support the goals and objectives in Chapter IV of the State Strategic Workforce Development Plan and includes a well-specified blueprint for attaining the goals with benchmarks, timelines, and action steps that specify who will take action to meet the goals.
   • The Local Plan identifies local and regional community stakeholders and includes their input.

2. The Local Plan’s vision is strategic and comprehensive. (Maximum 2 points possible)

   Examples of evidence:

   • The Local Plan demonstrates a good understanding of the labor market and the workforce needs of the priority industry sectors in the local and regional economy derived from a detailed economic and workforce analysis.
   • The goals and strategies of the Local Plan address the workforce needs of the identified priority industry sectors in the local and regional economy and include career pathway programs to provide upward mobility to unskilled and entry-level workers in these priority industry sectors.
   • The Local Plan demonstrates an awareness of the various workforce, education and training services provided in the local and regional economy and their relevance to meeting the labor market needs of the priority industry sectors.
- The Local Plan articulates how the Local Board and One-Stop delivery system will make use of, and coordinate with, the various workforce, education and training service delivery organizations and systems in the local and regional economy to achieve the Local Plan goals and objectives.

3. The Local Plan’s goals and objectives are evidence-based. (Maximum 2 points possible)

*Examples of evidence:*

- The Local Plan is informed by and based upon data from a detailed economic and workforce analysis.
- Strategies chosen are based on evidence drawn from research, evaluation, and promising practices.
- The Local Plan contains clear metrics, both quantitative and qualitative, for each strategy, and the Local Board is prepared to regularly assess progress against those strategies, including a game plan for collecting and analyzing needed information.
- The Local Board regularly receives performance information to enable it to perform its oversight role of the One-Stop operations.

4. Key stakeholders are actively engaged both in the planning and implementation of the Local Plan (Maximum 2 points possible)

*Examples of evidence could include describing how:*

- Employers from priority industry sectors in the LWIA or regional economy were actively engaged in the planning process and continue to be during implementation.
- Local Board members were actively engaged in the planning process and participate as champions for the workforce system.
- Labor organizations were actively engaged in the planning process and continue to be during implementation.
- Education partners, including K-12, adult education, CTE, community colleges, and universities were actively involved in the planning process and continue to be during implementation.
CBOs representing target populations of job-seekers were actively engaged in the planning process and continue to be during implementation.

The Local Board collaborated regionally with other Local Boards who share common labor markets during the planning process and continue to do so during implementation, including aligning resources and investments in support of shared strategies and priority industry sectors.

The Local Plan is a living document, which the Local Board and community partners modify and update as needs and economic conditions change.
STANDARD 2 BUSINESS SERVICE PLAN, PARTNERSHIPS AND SECTOR STRATEGIES

Expectation: The Local Board partners effectively with businesses to identify and resolve skill gaps in priority industry sectors, working in particular through industry sector partnerships.

Criteria:

1. The Local Board has included in its Local Plan a Business Services Plan, which integrates local business involvement with workforce initiatives. (Maximum 2 points possible)

Examples of content in the business services plan include:

- How the Local Board collaborates with businesses to identify skill gaps that are reducing the competitiveness of local businesses within relevant regional economies.
- How the Local Board effectively engages employers, including representatives from priority industry sectors, as members of the Local Board and in development of the Business Services Plan.
- What regional or joint approaches with other Local Boards and other partners are being undertaken to align services to employers.
- What metrics will the Local Board use to gauge the effectiveness of services provided to business.

2. The Local Board partners with priority industry sector employers and educators in developing and operating regional workforce and economic development networks as a primary strategy. (Maximum 2 points possible)

Examples of evidence:

- Regional workforce and economic development networks include employers from priority industry sectors and other partners such as educators, workforce developers and others the partnership deems important. An industry-credible convener facilitates the work of each network.
- Regional workforce and economic development networks focus on identifying and meeting the skill needs of the priority industry sectors, while industry sector partnerships focus on developing career pathways that contain entry points for low-skilled workers for each cluster within a priority industry sector.
• Regional workforce and economic development networks operate at the regional geographic scale appropriate to the labor markets for the relevant priority industry sectors.

3. The Local Board facilitates and/or participates in unified workforce services support to employers within their labor market, integrating with other relevant Local Boards, educators, and other partners. (Maximum 2 points possible)

*Example of evidence:*

• The Local Board leads and/or partners in a unified employer services strategy or in regional workforce and economic development networks that provides businesses with single points of contact spanning all relevant agencies.

4. The Local Board takes the lead in identifying and obtaining resources to sustain operation of regional workforce and economic development networks over time. (Maximum 2 points possible)

*Examples of evidence:*

• The Local Board embeds regional workforce and economic development networks into its use of formula WIA funds and other funds it manages.

• The Local Board works with regional workforce and economic development networks to develop and implement sustainability strategies, leveraging or braiding combinations of public and private funding.

• The Local Board seeks out funding opportunities and aligns resources with labor, education, corrections, social services, economic development and other key partners and programs in support of the Local Plan.
STANDARD 3  ADULT INVESTMENTS IN TRAINING, SKILLS DEVELOPMENT AND CAREER PATHWAYS

Expectation: The Local Board views as a priority the increasing of worker skills and workplace competencies and the development and use of career pathways that connect skills to good jobs that can provide economic security.

Criteria:

1. The Local Board ensures pre-apprenticeship and apprenticeship training is coordinated with one or more apprenticeship programs registered by the DOLETA and/or approved by the Division of Apprenticeship Standards for the occupation and geographic area. (Mandatory, Pass/Fail scoring)

   Example of evidence:
   - The Local Board has clearly articulated goals and strategies for fostering collaboration between community colleges and DOLETA-registered and DIR/DAS-approved apprenticeship programs, through MOUs or other formal mechanisms, in the geographic area to provide pre-apprenticeship training, apprenticeship training, and continuing education in apprenticeable occupations through the registered/approved apprenticeship, as required by the Workforce Training Act [UI Code Section 14230 (AB 554)].

2. The Local Board prioritizes training for occupations in priority industry sectors in the local or regional economy resulting in completion and attainment of a degree and/or other credentials valued and used by priority industry sector employers within the region. (Maximum 2 points possible)

   Examples of evidence:
   - The Local Board requires training funds be used to prepare workers for occupations in priority industry sectors for which demand can be articulated or projected through their detailed economic and workforce analysis.
   - The Local Board engages priority industry sector employers to ascertain what degrees and credentials are of value to them.
   - The Local Board has clearly defined strategies to ensure it meets the minimum expenditure levels of their Adult and Dislocated Worker WIA formula allocations on workforce training services, as required by the Workforce Training Act [UI Code Section 14211 (SB 734)].
The Local Board sets training completion as an ETPL eligibility requirement and performance expectation for continued eligibility of its training providers.

The Local Board identifies high-quality training providers based on credentials attained and relevant employment outcomes for graduates.

The Local Board sets the attainment of industry-recognized degrees, credentials or certificates in the priority industry sectors identified in its detailed economic and workforce analysis as a measurable expectation in its training investments.

The Local Board emphasizes sustainable-wage jobs and economic security, including utilization of “self-sufficiency” measures that reflect local conditions.

3. The Local Board emphasizes career pathways as a framework through which learners can connect their skills and interests with viable career options. (Maximum 2 points possible)

   Examples of evidence:
   - The Local Board utilizes industry sector partnerships to collaborate with priority industry sector employers and local K-12 and postsecondary educators to map career pathways within and across those industries.
   - The Local Board collaborates with educators, One-Stop operators and training providers to ensure learners can obtain and make effective use of career pathway information.

4. The Local Board continuously partners with employers, educators, and other stakeholders to identify funding to support worker training and education that results in improved skills, degree, credential and certificate attainment, and employment. (Maximum 2 points possible)

   Example of evidence:
   - There is a regional workforce and economic development partnership or similar partnership with a written revenue plan, or a similar document, which describes strategies to obtain, leverage or braid resources, and includes goals and progress measures aligned to the Local Plan.
STANDARD 4    YOUTH STRATEGIES

Expectation: The Local Board is a strategic leader in building partnerships to reduce high school dropout rates; to effectively re-engage disconnected youth in education and work; to help youth understand career pathway options; and to encourage attainment of post-secondary degrees and other credentials valued by industry in the local area or region’s labor market.

Criteria:

1. The Local Board is a partner with K-12 education and others on strategies that reduce high school dropout rates and encourage dropout recovery. (Maximum 2 points possible)

   Examples of evidence:
   - The Local Board works to engage local school districts to craft strategies that identify students at risk of dropping out and helps execute interventions to work closely with those students to keep them engaged.
   - The Local Board works to partner with local school districts in setting metrics for dropout rate reduction and in engaging employers, parents, and other stakeholders in meeting those goals.

2. The Local Board is a partner in developing and executing strategies to re-engage disconnected youth. (Maximum 2 points possible)

   Examples of evidence:
   - The Local Board partners with diverse stakeholders such as education, juvenile justice, human services, faith-based organizations, and others, to develop and deliver a comprehensive set of services designed to re-engage young people who have already dropped out of school and are at risk in education and employment attainment.
   - The Local Board collaborates with those partners to fund the re-engagement of disconnected youth in education and employment.
   - The Local Board works with its partners to set metrics for success rates in youth re-engagement and to make those results visible to the community.
   - The Local Board has developed new and innovative strategies and partnerships, which have resulted in increased employment opportunities for youth in the local area or region.
3. **The Local Board partners with employers, educators and others to help youth understand career pathway options. (Maximum 2 points possible)**

*Examples of evidence:*

- The Local Board partners in developing career pathway information and tools that will work effectively with youth.
- The Local Board connects youth employment strategies within career pathways by, for example, blending occupational skills training with academic learning.

4. **The Local Board encourages youth to focus on attainment of postsecondary degrees and other credentials important to priority industry sector employers in the local or regional labor market. (Maximum 2 points possible)**

*Examples of evidence:*

- The One-Stop system is youth-friendly and provides information on jobs in priority industry sectors with career pathways leading to economic security in the local area or region; access to postsecondary education that provides credentials, certificates and degrees in priority sectors; and financial assistance and scholarship programs and opportunities.
- The Local Board publicizes information and research that shows the connections of various kinds of postsecondary credential, certificate or degree attainment with employment rates and wages.
- The Local Board informs young people about the market value of CTE, “Earn and Learn” training options such as apprenticeships, OJT, etc., and industry-valued credentials and certificates that require less time than a 2 or 4 year degree.
STANDARD 5  ADMINISTRATION OF THE LOCAL BOARD

Expectation: The Local Board consists of a strong, engaged membership that represents the community; measures its effectiveness in meeting both federal and state legal requirements and its own local goals; has a process for continuous review and improvement of performance; and shares its results.

Criteria:

1. The Local Board membership meets all legal requirements (WIA, SB293) and is representative of the community. (Mandatory, Pass/Fail)

   Evidence must include:
   - Recruitment of new membership including a majority of business (businesses that represent the Local Plan’s targeted industry sectors of focus are desired but not required).
   - The Local Board membership includes at least 15 percent of members representing labor organizations and this requirement is incorporated into their bylaws.

   NOTE: A Local Board with a participation level of 10-15 percent may receive a passing score only if 1) there is a letter from its central labor council(s) stating that the central labor council(s) has reached an agreement with the Local Board to that lower participation level or 2) the Local Board can document its unsuccessful attempts to solicit appointments from its central labor council(s) (in compliance with Directive WIAD06-21).

2. The Local Board meets other required elements (WIA, SB698). (Mandatory, Pass/Fail)

   Evidence must include:
   - The Local Board has established and provided a copy of the MOUs with all the mandatory partners identified in the WIA, as well as other local partners supporting One-Stop service operations.
   - Through a public procurement process or other means, the Local Board has established at least one comprehensive One-Stop in their LWIA.
   - The Local Board has established a sub-committee of the Local Board that further develops and makes recommendations for the Business Service Plan to the Local
Board in an effort to increase employer involvement in the activities of the Local Board and this requirement is incorporated into their bylaws.

- The Local Board has an active and engaged Youth Council.
- The Local Board has met the 30 percent expenditure requirement for out-of-school youth.
- The Local Board has an approved Corrective Action Plan for all audit findings.
- The Local Board has achieved at least 80 percent of its negotiated WIA Common Measure performance goals in the past year.

3. The Local Board continuously reviews performance of its programs and initiatives, and has a strategy for encouraging and ensuring continuous improvement. (Maximum 2 points possible)

*Examples of evidence:*

- The Local Board uses a performance dashboard that tracks key metrics about the results from its programs and initiatives (If the Local Board has established additional matrices to track unique local programs and initiatives outside of the WIASRD, these should also be included).
- The Local Board seeks and receives feedback from its customers and partners and has a strategy for responding to their identified issues and for improving customer satisfaction.
- The Local Board engages the public, through a public comment process, in the analysis of community workforce information and subsequent strategic planning.
- The Local Board has a mechanism for determining return on investment.
- The Local Board works with its partners and/or other Local Boards to reduce administrative costs by streamlining paper processes, improving efficiencies, reducing duplication, etc.

4. The Local Board transparently communicates the results of its efforts with the community. (Maximum 2 points possible)

*Examples of evidence:*

- Local Board meeting summaries clearly articulate and demonstrate progress towards achieving the Local Plan goals.
The Local Board publishes and widely disseminates a performance dashboard containing program and initiative results.

The Local Board communicates the success of its programs to employers and job seekers.