

DIRECTIVE

WORKFORCE SERVICES

Number: WSD12-16
Date: May 23, 2013
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TO: WORKFORCE DEVELOPMENT COMMUNITY

SUBJECT: HIGH CONCENTRATION OF ELIGIBLE YOUTH MANUFACTURING
SKILLS PROJECT PY 2013-15

EXECUTIVE SUMMARY:

Purpose:

The purpose of this directive is to announce the availability of Workforce Investment Act (WIA) Additional Assistance funding for Program Years (PY) 2013-15 to expand existing programs in advanced manufacturing skills serving areas with a high concentration of eligible youth. The total amount of funding available for award is \$900,000, which will be disbursed among a maximum of four applicants. The duration of each award will be June 30, 2013, through March 31, 2015.

The Youth Career Technical Education (CTE) Manufacturing Skills Pilot (pilot) focuses on existing CTE pathway programs that blend multiple funding streams around the attainment of advanced manufacturing skills certification and credentials. Each pilot project will build “bridges” to multiple employers for maximum placements, emphasizing earn-and-learn through paid internships, work experience, approved apprenticeships, and entered employment in advanced manufacturing occupations. The intent is that in each of the pilot projects, a Local Workforce Investment Board (local board) or multiple local boards will convene multiple manufacturing employers, through a sector partnership, to develop this “bridge” to employment for targeted youth.

The pilot complies with California’s Strategic Workforce Development Plan 2013-17 (State Plan), with a focus on: the advanced manufacturing sector, targeting at-risk youth, manufacturing skills and industry-valued credential attainment, blending or “braiding” of multiple funding streams, and common client tracking along career pathways. The California Workforce Investment Board (State Board) will use this pilot to transfer a sector-based career pathway model to other regions of the State.

Scope:

This directive applies to all Local Workforce Investment Areas (local areas) eligible to receive additional funding.

Effective Date:

This directive is effective upon release.

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REFERENCES:

- WIA Sections 101(13), (25), and 129(b)(2)(C)
- Title 20 Code of Federal Regulations (CFR) Section 664.200
- [Shared Strategy for a Shared Prosperity - California's Strategic Workforce Development Plan: 2013-17](#) (State Plan)

STATE-IMPOSED REQUIREMENTS:

This directive contains only State-imposed requirements.

FILING INSTRUCTIONS:

This directive supersedes Directive WSD10-16, dated June 1, 2011, and finalizes Draft Directive WSDD-83, issued for comment on April 24, 2013. The Workforce Services Division received seven comments during the draft comment period. The comments did not result in any substantive changes; however a summary of the comments are provided as an attachment to this directive. Retain this directive until further notice.

SECTION I: PROJECT BACKGROUND

Manufacturing employers cite the lack of skilled labor as a key issue for them in their operations. With retirements among skilled crafts-persons and shortages in the skilled labor “pipeline,” this issue looms as an impediment to California’s economic recovery and the return of manufacturing jobs transferred overseas.

The State Board, in coordination with the Employment Development Department and the California Labor and Workforce Development Agency, is making available up to \$900,000 of WIA Governor’s Discretionary funds to support the expansion of successful advanced manufacturing CTE programs to serve high concentrations of eligible youth.

The State Plan aspires, as part of the Youth goal, to increase the number of high school students and disconnected youth, “...with an emphasis on at-risk youth and those from low-income communities, who graduate prepared for postsecondary vocational training and/or a career.” Local boards are expected, in their Local Strategic Workforce Plans, to describe how they will work toward achieving the goals and objectives of the State Plan. Moreover, the State Board, consistent with the statewide industry sectors of economic importance in Chapter II of the State Plan, is targeting the advanced manufacturing sector.

High-quality community college manufacturing programs currently exist in several regions of the State serving new entrants as well as incumbent workers. Some of them have developed Career Advancement Academies (CAAs) that create an entry to career paths, reaching out to underserved communities and offering foundational English and math skills contextualized to manufacturing. These programs seek to leverage a range of public and private resources including community colleges, local WIA formula funds, federal grants, as well as industry and philanthropic resources to support credential attainment and skilled employment.

The CAAs are also seeking to develop work-based learning and “learn and earn” strategies to enable students to work in their chosen field even as they continue to develop their skills. Employers get to try out employees and provide direct feedback to the program about how well their students are prepared and what improvements can be made.

While these community college-based programs work with employers, they also need the support and assistance of local boards. Local boards can more effectively engage multiple employers, through sector partnerships, and expand the potential of placing more program participants in “learn and earn” activities with manufacturers, and ultimately to careers in advanced manufacturing.

SECTION II: REQUIRED PROJECT ELEMENTS

Successful applications will describe the following:

- *Partnership with an established Career Technical Education Pathways program.* A competitive applicant will demonstrate partnership with an established education partnership, such as a CAA, developed to improve CTE pathways among high schools and community colleges to increase the readiness of participants for success in advanced manufacturing.
- *Clear plan for implementing “Earn-and-Learn” or other “bridges” to employment in advanced manufacturing.* High schools and community colleges are making student learning more relevant to regional industries and improving student success by teaching foundational English and math along with other skills in the real-life context of an industry or occupation. Credentialed “Earn and Learn” models -- such as quality paid internships, paid work experience, and formal apprenticeship -- take this one step further by allowing workers to develop new skills while they work. Earn-and-learn has proven effective in engaging employers in a sector in a meaningful way and bridging employment interventions with direct pathways to good jobs.
- *Collaboration with a skills credentialing entity.* A successful applicant will demonstrate collaboration with an existing manufacturing training program that is part of a regional career pathways partnership. The training program must provide a credential recognized by the manufacturing industry or be in the process of developing such a credential.
- *Broad stakeholder buy-in.* Competitive applications will demonstrate coordination of critical program partners, including community college and other public education entities, other local boards in the region, economic development entities, manufacturing extension partnerships (MEPs), regional industry and professional trade associations, organized labor, and community based organizations.
- *Development of an industry sector partnership in advanced manufacturing.* Successful applications will describe a manufacturing sector partnership and how it will be leveraged for the success of the project. As the State Plan explains, an industry sector partnership is not authentic without the deep engagement of employers. Employers may invest in many ways, including cash and in-kind support or through on-the-job training, paid internships or work experience or other earn-and-learn arrangements including formal apprenticeship. Lead organizations may be local boards, industry associations, labor-management partnerships, or economic development agencies. The geographic reach of a sector partnership is typically regional, with the specifics driven by how labor markets operate within a given industry.
- *Matching funds.* A successful application must match the requested amount with one dollar of non-WIA funds for each three dollars of pilot grant funds. Clearly recorded in-kind contributions such as employer contribution for paid internships may be used to satisfy the match requirement.

SECTION III: PROJECT EVALUATION

Each project will be accountable for existing WIA common performance requirements for Youth—placement in employment or education, attainment of a degree or certificate, literacy and numeracy gains. In addition, a formal independent evaluation of the three to four funded pilot projects will assess:

- Coordination of multiple funding streams and leveraged funds;
- Client tracking across multiple funding streams or programs;
- Development of earn-and-learn models in advanced manufacturing;
- Meaningful employer engagement and employer investment; and
- Attaining industry-valued credentials in the advanced manufacturing industry sector;
- Completing paid internship, paid work experience, or approved apprenticeship in the advanced manufacturing industry sector; and
- Placed and retained in the advanced manufacturing industry sector.

Each project will be required to cooperate fully with the independent evaluator and provide all relevant information requested as part of the evaluation.

SECTION IV: POLICY AND PROCEDURES

The following criteria were approved by the State Board for the application process to distribute funds to the local areas having the highest concentration of WIA eligible youth:

1. All local areas are eligible to submit a request provided that they serve WIA eligible youth.
2. Local areas having a high concentration of WIA eligible youth rate above the State average of 18.8 percent are especially urged to apply. Twenty-four local areas meet this requirement. Attachment 1 is the High Concentration list for all local areas based on 2010 American Community Survey (Census) data.
3. Local areas must target WIA eligible youth. The following priority areas of focus are encouraged:
 - Foster Youth
 - Youth Offender
 - Youth with Disability
 - Migrant and Seasonal Farm Worker Youth
 - Youth of Incarcerated Parents
 - Indian and Native American Youth
4. Local areas must have fully expended their PY 2011-12 Youth funds by December 31, 2012.
5. The total amount of funding available for award is \$900,000. There will be three to four applications funded. The duration of each award will be June 30, 2013, through March 31, 2015.

6. To apply for funding, the local area must submit the following information:
 - a. A narrative description of each required project element in Section II.
 - b. A narrative description of the proposed area of focus, activities or services that will be used to address the documented unmet need within the geographical area. The application must reflect an increase of 60 to 70 WIA eligible youth to be served along with the services they will receive as they address WIA Section 129(c).
 - c. An outline of the anticipated outcomes and the increase of 60 to 70 youth to be served in PYs 2013-15 (see Attachment 2 – Performance Goals Matrix).
 - d. A narrative timeline for completing activities and project outcomes covering the contract period of June 30, 2013, through March 31, 2015.
 - e. A budget detail narrative and budget summary form (see Attachment 3 – Sample Budget Summary). Include all associated costs for this project/service. Ensure that the matching funds requirement is clearly outlined in the budget detail narrative.

ACTION:

Bring this directive to the attention of appropriate staff. The application must be received by 4:30 p.m. Pacific Standard Time on **June 3, 2013**. Applications will not be accepted via fax.

Please mail or deliver application to:

California Workforce Investment Board
ATTN: High Concentration of Eligible Youth
777 12th Street, Suite 200
Sacramento, CA 95814

Requests for exceptions to these conditions will not be considered.

INQUIRIES:

If you have any questions, please contact Jessica Dailey at (916) 324-3437 or Jessica.Dailey@cwib.ca.gov.

/S/ JOSE LUIS MARQUEZ, Chief
Workforce Services Division

Attachments are available on the Internet:

1. [Poverty Rates by Local Workforce Investment Area and California](#) (PDF)
2. [Performance Goals Matrix](#) (DOCX)
3. [Sample Budget Summary](#) (DOCX)
4. [Summary of Comments](#) (PDF)