



# California Workforce Investment Board ANNUAL REPORT

Results Achieved Under the  
Workforce Investment Act (WIA) for  
Program Year 2011-2012

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## **Chapter 1 - Year in Review**

Program Year (PY) 2011-2012 began with its own set of unique challenges for California's workforce. Across the state, California continued to experience high levels of unemployment, ranging from a low of 6.7 percent in suburban areas and reaching to a high of 29.7 percent in rural areas of the state. These levels of unemployment continue to create a demand for employment and training services on an already impacted workforce system. These challenges are also magnified by the geography and size of California. As the most populated state in the nation, California also enjoys having the nation's largest labor force and working-age population. In 2011, the Employment Development Department (EDD) reported a labor force participation rate of 63.4 percent for working-age population (civilian, non-institutional, persons age 16 years and over) and for young workers, with only 26.4 percent of Californians aged 16-19 participating in the civilian labor force in 2011. This age group's participation rate has declined by 19.3 percentage points since 2000.

The expiration of the American Recovery and Reinvestment Act (ARRA) funding coupled with the decrease in the Governor's Workforce Investment Act (WIA) discretionary funding eliminated most state-sponsored discretionary projects listed in the PY 2010-11 annual report. These funding reductions required innovative solutions from the State Board and California's 49 local workforce investment boards (Local Boards) to stretch limited resources, form new local and regional partnerships, develop and implement creative solutions among Local Boards and their partners, and increase collaboration among state partners. The Local Boards have sought out new partnerships with public and private entities to support their workforce training initiatives, such as on-the-job training programs, leveraged funding from the Employment Training Panel (ETP) for incumbent worker training initiatives, and worked with county governments to secure funds to place ex-offenders back into the community and workforce.

In partnership with the Legislature, Governor Edmund G. Brown, Jr. also responded by enacting four workforce-related bills in 2011. These bills created the Governor's Office of Business and Economic Development; focused expenditures of WIA funds on providing training services; called for increased coordination among community college training programs and approved apprenticeship programs; and required the State Board, in partnership with stakeholders, to establish new criteria for the designation of "high performance" Local Boards. A brief summary of these statutes are as follows:

**Investment in Sector-Based Training Services (SB 734)**

Senate Bill 734 (*Statutes of 2011, Chapter 498*) amended state law to require the Local Boards to spend at least 25 percent of their Adult and Dislocated Worker funds on training services beginning July 1, 2012. This minimum training expenditure requirement increases to 30 percent on July 1, 2016. The purpose of SB 734 is to establish minimum training investment levels for Local Boards in support of the data-driven, sector-based strategic investment activities.

**State and Local Strategic Planning to Achieve Continuous Improvement (SB 698)**

Senate Bill 698 (*Statutes of 2011, Chapter 497*) requires the State Board to establish standards for measuring quality services and develop Local Board evaluation criteria to biennially certify “high-performance” Local Boards beginning July 2013. This statute also requires the state to set aside a portion of any available WIA Governor’s discretionary funding for providing incentive awards to certified “high-performance” Local Boards.

**Emphasis on Pre-Apprenticeship and Apprenticeship Training (AB 554)**

Assembly Bill 554, (*Statutes of 2011, Chapter 499*) requires the State Board and each Local Board to ensure that programs and services funded by the WIA and directed to apprenticeable occupations, including pre-apprenticeship training, are conducted in coordination with one or more apprenticeship programs approved by the Department of Industrial Relations (DIR) Division of Apprenticeship Standards (DAS) for the occupation and geographic area. This statute also requires the State Board and each Local Board to develop a policy of fostering collaboration between community colleges and approved apprenticeship programs in their geographic area to provide pre-apprenticeship training, apprenticeship training, and continuing education in apprenticeable occupations through the approved apprenticeship programs.

**Office of Business and Economic Development (AB Bill 29)**

Assembly Bill 29 (*Statutes of 2011, Chapter 495*) established within the Office of the Governor, the Office of Business and Economic Development (“GO-Biz”). The GO-Biz will serve as the lead entity for economic strategy and the marketing of California on issues relating to business development, private sector investment, and economic growth and among a variety of responsibilities, will make recommendations to the

Governor and the Legislature regarding policies, programs and actions to advance statewide economic goals.

AB 29 also requires the State Board to work closely with GO-Biz in the formulation of workforce development strategies.

In November, 2011, Governor Brown appointed Tim Rainey as the Executive Director of the State Board. In August 2012, Governor Brown revitalized the State Board by appointing 30 new members and recast the State Board with new leadership and direction. These new members represent a broad coalition of business, industry, labor, community based organizations and the public sector.

Under the direction of Executive Director Rainey and other public agency leaders, in May 2012 the State Board formed a “State Working Group” to develop a new five-year state strategic workforce investment plan. The State Working Group membership represents the many facets and champions of California’s workforce system. Following internal strategic planning sessions, the State Working Group conducted several regional forums across the state for the purpose of receiving feedback and buy-in from the regional workforce partners represented at these forums.

These forums also provided a consensus on a strategic direction and helped to set short and long range priorities with corresponding and achievable goals for the workforce system as a whole. These elements will be included in California’s Strategic Workforce Investment Plan and will become the foundation of the State Board’s work for the foreseeable future.

The State Board will use the Strategic Workforce Investment Plan to implement the statutory requirements to certify high performing Local Boards; develop new and meaningful performance criteria beyond those currently required by the WIA; conduct regional strategic forums to provide technical assistance to Local Boards and to receive feedback on local planning; launch a web-based portal as a single access point for workforce information, service points and assistance; and provide a unifying brand for the statewide workforce system.

The current economic climate remains challenging for all, but with every new challenge comes the opportunity to rethink and retool how stakeholders can work together, as a system, as partners, to prepare California’s talent pool to meet the needs of its ever evolving economy.

## Chapter 2 – Program Year 2011-2012 Performance Summary

California’s workforce investment system is comprised of 49 local areas, each with its own local board. California’s PY 2011-12 (federal PY 2011) federal allotments for WIA Title I Adult, Dislocated Worker, and Youth funds totaled \$401,734,577. The allotments to California and the amounts available for formula allocation are as follows:

| Program Year 2011-12              | Total Allotment | Amount Available for Formula Allocation |
|-----------------------------------|-----------------|---|
| Adult Program Title I             | \$113,738,979   | \$108,052,031                           |
| Youth Program Title I             | \$117,952,080   | \$112,054,476                           |
| Dislocated Worker Program Title I | \$170,043,518   | \$119,030,464                           |

Source: EDD WSIN 11-41 3/15/2012

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, training and business services. The One-Stops 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 Secretary Marty Morgenstern. The Labor Agency Secretary represents the Governor and his administration on the State Board. The Employment Development Department (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.

In PY 2011 California’s WIA program operated within an economy that continued to be in recession. Overall, more than 170,000 customers (WIA Adult (Adult) and WIA Dislocated Workers (DW)) were served through the WIA in PY 2011. This represents a

significant increase from PY 2010. Although the number of Adult participants who received services increased in PY 2011, the service design of PY 2010 and PY 2011 remained the same. The number of WIA Youth (Youth) served in PY 2011 was relatively consistent with the number served in PY 2010.

During PY 2011-2012, there were significant increases in California's WIA performance rates from that of the last several years, indicating that the California economy is showing signs of recovery. Historical trends in WIA program employment outcomes are displayed in **Table 1**.

#### **Highlights of Significant PY 2011 WIA Performance Results:**

- More than 100,000 Adult and DW participants received intensive employment services with more than 40,000 participants receiving enhanced training services. The Adult "Entered Employment" rate experienced a 6.3 percentage point increase compared to PY 2010.
- The DW "Entered Employment" rate experienced a 6.8 percentage point increase compared to PY 2010.
- The Adult "Employment Retention" rate showed an increase of approximately 1.6 percentage points compared to PY 2010.
- The DW "Employment Retention" rate showed an increase of 2.3 percentage points compared to PY 2010.
- California's WIA Veteran's "Entered Employment" rate increased on par with their Adult and DW counterparts, but exceeded their civilian counterparts in "Average Earnings."

California continues to lead the nation in job creation amidst the current economic crisis. July 2012 marks the latest point in the performance trend for PY 2011. California's seasonally adjusted unemployment rate was 10.7 percent\* in July, remaining unchanged from June, and sloping downward 1.2 percentage points from the previous program year. In comparison, the national unemployment rate was 8.3 percent in July 2012, inching upward by 0.1 percent in June 2012 and declining 0.8 percent\*\* by July 2011.

## **Program Specific Performance:**

### **Adults**

As shown in **Table 2**, the customer service mix and demographics for the WIA Adult funded programs in PY 2011 overall was somewhat stable with PY 2010. The WIA Adult funded cost per adult participant showed a decrease from \$1,202 in PY 2010 to \$767 in PY 2011. In addition, while the population characteristics appeared consistent in most categories, there were some important shifts:

- The number of Adults classified as Veterans receiving WIA services almost doubled as compared to PY 2010
- There was a higher percentage of Adults receiving training services than in PY 2010
- There were more Adults served that were classified as “Offenders”

The bottom of **Table 2** shows the distribution of enrolled Adult clients by service category. Please note that customers are unique within each category, but not across categories. For example, if a customer received both core and intensive services, that customer is included in both the core service count and the intensive service count.

### **Dislocated Workers (DW)**

During Program Year PY 2011, a federal waiver allowing a transfer of up to 50 percent of DW funds to the Adult funding stream resulted in fewer participants being enrolled under DW funding and more participants being enrolled into the Adult programs. The DW cost per entered employment showed a decrease from \$5,656 in PY 2010 to \$4,437 in PY 2011.

**Table 3** displays the characteristics of more than 51,000 Dislocated Worker customers who registered in core services. However, while the population characteristics appeared consistent in most categories, there were some shifts:

- There was a higher percentage of DWs receiving training services than in PY 2010

- There was significantly more DWs served that were classified as possessing “Limited English” proficiency.

The bottom of **Table 3** shows the distribution of enrolled DW clients by service category. Please note that clients are unique to each category, but not across categories.

### Youth Services

The number of Youth served has remained relatively stable in PY 2011. The Youth cost per participant and cost per entered employment showed significant decreases between PY 2010 and PY 2011.

As shown in **Table 4**, the customer service demographics break-down in PY 2011 was somewhat stable compared to PY 2010. However, while the population characteristics appeared consistent in most categories, there were some shifts in demographics:

- There were fewer Youth served that were classified as an “Out of School – High School Dropout”
- There were more Youth served that were classified as Offenders
- There were more Youth served that were classified as receiving a form of public assistance

The bottom of **Table 4** shows the distribution of enrolled Youth customers by service category. Please note that customers are unique within each category, but not across categories.

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Source: \*California Labor Market Review p.2, July 2012.

<http://www.calmis.ca.gov/file/lfmonth/calmr.pdf>

\*\* Bureau of Labor Statistics Data (2012). REGIONAL AND STATE EMPLOYMENT AND UNEMPLOYMENT —JULY 2012, p.3. <http://www.bls.gov/news.release/pdf/laus.pdf>

## WIA TITLE I PERFORMANCE HIGHLIGHTS

### PROGRAM OUTCOMES AND COST EFFECTIVENESS

**TABLE 1 - WORKFORCE INVESTMENT  
ACT PERFORMANCE TRENDS**

**How many clients did we serve?**

Adults  
Dislocated Workers  
Youth<sup>1</sup>

| 2011*   | 2010*  | 2009*   | 2008    | 2007   | 2006   |
|---------|--------|---------|---------|--------|--------|
| 131,860 | 97,451 | 130,274 | 130,700 | 46,354 | 46,336 |
| 39,226  | 64,806 | 82,323  | 46,304  | 23,769 | 25,862 |
| 26,160  | 29,811 | 28,857  | 23,259  | 22,632 | 24,632 |

**Did our clients get jobs?**

% of Adult clients  
Total Number\*\*  
% of Dislocated Worker clients  
Total Number\*\*  
% of Adult and Dislocated Worker clients  
Total Number\*\*

| 2011*  | 2010*   | 2009*  | 2008   | 2007   | 2006   |
|--------|---------|--------|--------|--------|--------|
| 55.9%  | 49.6%   | 48.3%  | 63.3%  | 79.1%  | 79.3%  |
| 29,266 | 35,352  | 36,230 | 16,502 | 12,954 | 13,460 |
| 62.6%  | 55.8%   | 54.0%  | 75.5%  | 84.2%  | 83.8%  |
| 24,549 | *26,643 | 13,362 | 9,403  | 9,479  | 10,482 |
| 58.7%  | *52.1%  | 49.7%  | 67.2%  | 81.2%  | 81.2%  |
| 53,775 | *61,995 | 49,592 | 25,905 | 22,433 | 23,942 |

% on Public Assistance  
Total Number\*\*  
% of Veterans  
Total Number\*\*  
% of Disabled  
Total Number\*\*  
% of Older Individuals<sup>2</sup>  
Total Number\*\*

| 2011* | 2010* | 2009* | 2008  | 2007  | 2006  |
|-------|-------|-------|-------|-------|-------|
| 51.2% | 43.2% | 40.6% | 58.7% | 73.5% | 70.3% |
| 6,938 | 7,631 | 2,285 | 1,346 | 1,367 | 1,731 |
| 58.3% | 50.6% | 48.3% | 62.1% | 73.8% | 83.7% |
| 4,238 | 3,908 | 2,295 | 2,213 | 2,026 | 2,148 |
| 42.7% | 38.4% | 36.6% | 56.0% | 70.8% | 72.7% |
| 1,709 | 2,087 | 1,630 | 1,366 | 1,293 | 1,464 |
| 48.4% | 42.4% | 37.5% | 56.8% | 74.6% | 74.2% |
| 6,618 | 7,314 | 3,931 | 2,898 | 2,430 | 2,396 |

**What are our clients' post-program earnings?**

**(Average Cumulative 4- quarters)**

The average earnings of Adults  
The average earnings of Dislocated Workers  
% of Adults who remained employed  
Total Number\*\*  
% of Dislocated Workers who remained employed  
Total Number\*\*  
% of Adult and Dislocated Workers who remained employed  
Total Number\*\*

| 2011*    | 2010*    | 2009*    | 2008     | 2007     | 2006     |
|----------|----------|----------|----------|----------|----------|
| \$12,938 | \$12,546 | \$13,349 | \$16,364 | \$16,640 | \$15,732 |
| \$17,146 | \$18,550 | \$17,010 | \$17,148 | \$16,978 | \$16,321 |
| 79.3%    | 77.7%    | 76.5%    | 82.2%    | 84.8%    | 84.6%    |
| 32,626   | 32,164   | 27,46    | 13,422   | 16,759   | 16,703   |
| 83.4%    | 81.1%    | 80.1%    | 85.6%    | 87.4%    | 87.9%    |
| 23,619   | 15,927   | 8,137    | 8,342    | 8,501    | 10,112   |
| 81.0%    | 78.8%    | 77.3%    | 83.5%    | 85.7%    | 85.8%    |
| 56,245   | 48,091   | 35,283   | 21,764   | 25,260   | 26,815   |

% on Public Assistance who remained employed

Total Number\*\*

% of Veterans who remained employed

Total Number\*\*

% of Disabled who remained employed

Total Number\*\*

% of Older Individuals who remained employed<sup>2</sup>

Total Number\*\*

| 2011* | 2010* | 2009* | 2008  | 2007  | 2006  |
|-------|-------|-------|-------|-------|-------|
| 74.3% | 74.4% | 72.8% | 76.5% | 78.2% | 75.3% |
| 6,435 | 8,657 | 1,400 | 1,168 | 1,218 | 2,709 |
| 79.6  | 76.0% | 73.9% | 80.5% | 81.0% | 88.8% |
| 3,623 | 2,971 | 1,732 | 1,974 | 2,029 | 1,732 |
| 74.2% | 72.9% | 70.9% | 79.4% | 80.3% | 78.8% |
| 1,657 | 2,322 | 1,193 | 1,138 | 1,240 | 1,891 |
| 78.8% | 76.7% | 74.1% | 80.4% | 85.2% | 87.8% |
| 6,367 | 5,423 | 2,685 | 2,117 | 2,536 | 2,823 |

**Are we helping our Youth (14 - 21) clients?**<sup>1</sup>

% of Youth who attained their diploma or GED

Total Number\*\*

% of Youth on Public Assistance who attained Degree or Certificate

Total Number\*\*

% of Disabled Youth who attained Degrees or Certificate

Total Number\*\*

| 2011* | 2010* | 2009* | 2008  | 2007  | 2006  |
|-------|-------|-------|-------|-------|-------|
| 51.0% | 52.7% | 72.7% | 69.8% | 51.9% | 67.6% |
| 7,706 | 6,539 | 6,785 | 6,031 | 3,768 | 3,025 |
| 55.2% | 71.7% | 70.3% | 65.7% | 49.7% | 67.4% |
| 2,766 | 1,710 | 1,285 | 1,256 | 939   | 853   |
| 66.2% | 76.2% | 63.3% | 61.0% | 51.7% | 70.0% |
| 751   | 570   | 640   | 586   | 608   | 481   |

% of Youth placed in employment or education

Total Number\*\*

% of basic skills deficient Youth obtaining literacy or math gains

Total Number\*\*

| 2011*  | 2010* | 2009* | 2008  | 2007  | 2006 |
|--------|-------|-------|-------|-------|------|
| 66.9%  | 66.8% | 73.1% | 68.8% | 66.7% |      |
| 11,420 | 9,462 | 8,178 | 7,700 | 7,938 |      |
| 53..3% | 44.2% | 50.1% | 44.4% | 21.0% |      |
| 3,407  | 2,960 | 2,968 | 2,016 | 1,069 |      |

<sup>1</sup> 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.

\* Includes ARRA for 2009-2011, Formula and 15% funds

\*\*Total Numbers were calculated by summing each special population's adult and dislocated worker numerators for the specified measure.

**TABLE 2- ADULT PROGRAM DESCRIPTION<sup>1/</sup>  
(WIA Formula and 15% Discretionary Funds)**

|   | PY 2009-10    |          | PY 2010-11     |          | PY 2011-12    |          |
|---|---------------|----------|----------------|----------|---------------|----------|
| <b>Total Customers</b>                  | <b>97,451</b> |          | <b>105,144</b> |          | <b>74,197</b> |          |
| <b>Demographics<sup>2/</sup></b>        | <b>#</b>      | <b>%</b> | <b>#</b>       | <b>%</b> | <b>#</b>      | <b>%</b> |
| American Indian/Alaskan Native          | 2,565         | 2.4%     | 2,531          | 2.5%     | 1,830         | 2.5%     |
| Asian                                   | 9,478         | 9.0%     | 9,412          | 9.2%     | 7,182         | 9.7%     |
| Black/African American                  | 20,492        | 19.5%    | 21,320         | 20.8%    | 16,460        | 22.2%    |
| Hawaiian Native/ Other Pacific Islander | 1,165         | 1.1%     | 899            | .9%      | 515           | 0.7%     |
| White                                   | 38,486        | 36.6%    | 37,021         | 36.2%    | 27,075        | 36.5%    |
| Hispanic/Latino                         | 39,266        | 37.3%    | 37,709         | 36.8%    | 26,730        | 36.0%    |
| <b>Special Populations</b>              |               |          |                |          |               |          |
| Veterans                                | 5,586         | 5.3%     | 5,488          | 5.4%     | 7,787         | 10.5%    |
| Disabled                                | 5,623         | 5.4%     | 4,965          | 4.8%     | 3,959         | 5.3%     |
| Low Income                              | 65,971        | 62.7%    | 69,397         | 67.8%    | 48,948        | 66.0%    |
| Limited English                         | 6,903         | 6.6%     | 5,297          | 5.2%     | 3,106         | 4.2%     |
| Offender                                | 12,118        | 11.5%    | 11,869         | 11.6%    | 11,383        | 15.3%    |
| Homeless                                | 4,809         | 4.6%     | 4,637          | 4.5%     | 3,606         | 4.9%     |
| Basic Skills Deficient                  | 7,097         | 6.8%     | 8,718          | 8.5%     | 7,721         | 10.4%    |
| <b>Program Participation</b>            |               |          |                |          |               |          |
| Receiving TANF <sup>3/</sup>            | 7,589         | 7.2%     | 8,226          | 8.0%     | 5,335         | 7.2%     |
| Receiving Food Stamps                   | 28,498        | 27.1%    | 27,810         | 27.2%    | 20,680        | 27.9%    |
| <b>Services<sup>4/</sup></b>            |               |          |                |          |               |          |
| Core                                    | 104,262       | 99.1%    | 94,861         | 92.6%    | 69,077        | 93.1%    |
| Intensive                               | 74,160        | 70.5%    | 78,436         | 76.6%    | 57,029        | 76.9%    |
| Training                                | 11,818        | 11.2%    | 21,130         | 20.6%    | 23,077        | 31.1%    |
| <b>Efficiency</b>                       |               |          |                |          |               |          |
| Cost/Participant                        | \$866         |          | \$1,202        |          | \$767         |          |
| Cost/Entered Employment <sup>4/</sup>   | \$3,295       |          | \$3,313        |          | \$3,455       |          |

**TABLE 3- DISLOCATED WORKER PROGRAM DESCRIPTION<sup>1/</sup>  
(WIA Formula and 15% Discretionary Funds)**

|   | PY 2009-10    |          | PY 2010-11    |          | PY 2011-12    |          |
|---|---------------|----------|---------------|----------|---------------|----------|
| <b>Total Customers</b>                  | <b>66,472</b> |          | <b>64,806</b> |          | <b>51,505</b> |          |
| <b>Demographics<sup>2/</sup></b>        | <b>#</b>      | <b>%</b> | <b>#</b>      | <b>%</b> | <b>#</b>      | <b>%</b> |
| American Indian/ Alaskan Native         | 1,352         | 2.0%     | 1,942         | 2.1%     | 1,035         | 2.0%     |
| Asian                                   | 9,154         | 13.8%    | 11,324        | 12.4%    | 7,247         | 14.1%    |
| Black/African American                  | 7,379         | 11.1%    | 11,677        | 12.8%    | 7,042         | 13.7%    |
| Hawaiian Native/ Other Pacific Islander | 606           | 0.9%     | 676           | .7%      | 369           | 0.7%     |
| White                                   | 29,943        | 45.0%    | 39,445        | 43.2%    | 21,596        | 41.9%    |
| Hispanic/Latino                         | 21,893        | 32.9%    | 31,874        | 34.9%    | 17,463        | 33.9%    |
| <b>Special Populations</b>              |               |          |               |          |               |          |
| Veterans                                | 4,141         | 6.2%     | 6,211         | 6.8%     | 3,551         | 6.9%     |
| Disabled                                | 2,035         | 3.0%     | 2,522         | 2.8%     | 1,567         | 3.0%     |
| Low Income                              | 29,018        | 43.7%    | 41,043        | 44.9%    | 22,098        | 42.9%    |
| Limited English                         | 4,524         | 6.8%     | 5,055         | 5.5%     | 7,300         | 14.2%    |
| Offender                                | 4,542         | 6.8%     | 6,133         | 6.7%     | 3,725         | 7.2%     |
| Homeless                                | 953           | 1.4%     | 1,154         | 1.3%     | 812           | 1.6%     |
| Basic Skills Deficient                  | 5,982         | 9.0%     | 7,339         | 8.0%     | 4,399         | 8.5%     |
| <b>Other Services</b>                   |               |          |               |          |               |          |
| Receiving TANF <sup>3/</sup>            | 1,275         | 1.9%     | 2,084         | 2.3%     | 987           | 1.9%     |
| Receiving Food Stamps                   | 8,953         | 13.4%    | 12,067        | 13.2%    | 6727          | 13.1%    |
| <b>Services<sup>4/</sup></b>            |               |          |               |          |               |          |
| Core                                    | 64,484        | 97.0%    | 85,268        | 93.4%    | 47,788        | 92.8%    |
| Intensive                               | 51,171        | 77.0%    | 70,387        | 77.1%    | 38,856        | 75.4%    |
| Training                                | 13,270        | 20.0%    | 25,412        | 27.8%    | 17,318        | 33.6%    |
| <b>Efficiency</b>                       |               |          |               |          |               |          |
| Cost/Participant                        | \$1,292       |          | \$2,325       |          | \$2,777       |          |
| Cost/Entered Employment <sup>5/</sup>   | \$5,556       |          | \$5,656       |          | \$4,437       |          |

**TABLE 4- YOUTH PROGRAM DESCRIPTION<sup>1/</sup>  
(WIA Formula and 15% Discretionary Funds)**

|  | PY 2009-10    |          | PY 2010-11    |          | PY 2011-12    |          |
|--|---------------|----------|---------------|----------|---------------|----------|
| <b>Total customers</b>                             | <b>27,699</b> |          | <b>29,811</b> |          | <b>31,534</b> |          |
| <b>Demographics<sup>2/</sup></b>                   | <b>#</b>      | <b>%</b> | <b>#</b>      | <b>%</b> | <b>#</b>      | <b>%</b> |
| American Indian/Alaskan Native                     | 573           | 2.0%     | 604           | 1.9%     | 637           | 2.0%     |
| Asian  | 2,086         | 7.5%     | 2,230         | 7.0%     | 2,321         | 7.4%     |
| Black/African American                             | 5,714         | 20.6%    | 6,601         | 20.7%    | 6,545         | 20.8%    |
| Hawaiian Native/ Other Pacific Islander            | 320           | 1.2%     | 311           | 1.0%     | 304           | 1.0%     |
| White  | 5,026         | 18.1%    | 5,501         | 17.3%    | 5,588         | 17.7%    |
| Hispanic/Latino                                    | 15,824        | 57.1%    | 18,691        | 58.8%    | 18,677        | 59.2%    |
| <b>Outcomes</b>                                    |               |          |               |          |               |          |
| Out of School - High School Drop Out               | 5,640         | 20.4%    | 6,362         | 20.0%    | 5,587         | 17.7%    |
| Disabled   | 2,692         | 9.7%     | 3,216         | 10.1%    | 3,363         | 10.7%    |
| Limited English                                    | 1,162         | 4.2%     | 1,383         | 4.3%     | 1,492         | 4.7%     |
| Single Parent                                      | 2,072         | 7.5%     | 2,352         | 7.4%     | 2,463         | 7.8%     |
| Offender   | 2,420         | 8.7%     | 2,787         | 8.8%     | 3,296         | 10.5%    |
| Homeless   | 1,155         | 4.2%     | 1,451         | 4.6%     | 1,523         | 4.8%     |
| Runaway Youth                                      | 268           | 0.9%     | 267           | .8%      | 212           | 0.7%     |
| Pregnant or Parenting Youth                        | 2,908         | 10.5%    | 3,331         | 10.5%    | 3,117         | 9.9%     |
| Basic Skills Deficient                             | 20,321        | 73.4%    | 23,995        | 75.4%    | 23,206        | 73.6%    |
| Substance Abuse                                    | 857           | 3.0%     | 832           | 2.6%     | 762           | 2.4%     |
| Foster Youth                                       | 1,612         | 5.8%     | 1,745         | 5.5%     | 1,524         | 4.8%     |
| <b>Income</b>                                      |               |          |               |          |               |          |
| Low Income   | 27,118        | 97.9%    | 31,259        | 98.3%    | 30,331        | 96.2%    |
| Receiving TANF <sup>3/</sup>                       | 4,430         | 16.0%    | 5,441         | 17.1%    | 6,027         | 19.1%    |
| Receiving Food Stamps                              | 8,326         | 30.1%    | 11,093        | 34.9%    | 11,772        | 37.3%    |
| <b>Efficiency</b>                                  |               |          |               |          |               |          |
| Cost/Participant                                   | \$3,211       |          | \$7,142       |          | \$4,205       |          |
| Cost/Entered Employment or Education <sup>5/</sup> | \$13,110      |          | \$22,502      |          | \$9,633       |          |

<sup>1/</sup>Excludes Governor's Discretionary Account projects

<sup>2/</sup>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.

<sup>3/</sup>Temporary Assistance to Needy Families (TANF)/California Work Opportunities and Responsibilities to Kids (CalWORKs)

<sup>4/</sup>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.

<sup>5/</sup>Cost data has been lagged for one year in order to approximate the lag in Entered Employment statistics.

Source: Please note that all PY 2010 and 2011 data numbers were derived from DOL's Data Reporting and Validation System (DRVS). Data Elements for the previous years were derived from the Job Training Automation System (JTA)

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## **Chapter 3 – State Sponsored Sector Initiatives**

California’s vision for a well-coordinated and effective workforce development system continues 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 AB 3018 (*Statutes of 2008, Chapter 312*), 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.

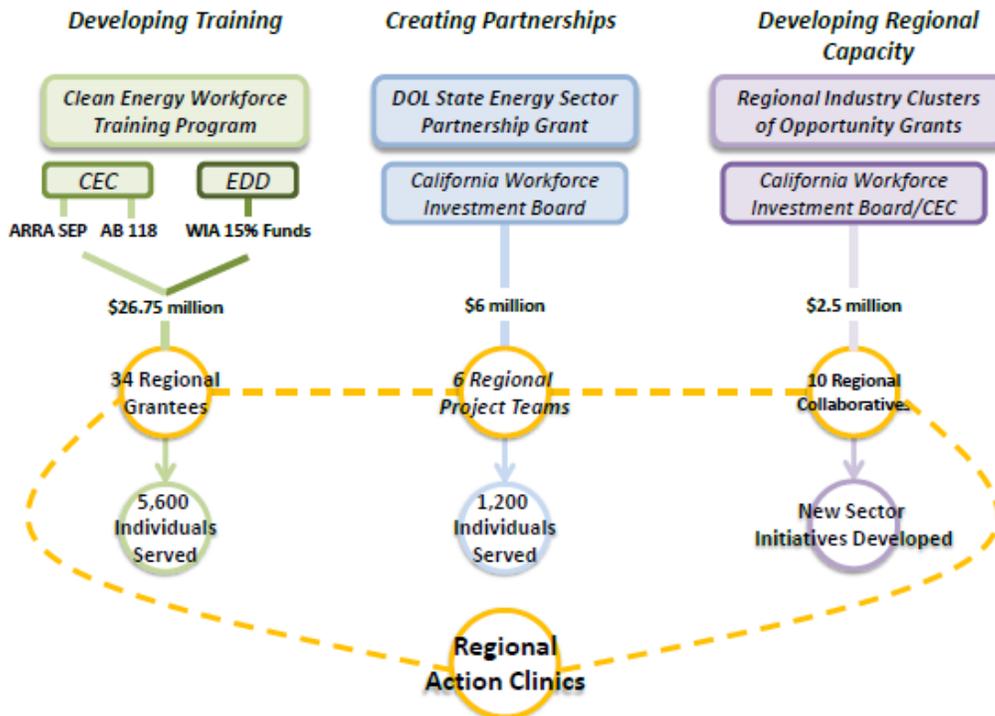
In PY 2011-12 the State Board continued building on its initial investment of resources in the development and implementation of sector strategies.

### **The California Green Workforce Initiative**

The California Green Workforce Initiative (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.

The CGWI initially had three component programs: Clean Energy Workforce Training Partnership (CEWTP), State Energy Sector Partnership (SESP), and Regional Industry Clusters of Opportunity (RICO). Due to the expiration of the ARRA and the reduction of Governor’s WIA Discretionary funds, only the SESP and RICO programs were funded in PY 2011-12.

### California’s Green Workforce Initiative



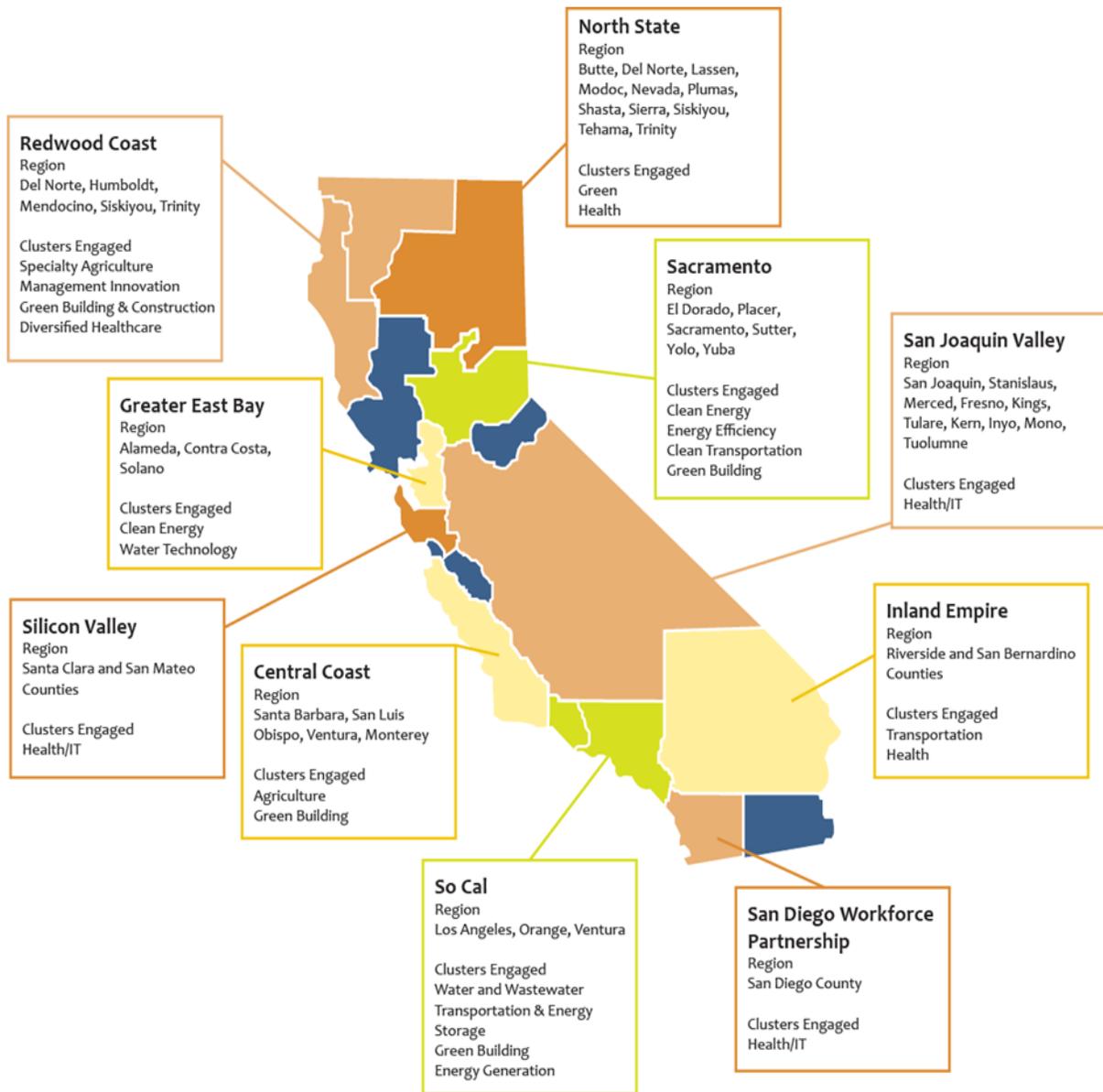
The Green Collar Jobs Council (GCJC) was established to develop a green/clean energy workforce capable of serving the needs of the green energy industry. It is the goal of the GCJC to develop strategies that are data driven, and balance the needs of the industries and employers with the training needed to make employees viable and useful members of this workforce. The need to align education, economic and workforce development planning and resource leveraging has also become a recognized need for this industry.

During PY 2011-12, the GCJC continued implementation of the CGWI by providing support to the ten RICO grantees/regional teams, furthered outreach to green businesses, and collaborated with a diverse group of multi-sector partners. In PY 2011, the RICO grantees/regional teams had ongoing projects that covered 48 counties and 32 Local Boards, with 23 cluster plans that engaged over 450 employers across the state.

The regional teams showcased their projects for state partners and other stakeholders in June, 2011. The regional teams demonstrated their successful partnerships, innovative sector action plans, and sustainability planning.

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\\_gcic\\_meeting\\_materials.htm](http://www.cwib.ca.gov/sc_gcic_meeting_materials.htm).



The GCJC has continued to partner with the California Energy Commission (CEC) to receive new funding through the CEC's Alternative and Renewable Fuel and Vehicle Technology Program. In PY 2011-12 CEC allocated funds to the State Board to fund a second round of RICO grants focusing on alternative energy and renewable fuel technology through 2014. The State Board expects to award these grants in PY 2012-13.

The GCJC has also continued to oversee the DOL State Energy Sector Partnership (SESP) Grant, which is currently funding six regional teams to develop training programs in the emerging green/clean energy economy. The regional teams consist of the following Local Boards: Alameda Workforce Investment Board, Los Angeles Workforce Investment Board, Northern Rural Training and Employment Consortium (NoRTEC), Sacramento Employment and Training Agency, San Diego Workforce Partnership and the Stanislaus Valley Alliance.

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.

#### Los Angeles City Workforce Investment Board

The training component of this program is led by Los Angeles Harbor College and offers career focused programs that integrate industry awareness and skill attainment, academic remediation and basic skills remediation, and supportive wrap around services. Trainings 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.

#### 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. 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.

#### 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).

#### San Diego Workforce Partnership

The San Diego Green Building Apprenticeship Readiness Partnership prepares individuals for jobs in the green building and energy efficiency industry sector. The "Introduction to the Green Building & Retrofits" curriculum is 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 is 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.

#### Stanislaus Valley Alliance

The Stanislaus Valley Alliance (Alliance) continues to develop a green sector plan that addresses the needs of the greater San Joaquin Valley. The Alliance is focused on energy, water, and renewable industries. The Alliance has established a "Power Pathway" training program with Pacific Gas and Electric Company (PG&E) to train participants in power generation for better employment. The Alliance is also utilizing on-the-job (OJT) training through area green employers and is offering LEED certification training to incumbent green company workers.

| <b>SESP Program Performance</b>  | <b>Total Participants</b> | <b>Performance Goals (%)</b> |
|--|---------------------------|------------------------------|
| Total Participants Served<br>("Education/Job Training" activity or "Other Grant Funded Service" added) | 1264                      | 100%                         |
| Completed Education/Job Training Activities  | 549                       | 57%                          |
| Received Credential  | 524                       |                              |
| Received Degree or Certificate   | 326                       | 34%                          |
| Entered Employment   | 300                       | 31%                          |
| Entered Training-Related Employment  | 279                       | 31%                          |

The SESP grantees are on pace to meet or exceed all performance goals by the June 2013 end date.

A listing of all CGWI grantees is in Appendix A.

## Green Workforce Initiative Success Stories

### A Three Way Partnership

#### Nova SolarTech Workforce Innovations Collaborative

The rapidly growing solar industry boasts technological innovations and products that provide clean energy and lower electric bills for customers. The challenge for this industry has been finding qualified and skilled workers to move the industry forward. While the economic downturn has created a pool of available workers, there is a disconnect between the skills workers possess and those that are needed by potential employers.

The lack of a qualified workforce led to the creation of the SolarTech Workforce Innovations Collaborative (SWIC). SWIC is an industry-led partnership that applies an integrated and systematic approach to the identification, training, and placement of the right people for the right jobs at the right time to meet the specific needs of employers in the solar, energy efficiency, and electric vehicle industries in the San Francisco Bay Area. SWIC has successfully connected employers with trained candidates using innovative networking opportunities, hiring events and other recruitment practices.

SWIC is a partnership between industry (SolarTech), training programs (Foothill-De Anza Community College District), and talent services (NOVA Workforce Board). One of the most successful components of this program has been a strong industry voice through the trade organization, SolarTech. Strong relationships and real time labor market data ensured a responsive program capable of developing the right training to meet skill demands of the industry.

The 3-way partnership functions with SolarTech working with the industry to understand what skills and positions are most in need and then connecting talent with businesses to fulfill those needs. Foothill-De Anza develops training based on current and projected industry needs. NOVA finds the talent, sends the talent to training for future industry needs, and informs the industry regarding what talent has been trained.



Over the past 18 months, SWIC has trained 255 unemployed professionals. To date, the program has placed 134 people in jobs, with that number expected to increase in the coming weeks.

SWIC has helped local solar and energy efficiency companies in the Bay Area cultivate the right type of workforce. Its model presents a number of best practices and standards that can be replicated in other areas around the country, where there are specific demands to grow clean technology sectors but a lack of well-trained employees.

SWIC was funded by a Green Innovations Challenge grant from the State of California. Over \$500,000 was leveraged through community college contributions for leadership training, project management, technical support, facilities, and class apportionment.

## **Sustainability, Partnership and Development Northern Rural Training and Employment Consortium**

The Northern Rural Training and Employment Consortium (NoRTEC) can claim many accomplishments that have resulted in positive impacts on the workforce of their local area. Their strides in the areas of new technology and testing, startups and expansions, infrastructure and market, along with training and education, have made great impact on northern California counties' labor forces.

One of NoRTEC's numerous goals was to create ten new testing and technology projects. To create these new ventures, technical assistance was provided to the businesses through the Innovation Lab (iLab) and partners. Twenty-seven potential applicants were screened by investment funders and manufacturing/technology professionals to determine their feasibility.

NoRTEC also committed itself to assisting five new business start-ups. These start-ups were assisted through various sources, including an Entrepreneur Boot Camp, mentoring, and financing services. The majority of the startups were seeking investment capital. A total of seventeen companies were screened, with six receiving funding.

Sustainability, partnership and development were some of NoRTEC's themes as shown by their work in the development of Climate Action Plans, collaborations between planning agencies for Energy Zoning Overlay to sites for energy development, Biomass Utilization Collaboration, and the leveraging of \$2.4 million for local communities and businesses.

Above all else, there has been a push to create training opportunities to better prepare a workforce that would implement the goals of NoRTEC and better serve California's green industry's needs. The program projected 356 participants would be enrolled with 89% placed, however, there were 479 enrollees with 438 exiting with training certificates, new jobs and/or new skills.

## **Power Pathways Partnership Fresno and Pacific Gas and Electric (PG&E)**

The Pacific Gas and Electric Company (PG&E) partnered with the Fresno Workforce Investment Board (WIB) to implement this strategic workforce development initiative in Fresno County. PG&E identified a gap between their workforce needs and the availability of skilled, work-ready applicants. An aging employee base further exacerbated the workforce problems. In response to these workforce trends, PG&E launched the PowerPathways™ training initiative.

The Fresno WIB partnered to enroll, screen, test, advise, and support potential applicants. They also modified their assessment criteria to be in complete synchronicity with both the hiring criteria of PG&E, and the apprenticeship standards of the International Brotherhood of Electrical Workers (IBEW), Local #1245 (which represents most PG&E workers). Fresno City College was prompted by the partnership to modify its curriculum to better align with PG&E and IBEW requirements.

Of the 106 program participants, 104 (98 percent) have completed the training program. 87 enrollees (84 percent) of the PowerPathways™ program have earned employment opportunities with PG&E or other companies in the energy industry, and 4 percent have returned to the military. The remainder of the

participants are pursuing four-year degrees. The average placement wage is \$23.75 per hour. Most hires garner substantial overtime (if they desire) and earn on average \$75,000 a year.

The collaboration between the Fresno WIB, PG&E and IBEW has proven to be successful and has generated new strategies for working with the Fresno workforce that will be carried into the future to expand the program and increase training and employment of the area's workforce.

### **Learning to Go Green Together Sacramento County**

Even though the Sacramento Employment and Training Agency (SETA) already had well-established relationships with the community colleges in the area, the agency was able to maximize its programs by contracting directly with the colleges to provide training. This partnership enabled it to implement the Green Building and Clean Energy Pre-Apprenticeship Training grant in collaboration with American River College, Cosumnes River College, the Sacramento Area Electrical Training Center and SMUD. In all, thirteen industry partners participated in developing short and long-term training certificate programs.

Fred Evangelesti, a professor of electronics, fiber optics and solar technology at American River College, claims "SMUD needs people who know how to do solar and California needs to have people who are ready to take these jobs and transform the industry.

Elmont Place, a graduate of ARC's pre-apprenticeship program, attributes his success to the enthusiasm and support from his instructors. "I learned a lot here, and it has inspired me to open my own business."

### **Goals Achieved Proteus Kerman Service Center**

In his own words, Julio C. Gonzalez Barajas was best able to speak about his experience with the Proteus Kerman Service Center: "My name is Julio Barajas. The first job that I had was working in the fields. I had to cut grapes so the ladies could pack them. When I was working in the fields my salary was eight dollars an hour. But then I decided not to work in the fields anymore and realized that I wanted something better for my future. That's when I heard about Proteus. They gave me the opportunity that I was looking for. I got training for six weeks about solar they helped me get a job at Aerotek - my salary was ten dollars an hour. After working for Aerotek I got hired at Quanta Generation Power Inc. What I do right now is work as an operator and my salary is now twenty five dollars an hour. My parents are very proud of me because they were always telling me to always be responsible for the job I have and always give my best. I've accomplished my goals."

## **The California Health Workforce Initiative**

With the enactment of the Patient Protection and Affordable Care Act (PPACA) in 2010, The Health Workforce Development Council (HWDC) was established in August, 2010 as a Special Committee of the State Board. The HWDC is tasked with understanding the current workforce needs of California's health care system, along with anticipating and preparing for the future of the health care industry. Healthcare occupations happen to be among California's most lucrative and in-demand industries. The HWDC was convened in an effort to expand California's primary care and allied health care workforce to provide access to quality, affordable healthcare that ensures better health outcomes for all Californians.

In September 2010, the State Board received a \$150,000 federal Health Care Workforce Development Planning Grant (Planning Grant). The Planning Grant focused on addressing the workforce demands expected by the implementation of the Affordable Care Act in 2014. In order to achieve the over-arching goals of increasing the healthcare workforce, the HWDC took a variety of actions that led to better outreach and educational methods.

To understand healthcare delivery systems, workforce development needs, and how California will be affected by the implementation of the PPACA both statewide and regionally, the HWDC and Office of Statewide Health Planning and Development (OSHPD) hosted nine regional focus groups across the state. The regional focus groups gathered valuable information from healthcare stakeholders in urban and rural areas and helped identify how they believed the PPACA would affect their area's healthcare delivery systems with regards to new care methods that would be beneficial to the region's workforce needs, availability of education and training opportunities for health care occupations, and which partnerships would be critical to the ensure Californians are receiving quality healthcare from qualified professionals.

The HWDC also created a Career Pathways Subcommittee. This subcommittee gathered a diverse group of educational systems representatives, employers, workforce development professionals, advocacy and professional associations, and researchers. The subcommittee developed career pathways, identified barriers, and developed recommendations to address obstacles associated with entering the health care industry.

During the duration of the Planning Grant project, 125 recommendations were received from the focus groups and other health care organizations. An Action Plan Ad Hoc

Committee was formed to thoroughly vet the recommendations and create reasonable timelines for implementation.

## **California Health Workforce Initiative Success Stories**

### **New Strategies for Healthcare**

#### **Riverside and San Bernardino Counties**

In an effort of collaborative leadership, Riverside and San Bernardino Counties are examining changes in the regional economic base and industry sectors to identify those industry clusters that impact the vitality of this region's economy. The information and analysis is providing the foundation for establishing regional economic, and workforce and education strategies that will support economic recovery, growth and competitiveness. This partnership has shaped itself into a venture called the Industry Clusters of Opportunity Project (Project).

The two main goals of the Project are:

- The expansion of workforce preparation to offer a variety of educational and training options that will meet the current workforce needs while supporting industry sectors that will produce job opportunities, higher wages and increase county wealth by providing jobs to members of the community; and
- The creation of economic development strategies that will foster new businesses, expansion of current businesses in the area and assist in business retention. The Project will focus on industry sectors identified through preliminary analysis done through the Project.

The economic slowdown has prompted regional cluster research focus on the Healthcare industry. Healthcare is considered critical to the Southern California economy and workforce. To ensure economic and workforce strategies are driven by data, the County Economic Development Agency and its partners commissioned a regional labor market survey of providers. The data collected accurately details real time supply and demand industry data and provides insight into areas where potential service gaps and overlaps could occur. This comprehensive study is already proving valuable as a planning tool for the Local Boards.

### **Honorable Mention**

**Delia Rudolf** is an example of the collaborative effort of the state and local teamwork in the One-Stop center. Delia took advantage of her Trade Adjustment Act (TAA) funding to attend a training course in medical front office operations, coding and billing. Even after finishing her course, she found she was a little short on the necessary job skills for the positions she was applying for. Delia's co-enrollment made it possible for her to receive additional training and certification in medical assisting. Delia finished both

courses on time and with honors. This local team work made it possible for Delia to find a full time position in her field of study not long after finishing her training program.

## Chapter 4 –Initiatives and Activities in Support of Target Populations

### Veterans

In Program Year 2011-2012, Governor Brown took action to support California's returning veterans:

- Signed Senate Bill 813, (*Statutes of 2011, Chapter 375*) extending priority California State University or community college enrollment to any member or veteran of the Armed Services who are residents of California, within four years of leaving active duty.
- Issued Executive Order B-9-11, creating the California Interagency Council on Veterans, whose purpose is to identify and prioritize the needs of California's veterans, and to coordinate the activities at all levels of government in addressing those needs.

“The California Interagency Council on Veterans gives everyone a seat at the table and ensures we’re working collaboratively to address the needs of the 30,000 servicemen and women who return to California each year,” Governor Brown said. “We owe our veterans the best and when they come home, we must serve them the same way they so bravely served us.”

As a continuation of the Governor’s commitment to veterans, the state awarded ten grants totaling \$5 million to assist over 1,200 veterans to move quickly from military life into high-wage jobs and civilian careers with a future. This grant program was funded by the Governor's WIA discretionary fund and the 25 Percent Dislocated Worker funds.

A list of the veteran’s grantees is in Appendix B.

## **Offenders**

The California Department of Corrections and Rehabilitation (CDCR), and both the State and Local Boards continued Project New Start – an initiative to reduce recidivism and help parolees transition back into the community and workforce. Project New Start began in October, 2010 and operated through September, 2012. The program centered on increasing prisoners’ knowledge and skills, along with their self-esteem.

Initially, many of the Project New Start participants felt they did not have the skills to obtain employment. They felt that they did not know how to answer interview questions or create a resume. Most of the individuals had only worked in “under the table” situations. However, Project New Start gave these individuals job readiness skills that would serve them greatly in the goal of attaining legitimate employment once they were returned back to their community.

The program has not been without its own set of unique and difficult challenges, especially with the reduced availability of jobs in this economy. Due to the reduction in Governor’s WIA discretionary funds, the program ended in September 2012. The program was effective and successfully returned these men and woman back to work in their communities, and developed new partnerships and strategies with the local employer community and new state and local partnerships. As a result of the realignment of California’s prison system which shifted most low level offenders from state to county custody, Local Boards now must seek funding from their county governments to fund ex-offender job training and placement services.

A list of the Project New Start grantees is in Appendix C.

## **Project New Start Success Stories**

### **Growing Where You’re Planted Oakland, CA**

In July, 2011, Robert, a former inmate, known for his “sales” experience, was referred to a major landscape company in the Bay Area for a potential On the Job Training (OJT) agreement. He arrived at the interview professionally dressed and prepared, and made such an impression with the management that they hired him for the OJT assignment. Robert’s assignment went exceedingly well. So well that he was offered full time employment and a promotion. When asked to comment on Robert’s job performance, Robert’s employer stated, “Robert has shown extreme pride and care in the work that he does, and has repeatedly proven his effectiveness and worthiness to our company. It’s a true pleasure to have him as part of our team.” Robert is a shining example of the idea that the formerly incarcerated can become not

merely functioning, but thriving members of society, given the right tools for success. Robert has also volunteered to participate in focus groups and other mentoring endeavors that not only give insight on how to improve services, but also provide Robert a chance to reflect on his experience with the program. Robert has maintained his position for almost one year, and is looking forward to learning more about the landscape field, with the idea of self-employment in the future.

### **Just the Right Fit**

#### **Justin**

Justin is a 22 year old man who learned about the Project New Start program through an outreach effort. Justin was determined and willing to change his life around. Justin took many steps in order to obtain employment such as completing the Job Readiness Class and the enrollment process, visiting the Job Resource Center and meeting with his advisor three times a week. Eventually an opportunity with a shoe store in the Valley became available and Justin decided to interview. He was offered a job as a Sales Associates under an "on-the-job training" contract. Justin completed his contract and received a great evaluation from his employer. The employer indicated that they would like to promote him to an Assistant Manager. Justin is now the Assistant Manager at a footwear store at the Northridge Mall location and is doing great.

**3/9/2012**

This is a letter Justin wrote to us few months ago

*"To The New Start Program*

*I just would like to express my sincerest gratitude to this program for helping turn my life around. When I was first released from prison I had no idea how my life was going to go. All I knew is that I was never going back and I was going to change my life for the better. But I had one thing stopping me - I had a felony record and all my previous work experience required a clean record so I didn't know where to start to get my life back in order. I have gained so much from the New Start Program that I cannot tell them thank you enough, not just for helping me find my current job but for also giving me tools and the confidence to know that even with a record I can and will be successful in life. I am always telling people about this program and what it can do for them. So once again thank you to all those apart of the New Start program for truly giving me a "New Start" on my life.*

*Sincerely*

*Justin"*

### **Driving Success**

#### **Charlene, Fresno Regional Workforce Investment Board**

Charlene was a Department of Rehabilitation (DOR) referral. Charlene had her mind set on pursuing a truck driving career. Her DOR counselor advised her that truck driver training could be considered if she found an employer who would write a letter of intent to hire her once she completed training and obtained a Class "A" driver's license. Charlene met with a Project New Start Job Agent to discuss her short and long term goals. The job agent referred Charlene to a truck driving school that could help her find an

employer that was willing to hire her after completing training. The DOR sponsored Charlene's training and worked closely with New Start staff to ensure she stayed focused on achieving her goal. Charlene completed her training, and New Start provided Charlene with job search strategies, self-evaluation, application/résumé preparation, interviewing skills and job retention strategies.

Charlene is now a cross country driver and has aspirations to work in Alaska. Charlene works for CRST Trucking out of Fontana, California. She is very grateful for the time and assistance the New Start program provided her in identifying and pursuing new opportunities for her to grow and achieve gainful employment.

## **Youth**

The State Board's State Youth Vision Team (SYVT) bridges public, private, for profit and nonprofit resources to connect young people most in need, ages 14 – 24, with agencies that serve young people and prepare them for 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 continued to assist 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 over-represented 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.

With the reduction in Governor's WIA discretionary funds, there were no state-level youth investments in PY 2011-12. However, the Local Boards continued to utilize their youth funds in support of innovative programs.

## **Youth Success Stories**

### **Developing a Greater Understanding**

#### **Youth Employment and Preparation Program (YEPP)**

##### **San Bernardino County**

The San Bernardino County Workforce Investment Board (SBCWIB) partnered with the Department of Behavioral Health (DBH) in the development of a Youth Employment and Preparation Program (YEPP). This program provides training, employment services, career guidance, skill assessments, case management, and supportive services along with classroom and on-the-job training opportunities to 298

diverse youth ranging in ages 18 to 25. Participating youth were “system involved” including: Foster Care, Wards of the Court and the Department of Public Health (DPH).DPH offers many services to ease the tension of transitioning from youth into adulthood. One of the main services includes housing; DPH has purchased various apartment complexes and transitional housing throughout San Bernardino County. In order to qualify for transitional housing, youth must be employed, enrolled in school, and/or be in a career development program.

The YEPP was funded by Mental Health Services Act allocations to DBH. A total of \$1.2 million was allocated and expended to support the project. The resources available through the SBCWIB included contracted WIA youth service providers, a network of employers available for these programs, and the experience and ability to administer an employment program.

The main challenge was getting youth into school and working, to ensure they would be eligible for transitioning housing. The YEPP was born out of the need to follow housing guidelines. From April 1, 2012 through June 30, 2012, the SBCWIB contracted with eight WIA youth service providers to serve a total of 298 youth. Program outcomes include a 78.8 percent success rate overall, with 84 youth hired at their worksite, 71 entering the WIA youth program, and 80 returning to high school or entering college.

Through the YEPP, the transitional aged youth programs have worked closely with both the SBCWIB and youth providers to develop a greater understanding of the WIA and the services available to their youth.

Through the success of the YEPP, the SBCWIB has been touted as the “Go-To Entity” for employment and workforce activities in San Bernardino County. The SBCWIB continues to work with multiple agencies to implement new projects which will provide services to the under-served populations. A new project is in the works with DBH to provide the YEPP on a permanent basis.

### **Youth Online Riverside County**

In July, 2011, the Riverside County Workforce Investment Board launched MyIECareer.com. MyIECareer.com was designed by Monster Public Sector & Education, in conjunction with a partnership with the Riverside County Workforce Investment Board and youth representatives from the Riverside County Youth Opportunity Centers. MIECareer.com is highly user-friendly and customizable online community for Riverside County’s youth. It is a password-protected community that is available 24/7 via the Internet. This innovative social media website enables youth to interact through a safe mechanism that engages youth in their world of electronic communications. Members can access career options, internships, employment opportunities, post-secondary education options, relevant news, events, discussion boards, career mentoring and career assessments. Since its launch, there has been an average of 20,000 page views monthly, and 200+ members are currently registered.

## **Migrant Seasonal Farmworkers**

### **Campesino de California Program**

For the period of October 1, 2011 through June 30, 2012 La Cooperativa Campesina de California, the statewide association of farmworker service providers, continued ongoing and successful projects providing outreach to migrant and seasonal farmworkers. They distributed a monthly printed publication of 40,000 copies of *La Voz del Campo* to over 400 community sites and distributed an e-publication of *La Voz* to front line staff and agencies that work directly with farmworkers. La Cooperativa also used bilingual radio to discuss key labor market information as well as other pertinent information for farmworkers. These services continue to 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.

## **Persons with Disabilities**

### **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 Californians 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.

### **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, (*AB 925, Statutes of 2002, Chapter 1088*), shall consult with and advise the Labor Agency and the California Health and Human Services Agency on 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 financial 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.

### **25 Percent Rapid Response and Additional Assistance**

In PY 2011-12 the state awarded a total of \$44,376,441 in 25 Percent DW funds. Of this amount, \$18,362,853 was awarded by formula to the 49 Local Boards for Rapid Response activities and \$26,013,588 was awarded for Additional Assistance.

A listing of all 25 Percent awardees is in Appendix D.

### **National Emergency Grants**

#### The California Multi-Sector Workforce Partnership

The Multi-Sector Partnership (Partnership) was formed with the intention of returning thousands of involuntarily unemployed Californians back to the labor force through a combination of career services, occupational training and financial support. Working in collaboration, the Partnership chose to address the 124 dislocation events that took place during the winter of 2010. The result of this collaboration was an award of \$45,080,077 in National Emergency Grant (NEG) funds to the South Bay Workforce

Investment Board (SBWIB) by the DOL in the first half of 2011, with an initial grant allotment of \$18 million.

State-level multi-sector partners include the State Board, the EDD and the California Workforce Association (CWA). Local partners include twenty Local Boards: Anaheim, City of Los Angeles, Richmond, Santa Ana, Contra Costa County, Kings County, Los Angeles County, Merced County, Monterey County, Orange County, the City and County of Sacramento, San Benito County, San Bernardino County, San Joaquin County, San Luis Obispo County, Stanislaus County and the Local Boards governing the Foothill Consortium, Kern/Inyo/Mono Consortium, North Central Counties Consortium, Pacific Gateway Workforce Investment Network and the South Bay Consortium.

During times of economic uncertainty and workforce insecurity, collaboration allows for assessment of the internal and external forces affecting industries, including the identification of similarities and differences between labor markets. Regional collaborations result in industry comparisons that can be communicated in real time to support informed service strategies, positioning of project assets, and reasoned program tactics that take into account the unique aspects of individual communities and shared economies.

Within the first year of this two-year project, the Partnership has already accomplished a great deal. The first year has already seen 73 percent enrollment (1,725 participants) of its original projection of 2,354 participants. The Multi-Sector Workforce Partnership is a shining example of how collaboration across California's workforce sectors can create opportunity and help provide a fully trained and prepared workforce even in times of economic hardship.

#### NUMMI Regional Plant closure Project

On April 1, 2010 the New United Motor Manufacturing, Inc. (NUMMI) plant closed in Fremont. The Alameda County WIB (ACWIB) was awarded a National Emergency Grant (NEG) due to sunset on September 30, 2012. The NEG provided \$19 million in funds regionally to provide training and support services to help former employees prepare for new jobs.

In the two-and-one-half years since the closure, the regional WIA partners enrolled 4,819 workers in the NEG. 3,941 were employed directly by NUMMI and 878 worked for suppliers or vendors; 2,149 were residents of Alameda County and the remainder are residents of Santa Clara County, San Joaquin County, Stanislaus County, Contra Costa County, and Solano County (the regional WIB partners).

The Trade Adjustment Act (TAA) program co-enrolled 67 percent of the eligible dislocated workers. This represents a historic high for the TAA program in California since the traditional co-enrollment rate is less than 20 percent.

## **California Multi-Sector Workforce Partnership Success Stories**

### **The Hard Work Continues**

#### **EASTBAY WORKS of Contra Costa County**

EASTBAY WORKS is a unique joint venture of public entities, non-profit agencies, and private organizations in Alameda and Contra Costa Counties. This venture helps bridge the gap between employee skills and those skills and abilities needed by prospective employers. EASTBAY WORKS is comprised of four One-Stop Career Centers located strategically throughout the county. EASTBAY WORKS has been an active participant in the New United Motor Manufacturing, Inc. (NUMMI) re-employment effort since its inception, co-enrolling over 100 clients through the four county One-Stops. TAA and WIA case managers are working closely to assess and evaluate the NUMMI clients for the appropriate training and services in preparation for successful re-employment. EASTBAY WORKS offers services and workshops on subjects such as: career and academic assessments, job search/networking, interviewing techniques, resume writing, money management, and a variety of other interventions centered on career transitioning and career development.

Currently there are 67 active NUMMI clients. Twenty three participants are enrolled in training services, and 44 are actively searching for employment. Forty one participants have exited the program, with the majority of these workers returning to work. EASTBAY WORKS continues to prove itself as a valuable resource for prospective employers, and to clients seeking to change careers and/or increase their skill and education levels or to re-enter the workforce.

## **Chapter 5 – Training Investments**

In May 2012, EDD released policy guidance implementing the minimum training expenditure requirements of SB 734. In order to apply toward the minimum training expenditure requirement, formula funds and leveraged resources must be expended on WIA adult or dislocated worker participants enrolled in a training activity. Formula funds and leveraged resources spent on WIA core, WIA intensive services, and supportive services are not applied toward the minimum training expenditure requirement.

Training services include:

- Occupational skills training, including training for nontraditional employment
- On-the-job training
- Programs that combine workplace training with related instruction, which may include cooperative education programs
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training
- Adult education and literacy activities provided in combination with one or more of the other training services listed above
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

### **On the Job Training Success Story**

#### **Education, Apprenticeships and Employment**

##### **Sacramento Employment and Training Agency (SETA)**

The SETA has been able to develop successful partnerships with private sector employers to create jobs through a wage subsidy program called On-the-Job training. The program offers employers a 50 percent wage reimbursement for hiring employees and training them for a maximum of six months in a new job. Successful partnerships with employers in the “Green” industry have been developed. These partnerships have provided many job seekers training and hands-on work experience for occupations in building performance, energy efficiency and green building. Equally important is the fact that public and private sectors have proven they can successfully work together to improve the workforce.

Through its partnership with the SETA, Beutler Air Conditioning and Plumbing has been able to take advantage of the wage subsidy program and retrain 58 employees to perform new highly-skilled “Green-

work.” The total employee count is now over 390, with an increase of over 100 jobs. “This success was possible because of a unique partnering of hard working and a forward-looking government agency and an entrepreneurial business that just wouldn’t accept failure as an option,” says Rick Wylie, Beutler Corporation President and CEO.

The SETA also collaborated with the Sacramento Area Electrical Apprenticeship program, jointly operated by the International Brotherhood of Electrical Workers (IBEW) and the National Electrical Contractors Association (NECA). This program provides training on the installation of new equipment. Over 64 electricians were trained and 20 unemployed electricians were placed into employment. SETA’s partnership with the community colleges in the area gave them the opportunity to maximize the program by contracting directly with the colleges to develop the Green Building and Clean Energy Pre-Apprenticeship Training program. This program is a collaboration between the Cosumnes River College, American River College and the Sacramento Municipal Utilities District (SMUD).

Elmont Place, a graduate of American River College’s pre-apprenticeship program, attributes his success to the enthusiasm and support from his instructors. “I learned a lot here, and it has inspired me to open my own business.”

## **Career Technical Education Success Story**

### **Machinists for Hire**

#### **San Bernardino County**

The San Bernardino County Workforce Investment Board (SBCWIB) is working with displaced and under-skilled workers to close the skills gap between employers’ needs and the available workforce. Through a program called Technical Education Training, Inc. (TET), San Bernardino County is creating training and employment opportunities for workers in the skilled machinist sector. Creating a space for local workers in this sector has a multi-faceted outcome: the first is the obvious reduction of the 12 percent unemployment rate in San Bernardino County, and the second is that the local recruitment contributes to the local and state economies. This program was initiated through the donation of machine equipment and office furniture, valued at approximately \$600,000, from a local high school program.

Local employers were struggling to find skilled machinists in San Bernardino County. Although there was an abundance of workers, there was a shortage of candidates with skilled machinist experience. Companies were forced to look to other states and even other countries to fill their vacancies; one business had to recruit talent from as far away as Switzerland.

The TET was created to train local residents in machining processes that use state-of-the-art Computerized Numerical Control (CNC) systems. TET contacted the SBCWIB for assistance in recruiting individuals and funding the first class. After approval of the core training content, required industry recognized credentials upon training completion, and technical and program development guidance, the SBCWIB utilized local funds to pay for the first class. They also partnered with the County of San Bernardino Transitional Assistance Department to train individuals receiving public assistance for new careers in machining. Employers hired students at class completion and have continued to utilize this program to hire entry-level CNC machinists.

The program is continuing to offer training and placement through partnerships with employers, local school districts, WIA-funded partners, and other county agencies. Training has been successful in meeting the needs of local employers by narrowing the skills gaps of the local workforce. The TET program has proven to be a success as a retraining tool for the workforce. Collaborative relationships between the SBCWIB, the employer community and the school board has helped to foster a program that works toward the goal of providing entry-level positions for students finishing the program.

The first three classes of program participants that completed the training course resulted in a 75 percent employment placement rate. This program is unique due to the fact that businesses also bring machining jobs to the school, allowing the students to put their skills to work in a real-world environment. Students that have completed the program but need additional training can work on other machining jobs while earning needed income.

The CNC training program has proved to be a great model of self-sufficiency by preparing students to step into jobs immediately after program completion. Employers also work with the TET and the SBCWIB for additional training to bring employees to higher skill levels, eliminating the need for out-of-area and international recruitment.

## **Employment Training Panel Success Story**

### **A Joint Venture**

#### **Southeast Los Angeles County**

The Southeast Los Angeles County Workforce Investment Board (SELACO) and the California Employment Training Panel (ETP) have enjoyed a successful partnership since 1997. Working as a Multiple Employer Contractor to the ETP, SELACO's Business Services department has trained more than 14,000 frontline workers and supervisors, enhancing their skills, knowledge, and abilities to better prepare workers to compete with out of state and overseas competition.

During the 2011/2012 year SELACO trained 544 qualified employees in the areas of frontline supervision, lean manufacturing, vocational English with continuous process improvement, leadership, and intermediate/advanced computer skills. SELACO has ensured employees' time away from work to attend trainings is a worthwhile and beneficial endeavor for both the employee and employer. Their efforts have provided training that not only enhances the employee for their own advancement, but provides skills and information that can be taken back to the employees' place of business and put into practice, benefitting the company as a whole. Participating employers know that although there is generally no charge for the training once all the requisite criteria have been met, there is still an inherent cost to take workers off of production to participate in trainings. Great care is exercised by SELACO to insure the classes are of such value they will offset the costs of lost productivity.

Employers in the manufacturing, logistics/goods transportation, biomedical, software, and publishing industries have benefitted from their participation in this state-funded partnership with SELACO. They have learned that the customized training, suited to their specific need, can be used to leverage and maximize their limited training budgets.

## **Chapter 6 – Policy Development**

### **Special Committee on Issues and Policy**

The Special Committee on Issues and Policies (IPSC) was established on September 22, 2009. The IPSC's continuing mission is to provide advice, counsel and recommendations to the State Board that improve the ability of the Local Boards to provide world-class services to constituents, and to provide the State Board with overall strategic identifications and recommendations on the most critical priorities.

Over the past year, the IPSC has been involved with state and local partners in developing new criteria to meet the SB 698 statutory requirement to certify high performing Local Boards. This effort has resulted in a comprehensive revision of strategic planning guidance issued to Local Boards, initiation of efforts to develop clear definitions for terminology used in the State Plan, such as quality services and the identification of additional performance measures specific to California for evaluating the efficiency and effectiveness of WIA-funded programs and activities. These efforts, once implemented, will help to effectively measure California's One-Stop system progress in achieving the State Plan goals and actions.

The IPSC continued its work on the development of a unifying brand for the One-Stop system. Initially approved by the State Board in November, 2011, this brand would represent a method of linking the variety of service points across the state under a single identifier, versus the use of over 60 locally developed names and system brands. In June, 2012, the DOL issued guidance to states implementing its own initiative to brand the national workforce system. The IPSC has continued its focus and the implementation will include the development and launch of a web-based portal that will act as a single source of workforce information for customers, stakeholders and business services. It will also assist in state level communication to businesses and customers.

Finally, the IPSC has begun a revision of the State Board's policies for the administration of the WIA required Eligible Training Provider List (ETPL). This effort will include adding approved apprenticeship training programs to the ETPL and implementation of subsequent eligibility criteria to ensure that the ETPL contains programs that have consistently achieved specific standards of performance.

## **Chapter 7 – Approved Waivers**

DOL approved the following waivers for California for PY 2011-12:

### **Waiver to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to a local workforce investment area (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 percent.

This waiver continued to provide 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 was 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 seventeen specified performance measures. There are only nine common measures.

### **Waiver of the required 50 percent employer contribution for customized training.**

The state was granted a waiver of the required 50 percent 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 scaled was permitted: 1) no less than 10 percent match for employers with 50 or fewer employees, and 2) no less than 25 percent match for employers with 51 – 250 employees. For employers with more than 250 employees, the current 50 percent match is required.

This waiver continued 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 benefited 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 determination of subsequent eligibility of training providers. The state was 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 percent of rapid response funds for incumbent worker training, only as part of a layoff aversion strategy. All training delivered under this waiver was restricted to skill attainment activities.

This waiver provided a positive effect to businesses by reducing the risk of layoff or closure because workers are not current with new skills and technologies. It also stimulated new, lower-skill positions and created openings in positions vacated by incumbent workers who receive skills upgrade training. The training provided to individuals made them more valuable to current and future employers. This waiver increases the role of Local Boards as workforce intermediaries and the role of businesses 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 percent for employers with 50 or fewer employees; and 2) up to 75 percent for employers with 51 to 250 employees. For employers with more than 250 employees, the 50 percent reimbursement will continue to apply.

The waiver allowed the state to encourage and expand the hiring of unemployed Adult and DWs who lack some of the skills needed to meet an employer's needs. It provided them with opportunities to add new skill sets and learn new technologies while working 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.**

This waiver allowed Local Boards to use up to 10 percent of local DW funds and up to 10 percent of Adult funds for incumbent worker training, only as part of a lay-off aversion strategy, allowing them to respond better to local economic changes and serving employers and their employees who require training. During the national economic downturn, the Local Boards needed this flexibility to assist employers in retaining employees and to provide incumbent workers the opportunity to gain necessary skills to maintain employment.

This waiver also allowed the Local Boards to more effectively market incumbent worker training to the private sector, thus expanding partnerships with employers in growth and demand industries.

This waiver reduced the layoff potential of employees needing skill upgrades and allowed 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 (ITAs) for older and out-of-school youth.**

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

This waiver helped 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. Older youth were allowed the same advantage of ITAs, as Adult and DWs. 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 streamlined customer service and avoided the need for an unnecessarily bureaucratic process.

**Waiver of performance measures for WIA Youth participants in summer youth employment activities and co-enrolled in Temporary Assistance for Needy Families (TANF) program.**

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 are 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 programs.**

The state was granted a waiver to provide program design flexibility in serving WIA Youth who participate in TANF-subsidized summer youth employment activities and are co-enrolled in WIA Youth programs. Specifically, the requirement to provide a minimum of 12 months of follow-up services was waived. The requirement to provide an objective assessment and individual service strategy was also waived.

## Appendix A

### Regional Industry Clusters of Opportunity Awardees

Each of the successful applicants received \$200,000 of Recovery Act funding and those applicants that focus activities on Alternative and Renewable Fuel and Advanced Vehicle Technologies received AB 118 funding up to \$50,000. These grants ended June 30, 2012.

The ten entities receiving Regional Industry Clusters of Opportunity grants include:

| Applicant Name                                    | Region (Counties)   | Recovery Act Amount | AB 118 Amount | Total Award      |
|---|---|---------------------|---------------|------------------|
| Fresno County Workforce Investment Board          | Amador, Calaveras, Fresno, Kern, Kings, Inyo, Madera, Mariposa, Merced, Mono, San Joaquin, Stanislaus, Tuolumne | \$200,000           | \$0           | <b>\$200,000</b> |
| Humboldt County Workforce Investment Board        | Del Norte, Humboldt, Mendocino, Siskiyou, Trinity   | \$200,000           | \$0           | <b>\$200,000</b> |
| Northern Rural Training and Employment Consortium | Butte, Del Oro, Lassen, Modoc, Nevada, Plumas, Shasta, Sierra, Siskiyou, Tehama, Trinity                        | \$200,000           | \$49,000      | <b>\$249,000</b> |
| North Valley Job Training Consortium (NOVA)       | Santa Clara, San Mateo  | \$200,000           | \$0           | <b>\$200,000</b> |
| Pacific Gateway Workforce Investment Board        | Los Angeles, Orange, Ventura  | \$200,000           | \$49,987      | <b>\$249,987</b> |
| Sacramento Employment Training Agency             | El Dorado, Sacramento, Sutter,  | \$200,000           | \$0           | <b>\$200,000</b> |

|  |   |                    |                  |                    |
|--|---|--------------------|------------------|--------------------|
|  | Yolo, Yuba                              |                    |                  |                    |
| San Bernardino County                      | Riverside, San Bernardino               | \$200,000          | \$49,000         | <b>\$249,000</b>   |
| San Diego Workforce Partnership            | San Diego                               | \$200,000          | \$0              | <b>\$200,000</b>   |
| Santa Barbara Workforce Investment Board   | San Luis Obispo, Santa Barbara, Ventura | \$200,000          | \$50,000         | <b>\$250,000</b>   |
| Workforce Investment Board of Contra Costa | Alameda, Contra Costa, Solano           | \$200,000          | \$0              | <b>\$200,000</b>   |
| <b>Totals</b>                              |   | <b>\$2,000,000</b> | <b>\$197,987</b> | <b>\$2,197,987</b> |

### State Energy Sector Partnership Grantees

Each of the successful applicants received \$900,000 of Recovery Act funding in 2010. These grants will end June 30, 2013.

The six entities receiving State Energy Sector Partnership grants include:

| <b>Applicant Name</b>                             | <b>Region (Counties)</b>   | <b>Award Amount</b> |
|---|--|---------------------|
| Alameda County Workforce Investment Board         |  | \$900,000           |
| Los Angeles City Workforce Investment Board       |  | \$900,000           |
| Northern Rural Training and Employment Consortium | Butte, Del Oro, Lassen, Modoc, Nevada, Plumas, Shasta, Sierra, Siskiyou, Tehama, Trinity | \$900,000           |
| Sacramento Employment Training Agency             | El Dorado, Sacramento, Sutter, Yolo, Yuba  | \$900,000           |
| San Diego Workforce Partnership                   | Los Angeles, Orange, Ventura   | \$900,000           |
| Stanislaus Valley Alliance                        | San Joaquin, Stanislaus, Merced,   | \$900,000           |

|              |                                    |                    |
|--------------|------------------------------------|--------------------|
|              | Kern, Inyo Mono,<br>Tulare, Fresno |                    |
| <b>Total</b> |                                    | <b>\$5,400,000</b> |

## Appendix B

### Veterans' Employment-Related Assistance Program (VEAP) PY 2011/12 Award List and Project Summaries

On June 1, 2012, \$5 million of Workforce Investment Act Governor's Discretionary 15 Percent funds and 25 Percent Dislocated Worker Additional Assistance funds were awarded to ten organizations under the VEAP PY 2011/12 Solicitation for Proposals. Project descriptions, award amount, and contact information are listed below.

| <b>Applicant Name</b>                               | <b>County</b> | <b>WIA 15 Percent Amount</b> | <b>WIA 25 Percent Amount</b> | <b>Total Award Amount</b> |
|---|---------------|------------------------------|------------------------------|---------------------------|
| Asian American Drug Abuse Program, Inc.             | Los Angeles   | \$300,000                    | \$200,000                    | \$500,000                 |
| Inter-City Services, Inc.                           | Alameda       | \$300,000                    | \$200,000                    | \$500,000                 |
| Jewish Vocational Service, Los Angeles              | Los Angeles   | \$300,000                    | \$200,000                    | \$500,000                 |
| North Central Counties Consortium                   | Sutter        | \$300,000                    | \$200,000                    | \$500,000                 |
| Orange County Workforce Investment Board            | Orange        | \$300,000                    | \$200,000                    | \$500,000                 |
| Playa Vista Job Opportunities and Business Services | Los Angeles   | \$300,000                    | \$200,000                    | \$500,000                 |
| Sacramento Employment and Training Agency           | Sacramento    | \$300,000                    | \$200,000                    | \$500,000                 |
| Swords to Plowshares                                | San Francisco | \$300,000                    | \$200,000                    | \$500,000                 |
| United States Veterans Initiative—Long Beach        | Los Angeles   | \$300,000                    | \$200,000                    | \$500,000                 |
| Vietnam Veterans of                                 | San Diego     | \$300,000                    | \$200,000                    | \$500,000                 |

|           |              |             |             |                    |
|-----------|--------------|-------------|-------------|--------------------|
| San Diego |              |             |             |                    |
|           | <b>Total</b> | \$3,000,000 | \$2,000,000 | <b>\$5,000,000</b> |

## Appendix C

### Project New Start Grantees

| Local Board           | Total Allotment       | Total Expenditures    | Total Obligations     |
|-----------------------|-----------------------|-----------------------|-----------------------|
| Alameda               | \$101,621.00          | \$73,304.20           | \$101,619.20          |
| Anaheim               | \$187,684.00          | \$125,103.41          | \$168,113.41          |
| Foothill              | \$103,466.00          | \$21,404.00           | \$21,404.00           |
| Fresno                | \$267,250.00          | \$170,732.24          | \$267,250.00          |
| Los Angeles City      | \$724,596.00          | \$230,346.11          | \$662,419.70          |
| Los Angeles County    | \$722,934.00          | \$239,619.00          | \$722,934.00          |
| Pacific Gateway       | \$271,736.00          | \$166,851.84          | \$166,851.84          |
| Madera                | \$43,740.00           | \$30,033.03           | \$33,694.10           |
| Monterey              | \$54,476.00           | \$38,232.87           | \$38,232.87           |
| NOVA                  | \$105,561.00          | \$65,858.96           | \$72,518.96           |
| Oakland               | \$178,874.00          | N/A                   | N/A                   |
| Orange                | \$109,772.00          | \$85,032.50           | \$109,772.00          |
| Riverside             | \$474,639.00          | \$222,154.02          | \$265,950.02          |
| Sacramento            | \$370,232.00          | \$370,232.00          | \$370,232.00          |
| Santa Ana             | \$113,985.00          | \$54,871.00           | \$113,985.00          |
| San Bernardino City   | \$311,397.00          | \$182,228.88          | \$284,716.81          |
| San Bernardino County | \$283,602.00          | \$283,602.00          | \$283,602.00          |
| South Bay             | \$270,478.00          | \$120,664.14          | \$257,707.79          |
| San Diego             | \$234,564.00          | \$181,435.34          | \$207,759.29          |
| San Francisco         | \$65,758.00           | -                     | -                     |
| San Joaquin           | \$96,555.00           | \$32,025.00           | \$47,641.00           |
| Solano                | \$103,460.00          | \$82,525.00           | \$82,590.00           |
| Stanislaus            | \$73,941.00           | \$73,941.00           | \$73,941.00           |
| Verdugo               | \$159,071.00          | \$159,071.00          | \$159,071.00          |
| <b>Subtotal</b>       | <b>\$5,429,392.00</b> | <b>\$3,009,267.54</b> | <b>\$4,512,005.99</b> |

## Appendix D

### PY 2011-12 25 Percent Rapid Response Formula Allocations

| <b>Subgrantee</b>   | <b>Total Allocation</b> |
|---|-------------------------|
| Alameda County  | \$983,660.00            |
| Anaheim City  | \$229,988.00            |
| California Labor Federation   | \$725,347.00            |
| Contra Costa County   | \$619,742.00            |
| Foothill Employment and Training Consortium                         | \$199,502.00            |
| Fresno County   | \$489,984.00            |
| Golden Sierra Consortium  | \$330,995.00            |
| Humboldt County   | \$121,736.00            |
| Imperial County   | \$113,220.00            |
| Kern/Inyo/Mono Consortium   | \$381,038.00            |
| Kings County  | \$153,882.00            |
| Los Angeles City  | \$1,090,362.00          |
| Los Angeles County  | \$1,064,190.00          |
| City of Long Beach dba Pacific Gateway Workforce Investment Network | \$244,369.00            |
| Madera County   | \$128,176.00            |
| Marin County  | \$147,877.00            |
| Mendocino County  | \$128,032.00            |
| Merced County Department of Workforce Investment                    | \$146,280.00            |
| Mother Lode Consortium  | \$263,364.00            |
| Monterey County   | \$232,361.00            |
| Napa County   | \$201,184.00            |
| North Central Counties Consortium                                   | \$373,286.00            |
| No. CA Indian Development Council (NCIDC) Rapid Response 11/12      | \$123,815.00            |
| Northern Rural Training and Employment Consortium                   | \$787,941.00            |
| Northern Valley Job Training Consortium                             | \$838,877.00            |
| Oakland City  | \$277,731.00            |
| Orange County   | \$639,467.00            |
| Richmond City   | \$108,906.00            |
| Riverside County Economic Development Agency                        | \$322,310.00            |
| Sacramento Employment Training Agency                               | \$978,340.00            |
| Santa Ana City  | \$225,167.00            |

|  |                        |
|--|------------------------|
| Santa Barbara County   | \$161,250.00           |
| San Benito County  | \$195,188.00           |
| San Bernardino City  | \$117,247.00           |
| County of San Bernardino Workforce Development Department    | \$673,473.00           |
| South Bay Workforce Investment Board                         | \$342,298.00           |
| Santa Cruz County  | \$184,690.00           |
| San Diego Workforce Partnership                              | \$862,866.00           |
| SELACO Workforce Investment Board                            | \$136,948.00           |
| San Francisco Department of Economic & Workforce Development | \$315,089.00           |
| San Joaquin County   | \$259,612.00           |
| San Jose/Silicon Valley                                      | \$452,452.00           |
| San Luis Obispo County                                       | \$125,300.00           |
| San Mateo County   | \$420,466.00           |
| Solano County  | \$175,631.00           |
| Sonoma County  | \$172,521.00           |
| Stanislaus County  | \$190,424.00           |
| Tulare County  | \$211,438.00           |
| Verdugo Consortium   | \$290,075.00           |
| Ventura County   | \$251,415.00           |
| Yolo County  | \$153,341.00           |
| <b>Rapid Response by Application Total</b>                   | <b>\$18,362,849.00</b> |

**PY 2011-12 25 Percent Additional Assistance Awards**

| <b>Subgrantee</b>                            | <b>Project Name</b>   | <b>Total Allocation</b> |
|--|---|-------------------------|
| Asian American Drug Abuse Program (AADAP)*   | Veterans' Employment Assistance Program 2011/12                     | \$200,000.00            |
| Alameda County                               | New United Motor Manufacturing, Incorporated (NUMMI) Bridge Project | \$500,000.00            |
| Inter-City Services, Incorporated*           | Veterans' Employment Assistance Program 2011/12                     | \$200,000.00            |
| Jewish Vocational Service Los Angeles*       | Veterans' Employment Assistance Program 2011/12                     | \$200,000.00            |
| United States Veteran Initiative- Inglewood* | Veterans' Employment Assistance Program 2011/12                     | \$200,000.00            |

|  |  |                |
|--|--|----------------|
| La Cooperativa Campesina de California               | Agricultural Industry Dislocated Worker Project          | \$6,400,000.00 |
| Madera County  | Dislocated Worker Training and Employment Project        | \$800,000.00   |
| Mendocino County                                     | Multi-Close 2011   | \$781,000.00   |
| Mother Lode Consortium                               | Dislocated Worker Training for 2011/2012                 | \$800,000.00   |
| Monterey County*                                     | Manufacturing/Banking Dislocated Worker                  | \$999,847.00   |
| North Central Counties Consortium                    | Support Training and Reemployment Relocation Services    | \$995,000.00   |
| North Central Counties Consortium*                   | Veterans' Employment Assistance Program 2011/12          | \$200,000.00   |
| NoRTEC   | Multiple Closures, Layoffs, and Unemployment Services IX | \$2,750,000.00 |
| Northern Valley Job Training Consortium              | Silicon Valley Increased Dislocation                     | \$2,898,500.00 |
| Orange County*                                       | Veterans' Employment Assistance Program 2011/12          | \$200,000.00   |
| Playa Vista Job Opportunities and Business Services* | Veterans' Employment Assistance Program 2011/12          | \$200,000.00   |
| Sacramento Employment Training Agency*               | Veterans' Employment Assistance Program 2011/12          | \$200,000.00   |
| South Bay Workforce Investment Board                 | New Horizon  | \$814,000.00   |
| San Joaquin County                                   | Additional Assistance - Dislocated Worker Project        | \$986,211.00   |
| San Jose/Silicon Valley                              | Cisco Systems Layoffs                                    | \$3,002,730.00 |
| San Mateo County                                     | Multi-Industry Supplemental Support                      | \$995,920.00   |
| Solano County  | SCIF Reemployment  | \$340,380.00   |
| Swords to Plowshares*                                | Veterans' Employment Assistance Program 2011/12          | \$200,000.00   |
| Tulare County  | Additional Assistance Project                            | \$950,000.00   |
| Vietnam Veterans of San Diego*                       | Veterans' Employment Assistance Program 2011/12          | \$200,000.00   |

|   |                        |
|---|------------------------|
| <b>Additional Assistance Projects Total</b>       | <b>\$26,012,958.00</b> |
| <b>Grant Total PY 2011-12 25% Funded Projects</b> | <b>\$44,375,807.00</b> |

## Appendix E

### Local Workforce Investment Boards

#### **Alameda County WIB**

Director: Nick Schultz  
24100 Amador St., 6th Floor  
Hayward, CA 94544  
Phone: 510-259-3844; Fax: 510-259-3845  
Web: [www.acwib.org](http://www.acwib.org)

#### **Anaheim WIB**

Director: Ruben Aceves  
290 S. Anaheim Blvd., Suite 102  
Anaheim, CA 92805  
Phone: 714-765-4342; Fax: 714-765-4363  
Web: [www.anaheimjobs.com](http://www.anaheimjobs.com)

#### **Contra Costa County WIB**

Director: Stephen Baiter  
300 Ellinwood Way, 3rd Floor  
Pleasant Hill, CA 94523  
Phone: 925-602-6800; Fax: 925-602-6802  
Web: [www.wdbccc.com](http://www.wdbccc.com)

#### **Foothill WIB**

Director: Phillip Dunn  
1207 East Green Street  
Pasadena, CA 91106  
Phone: 626-584-8395; Fax: 626-584-8375  
Web: [www.fwibworks.org](http://www.fwibworks.org)

#### **Fresno WIB**

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

#### **Golden Sierra WIB**

Director: Jason Buckingham  
1919 Grass Valley Hwy., Suite 100  
Auburn, CA 95603  
Phone: 530-823-4635; Fax: 530-885-5579  
Web: [www.goldensierrawib.com](http://www.goldensierrawib.com)

#### **Humboldt County WIB**

Director: Jacqueline Debets 520 E Street  
Eureka, CA 95501  
Phone: 707-445-7745; Fax: 707-445-7219  
Web: [www.humboldtwib.com](http://www.humboldtwib.com)

#### **Imperial County Employment & Training**

Interim Director: Frank Marquez  
2695 S. 4th Street, Bldg. D  
El Centro, CA 92243  
Phone: 760-337-5036; Fax: 760-353-6594  
Web: [www.ivworkforce.com](http://www.ivworkforce.com)

#### **Kern, Inyo, Mono WIB**

Director: Verna Lewis  
1600 E. Belle Terrace  
Bakersfield, CA 93307  
Phone: 661-324-9675; Fax: 661-336-6855  
Web: [www.etronline.com](http://www.etronline.com)

#### **Kings County Job Training Office**

Director: John Lehn  
124 North Irwin Street  
Hanford, CA 93230  
Phone: 559-585-3532; Fax: 559-585-7395  
Web: [www.kingsworkforce.org](http://www.kingsworkforce.org)

**City of Los Angeles WIB**

Director: Gregg Irish  
1200 West 7th Street, 6th Floor  
Los Angeles, CA 90017  
Phone: 213-744-7122; Fax: 213-744-9398  
Web: [www.wib.lacity.org](http://www.wib.lacity.org)

**Los Angeles County WIB**

Director: Richard Verches  
3175 West Sixth Street  
Los Angeles, CA 90020-1708  
Phone: 213-738-2597; Fax: 213-487-0379  
Web: [www.worksourcecalifornia.com](http://www.worksourcecalifornia.com)

**Madera County WIB**

Director: Elaine Craig  
441 E. Yosemite Avenue  
Madera, CA 93638  
Phone: 559-662-4589; Fax: 559-673-1794  
Web: [www.maderawac.org](http://www.maderawac.org)

**Marin County WIB**

Director: Racy Ming  
120 N. Redwood Drive  
Marin, CA 94903  
Phone: 415-473-3315; Fax: 415-473-3333  
Web: [www.marinemployment.org](http://www.marinemployment.org)

**Mendocino County WIB**

Director: Debra Donelson  
631 South Orchard Avenue  
Ukiah, CA 95482  
Phone: 707-467-5590; Fax: 707-467-5592  
Web: [www.mendowib.org](http://www.mendowib.org)

**Merced WIB**

Director: Robert Morris  
1880 Wardrobe Avenue  
Merced, CA 95341-6407  
Phone: 209-724-2000; Fax: 209-725-3592  
Web: [www.co.merced.ca.us](http://www.co.merced.ca.us)

**Monterey County WIB**

Director: Jim Cook  
P.O. Box 2135  
Salinas, CA 93902  
Phone: 831-759-6644; Fax: 831-796-3512  
Web: [www.montereycountwib.org](http://www.montereycountwib.org)

**Mother Lode Workforce Investment Board**

Director: Jeff Dickason  
19890 Cedar Road North  
Sonora, CA 95370  
Phone: 209-533-3396; Fax: 209-533-1079  
Web: [www.motherlodejobconnection.org](http://www.motherlodejobconnection.org)

**Napa Valley WIB**

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

**North Central Counties Consortium (NCCC)**

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

**North Valley Job Training Consortium (NOVA)**

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

**Oakland Workforce Investment Board**

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

**Pacific Gateway Workforce Investment Board**

Director: David Gonzalez  
3447 Atlantic Avenue  
Long Beach, CA 90807  
Phone: 562-570-3650; Fax: 562-570-3704  
Web: [www.pacific-gateway.org](http://www.pacific-gateway.org)

**Riverside County WIB**

Director: Felicia Flournoy  
1325 Spruce Street  
Riverside, CA 92507  
Phone: 951-955-3133; Fax: 866-748-2627  
Web: [www.rivcojobs.com](http://www.rivcojobs.com)

**San Benito County WIB**

Director: Enrique Arreola  
1111 San Felipe Road, Suite 108  
Hollister, CA 95023  
Phone: 831-637-9293; Fax: 831-637-0996  
Web: [www.sbcjobs.org](http://www.sbcjobs.org)

**Northern Rural Training and Employment Consortium (NORTEC)**

Director: Stewart Knox  
525 Wall Street  
Chico, CA 95928  
Phone: 530-892-9600; Fax: 530-892-9609  
Web: [www.nortec.org](http://www.nortec.org)

**Orange County WIB**

Director: Andrew Munoz  
1300 S. Grand Blvd, Building B, 3rd Floor  
Santa Ana, CA 92705  
Phone: 714-567-7370; Fax: 714-834-7132  
Web: [www.ocwib.org](http://www.ocwib.org)

**Richmond Works**

Director: Sal Vaca  
330 25th Street  
Richmond, CA 94804  
Phone: 510-307-8014 x8006;  
Fax: 510-307-8061  
Web: [www.richmondworks.org](http://www.richmondworks.org)

**Sacramento Works WIB**

Director: Kathy Kossick  
925 Del Paso Blvd.  
Sacramento, CA 95815  
Phone: 916-263-3800; Fax: 916-263-3825  
Web: [www.seta.net](http://www.seta.net)

**City of San Bernardino WIB**

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

**San Bernardino County WIB**  
Director: Sandy Harmsen  
215 N. D Street, Suite 301  
San Bernardino, CA 92415-0046  
Phone: 909-387-9862; Fax: 909-387-9870  
Web: [www.csb-win.org](http://www.csb-win.org)

**San Francisco WIB**  
Director: Rhonda Simmons  
50 Van Ness Avenue  
San Francisco, CA 94102  
Phone: 415-581-2335; Fax: 415-554-6018  
Web: [www.oewd.org](http://www.oewd.org)

**San Luis Obispo County WIB**  
Director: Vacant  
3433 S. Higuera Street  
San Luis Obispo, CA 93401  
Phone: 805-748-6938; Fax: 805-781-1833  
Web: [www.sloworkforce.com](http://www.sloworkforce.com)

**Santa Ana WIB**  
Director: Linda Oberman  
20 Civic Center Plaza  
Santa Ana, CA 92701  
Phone: 714-565-2600; Fax: 714-565-2602  
Web: [www.santaanawib.com](http://www.santaanawib.com)

**Santa Cruz County WIB**  
Director: David Mirrione  
1000 Emeline Avenue  
Santa Cruz, CA 95060  
Phone: 831-454-4584; Fax: 831-454-7540  
Web: [www.santacruzwb.com](http://www.santacruzwb.com)

**San Diego Workforce Partnership, Inc.**  
Director: Peter Callstrom  
3910 University Ave., Suite 400  
San Diego, CA 92105  
Phone: 619-228-2900; Fax: 619-238-3544  
Web: [www.sandiegowork.com](http://www.sandiegowork.com)

**San Joaquin WIB**  
Director: John Solis  
56 South Lincoln Street  
Stockton, CA 95206  
Phone: 209-468-3500; Fax: 209-462-9063  
Web: [www.sjcworknet.org](http://www.sjcworknet.org)

**San Mateo WIB**  
Director: Bryan Rogers  
260 Harbor Blvd.  
Belmont, CA 94002  
Phone: 650-802-5181; Fax: 650-802-5173  
Web: [www.peninsulaworks.org](http://www.peninsulaworks.org)

**Santa Barbara County WIB**  
Director: Raymond L. McDonald  
260 North San Antonio Road  
Santa Barbara, CA 93110  
Phone: 805-681-4453; Fax: 805-681-4674  
Web: [www.workforceresource.com](http://www.workforceresource.com)

**Silicon Valley WIN- Work 2 Future**  
Director: Jeff Ruster  
5730 Chambertin Drive  
San Jose, CA 95126  
Phone: 408-794-1100 ; Fax: 408-730-7643  
Web: [www.work2future.biz](http://www.work2future.biz)

**Solano County WIB**

Director: Robert Bloom  
320 Campus Lane # A  
Fairfield, CA 94534  
Phone: 707-864-3370; Fax: 707-864-3386  
Web: [www.solanowib.org](http://www.solanowib.org)

**Sonoma County WIB**

Director: Karen Fies  
2227 Capricorn Way, Suite 207  
Santa Rosa, CA 95407  
Phone: (707) 565-8501; Fax: (707) 565-8502  
Web: [www.sonomawib.org](http://www.sonomawib.org)

**South Bay WIB**

Director: Jan Vogel  
11539 Hawthorne Blvd., Suite 500  
Hawthorne, CA 90250  
Phone: 310-970-7700; Fax: 310-970-7711  
Web: [www.sbwib.org](http://www.sbwib.org)

**South East Los Angeles County WIB**

Director: Ron Crossley  
10900 E. 183rd St., Suite 350  
Cerritos, CA 90703  
Phone: 562-402-9336; Fax: 562-860-4457  
Web: [www.selaco.com](http://www.selaco.com)

**Stanislaus County Alliance Worknet**

Director: Jeff Rowe  
P.O. Box 3389, 251 E. Hackett Road  
Modesto, CA 95353-3389  
Phone: 209-558-2113; Fax: 209-558-2164  
Web: [www.allianceworknet.com](http://www.allianceworknet.com)

**Tulare County WIB, Inc.**

Director: Adam Peck  
4025 W. Noble Ave., Suite A  
Visalia, CA 93277  
Phone: 559-713-5200; Fax: 559-713-5263  
Web: [www.tularewib.org](http://www.tularewib.org)

**Ventura County WIB**

Director: Cheryl Moore  
855 Partridge Drive, Third Floor  
Ventura, CA 93003  
Phone: 805-477-5342; Fax: 805-477-5385  
Web: [www.wib.ventura.org](http://www.wib.ventura.org)

**Verdugo WIB**

Director: Don Nakamoto  
1255 S. Central Avenue  
Glendale, CA 91204  
Phone: 818-409-0476; Fax: 818 548-3724  
Web: [www.verdugojobscenter.org](http://www.verdugojobscenter.org)

**Yolo County WIB**

Director: Tanya Provencher  
25 N. Cottonwood Street  
Woodland, CA 95695  
Phone: 530-661-2632; Fax: 530-661-2658  
Web: [www.yoloworks.org](http://www.yoloworks.org)