



THE EMPLOYMENT TRAINING PANEL

2021-24 STRATEGIC PLAN 2023 UPDATE



PANEL MEMBERS

Rebecca Bettencourt
Chairperson Appointee

Rick Smiles
Member

Gretchen Newsom
Member

Ernesto Morales
Member

Madison Hull
Member

Douglas R. Tracy
Member

Michael Hill
Member

Chris Dombrowski
Ex-Officio Member

LEADERSHIP TEAM

Reg Javier
Executive Director

Erich Shiners
Assistant Director/Chief Counsel

Peter Cooper
Assistant Executive Director

Jaime Gutierrez
Chief Deputy Director

Tara Armstrong
Deputy Director of Technical Branch/CIO

Elizabeth Jones
SSM II, Administrative Division

Michael Cable
Staff Attorney

TABLE OF CONTENTS

- 1** MISSION & VISION
- 2** GOALS & OBJECTIVES
- 3** INTRODUCTION/OVERVIEW
- 4** ORGANIZATION
- 5** STRATEGIC PARTNERSHIPS
- 8** DIVERSITY, EQUITY & INCLUSION
- 9** PRIORITY INDUSTRIES
- 19** KEY STRATEGIES & INITIATIVES
- 26** PROGRAM & PROCESS IMPROVEMENTS
- 30** FUTURE PLANNING

APPENDICES

ETP'S PRIORITY INDUSTRIES DESCRIPTIONS

MISSION

Partner with CA businesses to create and retain high wage jobs while ensuring equitable access for all workers to train for career advancement opportunities.

VISION

To be the premier resource for workforce training leading to high wages and career progression with a focus on diversity, equity, inclusion, and accessibility.



GOALS & OBJECTIVES

01 Support California's workforce with sustainable jobs & strong career pathways

- Developing strategies to create high-quality, high-growth jobs and increase training for the California workforce.
- Supporting issues addressing climate change impacts, including wildfire, forest resiliency and natural disasters.
- Expansion of services to veterans, workers with disabilities and individuals with employment barriers.
- Diversifying apprenticeship training infrastructure by partnering with workforce development, community colleges and Division of Apprenticeship Standards (DAS).
- Accelerating and exploring non-traditional apprenticeship programs in sectors showing high-growth, including advanced manufacturing and healthcare.

02 Support for small businesses through private-public partnerships

- Identifying projects demonstrating a direct economic impact to the State.
- Increasing outreach, raising awareness and providing accessibility through the ETP program.
- Championing solutions that strengthen the education system by providing career technical colleges training to assist small businesses.
- Providing financial support through grant programs.
- Strengthening partnerships with cities, local counties, workforce development boards and community colleges.
- Creating Multiple Employer Contracts providing direct support.
- Opening channels of communication for partners and stakeholders through forums, policy committees and direct feedback.

03 Contribute to California's growth

- Breaking down existing barriers to equity by developing training opportunities to create a more diverse, equitable and inclusive workforce.
- Creating economic resiliency by targeting training in high unemployment areas and expanding training opportunities in new and emerging industries.
- Securing alternative funding streams to maximize support for priority industries.
- Identifying solutions for sustainable economic growth and employment opportunities through educational pathways and workforce training.

04 Communication & engagement in internal operations

- Promoting employee innovation through teamwork, training, communication and leadership support.
- Increasing camaraderie, team building and boosting employee morale through organizational activities.
- Creating a platform of engagement through consistent All-Staff meetings by building transparency and inclusivity within the organization.
- Investing in employees' professional and personal growth and developing their strengths, dedication, and emotional connection to ETP.

05 Commitment to innovation in technology and data

- Improving program efficiencies and ensuring comprehensive, seamless data collection and reporting.
- Continuing to maximize data security and risk management.
- Conducting internal evaluation and assessment of program and program/contracting process.
- Supporting and improving employee performance through technology tools.
- Advocating timely and effective implementation of organizational changes to maximize overall process efficiency.

INTRODUCTION/OVERVIEW



Established in 1982, the Employment Training Panel (ETP) is the state's premier program supporting job creation and retention through training. ETP is funded by a special tax on California employers and differs from other workforce development programs by reimbursing the cost of employer-driven training for incumbent workers and training needed by unemployed workers to re-enter the workforce. ETP-funded training helps ensure California businesses have the skilled workers they need to be competitive. ETP's Annual Reports outline the progress towards its strategic goals. ETP's Annual Reports are available on the ETP website.

¹ <https://etp.ca.gov/about-us/annual-reports/>

ORGANIZATION

ETP is organized under the Labor and Workforce Development Agency (LWDA) led by a Cabinet-level Secretary. LWDA encompasses ETP, the Department of Industrial Relations (DIR), the Employment Development Department (EDD), the Agricultural Labor Relations Board (ALRB), the California Workforce Development Board (CWDB), the California Unemployment Insurance Appeals Board (CUIAB), and the Public Employment Relations Board (PERB). ETP retains its autonomy under LWDA, acting independently to disburse funds and set program policy. LWDA promotes opportunities to collaborate and expand workforce training.

ETP is governed by an eight-member labor/management panel,² of which, seven are appointed by the Governor and Legislative leaders. The eighth member is the Director of The Governor's Office of Business and Economic Development (GO-Biz), or a designee, who serves ex-officio as a voting member. The Panel approves training proposals, adopts program policies and regulations.

UPSKILLING CALIFORNIANS SINCE 1982

BY THE NUMBERS

98K
BUSINESSES
FUNDED

1.5M
WORKERS TRAINED
& RETAINED FOR
EMPLOYMENT

\$1.9B
TRAINING
FUNDED



² <https://etp.ca.gov/about-us/panel-members/>

STRATEGIC PARTNERSHIPS



ETP is legislatively mandated to coordinate its program with local workforce investment boards, the California Workforce Development Board (CWDB), and other partners in the Workforce Innovation and Opportunity Act (WIOA) to achieve an effective and coordinated approach to the delivery of the State's workforce resources.

ETP partners with Labor & Workforce Development Agency (LWDA), Governor's Office of Business & Economic Development (GO-Biz), California Workforce Development Board (CWDB), Employment Development Department (EDD), California Community Colleges Chancellor's Office (CCCCO), California Energy Commission (CEC) and others at the State and local levels. With these partnerships, ETP coordinate resources and services to assist industries, businesses, and citizens having a positive impact on California's economy. ETP continues to expand its program and services in response to the dynamic economy by (1) seeking new partners with whom to collaborate, such as CEC, Office of the State Treasurer and local workforce investment boards, and (2) leveraging additional resources, such as Workforce Innovation and Opportunity Act Discretionary or Clean Transportation Program funding.



Historically, the State has created workforce programs in various entities in response to specific needs and available funding. Such programs include the Workforce Innovation and Opportunity Act Program in the California Workforce Development Board, employer services funded by the Wagner-Peyser Act in the Employment Development Department, and supporting the Department of Industrial Relations apprenticeship programs. As rapid advancements in technology, automation, and artificial intelligence reshape the economy and the nature of work, more needs to be done to promote high-quality jobs and economic security for workers, families, and communities.

ETP will continue to support greater collaboration with these partner agencies during the 2021-24 fiscal years and beyond. Partnerships allow ETP to multiply the impact of our funds and resources. Alternative sources of funding from partner agencies can allow ETP to respond to workforce training in new and emerging economic sectors.

PARTNERS & INTERMEDIARIES

- **California Alternative Energy and Advanced Transportation Financing Authority (CAEATFA)**
- **California Community Colleges Chancellor's Office**
- **California Department of Forestry and Fire Protection (CALFIRE)**
- **California Department of Industrial Relations**
 - **Division of Apprenticeship Standards**
- **California Department of Rehabilitation**
- **California Energy Commission**
- **California Forward**
- **California Labor Federation**
- **California Manufacturers and Technology Association**
- **California Manufacturing and Technology Consulting (CMTC)**
- **California Military Council**
- **California State Building and Construction Trades Council**
- **California Workforce Association**
- **California Workforce Development Board**
- **Employment Development Department**
- **Foundation for California Community Colleges**
- **Governor's Office of Business and Economic Development (GO-BIZ)**
 - **California Business Investment Services (CALBIS)**
 - **California Office of the Small Business Advocate (CALOSBA)**
- **Labor and Workforce Development Agency**
- **Office of Planning and Research**
- **Public Employment Relations Board**
- **The Corporation for Manufacturing Excellence (MANEX)**

DIVERSITY, EQUITY & INCLUSION



In accordance with the Governor's Executive Order N-16-22 signed on September 13, 2022, the ETP strives to make improvements by providing inclusive and equitable opportunities for underserved populations using on-going data analysis and measurement, exploring non-traditional apprenticeship pathways for minorities to build meaningful careers, and creating policy that breaks down barriers and provides more opportunities for advancement.

This includes an investment in expanding the healthcare economy workforce across the Labor and Workforce Development Agency (Labor Agency) and the California Health and Human Services Agency (CalHHS), to create more innovative and accessible opportunities to recruit, train, hire, and advance an ethnically and culturally inclusive healthcare and human services workforce, with improved diversity, wages, and health equity outcomes.

ETP's efforts include staff workgroup formation to solicit recommendations, and discussion with Panel members regarding concrete and significant actions that can be taken, including new marketing efforts, and creating a new Pilot program to incentivize proposals.

PRIORITY INDUSTRIES

Annually, the Panel sets funding priorities for the fiscal year and identifies key industries that contribute to a healthy labor market in a growing, competitive economy.

Industry sectors:

- Accommodation and Food Services
- Administrative and Support and Waste Management and Remediation Services
- Agriculture, Forestry, Fishing and Hunting
- Arts, Entertainment, and Recreation
- Construction
- Finance and Insurance
- Health Care and Social Assistance
- Information
- Manufacturing
- Mining, Quarrying, and Oil and Gas Extraction
- Other Services (except Public Administration)
- Professional, Scientific, and Technical Services
- Transportation and Warehousing
- Utilities
- Wholesale Trade

Moving with the ebbs and flows of the economy and to target industries vital to California, ETP has partnered with the EDD Labor Market Information Division (LMID) to gain data-driven analysis on labor market information, job growth, and wage trends. To adapt to industry changes that benefit CA businesses and employees, ETP will present any recommended changes to the Panel within the yearly Priority Industry designation process. Priority Industry designations may provide benefits of a higher reimbursement rate than the standard rate, or lower wage requirements (panel approval on a case-by-case basis). Priority Industry status does not impact the application process nor does it indicate eligibility or guarantee funding.



LABOR FORCE PRIORITY CATEGORIES

Labor Force Priority Categories include:

- Small Businesses
- Critical Proposals
- New Hires
- Retraitees
- Veterans
- Pre-Apprenticeships
- Zero Emission
- Medical Skills
- Ex-Offender/At-Risk Youth



ADDITIONAL INFORMATION

More information on how we serve these labor force priority categories, along with other ETP Guidelines, Pilots, as well as Alternative Funding guidelines can be found on ETP's [website](#)

ETP FUNDING

CORE PROGRAM FUNDING

ETP's core program is funded by the Employment Training Tax (ETT), paid by California companies participating in the Unemployment Insurance system, to promote the development of California workers. ETT revenues are deposited in the Employment Training Fund (ETF), established to fund ETP and training programs approved by Panel. ETP does not use federal or state General Funds.



ALTERNATIVE FUNDING

ETP may receive Alternative Funds from a source other than the Employment Training Tax. The alternative funds may be from any federal, state, or local governmental entity, as appropriated in statute or other means. ETP uses the alternative funding to support unique policy initiatives and reach public sector employers.

See previous Annual Reports for other Alternative Funding Sources and Programs. Alternative Funding allows ETP to serve public sector employers who do not pay ETT and are not eligible for core funding.



SERVING SMALL BUSINESSES

ETP prioritizes small business training and is an essential resource for small business employers with limited means to train their workers. About three-fourths of all businesses served by ETP employ 100 or fewer workers; and as many as a half employ only 20 or fewer workers.

ETP serves small employers through direct contracts with Single Employers (SE) and through Multiple Employer Contracts (MECs) with employer consortia, joint apprenticeship training councils, trade associations and training agencies that train workers of multiple employers.

SMALL BUSINESS KEY EFFORTS

1

Small Business Program (SBP)

To facilitate direct small business contracts, SBP provides up to ([see Funding Limitations](#)) in training cost reimbursements for small businesses with 100 or fewer employees in California, but no more than 250 worldwide. Training hours for SBP contracts may range from 8 to 200 hours of instruction, and small business owners may be trained, along with their employees. Modifications to standard contract requirements are allowed.

2

Training Opportunities with a MEC

A small business can also participate in a standard MEC, and thereby reduce the cost of administration.



3

California small businesses employ 47.9% of the private workforce, with firms with fewer than 100 employees having the largest share of small business employment⁵.

4

ETP incentivizes training for small businesses, provides an expedited contracting process and works in partnership with the Small Business Association (SBA), GO-Biz, and California Community Colleges Chancellor's Office (CCCCO) for Small Business Development Center (SBDC) programs to incentivize training for small businesses statewide.

5

Paid Family Leave (PFL) for Small Business (SB) Grant - The PFL SB program allows California workers to take 3-6 weeks of paid leave to bond with a new child or to care for a seriously ill family member.

6

Social Entrepreneurs for Economic Development (SEED) Grant - SEED grants support the entrepreneurship of immigrants and Limited English Proficient individuals, regardless of their immigration status.

Critical Proposals

ETP partners with the Governor's Office of Business and Economic Development (GO-Biz) on critical proposals with emphasis on creating new jobs in California.

- Critical proposals target industries with a growth model and occupations associated with a company's business expansion or new location.

New Hire and Retrainee - Job Creation Program

- ETP will continue to take action to prioritize Job Creation and New Hires.
- The Panel incentivizes training and retention for unemployed workers (i.e., New Hires).
- The Retrainee-Job Creation Pilot Program targets employers who are training newly hired employees; expanding or opening new facilities; purchasing new equipment; or making other measurable investments in hiring workers and expanding their California workforce.

⁵ "2022 Small Business Economic Profile, California, 2022." United States Small Business Administration, Office of Advocacy, <https://advocacy.sba.gov/wp-content/uploads/2022/08/Small-Business-Economic-Profile-CA.pdf>. Accessed 23 October 2023.

HIGH UNEMPLOYMENT AREAS (HUA)

High Unemployment Areas are counties with unemployment rates at least 15% higher than the state average. ETP incentivizes training in HUAs by waiving some standard program criteria to provide flexible retention and a lowered wage requirement.

The Panel also serves populations with multiple barriers to employment in HUAs. HUA training funded by ETP helps stimulate local economies. The training serves workers who have full-time employment but earn low wages due to lack of job skills necessary to improve their employment.



RURAL AREAS

These areas trail the rest of the state in family income, educational achievement, healthcare access, and employment.

Some of the highest unemployment areas (HUA) are rural regions, including:

- Monterey
- San Joaquin
- Stanislaus

WORKFORCE LITERACY PILOT PROGRAM

In the 2022-23 State Budget, the Employment Training Panel (ETP) received \$10 million in one-time General Fund dollars to launch a Workforce Literacy Pilot Program. These funds supported the expanding workplace literacy in contextualized English, digital skills, and technical skills training for incumbent workers, newly hired workers, and unemployed individuals, who are limited English proficient. This pilot program enabled participating single employers, organized labor, community based organizations (nonprofits), or trade associations-training organizations, to build skilled workforces and increase employee retention. The primary goal was to provide pathways to higher wages and better jobs for immigrants, refugees, and other limited English proficient individuals. The program was open to all industry sectors, and will likely include manufacturing, agriculture, construction, hospitality, retail, and others.





Healthcare Workforce Advancement Funds Program (HWAF)

The Budget Act appropriated, approved in AB 178 (Chapter 45, Statutes of 2022), to ETP \$25 million in General Fund to train health and social workers. This allocation shall be known as the “Healthcare Workforce Advancement Funds” (HWAF) within ETP’s programs. This funding is available for encumbrance or expenditure until June 30, 2027.

Funding appropriated from the General Fund to ETP for the purpose of workforce training, which is funding from a source other than the Employment Training Fund, is defined as an “Alternative Funding Source” subject to Unemployment Insurance Code section 10214.6 that mandates guidelines for the purpose of supporting and implementing an Alternative Funding Source program.

There are a shortage of health and human service workers, including workers for entry level positions such as Certified Nurse Assistants. The challenges to filling these positions with qualified workers is systemic. In addition, for those workers currently in entry-level positions, many who are women, persons of color, and immigrants, there is a greater need of structured support to build system-wide and strategic career pathways that lead to wage progression out of poverty and into earning livable wages. Due to limited access to resources, the worker shortage and career progression challenges are even greater for formally incarcerated women and workers in rural areas of the state. The ETP HWAF will provide a training incentive to reduce resource challenges as well as support the development of strategic system-wide career pathways, and wage progression for entry level workers.

AGRICULTURE INITIATIVE



In FY 2023/24 ETP allocated \$10 million in funding to serve businesses and workers in the Agriculture industry. The goal of this funding allocation is to upskill farmworkers to transition into better jobs. This allocation is aligned with a broader effort spearheaded by the California Labor and Workforce Development Agency (LWDA). ETP's funding aligns with the broader LWDA initiative which include expanding the number of workers with the educational capacity necessary to enter higher training programs, increasing access to existing and emerging high-paying jobs in the agricultural industry, and improving job-quality and wages.

CALIFORNIA COMMUNITY COLLEGE FUNDS PROGRAM (CCCF)

The state fiscal year 2021-22 budget allotted \$15 million in General Fund dollars to ETP “to align and operate with the community college system, in partnership with the California Community Colleges Strong Workforce Program”. This ETP program is known as “California Community College Funds (CCCF).” ETP is on track to exhaust all funding which is available for encumbrance/expenditure until June 30, 2024. The ETP CCCF guidelines approved at the October 2021 Panel meeting, are consistent with the ETP mission to attract and retain business, provide secure and good wage jobs with opportunities for advancement, as well as meet small business needs. The program is also consistent with the Panel’s vision to support future-oriented and sustainable economic development, as well as quality job training that is equitable and inclusive through partnerships with business, labor, and government.

ETP shared an interim report on fund usage with the Legislative Budget Committee in 2022-23 and is located on our [ETP website](#).



EXPANSION FUNDS PROGRAM


The state fiscal year 2021-22 budget allocated \$50 million to ETP through SB129 for expanding its program in high-demand sectors. This is known as “Expansion Funds” within ETP’s programs. The Expansion Funds program partners with businesses, labor, and government for inclusive training. This includes helping high-road employers, offering licensed and certified training, and addressing pandemic impacts on communities.

This alternative funding source program builds upon the existing ETP Core programs and aligns seamlessly with ETP’s mission to aid California businesses in establishing performance-based, tailor-made training, fostering business growth, securing well-paying and stable jobs for workers, and promoting opportunities for advancement. It also underscores a legislative focus on catering to the needs of small businesses.

ETP shared an interim report on fund usage with the Legislative Budget Committee in 2022-23 and is located on our [ETP website](#). A final report is due by November 30, 2024, with the outcomes of the Expansion Funds program.

KEY STRATEGIES & INITIATIVES

Social Entrepreneurs for Economic Development (SEED) Grant



The Social Entrepreneurs for Economic Development (SEED) Initiative provides micro-grants, entrepreneurial training, and technical assistance to immigrants and Limited English Proficient (LEP) individuals who are starting or maintaining small businesses in California aimed at addressing social problems or meeting community needs. ETP works closely with select non-profit Community Based Organizations who develop and implement SEED program components. The SEED initiative supports California's economic diversity and spurs business innovation in vital California industries. In support of the Governor's objectives, the SEED Initiative supports existing immigrant/LEP owned small businesses throughout the state while increasing the number of small businesses in California.

A total of \$20 million in funding was awarded to a total of fourteen participants. Awardees are under contract June 1, 2022 through May 31, 2024.

PAID FAMILY LEAVE (PFL) FOR SMALL BUSINESSES GRANT



Through the Paid Family Leave Small Business Grant (PFL3), anticipated to open for applications in January of 2024, ETP will continue to work closely with multiple employer groups to provide outreach and funds to California small businesses impacted by at least one employee utilizing the PFL program. ETP will distribute and administer \$1,000,000 during the 2023-24 fiscal year in grant funds to businesses to help offset the costs incurred when training employees to cover the duties of the individual that utilized PFL. Businesses are impacted by the PFL program had increased costs such as training and upskilling existing staff to cover the duties of the employee, hiring and training additional staff to cover the duties of the employee, and the marketing, recruitment, and training costs to cover these activities. Businesses with 51-100 employees whom utilized the PFL, received up to \$1,000 per employee or \$2,000 per employee for businesses with 50 or less employees.

CLEAN TRANSPORTATION PROGRAM (CTP)

The Clean Transportation Program was created in 2007, administered by the California Energy Commission (CEC), and strives to transform California's fuel and vehicle types to meet the State's climate change policies. ETP's interagency partnership with the CEC was established in state Fiscal Year 2009-2010 to address workforce training issues aligned with CTP goals and objectives. While the most recent Interagency Agreement has concluded, ETP continues to serve on the CTP Investment Plan Advisory Committee to provide input and work with Advisory Committee member organizations to establish new workforce partnerships aligned with equity and Zero Emission Vehicle (ZEV) technology deployment goals.

ETP intends to pursue additional direct funding opportunities through interagency partnerships with the CEC to address workforce development needs in electric vehicle infrastructure by increasing the number of electricians that are Electric Vehicle Infrastructure Training Program (EVITP) certified and to increase the diversity of EVITP-certified electricians statewide. Using core program funding, ETP will continue to develop contracts focused on ZEV manufacturing and infrastructure to further address California's ZEV workforce needs.



ZERO EMISSION VEHICLES (ZEV) AND RENEWABLE FUEL TECHNOLOGY

Z E R O

E M I S S I O N



ETP strengthens partnerships to enhance local and statewide business recruitment strategies in the vehicle and infrastructure manufacturing sector. These collaborations, driven by technological innovation and employer-focused skill development, aim to diversify the workforce.

Collaborating with CALSTART, a nonprofit consortium with 300+ member companies focused on the clean high-tech transportation industry. This relationship will engage its California-based employer membership in support of state and federal investments including:

- Power Forward, a \$25 million Battery Manufacturing Grant Program funded by the California Energy Commission (CEC). Power Forward will attract and retain ZEV battery manufacturing in California and create high-quality jobs and create positive economic impacts that benefit local communities and priority populations.
- EnergIZE Commercial Vehicles (Energy Infrastructure Incentives for Zero-Emission Commercial Vehicles) a CEC-funded block grant project that provides infrastructure incentives for public and private fleets, owner/operators, school bus fleets, transit agencies, and public charging sites that plan to deploy battery electric or hydrogen fuel cell vehicle technology.

ETP continues its collaboration with workforce partners like California Workforce Development Board (CWDB), and the California Community Colleges including UpSkill California^[1] to expand and sustain efforts to fund ZEV-related training and employment opportunities for traditionally underserved Californians.

Demonstrating adaptability, ETP utilizes alternative funding sources, like the California Community College Funds and Expansion Funds programs, to fund training for employers not eligible under the core ETP program. ETP remains committed to seeking alternative funding to support ZEV deployment efforts.

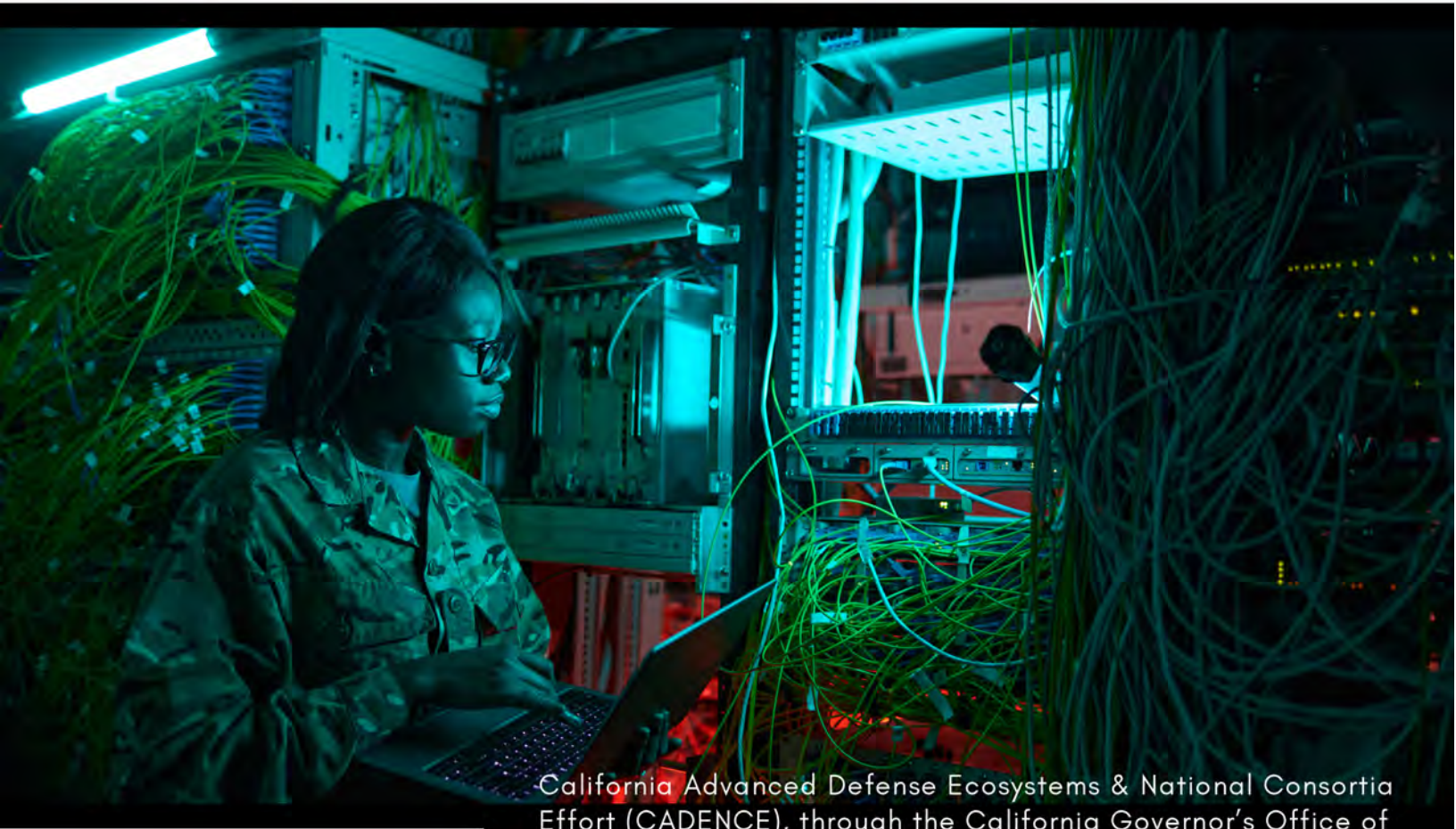
^[1] Upskill California is a collaboration of California Community Colleges and College Districts that contract with ETP. ETP provides additional technical assistance to support engagement and outreach to expand the number of colleges contracting with ETP and the number of industry sectors served by these colleges.

Rapid Employment Strategies Pilot on Natural Disasters (RESPOND)

In April 2014, the Panel sanctioned the RESPOND Guidelines, initially crafted to address the State of Emergency declared by the Governor during an intense drought. Recognizing the diverse natural threats California faces, such as fires, earthquakes, and evident from the COVID-19 outbreak, the Panel refined the RESPOND program at the May 15, 2020 meeting. This clarification expands the definition of "Natural Disaster" beyond extreme droughts, allowing the Executive Director to determine any naturally occurring disaster. The RESPOND Pilot Program allocates funding from ETP Core Funding (OSC and SET), with the possibility of ETP Alternative Funding if received from the General Fund. Both Single Employer and MEC Employers are eligible, subject to standard eligibility criteria.



California Advanced Defense Ecosystems & National Consortia Effort (CADENCE)




California Advanced Defense Ecosystems & National Consortia Effort (CADENCE), through the California Governor's Office of Planning and Research (OPR) Military Affairs Unit, is designated by the U.S. Department of Defense (DoD) Under Secretary of Defense for Acquisition and Sustainment as a Defense Manufacturing Community, and includes multiple national security project components.

CADENCE aims to strengthen the components that: support critical manufacturing sectors that provide key resources to the American warfighter and to commercial innovation; address DoD's modernization priorities, key policies, guidance and directives; and help maintain the national security manufacturing sector as one of the largest economic drivers in the State of California. CADENCE program activities focus on supporting California suppliers in the defense innovation and manufacturing base who are involved in the advancement of these specific key technologies or supply chains including, but not limited to, space, microelectronics, fifth-generation (5G) wireless technology, cyber, artificial intelligence, and fully networked command, control and communications (FNC3). Contracts for CADENCE end February 28, 2024.

The California Advanced Supply Chain Analysis and Diversification Effort (CASCADE) III

The California Advanced Supply Chain Analysis and Diversification Effort (CASCADE) is a grant program funded by the U.S. Department of Defense, Office of Economic Adjustment through the California Governor's Office of Planning and Research (OPR). Launched in the fall of 2017, the program aims to bolster California's defense supply chain cybersecurity resilience, innovation capacity and diversification strategies and to support the growth and sustainment of California's cybersecurity workforce through cybersecurity-related education curricula, training, and apprenticeship programs. It includes several funded projects featuring a variety of cybersecurity resilience work, in partnership with a coalition of government agencies and community, industry, and educational institutions. Activities include: cybersecurity workshops, cybersecurity compliance assistance, cybersecurity labor market and skills gap analysis, cybersecurity provider mapping and guidance, cybersecurity for space systems, and cybersecurity-related education curricula, training, and apprenticeship programs.



CASCADE III builds on these activities and bolsters California's defense supply chain resilience through cybersecurity preparedness assistance programs and support for growing and sustaining its cybersecurity workforce. It again incorporates a wide array of partner organizations across 15 individual projects including work on education curricula, training, internship, and apprenticeship programs, and broadening capabilities and reach through train-the-trainer networks. Contracts for CASCADE III end September 30, 2024.

ETP was recognized for its successful engagement and partnership efforts under CASCADE. Through CASCADE, the Panel has increased the number of ETP training contracts that addressed cybersecurity workforce needs for manufacturing and aerospace contractors within the defense supply chain. ETP also served on the CASCADE Technical Advisory Committee to promote strategic alignment and facilitate additional partnership and contracting opportunities for ETP stakeholders.

PROGRAM & PROCESS IMPROVEMENTS

Policy Committee

The ETP Policy Committee was founded in 2017. Three Panel members sit on the Committee, which meets approximately 6 times per fiscal year. The Policy Committee meetings are broken into two sections: a first section for discussion of policy items, and a second section for policy proposals needing action. Many items heard at Committee are eventually moved to the full Panel for approval. The Policy Committee aids ETP in developing and fine-tuning policies by fostering an open, public dialogue around policy issues at ETP. The Committee meetings are open to the public, and stakeholders contribute considerably to Committee discussions. Upcoming Policy Committee meeting information, as well as historical documents, can be found on the ETP website here: <https://etp.ca.gov/panel-meetings/policy-committee/>.



Telework

ETP formed a telework workgroup in 2021 who continue to work on the best solutions for the future of state teleworking. Upholding ETP's mission while ensuring the health of our staff remains the focus of this workgroup. The Voluntary Telework Program implemented by ETP in Fiscal Year 2022-23 has several objectives aimed at promoting a positive and dynamic work environment while enhancing ETP's business operations and allowing for stronger work relationships.

By providing a flexible work environment, ETP acknowledges the importance of work-life balance and encourages a culture of trust and accountability among its managers and staff.



TECHNOLOGY

Contract Management System (Cal-E-Force)

Cal-E-Force, ETP's Contract Management System, has played a pivotal role in enhancing the operational efficiency, responsiveness, and strategic capabilities of ETP. Within the Cal-E-Force system, two distinct subcategories are notable:

1. Cal-E-Program:

- Purpose: Cal-E-Program manages ETP's core-funded programs from Application to Closeout.
- Contract Data Repository: Within the Cal-E-Program, there is an extensive repository of contract data spanning eight years. This valuable resource empowers staff and stakeholders to access historical contract information and plan for future applications and contracts.
- Ongoing Improvements: Cal-E-Program is continuously evolving to introduce enhancements aimed at streamlining the application process, optimizing internal contract development processes, and facilitating the creation of print forms for routing and approvals.

2. Cal-E-Grants:

- Purpose: Cal-E-Grants serves as a collaborative platform for ETP and the California Workforce Development Board (CWDB), designed to handle grant funding opportunities.

End-to-End Application: This system empowers customers to initiate the application process right from the beginning and offers significant agency efficiencies

ETP's Website

ETP.ca.gov serves as a starting point for public users to view important updates, access program information and knowledge, submit feedback and to access ETP's Cal-E-Force and Cal-E-Grant systems. ETP continues to focus on offering a user-centered accessible and mobile-friendly website that is backed by the California Office of Digital Innovation. In addition to these services, ETP works to routinely update its website with upcoming enhancements for user interface (UI) visual design, menu navigation and plain language text so that all users can access ETP's information quickly & easily. ETP is proudly certified to be in compliance with California Government Code Sections 7405 and 11135.

Grant Management System (Cal-E-Grants)

Within the Cal-E-Force system is Cal-E-Grants, which is a system to apply for grant funding opportunities. This is a collaboration that includes ETP's Grants and California Workforce Development Board (CWDB) which allows us to promote and streamline workforce opportunities within the Labor and Workforce Development Agency. Since going live, the system has accepted applications for 15 funding opportunities offered to employers throughout California. Cal-E-Grants has facilitated over \$530 million in grants. The Cal-E-Grants team is continuing to add additional funding opportunities and provides resources to support current and new grants.

eSignature

ETP offers eSignature with Contracts and Modifications, allowing staff to collect and manage secure digital signatures for these documents and streamline the signature process, while also eliminating the need to mail paper documents. Additional functions of ETP workflows that require signatures will be included in the eSignature process over time and will also be integrated with the Cal-E-Force & Cal-E-Grant systems.



Security

Our strategic goal in IT security is to create a robust and resilient defense against evolving cyber threats. We will achieve this by implementing a comprehensive security framework, continuously monitoring for vulnerabilities, and ensuring that data and systems are protected at all levels. ETP follows the State of California's Cal-Secure Information Security Maturity Roadmap. Cal-Secure outlines innovative information, privacy, and cybersecurity roadmaps that incorporate hundreds of hours of feedback from the state government security community and has several key features. Cal-Secure is broken into three strategic categories- people, process, and technology. Each category contains strategic priorities to address their respective critical shortfalls or concerns. An area of focus this period for ETP will be vulnerability management and security awareness.

SharePoint Improvements

ETP uses SharePoint Online, a cloud-based Microsoft web application as its intranet. SharePoint allows our users from across the state to work collaboratively and exchange information across the organization. This year our ETPNet SharePoint workgroup is introducing changes that will improve our SharePoint intranet's efficiency and allow our users to work more productively. Some of these changes include new reference categories that will replace old categories, new filterable tags.



Contractor Onboarding Meetings

Formerly known as Group Start Up Meetings (GSUM)

Launched in March 2020 as ETP's Group Start-Up Meeting (GSUM) and rebranded in January 2023, ETP's Contractor Onboarding Meeting was established to revolutionize communication and collaboration with stakeholders. Routinely held with contractors statewide, the Contractor Onboarding Meetings have mostly replaced the Regional Office/Monitoring Analyst one-on-one Start-Up Meetings and now provide new contractors with a uniform welcome to the ETP Program. Subject matter experts from the various ETP units give new contractors a comprehensive introduction to the ETP Program, walk them through key processes, and provide resource guides to help contractors successfully navigate through their contract term. Live polls keep the meetings interactive, and the contractors engaged, letting their votes determine what processes get demonstrated in real time. ETP's Contractor Onboarding Meetings continue to evolve, adapting to changing policies, and in response to staff and contractor feedback.

One of the more exciting developments coming in 2024 is the implementation of our Contractor Cohort Communication (CCC) project. This CCC project will focus on strategic messaging to each cohort throughout the contract lifecycle. The message in the communication will consider the time remaining in the contractor's contract term so they can proactively work to administer their projects based on the latest information and ETP recommendations. This will create a centralized message from ETP to create consistency and support for all contractors throughout the contract term. The messages will utilize videos, how-to guides, and infographics to support the contractors' efforts to work independently.

FUTURE PLANNING

The CivicMakers

CivicMakers is a strategic consultancy and community of practitioners that believes in the power of inclusive, collaborative design to shape a better world. They partner with governments, nonprofits, and mission-driven companies to unearth human insights and co-create solutions to public challenges.

Nearly nine years ago, CivicMakers began as a way to bring people together around shared opportunities and challenges in the civic space, and has grown to be a leading human-centered design consultancy in the Bay Area and across California. You can read more about their projects and clients [here](#).

What is CivicMakers' role at ETP?

The CivicMakers team is primarily comprised of Virginia Hamilton and Judi Brown, who perform three major roles at ETP:

1. Implementation of application process improvements

CivicMakers along with the Design Team (small group of ETP managers and staff), using the Human Centered Design (HCD) approach, evaluated and provided recommendations to improve the applications process, through the perspective of panel members, stakeholders, and staff. HCD is a creative approach to problem solving that puts the 'human' firmly at the center of the problem solving process when designing products or services. HCD is all about building a deep empathy with the people/organization you're designing for, generating ideas, building prototypes, and eventually putting your own innovative new solutions out in the world. The Design Team will use HCD in the implementation of recommendations.

2. Capacity-building and training for managers and staff

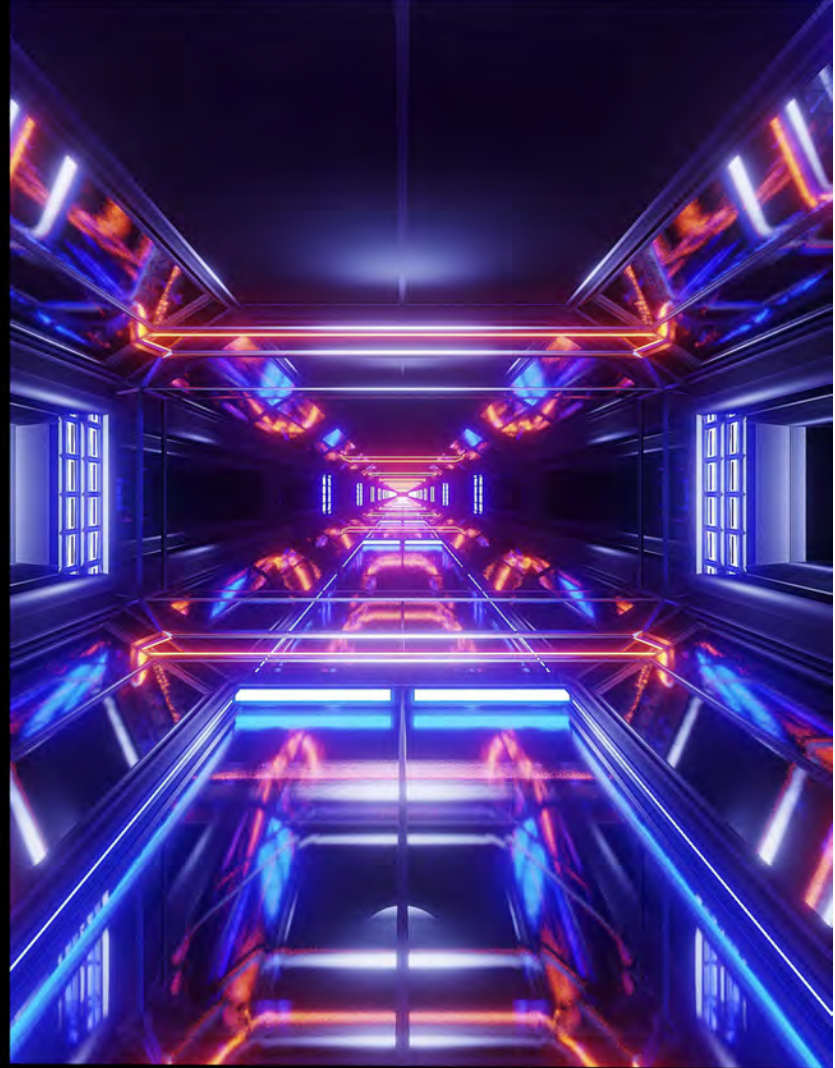
The focus of this effort is to build on the knowledge and skills of all ETP members. The first training will be focused on the Human-Centered Design (HCD) approach, as described above. Training will include specific processes such as empathy interviewing, journey mapping, prototyping and testing and to the extent possible, be done within the context of improving the application process, the experience of employers working with ETP, and the staff's processes.

3. Facilitate Apprenticeship Workgroup

CivicMakers will convene and facilitate an Apprenticeship Workgroup, comprised of panel members, stakeholders, and the Design Team (small group of ETP managers and staff), to better assess, evaluate, and make recommendations for funding apprenticeship programs, using the HCD approach as described above.

Future Objectives

As ETP advances into the future, we are prepared for transformative initiatives that contribute to upskilling California's workforce and strengthening our global economic position. Our commitment to these goals is reflected in ongoing efforts to explore and cultivate partnerships with public-private agencies, offer diverse training in high-growth sectors, extend support to small businesses and underserved communities, and secure additional funding streams. By expanding training opportunities, we aim to propel the advancement of the State's workers while remaining dedicated to enhancing the quality of life for California's workforce. To ensure the effectiveness of these efforts, we plan to assess program efficiency by implementing changes, including monitoring wage comparisons for trainees before and after training outcomes.



Efficiency

Increase

Program Effectiveness Workgroup

The Program Effectiveness Workgroup (PEW) was formed in 2022 and continues to collaborate with its members across multiple units within ETP. The goal is to implement this process by Fiscal Year 2023-24 and to develop efficient and effective ways to track a trainee's progression from the beginning to the end of an ETP contract. Contract data will also be collected and analyzed in order to measure the ETP's impact on the California economy.

APPENDICES

ETP's Priority Industries Descriptions

Accommodation and Food Services

The Accommodation and Food Services sector comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption.¹ As California tourism is back on the rise, so is revenue in the food service and drinking business. Due to the increased activity in spectator sports, full and limited service restaurants, the Food Services and Drinking Places subsectors are projected to see 42.4% growth representing a gain of almost half a million jobs by 2030.² Supporting businesses in this industry provides opportunities for thousands in entry-level food service jobs that provide many Californians with their first step on the economic ladder.

Administrative and Support and Waste Management and Remediation Services

Industries in the Waste Management and Remediation Services subsector group establishments engaged in the collection, treatment, and disposal of waste materials. This includes establishments engaged in local hauling of waste materials; operating materials recovery facilities; providing remediation services (i.e., those that provide for the cleanup of contaminated buildings, mine sites, soil, or ground water); and providing septic pumping and other miscellaneous waste management services.³ Skilled workers in this industry often respond to environmental or land contamination including drought and other natural disasters, therefore, it is vital for California to invest in training these occupations to not only know how to respond in the event of an emergency, but to ensure the health and safety of workers, workplaces, properties and the environment. The Waste Management and Remediation Services industry, as a whole, is expected to see a 21% growth in employment in the decade between 2020 and 2030.⁴

¹"Industries at a Glance: NAICS Code Index." U.S. Bureau of Labor Statistics, U.S. Bureau of Labor Statistics, www.bls.gov/iag/tgs/iag_index_naics.htm. Accessed 4 Oct 2023.

² "Employment Projections: Short Term Projections (Two-Years): Industry Employment Projections." Employment Development Department, <https://labormarketinfo.edd.ca.gov/data/employment-projections.html>. Accessed 4 October 2023.

³"Industries at a Glance: NAICS Code Index." U.S. Bureau of Labor Statistics, U.S. Bureau of Labor Statistics, www.bls.gov/iag/tgs/iag_index_naics.htm. Accessed 21 Nov. 2023.

⁴"Employment Projections: Short Term Projections (Two-Years): Industry Employment Projections." Employment Development Department, <https://labormarketinfo.edd.ca.gov/data/employment-projections.html>. Accessed 4 October 2023.

Agriculture, Forestry, Fishing and Hunting

California is a leading agricultural-producing state, averaging a third of the country's fruits, vegetables and nuts grown in it. The Agriculture, Forestry, Fishing and Hunting industry sector comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats.³ California's agricultural revenue was led by the dairy industry followed by grapes, almonds, and miscellaneous crops, which includes nursery and greenhouse crops.⁴ Total farm employment is forecasted to grow by 4.4 percent based upon 2020-2030 California labor market projections.⁵ ETP is committed to supporting the preservation of California's natural resources and the sustainability of this industry.

Arts, Entertainment and Recreation

The leisure and hospitality sector, in California represents over 10% of the total employment figures for the state and almost 2 million jobs.⁶ The Leisure and Hospitality sector is comprised of the Arts, Entertainment, and Recreation, and the Accommodation and Food Services industries.

The Arts, Entertainment, and Recreation industry, which represents over a quarter of a million jobs in California⁷, is comprised of businesses and venues that provide cultural, entertainment, and recreational goods and services. Jobs such as managers, promoters, lighting and sound technicians, athletes, and event promotion have a projected growth between 2020 and 2030 of over 64%.⁸ This, coupled with the fact that the Arts, Entertainment, and Recreation subsector had average wages below the statewide average, makes them a significant opportunity to improve the California economy.⁹ Based on expected job growth and average wages, ETP has added this to its priority industry designation list.

⁵ "Industries at a Glance: Agriculture, Forestry, Fishing and Hunting: NAICS 11." U.S. Bureau of Labor Statistics, <https://www.bls.gov/iag/tgs/iag11.htm>. Accessed 4 Oct. 2023.

⁶ "California Agriculture Statistics Review 2021-2022." California Department of Food and Agriculture, p 2, https://www.cdfa.ca.gov/Statistics/PDFs/2022_Ag_Stats_Review.pdf. Accessed 4 October 2023.

⁷ "Employment Projections: Short Term Projections (Two-Years): Industry Employment Projections." Employment Development Department, <https://labormarketinfo.edd.ca.gov/data/employment-projections.html>. Accessed 4 October 2023.

⁸ "ETP April 2023 Panel Meeting." YouTube, California Employment Training Panel, 14 June 2023, <https://www.youtube.com/watch?v=8grbR19HglE>. Accessed 8 Nov. 2023.

⁹ "Employment Projections: Short Term Projections (Two-Years): Industry Employment Projections." Employment Development Department, <https://labormarketinfo.edd.ca.gov/data/employment-projections.html>. Accessed 8 November 2023.

Construction

The construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects.¹⁰ Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector. Construction work done may include new work, additions, alterations, or maintenance and repairs. This sector employs 915,800 workers and represents 5.1% of nonfarm jobs in California.¹¹

Within this sector, Construction of Buildings and Specialty Trade Contractor industries are projected to grow at 13.1% over the 2020-2030 time period.¹² Federal funding for high speed rail projects, including California's High Speed Rail continue to spur job creation and move the state one step closer to getting trains running in California as soon as possible. Statewide initiatives to aid underserved populations through building new housing will create ongoing employment for Californians in these industries.

Finance and Insurance

The Finance and Insurance sector comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions.¹³ Workers in this industry have a high level of technical experience, with goals of providing advice from a competent and ethical position to allow businesses and Californians to make smart financial decisions. California's Securities, Commodity Contracts, and Other Financial Investments and Related Activities sector represents over 100,000 jobs. Within the sector, the Securities, Commodity Contracts, and Other Financial Investments and Related Activities industry is projected to grow by 16.2% from 2020-2030¹⁴, which is higher than the statewide average. This high rate of growth makes this industry an ideal candidate for ETP priority designation.

¹⁰ Employment Development Department, Employment Projections, <https://labormarketinfo.edd.ca.gov/data/employment-projections.html>. Accessed 8 Nov. 2023.

¹¹ "Industries at a Glance: NAICS Code Index." U.S. Bureau of Labor Statistics, U.S. Bureau of Labor Statistics, www.bls.gov/iag/tgs/iag_index_naics.htm. Accessed 8 Nov. 2023.

¹² "ETP April 2023 Panel Meeting." California Employment Training Panel, <https://www.youtube.com/watch?v=8grbR19HglE>. Accessed 8 Nov. 2023.

¹³ "Industries at a Glance: NAICS Code Index." U.S. Bureau of Labor Statistics, U.S. Bureau of Labor Statistics, www.bls.gov/iag/tgs/iag_index_naics.htm. Accessed 8 Nov. 2023.

¹⁴ "Employment Projections: Short Term Projections (Two-Years): Industry Employment Projections." Employment Development Department, <https://labormarketinfo.edd.ca.gov/data/employment-projections.html>. Accessed 4 October 2023.

Health Care and Social Assistance

The Health Care and Social Assistance sector is comprised of establishments that provide health care and social assistance for individuals. Both sectors are included as it is difficult at times to distinguish between the two activities. All industries in the sector share the commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise and defined based on the educational degree held by the practitioners included in the industry.¹⁵ California continues to focus on advancing a diverse and effective health workforce where all Californians receive equitable, affordable, and quality healthcare. With the projected California population to reach 42 million by 2030¹⁶, healthcare and social assistance jobs are expected to have a 17% increase in jobs as well.¹⁷ It is critical for California to address any labor shortages and increase resources to accommodate this rapid growth in the industry. Upskilling these will strengthen and build a well-trained health and human services workforce; providing high-quality, person-centered care for all Californians.

Information

The Information sector comprises establishments engaged in the following processes: producing and distributing information and cultural products; providing the means to transmit or distribute these products as well as data or communications; and processing data.¹⁸ California is a nation leader when it comes to the entertainment industry. The Motion Picture and Video Production & Distribution, Web Search Portals, and All Other Information Services subindustries are projected to see a 41% increase in employment opportunities for over 100,000 workers and added economic revenue for businesses and communities across the state between 2020 and 2030.¹⁹

Manufacturing

Establishments in the Manufacturing sector are often described as plants, factories or mills. However, establishments that transform materials or substances into new products by hand or in the worker's home and those engaged in selling to the general public products made on the same premises from which they are sold, such as bakeries, candy stores, and custom tailors, may also be included in this sector.²⁰ California is the largest contributor to the U.S. manufacturing industry – both in terms of output and employment. The state's manufacturing sector has 1,313,900 jobs and represents a 7.3% share of the state's total nonfarm employment.²¹ The State continues to strengthen its manufacturing capabilities by venturing into emerging technologies. As a result, the growth for workers will be instrumental. Robust training programs will be offered for a high-wage workforce, projecting 158,900 new jobs, with fastest growth opportunities in the Motor Vehicle, Beverage and Tobacco Product and Industrial Machinery Manufacturing between 2020 and 2030.²²

¹⁵ "Industries at a Glance: Health Care and Social Assistance: NAICS 62." U.S. Bureau of Labor Statistics, U.S. Bureau of Labor Statistics, www.bls.gov/iag/tgs/iag62.htm. Accessed 13 Nov. 2023.

¹⁶ Johnson, Hans, et al. "California's Population." Public Policy Institute of California, Public Policy Institute of California, 2 Nov. 2023, www.ppic.org/publication/californias-population/. Accessed 13 Nov. 2023.

¹⁷ Employment Development. Department "Employment Projections." Employment Projections, labormarketinfo.edd.ca.gov/data/employment-projections.html. Accessed 13 Nov. 2023.

¹⁸ "Industries at a Glance: NAICS Code Index." U.S. Bureau of Labor Statistics, U.S. Bureau of Labor Statistics, www.bls.gov/iag/tgs/iag_index_naics.htm. Accessed 8 Nov. 2023.

¹⁹ State of California, Labor Market Information Division, Brandon T Hooker. ETP Priority Industry Designation Analysis 2023, Employment Development Department, 2023, pp. 13–14. Accessed 8 Nov. 2023.

²⁰ "Industries at a Glance: NAICS Code Index." U.S. Bureau of Labor Statistics, U.S. Bureau of Labor Statistics, www.bls.gov/iag/tgs/iag_index_naics.htm. Accessed 8 Nov. 2023.

²¹ "Employment Projections: Short Term Projections (Two-Years): Industry Employment Projections." Employment Development Department, <https://labormarketinfo.edd.ca.gov/data/employment-projections.html>. Accessed 4 October 2023.

²² *Ibid*

Mining

The mining, quarrying, and oil and gas extraction sector comprises establishments that extract naturally occurring mineral solids, liquid minerals, and gases.²³ Its industry represents 20,000 non-farm employment jobs. This industry includes the extraction of lithium deposits, of which California has some of the largest in the world.²⁴

Within the sector, the mining (except oil and gas) industry is expected to grow at 6.7% between 2020 and 2030. Funding from California will increase economic opportunity and deliver quality jobs and community benefits to the region.²⁵

Other Services (except Public Administration)

The Other Services (except Public Administration) sector comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system.²⁶ The Personal Care Services and Social Advocacy Organizations industry group comprises establishments, such as barber and beauty shops, that provide appearance care services to individual consumers²⁷; or primarily engaged in promoting a particular cause or working for the realization of a specific social or political goal to benefit a broad or specific constituency.²⁸ The Personal Care Services and Social Advocacy Organizations Subsectors is projected to gain about 50,000 jobs, or a 58.7% increase between 2020 and 2030.²⁹ The anticipated increase in employment represents an opportunity for significant improvement for small businesses, and will strengthen social movements and achieve high impact policy change for the California economy.

Professional, Scientific, and Technical Services

The Professional, Scientific, and Technical Services sector comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training.³⁰ California is a natural leader in the emerging field of research and technology. It is home to many of the world's largest high-tech companies providing technical services to various industries. Continuing to support the development of this high-skilled, high-wage industry, the sector is forecasted to grow 22% based upon 2020-2030 California labor market projections.³¹ This combination of high wages and high growth, makes this sector a significant priority for the California economy.

²³ Employment Development. Department "Employment Projections." Employment Projections, labormarketinfo.edd.ca.gov/data/employment-projections.html. Accessed 13 Nov. 2023.

²⁴ "Industries at a Glance: NAICS Code Index." U.S. Bureau of Labor Statistics, U.S. Bureau of Labor Statistics, www.bls.gov/iag/tgs/iag_index_naics.htm. Accessed 8 Nov. 2023.

²⁵ California, State of. "Governor Newsom Visits Lithium Valley to Highlight Momentum on Becoming Global Source for Battery Production." California Governor, 21 Mar. 2023, www.gov.ca.gov/2023/03/20/governor-newsom-visits-lithium-valley-to-highlight-momentum-on-becoming-global-source-for-battery-production/.

²⁶ "Industries at a Glance: NAICS Code Index." U.S. Bureau of Labor Statistics, U.S. Bureau of Labor Statistics, www.bls.gov/iag/tgs/iag_index_naics.htm. Accessed 8 Nov. 2023.

²⁷ *Ibid*

²⁸ *Ibid*

²⁹ Employment Development. Department "Employment Projections." Employment Projections, labormarketinfo.edd.ca.gov/data/employment-projections.html. Accessed 13 Nov. 2023.

³⁰ "Industries at a Glance: Professional, Scientific, and Technical Services: NAICS 54." U.S. Bureau of Labor Statistics, <https://www.bls.gov/iag/tgs/iag54.htm>. Accessed 4 Oct. 2023.

³¹ "Employment Projections: Short Term Projections (Two-Years): Industry Employment Projections." Employment Development Department, <https://labormarketinfo.edd.ca.gov/data/employment-projections.html>. Accessed 4 October 2023.

Transportation and Warehousing

The Transportation and Warehousing sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation.³¹ California continues to make historic investments to expand and improve transportation for the people of California. These investments will help kick-start new transit projects, create thousands of jobs and put our state in a stronger position to deliver even more mobility, safety, environmental and equitable benefits. Within the sector, Truck Transportation, Support Activities for Transportation and Warehousing and Storage industries are projected to grow at 27.9%, 22.8%, and 54.3% respectively between 2020 and 2030.³²

Utilities

The Utilities sector comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal. Transitioning away from fossil fuels and toward an economy that runs on renewable energy, Governor Newsom signed SB 1020, to require eligible renewable energy and zero-carbon resources to supply 90% of all retail electricity sales by 2035 and 95% of all retail electricity sales by 2040.³³ Striving to meet its climate goals, California has created more than 29,000 energy jobs, of which about 11,000 were in carbon-reducing motor vehicles and almost 2,000 were in solar.³⁴ Supporting the creation and training of high-wage, high-skilled jobs will provide workers the ability to shift roles as the work evolves in longstanding careers. The utilities sector is forecasted to grow by 1.7 percent in 2022-24.

³¹ "Industries at a Glance: NAICS Code Index." U.S. Bureau of Labor Statistics, U.S. Bureau of Labor Statistics, www.bls.gov/iag/tgs/iag_index_naics.htm. Accessed 8 Nov. 2023.

³² Employment Development. Department "Employment Projections." Employment Projections, labormarketinfo.edd.ca.gov/data/employment-projections.html. Accessed 13 Nov. 2023.

³³ "SB-1020 Clean Energy, Jobs, and Affordability Act of 2022." Bill Text - SB-1020 Clean Energy, Jobs, and Affordability Act of 2022, California Legislative Information, 19 Sept. 2022, leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=202120220SB1020. Accessed 8 Nov. 2023.

³⁴ "USEER 2022 Fact Sheet - Department of Energy." 2022 U.S Energy and Employment Report Fact Sheet, www.energy.gov/sites/default/files/2022-06/USEER%202022%20Fact%20Sheet_0.pdf. Accessed 9 Nov. 2023.

Wholesale Trade

The Wholesale Trade sector comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing.³⁵

Within this sector, the Merchant Wholesalers and Durable Goods industry is projected to grow 11.5% from 2020-2030,³⁶ which is higher than the statewide average. Trade is a primary driver of California's economy, which is poised to become the fourth largest worldwide due to its status as a key gateway for international trade. The Wholesale trade sector is supported by international investment that will fund job growth,³⁷ making the Merchant Wholesale and Durable Goods Industry a desirable priority for ETP.

³⁵ "Industries at a Glance: NAICS Code Index." U.S. Bureau of Labor Statistics, U.S. Bureau of Labor Statistics, www.bls.gov/iag/tgs/iag_index_naics.htm. Accessed 8 Nov. 2023.

³⁶ Employment Development Department "Employment Projections." Employment Projections, labormarketinfo.edd.ca.gov/data/employment-projections.html. Accessed 13 Nov. 2023.

³⁷ California, State of. "Governor Newsom Redesignates Lt. Governor Kounalakis as International Affairs and Trade Representative." Office of the Governor, www.gov.ca.gov/2022/12/30/governor-newsom-redesignates-lt-governor-kounalakis-as-international-affairs-and-trade-representative/. Accessed 21 Nov. 2023.



**THE EMPLOYMENT TRAINING
PANEL**

**2021-24
STRATEGIC
PLAN**

**WAS PREPARED BY THE RESEARCH
& ANALYTICS DIVISION:**

**Nancy Tran, Geraldine Giron, Joseph Eisenreich,
Tiffany Maslac, Wenda Tejamo, Lisa Edington,
Khan Lam, and Amy Wong**



Additional copies of the Strategic Plan may be obtained by contacting the Employment Training Panel, at:

1100 J Street, 4th Floor
Sacramento, CA 95814
(916) 327-5640

The Employment Training Panel (ETP), a recipient of state funds, is an equal opportunity employer/program and is also subject to Section 504 of the Rehabilitation Act and the Americans with Disabilities Act (ADA).

Individuals with disabilities who would like to receive the information in the publication in an alternate format may contact ETP at (916) 327-5640.