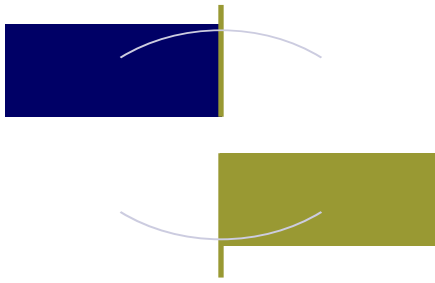




Results Achieved Under the
Workforce Investment Act (WIA) for
Program Year 2010-2011

Annual Report



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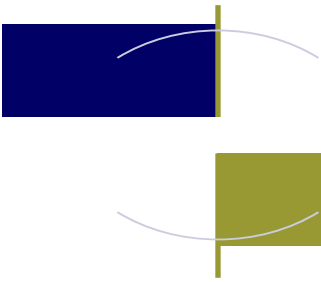


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Chapter 1: Year in Review

Program Year (PY), 2010-11 as with the rest of the United States, has been especially challenging for California's workforce. In comparison to the national unemployment rate of 9.1% for July 2011, California's was 12 %. This is especially troublesome because the largest group of unemployed people includes those who had been unemployed 52 weeks or more (727,000 persons or 33.3% of all unemployed). The number of persons unemployed 52 weeks or more increased by 115,000 (18.8 %) since July 2010.

California Employment Development Department's (EDD) year-over-year change survey (July 2010 to July 2011) shows an increase of 189,400 jobs (up 1.4%). Recently however, the University of California, Los Angeles' (UCLA) Anderson Forecast acknowledges a steadily growing Gross Domestic Product, but says that the current level of growth falls short of the levels necessary for a true recovery in the national economy. The California forecast also calls for slow growth through the end of 2011 as the state attempts to make-up for 1.3 million jobs lost in the recession (December 2007 to January 2010), while also employing new entrants to the workforce. The UCLA Anderson Forecast shares the widely held belief that the jobs lost during this recession have permanently displaced millions of workers due to technological advances, low-wage foreign workforces, and oppressing demand, which will make the return of construction and retail jobs unlikely.

California is fully aware of these challenges. During PY 2010-11, California focused its workforce development efforts to bolster its linkage to economic development; with an emphasis on key industry sectors (health care and "green core" industries), and utilizing the American Recovery and Reinvestment Act (ARRA) funds to expand its capacity. During this time period, California also elected Governor Edmund G. Brown, Jr. who has been immensely focused on California's sizeable budget deficit. As California moves forward, the California Workforce Investment Board (State Board) will continue to utilize its industry sector strategy model to build a workforce development system that is locally driven by a regional industry cluster focus. This focus is essential to supporting regional economic growth, which will be dependent upon regional industry clusters that are supported by strong collaborations. Multi-sector collaborations are being modeled across our state. This is especially true for the Regional Industry Clusters of Opportunity (RICO) initiatives that were launched by grants overseen by the State Board's Green Collar Jobs Council (Council).

California’s workforce system will continue to serve businesses and workers as they navigate the changing economy and labor market. The State Board is looking forward to a renewed focus on its overall workforce development strategies; which can be contemplated in a context of dwindling resources, a changing labor market, and an economy that will be growing slowly for the foreseeable future. This will require the State Board, Local Workforce Investment Boards (Local Boards), One-Stop Career Centers (One-Stops), and the partnerships they represent, to embrace a focus that is based upon lessons learned and effective practices that have emerged during the past year and beyond.

California’s Workforce Investment System

The statewide workforce investment system is comprised of 49 Local Workforce Investment Areas (Local Areas) each with its own Local Board. California’s PY 2010 federal allotments for Workforce Investment Act (WIA) Title I Adult, Dislocated Worker, and Youth funds totaled \$460,965,538. The allotments to California and the amounts available for formula allocation are as follows:

Program Year 2010-11	Total Allotment	Local Allocation
Adult Program Title I	\$131,676,574	\$111,925,088
Youth Program Title I	\$136,875,948	\$116,344,556
Dislocated Worker Program Title I	\$192,413,016	\$115,447,810

These 49 Local Areas 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-Stops; which are the hub of the system’s statewide service delivery for workforce, education, and business services. These centers provide access to jobs, skill development, and business services vital to the social and economic well-being of their communities through partnerships with other local, state, and federal agencies, education, and economic development organizations.

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 workforce investment system nationwide. California’s workforce investment and One-Stop systems are overseen by the Governor through California’s Labor and Workforce Development Agency (Labor Agency), which operates under the leadership of the Secretary. The Labor Agency Secretary represents the Governor and his administration on the State Board. The EDD, also under the direction of the Labor Agency Secretary, is designated by the Governor

as the administrator of federal workforce-related funds. The State Board, which also reports to the Labor Agency Secretary, 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.

Performance Indicators

The following table reflects the total number of participants served during PY 2010-2011. However, due to DOL performance reporting instructions and the time period covered by this Annual Report, the number of Adult participants that Entered Employment is not consistent with the timeframes for clients served and exited.

Participation Levels		
Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	155,934	115,137
Total Adults (self-service only)	359	233
WIA Adults	97,451	73,138
WIA Dislocated Workers	64,806	46,771
Total Youth (14-21)	29,811	16,898
Younger Youth (14-18)	19,977	10,908
Older Youth (19-21)	9,834	5,990
Out-of-School Youth	14,384	8,811
In-School Youth	15,427	8,087





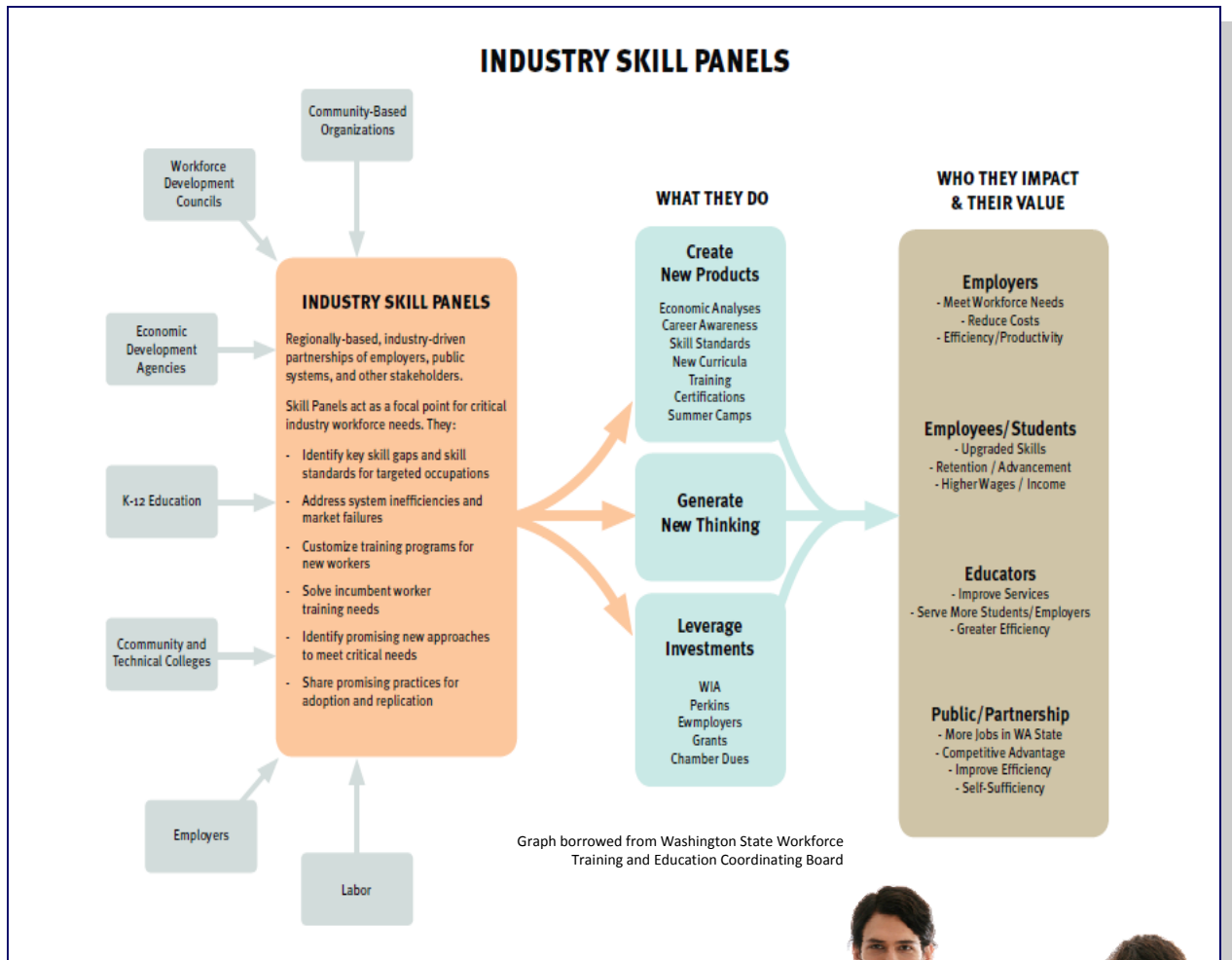
Chapter 2: Transforming the Workforce System

The State Board’s Sector strategies approach provides a transformational framework that requires regional collaboration, data driven planning, and strong public/private partnerships; all of which are tenets that are consistent with the priorities of the State Board. This strategy is reflected in the State Plan updates submitted to DOL as required by WIA. This framework guides the development of public policy, fiscal investment, and operation of all state labor exchange, workforce education, and training programs. California’s vision for a well coordinated and effective workforce development system will continue to be advanced through data-driven strategic planning and the development of workforce solutions that are responsive to the demands of industry.

In accordance with Assembly Bill 3018 (*AB 3018, Nuñez, Chapter 312, Statutes of 2008*), the State Board is required to apply a sector strategy approach in responding to industry sector workforce and economic development needs. Sector strategies provide an effective method to organize a comprehensive workforce development system that is capable of responding to market forces and demographic factors affecting businesses. Sector strategies incorporate the following key elements:

- Target a specific industry cluster, develop a data driven, finely tuned knowledge of the interdependence between business competitiveness, and the workforce needs of the targeted industries;
- Build regionally based partnerships of employers, training providers, community organizations, and other key stakeholders around specific industries;
- Address the workforce needs of employers and the training, employment, and career advancement needs of workers;
- Bolster regional economic competitiveness by aligning education, economic, and workforce development planning and leveraging of resources; and
- Promote systematic change that supports innovation and achieves ongoing benefits for industries, workers, and communities.

Examples of the elements listed above can be found throughout California’s existing workforce development system. This approach is being utilized by the Council as well as the Health Workforce Development Council (Health Council). California intends to examine national best practices to further develop this approach.



California continues to align its workforce development resources to address the challenges of today's economy by identifying opportunities in the emerging green economy and expanding healthcare workforce that meet the needs of its diverse population. The following chapters of this annual report reflect how our current practices address the various initiatives and activities of the State Board in 2010-2011.



Regional Industry Clusters of Opportunity Grants

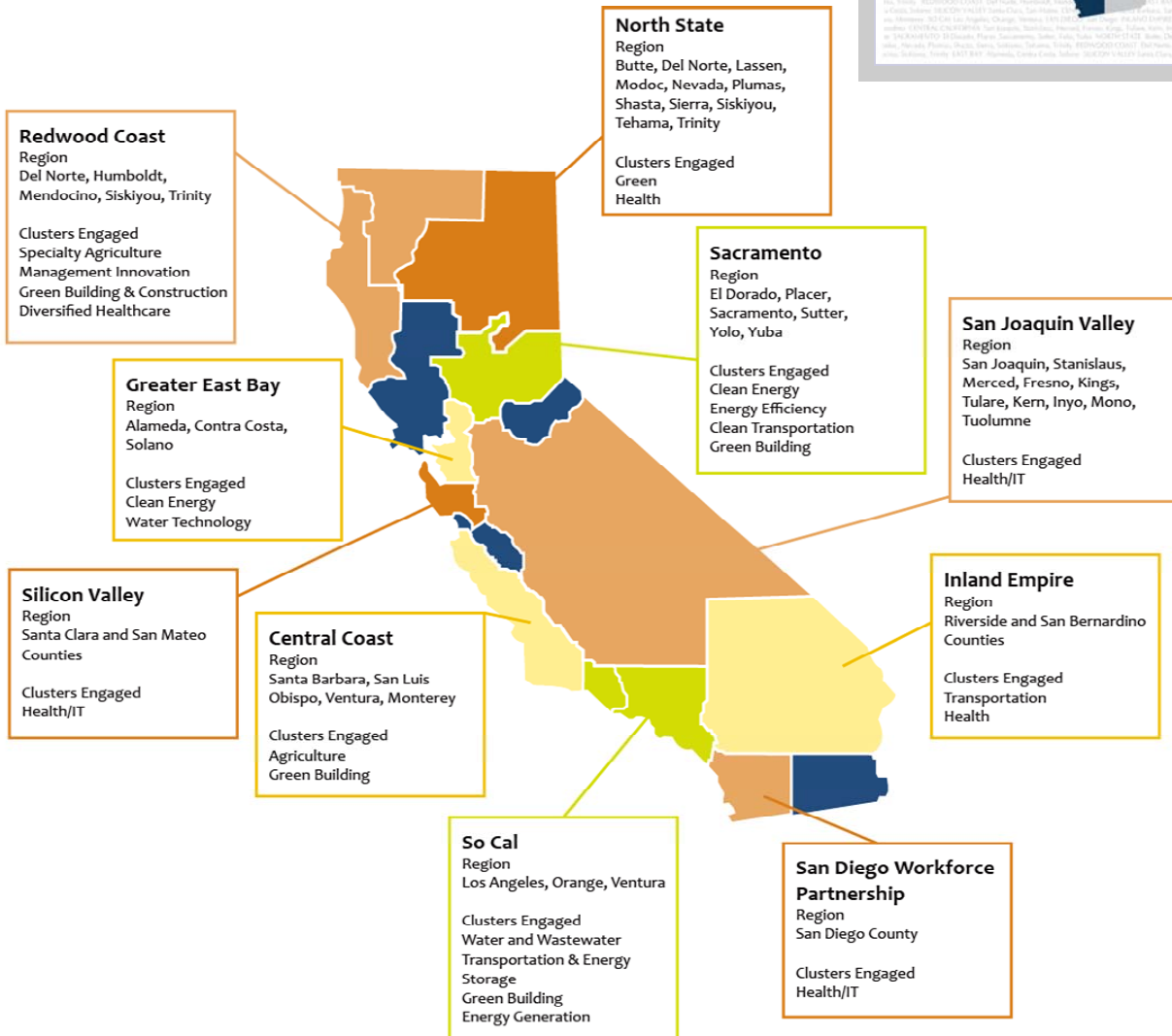
In response to the adoption of sector strategies, the State Board placed additional emphasis on data driven analysis as the foundation for implementing effective workforce initiatives that were industry focused and regionally based. To support this effort, the State Board collaborated with the Labor Agency, the California Energy Commission (Energy Commission), and the Economic Strategy Panel to develop the Regional Industry Clusters of Opportunity Grants. This grant opportunity leveraged state and federal funding from ARRA, WIA, and the Energy Commission's Alternative and Renewable Fuel and Vehicle Technology Program (ARFVTP), which was established by Assembly Bill 118 (AB 118, *Nuñez, Chapter 750, Statutes of 2007*), netting a total of \$2.5 million to develop RICO grant strategies. The State Board announced the availability of the RICO grant in October 2009 through the Council as part of California's Green Workforce Initiative (CGWI).

Ultimately, the goal of this funding opportunity was to promote the economic competitiveness of regions throughout the state by bolstering regional capacity to identify growing industries, support collaborative strategic planning, and encourage the alignment of public/private resources available in a region—all for the purpose of enhancing each area's economic competitiveness by building upon existing regional industry strengths.

Technical assistance has been provided through hands-on Action Clinics that resulted in action rather than strictly informational meetings. In total, ten Regional Teams whose members represent workforce and economic development, education, and the employer community, developed projects that cover 48 counties and 32 Local Boards, with 23 cluster plans that engaged over 450 employers across the state. The Regional Teams participated in four Action Clinics with their fellow grantees, held employer engagement sessions, and worked through all four phases of their projects. Some Regional Teams have taken their projects even further by leveraging RICO Grant funding to secure additional funding for other regional projects.

The Regional Teams developed a clear understanding of the dynamics of their region’s economy, established shared responsibility for meeting the needs of their economy across critical institutions, and have begun considering broader organizational policy changes that would sustain and expand regional cluster of opportunity strategies and provide a lasting mechanism to support ongoing collaboration among their regional partners.

The Executive Summary as well as the final Action Plans for each Regional Team can be found on the State Board website (http://www.cwib.ca.gov/sc_gcjc_meeting_materials.htm). These outcomes will be used to develop a “best practices” guide for other regions to follow.



Local Board Spotlight: Northern Rural Training and Employment Consortium (NoRTEC)

In the hope of spreading successful practices and acknowledging the good work of California's Local Boards, the State Board has begun to document California's outstanding regional collaborations.

The first Local Board Spotlight focuses on NoRTEC.

NoRTEC's Mission

The 11 county consortium has shown outstanding vision in the development of their regional network of workforce, education, economic development, communities, and businesses. This network of partners has committed to putting people back to work by:

- *Growing the opportunities of business and the green economy;*
- *Delivering new services which result in new product and business development;*
- *Accelerating new technologies;*
- *Accelerating deployment of renewable energy;*
- *Creating new career pathway models that lead low wage workers to high paying careers; and*
- *Leveraging limited resources for positive change in their region.*

Partnerships

NoRTEC has taken a regional leadership role by forming new partnerships with several stakeholders such as industry advisory boards, the region's community colleges, California State University Chico, the region's public utilities, Golden Capital Network, Wavepoint Venture Capital, and SolarTech Association. Through these partnerships, NoRTEC has developed a sector initiative that meets the needs of local workers and businesses.

Leveraged Funding

Through these diverse partnerships, NoRTEC has done an exceptional job of leveraging funding and maximizing outcomes. Beginning with \$2 million in funding from the Clean Energy Workforce Training Program (CEWTP) and \$250,000 from the RICO Grants, NoRTEC has gone on to receive nearly \$10 million in additional funding to support the work of their regional collaborative. This includes \$4 million in federal DOL "Pathways Out of Poverty" funding that will help disadvantaged populations find ways out of poverty and into economic self-sufficiency through employment in energy efficiency and renewable energy industries. Additionally, under the Green Innovation Challenge Grant, NoRTEC received \$3.5 million to work with their

business-led partnership to develop and implement new workforce training strategies that will prepare workers for jobs in a broad range of clean technologies.

Early Outcomes

Although this partnership is still fairly new, there have been a number of promising outcomes. To date, under the CEWTP, 239 people have been enrolled, with 277 receiving training, with preliminary results showing a placement rate of 81%. This successful partnership has translated into \$1 million in additional training funds along with statewide recognition by the Community College systems as the best vocational educational partnership of the year. With this additional funding, NoRTEC will further add to their training opportunities by focusing on Smart Meter and Smart Grid Transmission line training.

State Level Collaboration with California Community Colleges Chancellor's Office

To obtain services that support the State Board's industry sector framework, the State Board, the EDD, and the Labor Agency entered into an interagency agreement with the California Community Colleges Chancellor's Office (Chancellor's Office). Realizing that the community college system in California is the venue through which most residents access educational services, the State Board charged the Chancellor's Office with delivering services to support regional planning related activities; policy implementation to increase training and job placement services capacity; and professional development for career counseling providers. Services provided will support the workforce development and economic recovery goals under the Governor's workforce development strategy, the State Board's sector strategy framework, and the work of the Council and Health Council.

This interagency agreement resulted in the following outcomes:

- The Centers of Excellence, which support the California Community Colleges Economic and Workforce Development program by providing customized data, has in collaboration with Sacramento Works, the Golden Sierra Workforce Investment Board, and the Los Rios Community College District, released the "Information & Communications Technologies (ICT): Advancing Digital Literacy in the Greater Sacramento Region 2011 Report." This report provides an analysis of the size and scope of the ICT sector in the Sacramento Region and profiles ICT digital literacy competencies required across all sectors. The full report is available at the Center of Excellence website.
http://www.coecc.net/logdownloads.asp?url=ict_scan_gsac_11.pdf

- The Chancellor’s Office Career Development Advisory Committee (Chancellor’s Advisory Committee) has developed a newsletter (<http://www.cccareers.org/newsletter.aspx>) which provides information about and advice for counselors and those working in career centers. For this year, they released information focusing on Veterans, Extended Opportunity Programs and Services, and other career opportunities. This on-line communication tool sent directly to counselors is a first step in developing career counselor support and curriculum modules that will inform counselors of regional industry information and aid them as they provide career path guidance to Californians.
- The Chancellor’s Advisory Committee hosted ten regional conferences focusing on <http://www.cacareercafe.com/> career information including career assessments to identify the user’s unique strengths, talents, and styles. It will be utilized by sharing this website with all Local Boards and One-Stops via webinars. The webinars will commence in fall of 2011.
- The California Nurse Education Initiative is a five year project with the goal of maintaining the expansion in the number of nursing students by leveraging resources and increasing enrollments. In its second year the Chancellor’s Office received approximately \$3 million of WIA funding for additional enrollments. *(See Appendix I)*

In addition, the Allied Health Initiative has a three-year project aimed to increase enrollment for short term certificates. The initiative funded 19 colleges with approximately \$6 million of ARRA funds from 2009-11. There were a total of 1,007 new enrollments in spite of the high cost of medical training programs. This project ended June 30, 2011. *(See Appendix I).*



Waivers

Section 189 of WIA provides the DOL Secretary with general authority to grant waivers of statutory or regulatory requirements of the WIA. WIA also includes restrictions to this authority. For example, the Secretary cannot waive worker protections or rights, roles and functions of local areas and local boards, or eligibility of participants or providers, among other things. To receive a waiver, the Governor must submit a waiver request to the Secretary which seeks to improve the statewide workforce investment system. The request must identify goals of the waiver, individuals impacted by the waiver, State or local efforts to remove the barrier, monitoring the progress of implementing such a waiver, and the process for receiving public comment.

The common measures were developed through a Presidential Management Agenda in 2001, by which the Office of Management and Budget lead an initiative to develop performance measures for certain federal programs with similar goals. Multiple sets of performance measures burdened states and grantees as they were required to report outcomes based on varying definitions and methodologies. By minimizing the different reporting and performance requirements, common performance measures can facilitate the integration of service delivery and break down barriers to cooperation among programs and partners of the workforce systems. The use of common measures was initially implemented through a formal waiver request to the DOL Secretary. More recently, these measures became standard practice and were automatically granted by the Secretary. California continues to use them to report program outcomes for WIA.

The State Board is pursuing administrative efficiencies and innovations in partnership with DOL Employment and Training Agency through its waiver process. This partnership is essential to developing a system with a sector strategy approach.

The following waivers were approved for California through June 30, 2012:

[Waiver to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to a local area](#)

The state was granted a waiver to permit an increase in the amount the state is allowed to transfer between the Adult and Dislocated Worker funding. Transfer authority is limited to 50%.

This waiver provides needed flexibility to Local Boards to respond to changes in their local labor markets and will help ensure that WIA funds are used in a way that maximizes customer service and other demand-driven needs of the business community. The need for this waiver is critical given the current economic shifts occurring in our state.

[Waiver to permit the state to use the common measures](#)

The state was granted a waiver to use the common measures in lieu of the 17 WIA specified performance measures. There are only nine common measures, which will allow for administrative efficiencies while focusing on key performance measures.

[Waiver of the required 50% employer contribution for customized training](#)

The state was granted a waiver of the required 50% employer contribution for customized training to permit the use of a sliding scale for the employer contribution based on the size of the business. The following sliding scale is permitted: 1) no less than 10% match for employers with 50 or fewer employees, and 2) no less than 25% match for employers with 51 – 250 employees. For employers with more than 250 employees, the current 50% match is required.

This waiver continues to provide a valuable tool to local boards in their support of California's small businesses and their employees. The sliding scale for employer match provides the necessary flexibility for small businesses to participate in the WIA customized training program, thereby increasing participation and employment rates for skilled job seekers.

Employers benefit from the waiver by having a labor pool with the marketable skills they require.

[Waiver of the time limit on the period of initial eligibility for training providers](#)

The state was granted a waiver to postpone the determination of subsequent eligibility of training providers and is also allowed to provide an opportunity for training providers to re-enroll and be considered enrolled as initially eligible providers.

[Waiver to permit a portion of the funds reserved for rapid response activities to be used for incumbent worker training](#)

The state was granted a waiver permitting the use of up to 20% of rapid response funds for

incumbent worker training, only as part of a layoff aversion strategy. All training delivered under this waiver is restricted to skill attainment activities.

This waiver positively affects businesses by reducing the risk of layoff or closure because workers have not kept current with new skills and technologies. It also has the potential, as businesses expand due to the enhanced skills of their current workers, to stimulate new, lower-skill positions and to create openings in positions vacated by incumbent workers who receive skills upgrade training. The training provided to individuals will make them more valuable to current and future employers. This waiver plan increases the role of Local Boards as workforce intermediaries and the role of business in the workforce development system.

Waiver to increase the employer reimbursement for on-the-job training

The state was granted a waiver to permit an increase in employer reimbursement for on-the-job training through a sliding scale based upon the size of the business. The following reimbursement amounts will be permitted: 1) up to 90% for employers with 50 or fewer employees, and 2) up to 75% for employers with 51 to 250 employees. For employers with more than 250 employees, 50% reimbursement will continue to apply.

The waiver allows the state to encourage and expand the hiring of unemployed adult and dislocated workers who lack some of the skills needed to meet an employer's needs. It will provide them with opportunities to add new skill sets and learn new technologies while they return to the workplace and earn wages to support themselves and their families.

Waiver to permit Local Areas to use a portion of local funds for incumbent worker training

The state was granted a waiver to allow Local Areas to use up to 10% of local Dislocated Worker funds and up to 10% of local Adult funds for incumbent worker training only as part of a layoff aversion strategy. Use of Adult funds must be restricted to serving lower income adults. All training delivered under this waiver is restricted to skill attainment activities.

The Local Boards may use up to 10% of local Dislocated Worker funds and up to 10% of Adult funds for incumbent worker training only as part of a lay-off aversion strategy, allowing them to better respond to local economic changes and serving employers and their employees who require training. As the national economic downturn continues, the Local Boards need this flexibility to assist employers retain employees and to provide incumbent workers the

opportunity to gain necessary skills to maintain employment. This waiver also allows the Local Boards to effectively market incumbent worker training to the private sector, thus expanding partnerships with employers in growth and demand industries. This will reduce the risk of layoffs of employees who need skill upgrades and allow employers to create opportunities for new workers to take the place of existing workers who have moved up the career ladder.

[Waiver on the use of Individual Training Accounts for older and out-of-school youth](#)

The state was granted a waiver permitting the use of Individual Training Accounts (ITAs) for older youth and out-of-school youth program participants. The state must continue to make the ten youth program elements available and must ensure that funds used for ITAs are tracked and that they are reflected in the individual service strategies for these youth participants.

This waiver helps to maximize the service capacity of the One-Stops by allowing the use of Youth funds to serve older youth, who are focused on employment, to have the same advantage of ITAs as adult and dislocated workers. Without this waiver, the workforce system would be forced to co-enroll older youth in the adult and dislocated worker programs to provide training opportunities through the use of ITAs. This waiver streamlines customer service and avoids the need for an unnecessarily bureaucratic process.

The following waivers are approved through September 30, 2011:

[Waiver of performance measures for youth participants in summer youth employment activities and co-enrolled in Temporary Assistance for Needy Families \(TANF\) and WIA programs](#)

The state was granted a waiver permitting the use of the work readiness indicator only for youth co-enrolled in the WIA Youth and TANF programs and participating in subsidized summer youth employment activities.

[Waiver to provide program design flexibility in serving youth participants in summer youth employment activities and co-enrolled in TANF and WIA program](#)

The state was granted a waiver to provide program design flexibility in serving youth who participate in subsidized summer youth employment activities that use TANF funds and are co-enrolled in WIA funded youth programs. Specifically, the requirement to provide a minimum

of 12 months of follow-up services is waived. Also waived is the requirement to provide an objective assessment and individual service strategy.



State Evaluations

Integrated Service Delivery Evaluation Report

The One-Stop Integrated Service Delivery (ISD) Initiative, supported by the State Board and EDD in partnership with the California Workforce Association (CWA), attempts to learn how services provided by WIA Title I and WIA (Wagner Peyser Act) Title III employment services could be best integrated at the local One-Stop level by co-enrolling all participants in both programs and redesigning service delivery. The State Board contracted with California State University, Northridge (CSU Northridge) in January 2010 to conduct a two-phased formative and summative evaluation of the ISD model. The first phase formative evaluation report was presented for discussion at CWA and State Board meetings in November 2010.

Formative Evaluation Findings:

The formative evaluation revealed insights about the ISD program and factors that seem to support or hinder ISD implementation. Using in-depth analysis of four diverse learning labs, evaluators identified a series of “critical success factors” that appear to influence success of

ISD implementation. Critical success factors fell into two categories: the One Stop’s *context* and the *implementation process*. Success factors within organizational culture and political *context* include; shared mission and vision, common goals, measures, values and priorities, shared commitment to customers and compatible data systems. Success factors within the local and regional *context* included a history of cooperation, good working relationship between EDD and WIA management, full-time EDD senior manager on site, high level of trust between WIA and EDD staff, shared management philosophy of senior management, symmetry in size and budget, and common shared space.

Success factors for *implementation* within the realm of management structure included; an ongoing strategic planning process, a clear well articulated vision, shared goals by all staff, effective functional management, shared management responsibility and compatible data systems. Success factors within the realm of decision-making processes included; WIA and EDD staff involvement in decision to adopt ISD, collaborative decision making between WIA and

EDD staff and management in the initial design, clear goals and measures (SMART goals), ongoing collaboration and participation by all staff beyond initial implementation, and joint problem solving. Success factors for formal and informal implementation strategies included; team building prior to implementation, ongoing data collection on measures of effectiveness, physical integration of the one-stop layout, symbolic integration through titles and logos and providing opportunities for social interaction among staff and management.

Summative Evaluation Findings:

The second phase summative evaluation was conducted from July 2010 through June 2011. The summative evaluation measured the effect of the learning lab initiative by measuring its impact on the volume and type of services delivered, customer satisfaction, cost of services and federal performance measures and contrasting those measures with sites not using the learning lab service integration model. To measure this impact, evaluators had to separate what happened in the ISD Local Areas from what would have happened without ISD. The difference between what did happen and what would have happened without ISD is the ISD program's impact. To meet this challenge, they used a method known as matched pairs. California was fortunate to have a natural experiment. Twelve local areas volunteered to be Learning Labs and implemented the ISD model in the 2007-08, while 37 others did not volunteer. To estimate the impact of the ISD model they compared the experience of ten of the twelve ISD sites which volunteered to be in the study with ten other local areas that did not join the ISD initiative. The ten non-ISD sites were chosen based on their similarity to the ISD sites on key dimensions. Comparing individual ISD sites with their matched pairs allowed them to assess the overall impact of ISD.

Surprisingly, prior to implementation of ISD, non-ISD sites in this study reported slightly greater use of the ISD practices than the ISD sites. After implementation, while ISD sites reported a greater increase in the use of integrated practices, those same practices also increased at non-ISD sites (although to a lesser degree). Both ISD and non-ISD sites indicated that in the future they plan to continue most of the ISD practices they have in place and it seems likely that the gap between ISD and non-ISD site will become even smaller. Evaluators found that each of the twenty sites in the study is a blend of ISD and traditional management practices. One practice unique to ISD sites is the attempt to formally enroll all clients in WIA rather than have a pool of universal clients who are not enrolled in the program. They found this practice had a profound effect on how many clients were served, the characteristics of clients served, and the performance of local areas on the federal measures.

The ISD goal of enrolling everyone and the state level practice of automatically exiting clients after they have not received services for 90 days (called "soft exits") meant local managers

could not control their performance measures as easily and that this, in turn, led to a decline in performance compared to similar sites that could manage their performance measures. Even after controlling for the effects of the recession and local economic conditions, ISD sites experienced a significant drop on all federal performance measures for adults and dislocated workers when compared to other similar non-ISD sites.

The most significant finding from our analysis of costs and volume of services produced is that dramatic economies of scale are available in One Stop operations. The economic recession that started in 2007 put tremendous pressure on all One-Stops (both ISD and non-ISD) to serve more clients. Both ISD and non-ISD One-Stops responded and served increased number of clients at a substantial reduction in cost per client. For example, evaluators found the cost per visit dropped by over eighty percent. They did not observe dramatic cost differences between ISD and non-ISD sites; however found that EDD operations at integrated sites made some significant adjustments in their resource allocations. EDD operations at ISD sites shifted the use of resources away from the provision of core services into the longer-term, intensive services that traditionally were provided primarily by WIA operations. They found no major differences in how WIA resources were allocated at ISD and non-ISD sites.

Analysis of customer satisfaction at ISD and non-ISD sites revealed that ISD innovation does not have a strong positive or negative impact on client satisfaction. Customer satisfaction was relatively high across the board in all (ISD and non-ISD) One-Stops studied. With average satisfaction scores of 8 or higher on a ten point scale on many aspects of satisfaction, it may be that there is little room for improvement on these measures. It may also be that customer

satisfaction is driven more by the quality of local management and staff at individual sites rather than the larger program design.

The State Board, EDD, CWA, and Local Board staff deliberated on evaluation findings during various events in September and the evaluation reports and recommendations are available on the State Board website at http://www.cwib.ca.gov/resources_reports.htm

Cost Study of the One-Stop Career System

In an effort to better understand the real costs of producing a product or service in One-Stops, the State Board contracted with CSU Northridge to develop an Activity Based Cost (ABC) accounting methodology and an internet based benchmarking tool for California One-Stops. The Cost Study was the first to look at “in-kind” and financial resources supporting One-Stop

operations and service delivery using an ABC accounting. Training and support will be offered this year to a limited number of One-Stops using the database and to additional Local Area and One-Stop staff interested in learning about and using the ABC web tool. As additional Local Areas find use for the tool, the State Board will consider funding subsequent work to support continued development of One-Stop ABC database and management reports. A full report on this with an analysis for California One-Stops is available on the State Board website at http://www.cwib.ca.gov/resources_reports.htm. A subsequent report will be out November, 2011.

Local Area Modification

In 2011, the State Board approved one local area modification. In accordance to their policy provided in EDD Directive WIAD05-2, the State Board approved Napa County's request to modify its Local Area to include Lake County on May 17, 2011.

In December 2009, the State Board received notification that Lake County would be withdrawing as a member of the Joint Powers Agreement that forms the Northern Central Counties Consortium (NCCC). One year later, the State Board received an application for a local area modification from the Napa County Workforce Investment Board (Napa WIB) requesting that Lake County be moved from NCCC and incorporated as part of the Napa County local area.

Upon approval of the application by the State Board, EDD's Regional Advisors worked closely with all the parties involved in the modification. As a result, local area formula allocations, equipment and affected participants were all transferred to the new Napa

and Lake County Workforce Investment Area within a month after the State Board's approval. All parties continue to work together to ensure that all participants continue to receive quality access to WIA services.



Future Objectives

The State Board anticipates implementing the following objectives in the future:

- ***Adoption of a Statewide Outreach Strategy:*** A statewide outreach strategy will create a common statewide identity through the use of a brand name, logo, etc., linking the 49 Local Boards and their service delivery points into a single, recognizable, statewide workforce system. This effort will also include the launching of a new website that will serve as a clearinghouse of information for all who are in need of employment and training services and a resource for those interested in promoting and investing in California's workforce.
- ***Revisions to the One-Stop Certification Policy:*** As part of the long term implementation of the outreach strategy, the State Board will circulate a policy for local boards to use to certify their One-Stops.
- ***Modification of the State Eligible Training Provider List:*** In partnership with the DOL, will be developing a policy statement and accompanying guidance to leverage the public funded post-secondary educational institutions and California's apprenticeship programs approved by the DOL and the state's Division of Apprenticeship Standards. This modification will provide additional access to low cost training that leads to high-wage, high-growth careers.
- ***Performance Dashboard:*** Will implement the use of a performance dashboard to extract and aggregate data sets currently reported by Local Boards and present this information in a meaningful report card to the State Board and other stakeholders and champions of the workforce system.



Chapter 3: The Emerging Green Economy

Governor Brown set a goal in his Clean Energy Jobs Plan for California to produce 20,000 megawatts of renewable energy by 2020. Of that, 12,000 megawatts are to come from small, localized sources that can be built quickly, without new transmission lines or any environmental impact. The objective is to spur economic growth in California. Green economic growth is currently being driven by three factors: state and federal policy, technological advancements, and market demand. California's expanding green economy is attracting business investment, creating jobs and producing a more sustainable and energy independent future for the Golden State. Driving this new wave of innovation are the most ambitious environmental policies in the nation, business decisions that recognize sustainability as a way to improve the bottom line and generate return on investment, and the strong desire voiced by Californians that their state lead the way in reducing greenhouse gas emissions.

As a global leader in these three areas, California is uniquely poised to capitalize on green innovation. It has a portfolio of cutting edge policies (e.g., regulations and incentives), a long tradition of innovation in the private sector, and growing market demand from its citizens and businesses for products and services that are designed to reduce greenhouse gas emissions and provide energy independence. Perhaps most significantly the green economy is distributed throughout the state. The State Board, through its Council and the partnerships it represents, is working to ensure California has a workforce ready to support business and industry needs.

"It makes sense to power California with renewable wind and solar energy that protects clean air and water and promotes energy independence. Renewable energy projects also stimulate business investment in California and create thousands of new jobs."

Governor Edmund G. Brown, Jr.



The Green Collar Jobs Council

AB 3018 required that the State Board establish a Green Collar Jobs Council to address the needs of California's growing green economy. The Council has adopted a sector strategies approach to the development of a green/clean energy workforce. Through this approach the Council has:

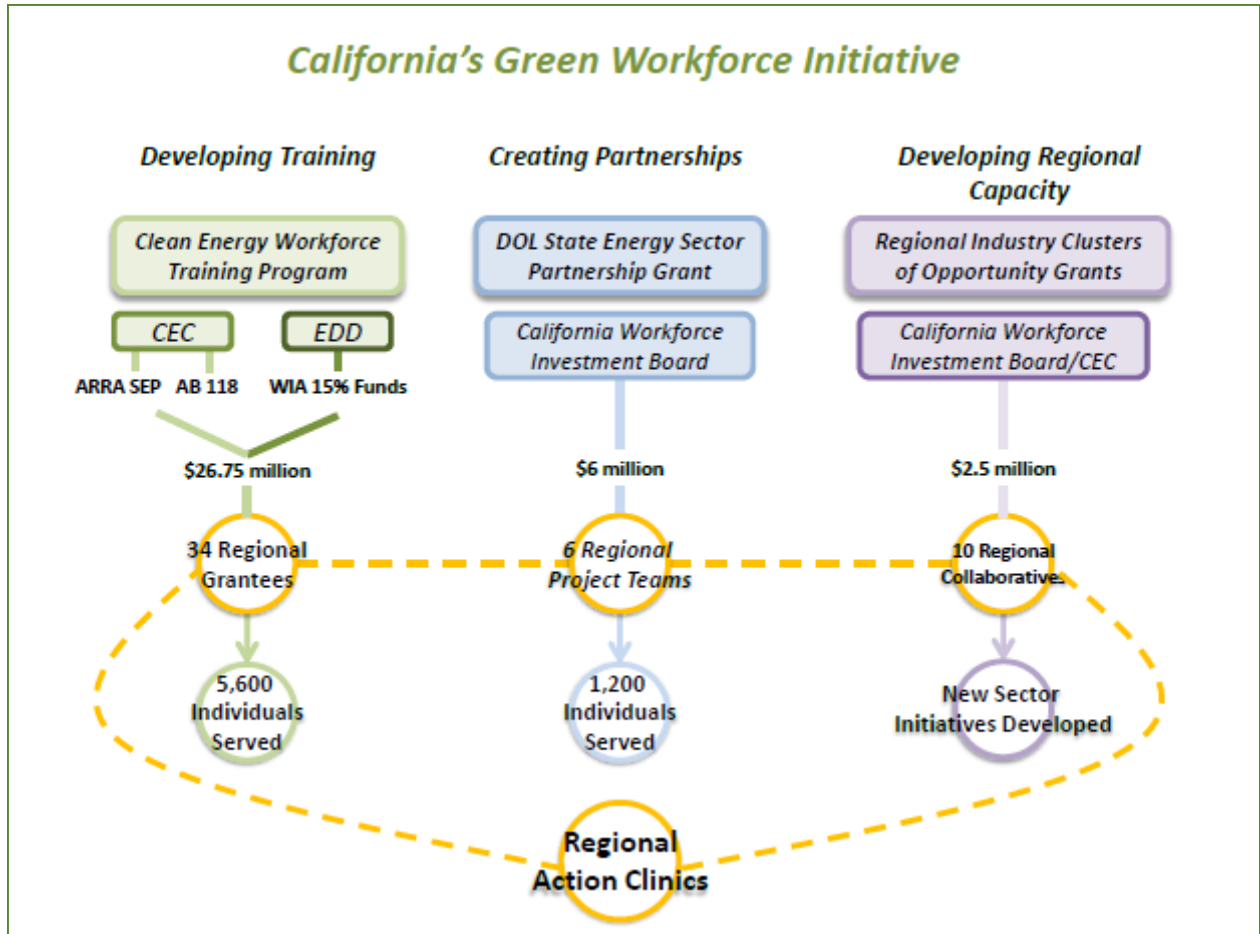
- Developed data driven of the interdependence between business competitiveness and the workforce needs of green industries;
- Established regionally based partnerships of employers, training providers, community organizations, organized labor, and other key stakeholders around specific industries;
- Addressed the workforce needs of employers and the training and employment needs to move workers into high-road career paths;
- Bolstered regional economic competitiveness by aligning education, economic, and workforce development planning and leveraging of resources;
- Promoted systematic change that supports innovation and achieves ongoing benefits for industries, workers, and communities; and
- Launched California's Green Workforce Initiative.

California's Green Workforce Initiative

The CGWI is a multi-faceted project that implements a sector strategy approach, creates and fosters regional partnerships, leverages the resources of government agencies through collaboration, supports the development of regionally relevant training programs, supports regional capacity development, and seeks to ensure sustainability of effective regional sector initiatives. Through its three component programs CEWTP, State Energy Sector Partnership (SESP), and RICO, the Council's membership agencies are in the midst of training thousands of workers for careers in Energy and Water Efficiency, Renewable Energy Generation, Alternative Fuel Vehicles, and more.

The Council continued to guide the investments of the CGWI that were initiated in PY 2009-10. The CGWI combines funding from the public and private sectors to create what is believed to

be the nation’s largest green job workforce development program. Federal dollars came in the form of ARRA funds while state funding was provided by the Energy Commission’s AB 118 and the WIA 15% Governor’s Discretionary funding.



Clean Energy Workforce Training Program

The Clean Energy Workforce Training Program aligns strategies and resources of the Energy Commission, the EDD, and the State Board. Approximately \$26.75 million was awarded in October 2009 and 34 grantees began to develop their projects. (See Appendix II)

EDD administered the grants, provided technical assistance to grantees and provided progress reports to the Energy Commission. The Energy Commission and the EDD hosted monthly webinars or face to face meetings where grantees share information and best practices. This has

been very effective in keeping the momentum of the projects going and focused on the primary goals of the program.

In Collaboration with the California Labor Federation, an additional \$3 million was awarded to five agencies to expand the CEWTP and strengthen apprenticeship opportunities to spur economic growth in California. The program is a partnership between the EDD, the Energy Commission, and the State Board.



E3 NorCal – SETA-Sacramento Works

E3 NorCal is quickly becoming one of the premier service providers of Energy Audits, HERS Verifications and Building Performance Testing in California and is actively looking to expand its business. The challenge has been to find quality employees who possess crucial training in the Energy Auditing field.

Sacramento Works, through ARRA and WIA funding was awarded over \$2.7 million in Clean Energy Workforce Training grants through the State of California. Through a partnership with the Los Rios Community College District, a Green Building training program was launched at Cosumnes Community College in Sacramento, California. Sacramento Works referred candidates who had completed the Weatherization and Energy Audit program to Mr. Tommy Young of E3 NorCal.

Mr. Young was very impressed with the quality of the program, which provides future workers with 18 weeks of coursework in Building Science, as the current standard is as little as 2-4 days of lecture and an open book test. Mr. Young commended the agency and the college district for having the foresight to develop a strong, science-based curriculum that produces fundamentally sound Energy Auditors and trainees. In April, 2010, E3 NorCal hired three students from the program and looks to hire more as business expands.



SACRAMENTOWORKS
YOUR WORKFORCE RESOURCE



VMI Architecture and Karen – Marin Employment Connection/Marin WIB

VMI Architecture learned of CEWTP Project GREEN retraining program in Marin through the collaborative efforts of Marin Building Energy Retrofit and Solar Transformation. The firm had gone through layoffs and reduction of hours for the remaining staff who found themselves underemployed as a result of the decline in the construction industry.

Karen, an underemployed Production Associate at VMI Architecture, took advantage of the opportunity to advance her credentials through Marin Employment Connection's Project GREEN grant. Karen already held a LEED Accredited Professional Certification and was eager to learn more about energy efficiency and green building.

Karen completed Title 24 certification and became a Certified Green Building Professional. She continues to do green building consulting in her expanding role with VMI. VMI employees have now returned to full-time schedules and look forward to additional projects that will utilize their green building knowledge and principles in the future.



Alternative and Renewable Fuel and Vehicle Technology Program Phase II

To follow the original CEWTP grants, on October 19, 2010, the EDD and the Energy Commission announced the availability of up to \$2 million in funds for the ARFVTP, Phase II. The intent of the ARFVTP is to enhance already existing programs under AB 118 and/or to develop and deploy alternative and renewable fuels and vehicle technologies in the marketplace to transform California's fuel and vehicle types, and to help attain the State's climate change policy goals. For a list of awards, see *Appendix II*.



Alameda County Workforce Investment Board Provides Services to Displaced NUMMI Workers, Suppliers, and Vendors

In April 2010, California’s last remaining auto manufacturing facility – New United Motors Manufacturing Incorporated (NUMMI) closed its doors causing a direct loss of 4,700 jobs and a ripple effect on NUMMI suppliers that was estimated to cause the loss of 20,000 to 50,000 jobs. Since then, the Chief Executive Officer of Toyota Motor Corporation Akio Toyoda and Co-Founder and Chief Executive Officer of Tesla Motors Elon Musk announced an historic new partnership between the automotive companies that will benefit California’s economy and environment. Toyota announced it will invest \$50 million in Tesla Motors and will partner with Tesla to manufacture electric vehicles. As part of this partnership, Tesla announced that it will acquire the NUMMI plant in Fremont and begin production of its Model S EV, which could restore more than 1,000 jobs. While the re-purposing of the original NUMMI Plant will not produce the first vehicle until 2012, the Alameda Workforce Investment Board (Alameda WIB) is in the process of promoting workforce service planning options to Tesla.

The NUMMI Regional Plant Closure Project is being funded with two primary federal grant sources, WIA and Trade Adjustment Assistance (TAA) funding. TAA resources are non-WIA resources, but play an important role in enhancing NUMMI, Supplier, and Vendor training opportunities. The WIA funds are part of a National Emergency Grant (NEG) provided to California by the DOL for the NUMMI Regional Plant Closure Project. The grants provide for a full range of wrap-around services and include funds for skills upgrade training, basic skills courses, stress counseling, and other support services. In addition, it provides resources for a myriad of services that connect the region’s employers to the displaced workers.



Update

Current Enrollments, Skills Upgrade Training, and Jobs

Of the 4,700 laid off from the NUMMI plant in Fremont, 2,225 were residents of Alameda County. There were 22 other businesses in our Local Area that were also impacted by the closure, including Injex Industries, Inc., Plastikon, Dakota Supply, Vuteq, Toyota Logistics, and others. An untold number of additional workers were laid off from direct and indirect suppliers of NUMMI statewide. Alameda WIB opened two specialized service centers to address the needs of workers in our jurisdiction.

As of August 1, 2011, there are 2,748 customers enrolled at the NUMMI Reemployment Center (NRC), and 416 at Chabot College for a total of 3,164 NUMMI and Suppliers receiving WIA services in Alameda County.

Of the 3,164 clients enrolled at NRC and Chabot, 1,771 are upgrading their jobs skills through education or certificated training programs.

Training Services

The Alameda WIB has developed customized training programs to address the needs for this diverse population, which has been extremely challenging due to their unique barriers.

Among their challenges the following are the greatest:

- Lack of English proficiency in speaking, writing and reading skills. This is primarily true with the supplier group from Injex and Vuteq;
- Lack of basic computer skills. This is reflective of the majority of the clients, regardless of English level speaking skills; and
- The numbers of years since clients have been in any formal educational or “training” environment.

Job Placements

While there are job clubs set up at all of the career centers helping clients search for jobs, only 10% of the enrolled participants have moved on to new jobs. This is a reflection of a sluggish economy and the high local unemployment rate (10.9%) that persists in that region. The centers’ business services units continue to bring in employers including staffing agencies to speak to clients and assist in reviewing individual resumes and providing feedback.

Employer Forums

In order to better prepare clients in this regional project, Alameda WIB’s Business Services Unit developed four employer forums around the County. Employers representing healthcare,

bio-medical, transportation, distribution, and logistics participated in discussions about the job skills required for current and future employment opportunities.

Additionally, NUMMI clients are receiving the following services:

- Health Care Support
- Stress Counseling Report
- Peer Counselors

NUMMI Blue Team

The Blue Team is a group of workforce staff, support services agencies, labor organizations, community-based organizations, and training/education providers involved in the Regional Plant Closure Project. This group of over 50 representatives across many counties meets quarterly to discuss regional activities, the Project’s progress and performance, funding, and service issues. The Blue Team and its committees are coordinated by Alameda WIB and the principals of five other Local Boards, the State EDD Workforce Services leaders, and the Regional DOL office.

Please visit the NUMMI website at: www.nummi.info



Green Innovation Challenge Grants

On June 29, 2010, grants were awarded to six organizations under the Green Innovation Challenge Solicitation for Concept Paper. Grants totaling \$19 million will help train nearly 3,000 Californians for jobs in a wide range of clean and green industries, including hybrid and electric vehicles, alternative fuels and renewable energy generation. Funding for the program is drawn from the State Contingency Fund, WIA 15 % and from Wagner-Peyser 10% funds under the administrative authority of EDD.

The intent of the Green Innovation Challenge grants is to encourage industry leaders to find innovative methods designed to meet the needs of businesses to not only fill immediate employment needs, but also for the development of a partnership and infrastructure flexible enough to support employment growth for up to ten years. The grants will encourage business-led partnerships in various counties to develop the most creative methods of increasing employment specialties within the green economy.

The programs offered will support the development of a highly trained workforce with the critical skills required for jobs in renewable energy generation, energy efficiency in buildings, alternative and renewable fuels and vehicles, energy storage, and water efficiency.

The funded projects will offer training in hybrid and electric vehicle career pathways, energy efficiency academy, Smart Meter/Smart Grid, Biofuels and Biomass Production Certificate programs. Some participants will be able to obtain Biofuels Laboratory Technician and Crop Management Certificates. Several modules will include On-the-Job Training opportunities. To date, preliminary performance outcomes include 621 registered participants, 610 training, and 191 job placement. For a full breakdown of the data, see *Appendix II*.

“These Challenge Grants will expand workforce training programs and meet the needs of employers by providing highly skilled workers for California businesses that are moving toward emerging green economies, including the auto and energy industries. In an economic climate where everyone is being asked to do more with less, these grants offer an innovative approach for connecting community college training programs and students with prospective employers.”

***~ Jack Scott, Chancellor
California Community Colleges***

Green Jobs

The EDD announced nearly \$5.4 million in grants awarded to ten training programs that target the development of a skilled California workforce for a cleaner environment. Funding includes \$2.38 million to resource agencies to provide job training to unemployed, underemployed, and incumbent workers for careers in California's emerging green economy. Another \$3 million will expand the CEWTP and strengthen apprenticeship opportunities to spur economic growth in California.

In collaboration with the California Labor Federation, another five agencies in Contra Costa, Imperial, Riverside, Sacramento and San Bernardino counties will be tasked with aligning strategies and resources emerging from the CEWTP, the largest state-sponsored green workforce development effort in the nation. The program is a partnership of the EDD, the Energy Commission and the State Board. For a complete list of awardees, see *Appendix II*.



State Energy Sector Partnership

In January of 2010 the State Board was awarded the maximum amount of \$6 million in funding from DOL's Employment and Training Administration under the three-year State Energy Sector Partnership and Training Grant. The State Board and the Council have since utilized this funding to support six regional teams in the development of training programs in emerging energy efficiency and renewable energy industries. In addition, the SESP grant was designed to compliment the existing work of the CEWTP and the RICO grants by supporting action clinics, information exchange, worker training, curriculum publication, and the further refinement of regional sector initiatives designed to meet the talent needs emerging in clean technology and green industries.

The following are summaries of some of the work being done by the six regional teams under the SESP grant.

Alameda County Workforce Investment Board

The Alameda program is focused on providing skills and background knowledge in green building retrofit, as well as math remediation that will be necessary to equip participants to succeed. The program includes classroom and hands-on training that provides green building

principles, building science fundamentals, and state energy code licensure laws for either the residential or commercial construction sector.

In April, the Carpenters Training Committee for Northern California trained 41 participants. The two cohorts completed nine weeks of training in basic safety, math and industry specific training such as power tools, framing techniques and basic solar installation. All 41 participants received industry recognized certificates and were indentured into the Carpenters Apprenticeship program. Each made membership at various local unions around the Bay Area.

Green plumber trainees passed the third party proctored exam and were accredited certificates. A letter was circulated to all potential signatory contractors of United Association Local 159, and Green Plumbers, USA issued a Press Release and further listed the graduates on its webpage www.greenplumbersusa.com.

The Carpenters Training Committee reports that most of the participant's who ended training June 30, 2011 will be dispatched to union employment within the first few weeks of graduating the program. Another three Carpenters' pre-apprenticeship classes will begin in the quarter July 1, 2011 – September 30, 2011.

Los Angeles City Workforce Investment Board

The training component of this program will be led by Los Angeles Harbor College and will offer career focused programs that will integrate industry awareness and skill attainment, academic remediation and basic skills remediation, and supportive wrap around services. Trainings will consist of classroom, hands-on training in a lab/shop environment, and intensive experiential learning in the field leading to industry recognized certificates after completion of training. Training modules include:

- Process Plant Technology- This course introduces students to the workings and community impact of a process plant.
- Introduction to Wastewater Treatment Plant- This course introduces basic principles and processes on how a water and wastewater treatment plant is operated.
- Supply Water Technology- This course covers the fundamentals of water production, quality control and distribution.

The City of Los Angeles has focused on developing an on-going and viable high growth, green sector training initiative, using other WIA ARRA and Formula funds. As part of this effort, the City has worked in coordination with the Los Angeles Harbor College (LAHC) to finalize the cur-

riculum development for this program. More recently, the City has recruited 45 participants for this grant program through its service providers (WorkSource Centers, OneSource Centers, and Family Centers) and the LAHC.

In order to assure timely achievement of project goals and objectives, the Community Development Department has assigned Operation Analysts to monitor and review program activities at all project-related facilities. Analysts will identify operational and program outcomes that impact alignment with the project's work plan. Bi-monthly monitoring reports will be prepared and transmitted to the service providers and department management.

Northern Rural Training and Employment Consortium

NoRTEC is expanding on its existing partnerships and focus on the areas of renewable energy, including Solar Photovoltaic (PV), Solar Thermal, Concentrated PV, Energy Efficiency, and Power Delivery Systems (transmission, distribution, smart meter and smart grid). Given the decline in traditional agriculture and timber-based sectors in Northern California, the region identified the renewable energy sector as the next opportunity for economic transformation.

The region began working on a renewable energy strategy in 2008-09, conducting studies and research on the potential for generation and opportunities for new business formation and job creation. Current renewable energy generation is 5.7 million Mega Watt hours (MWhs). However, in terms of future potential, energy efficiency and solar resources will yield the most significant capacity, energy increases (2,700 MWhs), and economic impact - \$511.9 million in spending, \$285.8 million in income and 4,008 jobs.

NoRTEC's project is built upon a regional career pathway model that includes articulated technical preparation classes at the secondary level that provide course and program sequences to the community college certification courses in this project. To date, 50 participants have been enrolled under the NoRTEC SESP program.

Twenty young adults (ages 18-24) completed 85 hours of instruction in an "Introduction to Green Construction" course. Topics included: OSHA, Certification, Construction Basics, Home Building, Framing, Green Building Standards/LEED, Alternative Green Building Methods, Solar, Title 24 Codes & HERS Rating, Insulation, Home Sustainability (water heaters, whole house fans, windows, low flow products, green plumbing & duct work, energy efficient lighting, and local sourcing of materials), Deconstruction, Reuse, and Recycling of building materials.

Two participants are attending Northwest Lineman College for Lineman training. Four participants are obtaining green construction skills with the City of Weed revitalization project.

Sacramento Employment and Training Agency

This initiative has targeted the energy efficiency sector. The Los Rios Community College Centers of Excellence, in collaboration with research and industry partners studied the energy efficiency sector in the greater Sacramento region and across the state. The study found that industry demand for training in clean energy technologies is being driven by the relocation of new companies to the region. Clean energy companies are projected to create over 10,000 new jobs and \$5 billion per year in direct economic activity for the region in the next ten years, given the current level of state and regional investment in the sector (Sacramento Area Regional Technology Alliance, 2007).

Cosumnes River College will train one cohort of 25 students in Home Energy Auditing and Weatherization and one cohort of 25 students for Home Energy Rating System and Building Performance Institute certification through this training initiative. These courses will prepare students for employment as Weatherization Technicians and Home Energy Auditors in the residential Green Building industry.

American River College will train one cohort of 25 students in Solar Technology (installer), Solar System Design, Estimation, and Sales. This course will prepare students for employment as Solar Installers, Solar Technicians, and Solar Sales. The Training Source will lead the process of developing a new solar technology manufacturing training program curriculum in close collaboration with Solar Power, Inc.

The Sacramento Area Electrical Training Center (NECA-IBEW Local 340) Pre-Apprenticeship Construction Training (PACT) program is a quick, intensive pre-apprenticeship program that will provide the opportunity for those currently employed to start exploring careers in construction along with identifying the qualifications and skills needed for the construction trades. The PACT program will focus on emerging work in clean energy such as PV, Solar Energy, Geothermal Energy, Wind Power, and Sustainability. A total of 30 students will be trained through this program.

Currently two classes are in session with partner Los Rios Community College District.

The Weatherization/ BPI Analyst class is being held at Cosumnes River College from January 2011 to August 2011. Students who complete the program will receive a Certificate and a Weatherization Specialist and Building Performance Analyst (BPI). The second program is the Solar Installer Certificate Program conducted at American River College. This program runs from January 2011 – December 2011. Both classes are at capacity and candidates are excelling in their coursework.

Instructors report that they are pleased with the level of commitment of the students and the retention rate supports this opinion. In assessing the grades from Weatherization/BPI Program the average GPA is currently 3.2.

SETA staff provided case management and worked with enrolled participants to promote continued participation and success. While attending training, participants are also increasing their employment potential through SETA and Sacramento Works One-Stop's job readiness workshops.

San Diego Workforce Partnership

The San Diego Green Building Apprenticeship Readiness Partnership will prepare individuals for jobs in the green building and energy efficiency industry sector. The "Introduction to the Green Building & Retrofits" curriculum will be a five-week program that includes a total of 120 classroom hours and 40 hours of hands-on work experience. The class and work experience will be scheduled for approximately 20 hours per week, to allow participants to pursue internships or additional paid work experience as their time and skill levels allow, as well as to be employed outside of the field in order to cover their living expenses during the program. Courses began in the summer of 2011.

San Diego Workforce Partnership just completed classes through four regionally diverse Community Colleges under the CEWTP as of June 30th. Under CEWTP funding, 162 clients were enrolled into a Green Building and Clean Energy Pre-Apprenticeship Training Course with a successful completion rate of 85%. Of the clients who have been placed in employment by June 30th, the average wage was \$15.77.

July and August was the execution of contracts with the identified Community College Partners for the continuation of Green Building Training with SESP funds, slated to begin in late summer/early fall 2011 and run through December 2012. There is talk among providers of running cohorts back to back and finishing all in classroom and hands on training by July 2011, allowing for six months of dedicated follow-up time. This would allow program staff to track participant success after the completion of the course and into more advanced, certificated training or job search activities.

Stanislaus Valley Alliance

Under the SESP grant, the Stanislaus Valley Alliance will continue to develop a green sector plan that addresses the needs of the greater San Joaquin Valley.

As the primary provider of technical assistance, Collaborative Economics, Inc. developed an

Industry Sector Diagnostic that provides a detailed description of the growing industries and occupations in the San Joaquin Valley. This is the first of four phases that the Stanislaus Valley Alliance will undergo in its RICO planning process.

Once complete, the Stanislaus Valley Alliance will then develop and implement a training program that addresses the needs of employers in the greater San Joaquin Valley.

The Central Valley Regional Team is in the midst of developing a diverse team of industry cluster experts. As the size of the region presents some challenges, the Central Valley has aligned into four sub regions, each focusing on a different green sector.

The northern region had their first recycling industry business forums in Modesto on March 31, 2011 and in Stockton on April 1, 2011. A combined second recycling industry business forum was held on May 6, 2011 in Stockton. In addition, the northern region held their first renewable energy business forums on May 10, 2011 at both a Merced and Modesto location.

The southern region held their first renewable energy business forum on May 18, 2011 in Bakersfield. The central region held their first renewable energy business forum on June 8, 2011. The northern region held a combined second renewable energy business forum meeting in Stockton on June 9, 2011.

Valuable meeting outcomes have been gathered regarding employer identified opportunities to help these businesses grow and identified areas that we can start forming smaller work groups to implement actual strategies to make the opportunities a reality for these businesses. On June 30, 2011 the northern and central regions sent out e-mails and letters to the identified employers asking for individuals to volunteer as chairpersons to start working on objectives they feel strongly about.



California's Green Workforce Master Plan

In the fall of 2010 the Council sought to develop a guiding document for the coming year. What resulted was the Green Workforce Master Plan which sets forth recommendations on how the Council should move forward. These recommendations have been influenced by the deliberations that have occurred at Council meetings over the preceding two years, analysis of data associated with the green economy, lessons learned through the CEWTP projects, RICO action plans, SESP grant, and the continuous analysis of California's climate policies and their economic and workforce implications.

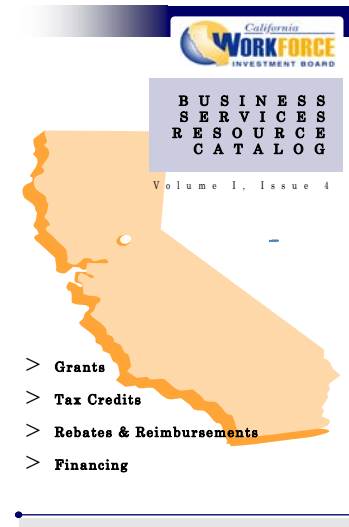
The report concludes that the Council will leverage and build upon regional planning efforts through future incentives and technical assistance. In the coming year, the Council will continue to serve as a neutral broker, and will partner with the public and private sectors to develop meaningful, high-impact workforce initiatives in line with the state's environmental policies, responsive to the demands of the private sector and delivered through well organized regional partnerships that comprise the state's workforce development system.



California's Business Services Resource Catalog

The Council's business plan states that it will "Catalog the resources available to business to create and compete in the green economy". In addition, the Council set out to demonstrate that California is the place to invest. The outcome of this collaborative effort was California's *Business Services Resource Catalog (Catalog)*, which is a list of resources that can be utilized by businesses, workforce development professionals, economic development partners, stakeholders, practitioners, and policy makers as they engage businesses. The Catalog documents tax breaks, incentives, rebates, and financing resources that can assist California's businesses to remain competitive in today's global market. To view the *Business Services Resource Catalog* Issue 4, please visit the State Board website. <http://www.cwib.ca.gov/res/docs/news/BSC%20jh%20040411web.pdf>

The State Board, in collaboration with Air Resources Board, will begin developing a relational database/web-based platform for the Catalog. This web-based tool will optimize its use for all end-users by providing an easy way to search, sort, or browse for specific resources. The users will be able to query the Catalog for targeted results.



Green Jobs Corps

Shasta College received over \$650,000 to establish three Core Green Job educational programs for the participants of the California Green Job Corps. The program has served participants in the Northern Sacramento Region, including Trinity and Lake Counties. Leveraging existing grants and federal funding, the partnership provided educational and occupational experiences to the regional CA Green Job Corps. Shasta College partnered with local employers like, Power House Solar, and all Pro Network with the goal of providing employability skills and job opportunities to local youth. These participants have had to overcome many barriers such as returning to school to obtain basic skills after dropping out of high school, fighting the pressures of joining gangs and using drugs and difficulties within their living conditions. The California Green Job Corps participants had the opportunity to be trained in one of three career pathways including, Green Construction, winterization of homes and energy efficiency auditing; Photovoltaic Technician training and Conservation/Environmental projects. Many of these occupations have wages ranging from \$15 to \$23 per hour. To date, 23 students have entered employment while many are still enrolled in the training program.

Meet George

At 23 years old, George has overcome barriers in his life that have held him back in obtaining a permanent job. In 2009, George encountered some legal problems and was sentenced to 9 months in jail. While on probation he discovered how difficult it was to find a stable job because of his criminal record. After several months of being rejected by employers, George enrolled in Taller San Jose's Tech Construction Academy. Here, George acquired the essential hands on training in the building trades. He also learned basic employment principles in which he would be able to take with him to future jobs. During his training at Taller San Jose, George showed great interest in the Orange County Green Jobs program. George attended the orientation and enthusiastically enrolled into the program after successfully completing his training at Taller San Jose. He was co-enrolled into the Summer Youth Program to work for the City of Brea and he began to attend the Vital Link trainings for Green Jobs for the City of Brea. The worksite supervisor from Brea where George is doing his community service is very thankful to have him at his worksite and says that, "George is one of the hardest workers I have and he works harder than some of the permanent employees here!"

George is thankful to be a part of the Green Jobs Corps Program and is looking forward to completing his training to begin his quest for a job in the green industry. After he completes his training through the Green Job Corp Program, he would like to find a career where he will utilize the skills he has obtained through the program.





Chapter 4: Healthcare Workforce Development

As a result of the passage of the federal Patient Protection and Affordable Care Act (ACA, *HR 3590, Rangel, Public Law 111-148 of 2009*), the demand for trained primary care health workers is stretching the capacity of California's workforce training and educational systems.

The implementation of the ACA will bring a substantial proportion of California's 8.2 million uninsured persons into the state's healthcare delivery system beginning in 2014. In addition to current workforce shortages, serving the previously uninsured will require the providers of healthcare goods and services to hire additional personnel.

In order to meet the burgeoning workforce demands, a broad system of public workforce and educational programs, working in partnership with the private and public health industry needs to be organized, resourced and provided with timely and accurate projections of demands across multiple segments of the health care delivery system.

Health Workforce Development Council

In August 2010, the State Board established the Health Workforce Development Council. The Health Council is tasked with understanding the current and future workforce needs of the health industry and with developing a comprehensive strategy to prepare California's workforce to meet those needs. The role of the Health Council is to:

- Bring together the appropriate mix of public and private partners to develop a plan that guides future health workforce development policy;
- Examine proven strategies and policies to increase health workforce supply that can be replicated and deployed through sector strategy and other models;
- Guide the development and maturation of Regional Health Workforce Partnerships to address regional healthcare and delivery system needs;
- Use regional partnerships to identify and inform regional and statewide health workforce development priorities for policy, planning, and programs that need to be developed, implemented, or expanded; and

- Seek expertise from multi-sector representatives to enhance the understanding of the issues and policies needed to ensure that California has the necessary workforce to provide access to quality and culturally and linguistically appropriate healthcare.

The mission of the Health Council is to “Expand California’s health workforce to provide access to quality health care for all Californians”.

During FY 2010-11, the activities related to the *Affordable Care Act State Health Care Workforce Development Planning Grant* (Planning Grant) have been the primary focus of the Health Council.

Federal Health Care Workforce Development Grant

In July 2011, the State Board, in partnership with the California Office of Statewide Health Planning and Development (OSHPD), was successful in receiving a \$150,000 Planning Grant. The purpose of the Planning Grant is to assist states in planning and implementing activities that lead to health care workforce development strategies at the state and local levels and increase the number of primary care health professionals by 10 to 25 % over a 10-year period. To address Planning Grant requirements, the Health Council activities have centered on its Regional Focus Groups and Career Pathways Sub-Committee.

The work of the Planning Grant will lay the foundation for the statewide framework necessary to ensure the production and retention of a healthcare workforce that will address the unique and diverse demographic challenges of providing quality care to all Californians.

Regional Focus Groups

To better understand healthcare delivery systems, workforce development needs, and how California will be affected by the implementation of the ACA both statewide and regionally, the State Board and the OSHPD contracted with California State University, Sacramento, College of Continuing Education, and Applied Research Services to facilitate eleven regional meetings during February and March 2011 throughout California and evaluate the outcomes of the regional discussions. Regional meetings were held in: El Centro, Fresno, Los Angeles, Monterey, Oakland, Ontario, Orange, Oxnard, Redding, Sacramento, and Ukiah.

Each meeting brought together regional leaders and stakeholders to discuss how the ACA will affect their health delivery systems; new models of care that would be beneficial to the region, health workforce needs, the availability of education and training capacity; and to ex-

plore partnerships and priorities that are critical for ensuring access to quality healthcare for the region's healthcare service population. Additionally, a goal was to enhance existing regional partnerships aimed at improving alignment of existing health workforce development activities and identifying new activities needed, particularly in response to the ACA.

The regional meetings had a combined total of 388 participants representing 41 counties across California. Hospital organizations were most highly represented across the meetings (21.6% of all participants), followed closely by representatives from educational institutions (20.5%, which includes 4-year public, community college, K-12, and private institutions). Participants classifying themselves as Other (12.6%) represented such organizations as the California Area Health Education Center Program, Taft Hartley Trust Fund, labor management, consortiums, non-profit organizations, and residency programs.

The focus group responses and the follow-up survey indicated there were eight common themes among the regional participants. The common themes were Career Pipelines, Collaboration, Cultural Capacity, Education, Funding, Partnerships, Recruitment/Retention, and Reimbursement. A report was developed for each of the regional focus groups as well as a comprehensive report that reflected the findings from all of the meetings.

Career Pathway Sub-Committee

In May 2011, the Health Council created the Career Pathway Sub-Committee (Sub-Committee) to address specific requirements of the Planning Grant. The Sub-Committee was charged with developing statewide planning recommendations that addressed the elements of the Planning Grant requirements.

During a series of four meetings, the Sub-Committee selected priority professions for pathway development. Those professions included:

- Clinical Lab Scientists
- Primary Care Physicians
- Primary Care Nursing
- Community Health Workers/Promotores
- Social Work
- Medical Assistants

For each profession, facilitators worked with experts to develop system level pathways, to identify key barriers to a high quality, sufficient and diverse workforce, and to develop recom-

mendations for each pathway. In addition, cross cutting recommendations were identified through the facilitated discussion of various pathways. The cross cutting recommendations focused on the areas of: Awareness and Support, Academic Preparation and Training Program Capacity and Alignment, Academic Entry and Logistical Feasibility, Financial Support and Incentives, Diversity and Service, Roles and Scope of Practice and Infrastructure.

The Sub-Committee was comprised of a cross-section of educational system representatives, employers, workforce development professionals, advocacy and professional associations, and researchers.

Meet Teresa - Santa Cruz Workforce Investment Board

In order to ensure California has the workforce necessary to address the needs of the health industry as our state implements health care reform, our workforce development system must effectively help health students succeed and maximize their abilities. To illustrate this point, we would like to introduce you to Teresa and Randy.

When Teresa came to the WorkForce Santa Cruz office, she was already enrolled at Boston Reed College and was in the process of obtaining her Medical Assistant certificate. Her goal was to obtain employment in the medical field and become self-sufficient. As a young mother, she needed a stable job in order to provide for her child. She was struggling to pay the remaining balance of her tuition so that she could complete her training.

At the WorkForce Center, Teresa qualified for tuition assistance and after finishing her studies, graduated from Boston Reed as a Medical Assistant. Teresa then continued with her education and obtained her Phlebotomy certificate. She also obtained state licensing as a Certified Medical Assistant. Teresa began to look for work, taking advantage of job search workshops offered by the center and being persistent in finding and pursuing opportunities. As a bilingual Spanish speaker, she wanted to use this skill as a selling point in her job search.

After several interviews, Teresa found employment with the County of Santa Cruz Health Clinic. Her hard work paid off and she is working at the Emeline Clinic as a Certified Medical Assistant. She loves her job and really is enjoying what she is learning. Obtaining her certification as a Medical Assistant and her Phlebotomy certificate helped her find a job she likes in the fields for which she trained.

Congratulations, Teresa!



Meet Randy – Workforce Investment Board of Ventura County

Randy was previously employed as a senior IT manager but his job was outsourced overseas. It was his fourth layoff in 10 years. At age 55, Randy decided it was time to go back to school and receive training in a new career field that had always interested him: medicine. The day Randy was laid off from his job he drove to the Simi Valley Adult Education Center and enrolled in its one-year Surgical Technologist Training program. He didn't get discouraged when he learned he was the oldest student in the program. He completed his training, graduating first in his class, in September 2010. Training included a four-month, hands-on internship at Simi Valley Hospital. Randy had also enrolled in WIA program services, so he was able to collect unemployment while attending class because the program is approved by the California Training Benefits program. The program helps unemployed individuals get training for jobs in high-demand fields.

After completing training, Randy was immediately hired as a Surgical Technician by Simi Orthopedics & Sports Medicine in Simi Valley. His training enables him to help doctors in a surgical setting. Randy isn't finished with his education or his dreams. He is taking prerequisite courses at Moorpark College that will prepare him for his next career in medicine, as a physician's assistant. He has already submitted his application to several schools for enrollment in their two-year training program.



Tulare County Workforce Investment Board – Community Health Workers

In order for California to provide its diverse population the quality health care services it will need, it must have a diverse and culturally competent health care workforce. In part, this can be achieved by utilizing existing health service delivery models in the community while developing career pathways by implementing programs that can help these workers become certified according to industry standards.

In order to achieve this diversity, in January 2011, the Tulare County Workforce Investment Board (Tulare WIB) received a \$547,500 DOL High Growth, Emerging Industries Grant to create a certificate program for Community Health Workers.

The Tulare WIB is working in partnership with California State University Fresno (CSU Fresno), Tulare County Department of Public Health, College of the Sequoias and the Fresno Workforce Investment Board to train a total of 40 participants in the newly created certificate program. The grant will also provide customized training to incumbent Community Health Workers in Tulare County, also known as Promotores in the community, to raise their skill level.

CSU Fresno and the College of the Sequoias will also work with employers to identify training standards for this occupation that could be adopted in training programs statewide. In addition, the Tulare WIB will work with a variety of employers including many health care employers on their Health Care Sector Committee.

The input of community health worker employers will be vital in creating an effective training program. The Tulare WIB created an Employer Task Force of health care employers throughout Tulare and Fresno Counties. To assist the educators with curriculum development, the Tulare WIB surveyed and met with these employers regarding the characteristics needed to be a Community Health Worker. The Employer Task Force has also agreed to provide assistance with recruitment of the trainees and work experience opportunities.

A report will be completed as part of the grant and will contain research on existing training programs/curriculum, documentation on the newly created curriculum, and a more concise definition of Community Health Worker occupation. The grant period is January 1, 2011 through June 30, 2012.





Chapter 5: Youth

The State Board's California State Youth Vision Team (SYVT) bridges public, private, for profit and nonprofit resources to connect youth most in need, ages 14 – 24, with youth-serving agencies and high-growth employment opportunities. The SYVT coordinates resources with member agencies and organizations, exchanges information, and develops shared goals to empower members to better serve disconnected foster youth, youth with disabilities, juvenile justice youth, youth of incarcerated parents, Native American and American Indian youth, migrant seasonal farm worker youth, out of school and/or basic skills deficient youth, high school dropouts, runaway, and homeless youth.

During this past year the SYVT assisted the State Interagency Team (SIT) on various workgroups. The SIT consists of the State Departments of Social Services, Drug and Alcohol Programs, Mental Health, Healthcare Services, Education, EDD, Developmental Services, Office of the Courts, the State Board and other non-profit social service entities. The SYVT helped develop a foster youth re-entry process to assist foster youth exiting the state juvenile justice detention to get access to important supportive and workforce services; disseminated information to social services agencies statewide on how to navigate and use the One-Stop System; disseminated information to the statewide workforce community on how to access statewide domestic violence services; supported work on eliminating disparities in outcomes of foster youth overrepresented in the child welfare system; provided advice and worked to improve coordination of WIA funded youth services with California Conservation Corps (CCC) member services, including participation on the CCC Vista Advisory Council.

California Gang Reduction Intervention and Prevention Initiative

The EDD, in conjunction with the Governor's Office of Gang and Youth Violence Policy, awarded ten grants on March 23, 2011 totaling nearly \$5 million to expand education, job training, and placement programs for 900 at-risk youth in eight counties as part of the California Gang Reduction, Intervention and Prevention Initiative (CalGRIP).

The CalGRIP initiative is an effort to confront the dramatic increase in gangs across the state and their proliferation in suburban and rural areas. CalGRIP combines funding from different programs and directs it toward local anti-gang efforts focused on intervention, suppression, and prevention.

Since CalGRIP started in 2007, grants totaling more than \$26 million have been awarded to provide job training and education programs targeting youth who are seeking to leave gangs or are at risk of joining them.

This year's CalGRIP grants funded programs in ten selected agencies to lower gang-related crime and boost economic opportunities for at-risk youth. Participants will engage in career pathways that will provide them the opportunity to earn a good wage while redirecting their lives to a positive outcome. Pathways include construction, transportation, infrastructure, and clean energy/green jobs. For a complete list of awards, see *Appendix III*.

“Addressing gang violence in the long term requires an investment in education and job training. The Career Pathway model represents a very strong and coordinated investment on the part of community-based organizations, community colleges and California state universities, and it has proven effective in keeping at-risk youth in school and on track for meaningful employment.”

***Colleen Curtin, Chief Deputy Director
Governor's Office of Gang and Youth Violence Policy***

Dlovan, age 24, is a young man whose family had a history of gang ties in the community. Although he had completed high school, he had no real family support and no serious career direction. After completing a six week Career & Apprenticeship Preparation Program, he was hired for a six month apprenticeship with the MAAC Project as a Weatherization Specialist, performing energy efficient renovations to low-income homeowners in San Diego. During this time, he acquired four state certifications related to the industry and gained valuable hands-on training in the building & construction trades. After completing his time at MAAC, he searched for employment for three more months before finding a permanent job at Excel Stone & Tile Care, as a Tile Restoration Technician.



Youth Career Technical Education

A \$3 million grant from EDD will move young adults into Career Technical Education (CTE), a program that links education in the classroom with skills training in the workplace to create a more marketable worker. Developed by the State Board and the Labor Agency, CTE has been successful in helping young adults prepare for entry into the workplace, as well as ongoing education and long-term careers. For complete list of awards, see *Appendix III*.

California's struggling economy has been hard on California's younger workers. The unemployment rate for young adults ages 16 to 19 is 34.7%, while for workers ages 20 to 24 it is 19.2%. In CTE, students will complete a training program and receive an industry-recognized certificate, diploma, or degree that is part of a pathway toward certification to be completed at the postsecondary level to give them a leg-up in today's challenging labor market.

Roadtrip Nation

Teenagers and young adults often have a difficult time finding or choosing the right career path; however, it is a task that we may all have to do at least once in our lifetime. Additionally, it is an important decision as it concerns what we may be doing for the rest of our lives. The Riverside County Workforce Investment Board (Riverside WIB), as part of its Summer Youth Program, wanted to provide a way for area young people to explore careers in an interactive way that would stimulate thinking about their own futures.

Through a partnership with the Riverside WIB, and as part of the Youth Opportunity Centers' Summer Work Experience Program (SWEPE), a "Roadtrip Nation" program was chosen to get young people thinking about careers they might want to pursue by using a mock media interview format to ask questions of others and, in the process, of themselves. Six teams of young people were trained on how to use video equipment, set up interviews, and do labor market research. Traveling in green RVs throughout the local community, participants interviewed employees from a variety of industries who described the skills needed to do their current job and the education or training that would be helpful to anyone seeking to follow that career path.

In 2010, 389 youth between the ages of 14 and 21 participated in the program and over 200 interviews have been uploaded to the county's website to share with other youth interested in viewing them. Members of "Team Fire" said the City of Hemet's Fire Chief gave them some great advice. In essence, he said, the key to becoming a firefighter is to go to school, get in shape, stay out of trouble, and get involved in your community. Interviews can be viewed by visiting the Roadtrip Nation website. www.roadtripnation.org/countyhub/riverside.php.

Youth@Work – Tulare Workforce Investment Board (Tulare WIB)

There were traditionally very few summer employment opportunities for young people in Tulare County, and the recession that impacted 2009 and 2010 only compounded those problems. One short-term impact of this lack of opportunity is that young people, particularly at-risk youth, become prone to becoming involved in non-productive, and often illegal, activities. On a more long-term basis, these youth receive no exposure to potential careers that offer livable wages and career mobility.

Building on its long-established network of public sector and non-profit agencies, the Tulare WIB was able to implement a summer youth program in 2009 called Youth@Work. Using funding from the ARRA, the Tulare WIB Youth Council quickly developed and deployed a program that included work readiness preparation: resume development, interview practice and coaching, and work ethics training.

Between both of the programs implemented in 2009 and 2010, more than 2,500 county youth were placed in summer jobs in more than 200 separate worksites. Though much of the funding was used in 2009, the program was able to continue into 2010 due to the powerful collaboration of Tulare WIB partners. The Tulare WIB contributed a portion of its formula funding and remaining ARRA funds, and the Tulare County Health and Human Services Agency contributed Emergency Contingency Funds, proving the County's commitment to the success of its future workforce.

Meet Unesha – Hub Cities WorkSource Center

Unesha enrolled in the WIA Youth Program at Hub Cities WorkSource Center to achieve gainful employment that would pay for her tuition and living expenses. As an emancipated foster youth she was living in transitional housing and the deadline for departure was approaching. Working two part-time jobs, both at minimum wage, were not providing the necessary income to pay for both housing and tuition.

Hub Cities assisted Unesha with her job search, and a very determined Unesha obtained a position with PL\$ Check Cashers as a Vehicle Registration Clerk. She also obtained new living arrangements with a family member and was able to focus on continuing her education. Despite all the adversities in her life, Unesha enrolled at Cerritos College where she will obtain an AA in Liberal Arts (Mental Health) by December, 2010. She plans to transfer to Cal State Fullerton to pursue a B.A. in Human Services with a minor in Mental Health. Unesha is planning on helping those she feels are less privileged than her.





Chapter 6: Targeted Workforce Development Investments and Activities

With California's high unemployment as a challenge and ARRA funding as an opportunity, California's workforce investment system successfully implemented effective initiatives to aide displaced construction workers, at-risk youth, emerging green businesses, low income residents and the unemployed.

California New Start Prison-to-Employment Program

Holding a job is one of the best predictors of parole success. Numerous statistical studies demonstrate that a parolee who finds and maintains a steady job is more likely to avoid subsequent offenses and complete his or her term on parole. Among its provisions, the Public Safety and Offender Rehabilitation Services Act of 2007, Assembly Bill 900, (AB 900, *Solorio, Chapter 7, Statutes of 2007*) required the California Department of Corrections and Rehabilitation (CDCR) to develop an Inmate Treatment and Prison-to-Employment Plan. This effort would focus on the needs of offenders both in prison and as they transition back to the community to bolster their chance of success and reduce crime .

A multiagency approach, the California New Start – Prison-to-Employment Program (CA New Start), has been initiated to address the issues and meet the requirements of the law. Through an Interagency Agreement, the CDCR is partnering with the Labor Agency, the EDD, and the State Board to set a high priority on linking offenders released from prison to jobs in their community and reduce their chance of returning to a life of crime. In order to prepare inmates for this successful transition, the CA New Start improves the employability skills of offenders while in custody and following release to the community through rehabilitative services to increase the likelihood that they will secure and retain gainful employment upon reentry to their communities. It also establishes relationships with the network of local One-Stops as the vehicle through which parolees are connected to local employment opportunities. For additional information, visit the CDCR website.

http://www.cdcr.ca.gov/Adult_Programs/docs/CA%20New%20Start%20Brochure.pdf

The CA New Start is federally funded through the WIA 15% Governor's Discretionary Funds under the authority of the Labor Agency. For the FY 2010-11, the CDCR has allocated \$2.5 million WIA 15% Governor's Discretionary funds to 19 Local Areas throughout the state to

provide core employment services for CDCR parolees. Funding for these 19 Local Areas was based on high program performance in the two previous fiscal years, a large parolee population (based on the CDCR’s parolee release data), and included Local Areas contracted to provide services for the CA New Start –Transition Program. The Transition Program is implemented at the CDCR institutions to provide inmates with job readiness skills, and documentation necessary for increased employability and successful entry. Currently, it is contracted to four sites and there are plans to consider expansion provided effectiveness of the program is determined. *Appendix IV* shows the CA New Start-Community Employment Program and – Transition Program data.



Barry

Drug and gun convictions led Barry to prison when he was 25. While serving his sentence he was released twice, but quickly fell back into the world of addiction and crime. “I got out each time with the intention of doing well, but I got frustrated fast,” said Barry. He found out about the program shortly after his release in January 2010 at meeting where parolees learn about community-based work and educational opportunities. Because he never finished high school, he immediately signed up for and passed a GED preparation course. That determination impressed his parole officer. “He was taking care of business and wanted to better his life. He had a plan,” explained the officer, who said he only refers highly motivated parolees to the program. “His attitude is he wants to do the right things—be successful and take care of his family and his kids. I felt he had the right qualities.”

Now 34, Barry is finally ready to leave his criminal past behind. He’s been out of prison for one year, his longest stretch since 2002. In October, he began working as a truck driver in Sunnyvale and is determined to stay on a positive path and make a better life for himself. “Before, it didn’t matter to me one way or the other,” he said. “Now, I have a life.”



Tes

After being released from Valley State Prison for Women in Chowchilla in 2009, Tes planned to be back on her feet and independent within a few months. Instead, she met roadblock after roadblock in her attempts to obtain a job. Agent Dinael called Tes “a diamond in the rough” because of her persistence in applying for jobs—even when things looked pretty grim. Dinael thought she was a natural for the California New Start Program. Tes said that New Start’s staff helped her regain her self-confidence, and got her to see that she “didn’t have to feel embarrassed” about having a criminal record. She completed Microsoft Certified Systems Engineer training in less than a year, and landed a full time, permanent job in August 2010 with a software company in Santa Clara. New Start, she said, has “made me feel more self-sufficient. I feel like I’m part of the community again.”



nova

Veteran’s Employment-Related Assistance Program

In coordination with the State Board, EDD awarded a total of \$5,985,676 to 13 organizations for services to veterans, with an emphasis on those who recently returned to civilian life. Funding for this grant is drawn from the WIA 15% Governor’s Discretionary funds under the administrative authority of the Labor Agency and EDD. The new state grants will provide individualized services to help approximately 1,200 veterans move quickly from military life into high-wage jobs and civilian careers with a future.

Agencies from San Diego to Sonoma will use the funds to offer services targeted to meet the veterans’ unique needs and occupational goals. The programs will prepare them for careers in a variety of fields, including computer and software services, business services, green energy, healthcare, information technology, agriculture, physical education, transportation, communications, and manufacturing.

For a complete list of awards, see *Appendix IV*.

“With these new programs we are showing our appreciation in a tangible and effective way – offering veterans training and employment services that recognize the skills and experiences of their military service and smooth the way to successful civilian careers.”

*Pam Harris, Chief Deputy Director
Employment Development Department*

Meet Shane – Orange County One-Stop, Westminster

Shane was a recently separated veteran from the Marine Corps when he came into the Westminster One-Stop Center. He was ready to find a new job as a civilian, but needed help with the transition. He was referred to our center via the Welcome Home Veteran program. At the Center, Shane met with a veterans' representative and was enrolled to receive job search and placement assistance.

Shane received assistance with updating his resume and learning interviewing skills, which he practiced through a mock interview. Through the business services team Shane identified two opportunities. He interviewed and was offered these positions, and decided to take the one that was closer to his home. To prepare to begin work, Shane needed assistance with business casual clothing, and WIA Supportive Services was used to assist Shane with money to purchase appropriate attire. Shane began his position at C&D Zodiac Inc. as an IT Technician for private jets in November, 2010.

Congratulations, Shane!



Campesino de California Program

For the period of October 1, 2010 through June 30, 2011 La Cooperativa Campesina de California (*Appendix IV*), the statewide association of farmworker service providers, continued ongoing and successful projects providing outreach to migrant and seasonal farmworker's. They distributed a monthly printed publication of 40,000 copies of *La Voz del Campo* to over 400 community sites and an e-publication of *La Voz* that will be distributed to front line staff and agencies that work directly with farmworkers. La Cooperativa will also use bilingual radio to discuss key labor market information as well as other pertinent information for farmworkers. These services will assist migrant and seasonal farmworkers with labor market and social service information. The volatility and uncertainty of the agricultural labor market make this an important project to the farmworker community.



Interdepartmental Working Group for Small Business Success

The State Board is a member of the "Interdepartmental Working Group for Small Business Success" (Working Group). The Working Group is being administered by the Governor's Office of Economic Development. The purpose of this Working Group is to improve the state's ability to support small business owners in California by establishing and maintaining a positive working relationship among a broad and diverse group of state agencies and departments who have programs, projects, resources, funding, and/or responsibility to assist small businesses in California. Members are working together to improve their individual programs and a more synchronized statewide web of support and assistance to strengthen and grow small businesses in the state.

The State Board presented the Business Services Resource Catalog's concept and phased approach procedure to the working group in one of the meetings. The members were very responsive, gave feedback, and volunteered to contribute and provided their department's resources.

Patton Sales Corporation

In 2009, Jon and Paula , co-owners of Patton Sales Corporation in Ontario, CA, were considering opening a new division that would require employing eight more people. The expansion would also require a large capital investment in equipment and they were hesitant to move forward.

The San Bernardino Workforce Investment Board's On-the-Job Training (OJT) program compensates businesses that provide OJT to dislocated workers. Implemented by the County's Workforce Development Department, this program reimburses participating employers 50 to 90% of the wages paid for an agreed-upon period during the time an employee is training for a new job.

Jon was convinced that this program would support his business's goals and provide them a way to employ dislocated workers. He engaged with the San Bernardino County WIB to qualify for OJT funding and move forward with his plans. Four months after opening the new division and working with eight OJT participants, he reported profitability. After the trainees completed their skills training, they were all hired on a full-time basis.

"They all exceeded our expectations," Jon recalls. "This is a great example of government and private industry working together to put people to work, expand businesses and support our local economy. This is the way things should work."



State Rehabilitation Council

The Federal Rehabilitation Act of 1973, as amended in 1998, requires the existence of a State Rehabilitation Council (SRC). The SRC consists of a diverse membership, appointed by the Governor, who are interested in and representative of Californians with disabilities. The SRC works in partnership with the California Department of Rehabilitation (DOR) to review, evaluate, and advise the DOR regarding its specific and overall performance and effectiveness. In September of 2010, one of the State Board's staff managers was appointed to California's SRC.

The mission of the SRC, in partnership with the DOR, is to assure that all Californian's with disabilities are represented, informed and empowered; receive necessary, sufficient and timely individualized services; and that these services are excellent and lead to meaningful employment.

The addition of a State Board management level staff brings a new look to the SRC that provides a view of the many issues of employment of people with disabilities that may not have been as previously focused. For example at recent hearings jointly conducted by the DOR and the SRC regarding the DOR Annual Plan, the State Board SRC member was able to recruit the Executive Director of CWA to participate in the hearings in the northern part of the state and recruit testimony from a Local Board director in the southern area hearings. Meaningful connections such as these will help continue and improve the workforce focus for the SRC and ensure the State Board is a valued partner in assisting people with disabilities to become viable members of the state's workforce.

Governor's Committee on Employment of People with Disabilities

The California Governor's Committee on Employment of People with Disabilities (Governor's Committee), as mandated in the California's Workforce Inclusion Act, Assembly Bill 925 (AB 925, *Aroner, Chapter 1088, Statutes of 2002*), shall consult with and advise the Labor Agency and the California Health and Human Services Agency on all issues related to full inclusion in the workforce of persons with disabilities, including the development of a comprehensive strategy. The Governor's Committee provides a forum through which state departments, boards, councils, local service providers, business leaders, and the disability communities collaborate to develop a comprehensive strategy. Achievement of the goals and actions identified in the comprehensive strategy will result in an increased rate of employment for people with disabilities.

The Governor's Committee consists of appointed and mandated public and private members and receives staff support from EDD. It is mandated to meet quarterly, in conjunction with the California Health Incentives Improvement Project. The work of the Governor's Committee is conducted through its three subcommittees listed below.

- Communications and Outreach Subcommittee
- Education and Employment Subcommittee
- Policy and Planning Subcommittee

State Board representation on the Governor's Committee is required by statute and has been accomplished by both State Board members and staff. Having this representation is crucial to helping policy meet practice in assisting people with disabilities become employed. For example, this year in the local plan modification requests, the State Board asked Local Boards to describe and assess their local area's delivery of services to people with disabilities. Further, the State Board asked to describe their partnerships and collaborations that exist to provide services to people with disabilities.

Additionally, the State Board have provided valuable information to the Governor's Committee on how funding for special projects is achieved and for the first time in recent history, the State Board had the Executive Director of the Governor's Committee give a presentation at a State Board meeting. This has laid the groundwork for future discussions on policy development, funding, and operational issues, including increasing and ensuring access to services in California's One-Stop System. To this end, the State Board member of the Governor's Committee is sitting on a Premises Workgroup with EDD staff and representatives of the Local Areas. The purpose of the Premises Workgroup is to optimize the Local Area and the EDD's Workforce Services Branch staff locations to provide better service to customers, reduce infrastructure costs, and ensure that offices meet regulatory requirements.

Recent legislation has directed the administrative control of the Governor's Committee to move from EDD to DOR. It also mandates that the State Board representative to the Governor's Committee be selected by members of the State Board itself. Moving forward, the State Board will continue to improve its participation and add value to its membership on the Governor's Committee on behalf of people with disabilities, as they seek more and better employment opportunities.

Moving Forward –Alliance Worknet

Azirius came into Alliance Worknet after turning 18. Due to a learning disability, he'd been eligible for Social Security Disability income in the past, but he was no longer qualified since he was not in school. He was unsure about the future: he wanted to try college, and he wanted a job, but needed help finding the right program and opportunity.

Azirius enrolled in the CareerQuest Program and received guidance and support in achieving his goals. He attended the Alliance Worknet workshops, which helped him understand how to prepare for job searching, and he completed the Employment Preparation and Retention training program provided by Goodwill, which helped him understand what employers expected. In October, 2010, he was referred to the weekly McDonald's hiring recruitment on Oakdale and Floyd Ave in Modesto. Azirius was also assisted with registering for disability services at Modesto Jr. College.

Azirius was hired by McDonald's Corporation after attending the job fair. In addition, he has registered at Modesto Jr. College and is looking forward to enrolling this summer. Azirius never thought he would be able to attain employment and further his education. The services he received from CareerQuest/Alliance Worknet helped him see that it was possible to attain his goals.

Elevate America

Driven to Success – Mother Lode Job Training



"R" was only 15 in the spring of 2010 when he came into Job Connection Amador to wait while his mother, a client, completed some paperwork. While there, a job counselor engaged him in conversation and learned that he was "teaching" IT at his High School. Obviously, he was a bright young man, and the counselor wondered if he might be interested in youth employment or other programs.

Elevate America was a voucher program administered through One-Stops nationwide in partnership with Microsoft Corporation. The program provided e-learning vouchers to obtain IT certifications through online learning. This young man was extremely interested and motivated: he was able to use 19 vouchers over the summer. He contacted Job Connection Amador again when he learned that if he completed the CompTIA+ certification (an IT industry standard certification for computer support technicians) by December 31, the certification would be valid for his lifetime. (After that date new certifications would have to be renewed every 3 years.)

After further qualification, R was enrolled in the youth program, where he received assistance to pay for the testing and practice exams for CompTIA+ certification. Again showing his motivation, he worked very hard, studying for the exam in a limited amount of time. In December, he took the exam in Sacramento and passed with flying colors: his lowest score was 93!

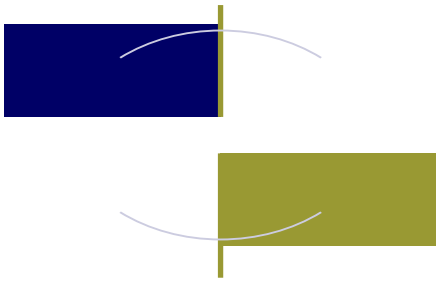
He is now 16 years old and now has an industry-recognized certification that will qualify him for IT jobs as he goes to college. He plans to attend classes at Sacramento City College while he finishes high school so that he will receive an Associates degree at the same time he graduates from high school.

R's counselor shared, "I feel privileged to have had this young fellow be my first experience with the youth program. His success is a GREAT conclusion for my year 2010."



Labor Market Advisory Group

State Board staff works closely with EDD's Labor Market Information Division (LMID) on its Labor Market Information Advisory Group to learn about and leverage various education, economic development, business, labor, healthcare, workforce, and research studies and data including advising and assisting in development of labor market information. LMID supports the State Board with many of its information needs regarding strategic planning and sector strategy initiatives.



Chapter 7: The State Board Program Year 2011/2012

In PY 2010-11, California’s workforce development system encountered many challenges and successes. In the coming year, the workforce system will continue to assist California’s businesses and workers succeed in today’s challenging economy.

California Multi-Sector Workforce Partnership National Emergency Grant (NEG)

With the support of the State Board, the EDD, and the CWA, 21 Local Boards (see participating local boards below) were granted a \$45,080,077 NEG. Funding will be awarded in increments based on performance and demonstrated need for additional financial assistance. In the first segment of funding, DOL provided 40% or \$18 million. This grant will fund the “California Multi-Sector Workforce Partnership (Multi-Sector Partnership)” consisting of 21 geographically contiguous jurisdictions encompassing 56% of the state’s population (20,759,931), 53% of its labor force (9,632,240), and 43% of its land mass (67,268 square miles). This Multi-Sector Partnership will address 123 individual mass dislocations affecting 32,527 workers in a wide range of occupations in 19 industries with 5,887 dislocated California workers expected to participate.

The 21 Local Boards will provide a collaborative response to the retraining and career transition needs of economically dislocated workers and the talent location and development needs of employers in economically vital sectors.

Project Strategies include:

- Common project policies;
- Collaborative project planning, oversight, and implementation;
- Performance accountability using the federal Common Measures;
- Early Rapid Response interventions;

List of Participating Boards:

- Anaheim City
- Contra Costa County
- Foothill Consortium
- Kern/Inyo/Mono Consortium
- Kings County
- Los Angeles City
- Los Angeles County
- Merced County
- Monterey County
- North Central Counties Consortium
- Orange County
- Pacific Gateway WIN (Long Beach)
- Richmond City
- Sacramento City/County
- San Benito County
- San Bernardino County
- San Joaquin County
- San Luis Obispo County
- Santa Ana City
- South Bay Consortium
- Stanislaus County

- Demand-driven training and employment services; and
- Demand-driven job placement.



Looking Ahead

The State Board strongly believes the following axioms will remain for California's workforce investment system to continue to build upon its current efforts to support California's economy and train workers for good paying jobs:

- During an era of government-wide budget cutting, broad program alignment and coordination is required;
- Workforce development, economic development, policy alignment are essential to economic growth and job creation; and
- Policy implementation and investments strategies must view multi-sector collaborations that are focused on regional industry clusters as a key component to their delivery mechanism.

The bullets listed above must result in systems change that is based upon data driven analysis, shared priority setting, and leveraged investment strategies.

The State Board will utilize all of its resources towards these ends and will also undertake an effort to bolster the linkages between state approved apprenticeship training programs and the workforce investment system to ensure more Californians are provided career paths in high paying jobs.



WIA Title I Performance Highlights

PROGRAM OUTCOMES AND COST EFFECTIVENESS

A total of 185,745 customers were served in the WIA formula only programs in PY 2010. Within this total, 97,451 WIA Adult participants, 64,806 WIA Dislocated Worker customers and over 29,800 youth participants received staff-assisted services. Of the 155,934 adult customers, there were a total of 115,137 exiters. In addition, 75.1% of the 97,451 WIA Adult participants, or 73,138 adult participants, exited the program. Similarly, 72.2% of the 64,800 total WIA Dislocated Worker participants, or approximately 47,000, exited the program during the program year. When compared to Dislocated Workers served by WIA formula only funds, the number of adults served by WIA funds was higher by approximately 33%. Thus, about 62.5% of the adult customers served in PY 2010 were WIA Adults while 37.5% were WIA dislocated workers. In contrast, about 61% of Adult customers were WIA adults while 39% were WIA Dislocated Workers in Program Year 2009. Among the Youth participants (14-21), 14,384 Out-of-School Youth and 15,427 In-School Youth participated and 16,898 in total exited in the PY 2010. The number of WIA Adults served in PY 2010 was consistent with PY 2009 figures although slightly more Dislocated Workers and Youth were served in PY 2010 than in PY 2009.

Furthermore, of the number of adults and dislocated customers reported above who received staff-assisted services, approximately 155,000 received intensive employment services while more than 47,000 received enhanced training services funded by both the WIA and ARRA funding. In addition to increasing the number of individuals receiving training, ARRA funding provided other critical support services for dislocated workers, older workers, youth, and adults. Of both the Adult, and Dislocated Worker customers combined, approximately 120,000 completed and exited the programs during PY 2010. In addition, approximately 17,000 Youth participants (14-21) exited the program in PY 2010.

The PY 2010 Adults entered employment rate, 49.6%, increased by only approximately 2% when compared to the PY 2009 rate of 47.8%. In PY 2010, California's Entered Employment rate for Dislocated Worker program of 55.8% approximately increased by only 5.1% when measured against the PY 2009 rate of 53.1%. The employment retention rates for Adults, 77.7%, in PY 2010 remained unchanged when compared to 77.8% in PY 2009. In comparison, both continued to show rates slightly lower than the previous two years. Actual average earnings for dislocated workers continued to be consistent with historical increase trends despite the economic downturn. Conversely, average earnings for adults continued to show a slight

decline in PY 2010. The historical trend in WIA program employment outcomes is displayed in **Table 1**. Although ARRA recently ended on June 30, 2011, at this time, it is still too soon to determine the impact of ARRA funding on WIA performance outcomes.

Current data suggests that the decline in entered employment rate is due to both economic conditions and a change in service design. The implementation of an ISD model provided a comparable level of service to customers; however, because this was customer coaching rather than a case management service design, more customers may self-select out leading to lower entered employment rates. In the future, assessing the full effect of the ISD model on customer outcomes will become more practicable as relevant employment data continues to become available. The above condition was true in PY 2009 and continued to remain the same in PY 2010.

The result of PY 2010 programs indicates a 15.3% decline in the number of Unemployment Insurance (UI) Claimants of more than 88,800 in comparison to over 104,900 recorded in PY 2009. Conversely, it is interesting to note that the number of Unemployment Insurance Exhaustee recorded in PY 2010 increased by 12.1% to a figure that exceeds 9,200 while in PY 2009, number of reported UI Exhaustee was approximately 8,200.

When evaluating program results for PY 2010, there is a need to consider relevant economic conditions during this period along with participants' demographics and service design. California continues to lead the nation into the current economic downturn. May 2010 marks the latest point in the performance trend for PY 2010, California's seasonally adjusted unemployment rate was 12.4%* compared to 9.6% for the nation. By September 2010, the end of the last performance quarter for PY 2010, California's seasonally adjusted unemployment rate was up to 12.5%, compared to 9.6% across the nation.**

Following is a discussion of program-specific performance. Most of this discussion is based on unique participant count statistics for the WIA mainstream (Formula Program) for Adults and Youth services. Excluding the Governor's discretionary projects provides a more stable database for analysis since outcomes in the Governor's discretionary activities will be more affected over time by changing workforce priorities.

Source: *California Labor Market Review p.1, May 2011.

<http://www.labormarketinfo.edd.ca.gov/>

** Bureau of Labor Statistics Data, <http://data.bls.gov/timeseries/LASST06000003>

Adult Services

More than 97,400 customers participated in the WIA Adult programs. Of the total, approximately 93.0%, or 95,000 customers were enrolled and registered in core services while more than 73,000 exited the program in PY 2010. Of the total enrolled, approximately 83% or more than 78,800 received intensive and employment services, while over 22% or 16,000 received training services. As shown in **Table 2**, the customer service mix and demographics for the WIA formula funded program in PY 2010 was somewhat stable compared to PY 2009. There was some increase recorded in the number of participants who were, low income, and/or offenders with a slight decrease of over 3% among the homeless. There was an 8.4% increase in service to customers receiving public assistance, such as TANF and a decrease of 2.4% in the number of those receiving food stamps. There was a decrease of about 23.3% in the number of customers who had limited English proficiency, and also about 23% increase among those with less than 9th grade proficiency in math or literacy (basic skills deficient). In addition, the number of customers who identified themselves as Hispanic/Latino decreased by close to 4%.

The bottom of **Table 2** shows the distribution of enrolled customers by services category. Please note that customers are unique in each category, but not across categories. For example, if a customer received core and intensive services, that customer is in both the core service count and the intensive service count. The level of service remained essentially the same as last year.

As shown in **Table 1**, despite persistent adverse economic conditions, in PY 2010, California successfully placed approximately 50% of its customers into employment of Adults and more than 55% of Dislocated Workers. Of the Adult participants placed in employment, approximately 78% retained their jobs while 81% of dislocated workers also retained their jobs. In addition, the Adult average earnings of \$12,546.40 were slightly below the expected goal of \$13,000.00. Conversely, Dislocated Worker average earnings of more than \$18,600.00 exceeded the expected goal of \$15,900.00 by more than 17%.

The WIA formula funded cost per adult participant showed a 38.8% increase to \$1,202 in PY 2010 from \$866 in PY 2009. The adult cost per entered employment almost remained the same as those of PY 2009 with only a slight increase of .5%. These increases in service cost may be attributed to the decreased number of participants registering in the last few quarters of ARRA program funds serving this same group of adults.

Dislocated Workers

Table 3 displays the characteristics of the more than 85,000 co-enrolled customers registered in core services in the Dislocated Worker program. A total of 77.1% or 70,387 Dislocated Workers received intensive and employment services. There was an increase of approximately 30% in the number of those who received enhanced training services from 13,270 in PY 2009 to 25,412 in PY 2010. Program Year 2010 shows an increase in service to participants across most demographic categories. Participants in the low-income group showed an increase by 41.4%. Similarly, the number of offender participants rose by 35%. Also, the number of veterans escalated 50% and/or the number of homeless customers grew by 21.1%. The percentages of dislocated workers recorded as receiving TANF, 63.5%, the percentage of dislocated workers on food stamps, 34.8%, were quite high compared to the PY 2009 figures, **Table 3**.

The bottom of **Table 3** shows the distribution of enrolled clients by services category. Please note that clients are unique in each category, but not across categories. Intensive services provided to dislocated worker customers grew substantially since last year.

In PY 2010, 37.4% of the total customers were served by the Dislocated Worker program, a figure significantly higher than the rate in PY 2009 due to the ongoing economic conditions. Although the entered employment rate increased by 5% to 55.8%, the number of Dislocated Worker customers placed in employment in PY 2010 indicated an increase over those of PY 2009. The twelve-month job retention rate for Dislocated Workers was 81.1% with close to 16,000 customers served in this category. California's Dislocated Worker earnings rate exceeded the expected performance level \$15,900 by approximately 16.7% to reach a high of \$18,550 despite the economic downturn. These data are presented in **Table 1**.

The WIA formula funded cost per dislocated worker participant in PY 2010 indicated a rise in cost of nearly 80% when compared to PY 2009 costs. The dislocated worker cost per entered employment also showed a slight increase of 1.8% over the cost in PY 2009. Again, these early signs of rising costs per participants may be attributed to declining participant registration and enrollment that accompanied the closure of the ARRA programs and funding serving this same group of dislocated workers.

Youth Services

Approximately 30,000 youth customers were served in PY 2010. As shown in **Table 4**, the customer service mix and demographics in PY 2010 were relatively stable, and with only a moderate increase of approximately 8% compared to PY 2009. There was a notable increase of 33.2% in the number of youth participants (14-21) recorded as receiving food stamps as well as an increase of approximately 23% in the number receiving TAN. A moderate 18.1% increase in the number of youth participants (14-21) reported as basic skills deficient was recorded as well. Please refer to **Table 4**.

The bottom of **Table 4** shows the distribution of enrolled customers by services category. Please note that customers are unique within each category, but not across categories. The level of service remained essentially the same as last year.

California became a common measures waiver state because the common measures place stronger emphasis on the Governor's priorities to improve the education and job opportunities for all California youth. The common measures put greater focus on high school retention and completion and improved literacy and math skills (literacy and numeracy gains) for out-of-school youth with less than 9th grade skill attainment levels.

In PY 2010, California exceeded in the placement in employment or education and the attainment of degree or certificate performance measures. This is likely the result of both improved measurement and reporting of the outcome measures as well as improved program performance. However, compared to PY 2009, there was a decline in the attainment of literacy and numeracy gains performance measures.

The WIA formula funded cost per youth participant increased significantly across the board in PY 2010. As an example, in PY 2010, the cost of service for Dislocated Worker increased approximately 80% from \$1,292 in PY 2009 to \$2,325. By the same token, the cost of service per Adult clients rose significantly by 38.8%, to \$1,202 from \$866, in PY 2009. The cost to provide services to Youth participants (14-21) also witnessed a significant increase in dollar amount from \$4,860 in PY 2009 to \$7,142 or a 47% increase in PY 2010. Perhaps the sweeping rise in costs may be attributed to the persistent economic downturn and the significant drop in all cohorts in the unique number of participants served in PY 2010. Another potential cause of the high rising cost in participant services may be due to the dwindling number of participants enrolled in the later stage of the life span of ARRA which ultimately, formally came to a close on June 30, 2011.

TABLE 1 - WORKFORCE INVESTMENT ACT PERFORMANCE TRENDS

How many clients did we serve?

Adult clients that we served

Dislocated Worker that we served

Youth that we served¹ (14-21)

2010*	2009*	2008	2007	2006	2005
97,451	130,274	130,700	46,354	46,336	55,503
64,806	82,323	46,304	23,769	25,862	25,068
29,811	28,857	23,259	22,632	24,632	28,735

Do our clients get jobs?

% of Adult clients who got jobs

Total Number**

% of Dislocated Worker clients who got jobs

Total Number**

% of Adult and Dislocated Worker clients who got jobs

Total Number**

2010*	2009*	2008	2007	2006	2005
49.60%	48.30%	63.30%	79.10%	79.30%	79.20%
35,352	36,230	16,502	12,954	13,460	13,901
55.80%	54.00%	75.50%	84.20%	83.80%	85.50%
26,643	13,362	9,403	9,479	10,482	10,856
52.10%	49.70%	67.20%	81.20%	81.20%	81.80%
61,995	49,592	25,905	22,433	23,942	24,757

% on Public Assistance who got jobs

Total Number**

% of Veterans who got jobs

Total Number**

% of Disabled who got jobs

Total Number**

% of Older Individuals who got jobs²

Total Number**

2010*	2009*	2008	2007	2006	2005
43.20%	40.60%	58.70%	73.50%	70.30%	72.50%
7,631	2,285	1,346	1,367	1,731	2,092
50.60%	48.30%	62.10%	73.80%	83.70%	77.60%
3,908	2,295	2,213	2,026	2,148	1,699
38.30%	36.60%	56.00%	70.80%	72.70%	75.00%
2,087	1,630	1,366	1,293	1,464	1,545
76.70%	37.50%	56.80%	74.60%	74.20%	76.80%
5,423	3,931	2,898	2,430	2,396	2,437

What are our clients earning post-program?

(Average Cumulative 4 Quarters)

The average earnings of Adult clients

The average earnings of Dislocated Worker clients

% of Adult clients who remained employed

Total Number**

% of Dislocated Worker clients who remained employed

Total Number**

% of Adult and Dislocated Worker clients who remained employed

Total Number**

2010*	2009*	2008	2007	2006	2005
\$12,546	\$13,349	\$16,364	\$16,640	\$15,732	\$11,783
\$18,550	\$17,010	\$17,148	\$16,978	\$16,321	\$15,121
77.50%	76.50%	82.20%	84.80%	84.60%	81.50%
32,164	27,46	13,422	16,759	16,703	15,321
81.10%	80.10%	85.60%	87.40%	87.90%	86.30%
15,927	8,137	8,342	8,501	10,112	11,654
78.80%	77.30%	83.50%	85.70%	85.80%	83.50%
48,091	35,283	21,764	25,260	26,815	26,975

TABLE 1 - WORKFORCE INVESTMENT ACT PERFORMANCE TRENDS cont.

Job Retention for Special Population and Older Individual

% on Public Assistance who remained employed
 Total Number** (Adult only, no DW on Public Assistance)
 % of Veterans who remained employed
 Total Number** (Adult and DW Combined)
 % of Disabled who remained employed
 Total Number** (Adult and DW Combined)
 % of Older Individuals who remained employed²
 Total Number** (Adult and DW Combined)

	2010*	2009*	2008	2007	2006	2005
% on Public Assistance who remained employed	73.90%	72.80%	76.50%	78.20%	75.30%	81.60%
Total Number** (Adult only, no DW on Public Assistance)	8,935	1,400	1,168	1,218	2,709	1,907
% of Veterans who remained employed	75.80%	73.90%	80.50%	81.00%	88.80%	84.40%
Total Number** (Adult and DW Combined)	2,968	1,732	1,974	2,029	1,732	2,293
% of Disabled who remained employed	73.30%	70.90%	79.40%	80.30%	78.80%	82.90%
Total Number** (Adult and DW Combined)	1,718	1,193	1,138	1,240	1,891	1,654
% of Older Individuals who remained employed ²	76.70%	74.10%	80.40%	85.20%	87.80%	86.20%
Total Number** (Adult and DW Combined)	5,423	2,685	2,117	2,536	2,823	2,446

Are we helping our Youth (14 - 21) clients? ^{1,4}

% of clients who attained their diploma or GED
 Total Number**
 % on Public Assistance who attained Degree or Certificate
 Total Number**
 % Disabled who attained Degree or Certificate
 Total Number**

	2010*	2009*	2008	2007	2006	2005
% of clients who attained their diploma or GED	52.70%	72.70%	69.80%	51.90%	67.60%	69.00%
Total Number**	6,539	6,785	6,031	3,768	3,025	3,133
% on Public Assistance who attained Degree or Certificate	71.70%	70.30%	65.70%	49.70%	67.40%	68.30%
Total Number**	1,710	1,285	1,256	939	853	897
% Disabled who attained Degree or Certificate	76.20%	63.30%	61.00%	51.70%	70.00%	74.90%
Total Number**	570	640	586	608	481	480

% of clients placed in employment or education
 Total Number**
 % of basic skills deficient clients obtaining literacy or math gains
 Total Number**

	2010*	2009*	2008	2007	2006	2005
% of clients placed in employment or education	66.80%	73.10%	68.80%	66.70%		
Total Number**	9,462	8,178	7,700	7,938		
% of basic skills deficient clients obtaining literacy or math gains	44.20%	50.10%	44.40%	21.00%		
Total Number**	2,960	2,968	2,016	1,069		

*** Includes ARRA for 2009 and 2010**

** Per DOL TEGL 17-05 Individuals who are employed at the date of participation and those who are institutionalized or are unable to complete their participation due to Health/Medical or Family Care, those that are Deceased or Reserve Forces Called to Active Duty, Relocated to a Mandated Program – (youth only,) are excluded from the performance numbers.

Source: Please note that all PY 2010 Data Element numbers as included in Table 1 were derived from DOL's Data Reporting and Validation System (DRVS). Data Elements for the previous PY 2005-2009 were strictly from the Job Training Automation System (JTA)

TABLE 2- ADULT PROGRAM DESCRIPTION^{1/}
(WIA Formula Program Only)

	COUNTS AND PERCENT DISTRIBUTION						% Growth Rate
	PY 2008		PY 2009		PY 2010		PY 2009 to PY 2010
Total Customers	112,104		97,451		105,144		-7.3%
Demographics^{2/}	#	%	#	%	#	%	
American Indian/ Alaskan Native	2,534	2.3%	2,565	2.4%	2,531	2.5%	-1.33%
Asian	9,424	8.4%	9,478	9.0%	9,412	9.2%	-0.70%
Black/African American	20,841	18.5%	20,492	19.5%	21,320	20.8%	4.04%
Hawaiian Native/ Other Pacific Islander	1,144	1.0%	1,165	1.1%	899	.9%	-22.83%
White	40,603	36.2%	38,486	36.6%	37,021	36.2%	-3.81%
Hispanic/Latino	44,722	39.9%	39,266	37.3%	37,709	36.8%	-3.97%
Veterans							
	6,136	5.5%	5,586	5.3%	5,488	5.4%	-1.75%
Disabled							
	6,610	5.9%	5,623	5.4%	4,965	4.8%	-11.70%
Low Income							
	54,925	49.0%	65,971	62.7%	69,397	67.8%	5.19%
Limited English							
	8,414	7.5%	6,903	6.6%	5,297	5.2%	-23.27%
Offender							
	10,443	9.3%	12,118	11.5%	11,869	11.6%	-2.05%
Homeless							
	3,591	3.2%	4,809	4.6%	4,637	4.5%	-3.58%
Basic Skills Deficient							
	8,677	7.7%	7,097	6.8%	8,718	8.5%	22.84%
Receiving TANF^{3/}							
	6,646	5.9%	7,589	7.2%	8,226	8.0%	8.39%
Receiving Food Stamps							
	27,210	24.3%	28,498	27.1%	27,810	27.2%	-2.41%
Services^{4/}							
Core	109,000	97.0%	104,262	99.1%	94,861	92.6%	-9.02%
Intensive	64,584	58.0%	74,160	70.5%	78,436	76.6%	5.77%
Training	10,786	9.6%	11,818	11.2%	21,130	20.6%	78.80%
Efficiency							
Cost/Participant	\$1,065		\$866		\$1,202		38.8%
Cost/Entered Employment^{5/}	\$7,054		\$3,295		\$3,313		.5%

^{1/}Excludes Governor's Discretionary Account and Rapid Response Additional Assistance Projects

^{2/}Individuals are unique in a single race or ethnic group but may be included in more than one race or ethnicity category. Race and ethnicity is a voluntary reporting item and a customer may assign themselves to more than one group. In addition, a participant may be receiving TANF as well as Food Stamps, or enrolled in both core and intensive training, or may be Offender and Homeless etc., and will be counted in both.

^{3/}Temporary Assistance to Needy Families (TANF)/California Work Opportunities and Responsibilities to Kids (CalWORKs)

^{4/}Customers are unique within a service category but not across service categories. For example, a customer that received both a core and an intensive service is counted in both service categories.

^{5/}Cost data has been lagged for one year in order to approximate the lag in Entered Employment statistics.

TABLE 3- DISLOCATED WORKER PROGRAM DESCRIPTION^{1/}
(WIA Formula Program Only)

	COUNTS AND PERCENT DISTRIBUTION						% Growth Rate PY 2009 to PY 2010
	PY 2008		PY 2009		PY 2010		
Total Customers	32,321		66,472		64,806		-2.5%
Demographics^{2/}	#	%	#	%	#	%	
American Indian/ Alaskan Native	590	1.8%	1,352	2.0%	1,942	2.1%	43.6%
Asian	4,875	15.1%	9,154	13.8%	11,324	12.4%	23.7%
Black/African American	2,838	8.8%	7,379	11.1%	11,677	12.8%	58.2%
Hawaiian Native/ Pacific Islander	321	1.0%	606	0.9%	676	.7%	11.6%
White	14,938	46.2%	29,943	45.0%	39,445	43.2%	31.7%
Hispanic/Latino	10,696	33.1%	21,893	32.9%	31,874	34.9%	45.6%
Veterans	1,896	5.9%	4,141	6.2%	6,211	6.8%	50.0%
Disabled	1,133	3.5%	2,035	3.0%	2,522	2.8%	23.9%
Low Income	10,834	33.5%	29,018	43.7%	41,043	44.9%	41.4%
Limited English	3,237	10.0%	4,524	6.8%	5,055	5.5%	11.7%
Offender	1,737	5.4%	4,542	6.8%	6,133	6.7%	35.0%
Homeless	369	1.1%	953	1.4%	1,154	1.3%	21.1%
Basic Skills Deficient	3,034	9.4%	5,982	9.0%	7,339	8.0%	22.7%
Receiving TANF^{3/}	305	0.9%	1,275	1.9%	2,084	2.3%	63.5%
Receiving Food Stamps	3,088	9.6%	8,953	13.4%	12,067	13.2%	34.8%
Services^{4/}							
Core	31,787	98.4%	64,484	97.0%	85,268	93.4%	32.2%
Intensive	20,666	63.9%	51,171	77.0%	70,387	77.1%	37.6%
Training	7,691	23.8%	13,270	20.0%	25,412	27.8%	91.5%
Efficiency							
Cost/Participant	\$2,297		\$1,292		\$2,325		80.0%
Cost/Entered Employment^{5/}	\$10,092		\$5,556		\$5,656		1.8%

^{1/}Excludes Governor's Discretionary Account and Rapid Response Additional Assistance Projects

^{2/}Individuals are unique in a single race or ethnic group but may be included in more than one race or ethnicity category. Race and ethnicity is a voluntary reporting item and a customer may assign themselves to more than one group. In addition, a participant may be receiving TANF as well as Food Stamps, or enrolled in both core and intensive training, or may be Offender and Homeless etc., and will be counted in both.

^{3/}Temporary Assistance to Needy Families (TANF)/California Work Opportunities and Responsibilities to Kids (CalWORKs)

^{4/}Customers are unique within a service category but not across service categories. For example, a customer that received both a core and an intensive service is counted in both service categories.

^{5/}Cost data has been lagged for one year in order to approximate the lag in Entered Employment statistics.

TABLE 4– YOUTH PROGRAM DESCRIPTION^{1/}
(WIA Formula Program Only)

	COUNTS AND PERCENT DISTRIBUTION						% Growth Rate PY 2009 to PY 2010
	PY 2008		PY 2009		PY 2010		
Total Customers	22,061		27,699		29,811		7.6%
Demographics^{2/}	#	%	#	%	#	%	
American Indian/ Alaskan Native	428	1.9%	573	2.0%	604	1.9%	5.4%
Asian	1,749	7.9%	2,086	7.5%	2,230	7%	6.9%
Black/African American	4,605	20.9%	5,714	20.6%	6,601	20.7%	15.5%
Hawaiian Native/ Pacific Islander	266	1.2%	320	1.2%	311	1.0%	-2.8%
White	4,213	19.1%	5,026	18.1%	5,501	17.3%	9.5%
Hispanic/Latino	12,342	55.9%	15,824	57.1%	18,691	58.8%	18.1%
Out of School - High School Drop Out	5,182	23.5%	5,640	20.4%	6,362	20.0%	12.8%
Disabled	2,235	10.1%	2,692	9.7%	3,216	10.1%	19.5%
Limited English	754	3.4%	1,162	4.2%	1,383	4.3%	19.0%
Single Parent	1,883	8.5%	2,072	7.5%	2,352	7.4%	13.5%
Offender	2,057	9.3%	2,420	8.7%	2,787	8.8%	15.2%
Homeless	853	3.9%	1,155	4.2%	1,451	4.6%	25.6%
Runaway Youth	214	1.0%	268	0.9%	267	.8%	-0.4%
Pregnant or Parenting Youth	2,651	12.0%	2,908	10.5%	3,331	10.5%	14.5%
Basic Skills Deficient	16,798	76.1%	20,321	73.4%	23,995	75.4%	18.1%
Substance Abuse	734	3.3%	857	3.0%	832	2.6%	-2.9%
Foster Youth	1,356	6.1%	1,612	5.8%	1,745	5.5%	8.3%
Low Income	21,461	97.3%	27,118	97.9%	31,259	98.3%	15.3%
Receiving TANF ^{3/}	3,570	16.2%	4,430	16.0%	5,441	17.1%	22.8%
Receiving Food Stamps	5,974	27.1%	8,326	30.1%	11,093	34.9%	33.2%
Efficiency							
Cost/Participant	\$5,012		\$4,860		\$7,142		47.0%
Cost/Entered Employment ^{5/}	\$14,916		\$14,062		\$22,503		60.0%

^{1/}Excludes Governor's Discretionary Account and Rapid Response Additional Assistance Projects

^{2/}Individuals are unique in a single race or ethnic group but may be included in more than one race or ethnicity category. Race and ethnicity is a voluntary reporting item and a customer may assign themselves to more than one group. In addition, a participant may be receiving TANF as well as Food Stamps, or enrolled in both core and intensive training, or may be Offender and Homeless etc., and will be counted in both.

^{3/}Temporary Assistance to Needy Families (TANF)/California Work Opportunities and Responsibilities to Kids (CalWORKs)

^{4/}Customers are unique within a service category but not across service categories. For example, a customer that received both a core and an intensive service is counted in both service categories.

^{5/}Cost data has been lagged for one year in order to approximate the lag in Entered Employment statistics.

Appendix I

Nurse Education Initiative Workforce Investment Act Funds Phase II

College	Region	2010	2011*	2012	2013	2014	Required Additional Enrollments over five years
Center for Nursing Expansion/Innovation							
Santa Barbara City	6	\$465,172	\$441,998	\$465,172	\$465,172	\$465,172	134
Napa Valley	4	\$465,177	\$442,000	\$465,177	\$465,177	\$465,177	134
Golden West	8	\$340,857	\$324,000	\$340,857	\$340,857	\$340,857	134
Santa Ana	8	\$385,862	\$367,000	\$385,862	\$385,862	\$385,862	132
Healthy Community Forum							
American River	2	\$271,789	\$258,500	\$271,789	\$271,789	\$271,789	67
Butte	1	\$271,975	\$259,000	\$271,975	\$271,975	\$271,975	67
Sequoias	5	\$263,427	\$259,000	\$266,817	\$266,817	\$266,817	67
Mt. San Jacinto	9	\$260,371	\$248,000	\$260,371	\$260,371	\$260,371	67
LA Harbor	7	\$271,975	\$250,500	\$271,975	\$271,975	\$271,975	67
	TOTAL	\$2,996,605	\$2,849,998	\$2,999,995	\$2,999,995	\$2,999,995	869

*These are 2010-11 funds, which were reduced by approximately 5% in allowable administrative costs. Per the 2010 Budget Act, funds for Chancellor's Office operations were taken from the \$3,000,000 designated for these grants, rather than a separate allocation as had been done in the past.

**Allied Health Initiative Projects American Recovery and Reinvestment Act Funds
Phase II**

College	Grant Amount 2009-2011	Occupation	Enrollments
American River	\$287,107	Respiratory Care Practitioner	10
Canada	\$109,654	Radiological Technologists	100
Cerritos	\$237,824	Pharmacy Technician	45
City College of San Francisco	\$200,000	Certified Nurse Assistant Medical Evaluation Assistant	30 20
College of the Sequoias	\$231,136	Medical Assistant Medical Asst/Medical Lab Technologist	20 24
College of the Canyons	\$399,849	Medical Laboratory Technologist	24
East Los Angeles	\$376,849	Health Information Technologist Reparatory Therapist	20 30
Los Positas	\$108,229	Pharmacy Technician	48
Miramar	\$399,997	Medical Laboratory Technologist	10
Moorpark	\$305,776	Nuclear Medicine Technologists Health Information Technologist	16 40
Riverside CCD/ Moreno Valley	\$400,000	Dental Assistant Dental Hygienist	30 15
North Orange County CCD	\$221,136	Medical Assistant	40
Pasadena City	\$400,000	Medical Assistant Medical Asst/Medical Lab Tech Radiological Technologists Dental Lab Technician Dental Assistant	10 10 20 20 20
Sacramento City	\$287,999	Dental Assistant	20
San Diego Mesa	\$400,000	Radiological Technologist Interventional Radiology Radiology—MRI Radiology—CT Scan	10 10 10 20

**Allied Health Initiative Projects American Recovery and Reinvestment Act Funds
Phase II cont.**

College	Grant Amount 2009-2011	Occupation	Enrollments
Santa Ana	\$400,000	Pharmacy Technician	100
Santa Barbara City	\$128,793	Medical Assistant	50
West Los Angeles	\$399,996	Pharmacy Technician	105
West Hills College Lemoore	\$400,000	Sterile Processing Technician	30
		Electrocardiograph Technician	20
		Emergency Medical Technician	10
		Medical Assistant	20
TOTAL AWARDS FUNDED	\$5,694,493	Total New Enrollments	1,007

Appendix II

Clean Energy Workforce Training Program Grant (2009/2010)

Award List for Green Building and Clean Energy Retraining Partnerships

Applicant	County	Award Amount
Contra Costa Community College District	Contra Costa	\$1,000,000
Grossmont-Cuyamaca Community College District	San Diego	\$1,000,000
Humboldt County	Humboldt	\$889,725
Kern Community College District	Kern	\$766,406
Long Beach Community College District	Los Angeles	\$953,186
Los Angeles County	Los Angeles	\$1,000,000
North Orange County Community College District	Orange	\$1,000,000
Northern Rural Training and Employment Consortium	Northern California Counties (Rural)	\$1,000,000
Sacramento Employment Training Agency	Sacramento	\$997,810
Sonoma County	Sonoma	\$1,000,000
TOTAL		\$9,607,127

Clean Energy Workforce Training Program Grant (2009/2010)

Award List for Alternative and Renewable Fuel and Vehicle Technologies

Applicant	County	Award Amount
Imperial County	Imperial	\$500,000
Long Beach City	Los Angeles	\$500,000
Los Angeles County	Los Angeles	\$500,000
Richmond City	Contra Costa	\$500,000
Sacramento Employment Training Agency	Sacramento	\$500,000
San Francisco Department of Economic & Workforce Development	San Francisco	\$277,500
TOTAL		\$2,777,500

Clean Energy Workforce Training Program Grant (2009/2010)

Award List for Green Building and Clean Energy Pre-Apprenticeship Partnerships

Applicant	County	Award Amount
College of the Desert	Riverside	\$815,843
Hartnell College	Monterey	\$999,862
Humboldt County	Humboldt	\$722,540
Imperial Valley College	Imperial	\$439,578
Kern/Inyo/Mono Consortium	Kern	\$319,655
Long Beach Community College District	Los Angeles	\$976,060
Los Angeles City	Los Angeles	\$1,000,000
Los Angeles Trade Technical College	Los Angeles	\$1,000,000
NoRTEC	Northern California Counties (Rural)	\$1,000,000
Peralta Community College District	Alameda	\$1,000,000
Richmond City	Contra Costa	\$1,000,000
Sacramento Employment Training Agency	Sacramento	\$968,682
San Bernardino Community College District	San Bernardino	\$869,651
San Diego Workforce Partnership	San Diego	\$700,000
San Francisco Department of Economic & Workforce Development	San Francisco	\$998,550
San Luis Obispo County	San Luis Obispo	\$610,055
Solano Community College	Solano	\$418,751
South Bay Workforce Investment Board	Los Angeles	\$529,858
TOTAL		\$14,369,085
GRAND TOTAL AWARD (CEWTP)		\$26,753,712

Alternative and Renewable Fuel and Vehicle Technology Program Phase II

Applicant Name	County	Award Amount
Northern Rural Training & Employment Consortium	Butte	\$500,000
Orange County Workforce Investment Board	Orange	\$500,000
Solano Community College	Solano	\$500,000
TOTAL		\$1,500,000

Green Innovation Challenge Solicitation for Concept Paper (SFCP) 2009/2010

Applicant Name	County	Targeted Clean Technology	Award Amount
Generation Power/ Los Angeles Valley College	Los Angeles	Water Efficiency	\$2,500,000
Northern Rural Training & Employment Consortium	Butte	Renewable Energy Generation	\$3,500,000
San Mateo County Community College District	San Mateo	Alternative and Renewable Fuels and Vehicles	\$3,000,000
San Diego Biofuels Initiative/ San Diego Workforce Partnership	San Diego	Alternative and Renewable Fuels and Vehicles	\$4,000,000
SolarTech Workforce Innovations Collaborative/ NOVA	Santa Clara	Renewable Clean Technology	\$4,000,000
Workforce Institute, San Jose/ Evergreen Community College District	Santa Clara	Energy Efficiency in Buildings	\$2,000,000
TOTAL			\$19,000,000

**Green Innovation Challenge Solicitation for Concept Paper (SFCP) 2009/2010
Preliminary Performance Outcome Data**

Program	Registered Participants	Training	Placement
Generation Power/ Los Angeles Valley College	63	63 (completed)	63 (OJT)
Northern Rural Training & Employment Consortium	131	131 (enrolled)	44 (Entered Un-subsidized Employment)
San Mateo County Community College District	107	107 (completed)	5
San Diego Biofuels Initiative/ San Diego Workforce Partnership	129	129 (enrolled)	5 (Entered Un-subsidized Employment) 48 (Internship/ Work Experience)
SolarTech Workforce Innovations Collaborative/ NOVA	120	120 (enrolled)	26 (Entered Un-subsidized Employment)
Workforce Institute, San Jose/ Evergreen Community College District	71	60 (participating)	0
Total	621	610	191

Green Jobs SFP 2010/11

Applicant Name	County	Award Amount
Kern/Inyo/Mono Consortium	Kern	\$484,177.00
Laney College/Peralta CCD	Alameda	\$494,687.00
Marin County	Marin	\$399,504.00
North Central Counties Consortium	Sutter	\$500,000.00
Palo Verde College	Riverside	\$500,000.00
TOTAL		\$2,378,368.00

Green Jobs SFP 2010/11

Another five agencies, in collaboration with the CalFED, were awarded grants and will be tasked with aligning strategies and resources emerging from the CEWTP, the largest state-sponsored green workforce development effort in the nation (a partnership of the EDD, the Energy Commission and the State Board). Project descriptions, award amount, and contact information are listed below.

Applicant Name	County	Award Amount
College of the Desert	Riverside	\$600,000.00
Imperial Valley College	Imperial	\$600,000.00
Richmond City	Contra Costa	\$600,000.00
Sacramento Employment Training Agency	Sacramento	\$600,000.00
San Bernardino CCD	San Bernardino	\$600,000.00
TOTAL		\$3,000,000.00
Grand TOTAL		\$5,378,368.00

Appendix III

Governor's Gang Reduction, Intervention, & Prevention Initiative

Job Training and Expansion

Applicant Name	County	Award Amount
City Impact, Inc.	Ventura	\$500,000
City of Sacramento Police Department	Sacramento	\$500,000
Community Services & Employment Training	Tulare	\$500,000
Jewish Vocational Service Los Angeles	Los Angeles	\$300,000
Oakland Private Industry Council, Inc.	Alameda	\$499,945
Riverside County Economic Development Agency	Riverside	\$500,000
South Bay Workforce Investment Board	Los Angeles	\$500,000
TOTAL		\$3,299,945

Governor's Gang Reduction, Intervention, & Prevention Initiative

Career Pathway Partnerships

Applicant Name	County	Award Amount
California State University Chico Research Foundation	Butte	\$500,000
California State University Fullerton Auxiliary Services	Orange	\$499,992
South Bay Center for Counseling	Los Angeles	\$500,000
TOTAL		\$1,499,992
GRAND TOTAL		\$4,799,937

Youth Career Technical Education

Awardees	County	Award Amount	Match Amount
Hartnell Community College District, Hartnell College	Monterey	\$499,950	\$561,494
Humboldt County Workforce Investment Board	Humboldt	\$500,000	\$520,686
Los Angeles Harbor College	Los Angeles	\$500,000	\$500,000
Orange County Workforce Investment Board	Orange	\$500,000	\$537,495
Richmond City Workforce Investment Board	Contra Costa	\$500,000	\$639,775
San Joaquin Office of Education	San Joaquin	\$500,000	\$552,864
	Total	\$2,999,950	\$3,312,314

Appendix IV

CA New Start – Community Employment Program

November 2010 to June 2011 Data Report

LWIB Name	1502 Parole Referrals	WIA Enrollments	Job Placements	Average Hourly Wage
Fresno	284	14	37	\$ 8.57
Madera	119	34	1	\$ 10.00
Sacramento	18	77	81	\$ 10.06
Alameda	31	8	4	\$ 12.92
Oakland	95	27	12	\$ 16.30
Solano	61	3	1	\$ 17.00
Foothill	22	9	7	\$ 9.16
Pacific Gateway	19	43	16	\$ 12.43
City of Los Angeles	166	135	61	\$ 10.29
Los Angeles County	69	44	30	\$ 9.46
South Bay	173	36	21	\$ 10.08
Verdugo	61	102	24	\$ 9.24
Orange - Anaheim	31	20	9	\$ 10.53
Orange County	103	21	13	\$ 9.52
Orange - Santa Ana	40	23	5	\$ 8.35
Riverside	218	0	16	\$ 10.67
San Bernardino City	76	10	10	\$ 9.00
San Bernardino County	16	155	84	\$ 9.42
San Diego	159	49	21	\$ 9.94
Total	1,761	810	453	\$ 10.68

CA New Start – Transition Program

Name	Institution	Session*	WIA Enrollments	Graduates	Completion Rate
Sacramento	Folsom State Prison	Jan. to May 2011	273	212	78%
Madera	Valley State Prison for Women	Oct. 2010 to May 2011	205	136	66%
Solano	California State Prison	Oct. 2010 to May 2011	209	137	66%
San Diego	Richard J. Donovan Correctional Facility	Jan. to May 2011	93	70	75%
Total			780	555	71%

* Start of the session depends on the Transition Program Implementation date. The class capacity is 25 inmate per session.

Veteran’s Employment-Related Assistance Program

Applicant Name	County	Award Amount
Able-Disabled Advocacy, Inc.	San Diego	\$465,000
Jewish Vocational Service, Los Angeles	Los Angeles	\$465,000
North County Interfaith Council	San Diego	\$465,000
Northern Valley Job Training Consortium	Santa Clara	\$465,000
Riverside County Economic Development Agency	Riverside	\$465,000
San Diego Workforce Partnership	San Diego	\$465,000
San Mateo County	San Mateo	\$465,000
Shoreline Workforce Development Services	Santa Cruz	\$465,000
Solano County Workforce Investment Board	Solano	\$465,000
Stanislaus County Alliance Worknet	Stanislaus	\$419,195
Ventura County Workforce Investment Board	Ventura	\$451,481
Verdugo Consortium	Los Angeles	\$465,000
Vietnam Veterans of California	Sonoma	\$465,000
TOTAL		\$5,985,676

Campesino de California Program

Awardee	Wagner-Peyser 10% Amount
La Cooperativa Campesina de California	\$100,000
TOTAL	\$100,000



Appendix V - Local Workforce Investment Boards

Alameda County WIB

Interim Director: Patti Castro
(pcastro@acgov.org)
24100 Amador St., 6th Floor
Hayward, CA 94544
Phone: 510-259-3842; Fax: 510-259-3845
Web: www.acwib.org

Contra Costa County WIB

Director: Stephen Baiter
(sbaiter@ehsd.cccounty.us)
300 Ellinwood Way, 3rd Floor
Pleasant Hill, CA 94523
Phone: 925-602-6800; Fax: 925-602-6802
Web: www.eastbayworks.com

Fresno WIB

Director: Blake Konczal
(bkonczal@workforce-connection.com)
2125 Kern Street, Suite 208
Fresno, CA 93721
Phone: 559-490-7100; Fax: 559-490-7199
Web: www.workforce-connection.com

Humboldt County WIB

Director: Jacqueline Debets
(jdebets@co.humboldt.ca.us)
520 E. Street
Eureka, CA 95501
Phone: 707-445-7745; Fax: 707-445-7219
Web: www.humboldtweb.com

Kern, Inyo, Mono WIB

Director: Verna Lewis
(vernal@co.kern.ca.us)
1600 E. Belle Terrace
Bakersfield, CA 93307
Phone: 661-324-9675; Fax: 661-336-6855
Web: www.etronline.com

City of Los Angeles WIB

Director: Gregg Irish
(Gregory.Irish@lacity.org)
1200 West 7th Street, 6th Fl
Los Angeles, CA 90017
Phone: 213-744-7122; Fax: 213-744-9398
Web: www.wib.lacity.org

Anaheim WIB

Director: Ruben Aceves
(RAceves@anaheim.net)
290 S. Anaheim Blvd, Suite 102
Anaheim, CA 92805
Phone: 714-765-4342; Fax: 714-765-4363
Web: www.anaheimjobs.com

Foothill WIB

Director: Phillip Dunn
(pdunn@cityofpasadena.net)
1207 East Green St
Pasadena, CA 91106
Phone: 626-584-8395; Fax: 626-584-8375
Web: www.foothilletc.org

Golden Sierra WIB

Director: Jason Buckingham
(buckingham@goldensierra.com)
1919 Grass Valley Hwy Ste. 100
Auburn, CA 95603
Phone: 530-823-4635; Fax: 530-885-5579
Web: www.goldensierrawib.com

Imperial County Employment & Training

Interim Director: Carlos Contreras
(ccontreras@icwdo.org)
2695 S. 4th Street, Bldg. D
El Centro, CA 92243
Phone: 760-337-5036; Fax: 760-353-6594
Web: www.ivworkforce.com

Kings County Job Training Office

Director: John Lehn
(john.lehn@co.kings.ca.us)
124 North Irwin St
Hanford, CA 93230
Phone: 559-585-3532; Fax: 559-585-7395
Web: www.kingsworkforce.org

Los Angeles County WIB

Director: Richard Verches
(RVerches@css.lacounty.gov)
3175 West Sixth St.
Los Angeles, CA 90020-1708
Phone: 213-738-2597; Fax: 213-487-0379
Web: www.worksourcecalifornia.com

Madera County WIB

Director: Elaine Craig
(ecraig@maderacoe.k12.ca.us)
441 East Yosemite Ave.
Madera, CA 93638
Phone: 559-662-4589; Fax: 559-673-1794
Web: www.maderawac.org

Mendocino County WIB

Director: Debra Donelson
(donelsond@co.mendocino.ca.us)
631 South Orchard Avenue
Ukiah, CA 95482
Phone: 707-467-5590; Fax: 707-467-5592
Web: www.mendowib.org

Monterey County WIB

Acting Director: Loyanne Flinn
(flinnlg@co.monterey.ca.us)
P.O. Box 2135
Salinas, CA 93902
Phone: 831-759-6644; Fax: 831-796-3512
Web: www.onestopmonterey.org

Napa Valley WIB

Director: Bruce Wilson
(Bruce.Wilson@countyofnapa.org)
650 Imperial Way, Suite 101
Napa, CA 94558
Phone: 707-253-4697; Fax: 707-253-4693
Web: www.napaworkforce.org

North Valley Job Training Consortium (NOVA)

Director: Kris Stadelman
(kstadelman@novawb.org)
505 West Olive Ave, Suite 550
Sunnyvale, CA 94086
Phone: 408-730-7232; Fax: 408-730-7643
Web: www.novaworks.org

Oakland Workforce Investment Board

Interim Director: John R. Bailey
(jbailey@oaklandnet.com)
250 Frank H. Ogawa Plaza, 3rd Floor
Oakland, CA 94612
Phone: 510-238-7581; Fax: 510-238-4731
Web: www.oaklandnet.com

Marin County WIB

Director: Mary Donovan
(mdonovan@co.marin.ca.us)
120 N. Redwood Dr.
Marin, CA 94903
Phone: 415-473-3315; Fax: 415-473-3333
Web: www.marinemployment.org

Merced WIB

Director: Andrea Baker
(abaker@co.merced.ca.us)
1880 Wardrobe Ave
Merced, CA 95341-6407
Phone: 209-724-2000; Fax: 209-725-3592
Web: www.co.merced.ca.us/wi

Mother Lode Workforce Investment Board

Interim Director: Mary Finigian
(maryf@mljt.org)
19890 Cedar Road North
Sonora, CA 95370
Phone: 209-533-3396; Fax: 209-533-1079
Web: www.motherlodejobconnection.org

North Central Counties Consortium (NCCC)

Interim Director: Nancy Crooks
(ncrooks@ncen.org)
422 Century Park Drive, Suite B
Yuba City, CA 95991
Phone: 530-822-7145; Fax: 530-822-7150
Web: www.northcentralcounties.org

Northern Rural Training and Employment Consortium (NORTEC)

Director: Stewart Knox (sknox@ncen.org)
525 Wall Street
Chico, CA 95928
Phone: 530-892-9600; Fax: 530-892-9609
Web: www.nortec.org

Orange County WIB

Director: Andrew Munoz
(Andrew.munoz@hcs.ocgov.com)
1300 S. Grand Blvd, Building B, 3rd Floor
Santa Ana, CA 92705
Phone: 714-567-7370; Fax: 714-834-7132
Web: www.ocwib.org

Pacific Gateway Workforce Investment Network

Director: Bryan Rogers
(Bryan.Rogers@longbeach.gov)
3447 Atlantic Ave
Long Beach, CA 90807
Phone: 562-570-3650; Fax: 562-570-7733
Web: www.pacificgatewayworkforce.com

Riverside County WIB

Director: Felicia Flournoy
(FFlournoy@RIVCOEDA.ORG)
1151 Spruce St.
Riverside, CA 92507
Phone: 951-955-3133; Fax: 866-748-2627
Web: www.rivcojobs.com

San Benito County WIB

Director: Enrique Arreola
(earreola@cosb.us)
1111 San Felipe Road, Suite 108
Hollister, CA 95023
Phone: 831-637-9293; Fax: 831-637-0996
Web: www.sbcjobs.org

San Bernardino County WIB

Director: Sandy Harmsen
(sharmsen@wdd.sbcounty.gov)
215 N. D Street, Suite 301
San Bernardino, CA 92415-0046
Phone: 909-387-9862; Fax: 909-387-9870
Web: www.csb-win.org

San Francisco WIB

Director: Rhonda Simmons
(rhonda.simmons@sfgov.org)
50 Van Ness
San Francisco, CA 94102
Phone: 415-581-2335; Fax: 415-554-6018
Web: <http://www.oewd.org/>

San Luis Obispo County WIB

Director: Nick Schultz
(nschultz@co.clo.ca.us)
4111 Broad St., Suite A
San Luis Obispo, CA 93401
Phone: 748-6938; Fax: 805-781-1833
Web: www.sloworkforce.com

Richmond Works

Director: Sal Vaca
(svaca@richmondworks.org)
330 25th St.
Richmond, CA 94804
Phone: 510-307-8014 x8006; Fax: 510-307-8061
Web: www.richmondworks.org

Sacramento Works WIB

Director: Kathy Kossick
(kathy@delpaso.seta.net)
925 Del Paso Blvd
Sacramento, CA 95815
Phone: 916-263-3800; Fax: 916-263-3825
Web: www.seta.net

City of San Bernardino WIB

Director: Ernest Dowdy
(ebdowdy@sbeta.com)
600 North Arrowhead Ave, Suite 300
San Bernardino, CA 92401
Phone: 909-888-7881; Fax: 909-889-7833
Web: www.usworks.com/sbeta

San Diego Workforce Partnership, Inc.

Director: Mark Cafferty
(markc@workforce.org)
3910 University Ave, Suite 400
San Diego, CA 92105
Phone: 619-228-2900; Fax: 619-238-3544
Web: www.sandiegocatwork.com

San Joaquin WIB

Director: John Solis
(jsolis@sjcworknet.org)
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Stockton, CA 95206
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