



STATE OF CALIFORNIA

LABOR AND WORKFORCE DEVELOPMENT AGENCY

CALIFORNIA WORKFORCE INVESTMENT BOARD

# Annual Report

Accomplishments of the State's workforce system and the results achieved under the Workforce Investment Act (WIA) for Program Year 2006-07

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**Regional Customer Satisfaction (10 point scale)**

REGION	Job Seekers	Employers
Humboldt, Mendocino, Northern Rural Training & Employment Consortium	8.4	9.0
Golden Sierra, North Central Counties, Sacramento, Yolo	8.4	6.3
Marin, Napa, Solano, Sonoma	8.3	8.8
Alameda, Contra Costa, Oakland, Richmond, San Francisco, San Mateo	7.9	N/A
Monterey, North Valley Job Training Consortium, San Benito, San Jose, Santa Cruz	8.3	7.9
Fresno, Kern/Inyo/Mono, Kings, Madera, Merced, Mother Lode, San Joaquin, Stanislaus, Tulare, Imperial	7.9	8.6
Santa Barbara, San Luis Obispo, Ventura	8.2	7.8
Carson/Lomita/Torrance, Foothill, Long Beach, LA City, LA County, South Bay, Southeast LA County, Verdugo	8.0	7.8
Anaheim, Orange, Riverside, Santa Ana, San Bernardino City, San Bernardino County, San Diego	8.1	7.9

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Arnold Schwarzenegger  
Governor

Lawrence Gottlieb  
Chair

Chris Essel  
Vice-Chair

Barbara Halsey  
Executive Director

It is my pleasure, on behalf of the California Labor and Workforce Development Agency and the Workforce Investment Board (State Board), to present the annual report of the accomplishments of the State's workforce system and the results achieved under the Workforce Investment Act (WIA) for Program Year 2006-07. The report provides an overview of our system's successes as an Innovator, Collaborator, and Sponsor at both the State and local levels. These successes reflect the shared commitment among a broad mix of State and local partner organizations to continually prepare our workforce with the skills demanded by an ever-changing economy.

California's economy is dynamic and diverse; characterized by innovation and entrepreneurship. Its communities reflect the same attributes. Our businesses and industries offer broad career opportunities and our residents must be able to keep pace with changing workplace demands through ongoing education and training, honing existing expertise and acquire new skills to remain competitive in the marketplace.

The State Board and Local Workforce Investment Boards, through collaborative partnerships, develop and sponsor innovative approaches that are helping to extend the reach of training and education programs. Highlighted in this report are some of the many successful workforce partnerships that have developed. The projects demonstrate a dedication on the part of organizations and individuals in the private and public sectors to improve the quality and competitiveness of our residents, communities and businesses. It is my hope that these project models will continue to serve as inspiration and guidance for others seeking solutions to California's complex economic and workforce challenges.

Sincerely,

Lawrence B. Gottlieb, Chair  
California Workforce Investment Board

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## Customer Satisfaction

California remains committed to continuous improvement of services to our customers. To support this effort, California had four separate customer satisfaction studies in effect again during PY 2006. Job seekers and employer customers received surveys from both the State and local level. The result of all four efforts indicated that job seekers and employers are satisfied with the services they received.

At the State level the American Customer Satisfaction Index (ACSI) is used to evaluate satisfaction with the WIA program. Based on the ACSI methodology, job seeker satisfaction is at 76.7 and employer satisfaction at 76.6. ACSI scores are weighted averages on a 100 point scale, not percentages. Both the employer and job seeker scores reflect satisfaction with our programs and are consistent with expectations. These outcomes are based on a response rate of 29.8 for job seekers and 78.9 for employers. Although the job seeker client response rate is lower than desired, it is important to note that the state achieved an unprecedented response rate for employers and a good result.

Customer satisfaction surveys are also done at the local level. These "point of service" surveys are often considered most indicative of customer opinions. The following table presents the local customer satisfaction results. These are reported on a 10 point scale. Because some local areas had a small number of respondents, local area results are combined into regions. The score reported is the average of all the responses for the region.



### Do WIA Clients Get Jobs?

For the seventh consecutive year, California achieved its entered employment goals for the Adult, Dislocated Worker, and Older Youth client groups. For PY 2006, the State exceeded both the Secretary of Labor's agreed goal for California and the federal Government Performance and Results Act (GPRA) goals in the Adult category.

**"49,614 active employers**

**used the One-Stop**

**system for hiring workers"**

**CalJOBS<sup>SM</sup>**

### Are Our Clients Earning a Reasonable Wage?

Perhaps most indicative of program success is the marked improvement in the wage gain outcomes for Adults, Dislocated Workers, and Older Youth. For PY 2006, the average increase in wages for adult clients completing WIA services is \$5,520 over a six-month period. For Dislocated Workers, who generally have higher pre-program wages making a positive wage gain more difficult to achieve, the average increase is \$2,684. For Older Youth, the wage gain decreased by 7 percent to \$3,869.

Adult program clients, tending to have some barriers to employment at program entry, are earning \$11.56 per hour post-program. Dislocated Workers entering the program with some attachment to the labor market are making \$14.82 per hour immediately after exit. Older Youth data reflects a decreased hourly wage since 2002 and an hourly wage below the California minimum wage. This is a data anomaly. Because California employers do not report employee hours worked, it is assumed everyone is working full time (172 hours/month). Many of our Older Youth Clients may be working part-time while continuing post-secondary or vocational education.

### Do Our Client's Remain Employed?

California surpassed the State's retention goals for the Adult, Dislocated Worker, and Younger Youth client groups. Again, California's performance is in line with the national GPRA expectations for job retention, 84.6 percent for the Adult program. Although our Older Youth client retention rates dropped slightly to 80.1 percent, they remained close to the State's goal of 81 percent. For our Younger Youth clients California continued an upward trend by achieving a retention rate of 71 percent – the highest success rates since the program's inception. For young people a positive retention outcome reflects continuing employment, post-secondary education, or advanced training.

### Are We Helping Our Younger Youth (14-18 years old) Clients?

Among youth expected to attain their diploma, 67.6 percent, over 3,000 young people, obtained their high school diploma or equivalent with the assistance of the WIA Youth programs.

# California Workforce Investment Board Members

**Cynthia Amador**

President and CEO  
CHARO Community Development Corporation

**Bob Balgenorth**

President  
State Building and Construction Trades  
Council of California

**S. Kimberly Belshe**

Secretary  
Health and Human Services Agency

**Norris Bishton**

Attorney  
NOARUS Auto Group

**Dale Bonner**

Business, Transportation and Housing Agency

**Victoria Bradshaw**

Secretary  
California Labor and Workforce  
Development Agency

**Ken Burt**

Political Director  
California Federation of Teachers

**Jerry Butkiewicz**

Secretary/Treasurer  
San Diego/Imperial Counties Labor Council

**Jamil Dada**

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Provident Bank – Riverside County Branches

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California State Senate

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Interim Chancellor  
California Community Colleges

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Senior Vice-President  
Paramount Pictures

**Larry Fortune**

CEO  
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**Louis Franchimon**

Business Manager & Executive Secretary  
Napa-Solano Building Trades Council

**Victor Franco**

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NBC/Telemundo 52-Los Angeles

**Joseph Griesedieck**

Vice Chairman  
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**Patrick W. Henning, Sr.**

Director  
Employment Development Department

**Larry Gotlieb, Chair**

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**Faye Huang**

CEO  
Asia Pacific Consulting

**T. Warren Jackson**

Vice President & Associate General Counsel  
The DIRECTV Group, Inc.

**Kirk Lindsey**

President  
Brite Transportation Systems

**Richard Mendlen**

Director, Facility Operations  
Kennon S. Shea & Assoc.

**The Honorable Carole Migden**

California State Senate

**Kathleen Milnes**

President and CEO  
Entertainment Economy Institute

**Richard Montanez**

Vice President of Ethnic Sales & Community Development,  
North America Division  
Pepsico, Inc

**Elvin Moon**

President and CEO  
E. W. Moon Inc.

**Edward Munoz**

Chief Gov. Affairs Officer  
Raytheon Company

**Dwight Nixon**

Regional Vice President  
Hub Group, Inc.

**The Honorable Jack O'Connell**

Superintendent of Public Education  
Department of Education

**Gayle Pacheco**

President  
Western Hardware Company

**Pete H. Parra**

President  
Parra Family Foundation

**Stella Premo**

Executive Director  
California Restaurant Association  
Educational Foundation

**Art Pulaski**

Executive Secretary/Treasurer  
California Labor Federation AFL-CIO

**The Honorable Miguel Pulido**

Mayor  
City of Santa Ana

**Frank Quintero, III**

Council Member  
City of Glendale

**Arturo Rodriguez**

President  
United Farm Workers of America

**Richard Rubin**

President  
Richard A. Rubin Associates

**Barry Sedlik**

CAO  
Titan Group

**James Shelby**

President and CEO  
Greater Sacramento Urban League

**The Honorable Sandre Swanson**

California State Assembly

**Audrey Taylor**

President and CEO  
Chabin Concepts, Inc.

**Willie Washington**

Consultant  
California Manufacturers and Technology Association

# Summary of California's Performance Outcomes

California's performance results continue to reflect success during Program Year (PY) 2006. Despite higher unemployment rates in some local areas and continued funding cuts, local programs throughout the state provided intensive staff assisted services to help 72,198 adult job seekers gain and retain employment and improve their wages. Over 24 thousand young people participated in our programs to obtain diplomas or a high school equivalency or move on to post-secondary education or employment.



California exceeded 13 of the 15 Workforce Investment Act (WIA) outcome-based performance goals. The WIA programs were effective in placing over 80 percent of Adults, Dislocated Workers, and Older Youth into employment where they experienced an increase in their earnings. More than 85 percent of WIA clients entering employment post-program were still employed six months later. California did not reach its goal for the Adult Employment and Credential Rate; despite the fact that the State almost doubled the number of Adult program clients who left the program with training and received a credential. A new more stringent certificate definition, implemented during this program year, may have contributed to the decline in the success rate for this measure. The State narrowly missed its target for Older Youth Retention in employment, post-secondary education, or advanced training. The State goal was 81 percent. The State attained an 80 percent success rate on this measure.



**Resources**

U.S. Department of Labor  
<http://www.dol.gov/>

DOL Employment and Training  
 WIRED Initiative  
<http://www.doleta.gov/>

California Labor & Workforce  
 Development Agency  
<http://www.labor.ca.gov/>

California Economic Strategy Panel  
<http://www.labor.ca.gov/panel/>

California Business Portal  
<http://www.labor.ca.gov/cedp/default.htm>

California Regional Economies Project  
<http://www.labor.ca.gov/panel/espcrepindex.htm>

California Workforce Investment Board  
<http://www.calwia.org/>

California Business Investment Services (CalBIS)  
<http://www.labor.ca.gov/calBIS/>

Employment Development Department  
<http://www.edd.ca.gov/>

The cost and performance information required for California’s Workforce Investment Act Title-I annual Report for program year 2006-07 can be viewed on the State Board website at: <http://www.calwia.org>. *The website link includes:*

- ➔ Performance data tables for California’s 50 Local Areas; and,
- ➔ A summary of program outcomes in terms of cost and performance.

This information was prepared by the California Employment Development Department.

One Stop Career Centers  
<http://www.edd.ca.gov/ONE-STOP/osfile.pdf>

Employment Training Panel  
<http://www.etp.cahwnet.gov/>

Department of Industrial Relations  
<http://www.dir.ca.gov/>

“North Coast Targets of Opportunity” <http://www.humboldt看wib.com/>

“Workforce 2025” <http://www.ocwib.org/>

“Work2future” <http://www.work2future.biz/index.html>

2006-2007 Solicitations for Proposals	WIA	In Kind/ Awarded	Total Cash Match
2006-07 Recently Separated Vets	\$2,000,000	\$675,024	\$2,675,024
2006-07 WIA 15% (including VEAP)	\$18,613,789	\$12,735,394	\$31,349,183
2006-07 Pre-Vocational Training	\$900,000	\$499,796	\$1,399,796
2006-07 At-Risk Youth	\$700,000	\$392,100	\$1,092,100
<b>Grand Total</b>	<b>\$22,213,789</b>	<b>\$14,302,314</b>	<b>\$36,516,103</b>

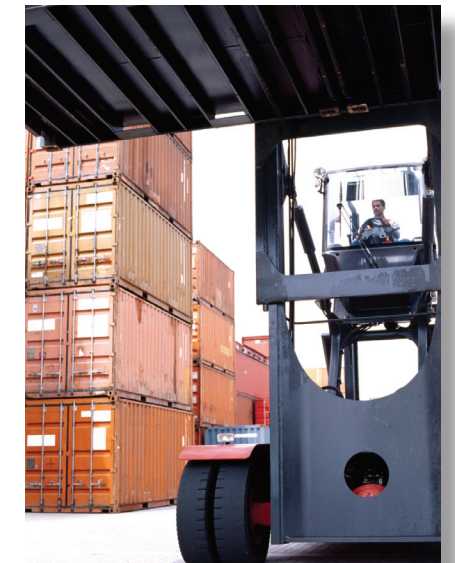
# Introduction

**Introduction:** *a preliminary part, as of a book, musical, composition, or the like, leading to the main theme*

## California’s Workforce Investment System

The federal Workforce Investment Act (WIA) of 1998 brought about significant reforms to California’s job training system. These reforms focused the new workforce system on actions which would improve the overall quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the State. This new model emphasized private sector involvement, sought to improve customer service to job seeking and business customers, encouraged better alignment of public resources, and a more effective integration of education, workforce, and economic development programs in order to help both workers and employers compete and succeed in the global economy.

The workforce system is governed by a federal/state/local partnership. The U.S. Department of Labor (DOL), in coordination with other federal agencies, oversees and administers the nationwide system. The State workforce and One-Stop Career Center system is overseen by the Governor through the California Labor and Workforce Development Agency (Agency), which operates under the leadership of the Secretary of Labor and Workforce Development. The Secretary represents the Governor and his administration on the California Workforce Investment Board (State Board). The State Employment Development Department (EDD), also under the direction of the Agency Secretary, is designated by the Governor as the administrator of federal job training funds. The business-led State Board, which also reports through the Agency, assists in developing statewide policy to impact workforce preparation and supply, and advises the Governor and Secretary on strategies to meet the needs of a diverse population and constantly changing economy.



The system is comprised of 49 Local Workforce Investment Areas (Local Area), each with its own business-led Local Workforce Investment Board (Local Board). These Local Boards work in concert with their local Chief Elected Official to oversee the delivery of workforce services relevant to their local residents and businesses. Critical to their charge is their oversight of the local One-Stop Career Centers which are the hub of the statewide service delivery vehicle for workforce/education/business services.

Workforce funds allocated to Local Boards support the job training, placement, and business services delivered through the One-Stop Career Centers. These centers, through partnerships with other local, state and federal agencies, education and economic development organizations provide access to job, skill development and business services vital to the social and economic well-being of their communities.

The following report highlights the State and Local Boards’ accomplishments during the last year. These accomplishments are described through both State and local stories that demonstrate the transformation of California’s workforce system into a demand-driven, strategic partnership that focuses on improving the quality of life for California’s residents by sustaining and growing our economy.



The California Workforce Investment Board, appointed by Governor Arnold Schwarzenegger and led by a majority of members from the state’s business community, performs the unique function of guiding workforce development strategy and policy in response to economic trends. This public/private partnership leads California’s mission to develop and maintain the world-class workforce that our entrepreneurial, innovation based, global economy requires. The Board engages State and local workforce, education, and economic development partners in its work through four special committees, each addressing one of the four policy priorities

outlined in the Board’s Strategic Two-Year Plan (available at <http://www.calwia.org>).

**These Committees are:**

### The Business and Industry Committee

Focused on how the system can best serve businesses and industries, and how these services support improved occupational and career opportunities for workers, this committee

- Developed a vision and criteria for local business services which became a part of local planning guidance and a central component of the One-Stop Certification criteria;
- Identified business service categories that describe elements found in successful programs, which became part of Senate Bill 293. *These categories are: 1- Recruitment and Staffing Services, 2- Training and Development, 3- Information and Resources, 4- Outplacement Services, and 5- Business Retention;*
- Published guidance and criteria for identifying high-wage, high-growth jobs which was utilized in the Governor’s 15% High Wage, High Growth funding priority;
- Hosted regional forums throughout the State to further economic and workforce partnerships.

### The Lifelong Learning Committee

Focused on collaborating to improve California’s educational system at all levels, and insuring that current and future workers have access to lifelong learning opportunities which meet the demands of a rapidly changing economy, this committee

- Developed a vision for lifelong learning,
- Assisted the California Community Colleges Chancellor’s Office with the crafting of the California Community Colleges initiative for Career Advancement Academies, and
- Provided leadership in improving California’s youth services by reinvigorating the State Youth Visions Team.

## 15 Percent Funds from the Federal Workforce Investment Act

Twenty-six grants totaling \$14,418,204 will provide employment and training services for California workers to:

- Prepare job seekers for high-wage, high-skill jobs that help California businesses in growing industries expected to play a major role in the continued expansion of California’s economy, such as automotive services, emergency medical providers, construction, manufacturing, defense and utilities/communications.
- Address training and employment demands for industries with a statewide workforce need in healthcare/nursing, logistics, and infrastructure development, including the construction and mass transit sectors.
- Provide customized services and training to help workers with special needs overcome employment barriers and find entry-level jobs and upgrade their skill levels for demand occupations.

### Growth Industries

Managed Career Solutions, Inc.  
North Central Counties  
Richmond City Construction  
Sacramento Employment Training Agency  
San Diego Imperial Counties Labor Council Training  
San Joaquin County

### Industries with a State-Wide Need

California Labor Federation  
Chaffey College  
Community Career Development  
Foundation for CSU, San Bernardino  
Imperial Valley Regional Occupation  
Long Beach City  
Los Angeles City  
Mendocino County  
Monterey County  
North Central Counties Consortium  
Northern Rural Training and Employment Consortium  
Rural Human Services Incorporated  
Sacramento Employment Training Agency  
Shirley Ware Education Center  
West Hills Community College District

### Veteran’s Employment-Related Assistance Program

Able-Disabled Advocacy, Inc.  
Imperial Valley Regional Occupation  
Inter-City Services, Inc.  
Kern/Inyo/Mono  
Monterey County  
New Directions  
North Bay Resource Center  
North County Interfaith Council  
United States Veterans’ Initiative- Inglewood  
Vietnam Veterans of San Diego

### Advancing Workers with Barriers to Employment

#### Serving Ex-Offenders

- Fresno Career Development Institute, Inc.
- Men of Valor Academy
- San Diego Second Chance Program

#### Special Populations

- South Bay Center for Counseling
- *Disadvantaged*

#### Advancing Minimum Wage Workers

- Rubicon Programs Incorporated



The State Board's emphasis continues to be the development of the new State Strategic Plan for transforming California's workforce system. The State Board and its many partners are, through innovation, collaboration, and sponsorship:

- Building the most comprehensive, innovative, performance-based workforce system in the nation;
- Providing solutions to California's business talent needs;
- Identifying career pathways for all job seekers that can connect them to high-wage/high-growth job opportunities;
- Creating communication strategies that assure effective and timely dissemination of information regarding career choices and training opportunities, so that career guidance professionals, youth, and adults can receive informed guidance, make informed career choices, and adapt quickly to changing workplace demands; and
- Fully engaging with workforce, education, and economic development interests to create priorities and policies which will support developing and sustaining a highly qualified and adaptable talent pool in California.

The key strategic direction for meeting these goals is for State, regional, and local leaders to begin a more robust, ongoing regional dialogue about effective local workforce development models that contain pivotal elements for transforming the workforce system. Additionally, regional leaders of the workforce system must understand their regional economies, economic climates, and local economic drivers, and have information about the economy that allows them to think, plan, invest in, and develop strategically now and into the future.

The State Board is sponsoring a series of Regional Roundtables over the next year that will bring workforce, education, economic development, business, and labor leaders together to have these dialogues. This regional dialogue/planning is an essential element of going beyond the development of a strategic plan that may sit on the shelf, to the implementation of an evolving workforce development strategy which focuses on:

- Processes which are effective and meaningful;
- Partnerships which are comprehensive and define realistic roles for all partners;
- Policies which are developed with a new, comprehensive vision in mind; and
- Performance outcomes which allow each of the partners in this system to clearly understand their effectiveness and show the return on dollars invested.

## The Targeting Resources Committee

Focused on targeting workforce resources where they can have the greatest economic impact for the State, this committee

- Targeted resources to improve the employment options available for workers continuously employed in minimum wage jobs,
- Partnered with the California Community Colleges in a successful application to establish a Southern California Logistics Institute,
- Leveraged \$12.7 million in non-WIA funding by implementing a policy requiring a demonstrated match of funding in proposals submitted for competitive funding under the Governor's 15% project request, and
- Completed the Framework for Strategic Partnerships in Workforce Investment.

## The Accountability in Workforce Investments Committee

Focused on improving State and local partner coordination, identifying and recommending administrative efficiencies, encouraging better service integration, and optimizing training resources, this committee

- Completed the first of its kind cost study of the statewide One-Stop Career Center system,
- Completed the framework for work for a One-Stop Career Center certification process,
- Engaged local workforce representatives in an effort to explore priorities for system-wide capacity building.

**"41,996 job seekers  
received employment  
workshop assistance"**

**CalJOBS<sup>SM</sup>**

# Innovation

**Innovation:** *something new or different introduced. The act of innovating; introduction of new things or methods*

## California Regional Economies Project

The State Board is an integral partner to the California Regional Economies Project (CREP). This project, managed by the Governor's Economic Strategy Panel provides state, regional and local workforce investment, education and economic development partners with strategic information on economic and workforce trends. This information better positions partners as they collaboratively develop responses to issues affecting industries that are critical to local and regional economies.

**The CREP has produced two reports offering valuable information on trends in California which have economic impact:**

- *Logistics and Manufacturing Value Chains* - provides insight into this sector which has become a mainstay in the State's economy.
- *The Impact of Immigration on the California Economy* - speaks to California's need to understand the dynamics of shifting demographics.

**Two additional reports are pending release:**

- *California's Food Chain at Work: Agricultural Production, Processing & Support*
- *California's Infrastructure Cluster: Building Advantage in Design, Engineering, Construction & Related Industries*



The research results from this project were used as the basis for the investment of the Governor's 15 Percent WIA funds. This project influenced the targeting of over \$8 million dollars to demand-driven workforce development initiatives in Infrastructure Construction, Logistics and Healthcare industries.

CREP's most recent endeavor is the "Industry Clusters of Opportunity Methodology". This methodology was a result of a partnership between the Economic Strategy Panel and the Labor Market Information Division of the Employment Development Department. Merging two critical sets of data, specifically, economic trend information and occupational trend information, the methodology provides a unique data platform which can be used by cross-disciplinary teams for evaluation of local and regional economic information to spur the design of cohesive systems responses to workforce development issues. The State

## The Workforce Training Act

# "...now and into the future..."

California's workforce system faces many broad challenges in the years ahead as it attempts to continuously prepare workers for the 21st Century economy. Shrinking resources, increased demand, the globalization of the economy, immigration, education issues, and the aging workforce are chief among them. Nevertheless, while these challenges are real and growing, the State and Local Boards are also identifying and capitalizing on new and different opportunities for transforming the system so that it can more effectively anticipate and respond to those challenges.



One of the critical opportunities has been provided through Senate Bill 293 (the Workforce Training Act) which Governor Schwarzenegger signed in the fall of 2006. The Workforce Training Act generally implements the WIA through State statute, but also requires that the State Board collaboratively develop a new strategic plan for California's workforce system.

The Workforce Training Act went into effect in January, 2007, at which time the subject State and local agencies began implementing its provisions:

- **Modifying/developing the WIA Two-Year Plan.** California's previous Two-Year Plan expired in July, 2007. The State Board and its partners revised the Two-Year plan according to DOL requirements and, following a formal period for public comment, approved the plan for submission by the Governor in May, 2007.
- **Implementing the technical changes in the Workforce Training Act at both the State and local levels.** This resulted in three collaborative outcomes in early 2007: an informational directive to Local Boards that identified critical implementation provisions in the law, a second directive that provided guidance to Local Boards in how to implement the critical provisions, and supplemental planning guidance that incorporated certain Workforce Training Act considerations in local strategic workforce plans.
- **Collaboratively developing a 21st Century workforce strategy for sustaining California's economic growth.** The State Strategic Plan is in addition to the Two-Year Plan as required by the WIA and is described in the Workforce Training Act as both a strategic plan for the entire workforce system and a framework for future WIA Two-Year Plans. It must also address the development of workforce policy and fiscal investment, and the operation of California's labor exchange, workforce education, and training programs.



In the CNA program, the project has enrolled a total 31 students. Twenty-one successfully completed the program and seven are currently on the path to successfully completing the training on August 10, 2007. Several employers in the area have made presentations to the group regarding employment opportunities.

Of the 21 students who successfully completed the program in June, all passed the American Red Cross exam. This was a significant achievement as many of the participants were at-risk students. Prior to program completion, overall barriers for academic achievement were:

- ➔ Basic skill deficient
- ➔ Single parents
- ➔ Classified as low income
- ➔ Receiving government aide – all are now working and off aide.

Of these 21 students, five have received official notification of certification, and of these five students, four are employed as full-time CNA at the Coalinga Regional Medical Center. Each employed participant is now making \$10.82 per hour with benefits.



Board plans to use the “Industry Clusters of Opportunity Methodology” as an integral part of its statewide workforce development strategy.

The State Board in collaboration with the California Labor Agency, the Economic Strategy Panel, the California Employment and Training Panel and the California Community Colleges Chancellors Office (CCCCO) has sponsored six regionally based training sessions on the use of the CREP methodology. Additional training sessions will be offered by this partnership in 2007-08.

**Humboldt County hits bulls-eye with” Targets of Opportunity”**

Understanding the nuances of a local economy and deriving workforce intelligence from the information is a daunting challenge. This charge is doubly difficult when the local community is mired in negative perceptions about its economic potential. Knowing that their challenge was to design a workforce investment strategy that would carry their area far into the future and help them dispel some inaccurate beliefs about the vitality the local economy, the Humboldt County Workforce Investment Board (Humboldt Board) took up the gauntlet. According to the Board’s Executive Director, Jacqueline Debits, the area had very sophisticated economic development strategies, but struggled with how these strategies should be linked to and translated into meaningful workforce supply strategies.

Using the “Industry Clusters of Opportunity” methodology, the Humboldt Board designed a working group that included business owners, education, economic and workforce development professionals. This team agreed to use five key criteria to define an industry target of opportunity in their area. These criteria focused on job growth, job quality, demonstration of a strong or growing regional specialization, diverse career potential within the industry, and demonstration of important relationships and needs in common with other sectors in the local economy.



Ultimately the Humboldt Board discovered six fast growing industry clusters of opportunity in the Redwood Coast region around which it could organize its work. Developing a clear understanding of the past and future drivers of growth for these industries the Board realized that “it was critical that we prioritize and align our resources and investments in workforce, so that these high-performing industries thrive and

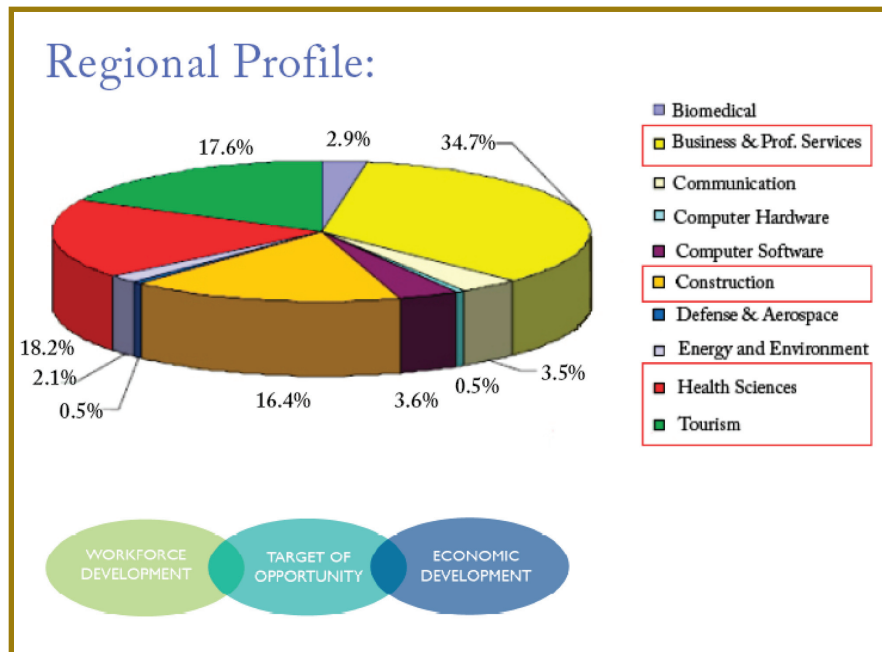
**“\$900,000 was awarded in the 2006-07 Pre-Vocational Training SFP and an additional \$499,796 in matching funds.”**  
**California Workforce Investment Board**

our community reaps the benefits of their maturation.” The Humboldt Board has responded to this critical information by building a new strategic plan which will:

- Catalyze leadership and lead to regional collaboration;
- Link residents with growing industries and prepare them for demand careers; and
- Move the work of their local Board from focusing on WIA compliance to being an engaged leader of the workforce system for the area.

To learn more about the Humboldt Board or the Industry Clusters of Opportunity visit the following website [www.humboldtweb.com](http://www.humboldtweb.com).

The “Targets of Opportunity” initiative was funded by a combination of a WIA Rapid Response Special Project grant and a California Community Development Planning and Technical Assistance Block Grant.



### Workforce 2025

The Workforce 2025 project was an innovative collaboration between the Orange County, Anaheim and Santa Ana Workforce Investment Boards and the Orange County Business Council that culminated in a published research report. The Workforce 2025 report describes regional employment trends through the year 2025 so that strategic targeting and synchronizing of workforce resources to ensure the highest economic impact is achieved.

Businesses, educational training providers and public/private and nonprofit agencies connected to workforce development contributed to the process. The report was funded through the California Workforce Investment Board’s regional cooperation/local coordination incentive awards application process.

The Orange County Workforce 2025 report is an indispensable guide and road map to the next two decades of workforce issues in Orange County.

### Richmond BUILD

#### Pre-Apprenticeship Construction Skills Training Program

With over \$1 billion in new construction and capital improvement projects, and the creation of new jobs that will continue for the next ten years, the Richmond BUILD Pre-apprenticeship Construction Skills Training program has quickly become a model of an effective public/private partnership that is focused on developing talent and skills in the high growth/high wage construction industry.



A \$600,000 grant from the Governor’s 15 Percent WIA funds was the catalyst for the Richmond BUILD partnership. The Richmond BUILD partnership includes a vast number of public and private partners with each partner making a significant investment towards preparing the next generation of construction workers. The ability to leverage resources with the many partners will ensure that the project extends well beyond the initial two-year grant.

Program graduates are averaging starting wages of \$15 to \$33 an hour.

### West Hills Community College District

As part of the Governor’s Nursing and Healthcare initiative, an \$800,000 grant provided the foundation for partnership between West Hills Community College District and the Fresno and Kings County Workforce Investment Boards to provide a technical pathway to high-wage, high-skill job training for 150 adults. The program participants include dislocated and incumbent workers, as well as new job entrants in the Healthcare sector, with training in CNA (60), Multi-Skilled Medical Assistant (30), Licensed Vocational



Nurse (LVN) to Registered Nurse (RN) up-grade (20), and a new RN program (40). To date, there have been 48 participants in the program.

Of the 17 LVN-to-RN students, 16 are currently employed in various hospitals throughout the Central Valley. All 17 have received offers for full-time employment as a Registered Nurse once training and state licensure is completed.





### Merced County Workforce Investment Board

This private/public partnership between Quebecor World, Inc. Merced and the Merced Department of Workforce Investment has proven to be a rousing success. Due to increased business generated through the purchase of the new equipment, Quebecor World, Inc. Merced needed to hire 200 new employees over an 18 month period. They contacted the Department of Workforce Investment for assistance in filling the new high wage jobs.

The Department of Workforce Investment received a \$425,000 grant in WIA funds to provide outreach, screening, assessment, training (including supportive services), and employment for adult and dislocated worker clients. Additionally, Quebecor World, Inc. Merced was awarded \$70,528 from the ETP to provide classroom training in manufacturing and customer service skills.

Quebecor World, Inc. Merced is operating two new printing lines with qualified and skilled employees furnished primarily through the efforts and services of the Department of Workforce Investment.

### Southern California Logistics Airport Victorville, California

In collaboration with Victor Valley College, the City of Victorville, San Bernardino County Supervisor Brad Mitzelfeldt, and aviation industry leaders, the San Bernardino County Workforce Development Department contributed \$75,000 to develop a program designed to train Airframe and Propulsion mechanics. Under the Victor Valley Aviation Education Consortium, training opportunities fill the workforce gap that exists worldwide and with aviation companies located at Southern California Logistics Airport (SCLA) in Victorville.



Companies at SCLA will need at least 200 Federal Aviation Administration (FAA) trained mechanics or technicians per year. Contributions made by the Workforce Development Department and County Supervisor Mitzelfeldt will purchase classroom equipment, labs and a small aircraft hangar as required by the FAA.

Three hundred people expressed interest in this two-year course which provides on the job training paid work opportunities. Upon successful completion, a trainee will have an Aviation Maintenance Technology Certificate and can expect a job that pays up to \$30 per hour. This is a great opportunity for workforce development in the High Desert, where good jobs are scarce, and wages are typically low.

# Advancing the System through Policy and Planning

## One-Stop Certification Framework

Under the Workforce Investment Act, Local Workforce Boards are responsible for establishing a local One-Stop delivery system. This system is the vehicle through which employment, training and business services are provided to business and job seeking customers in local communities. With the goal of improving the consistency of service delivery throughout the statewide One-Stop system, the State Board through its Special Committee on Accountability in Workforce Investments, developed and implemented a policy for State-level certification of local One-Stops.

With input from Local Areas as well as State partner agencies such as the Employment Development Department, the Health and Human Services Agency, the California Department of Education, and the California Community College Chancellor's Office, the State Board adopted a framework which describes the goal of state level One-Stop certification and key elements of the process. The framework outlines a two-tiered certification process which:

- Recognizes local One-Stop certification which may have been granted by a Local Board;
- Is a complimentary process that implies a level of achievement in response to State-approved standards;
- Is voluntary;
- Recognizes and supports diversity within the statewide One-Stop Career Center system;
- Is an ongoing process that allows local One-Stops to reflect continuous improvement by amending certification applications to add, replace, or remove One-Stops from lists, or to reflect changes in the system;
- Supports local areas with technical assistance and training with the intent to further develop and improve the local One-Stop Systems ability to meet the demands of a dynamic economy; and
- Builds on best practices of work already done by fostering peer-to-peer learning networks and encouraging innovation through early pilots and demonstration projects.

**“1,208,066 people received the benefit of One-Stop services” CalJOBS<sup>SM</sup>**

Full implementation of the State level One-Stop Certification is anticipated in 2008.

### Dislocated Worker Allocation Formula Policy

Challenged by a rapidly changing economy and the need to ensure funding availability in a timely manner to areas experiencing the highest levels of worker dislocation due to business down-sizing or closure, the State Board invited Local Board representatives to assist them in considering methods for restructuring the allocation formula and accompanying policy for Dislocated Worker funding. The state/local workgroup evaluated the effectiveness of the existing formula, identified alternative data to use in reconstructing the formula and worked together to recommend a new formula and accompanying policy to the Board for its approval. This resulted in what is believed to be a more responsive Dislocated Worker funding formula based on the following factors:

- Long Term Unemployment Insurance (UI) Claims, weighted at 40 percent
- Mid Term Unemployment UI Claims, weighted at 30 percent
- Short Term UI Claims, weighted at 10 percent
- Long Term Civilian Unemployment, weighted at 20 percent

### One-Stop Career Center Cost Study

Sponsored by the Board in 2006, the One-Stop Career Center Cost Study is a landmark research effort and the first study to look at in-kind and financial resources supporting operation of and service delivery in a group of One-Stop Centers. In partnership with the California Workforce Association (CWA) and the Employment Development Department (EDD), the State Board contracted with a team of independent researchers in the College of Business and Economics at California State University (CSU) Northridge. At the direction of the State Board's Special Committee on Accountability in Workforce Investments and supported by staff from the EDD, the research team was tasked with analyzing the cost of California's One-Stop system. The following research questions guided this 18 month study:

- What resources do California One-Stops have and where do they spend them?
- What do partners contribute to the operation of the One-Stop and how does the pattern vary between sites?
- How much and what types of services do One-Stops produce?
- What do different One-Stop services cost to produce and how do costs vary between sites?
- Can standard measures or service units and costs be developed and applied across One-Stops?



The study also quantifies the consolidated costs and the consolidated services across the full range of on-site partners in a group of One-Stop Centers.

Holt of California is partnering with the American River College to train new diesel technicians. American River College will provide the two semesters of standard diesel technician training on campus. During the second semester, Holt and other local employers will interview successful candidates to continue their training as diesel technician employees. This intense program incorporates a Caterpillar-authored curriculum and provides extensive opportunities for paid internships.

Non-traditional Employment for Women: SETA coordinates the Sacramento Works for Women in Construction Apprenticeship Conference. This annual event exposes hundreds of women to the training and employment opportunities in the construction industry.

Sacramento Builders Exchange (SBE) is conducting a Construction Cost Estimator training designed to train skilled incumbent construction workers to become construction cost estimators. The 100-hour curriculum includes Introduction to Cost Estimating, Business Management Principles, Estimating Process, Materials and Specifications and will be offered on-site at the SBE in both the day and evening. This construction training is geared towards the skilled construction workforce and provides opportunities for advancement and retention in the construction industry.

### The Heath Sciences Educators' Institute

The State Board invests in the development of opportunities through a partnership project with the California Department of Education (CDE). This project, the Health Science Educators' Institute, assists school sites that are developing or are currently engaged in health science. The Institute helps educators develop and implement rigorous health science programs for students in this high-demand sector.

In its second year of operation, the Institute has doubled the number of participants through continuing support from the State Board and CDE.

*"The healthcare industry is one of the fastest growing industry sectors in California yet many of its professions, such as nursing, are experiencing a critical shortage of workers. This Workforce Investment Act grant will help to augment health science career programs by creating interest with younger students."*

*Secretary, Victoria Bradshaw  
Labor and Workforce Development Agency*



# Investment

**Investment:** to spend or devote for future advantage or benefit

## High Wage High Growth Industry Job Training

Based on economic forecasts of 4,100 jobs available each year through 2012 in Sacramento County, the SETA and the Sacramento Works Inc. (Sacramento Board) have targeted the construction industry as a “critical industry” for training and employment services. Supported by WIA formula and discretionary funds, and managed by the SETA, the multi-pronged Sacramento Works Construction Initiative addresses the needs of the Infrastructure Industry sector (CREP Infrastructure Report (<http://www.labor.ca.gov/panel/pdf/Infrastructure%20Value%20Chain%20Report.pdf>) beginning with the following objectives:

- Increase the number, diversity, and retention of construction job seekers
- Retain and retrain incumbent workers in the construction industry

## Electrician’s Boot Camp

As a result of the growth in the construction industry, there is also a growing demand for first-line electrical supervisors and replacement workers caused by baby-boomer retirements. A new state certification will require 3,000 Sacramento electricians to take 32 hours of continuing education to maintain their license. In response, the Electrical Workers Joint Apprenticeship and Training Program (JATC) is providing an Electrician’s New Worker Training program called the Electrician’s Boot Camp to prepare applicants to pass the demanding entrance requirements. The JATC will also conduct an Electrician’s Incumbent Worker Training to provide upgrade training to electricians to become Foremen.



Northern California Construction and Training (NCCT) is providing a Pre-apprenticeship Training Program for Construction jobs. NCCT has a successful history of working with high-risk youth and adults providing them an entrance into the construction industry. This six-month contextual learning environment facilitates and eases the transition into the construction industry or an apprenticeship.

Through this year’s  
3rd annual Summer  
Opportunities Job Fair,  
the City of Long Beach  
connected 1,400 local  
youth with 65 hiring  
employers...

The Activity-Based Cost accounting model served as the basis for the study and aided researchers in understanding the real costs of producing a product or service in this environment. The results of the study will serve as a foundation for improved, more efficient operations of the One-Stops in California.

The study is *not* an evaluation of the One-Stop system. It is *not* an attempt to make judgments about what services should be provided, what costs are appropriate or what activities are most efficient; rather, it is a document that describes what was observed within this system. The scope of the study was restricted to services provided by personnel who were based “under the roof” of the One-Stop at the time the services were provided.

The value of the study is in its usefulness to those who managed this system. It provides benchmark information for decision-makers to use as they seek to understand how to manage One-Stop operations, how One-Stop processes cost out, how partners in the One-Stop Centers influence costs, and how to assess where they are effective and where they can improve operations under their control.

The CWIB is working with local partners identify opportunities for continued improvement in the One-Stop Center delivery model. To this end, the Board is establishing a workgroup comprised of One-Stop managers, partner representatives, Board members, staff Local Workforce Board representatives and representatives from the CWA to begin identifying how the report should be used to improve the One-Stop delivery model and advance it as a key component of a comprehensive workforce development system.

*The full report is available on the California Workforce Investment Board’s website at [www.calwia.org](http://www.calwia.org)*

## 2006 Workforce and Economic Development Forums

From May through December 2006, State Board staff conducted seven regional forums throughout the State. With the goal of increasing opportunities for the Local Boards to have an active role in the development of Economic Development Corporations (EDC) strategies, these forums provided a venue for representatives from EDCs and Local Boards to network, establish linkages, and increase collaborative efforts in business retention and expansion services.

In partnership with representatives from the California Workforce Association the California Community College Chancellor’s Office (CCCCO), the Employment Training Panel, and the Local Boards from each region, these regional forums were one-day events that illustrated effective collaborations between the

“\$18,613,789 in 15 percent  
WIA funds were awarded  
in 2006-07 with an  
additional \$12,735,394 in  
matching funds totaling  
over \$31 million dollars.”  
California Workforce  
Investment Board

workforce and economic development systems in the region. The presentations emphasized the importance of increasing the level of competency of the workforce and delivering relevant, just-in-time services to employers, assisting them to remain competitive globally while they respond to changes in technology, economy, and demographics.

A total of 325 individuals attended the seven forums. Attendees represented EDCs, businesses, Adult Education Regional Occupational Programs, and the CCCC.

### 2006 Apprenticeship Forums

The 21st Century economy demands a workforce with postsecondary education credentials and the adaptability to respond immediately to changing economic and business needs. Registered apprenticeships have become an important component of innovative talent development and lifelong learning strategies that enable California workers to advance their skills and remain competitive in the global economy.

To showcase the benefits of apprenticeships to employers, the State Board in partnership with the California Community Colleges and the Department of Industrial Relations, Division of Apprenticeship Standards hosted five regional apprenticeship forums throughout the state.

*“Apprenticeship is a proven model of training that has expanded beyond its traditional origins in industries such as construction to high growth industries and sectors.”*

Emily Stover, Assistant Secretary of Labor for Employment and Training

Held at local community colleges in Santa Clara, Redding, Orange County, Bakersfield, and Madera, employers had the opportunity to receive basic apprenticeship information, hear from employers and their current apprentices how well apprenticeships work in the business world and begin the connection that led to new apprenticeship programs.

Through this year’s 3rd annual Summer Opportunities Job Fair, the City of Long Beach connected 1,400 local youth with 65 hiring employers – and prepared those youth for the Fair through a month long series of work readiness workshops in the high school classrooms.

The partnership that makes this venture so successful are the Long Beach Unified School District / Regional Occupational Program, the South Bay Center for Counseling, the City of Long Beach, local businesses, and the Industry Education Council of Long Beach.

Businesses receive a valuable financial return on their participation, while helping to prepare the next generation of trained skilled employees.

### The Logistics Institute

As the California economy changes, logistics and supply chain management have become keys to creating a real time economy. Based on research by the California Regional Economies Project (CREP) (<http://www.labor.ca.gov/panel/espcrepindex.htm>) the Governor recently awarded over \$8 million of WIA funds to industries with a statewide need. The logistics industry was one of two industries targeted with these funds. The California Community College Chancellor’s Office’s Economic and Workforce Development Program, in response to this critical workforce need, has successfully launched the California Transportation and Logistics Institute, establishing a demand driven program for the logistics industry of California. The project utilizes grant funding from the DOL and a significant amount of leveraged resources from internal and external resources. Staff from the State Board’s Special Committee on Targeting Resources provided technical assistance in the preparation of the DOL grant application. This project will develop a pipeline from the high schools in the region into this industry and provide educational opportunities for career development in the logistics industry.



The Institute will provide services through participating community colleges, State Universities, and Unified School Districts. Additionally, the International Trade Education Program will begin establishing up to five high school academies within Los Angeles and Riverside counties. The academies will provide high school students with the opportunity to learn about the logistics industry both through instructional programs and field trips to a variety of logistics firms.

Between years two and three of the project, training will begin for unemployed, underemployed, and incumbent workers. Local Boards within the Los Angeles region are prepared to assist by offering a variety of services including the use of individual training accounts, recruitment, assessment, supportive services, placement and follow-up and developing linkages with new business clients in the logistics field.



In the fall of 2006, the Health Industry Pipeline Project engaged and provided healthcare career education and service learning credit to over 350 high school students. The Medical Industry Taskforce is now preparing to expand presentations at Long Beach area schools in the fall of 2007.

The innovative Associate Degree Nursing learning strategies reduced nursing student attrition rates and contributed to a nearly 99 percent pass rate on state nursing licensing exams. In total, over 300 new students were added to the career pipeline.



### Hire-A-Youth Program

Long Beach's Hire-A-Youth Program is a collaborative effort between six critical partners and supported by funding from the WIA, CalWORKs, the Community Development Block Grant, and financial support from local employers. The program helps youth and young adults acquire work-readiness skills, career awareness, work experience, and employment opportunities.

Following the local Youth Council's powerful 2006 youth-driven advertising campaign, "Get Educated, Get Experience, Get Employed," two key strategies emerged:

- Provide youth with work experience through internship opportunities
- Provide job-ready youth with employment by connecting them to local businesses.

In partnership with the Long Beach Unified School District, annually more than 300 interns receive 30 hours of work readiness training, a semester of on-site job training and mentoring, 10 elective credits toward high school graduation, and a stipend upon successful completion. Internship sites are targeted for their connectivity to strong career paths. Internships are provided year-round to youth primarily in local high schools.

In June 2007, the Internship Program kicked-off the first West Coast partnership with CVS Pharmacy. Through the Summer Pathways to Pharmacy Program, youth are gaining exposure to the retail pharmacy industry and the educational and career opportunities available to those youth interested in careers as pharmacists.

The Local Board's initiative in the Goods Movement industry focuses on training and placement in careers related to the movement of cargo out of the area ports. The Internship Program has recently partnered with a business/education consortium to create and highlight internship work experience opportunities within that industry.



## WIRED First Generation Update

This \$15 million/3-Year DOL grant to the State and the California Space Authority (CSA) is laying a foundation for unique collaboration and innovation along California's Innovation Corridor (CIC). The CSA leads a public and private venture that includes the California Labor and Workforce Development Agency and the Employment Development Department as well as other public sectors. CSA has convened over 60 industry, academic, workforce investment, and economic development partners across 13 of California's counties. The 25 projects are characterized by their diversity and their mission to drive entrepreneurship, global manufacturing competitiveness, and 21st Century talent and workforce development in support of California's rapidly changing economy. Key projects and accomplishments under this innovation grant include:

- A State-produced video of California's science and technology innovation – ensuring integration of WIRED objective and ongoing State promotion of California as a science, technology and innovation global leader
- A 21st Century Supply Change Transformation Survey – disseminated to over 8,000 aerospace suppliers (survey results will be announced in 1st Quarter of 2008)
- An inventory of Science, Technology, Engineering and Mathematics (STEM) related programs – primarily, but not exclusively in California
- Supplier Transformation Forum – which focused on four key issues:
  - Common Industry Requirements
  - Industry Realities of Collaboration
  - Industry Success in Prime-Supplier Teams
  - Industry Success via Leveraged Resources



- “Responding to Global Challenges” – Global Benchmark Case Studies – Seven case studies from around the world identifying what is driving innovation and economic vitality
- The Innovation Network Roundtable – Bay Area innovators and thought leaders provided insight and content for the Innovation-Driven Economic Development Model, currently under development by Collaborative Economics
- Templates are being developed for use by CIC WIRED partners for use in selecting All-Star companies for innovation awards as well as “hot start-ups”
- An event template for Local Board/Economic Development use has been developed to replicate the CA Tech 100. The new model *Racing for the Future – Workforce Investment Board Toolkit* identifies potential new roles for WIBs and proactive strategies for local and regional innovation and talent development. Elements include “skill requirements for the 21st Century” and information/resources.

Through 4th Quarter, 2007, approximately \$3.1M leveraged resources have been reported by all CIC partners. This does not include \$1M of Workforce Investment Act funds and \$1M Employment Training Panel funds (“set-aside” for outreach to California companies.)

### WIRED Second Generation

Traditionally, Northern California’s economy has relied on jobs relating to the extraction of natural resources, particularly timber. Over the past couple of decades, the downturn in the timber industry has resulted in a depressed regional economy and subsequent job shortages. As a 2nd Generation WIRED region, Northern California looks to stimulate job growth and lay the groundwork for a robust, diverse economy.

In a partnership led by the **Northern Rural Training Employment Consortium (NoRTEC)**, the region seeks to create a private-sector network of local investors to provide capital for local entrepreneurs to expand to a larger market. These efforts are supported by the region’s Local Boards, Small Business Development Centers, and regional economic development organizations.



In a phased approach, NoRTEC plans to change the economic climate of the region and lead the partners in:

- Identifying and providing 4,500 regionally based businesses – including 1,500 high-growth, innovation-based entrepreneurs - with support to grow their companies;
- Organizing and seeding nine regionally linked, locally based angel investment funds to area businesses; leveraging a minimum of \$32.5 million in private sector capital;
- Recruiting 35 high-growth, regionally based companies receiving seed-stage investment capital, and provide in-depth advice and technical support to help these companies navigate the product launch and early expansion phases; and
- Creating approximately 2,000 jobs through these high growth companies, along with additional jobs from transitioning companies in the region.

### Silicon Valley Workforce Investment Network (work2future)

In partnership with approximately 30 organizations, work2future (the Network’s administrative arm of the WIA) is launching a brand new initiative to serve the more than 130,000 entrepreneurs and small businesses in the Local Area. These 30 organizations have agreed to operate under a single brand (Businessownerspace.com (BOS)), and together with some key regional and national media partners, will be undertaking an intensive, year-round marketing campaign to increase small business owners awareness of the business services (e.g., human resource, technical assistance and training, access to capital, permitting assistance) available to them. In addition, the members of the network must comply with certain certification criteria as supported by a continuous quality improvement approach and various customer satisfaction feedback tools. This effort reflects the influence of the Local Board and its role as intermediary in local communities.



Work2future, seeking ways to leverage additional funding sources, secured \$350,000 from the ETP to train more than 200 incumbent workers at NanoSolar, a nanotechnology company. The company has recently moved into a larger facility located in San Jose and is transitioning from the research and development phase to full production. Workers to be trained include high-end engineers, mid-level technicians and operators, and various entry level positions.

### Pacific Gateway Workforce Investment Network

Driven by the projected shortage of 3,500 plus new healthcare professionals annually, the Local Board’s Medical Industry Taskforce has forged new pathways to high-wage/high-growth occupations. Supported by an \$800,000 grant from the Governor’s 15 Percent WIA funding, and through seasoned partnerships with educational institutions, healthcare employers, and labor organizations, the resulting regional healthcare collaborative has increased enrollments, capacity, and success rates in a myriad of occupational training programs. Those partnerships have all stemmed from the Local Board and Mayor’s initial convening of a local healthcare industry forum.

The area’s first Magnetic Resonance Imaging training program was launched, exceeding enrollment goals with 30 residents progressing in career ladder advancement to meet industry demands. Additionally over 25 low-income, disadvantaged individuals attained In-Home Supportive Service certification, setting them on a pathway toward self-sufficiency and future opportunities with further experience and education.

“580,153 new users entered the One-Stop system this year” CalJOBS<sup>SM</sup>





The service will begin by recruitment, assessment, enrollment in professional development, skills and interest assessment, technical skills training, placement in internships/employment, and follow-up.

The collaborative includes the San Bernardino Workforce Investment Board, Workforce Development Department, and Economic Development Department, the San Bernardino County Health and Human Services Department, the City of Ontario, the Department of Rehabilitation &

Corrections, the EDD, Associated General Contractors, the Department of Behavioral Health, Goodwill, and an additional 43 partners to help provide services.

Additional project funding is provided by the San Bernardino County Workforce Development Department and Department of Public Health, and the San Bernardino County Superintendent of Schools.

### Career Advancement Academies

The Career Advancement Academy (Academy) funds are part of the Governor's \$20 million allocated to the Community College Career Technical Education programs through the State Budget. The State Board's Special Committee on Lifelong Learning worked closely with the California Community College Chancellor's Office (CCCCO) to draft a series of principles to be utilized as a framework for collaborating with partners when forming the Academies. The program establishes pipelines for undereducated and underemployed youth and young adults. Participants will have the opportunity to increase their performance levels in reading, writing, and mathematics, and obtain technical training skills that will lead to careers and higher education opportunities. Three model Academy programs operating in different areas of the State received \$1.6 million.

The Academies will draw on the ability of the workforce system to provide linkages with business and industry for career pathways linked to regional growth occupations. The workforce system will also be instrumental in designing and implementing broad-based outreach, providing individual support and case management, and employment links to businesses and labor, including apprenticeships.



# Collaboration

**Collaboration:** to work jointly with; to cooperate with an agency or instrumentality with which one is not immediately connected; the act or process of collaborating

### Contra Costa Energy Training Grant

The partnership led by the Workforce Development Board of Contra Costa County (Contra Costa Board) received \$952,000 of WIA dislocated worker funding to help meet the demand for process technicians in regional energy, petrochemical, and other manufacturing operations. Employers in the Contra Costa area including Chevron, Conoco-Phillips, Dow, Shell, and other water and waste treatment plants estimate a need for at least 100 new technicians and operators per year for the next three to five years. By developing a model of outreach, recruitment, and assessment a pipeline for the energy and manufacturing industries is putting dislocated workers into training and moving them into high paying jobs. Positions pay over \$50,000 per year to start, with average wages for workers at over \$75,000 per year.



The partnership will retrain 81 dislocated mechanics, machinists, and manufacturing workers over a two-year period, including newly dislocated airline mechanics from United, Alaska, Northwest, and Delta Airlines. The program model will include regional recruitment and screening and assessment of dislocated workers, followed by a 550-hour training program. Job placement will be at identified industry partners.

**"164,552 people were referred to employers."**

**CalJOBS<sup>SM</sup>**

The partnership will also seek to provide opportunities for incumbent workers through securing funding from the Employment Training Panel.

Partners participating in this project are the Los Medanos Community College, Contra Costa One-Stop Consortium, Workforce Boards of Alameda and San Mateo Counties, as well as the City of Richmond, United Steelworkers Local 5, Mt. Diablo Adult School, and the California Career Ladders Project.



### The Sacramento Employment and Training Agency (SETA) Partnership

Initially funded in 2002, the Sacramento Employment and Training Agency (SETA) applied for and was awarded \$205,260 in Employment Training Panel (ETP) funds for a pilot project to train incumbent workers in entry level and advanced Information Technology (IT) occupations in high technology companies.

The goal was to provide advanced technology training to partnering companies to bridge the skills gap, improve the technology levels, increase production, and ultimately enhance profits for participating businesses.

SETA developed a partnership with “TechSkills of Sacramento,” a local training provider which receives Individual Training Account Scholarships from SETA through the WIA to provide instruction and IT skills training.

The successful partnership between SETA, the ETP, and Tech Skills trained over 600 employees of local companies who were able to get promotions, increase their salary and, in some cases, avoid lay-offs. This resulted in continuing funding for SETA, with an upgraded curriculum to assist in the continuing advances in technologies, and the ability to train over 500 workers from local companies. This year, the total of the ETP contract has grown to \$1,067,560.

### The Anaheim Workforce Investment Board Strives for Employer-Driven Solutions

Acting in concert with Governor Schwarzenegger’s \$90 Million Nursing Initiative, including over \$28 Million of WIA funding, the Anaheim Workforce Investment Board (Anaheim Board) developed a partnership with the Anaheim Workforce Center, the Orange County Social Services Agency, Casa Loma College (a private nursing college), and several healthcare facilities within Anaheim to help this industry recruit and



develop a qualified workforce in Orange County. The Anaheim Board’s health-care initiative is an eight-week customized training program that prepares individuals receiving public assistance for jobs and State certification in three healthcare related occupations: Certified Nursing Assistants (CNA), Restorative Nursing Assistants (RNA), and Home Health Aides (HHA), as well as a customized 12 week Medical Front Office program. The programs provide occupational skills training, paid work experience, case management, job placement assistance, and supportive services.

The Anaheim Board enrolled 274 students into the program between Program Years 2003-2004 and 2006-2007. Of these 274 participants, 92 percent completed their clinical training, 90 percent received State certification, and 86 percent entered employment in the health care field at an average starting wage of \$11.33 per hour.

“The Anaheim Workforce Center has been an outstanding source for recruiting quality employees. They do a good job of preparing prospective employees that builds a positive relationship with our facility.” Richard Almeida, Program Participant, Fullerton Gardens

*“Being homeless with custody of my two kids, I enrolled in the WIB’s training project. I completed the program and graduated from the LVN program. I got a job at UCLA Harbor Medical Center with a starting salary of \$2800 per month. I am very grateful to the Anaheim One-Stop for this opportunity to stabilize my family, buy a car, and earn good money.”*

Daniel Guerrero, Program Participant



### Chaffey College Construction/Infrastructure Training

Chaffey College, through a grant awarded from the Governor’s 15 Percent WIA funds, will offer holistic training to 200 CalWORKs recipients experiencing multiple barriers to employment enabling them to enter into the construction trades/infrastructure field. The target populations served are individuals with limited English, learning disabilities, unemployed or underemployed, and those that have other

barriers to employment. The training will include services to address barriers to gainful employment and wage progression. Occupations being targeted are construction, carpenters, painters, maintenance, plumbers, office, logistics manufacturing and CNA.