

ATTACHMENT A

**Copies of all MOUs for each One-Stop
(143 pages)**

**STATE of CALIFORNIA
LOCAL AREA GRANT RECIPIENT LISTING**
[WIA Sections 117(d)(3)(B)(i) and 118(b)(8)]

Riverside County Workforce Development Center
(Name of Local Workforce Investment Area)

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	Riverside County Economic Development Agency	Felicia Flournoy Director of Workforce Development	1325 Spruce Street Riverside, CA 92507	(951) 955-3100 (951) 955-3131 fflournoy@rivcoeda.org
Fiscal Agent	Riverside County Economic Development Agency	Lisa Brandl Assistant Director of EDA	1325 Spruce Street Riverside, CA 92507	(951) 955-0352 (951) 955-9605 lbrandl@rivcoeda.org
Local Area Administrator	Riverside County Economic Development Agency	Felicia Flournoy Director of Workforce Development	1325 Spruce Street Riverside, CA 92507	(951) 955-3100 (951) 955-3131 fflournoy@rivcoeda.org
Local Area Administrator Alternate				

Signature: Marion Ashley **MARION ASHLEY** Date: MAY 04 2010
Chief Elected Official

If a Local Grant Subrecipient has been designated, please submit a copy of the agreement between the Chief Elected Official and the Subrecipient. The agreement should delineate roles and responsibilities of each, including signature authority.

ATTEST:
KECIA HARPER-IHEM, Clerk
By [Signature]
DEPUTY

American Recovery and Reinvestment Act of 2009 Local Plan



Workforce Investment Act/Wagner Peyser Act American Recovery and Reinvestment Act of 2009 Local Plan

Local Workforce Investment Area (LWIA):

Name of LWIA Riverside County Workforce Development Center

Submitted on March 22, 2010

Contact Person Melissa Reid, Program Development Manager

Contact Person's Phone Number 951 955-9744
AREA CODE PHONE NUMBER

July 2009

EDD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Special requests for services, aids, and/or special formats need to be made by calling (916) 654-8055 (Voice). TTY users, please call the California Relay Service at 711.

INTRODUCTION

The One-Stop system's success in implementing the American Recovery and Reinvestment Act of 2009 (ARRA) will be gauged in part by the progress it achieves in using annual appropriations along with ARRA funds to help unemployed, underemployed, and dislocated workers find new, good jobs and to access and remain in the middle class; to help low-skill or low income workers acquire 21st century skills, find family-supporting jobs in healthy industries and access the middle class; and to help enhance the education pathways for disadvantaged and disconnected youth to improve their labor market prospects and long term career success. The LWIAs are expected to fully utilize the ARRA funding to substantially increase the number of customers served, and to substantially increase the number and proportion of those customers who receive training.

We recognize that some of these responses may be duplicative of those provided for elements of the Workforce Investment Act (WIA) Plan modification. However, the intent of ARRA and the goals of saving and creating jobs and increasing service delivery to target populations are distinct. We have identified those questions here. The responses should be included as an attachment to your WIA Plan and be entitled, "American Recovery and Reinvestment Act Local Plan."

ARRA PLAN QUESTIONS

1. Integrated Services

Describe how your LWIA will develop close partnering relationships between Unemployment Insurance (UI) and One-Stop services to ensure UI claimants are quickly linked to a local One-Stop in the area to develop and pursue an employment plan.

Workforce Investment Act (WIA) and Wagner-Peyser (WP) funded workforce education, training and employment programs have integrated to provide services to jobseeker and business customers of the Workforce Development Centers of Riverside County. Integrated Teams comprised of Employment Development Department (EDD) and Workforce Development Center (WDC) staff deliver services to all customers in an efficient and timely manner through the processes identified below.

Welcome Process

The Welcome Process identifies the customer's needs and directs them to the 'right' place.

Career Counseling Process

The Career Counseling Process will assist job seekers by assessing their skills, developing an Individual Employment Plan (IEP) and planning skill enhancement activities.

Training Approval Process

The Training Approval Process will assist job seekers to identify appropriate training programs available. Upon training completion the Training Team member will ensure the

customer is job ready and will provide job referral/matching services to customers who are job ready and have completed the Welcome and/or Career Counseling process.

Business Solutions Process

The Business Solutions Process assists business customers by assessing their business needs and developing strategies and solutions utilizing partner and other community resources.

2. Green Jobs

How will your LWIA recognize opportunities to prepare workers for "green jobs" related to other sources of federal funding?

Economic Development Agency

With the Riverside County Workforce Development Centers under EDA, we are able to have discussions among other agencies within EDA to recognize opportunities to prepare workers for "green jobs" related to all sources of federal funding.

Employment Development Department

Being an integrated partner with EDD, Riverside County WDC has access to all EDD funding stream programs for adults and dislocated workers. The programs include Wagner Peyser, Migrant and Seasonal Farm Workers, Veterans Program, Trade Adjustment Assistance Act NAFTA, Transitional Adjustment Assistance Title II Trade Act 1974, LVER/DVOP (Vet Services) and State Unemployment Programs.

Workforce Investment Board

The Workforce Investment Board (WIB) provides leadership to the workforce development system in Riverside County by linking resources, people, business and education, resulting in a globally competitive workforce.

Business Solutions

The Business Solutions teams within Riverside County Workforce Development Center assists business customers by assessing their business needs and developing strategies and solutions utilizing partner and other community resources. Through their meetings they become aware of opportunities to prepare workers for various jobs including those "green jobs."

Community Colleges

Riverside County Workforce Development Center maintains close relationships with the Community Colleges in the County. Through our relationship we have a knowledge base to assist us in recognizing opportunities for training that will prepare workers for "green jobs." Presently the local area has implemented community college training in wind turbine, photovoltaic solar and hybrid vehicle. The local area has also developed a "green" apprentice program with International Brotherhood of Electrical Workers (IBEW).

Desert Region Renewable Energy Training Program

Riverside County Workforce Development Center is working with College of the Desert thru

the Desert Region Renewable Energy Training Program to provide a clearly defined training pathway along with effective support services to inspire and enable eligible participants to become part of the state's renewable energy workforce. As the region's utility-scale solar energy industry begins to grow, companies will be searching for employees who understand the technology and possess the essential skills to work in system construction, maintenance, and operation. This program will reach out to new workforce entrants, unemployed, and underemployed workers with little or no construction experience to make the emerging renewable energy industry a source of employment opportunity.

eCivis

Riverside County Workforce Development Center utilizes eCivis for grant research, information, grant training and technology available to the County as well as other search engines. The Agency has hired a technical writer to pursue grant opportunities in green technologies.

3. Collaboration and Alignment

Describe how your LWIA will collaborate with local government agencies and employers who are creating jobs in road and bridge projects, local food production and processing, nursing and allied health, and local conservation projects and energy efficiency programs such as the Weatherization Program run by many local Community Action Agencies.

At this time in Riverside County, the creation of jobs in the areas of road and bridge projects or local food production and processing has been delayed. However, in the areas of nursing and allied health and local conservation projects and energy efficiency programs we are working with local Community Colleges and vocational schools to provide training programs in these fields.

The Community Action Partnership of San Bernardino County is offering a Weatherization training program. The program trains workers in weatherization, energy audits, and post-installation inspection standards all of which are considered "green" jobs.

A quarter of the agencies in the County are a part of EDA. Collaboration with these agencies occurs through our daily working relationships. We also have significant Board representation in several different business sectors that provide input and guidance on where jobs are being created. Through our local unions we also gain knowledge on jobs created within the County.

4. Accountability and Transparency

Describe the oversight and monitoring activities to be used to determine whether or not there is compliance with programmatic, accountability, and transparency provisions of the ARRA, as well as the regular provisions of WIA and the Wagner-Peyser Act.

RivCoRecovery.com will be used as the main vehicle to provide each and every citizen with the ability to monitor the progress of the recovery in Riverside County.

Program monitoring will also be conducted internally, through outside auditors, the Auditor Controllers office, State monitoring and Federal monitoring of fiscal and programs.

Also, as defined in the Riverside County EDA Policy & Procedures Dated: June 6, 2003 (Rev. 4-6-05) Number: 17-01 Program Monitoring.

POLICY:

EDA Program Development staff will monitor Workforce Investment Act and other funded programs in accordance with the mandated provisions contained herein.

Service providers will be monitored once a year during the term of the contract. The monitoring will consist of a review of contractual, programmatic and fiscal areas. Technical Assistance may be provided as necessary and appropriate. Following the monitoring review service providers will be provided with a monitoring report that will:

- Recognize service provider(s) with effective program performance and best practices
- Identify significant areas of compliance or non-compliance and request corrective action plans, if applicable
- Request timelines identifying when corrective action plans are to be in place
- Provide follow-up timelines and information

5. Adult Services

The intent of the ARRA is that WIA Adult funds be used to provide necessary services to substantially increased numbers of adults to support their entry or reentry into the job market. Describe the programs and processes your LWIA will use to achieve this goal.

The integrated customer flow is designed to serve customers quickly and efficiently by combining resources and staff to identify immediate customer needs and provide them with three types of services.

1. **Welcome Process** – The Career Coach team member will triage to quickly identify initial needs and direct and refer customers to the ‘right’ place: New Customer, Existing Customer, Veteran/Spouse/Dependent, Appointment/Specialized Program or TAA/TRA. Customers will complete a membership paperwork and basic skills assessment. If the customer has appropriate documentation and wants to be enrolled in our programs they will be seen by a Career Coach to go through the Career Counseling Process.
2. **Career Counseling Process** – Career Coaches are available to meet with new and existing customers Monday-Thursday, 8-4pm. Career Coaches will determine customer needs and referral to appropriate services and resources. They will

determine eligibility, complete enrollment and issue a membership card and set activity code for 60 day pass to utilize center. Customers will complete a comprehensive assessment. The results of these assessments will be used to design an individual employment plan (IEP) with the customer. Referrals to the training team lead will be based on customer's needs and comprehensive assessment results. This will include customer's basic skills, and need for skills enhancement. The Career Coach will review the IEP on a continuous basis to identify and update goals in the plan to ensure customer's participation. The customers activity code will be reset for another 60 days as needed.

3. **Training Approval Process** – Training Team Lead will receive referral and distribute to appropriate Training Team member. Training Team member will make contact within 48 hours with customer to review assessment results, IEP and suitability. Training Team member will then work with the customer to identify an appropriate training vendor and complete all enrollment documentation. Upon 75% training completion Training Team member will advise Business Solutions Team of type of industry customer is seeking employment in. Upon training completion Training Team member will ensure customer is job ready, update IEP and refer to appropriate workshops. Individuals who are job ready are placed in the center's Employment Candidate pools that include: the industry cluster pool, CalJOBS, RivCoCareerGateway.com, and rivcojobs.com/Virtual One-Stop (VOS). These customers are selected for pre-screening and pre-testing to verify whenever possible they meet the specific identified skills requirements of the employer prior to referral.

Returning job seeker customers are identified in a streamlined manner and a Career Coach will meet with them to determine if the job seeker employment needs have changed and/or been met. A team member will scan all appropriate bar code activities in VOS for all staff assisted services provided to the job seeker.

The following programs are being utilized to support job seekers in their entry or reentry into the job market.

SkillPath:

To prepare the job seekers for long-term success in training and employment opportunities, Riverside County Workforce Development Center will offer a four-day instructor-led Boot Camp series of job readiness and skill development services to include Stress Solutions, A Step-by-Step Action Plan for Finding and Getting a Great Job, Resume Writing, Interviewing Skills for the Interviewee, Personal Accountability, and Coaching. The Boot Camp training will be offered at each of the WDC locations and will consist of the 20-28 total hours of instruction and include all necessary workbooks, handouts, supplies and materials.

Adult Schools:

Riverside County Workforce Development Center contracted with local Adult Schools to offer Basic Skills Remediation, GED Preparation and ESL instruction for WIA customers. These services will allow basic skill deficient, school drop-out and/or monolingual individuals to

develop their reading, writing and mathematical skills to compete in today's distressed labor market.

Virtual One-Stop (VOS) Rivcojobs.com:

Riverside County Workforce Development Center purchased VOS to enhance individual access to needed services and training. The VOS site is a powerful online job seeker/workforce services system, accessed as a web site on the Internet or an Intranet at a OneStop Center. It was specifically designed for job seekers, students, case managers, employers, training providers, workforce professionals, and others seeking benefits and services. The system provides fast access to a complete set of employment tools in one web site. Surveys have proven that users find it convenient and very useful.

Monster Evolutions Job Seeker Portal: (RivCoCareerGateway)

Riverside County Workforce Development Center partnered with Monster.com to create a job seeker portal for Riverside County. This portal is targeted to the mid and high level customer (job seeker) and businesses. The portal features resume and cover letter tips, networking best practices, job listings, as well as information about continuing health benefits and filing for unemployment insurance.

6. Training

Because workers may need to learn new skills to compete for limited career opportunities, training will be a particularly vital service during the economic recovery, and overall training enrollments are expected to increase. Describe the programs and processes your LWIA will use to achieve this goal.

The Workforce Investment Board identified five demand driven industries for Riverside County: Healthcare, Renewable Energy, Utilities, Professional and Business Services and Infrastructure Construction.

Riverside County Workforce Development Center solicited training proposals from Riverside County Community Colleges to provide classroom training services under the ARRA of 2009 and in industry-driven demand occupations of Riverside County. The Community Colleges have designed curriculum based on industry criteria, as provided by industry experts and their affiliates and will provide course materials/handouts, additional assessments, when necessary, to ensure participant success in the program.

The WIB has designated the Riverside County Workforce Development Center as One-Stop Operator to administer Individual Training Accounts (ITAs). A maximum amount will be authorized for ITA's based on the current market rate for local training programs. ITAs will be available in the five demand driven industries, and where the customer will have a high degree of employability based on the combination of work experience and trained skills. Customers identified with a lack of job skills or experience may be referred to training services immediately.

The Community Action Partnership of San Bernardino County is offering a Weatherization training program. The program trains workers in weatherization, energy audits, and post-installation inspection standards all of which are considered "green" jobs.

Riverside County Workforce Development Center has contracted with International Brotherhood of Electrical Workers (IBEW) Local 440 to provide an apprenticeship program designed to ensure a well trained and certified workforce for the residential construction industry. The IBEW Green Technology Training Program (GTTP) will provide classroom and hands-on training to include the application of green technologies in its electrical design of residential projects. The design of the GTTP program will provide the Residential Electrician Trainee participants with the skills and experience necessary to become qualified and certified electricians under the law and the on-the-job component will provide the program participants with the hands-on component required for certification. The program will be conducted in accordance with Title 29 CFR Part 29, Apprenticeship Programs, Labor Standards for Registration, Amendment Regulations; Final Rule. The program will also meet the requirements of U.S. Department of Labor Training and Employment Guidance Letter (TEGL) #2-07 wherein WIA local areas are encouraged to support apprenticeship programs and integrate apprenticeship programs throughout the Workforce Investment System. According to IBEW, graduates of the program may enter the IBEW electrical apprenticeship to further their skills and prepare for commercial work.

7. Supportive Services and Needs Related Payments

The ARRA specifically emphasizes the authority to use these funds for supportive and needs-related payments to ensure participants have the means to pay living expenses while receiving training. Supportive services may include transportation, child care, dependent care, housing, and other services that are necessary to enable an individual who is unable to obtain the services from other programs to participate in activities authorized under WIA. Describe any new policies, programs and processes your LWIA will use to achieve this goal.

(Revised November 2009) Support Services Policy #19-10:

SUPPORTIVE SERVICES

Support Services will be approved for enrolled customers based on need, availability of funds and lack of alternative resources to meet the need. Supportive services may be provided throughout the period that the customer is enrolled and actively participating in WIA activities, and up to a maximum of 12 months after exiting.

The following types of support services may be approved:

- **Clothing Assistance: Special clothing or safety equipment needed by the participant for employment and/or training activities but not provided by the employer or training institution.**
- **Work Tools: Tools and equipment needed by the participant for employment and/or training activities but not provided by the employer or training institution.**

- **Transportation Assistance:** Monthly bus passes will be issued for participation in WIA approved activities. Gas cards or mileage reimbursement will be approved for use of personal vehicles. Mileage reimbursement will be based on the current federal standard mileage rate.
- **Tests, Certifications and License fees:** Costs for GED, state exams i.e. CNA, first-aid/CPR certification and other employment or training-related licensing/certification.
- **Live Scan/Background Screening:** When required for participation in WIA training activities and/or job placement.

NEEDS-RELATED PAYMENTS (NRP)

Needs-Related Payments (NRPs) provide financial assistance for customers enrolled in approved WIA-funded classroom training, on-the-job training or customized training. To be eligible for NRPs, individuals must be unemployed and not receiving unemployment benefits or Trade Adjustment Act allowances. NRPs may be paid to individuals who have been accepted in a training program that will commence within 30 calendar days while waiting for class to begin. Eligibility for needs-related payment includes:

- NRPs will not be awarded to participants engaged in non-training activities or for post-employment/post-exit follow-up services. In addition, needs-related payments will not be made when other known resources identified by staff are immediately available to meet the need.

MAXIMUM CUMULATIVE AWARD

The maximum cumulative total award for all support services plus needs-related payments per individual is \$650 for a 12-month-period. Support services and needs-related payments are not an entitlement, are not meant to meet all the financial needs of the eligible individual and will be approved based on funding availability.

PROCESS FOR SUPPORTIVE SERVICES:

Step 1: Career Coach determines Support Service need.

Step 2: Career Coach determines that there is a lack of alternative resources to meet the needs.

Step 3: Career Coaching determines the support services needed per Support Services Policy.

Step 4: Career Coach gathers all approved receipts or invoicing that support the Support Service/Needs-Related Payment request.

Step 5: Career Coaching completes the appropriate WIA and EDA paperwork.

Step 6: Support Service request must be approved by Regional Managers.

Step 7: Approved Support Request and required documents are sent to Fiscal for processing.

8. Priority of Service

The WIA Adult formula funds are to be targeted on the services that most efficiently and effectively assist workers impacted by the current economy to obtain employment, with priority given to recipients of public assistance and other low-income individuals as described in WIA section 134(d)(4)(E). The LWIAs must also

incorporate priority of service for veterans and eligible spouses in accordance with the Jobs for Veterans Act. This requires veterans and eligible spouses to receive service priority over recipients of public assistance and low-income individuals. Describe what programs and processes your LWIA will use to achieve these goals.

Local policy is in place that ensures priority of service to veterans (and certain spouses) who otherwise meet eligibility requirements for Department of Labor (DOL)-funded employment and training programs available throughout the countywide One-Stop Centers. One-Stop partners provide the same level of service priority. Customers who are veterans are provided the full selection of services normally available that includes intake, assessment, and enrollment in programs for qualified veterans. EDD's CalJOBS system includes a 24-hour Veteran's Priority Hold to ensure that veterans receive priority for Wagner-Peyser funded labor exchange services on all new and re-opened job orders. Veterans are provided labor market information and options for accessing a variety of job listings (i.e. America's Job Bank, Federal Jobs and Federal Contractor Job Openings).

There are a variety of services available in the Workforce Development Centers for veterans and special needs veterans groups. The Riverside County Department of Veterans Services is located in the Riverside Workforce Development Center. This agency acts as an ombudsman for veterans as it relates to veteran's benefits and obtaining documents such as DD-214s. The EDA staff, in partnership with the Veterans Workforce Specialists (VWS) and Veterans Employment Service Specialists (VESS) and the Jerry L. Pettis Veterans Hospital, provide stabilization/life skills, work experience, placement assistance and counseling to homeless veterans and veterans with a history of substance abuse. The EDD DVOPs and LVERs are also available to provide placement assistance to veterans.

Although there is not currently a funding limitation, the priority of service is in place. Veterans and eligible spouses will be given priority for class participation where number of seats are limited.

Priority for WIA intensive and training services is provided to the following groups of individuals:

- Recipients of public assistance or
- Low-income individuals, which are defined by the Act as an individual

who:

1. Receives, or is a member of a family that receives, cash payment under a public assistance program, or
2. Received an income or is a member of a family whose total income for the last six months prior to application did not exceed the poverty line or 70% of the lower living standard income level, or
3. Is a member of a household that receives or has been determined within the last six months to be eligible to receive food stamps, or
4. Qualifies as a homeless individual, or
5. Is an individual with a disability whose income meets the requirements

of the program but who is a member of a family whose income does not meet such requirements.

This list of population groups is subject to modification to reflect changes in economic circumstances or other conditions.

9. Apprenticeship Programs

The LWIAs are encouraged to leverage new, and existing national, state and local registered apprenticeship programs and assets as a key resource in their talent development and reemployment strategies. Describe the programs and processes your LWIA will use to achieve this goal.

Riverside County Workforce Development Center has contracted with International Brotherhood of Electrical Workers (IBEW) Local 440 to provide an apprenticeship program designed to ensure a well trained and certified workforce for the residential construction industry. The IBEW Green Technology Training Program (GTTP) will provide classroom and hands-on training to include the application of green technologies in its electrical design of residential projects. The design of the GTTP program will provide the Residential Electrician Trainee participants with the skills and experience necessary to become qualified and certified electricians under the law and the on-the-job component will provide the program participants with the hands-on component required for certification. The program will be conducted in accordance with Title 29 CFR Part 29, Apprenticeship Programs, Labor Standards for Registration, Amendment Regulations; Final Rule. The program will also meet the requirements of U.S. Department of Labor Training and Employment Guidance Letter (TEGL) #2-07 wherein WIA local areas are encouraged to support apprenticeship programs and integrate apprenticeship programs throughout the Workforce Investment System.

IBEW will enroll 90 identified WIA eligible persons into the program which will include 8 reserved slots for San Bernardino County residents. San Bernardino County has provided a portion of their Construction Talent Transfer Funds in support of this program. The 90 individuals will be spread through the three (3) regions of Riverside County:

- 30 Eastern Region**
- 30 Mid-County Region**
- 30 Western Region, which includes 8 reserved slots for San Bernardino County residents.**

Should any referred person be disqualified prior to the start of the program, additional referrals may be provided to insure that a full 90 individuals can start the program.

Over the term of this contract each apprentice will receive on-the-job training and 6 hours each week of classroom instruction. IBEW will provide qualified instructors to conduct training, and provide approved curriculum which will include instructor guides and textbooks for each residential apprentice trainee. IBEW will ensure that each electrician trainee apprentice is registered with the State of California, Department of Industrial Relations,

Division of Apprenticeship Standards, and will assist each apprentice with the application for the Electrician Examination and Certification.

The length of training will be for three (3) years, of which 16 months will be supported by WIA American Reinvestment Recovery Act funds. According to IBEW, graduates of the program may enter the IBEW electrical apprenticeship to further their skills and prepare for commercial work.

10. Regional Collaboration

The LWIAs are encouraged to partner with each other regionally and across political jurisdictions as necessary. Describe how this will be accomplished.

Historically, Riverside County Workforce Development Centers have had many programs and services with regional partners. Riverside County WDC's continue to partner regionally with San Bernardino County to provide programs and services to customers.

As part of the partnership established under the Construction Talent Transfer grant EDA and the San Bernardino County Department of Workforce Development, Employment Resource Centers (ERC) offered a combination of services to eligible participants under the Construction Talent Transfer project. The services included, recruitment, assessment, referral to short term training, supportive services, career counseling, and job placement. The partners recruited unemployed residential construction workers through written and audio media, website and direct mail from throughout Riverside and San Bernardino Counties for this project. Those individuals possessing the specific construction job skills for entry into apprenticeship programs or entry level employment within the building industry; were referred directly to job placement with local employers. For those unemployed workers that demonstrated the capacity to increase their existing skills within a short term vocational training atmosphere, were enrolled into the grant program. Short term training was provided by various Community Colleges and Individual Training Accounts throughout both counties. Supportive services were provided, as needed, for tools, protective clothing, training materials, certificates, various formal documents and transportation assistance. Upon completion of training, the participant was equipped with the industry-specific skills for entry into infrastructure employment. The Union Trades and Construction Trade Associations partnered with this project and provided the expertise to identify the skills needed for entry into apprentice programs. Due to the economic downturn, apprentice programs were put on-hold and the expected infrastructure projects have been delayed. Despite these challenges the partners provided core, intensive and training services to more than the 100 participants planned.

Riverside County is also collaborating with San Bernardino to provide the International Brotherhood of Electrical Workers (IBEW) Local 440 apprenticeship program designed to ensure a well trained and certified workforce for the residential construction industry.

IBEW will enroll 90 identified WIA eligible persons into the program which will include 8

reserved slots for San Bernardino County residents. San Bernardino County has provided a portion of their Construction Talent Transfer Funds in support of this program. The 90 individuals will be spread through the three (3) regions of Riverside County:

- 30 Eastern Region
- 30 Mid-County Region
- 30 Western Region, which includes 8 reserved slots for San Bernardino County residents.

Also, in partnership with San Bernardino County, we are conducting a Regional Industry Clusters study to identify our region's emerging industries and those that demonstrate resilience during economic downturns. Results will be used to create regional economic, workforce and education strategies.

11. Dislocated Worker Services

The ARRA makes available additional funding for dislocated workers. It is the intent of the law that substantially increased numbers of dislocated workers will be served with this infusion of formula funds, and that training will be a significant area of focus. Describe how your LWIA will achieve this goal.

By enrolling participants who are eligible for different funding sources, we are able to provide the best mix of services through training programs with community colleges and vocational schools.

Riverside County Workforce Development Center solicited training proposals from Riverside County Community Colleges to provide classroom training services under the ARRA of 2009 and in industry-driven demand occupations of Riverside County. The Community Colleges have designed curriculum based on industry criteria, as provided by industry experts and their affiliates and will provide course materials/handouts, additional assessments, when necessary, to ensure participant success in the program.

Riverside County has 47 contracts with vocational schools to provide training in the five demand driven industries, and where the customer will have a high degree of employability based on the combination of work experience and trained skills. Customers identified with a lack of job skills or experience may be referred to training services immediately.

12. Wagner-Peyser Act – Coordination of Services

The ARRA makes available additional Wagner-Peyser Act funding. Describe how your LWIA will utilize these funds to provide services such as assessment of skill levels, career guidance, job search workshops and referral to employers, to name a few.

Being a fully-integrated partner with EDA, the Employment Development Department (EDD) is able to improve the quality and depth of services for job seekers using Wagner Peyser Funds. The focus will be on increasing the job

seeker's skills to improve their job search results. Job seekers will be more marketable as they will increase their occupational skills in addition to their techniques in searching for work. Individual assessments will be provided for each job seeker that visits a One-Stop office. This assessment will include reviewing their current skills and the current demand. This includes an online assessment of their technical skills and soft skills. Labor market information will be provided for career guidance in a realistic and attainable job goal. Assessment testing for specific jobs can also be provided to assess job readiness. Referrals to training opportunities will be provided as deemed appropriate. In addition, quality workshops will also be available for job seekers. These workshops include the traditional resume writing, job searching techniques, interviewing skills as well as teaching time management, goal setting and networking. Weekly networking events will be part of the job searching opportunities. Attendees will be taught the benefits and techniques of networking and will be provided a secure environment to improve their networking skills. Other partner agencies will provide optimal services at minimal cost.

Employers have learned to place a greater reliance on EDD as they learn the advantages to using our quality services at a minimal expense. Benefits will include recruitments which provide an assessment of the applicants and determining the best fit. Employer seminars addressing topics such as labor law, human resource issues, and unemployment insurance are provided.

13. Summer Youth

The LWIAs are encouraged to use ARRA funds to operate an expanded summer youth employment opportunities program in 2009, and provide as many youth as possible with summer employment opportunities and work experiences throughout the year. Also, the ARRA specifies that 30 percent of Youth funds are to be spent on out-of-school youth. Finally, two waivers have been approved. One deals with procurement of youth employment providers and the other using the work readiness indicator only for youth employment outside the summer months. Describe how your LWIA will achieve the goal of providing summer employment opportunities. Further, describe how your LWIA will ensure 30 percent of Youth funds are spend on out-of-school youth. Finally, describe how your LWIA will use the waivers and publish the list of youth employment service providers.

In 2009 Riverside County Workforce Development Center utilized five existing WIA Year Round Service Providers, competitively bid four additional service providers and sole sourced three service providers to deliver Summer Youth Employment Opportunities. Riverside County enrolled 2,695 participants in Summer Youth Employment Opportunities. All participants received work readiness training and received a work experience activity for a minimum of 120 hours and a maximum of 240 hours at a minimum wage of \$8.00 per hour.

Riverside County contractually requires its service providers to expend a minimum of 30% for OSY. Participant wages and incentives are directly paid as ISY or OSY while other costs are paid based on the percentage of ISY/OSY enrollments. Riverside County Service Providers

enrolled close to 50% OSY for 2009.

Riverside County utilized the procurement waiver to expand existing competitively procured contracts by up to 150% of the dollar amount of the original contract for five existing WIA Year Round Youth Service Providers. Further, Riverside County conducted an expedited process for selecting youth service providers via limited competition for three service providers after a competitive procurement failed to reach populations in several areas of Riverside County.

Riverside County Utilized Work Readiness Attainment as its only performance Measure for the ARRA Summer Program.

Riverside County Workforce Development Center published a list of its service providers on its website www.rivcojobs.com. Riverside County Workforce Development Center marketed interested participants and employers to access information from this website or by calling 1-888-YouthJobs.

14. Economic Analysis

Provide a detailed analysis of the LWIA's economy, the labor pool, and the labor market context in relation to the economic downturn.

The Riverside-San Bernardino County region, known as the Inland Empire, has been one of the hardest hit economies in the United States. The root of the economic problems began with soaring home prices in 2005 and 2006. The housing bubble burst in mid-2007, which decimated the construction and lending industries. This in turn led to severe downturns in the retail, manufacturing and distribution sectors because consumers cut back on spending. The result was unprecedented job losses in almost every sector and record levels of unemployment.

Foreclosures in Riverside County have been among the highest in the nation. According to RealtyTrac, Riverside County presently ranks fourth in the nation for its percentage of housing units in foreclosure. In November 2009, one of every 101 Riverside County homes was in some stage of default. While the region's home foreclosures declined in the third quarter of 2009 due in part to loan modifications, many experts anticipate that foreclosures could remain a problem well into 2010 as another wave of borrowers are unable to make payments when adjustable-rate loans reset at higher interest rates.

The problems that sent the residential housing market into a tailspin are looming in the business sector as well. Grubb & Ellis reported that at the end of the third quarter of 2009, almost 24 percent of office space in the Inland Empire was vacant, up from 13 percent in the previous three months. This is likely to mean a significant number of foreclosures in the office market in 2010 and beyond. The impact of more residential and business foreclosures will ripple through the local economy for the next several years.

According to the State of California Employment Development Department (EDD), in October 2009 the unemployment rate in Riverside County hit a record high of 15.2%, or an estimated 139,200 unemployed persons. To put that in perspective, in October 2008 there were 91,600 unemployed persons in Riverside County.

Between December 2007 and December 2008, EDD reported that the Inland Empire lost 84,300 nonfarm jobs, a decline of 6.6%. Of those job losses, 40,900 were in Riverside County, representing a decline of 6.8%. From January to November 2009, the Inland Empire lost another 25,900 jobs, a drop of 2.2%. EDD's industry sector employment data in Riverside County for 2009 is not yet available.

The Inland Empire's employment numbers from November 2008 to November 2009 paint a bleak picture. Ten of eleven non-farm industries recorded year-over-year declines:

Trade, Transportation & Utilities	-15,000 jobs (-5.2%)
Construction	-13,500 jobs (-16.6%)
Manufacturing	-9,200 jobs (-9.0%)
Government	-6,400 jobs (-2.7%)
Professional & Business Services	-5,400 jobs (-4.0%)
Leisure & Hospitality	-4,100 jobs (-3.3%)
Financial Activities	-1,800 jobs (-4.0%)
Information	-900 jobs (-6.3%)
Mining & Logging	-200 jobs (-18.2%)
Other Services	-200 jobs (-0.5%)

Educational and health services posted the only employment gain in the period from November 2008 to November 2009, adding 1,500 jobs (+1.1%). Educational services increased by 800 jobs (+4.8%), while health care and social assistance added 700 jobs (+0.6%).

The State of California's fiscal crisis compounds the region's economic problems. The State's cutback of local funding plus dramatically lower property tax and retail sales tax revenue has resulted in layoffs and furloughs in the region's government sector.

15. The Governor has identified key priorities for the workforce system in California's Strategic Vision for Implementation of Employment and Training Provisions of the American Recovery and Reinvestment Act (ARRA).

- Invest in high-wage, high growth jobs
- Advance workers with barriers to employment
- Support industry sectors experiencing statewide shortages of workers

How will your local plan modification implement the Governor's priorities?

EDA Workforce Division's goal is to ensure Riverside County's workforce system is responsive

to the demands of our local economy as well as the global economy. With the additional funds, we will broaden our scope of workforce development services to increase our capacity to serve the growing number of unemployed residents and businesses impacted by our current economic state.

We have developed three service delivery plans to implement this goal: job seeker services, youth and young adult services, and business services.

Job Seeker Services:

- Funds will be used predominantly for the direct delivery of services to those who are the most heavily impacted by the recession - the unemployed and the underemployed.
- We will dedicate funds to design service targeting special populations, such as older workers, veterans, recently released parolees, and people with disabilities.
- Implementation of the most innovative strategies with proven effectiveness in putting people back to work in high demand occupations, including sector-based and career pathways initiatives that are focused on viable industries in Riverside county is a priority.
- Training will be provided for jobs in high-demand industries as identified through labor market research and analysis or anticipated job creation resulting from the stimulus package. These industries include healthcare, renewable energy, utilities, infrastructure, and professional and business services. Training services will be provided through contracts with community colleges, career technical education institutions, and other institutions of higher learning. On-the-job training through paid internships will also be a component of training.
- The provision of services will include skill development opportunities, such as adult basic education or English language education services. These services may be prerequisites to more formal occupational training.
- A variety of workshops focused on job research and retention skills will be offered. Career and training resource fairs will be offered throughout the county.
- Comprehensive career assessments and personalized career planning services will be expanded to assist job seekers with making informed decisions about their future employment goals and the training or skills needed to achieve their goals.
- Funds will be allocated to provide support services and needs-related payments to provide financial assistance for individuals participating in training and/or skill development activities. Mental health services, financial counseling and community referrals will also be offered to assist individuals and their families survive these hard economic times.

Youth and Young Adult Services

- A county-wide summer youth employment program will provide teens and young adults ages 14 to 24, 8 to 12 weeks of paid work experience. A portion of the youth funds will be dedicated to year-round employment opportunities.

- Youth funds will also be used to expand the capacity and enhance the services of our five Youth Opportunity Centers. Services include education enrichment, remediation, skills training, and supportive services that will enable youth to obtain entry-level employment with the goal that such employment and enrichment activities will lead to further education and employment.
- A portion of funds will be used to provide specialized services to targeted youth populations, such as foster care, gang affiliated, disabled, high school dropouts, etc.

Business Services

- A series of community-based business mini summits and seminars will be offered to our small businesses. These sessions will include topics on human resource, emerging green economy, business planning, financial resources, marketing and expansion strategies.
- Customized training will be offered to businesses needing to upgrade the skills of their existing workforce to remain competitive and grow their business.
- We will expand our business solutions program to identify business needs and coordinate partner services to meet those needs.

In partnership with San Bernardino County, we are conducting a Regional Industry Clusters study to identify our region's emerging industries and those that demonstrate resilience during economic downturns. Results will be used to create regional economic, workforce and education strategies.

16. Educational Opportunities

Describe how your LWIA will align itself with local educational institutions and other training providers to maximize opportunities for education and training for adult and dislocated workers.

Community Colleges:

Riverside County Workforce Development Center has contracted with Community Colleges within Riverside County to provide classroom training services under the ARRA of 2009 and in industry-driven demand occupations of Riverside County. The Community Colleges have designed curriculum based on industry criteria, as provided by industry experts and their affiliates and will provide course materials/handouts, additional assessments, when necessary, to ensure participant success in the program.

Individual Training Accounts:

Riverside County Workforce Development Center has contracted with vocational schools to provide training in the five demand driven industries, and where the customer will have a high degree of employability based on the combination of work experience and trained skills. Customers identified with a lack of job skills or experience may be referred to training services immediately.

Adult Schools:

Riverside County Workforce Development Center contracted with local Adult Schools to offer Basic Skills Remediation, GED Preparation and ESL instruction for WIA customers. These services will allow basic skill deficient, school drop-out and/or monolingual individuals to develop their reading, writing and mathematical skills to compete in today's distressed labor market.

IBEW:

Riverside County Workforce Development Center has contracted with International Brotherhood of Electrical Workers (IBEW) Local 440 to provide an apprenticeship program designed to ensure a well trained and certified workforce for the residential construction industry. The IBEW Green Technology Training Program (GTTP) will provide classroom and hands-on training to include the application of green technologies in its electrical design of residential projects. The design of the GTTP program will provide the Residential Electrician Trainee participants with the skills and experience necessary to become qualified and certified electricians under the law and the on-the-job component will provide the program participants with the hands-on component required for certification. The program will be conducted in accordance with Title 29 CFR Part 29, Apprenticeship Programs, Labor Standards for Registration, Amendment Regulations; Final Rule. The program will also meet the requirements of U.S. Department of Labor Training and Employment Guidance Letter (TEGL) #2-07 wherein WIA local areas are encouraged to support apprenticeship programs and integrate apprenticeship programs throughout the Workforce Investment System.

17. One-Stop Staffing

Describe the additional staffing which will be provided at local One-Stops to ensure the provision of expanded staff assisted services to customers.

Staffing has been increased at the Riverside County Workforce Development Center to meet the increasing number of customers seeking assisted services. Staff have been added to the following departments: Customer Service, Business Solutions, Fiscal and Contracts. Additional staff have been added to the Workforce Development Center to operate the Goodwill and DPSS Work Experience programs. EDD has also increased its Workforce Services staff.

18. Levels of Service

Describe the adjustments being made in One-Stop Career Centers in order to provide increased levels of service. Do One-Stop Career Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop? What approaches will be used to ensure funds are targeted to those most in need, including low-income, public assistance recipients, persons with disabilities, etc.? How will One-Stops streamline the sequence of service to facilitate individual access to needed services and training?

Riverside County Workforce Development Center, with oversight by the WIB and in collaboration with its one-stop partner, the Employment Development Department (EDD) became a fully Integrated Service Area in July 2009. As an Integrated Service Area, the Riverside County service integration model has at its core, a skill-based emphasis, paying particular attention to closing the gap between the workforce needs of the business and the workplace/skills needs of the employee. The integration of Workforce Investment Act (WIA) and Job Service programs provides the latitude needed to provide seamless delivery of the services needed by our common customers free from the constraints of program requirements.

The integrated customer flow is designed to serve customers quickly and efficiently by combining resources and staff to identify immediate customer needs and provide them with three types of services.

1. **Welcome Process** – The Career Coach team member will triage to quickly identify initial needs and direct and refer customers to the ‘right’ place: New Customer, Existing Customer, Veteran/Spouse/Dependent, Appointment/Specialized Program or TAA/TRA. Customers will complete a membership paperwork and basic skills assessment. If the customer has appropriate documentation and wants to be enrolled in our programs they will be seen by a Career Coach to go through the Career Counseling Process.
2. **Career Counseling Process** – Career Coaches are available to meet with new and existing customers Monday-Thursday, 8-4pm. Career Coaches will determine customer needs and referral to appropriate services and resources. They will determine eligibility, complete enrollment and issue a membership card and set activity code for 60 day pass to utilize center. Customers will complete a comprehensive assessment. The results of these assessments will be used to design an individual employment plan (IEP) with the customer. Referrals to the training team lead will be based on customer’s needs and comprehensive assessment results. This will include customer’s basic skills, and need for skills enhancement. The Career Coach will review the IEP on a continuous basis to identify and update goals in the plan to ensure customer’s participation. Individuals who are job ready are placed in the center’s Employment Candidate pools that include: the industry cluster pool, CalJOBS, RivCoCareerGateway.com, rivcojobs.com and the Virtual One-Stop (VOS). These customers are selected for pre-screening and pre-testing to verify whenever possible, they meet the specific, identified skills requirements of the employer prior to referral. The customers activity code will be reset for another 60 days as needed.
3. **Training Approval Process** – Training Team Lead will receive referral and distribute to appropriate Training Team member. Training Team member will make contact within 48 hours with customer to review assessment results, IEP and suitability. Training Team member will then work with the customer to identify an appropriate training vendor and complete all enrollment documentation. Upon 75% training completion

Training Team member will advise Business Solutions Team of type of industry customer is seeking employment in. Upon training completion Training Team member will ensure customer is job ready, update IEP and refer to appropriate workshops. Individuals who are job ready are placed in the center's Employment Candidate pools that include: the industry cluster pool, CalJOBS, RivCoCareerGateway.com, rivcojobs.com and the Virtual One-Stop (VOS). These customers are selected for pre-screening and pre-testing to verify whenever possible, they meet the specific, identified skills requirements of the employer prior to referral.

Returning job seeker customers are identified in a streamlined manner and a Career Coach will meet with them to determine if the job seeker employment needs have changed and/or been met. A team member will scan all appropriate bar code activities in VOS for all staff assisted services provided to the job seeker.

A Career Counseling Team was chartered to assist customers with the skills, tools and resources to find employment as quickly as possible. Team members are responsible for ensuring new and current job seekers are connected to the most appropriate services to meet their needs. Team members will administer assessment tools and interpret assessment results to determine job readiness. The assessment tools were selected based on format availability, administration time, ease of use, cost effectiveness, test purpose, test reliability, test validity, fairness, literacy level, and the availability in other languages. In identifying the various tools, the team emphasized the need for all the assessments to be user-friendly and to build upon one another. The selected tools are:

- Basic Skills Assessment
- O*Net On-Line
- Prove It!

These assessment tools allow Riverside County to meet the four main objectives for the use of assessments within the workforce system. These objectives are: 1) Exploring career options and person-career matches to ensure that individuals undertake skills preparation that is suited to their existing level of readiness as well as their aptitudes, abilities, and informed career goals; 2) Identifying skills gaps and education needs to ensure that individuals develop the skills and competencies that are in demand by high growth businesses and industries; 3) Referring qualified candidates to available job openings; and 4) Promoting attainment of industry-recognized credentials to ensure that candidates referred to business and industry partners are qualified for those positions.

Please see the list below for a comprehensive menu of skill enhancement products Riverside County provides to job seekers:

- ITA Approved Occupational Training Programs (Community Colleges, Universities, Adult Education, Regional Occupational Programs, Private Vocational Schools)
- On the Job Training

- Customized Employer Training
- Basic Skills Remediation (Math and Reading Comprehension)
- SkillsPath
- GED
- English As A Second Language (ESL)
- Workplace Literacy
- Apprenticeship Programs
- Job Corps
- Industry Seminars/Trainings
- Mock Interviews
- Computer Literacy
- Tutorials
- Facilitated Workshops
- Transferable Skills
- Interviewing Skills
- Resume Writing
- Cultural Diversity
- Customer Service
- Presentation Skills
- Listening Skills
- Learning Skills
- Speaking Skills
- Critical Thinking Skills
- Time Management
- Troubleshooting
- Problem Solving
- Decision Making
- Instructing
- Writing Skills
- Job Search Techniques
- Computer Basics

Our integrated service delivery system determines the employer skills requirements by a questionnaire. The employer questionnaire is used as a primary tool in determining employer needs such as: job classification, job description, industry clusters, and required skills including education/certification and salary information.

Labor Market Information (LMI) is an additional tool which may be used in making a wage comparison and assisting employers in obtaining additional relevant information such as: skill requirements, occupational trend, and industry demand.

Appropriate candidates are selected from all available resources including the industry

cluster pool, CalJOBS, rivcojobs.com/Virtual One-Stop (VOS) and RivCoCareerGateway.com. They are pre-screened and/or pre-tested. Qualified candidates are advised and prepared for employment referral which could include mock interviews, resume update, appropriate dress attire.

Riverside County Workforce Development Center has purchased Virtual One-Stop (VOS) a powerful online job seeker/workforce services system, accessed as a web site on the Internet or an Intranet at a OneStop Center. It was specifically designed for job seekers, students, case managers, employers, training providers, workforce professionals, and others seeking benefits and services. The system provides fast access to a complete set of employment tools in one web site.

Riverside County Workforce Development Center has partnered with Monster Evolutions to create the RivcoCareerGateway website to help job seekers get their career back on track, FAST. Whether they have just been laid off, worried their employer is going to downsize, or feel the need to transition to a new career path, RivcoCareerGateway pulls together the career resources you need to make your job transition most effective. The website features resume and cover letter tips, networking best practices, job listings, as well as information about continuing health benefits and filing for unemployment insurance, to name a few of the resources provided.

Riverside County Workforce Development Center follows the Riverside County Workforce Investment Area Policy and Procedure currently in place for Priority of Service.

Local policy is in place that ensures priority of service to veterans (and certain spouses) who otherwise meet eligibility requirements for Department of Labor (DOL)-funded employment and training programs available throughout the countywide One-Stop Centers. One-Stop partners provide the same level of service priority. Customers who are veterans are provided the full selection of services normally available that includes intake, assessment, and enrollment in programs for qualified veterans. EDD's CalJOBS system includes a 24-hour Veteran's Priority Hold to ensure that veterans receive priority for Wagner-Peyser funded labor exchange services on all new and re-opened job orders. Veterans are provided labor market information and options for accessing a variety of job listings (i.e. America's Job Bank, Federal Jobs and Federal Contractor Job Openings).

There are a variety of services available in the Workforce Development Centers for veterans and special needs veterans groups. The Riverside County Department of Veterans Services is located in the Riverside Workforce Development Center. This agency acts as an ombudsman for veterans as it relates to veteran's benefits and obtaining documents such as DD-214s. The EDA staff, in partnership with the Veterans Workforce Specialists (VWS) and Veterans Employment Service Specialists (VESS) and the Jerry L. Pettis Veterans Hospital, provide stabilization/life skills, work experience, placement assistance and counseling to homeless veterans and veterans with a history of substance abuse. The EDD DVOPs and LVERs are also available to provide placement assistance to veterans.

Priority for WIA intensive and training services are provided to the following groups of individuals:

- Recipients of public assistance or
- Low-income individuals, which are defined by the Act as an individual who:
 1. Receives, or is a member of a family that receives, cash payment under a public assistance program, or
 2. Received an income or is a member of a family whose total income for the last six months prior to application did not exceed the poverty line or 70% of the lower living standard income level, or
 3. Is a member of a household that receives or has been determined within the last six months to be eligible to receive food stamps, or
 4. Qualifies as a homeless individual, or
 5. Is an individual with a disability whose income meets the requirements of the program but who is a member of a family whose income does not meet such requirements.

This list of population groups is subject to modification to reflect changes in economic circumstances or other conditions.

The WIB has entered into a Memorandum of Understanding with the Department of Public Social Services (DPSS) to create a partnership to provide comprehensive, integrated workforce development services to businesses and jobseekers in the Local Workforce Investment Area. DPSS will make available Employment Services Counselor(s) as needed. The following services will be provided as appropriate: employer services, job development and job readiness training. DPSS will provide child care, transportation and other ancillary services to CalWORKS-eligible individuals.

The WIB has entered into a Memorandum of Understanding with the Goodwill Industries Southern California (GISC) to create a partnership to provide comprehensive Workforce Development Services to job seekers in the Local Workforce Investment Area (LWIA) in accordance with WIA, its implementing regulations and California Senate Bill 293. GISC will make available a Placement Services Representative one to four days a week. The following services will be provided as appropriate: provide placement assistance to all WDC job seekers; work within each of the WDCs communities in developing and maintaining business relationships that will lead to placements; and assist with WDCs Job Fairs and recruitments.

19. Public Comment

Describe the process used to ensure transparency and to obtain public comment on the ARRA local plan modification. What were the outcomes of the public comments?

The opportunity for public review and comment of the plan was provided in written and electronic versions during the 30-day comment period of the publishing of our Five-Year Plan and modifications. Comments could be submitted electronically via email and mailed. A public hearing was held during the Executive Committee meeting on April 21, 2010. No comments were received during this period.

20. Performance Measures

Describe the measures which will be used to gauge performance for use of ARRA and WIA funds.

Common Measures will be used to track ARRA and WIA performance for adults and youth.

21. Expenditures Monitoring

Describe the processes which will be adopted to track and monitor expenditure of ARRA funds.

The WIB is committed to periodically reviewing established procedures to ensure adequate controls are in place to provide assurance that compliance is achieved. As a result of the American Reinvestment Recovery Act (ARRA) funds, we have updated our existing processes and procedures to properly track these funds and incorporated program requirements into our technology and systems. Appropriate guidance, training and resource materials were provided to staff and the chart of accounts in our fund accounting system, Sage Micro Information Product (MIP), was updated to reflect separate tracking of transactions and reporting of ARRA funds.

ATTACHMENT B1

2006-2016 Occupational Employment Projections

**2006-2016 Occupational Employment Projections
Riverside-San Bernardino-Ontario Metropolitan Statistical Area
(Riverside and San Bernardino Counties)**

SOC Code	Occupational Title	Annual Average Employment		Employment Change		Average Annual Job Openings		Wages and Training		
		2006	2016	Numerical	Percent	New Jobs	Net Replacements [1]	Total [2]	Median Hourly [3]	Median Annual [3]
11-0000	Management Occupations	68,630	76,410	7,780	11.3	778	1,427	2,205	\$40.91	\$85,104
	Business and Financial Operations Occupations	44,140	52,930	8,790	19.9	879	758	1,637	\$27.04	\$56,254
15-0000	Computer and Mathematical Occupations	13,070	16,710	3,640	27.9	364	300	664	\$30.14	\$62,697
17-0000	Architecture and Engineering Occupations	14,550	17,040	2,490	17.1	249	337	586	\$32.27	\$67,127
21-0000	Community and Social Services Occupations	17,550	21,360	3,810	21.7	381	305	686	\$21.57	\$44,864
23-0000	Legal Occupations	6,180	7,210	1,030	16.7	103	106	209	\$33.05	\$68,737
25-0000	Education, Training, and Library Occupations	91,080	114,780	23,700	26.0	2,370	1,782	4,152	\$25.34	\$52,709
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	14,480	17,030	2,550	17.6	255	354	609	\$18.21	\$37,871
29-0000	Healthcare Practitioners and Technical Occupations	57,150	69,090	11,940	20.9	1,194	1,099	2,293	\$31.38	\$65,271
	Healthcare Support Occupations	32,530	40,850	8,320	25.6	832	378	1,210	\$12.17	\$25,320
33-0000	Protective Service Occupations	28,890	33,740	4,850	16.8	485	832	1,317	\$18.59	\$38,662
35-0000	Food Preparation and Serving Related Occupations	115,120	144,550	29,430	25.6	2,943	3,963	6,906	\$8.77	\$18,240
37-0000	Building and Grounds Cleaning and Maintenance Occupations	49,720	58,770	9,050	18.2	905	800	1,705	\$10.73	\$22,318
39-0000	Personal Care and Service Occupations	53,670	66,790	13,120	24.4	1,312	1,178	2,490	\$9.71	\$20,207
41-0000	Sales and Related Occupations	155,380	176,440	21,060	13.6	2,106	4,768	6,874	\$11.24	\$23,369
43-0000	Office and Administrative Support Occupations	213,310	236,980	23,670	11.1	2,367	4,539	6,906	\$14.35	\$29,837

	Farming, Fishing, and Forestry Occupations	14,060	13,610	-450	-3.2	0	343	343	\$8.78	\$18,269
45-0000	Construction and Extraction Occupations	137,160	155,250	18,090	13.2	1,809	2,190	3,999	\$19.98	\$41,564
47-0000	Installation, Maintenance, and Repair Occupations	61,520	70,780	9,260	15.1	926	1,041	1,967	\$19.01	\$39,543
49-0000	Production Occupations	101,360	111,060	9,700	9.6	970	2,071	3,041	\$12.23	\$25,452
51-0000	Transportation and Material Moving Occupations	119,980	134,100	14,120	11.8	1,412	2,765	4,177	\$13.17	\$27,397

March 2007 Benchmark

Table includes the self-employed, unpaid family workers, private household workers, and farm employment.

N/A - Information is not available.

Occupations with employment below 100 in 2006 are excluded.

Occupation subtotals may not add to the totals due to rounding and the suppression of data.

[1]

Net Replacements openings are an estimate of the number of job openings expected because people have permanently left an occupation. It estimates the net movement of 1) experienced workers who leave an occupation and start working in another occupation, stop working altogether, or leave the geographic area minus 2) experienced workers who move into such an opening. It does not represent the total number of jobs to be filled due to the need to replace workers.

[2]

Total Job Openings are the sum of new jobs and net replacements. If employment change is negative, job openings due to growth are zero and total job openings equal net replacements.

[3]

Median Annual and Hourly Wages are the estimated 50th percentile of the distribution of wages; 50 percent of workers in an occupation earn wages below, and 50 percent earn wages above the median wage. The wages are from the first quarter of 2008 and do not include self-employed or unpaid family workers.

[4]

In occupations where workers do not work full time or year round it is not possible to calculate an hourly wage.

[5]

These occupations have been suppressed due to confidentiality.

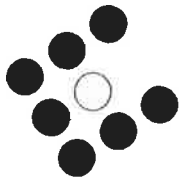
[6]

Occupational training and education classifications were developed by the Bureau of Labor Statistics (BLS). For more information on the classifications, please see the BLS Training Definitions at:

<http://www.labormarketinfo.edd.ca.gov/?pageid=172>

ATTACHMENT B2

**Research by the Inland Empire Region's
Centers of Excellence on Energy
Efficiency Occupations
(59 pages)**



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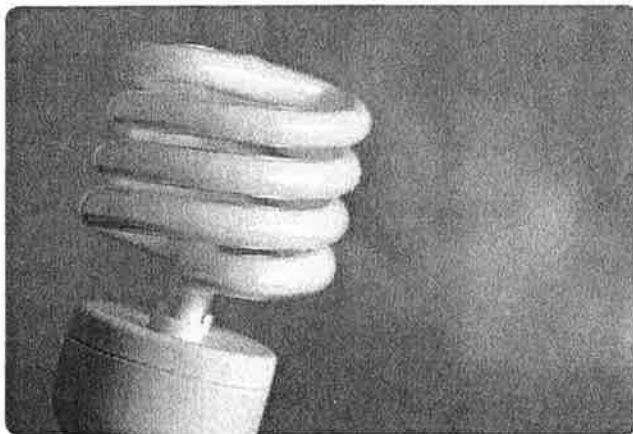
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ENVIRONMENTAL SCAN

**ENERGY EFFICIENCY
OCCUPATIONS**

Inland Empire Region

NOVEMBER 2009



CENTERS OF EXCELLENCE

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Mission: The Centers of Excellence, in partnership with business and industry, deliver regional workforce research customized for community college decision making and resource development.

Vision: We aspire to be the premier source of regional economic and workforce information and insight for community colleges.

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Centers of Excellence, Economic and Workforce Development Program

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Based on a 2009 survey of Inland Empire firms who employ Energy Efficiency workers, as many as 3,030 new jobs will be added over the next three years in eight demand occupations.

Source: BW Research Partnership/Centers of Excellence

Executive Summary

The Centers of Excellence in collaboration with research and industry partners studied the energy efficiency sector in the Inland Empire Region and across the State. This report focuses on the two-counties (San Bernardino & Riverside) within the Inland Empire.

Major industry segments of the energy efficiency sector include:

- Utilities and energy resource management, including municipal agencies
- Design and/ or construction of new buildings or residences
- Energy retrofitting, improving energy efficiency in existing homes
- Retro-commissioning, improving energy efficiency in existing buildings and facilities
- Facility or building operations and maintenance

A workforce survey was conducted with employers to better understand the projected demand for energy efficiency occupations and the workforce needs of employers.

The research objectives of this study were to:

- Estimate the current number and size of firms, as well as geographic concentration.
- Project future job growth over the next one-to-three years in energy efficiency occupations relevant to community colleges.
- Identify employer needs and challenges for hiring and training employees
- Define skill sets and education requirements needed for key occupations.
- Identify career ladders and lattices.
- Obtain current and future salary ranges for the key occupations.
- Identify industry interest in accessing community college education and training programs.

Over 140 regional employers responded to the survey, which yielded a rich set of data that is highlighted in this report. Eight energy efficiency occupations that are most relevant to community colleges were the focus of the employer survey.

Employers in the energy efficiency sector are projected to increase employment substantially over the next three years, creating several thousand jobs with an energy efficiency focus. Many of these new jobs will be created to weatherize and retrofit homes and buildings, which is being fueled in part by the hundreds of millions of dollars coming to California and the Inland Empire Region from the American Recovery and Reinvestment Act of 2009.

Out of the eight occupations studied, the occupation building performance/retrofitting specialists are expected to grow the fastest adding 830 jobs and energy auditors is expected to add approximately 480 jobs in the next three years.

The survey results also indicate that the majority of employers are having difficulty finding qualified candidates in five of the eight energy efficiency occupations. Employers reported the highest level of difficulty hiring performance/retrofitting specialists and Resource conservation/energy efficiency managers.

Few community college programs are currently offered in the Inland Empire for this industry. The good news is that colleges have already begun working with their local Workforce Investment Boards to offer new training programs that will prepare residents for these in-demand occupations. These new training programs can, and should, be leveraged into for-credit degree programs beginning in the fall 2010, to add students into the career pipeline for these in-demand occupations.

The findings from this study support the creation, adaptation and expansion of energy efficiency courses and programs in Inland Empire community colleges. These programs will provide meaningful employment opportunities for hundreds of students, support the expansion of energy efficiency firms, and help restore the health of the regional economy.

Introduction

The California Community Colleges System has charged the Economic and Workforce Development (EWD) Network with identifying industries and occupations with unmet employee development needs and with initiating partnerships that hold potential for the colleges' programs.

Why study Energy Efficiency occupations? Workers who make new and existing homes and buildings more energy efficient perform valuable work in our economy and can make a good living doing so. Their work helps homeowners and businesses save energy and money. Research shows that the money saved is used to buy goods and services, which stimulates the regional economy and creates more jobs across all industry sectors. And, using less energy (which is still primarily generated by fossil fuels) also reduces green house gas (GHG) emissions and reduces our dependence on foreign oil. Everything invested in creating a more energy efficient environment can have a positive impact on our society and economy.

The construction and operation of residential and commercial buildings in the U.S. accounts for 39 percent of our total energy use. This compares to the industrial sector at 33 percent and the transportation sector at 28 percent of total U.S. energy use.¹ Because buildings are such a significant consumer of energy and contributor to greenhouse gas emissions, they also need to be a focal point for any potential solutions.² As California's legislation and policy move in the direction of requiring that buildings become more energy efficient, the cluster of energy efficiency jobs that perform this work will be in great demand.

In 2008, the Centers of Excellence partnered with multiple utilities agencies including Southern California Edison, Southern California Gas Company, Pacific Gas and Electric (PG&E), and others. The COE also worked with several industry associations,³ Lawrence Berkeley National Laboratory (LBNL), the California Community Colleges Environmental Training Centers (ETC), and BW Research Partnership to survey firms throughout the state who most likely have employees in eight energy efficiency occupations feature in this study. The data released in this report is for the Inland Empire Region's dataset.

This study was designed to identify the workforce needs and requirements of employers related to these occupations so community colleges can develop the courses and programs most needed by employers. The segment of the energy efficiency workforce being studied in detail in this report is primarily the technician level/mid-level occupations most closely aligned with community college education programs, as opposed to professional level occupations.

¹ Energy Information Administration, www.eia.doe.gov, 2008.

² Research from the USGBC found LEED-certified buildings use 32 percent less electricity than non-certified buildings and save 305 metric tons of GHG emissions every year.

³ United States Green Building Council (USGBC), Inland Empire Chapter; California Association of Building Performance Contractors (CABPC); American Society of Heating, Refrigerating, and Air-Conditioning Engineers (ASHRAE), Tri-County Chapter; California Commissioning Collaborative Building Commissioning Association; Coachella Valley Economic Partnership.

Primary research was conducted with firms in the energy efficiency sector in the Inland Empire.^{4,5} Employers were surveyed from December 2008 through May 2009, resulting in 142 responses. The workforce study focused on gathering the following information using both quantitative and qualitative data:

- The current number and size of firms, as well as geographic concentration.
- Future job growth over the next one to three years in energy efficiency occupations relevant to community colleges.
- Employer needs and challenges for hiring and training employees.
- Skill sets and education requirements needed for key occupations.
- Career ladders and lattices within the energy efficiency sector.
- Current and future salary ranges for the key occupations.
- Industry interest in accessing community college education and training programs.

In addition, a survey of community college programs related to energy efficiency occupations was conducted. The survey results identify existing as well as planned college courses and programs and can be used to inform program expansion and/or adaptation in the region.

⁴ See definition of energy efficiency sector on page 9.

⁵ The Inland Empire Region is comprised of San Bernardino & Riverside counties

Industry Overview

Defining the Energy Efficiency Sector

A central challenge in preparing this report about emerging energy efficiency occupations was identifying the employers that hire technical and mid-level energy efficiency workers. Although most of the secondary research examines the different job titles and occupations that are affected by the new focus on energy efficiency, there is less discussion about which industries employ these occupations.

Although occupations like Resource Conservation/Energy Efficiency Manager could be found in just about any large business, this study focused on the industries with the greatest concentration of energy efficiency occupational opportunities. The following three industries fit this criteria: Building or Facility Operations and Maintenance; Building Design and Construction; and Public or Private Utilities or Agencies. See Appendix B for more information regarding these industries and the types of firms surveyed for this study.

<p>Public or Private Utilities or Agencies Compliance, regulation, program administration, resource management, and auditing.</p>	<p>Building Design and Construction Project management, design, building, installation, auditing, and retrofitting.</p>	<p>Building or Facility Operations and Maintenance. Maintenance, operation, and systems controls.</p>
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For the purposes of this study, the energy efficiency sector was defined as those firms that:

- a) Deliver energy efficiency services as their primary focus,⁶ or
- b) Are public or private utilities or agencies who hire energy efficiency workers, or
- c) Are large customers of energy utilities who hire energy efficiency workers.⁷

U.S. Energy Efficiency Workforce

A 2008 study by the American Council for an Energy-Efficient Economy (ACEEE) estimated the size of the 2004 workforce in the U.S. energy efficiency market to be 1.6 million employees, with approximately one million of these workers employed in the buildings sector.⁸

Within the buildings category, investments in the appliance and electronics sector generated the most jobs (more than 370,000), followed by efficiency-related jobs in residential construction and renovation (316,000) and commercial construction and renovation (301,000). Other significant levels of employment are associated with investments in the industrial sector, which generated an estimated 351,000 jobs. Efficiency investments in the utility-sector employed roughly 139,000 workers. These estimates include jobs in manufacturing, sales, installation and other services.⁹

⁶ Energy efficiency services include, but are not limited to: energy audits, installations, maintenance, operation, designing and/or building, resource management, compliance/regulation, and consulting.

⁷ Includes commercial buildings, schools, retail facilities, industrial facilities.

⁸ "The Size of the U.S. Energy Efficiency Market: Generating a More Complete Picture," American Council for an Energy-Efficient Economy, 2008.

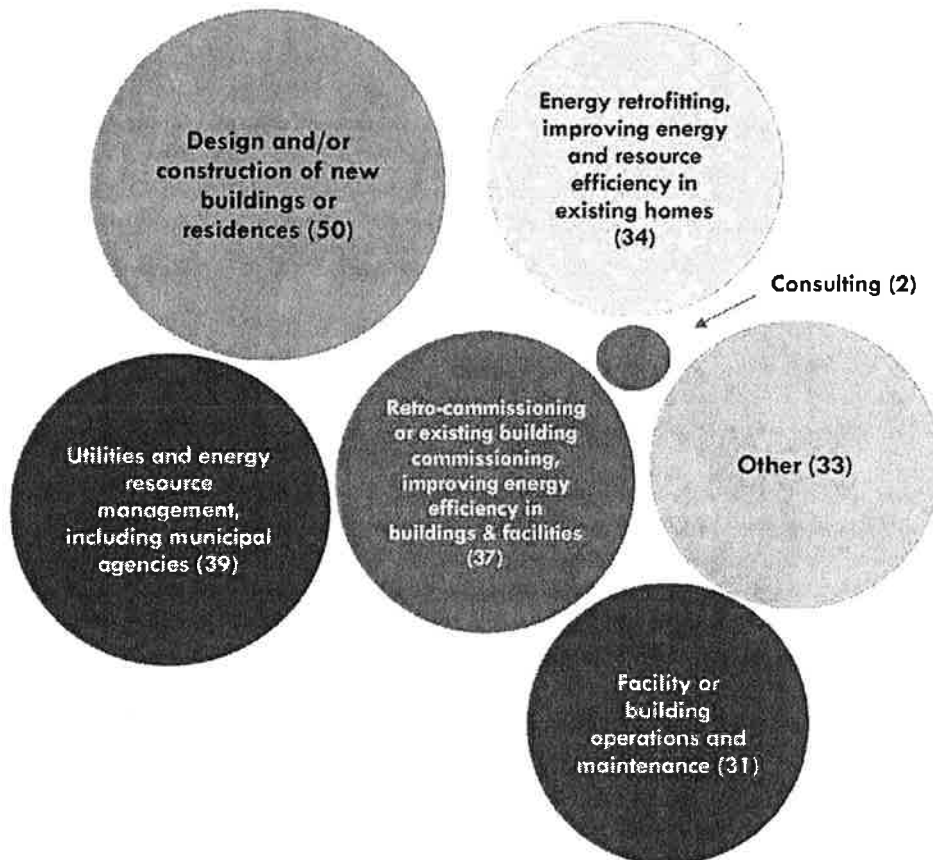
⁹ Ibid.

Types of Employers, Number and Location of Firms in the Inland Empire

In the Inland Empire, it is estimated that approximately 1,330 firms employ energy efficiency workers in one or more of the eight occupations studied. Of these, 142 responded to the survey. Forty-nine percent of employers identify themselves as involved directly with energy efficiency work, while fifty-one percent said they were indirectly involved.¹⁰

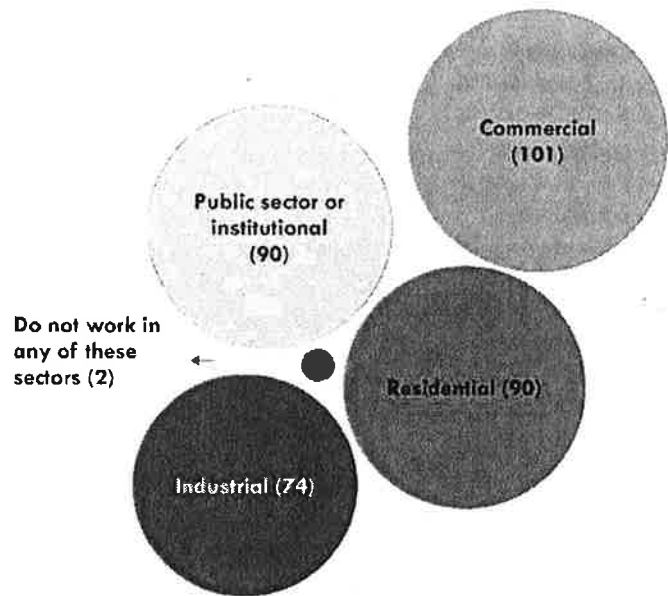
Eight Occupations Studied	
Energy Auditor/Home Energy Rater	Construction/Design Project Manager
Building Performance/Retrofitting Specialist	HVAC Technicians/Installers
Resource Conservation/Energy Efficiency Manager	Building Controls Systems Technicians
Compliance Analyst/Energy Regulation Specialist	Building Operators/Engineers

Employers were asked to identify their firm as part of one or more of the industries in the chart below. The chart shows that more firms are involved in the design and/or construction of new buildings than any other industry. (Note: Total exceeds 142 responses, since multiple responses were allowed.)

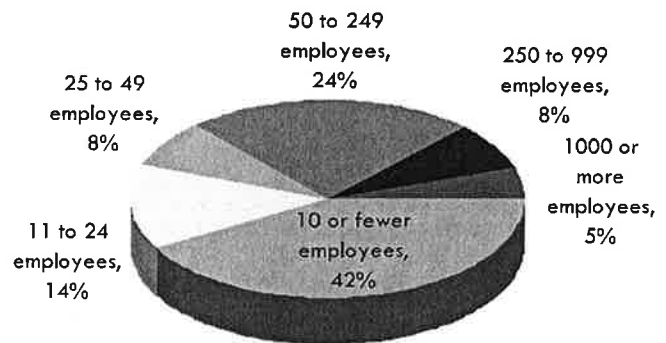


¹⁰ See Appendix C for methodology on estimating number of firms.

Employers were also asked to identify the sectors within energy efficiency that they serve. Firms were allowed to pick all sectors that apply to their firm's services. The chart to the right shows that more firms provide services in the commercial and residential sector than in the industrial or public sector. (Note: Total exceeds 142 responses, since multiple responses were allowed.)



The data compiled on the size of firms reveals that most of the firms are relatively small – 56% employ fewer than 25 employees – with a significant portion (42%) employing 10 or fewer employees. These data are reflected in the pie chart to the right.



As in most industries, the data shows that 13% of employers (with 250+ employees) account for 81% of the employment in the industry; while the remaining 87% of firms account for just 19% of employment. A map of employer concentrations by county can be found in Appendix D.

Follow-on Study with Lawrence Berkeley National Lab (LBNL)

Because more than 2000 employer responses were collected for this study statewide, there is much more analysis that can be done to understand the characteristics of the energy efficiency sector. Towards that end, the Centers of Excellence will conduct a follow-on study in partnership with Lawrence Berkeley National Lab (LBNL) that will focus in greater detail on the characteristics of the energy efficiency sector and the workforce needs and requirements to educate, train and mobilize a highly skilled workforce.

Current Forces Driving Growth in Energy Efficiency

Federal Legislation

On February 17, 2009 President Obama signed into law the American Recovery and Reinvestment Act of 2009. The new law makes major investments in energy efficiency, totaling approximately \$30 billion. This is a major commitment from the federal government — both in terms of spending on projects and tax incentives to homeowners — that will create hundreds of thousands of jobs in the U.S. and hundreds of jobs in the Inland Empire Region. A summary of the Energy Efficiency related provisions in the Reinvestment Act can be found in Appendix E.

State Legislation and Policy

California has moved aggressively to establish a legislative and policy framework that puts energy efficiency center stage in the effort to meet the state's increasing energy needs and fight global warming.

In 2005, the California Public Utilities Commission (CPUC) and the California Energy Commission (CEC) released their "Energy Action Plan II" which clearly identified energy efficiency as California's top priority energy resource. The report states that "cost effective energy efficiency is the resource of first choice for meeting California's energy needs. Energy efficiency is the least cost, most reliable and most environmentally-sensitive resource, and minimizes our contribution to climate change." California's Public Utilities Code requires utilities to first meet their "unmet resource needs through all available energy efficiency and demand reduction resources that are cost effective, reliable and feasible."¹¹ A summary of California's key legislative and policy initiatives related to Energy Efficiency can be found in Appendix F.

Utility Energy Efficiency Programs

During 2006-08, California's Investor Owned Utilities (IOUs) embarked on the single-largest energy efficiency campaign in U.S. history, with a \$2 billion investment by California's energy ratepayers for energy efficiency programs. Edison International's regulated electric utility, Southern California Edison (SCE), is a national leader in energy-efficiency savings. From 2006-2008, SCE's energy-efficiency programs have saved 4.12 billion kilowatt-hours – enough energy to power 591,954 homes for an entire year. In this period, the programs have reduced greenhouse gas emissions by 1.5 million metric tons – the equivalent of removing almost 300,000 cars from the road. SCE provides reliable electric service to central, coastal and southern California and has invested nearly \$800 million during 2006-2008 towards energy efficiency programs for these customers. Programs range from residential energy efficiency incentives to demand response initiatives to efficiency programs for commercial and industrial customers. In July of 2009, SCE filed proposed programs with the CPUC for 2009-2011, with a possible budget of \$1.35 billion. A summary of SCE's energy efficiency programs for customers can be found in Appendix G.

Southern California Gas Company (SoCalGas) provides natural gas service to much of Southern and Central California. Energy-efficiency programs, ranging from residential energy-efficiency rebates to incentives for large energy-efficiency projects up to \$1 million each, accounted for \$120 million between 2006-2008. For 2009-2011, SoCalGas is looking to expand their set of energy-efficiency programs to meet the needs of more residential and commercial customers.

¹¹ Public Utilities Code Section 454.5(b)(9)(C)

Regional Energy Efficiency Initiatives

From businesses built on sustainable concepts to the protection and preservation of natural resources, the Inland Empire already has an identifiable baseline of green assets. For example:

- The Inland Empire Utilities Agency constructed the first Platinum LEED-rated energy efficient headquarters by a public utility in the nation.
- The region is home to 3,210 wind turbines producing 670 MW of energy.
- Cities have also established local initiatives. The city of Colton developed an Electric Demand Reduction Program. The City of Loma Linda is committed to “Our Green City” philosophy. The Victorville 2 hybrid project is at the cutting edge of energy development combining solar power with the most cost-effective type of natural gas-produced electricity.

As cities throughout the region adopt stringent building standards, energy efficiency measures and adopt the Green Valley Initiative Resolution, they will drive growth for workers with energy efficiency knowledge and skill sets.¹²

Significance of Energy Efficiency for the State and Regional Economy

The economy is experiencing a severe recession. Banks are failing, credit markets are frozen, home foreclosures are on the rise, and consumer purchasing power is in decline. California’s unemployment rate stands at 12.1 percent as of August 2009.¹³ Inland Empire area unemployment is 14.5 percent. Between August 2008 and August 2009, total nonfarm employment in the region decreased by 71,800 jobs to arrive at 1,132,600. Most economists predict that the recession will continue through 2010.

The energy efficiency sector has great potential to be a positive economic driver in California and the Inland Empire at a time when the economy is in desperate need of job creation. Investments in energy efficiency programs will create jobs for thousands of people performing energy audits, retrofitting homes and buildings, installing advanced HVAC systems, and managing energy resources.

Investing in energy efficiency initiatives can become a regional and state-wide economic development strategy. Some renewable energy industries, such as wind, are only viable where the energy source exists in abundance. In contrast, energy efficiency initiatives can be executed everywhere — in every home, every commercial or public building, and every industrial facility. And energy efficiency jobs can’t be outsourced. As Van Jones, former President of Green For All and former Special Advisor for Green Jobs, Enterprise and Innovation for the Obama Administration says, “...you can’t take a building you want to weatherize, put it on a ship to China, and then have them do it and send it back.”¹⁴

Appendix H contains a summary of the 2008 report by the Center for Energy, Resources and Economic Sustainability (CERES) at UC Berkeley. The report outlines the job creation that has resulted in California from energy efficiency investments over the past thirty years. The report also highlights the potential for even greater job creation in the future, when continued investments and technological innovation are combined.

¹² GVI Resolution: http://www.sbcounty.gov/greencountysb/green_valley_initiative_cities.htm. Additional regional initiatives and projects are posted at: http://www.greenvalleynow.org/regional_projects.html.

¹³ California Employment Development Department, Labor Market Information Division

¹⁴ Van Jones quoted in “Hot, Flat, and Crowded,” Thomas L. Friedman, p. 306, 2008.

Occupational Overview

Occupations Studied

The occupations chosen for inclusion in the survey had to be found in the energy efficiency sector (as defined on page 9 of this report) and one that community colleges could address in their education offerings.¹⁵ The eight occupations studied, as well as current and projected employment in the Inland Empire, are listed in Table 1 on the following page. Occupational profiles for the eight occupations can be found in Appendix I.

Qualifying the Employment Estimates

The combined occupational employment in the Inland Empire for the eight energy efficiency occupations studied, totals at least 1,190 jobs (count of known employment from the 142 survey respondents) and could be as high as 8,790 jobs.¹⁶ The latter figure is an extrapolated estimate of employment, based on survey responses and an estimate of the total number of firms in the energy efficiency sector in the region (1,330).

Several factors may influence how close actual employment levels are to the employment estimates included in this report. The estimated occupational employment totals and projections included here assume that the sample of firms who responded to the survey is representative of the population of firms in terms of occupational staffing and job outlook.

However, there are several ways the sample may differ from the population. These include, but are not limited to: 1) survey respondents may be more engaged in Energy Efficiency work than non-respondents, 2) we may have included some firms in our estimate of firms, who would not self-identify as a firm that hires energy efficiency workers, and/or we may have excluded some firms who would self-identify as a firm that hires energy efficiency workers, and 3) the size of responding firms in the sample may be different in some way from the population of firms that hire energy efficiency workers.

Projected Growth for Each Occupation

Based on projecting survey responses to the population of firms, the estimated combined growth of the eight occupations over the **next 12 months** could result in as many as **840 new jobs for the Inland Empire's economy**.¹⁷

Based on projecting survey responses to the population of firms, the estimated combined growth of these eight occupations over the **next three years** could result in as many as **3,030 new jobs for the Inland Empire's economy**.

Employers expect the anticipated economic recovery to strengthen the demand for energy efficiency occupations, as **all eight occupations show employment growth expectations ranging from 11- 86 percent over the next 3 years**.

¹⁵ Occupations were identified through executive interviews with industry leaders, ETC Statewide Director, community college faculty and Deans, and the Energy Services occupational framework developed by ATEEC in 2008.

¹⁶ Employment data from the 142 survey respondents is summarized in Appendix C.

¹⁷ Employers were asked how many additional employees they expected to hire over the next 12 months and three years for each of the eight occupations studied. Their responses and the distribution of employers employing each occupation were used to project the number of new jobs to be added within the Inland Empire.

Table 1: Estimated 2009 Employment and Projected Employment
(12-month and 3-Year Growth for Each Occupation)

Energy Efficiency Occupations	2009 Employment Estimate	12-month Projected Growth	Growth Rate	3-year Projected Growth	Growth Rate
Project managers for construction or design work are responsible for communicating with project partners and ensuring that the project is completed in a timely manner and within budget.	3,360	210	6%	740	22%
HVAC mechanics, technicians or installers install, repair and maintain heating, ventilation, air-conditioning and refrigeration systems.	1,360	80	6%	350	26%
Building performance or retrofitting specialists are contractors who improve the energy efficiency of homes or buildings by installing insulation, windows, lighting and other energy efficient products.	970	250	26%	830	86%
Energy auditors or home energy raters are responsible for collecting, analyzing and validating energy usage in the field and preparing reports on a building or home's total energy profile.	720	160	22%	480	67%
Building operators or building engineers troubleshoot, install, replace, and repair building energy systems and controls to optimize energy efficiency.	640	10	2%	70	11%
Building controls systems technician combine some of the traditional skill sets of building technicians with advanced skills in controls programming, networking, and systems integration.	630	50	8%	280	45%
Compliance analyst or energy regulation specialists evaluate if projects are meeting regulatory requirements and/or incentives and provide recommendations as needed to meet compliance.	570	10	2%	110	19%
Resource conservation or energy efficiency managers assess current energy and resource consumption and develop strategies to reduce usage.	540	60	11%	160	30%
Total, All Occupations (totals may not add due to rounding)	8,790	840		3,030	

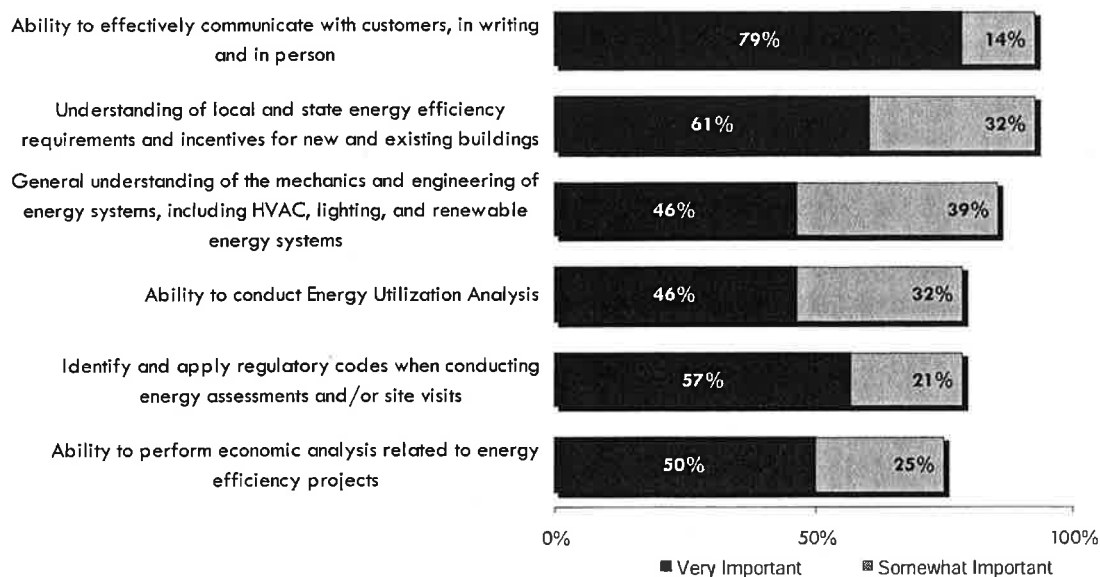
Other highlights include:

- The largest growth occupations **over the next 12 months** are building performance or retrofitting specialists with as many as 250 jobs projected, followed by project managers for construction or design work with as many as 210 jobs projected over the same period.
- The largest growth occupations **over the next three years** are building performance or retrofitting specialists with as many as 830 new jobs projected, followed by project managers for construction or design work with as many as 740 new jobs projected, over the same period.
- The fastest growth rate over 12 months is projected for building performance or retrofitting specialists (26%), followed by energy auditors or home energy raters (22%).
- The fastest growth rate over three years is projected for building performance or retrofitting specialists (86%), followed by energy auditors or home energy raters (67%).

Occupational Skill and Knowledge Requirements

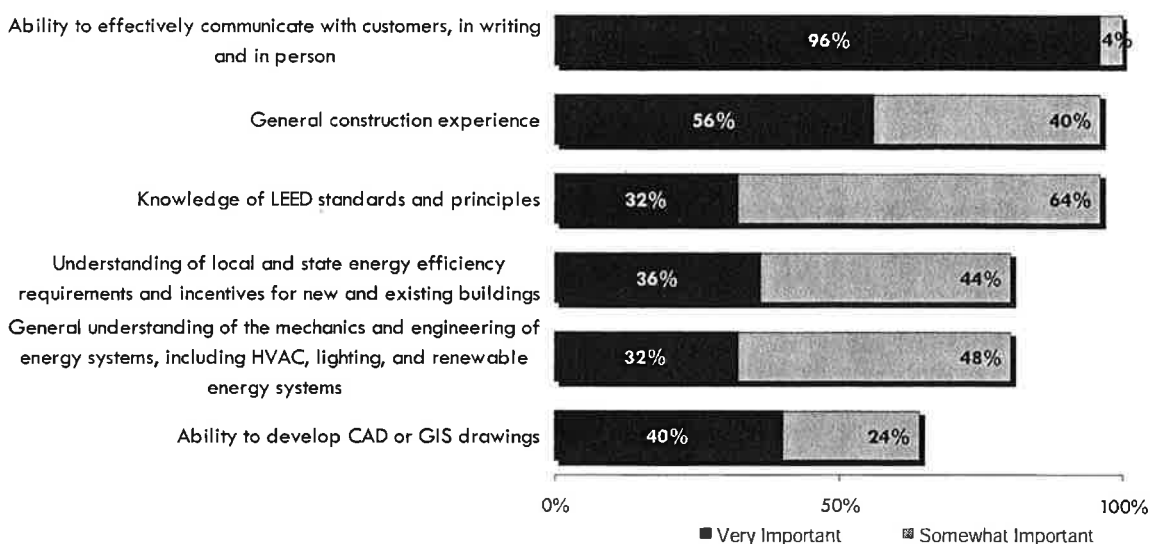
Employers were asked to identify the industry segment that their firm is most closely aligned with. They were then asked about the skills and areas of knowledge important to them when hiring employees. The survey results for the five industry segments are found in the figures below:

Figure 1: Utilities and Resource Management



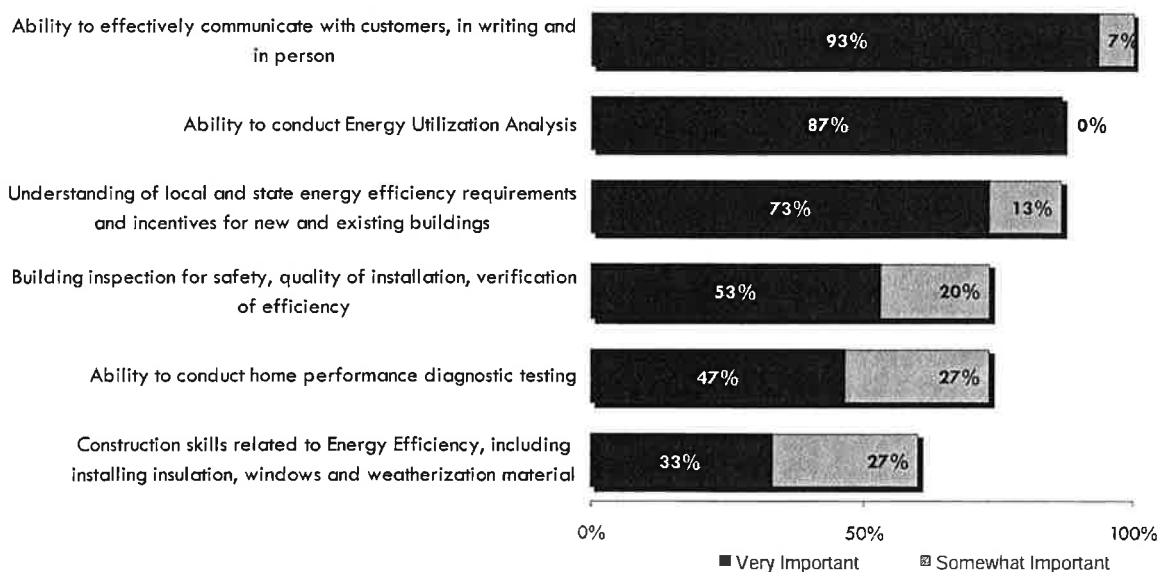
- Employers who work in utilities and resource management responded that the ability to communicate with customers, in writing and in person, and understanding of local and state energy efficiency requirements and incentives for buildings are the most valued skills in an employee, with 93% of those surveyed identifying communication skills as very or somewhat important.
- Employers indicated that additional very important skills are to identify and apply regulatory codes when conducting energy assessments and/or site visits (57%); and the ability to perform economic analysis related to energy efficiency projects (50%).

Figure 2: Design and/or Construction of New Buildings



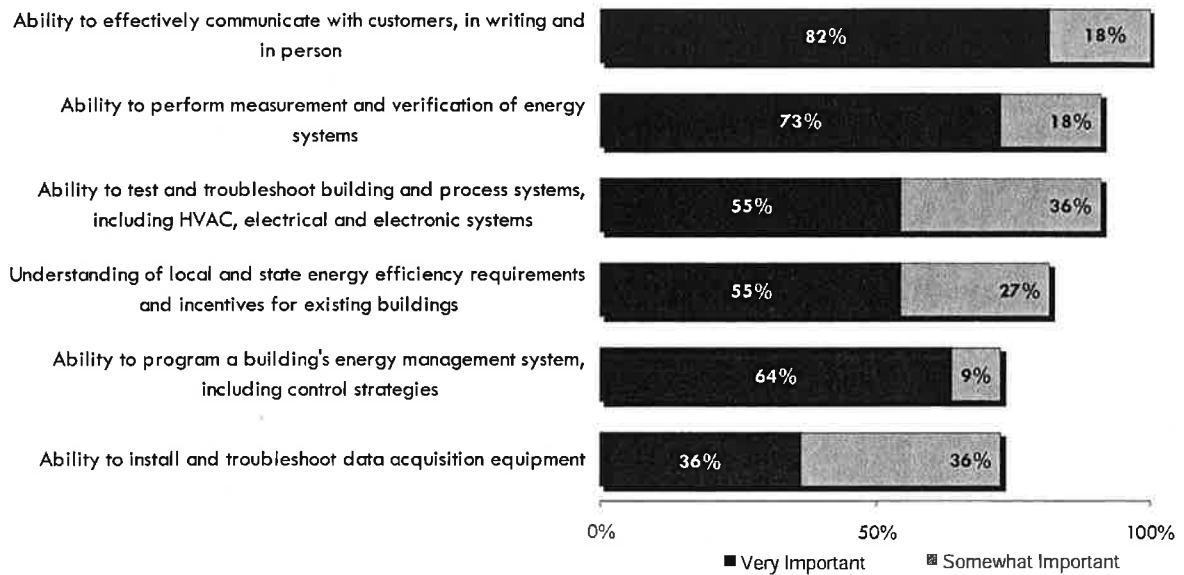
- Employers who work in Design and/or Construction of New Buildings responded that the ability to communicate with customers, in writing and in person, is the most valued skill in an employee (96% very important).
- Employers indicated that additional very important skills are: general construction experience (56%); and the ability to develop CAD or GIS drawings (40%).

Figure 3: Improving Energy Efficiency in Homes (Retrofitting Homes)



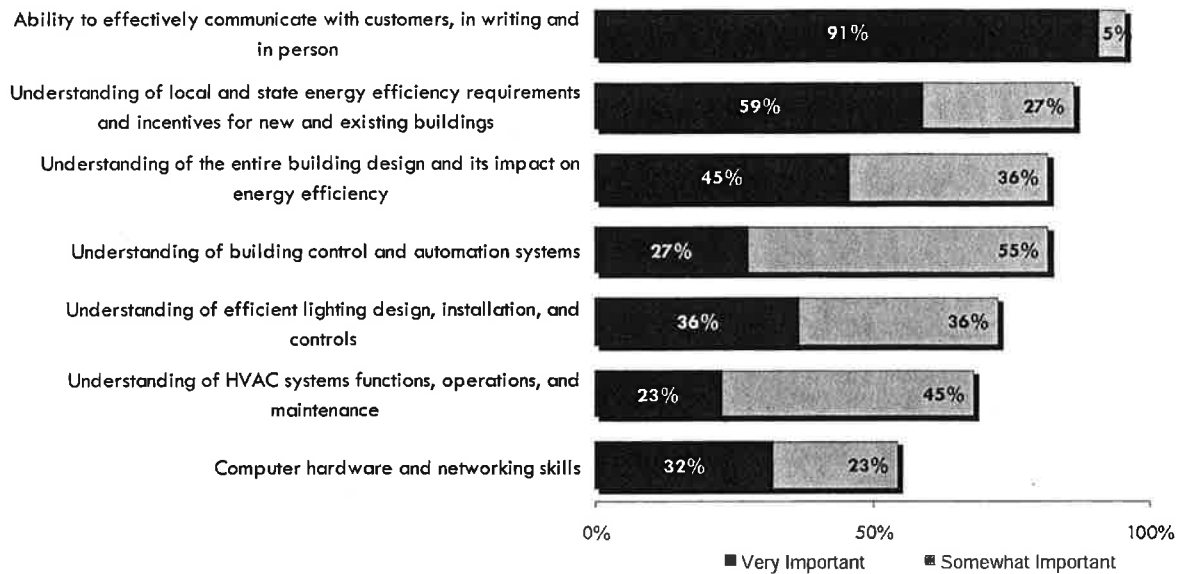
- Among the 15 employers who work in energy retrofitting who responded to this question, all 15 felt that the ability to communicate with customers, in writing and in person, is the most valued skill in an employee. (100% very important or somewhat important).
- Employers indicated that the ability to conduct an Energy Utilization Analysis is also very important skill (87%); as is having an understanding of local and state energy efficiency requirements and incentives for new and existing buildings (73%).

Figure 4: Improving Energy Efficiency in Existing Buildings (Retro-Commissioning)



- All 11 of the employers who work in retro-commissioning/ existing building commissioning and who responded to this question indicated that the ability to effectively communicate with customers, in writing and in person, is the most valued skill in an employee (100% very important).
- Employers indicated that additional very important skills are: the ability to perform measurement and verification of energy systems (73%); and the ability to program a building's energy management system, including control strategies (64%).

Figure 5: Facility or Building Operations and Maintenance



- Employers who work in facility or building operations and maintenance responded that the ability to communicate with customers, in writing and in person, is the most valued skill in an employee, with 96% of those surveyed identifying communication skills as very or somewhat important.
- Employers indicated that additional very important skills are: Understanding of local and state energy efficiency requirements and incentives for new and existing buildings (59%) and understanding of the entire building design and its impact on energy efficiency (45%).

Career Pathways

The survey results show that in the near future energy efficiency occupations will be in demand. Employers will need additional skilled workers for performing energy audits, retrofitting homes and buildings, installing advanced HVAC systems, and managing energy resources for businesses and public agencies.

Energy efficiency jobs pay well and provide opportunities for advancement along a career pathway of increasing skills and wages. Most energy efficiency jobs are middle-skill jobs requiring more education than high school, but less than a four-year degree—and are well within reach for lower-skilled and low-income workers, as long as they have access to effective training programs and appropriate supports. Most of the eight energy efficiency occupations studied for this report are existing jobs that are changing as industries transition to a clean energy economy.¹⁸

Lawrence Berkeley National Lab (LBNL) is currently conducting a needs assessment of the energy efficiency services workforce in the U.S. and in eleven states, including California. One component of the research is estimating the size of the energy efficiency services industry (EESI)

¹⁸ Adapted from “Green Collar Jobs,” Green For All, www.greenforall.org

nationally and in the selected states. Early results indicate that there are over 5,500 jobs in California for Program Administrator Staff, Program Management Contractor Staff and Program Support Contractors. These positions represent the professional and management jobs in the EESI. Significant growth is projected for Program Management Contractor Staff and Program Support Contractors in the range of 65% from 2007-2010.¹⁹ Technical workers who begin in the occupations studied for this report could pursue career advancement opportunities into these management and professional jobs with additional education and experience.

Appendix J contains an example of a Career and Education Pathway graphic for energy efficiency occupations. The Appendix also contains some examples of Industry Certifications that if attained, can help workers advance into more skilled positions with higher pay (Appendix K).

Employer Needs and Challenges

Utilities and energy efficiency service providers in California report a serious problem in attracting trained and experienced professional and technician personnel with expertise to perform energy efficiency work. The shortage of available and experienced personnel may be a key bottleneck constraining the ability of Energy Efficiency program administrators, service providers and facility owners to effectively ramp up their energy efficiency activities and efforts to meet growing demand.²⁰

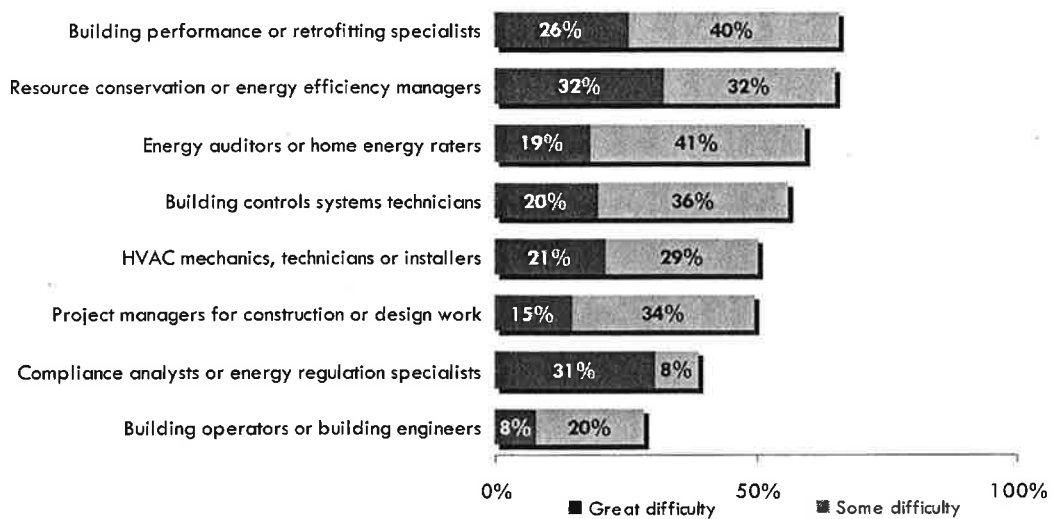
Hiring Difficulties

Up to 66 percent of employers responding to the survey indicated difficulty in hiring for the eight occupations studied as shown in Figure 6 below. The level of difficulty finding qualified applicants for the energy efficiency occupations only strengthens the overall demand for these positions. In particular:

- More than one-quarter experience great difficulty finding resource conservation or energy efficiency managers (32%), compliance analysts or energy regulation specialists (31%), and building performance or retrofitting specialists (26%).
- Over half of employers reported difficulty finding qualified energy auditors or home energy raters (60%); and building controls system technicians (56%). Half of employers reported difficulty hiring HVAC technicians (50%) and project managers for construction or design work (49%).

¹⁹"Energy Efficiency Services Industry: Commercial/Industrial Workforce Requirements," C. Goldman et al, 2009.
²⁰ Ibid.

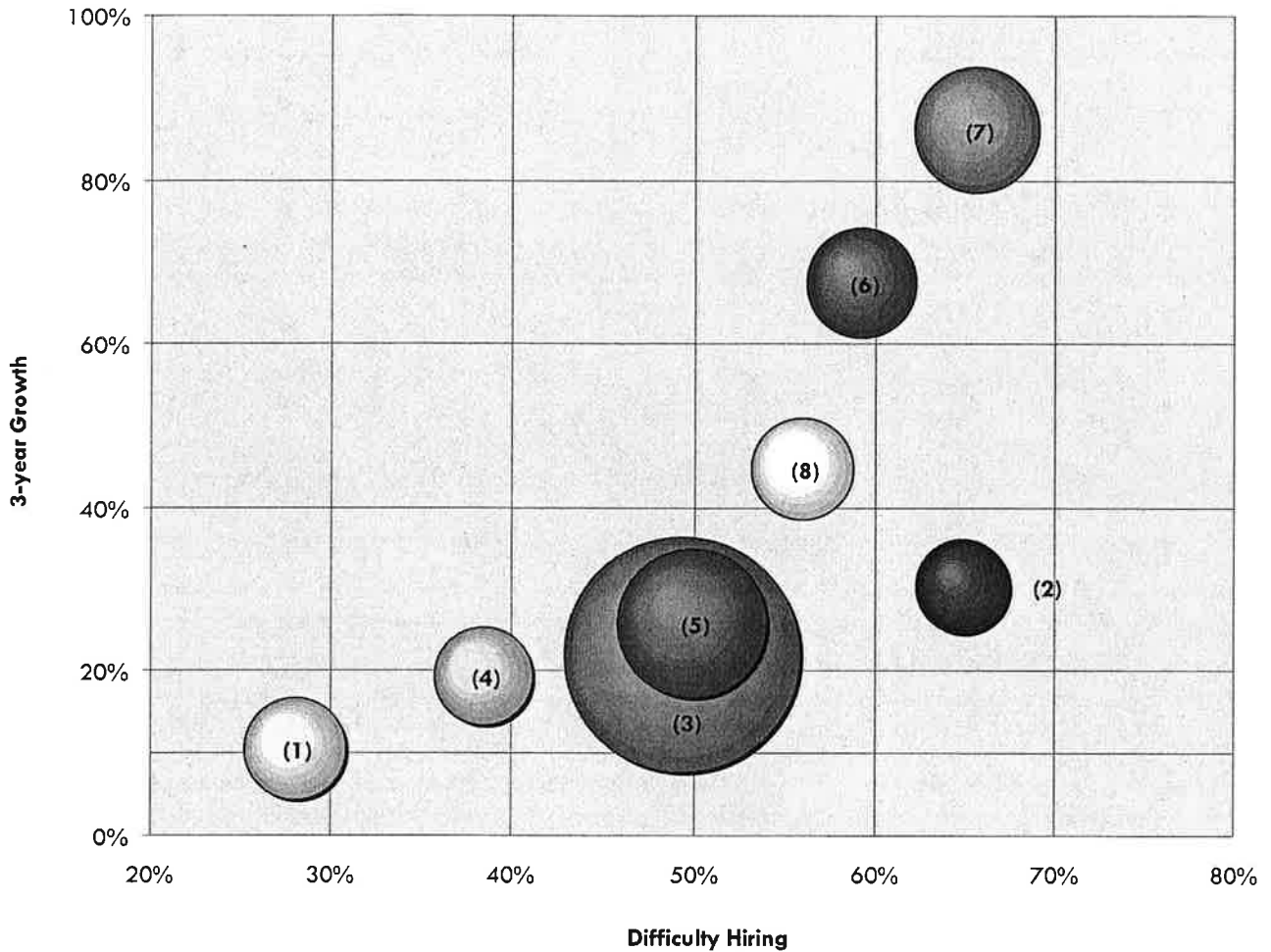
Figure 6: Difficulty in Hiring for Each Occupation



In the bubble chart (next page), the relationship between difficulty in hiring and expected growth for each of the eight occupations is revealed. The area of each bubble represents the size of current employment for each occupation.

- Project managers for construction or design work, the largest occupation regionally, are expected to experience significant job growth over the next three years and have a high level of reported difficulty in finding qualified applicants.
- Building performance/ retrofitting specialists, moderate in size, are expected to grow the fastest over the next three years and have the highest level of reported difficulty in finding qualified applicants.
- Resource conservation/ energy efficiency managers are the small in size regionally, but have the second highest level of reported difficulty in finding qualified applicants.

Figure 7: Difficulty in Hiring and Expected Growth for Each Occupation



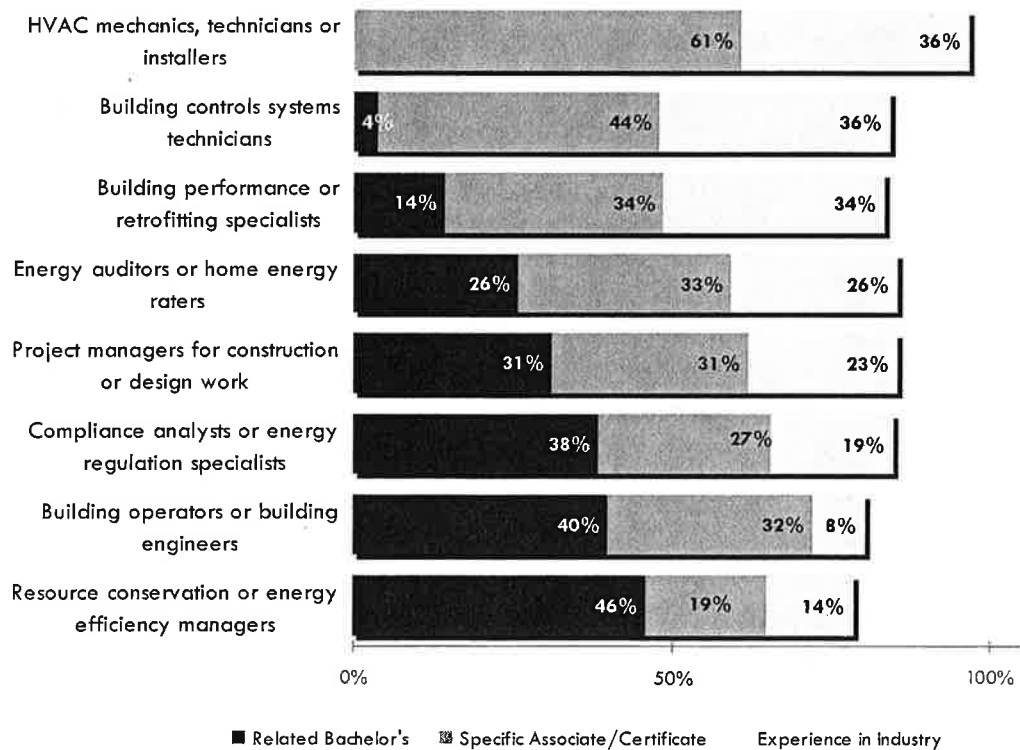
- (1) Building operators or building engineers
- (2) Resource conservation or energy efficiency managers
- ⊙ (3) Project managers for construction or design work
- (4) Compliance analysts or energy regulation specialists
- ⊙ (5) HVAC mechanics, technicians or installers
- (6) Energy auditors or home energy raters
- ⊙ (7) Building performance or retrofitting specialists
- (8) Building controls systems technicians

Education and Experience Preferences

When asked about their preferences for hiring candidates with different educational backgrounds, employers indicated that they are mixed on whether these occupations can be developed at a community college or if universities need to be part of the training mix. In particular:

- Employers were most comfortable with community college training for HVAC mechanics, technicians or installers with 61% of surveyed employers preferring an associate degree or program certificate specific to the position.
- Four out of ten employers (44%) prefer building controls systems technicians to have an associate degree or program certificate specific to the occupation.
- Approximately four in ten employers surveyed prefer a bachelor's degree in a related field, but not specific to the occupation for resource conservation or energy efficiency managers (46%) and building operators or engineers (40%).
- Employers generally preferred a bachelor's degree for Resource Conservation or Energy Efficiency Managers.

Figure 8: Education and Experience preferences for each of the eight occupations

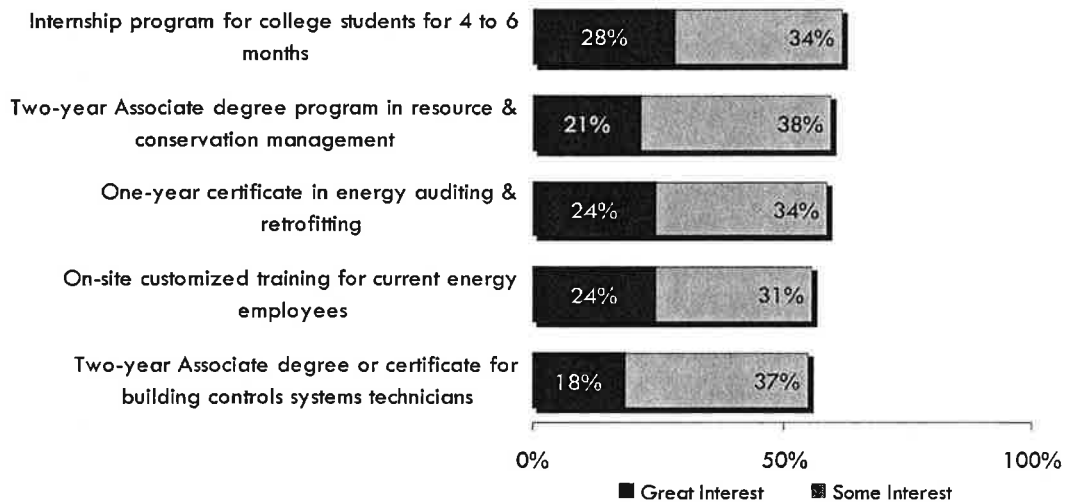


Workforce Development Opportunities

Employers expressed great interest in education and training programs that can be developed by community colleges. The employer responses are summarized in Figure 9 below:

- Six out of ten employers expressed great or some interest in an internship program for community college students (62%)
- 3 out of 5 employers were interested in a two-year Associate program for resource and conservation management.
- More than 58% of employers expressed great or some interest in a one-year certificate program in energy auditing and retrofitting.
- One out of every two employers were interested in on-site customized training for their current energy employees.
- More than half of employers surveyed expressed interest in a two-year Associate degree or certificate program for building controls systems technicians.

Figure 9: Employer Interest in Community College Programs



College Response and Issues

The following section details the current and planned education and training programs offered by community colleges in the Inland Empire, to prepare the needed workforce identified in this report. Program challenges and issues were also analyzed.

College Program Selection Criteria

Only college programs or courses related to the eight energy efficiency occupations studied in this scan are included in this section. Programs that do not prepare students for these occupations were not included, such as: agriculture (horticulture, organic gardening), social science or earth science, and renewable energy (solar, wind, etc).

The task of identifying energy efficiency-related programs offered within Inland Empire community colleges was not easy, since potential courses, certificates and degrees are buried within a host of programs with differing titles. The initial search involved a review of the California Community College Chancellor's Office Inventory of Approved Programs.²¹ The nine programs shown in Table 2 below are the most likely candidates related to the eight occupations studied, based on the Taxonomy of Programs (TOP) and their related codes.

Table 2: Potential Community College Programs Related to Energy Efficiency Occupations with TOP Code

Top Code	Inventory of Approved Programs
301.00	Environmental Science (Natural science, biology, geology) and mostly transfer degree oriented
302.00	Environmental Studies (Social science based, or biological/earth science based)
303.00	Environmental Technology (Hazardous materials control, environmental compliance, pollution control technology)
945.00	Industrial Systems Technology and Maintenance (Facilities Maintenance Technology/Management)
946.00 or 946.10	Environmental Controls Technology (HVAC/Commercial HVAC). Energy Systems Technology (Energy Management/Energy Technology)
952.00	Construction Crafts Technology
957.00	Civil and Construction Management Technology
957.20	Construction Inspection

Inland Empire College Programs Related to Energy Efficiency Occupations

Seven of the ten community colleges located in Riverside and San Bernardino Counties were identified as having approved energy efficiency programs, certificates, or courses according to the California Community College Chancellor's Inventory of Approved Programs. Table 3 below shows the colleges that offer courses, certificates and degree programs related to the eight occupations studied by TOP Code.

²¹ <https://misweb.cccco.edu/webproginv/prod/invmenu.htm>

Table 3: Approved College Programs, Certificates, or Courses

COLLEGE	ENERGY EFFICIENCY RELATED PROGRAMS							
	Environmental Science (301.00)	Environmental Studies (302.00)	Environmental Technology (303.00)	Industrial Systems Technology and Maintenance (945.00)	Environmental Controls Technology (946.00). or Energy Systems Technology (946.10)	Construction Crafts Technology (952.00)	Civil and Construction Management Technology (957.00)	Construction Inspection (957.20)
An "X" indicates a Certificate or Degree is Approved, but may not be Currently Offered								
Barstow College								
Chaffey College								
College of the Desert	X	X			X		X	X
Copper Mountain College	X							
Crafton Hills College	X							
Mt. San Jacinto College								
Palo Verde			X			X		
Riverside CCD					X			X
San Bernardino Valley	X	X		X	X			X
Victor Valley						X	X	X

Community Support and Resources

There are excellent opportunities for regional colleges and the California Community Colleges Environmental Training Centers to partner with employers, industry associations, workforce partners and community organizations to meet the workforce needs of employers who hire energy efficiency workers. It will take well developed partnerships to prepare the thousands of skilled workers that will be needed based on the survey results. The table below highlights a few existing and potential partnerships that can be leveraged.

Organization	Service Area (Type of Organization)	Contribution to Partnership
American Society of Heating, Refrigerating & Air Conditioning Engineers (ASHRAE) www.ashrae.org	Tri-County Chapter (Industry Association)	Access to Employers, Industry Standards, Job Descriptions
Building Commissioning Association, (BCA) www.bcxa.org	Southwest Chapter (Industry Association)	Access to Employers, Industry Standards, Job Descriptions, Industry Certification for Certified Commissioning Professional
California Building Performance Contractors Association (CBPCA) www.cbPCA.org	Statewide (Industry Association)	Access to Employers, Industry Standards, Job Descriptions, Building Performance Certifications and Training for HERS raters
California Commissioning Collaborative (CCC) www.cacx.org	Statewide (Industry Association)	Access to Employers, Industry Standards, Job Descriptions
California Labor Federation AFL-CIO, Workforce and Economic Development Program www.wed-works.org	Statewide (Labor, Workforce & Economic Development Program)	Access to Labor Unions, Training Facilities through Union Locals
Environmental Training Centers, California Community Colleges www.EnvTraining.org	Statewide (Economic & Workforce Development Program)	Technical Assistance, Curriculum Development, Training on energy auditing, regulatory compliance, and energy management/conservation.
Green Valley Initiative www.greenvalleynow.org	Inland Empire Region (Non-Profit)	Access to Employers, Summits, Partnership Forums, Policy Changes, Regional Projects, and Research
Southern California Edison (SCE) www.sce.com	Southern California (Utility/ Employer)	Industry Standards, Job Descriptions, Access to Employees for Training, Training Centers, and Research
Southern California Gas Company www.socalgas.com	Southern California (Utility/ Employer)	Industry Standards, Job Descriptions, Access to Employees for Training, and Training Centers
Building Industry Association (BIA) www.biasc.org	Southern California (Industry Association)	Training, events and seminars, Access to Employers and Contractors
UC Davis, Energy Efficiency Center http://eec.ucdavis.edu/	Statewide (Research & Development, Education Institution)	Access to internships, fellowships and job postings and forums, workshops, guest lectures, and events
US Green Building Council (USGBC) www.usgbc-ncc.org	Inland Empire Chapter (Industry Association)	Access to Employers, Industry Standards, Job Descriptions, LEED Certification Training
Workforce Investment Boards www.cwib.ca.gov	Inland Empire (Workforce Development)	Access to Job Seekers, Training Funds, Employment Resources

Conclusion and Recommendations

Employers in the energy efficiency sector are projected to increase employment substantially over the next three years in the Inland Empire and across the state. The survey results indicate that the majority of employers are having difficulty hiring qualified candidates in all eight energy efficiency occupations studied.

This study also reveals that there are only seven out of ten community college with approved programs that fully prepare students for these in-demand jobs, however not all of them are currently being offered. Fortunately, several colleges are applying for grant funds and developing not-for-credit training programs that will prepare students for careers in building performance/retrofitting and energy auditing.

According to the survey results, employers indicated that they were most comfortable with community college training for four occupations: (1) HVAC mechanics, technicians or installers, (2) Building Controls Systems Technicians, (3) Building Performance/ Retrofitting Specialists, and (4) Energy auditors/ home energy raters. Of these, building performance/ retrofitting specialists are expected to grow the fastest over the next three years, and 60% of employers reported difficulty finding qualified energy auditors/ home energy raters. As such, these occupations should be the top priority when considering where to allocate limited resources.

A number of community college programs are not currently offered in the Inland Empire for this industry. The good news is that colleges have already begun to anticipate employer needs for energy efficiency workers. Multiple colleges are working with their local Workforce Investment Boards to offer new courses and training programs that will prepare residents for these in-demand occupations. These new training programs can, and should, be leveraged into for-credit degree programs beginning in the fall 2010, to add students into the career pipeline for these in-demand occupations.

Community College in the Inland Empire are well positioned to build a pipeline of skilled workers, create and expand industry partnerships, and meet regional workforce needs. The Centers of Excellence recommend the following action steps to promote the development of a skilled energy efficiency workforce.

Recommendations

1. Build a pipeline of skilled workers.

- Develop and expand energy efficiency courses and programs at community colleges to meet the projected demand for the eight occupations studied.
- Work with the Environmental Training Centers to develop model curriculum, aligned with industry standards and certifications that can be shared regionally. Utilize survey results on critical skills required by employers as a starting point.
- Raise awareness of college and secondary school career counselors about energy efficiency occupations by leveraging existing community based organizations interested in energy efficiency.
- Promote energy efficiency courses and programs to unemployed/underemployed returning students who have experience in construction trades, engineering or business.

2. Create and expand industry partnerships.

- Collaborate regionally on grants to fund program development, partnerships with industry and equipment needed to expand programs on energy efficiency.
- Create an advisory committee for energy efficiency occupational training through the Regional Consortium of Occupational Deans for Region 9.
- Leverage existing regional advisory boards to assist multiple, adjacent colleges, to develop, the employment skills and education requirements of employers.
- Expand the industry partnerships developed by the Centers of Excellence for this study, to facilitate outreach to employers and identify potential adjunct faculty, especially the Inland Empire chapter of the United States Green Building Council.
- Identify employers who want to partner with colleges to develop student internship programs. Sixty-two percent employers surveyed indicated interest in developing such programs.

3. Focus on Employer Preferences

- Develop and expand contract education opportunities, and leverage the Economic and Workforce Development Program's inventory of contract education providers, CEDCAL (www.ccewd.net).
- Work with the Environmental Training Centers and Advanced Transportation Technology and Energy Centers to develop model curriculum, aligned with industry standards and certifications that can be shared regionally. Utilize survey results on critical skills required by employers as a starting point.

4. Provide on-going professional development for college faculty

- Work with the Environmental Training Centers and Advanced Transportation Technology and Energy Centers for technical assistance and training resources for faculty.
- Identify employers who can develop faculty externship programs and/or assist colleges with equipment donations for program development.

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Appendix A: How to Utilize this Report

This report is designed to provide current industry data to:

- Define potential strategic opportunities relative to an industry's emerging trends and workforce needs;
- Influence and inform local college program planning and resource development;
- Promote a future-oriented and market responsive way of thinking among stakeholders; and,
- Assist faculty, Economic Development and CTE administrators, and Community and Contract Education programs in connecting with industry partners.

The information in this report has been validated by employers and also includes a listing of what programs are already being offered by colleges to address those workforce needs. In some instances, the labor market information and industry validation will suggest that colleges might not want to begin or add programs, thereby avoiding needless replication and low enrollments.

About the Centers of Excellence

The Centers of Excellence (COE), in partnership with business and industry, deliver regional workforce research customized for community college decision making and resource development. This information has proven valuable to colleges in beginning, revising, or updating economic development and Career Technical Education (CTE) programs, strengthening grant applications, assisting in the accreditation process, and in supporting strategic planning efforts.

The Centers of Excellence Initiative is funded in part by the Chancellor's Office, California Community Colleges, Economic and Workforce Development Program. The total grant amount (grant number 08-305-013 for \$205,000) represents funding for multiple projects and written reports through the Northern California Center of Excellence. The Centers aspire to be the premier source of regional economic and workforce information and insight for California's community colleges.

More information about the Centers of Excellence is available at www.coeccc.net.

Important Disclaimer

All representations included in this report have been produced from primary research and/or secondary review of publicly and/or privately available data and/or research reports. Efforts have been made to qualify and validate the accuracy of the data and the reported findings; however, neither the Centers of Excellence, COE host District, nor California Community Colleges Chancellor's Office are responsible for applications or decisions made by recipient community colleges or their representatives based upon components or recommendations contained in this study.

Appendix B: Defining Industries for Energy Efficiency Research

One of the central challenges in getting feedback from employers in emerging occupations is understanding where the employers exist under current industry classifications that are largely unprepared for these emerging occupations. In looking at emerging energy efficiency occupations, this problem is particularly relevant. Although most of the secondary research examines the different job titles and occupations that are impacted by the new focus on energy efficiency there is much less discussion about which industries employ these occupations.

For this study, the Centers of Excellence focused on the industries with the greatest concentration of energy efficiency occupational opportunities. The following three industries were selected using these criteria in our search for energy efficiency employers:

1. **Utilities and Energy Resource Management** includes employers in public & private Utilities & Agencies responsible for Consulting and Planning for Energy Conservation and Resource Management (NAICS definition: 221 - Utilities, 54135 – Environmental consulting, 924 Administration of Environmental Programs (Public Sector), 92613 Administration & Regulation of Electricity, Gas, and other Utilities (Public Sector) This would include those occupations that are engaged in assessment and planning for energy efficiency. This industry would largely account for those positions in the public sector as well as those consultants that are guiding energy efficiency planning.
2. **Design and or Construction of Buildings** (NAICS definition: 23 – Construction (Residential, Commercial or Industrial), 5413 – Architecture, Engineering and Design Services). This includes those occupations that are focused on building and designing more energy efficient homes, buildings and facilities. From a sector perspective we included employers who are focused on residential, commercial and industrial building development.
3. **Facility/Building Operations and Maintenance** (NAICS definition: 8113 Commercial & Industrial Equipment Repair and Maintenance, 53131 Real Estate Property Managers & Large Employers with Large Facilities) This includes those employers that hire individuals who can repair and maintain the new energy efficiency systems that are used in new and retrofitted buildings and facilities. This would include those individuals who are operating and maintaining new HVAC systems.

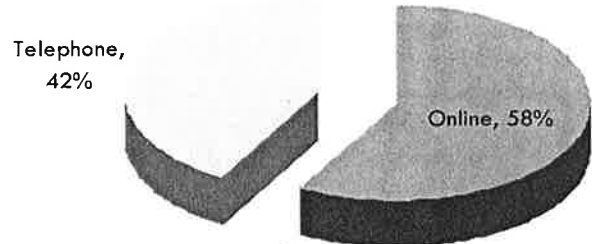
In many ways, the energy efficiency sector does not constitute an independent industry since the main activities, rather than being new efforts, often consist of a shift from standard practice to a more energy-efficient approach to design, building construction, and building operation (Goldman, 2008). At the same time, over the past 25 years, there have emerged new occupations, with new skill-sets that are not addressed within the traditional design, construction, and building operations professions and trades. Examples are energy auditing, resource conservation/energy efficiency manager, and building controls systems technician. (Goldman, LBNL, 2008; Centers of Excellence, 2009).

Appendix C: Study Methodology and Sample Data

About the Survey

The Centers of Excellence in multiple regions, in partnership with BW Research, Inc., collected workforce data on energy efficiency occupations through an in-depth survey. The survey was conducted online and by telephone during the months of March, April, and May of 2009.

For the Inland Empire Region, 58 percent of the survey responses were submitted online; 42 percent were conducted by telephone.



About the Respondents

One hundred and forty-two (142) employers, representing a combined workforce of more than 23,782 regional employees, responded to the survey. The respondent's industry, size of firm, and regional location were recorded where possible. Caution should be used in generalizing results to the entire population of employers to the degree that the sample may differ from the universe.

These respondents came from carefully selected industries targeted as containing energy efficiency firms or energy efficiency-related firms. Inland Empire Region employers from the following North American Industrial Classification sectors were asked to participate in the survey:

NAICSTitle

221 Utilities
 236 Construction of Buildings
 238160..... Roofing Contractors
 238210..... Electrical Contractors
 238220..... Plumbing, Heating, and Air Conditioning Contractors
 238310..... Building Finishing Contractors
 238350..... Finish Carpentry Contractors
 238990..... All Other Specialty Trade Contractors
 531311..... Residential Property Managers
 531312..... Nonresidential Property Managers
 541310..... Architectural Services

NAICSTitle

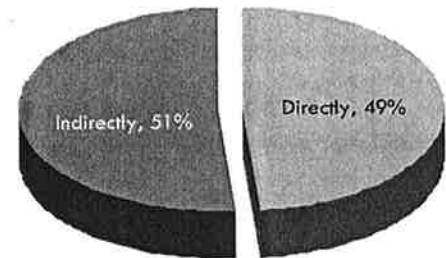
541320 Landscape Architectural Services
 541330 Engineering Services
 541340 Drafting Services
 541350 Building Inspection Services
 811310 Commercial and Industrial Machinery and Equipment Repair and Maintenance
 921 Cities and Counties
 924 Administration of Environmental Programs
 926130 Regulation and Administration of Communications and Utilities

Employers were asked a series of questions to verify their firm met the study's energy efficiency definition:

Energy efficiency work could include, but is not limited to: energy audits, assessments, installations, maintenance, operation, designing and/or building, and consulting.

Respondents were asked if their firm was involved in these kinds of energy efficiency efforts, either directly as a primary part of their business or indirectly in installing products or providing services that are energy efficient and reduce consumption.

Forty-nine percent of respondents identified their work as directly involved in energy efficiency, as a primary part of their business, while 51 percent responded that their firm was indirectly involved in energy efficiency work.



The following table details the current employment and growth expectations from the survey sample of employers.

Table 3: Survey Sample 2009 Employment and Projected Employment
(12-month and 3-Year Growth for Each Occupation)

Energy Efficiency Occupations	2009 Employment Estimate	12-month Projected Growth	Growth Rate	3-year Projected Growth	Growth Rate
Project managers for construction or design	411	26	6%	91	22%
Building operators or building engineers	215	4	2%	23	11%
HVAC mechanics, technicians or installers	207	12	6%	53	26%
Energy auditors or home energy raters	94	21	22%	64	67%
Building performance or retrofitting specialists	86	22	26%	74	86%
Resource conservation or energy efficiency managers	71	8	11%	22	30%
Building controls systems technician	60	5	8%	27	45%
Compliance analyst or energy regulation specialists	46	1	2%	9	19%
Total, All Occupations	1,191	99		362	

Study Methodology: Universe of Firms

To estimate the total number of energy efficiency firms in Riverside and San Bernardino Counties, the following inputs were considered.

- Using the NAICS codes already identified for the study as having the most relevance for energy efficiency work, business listings were acquired from InfoUSA.

- A database of businesses was also developed by the Centers of Excellence using more conventional research methods, including online searches and industry contacts.
- Additional groups of energy efficiency firms were identified through partnerships with industry associations (see below for list) that provided invaluable information about their organizations and members.
 - United States Green Building Council (USGBC) – Inland Empire Chapter
 - California Association of Building Performance Contractors (CABPC)
 - California Commissioning Collaborative
 - Building Commissioning Association
 - The American Society of Heating, Refrigerating and Air-Conditioning Engineers

These inputs were analyzed and adjusted for relevance to the energy efficiency field, duplication of records, and firms that may not be located in the Inland Empire Region or are no longer doing business. The total number for each database was then combined into the universe of firms.

Study Methodology: Occupational Employment

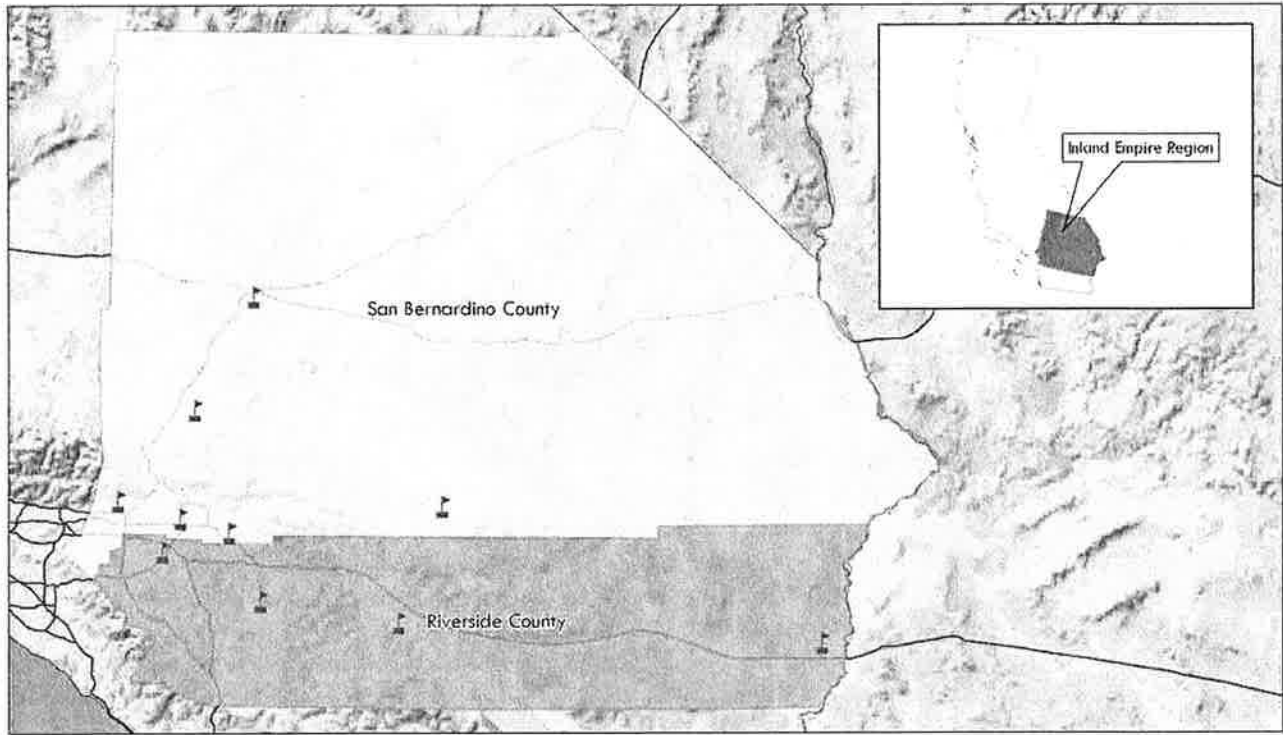
Eight energy efficiency occupations were identified as high-growth and aligned with community college education programs. The combined employment in the Inland Empire Region for the eight occupations totals at least 1,191 jobs (known employment from survey respondents) and could be as high as 8,790 jobs. The latter figure is an extrapolated estimate of employment, based on survey responses and an estimate of the total number of energy efficiency-related firms in the Inland Empire. Margin of error for the 142 survey respondents (out of the universe of 1,330) is ± 7.78 percent.

To arrive at the estimates of occupational employment currently, in 12 months and in three years, survey data for the sample was extrapolated to approximate the employment for the universe of firms.

- In the survey, respondents were asked how many individuals in each occupation were currently employed in permanent positions, full or part-time. This resulted in estimates for the distribution of employment across the sample, mean employment, and sample total employment.
- Respondents were then asked if their organization employs individuals in each of the 8 study occupations. These responses informed the percent of the sample firms employing each occupation.
- Employers were asked how many more or less of each occupation they expect to have at their location in 12 months and in three years. These responses resulted in occupational growth rates for both periods of time.

Using the percent of firms employing each occupation, mean employment from the sample, and the universe of firms estimate (see above), the current employment was estimated for each occupation. A similar method was used to calculate the approximate growth in the next 12 months and in three years. The current employment estimate was combined with the percent of firms employing each occupation, the occupational growth rate(s), and the universe of firms estimate to produce the projected employment total(s).

Appendix D: Concentration of Inland Empire Energy Efficiency Employers



Energy Efficiency Employer Distribution in Inland Empire

Community Colleges

Inland Empire Counties

Concentration of EE Employers (% of region's total)

35.2%
64.7%



Location of Survey Respondents.....Percent of Sample

Riverside County.....	64.8%
San Bernardino County	35.2%
 Total.....	 100%

Appendix E: Energy Efficiency Investments in ARRA

Energy Efficiency Provision	Amount in ARRA
Weatherize homes of up to 1 million low-income residents (1), (4)	\$5 billion
Converting Federal Buildings to High-Performance Green Buildings	\$4.5 billion
Energy Efficiency and Conservation Block Grants to States	\$3.2 billion
State Energy Program (2)	\$3.1 billion
Tax credits for retrofitting existing homes (30% credit with a cap of \$1,500)	\$4.3 billion
Veterans Medical Facilities (non-recurring maintenance including energy projects)	\$1 billion
Public Housing Capital Fund (for improvement of energy efficiency and other capital and management activities)	\$4 billion
Energy and Green Retrofit investments in Elderly, Disabled and Section 8 Assisted Housing	\$250 million
Electricity delivery and energy reliability activities to modernize the electric grid (Smart Grid Technology) (3)	\$4.5 billion, including \$100 million provided for worker training activities.
Qualified Energy Conservation Bonds (QECBs) ²²	\$2.4 billion
Totals	\$32.35 billion

Sources: news.cnet.com; San Francisco Chronicle, February 12, 2009, "Energy and Efficiency intact in stimulus bill" by Martin LaMonica; greenforall.org; Center for American Progress.

Notes

1. Household eligibility is increased from 150 to 200 percent of the federal poverty income level and the per home maximum allowance is increased from \$ 2,500 to \$ 6,500. Low-income families will save an average of \$350 annually in reduced energy costs.
2. Only to states that update their residential building codes, commercial building codes, create plans for enforcing building codes, and update regulations on utility energy efficiency programs.
3. To include demand response equipment, enhance security and reliability of the energy infrastructure, energy storage research, development, demonstration and deployment, and facilitate recovery from disruptions to the energy supply,
4. Green Jobs Act: \$500 million for training programs to build the green workforce is being funded by the Act.

²² Build American Bonds (BABs) are another option. ARRA created these bonds to stimulate the economy by assisting state and local governments in financing capital projects at lower borrowing costs. This debt instrument can be used for clean energy and energy efficiency projects (www.energycenter.org).

Appendix F: California's Key Legislative and Policy Initiatives

AB 32: Assembly Bill 32 (AB32): The California Global Warming Solutions Act of 2006 mandates that California must reduce its green house emissions to 1990 levels by 2020. The bill sets a goal of approximately an 11% reduction from current emissions levels and nearly a 30% reduction from projected business-as-usual levels in 2020.

The California Air Resources Board's (CARB) Draft Scoping Plan for AB 32: Implementation states that "California will need to greatly expand on energy efficiency efforts to meet our greenhouse gas emission reduction goals." CARB's Draft Scoping Plan identifies energy efficiency as the second largest component of the State's overall emissions reduction program. (source: CPUC Energy Efficiency Strategic Plan)

Energy Efficiency and California Block Grants (AB 2176): In 2008, AB 2176 was amended to require the California Energy Commission (CEC) to administer funds allocated to the state from the federal Energy Independence and Security Act of 2007 (Energy Act) for energy efficiency projects. The bill stipulates that 60% of Energy Act funds be used to provide grants to cities and counties with relatively small populations, and the remaining 40% to be used to provide grants to entities eligible under the federal act.

The Warren-Alquist State Energy Resources Conservation and Development Act (AB 2309): This 2008 law requires the California Public Utilities Commission (CPUC) to authorize the investor-owned utilities (IOUs) to provide energy efficiency audits for owner-occupied residential buildings built before January 1, 2006 upon owner request and make recommendations to the owner on cost-effective energy saving measures.

Energy Efficiency and Water Programs (AB 2404): This law, enacted in 2008, requires the CPUC to report to the Legislature the outcome of a pilot project that was established by the CPUC to determine whether water conservation projects are cost-effective means to saving energy, and make recommendations as to whether the utilities could achieve cost-effective energy efficiency improvements via water conservation projects.

California Public Utilities Commission Long Term Energy Efficiency Strategic Plan,(2008): Sets forth a roadmap for energy efficiency in California through the year 2020 and beyond. At the heart of the Plan are four bold strategies for achieving the aggressive goals outlined in the document. These goals are outlined below:

California's Big Bold Energy Efficiency Strategies:

- All new residential construction in California will be zero net energy by 2020.
- All new commercial construction in California will be zero net energy by 2030.
- Heating, Ventilation and Air Conditioning (HVAC) will be transformed to ensure that its energy performance is optimal for California's climate.
- All eligible low-income customers will be given the opportunity to participate in the low income energy efficiency (LIEE) program by 2020.

Energy Action Plan II (2005): Established "loading order" for energy use in state, making energy efficiency the top priority energy resource.

State Building Codes- Title 24: California's Title 24 Building Energy Efficiency Standards regulates building sector policies (new and existing) in the areas of lighting and HVAC systems in commercial, government and residential buildings, as well as appliances used within those buildings. Title 24 which is updated every 3 years will continue to have a major impact on the growth of energy efficiency occupations, as the standards continue to become stricter and require higher levels of energy efficiency in the future.

California has adopted the first statewide green building code which will promote green building practices and energy efficient technologies. The provisions of the California Building Code will apply to every building in California. The new standards become guidelines starting July 2009 and a grace period will render the new code optional until 2010 so that industry and enforcement agencies have time to prepare for the new building standards.

Governor's Green Building Executive Order S-20-04: (2004) Directed state agencies to make state-owned facilities 20% more energy efficient by 2015.

Appendix G: Energy Efficiency Programs Provided by Local Utilities

Southern California Edison (SCE) Energy Efficiency Programs

Program	What it Provides	Website for Information
Express Efficiency	Generous cash rebates for business customers toward the purchase and installation of qualified equipment that improves their facility's energy efficiency.	http://www.sce.com/ExpressEfficiency/express-efficiency
Non-Residential Energy Audit Program	Free assistance for small to medium business customers to assess their energy usage and energy cost, and available cash incentives.	http://www.sce.com/b-rs/small-medium/audit/non-residential-audit.htm
Standard Performance Contract	Financial incentives for businesses to offset the capital cost of installing new high efficiency equipment or systems.	http://www.sce.com/b-rs/large-business/spc/standard-performance-contracts.htm
Agricultural Energy Efficiency Program	Energy-efficient solutions for small and large farms, ranches, and dairies.	http://www.sce.com/b-rs/agriculture/agriculture.htm
California New Homes Program	Financial incentives to homebuilders who construct homes that exceed California's energy efficiency standards for new residential construction (Title 24).	http://www.sce.com/b-rs/bb/cali-new-homes/california-new-homes-program.htm
Direct Install Program	Free energy efficient products for small businesses, including free installation and long-term savings with no underlying costs.	http://www.sce.com/b-rs/small-medium/direct-install/direct-install.htm
Heating, Ventilation, and Air Conditioning	Pre-qualifies contractors who can improve the reliability and efficiency of customer A/C investment by providing maintenance services that will lengthen the life of their equipment and prevent the cost of unplanned downtime.	http://www.sce.com/b-rs/commercial/air-conditioning-quality.htm
Industrial Energy Efficiency Programs	Combines industrial energy expertise with incentives to help industrial customers save energy, money and the environment.	http://www.sce.com/b-rs/industrial/ieep.htm
Innovative Designs for Energy Efficiency Activities Program	Focus is on different marketing or delivery methods, different market segments, and/or different technologies from those offered in the SCE portfolio.	http://www.sce.com/AboutSCE/Regulatory/ee filings/IDEAProgram/default.htm
Retro-Commissioning	Save commercial customers 5-20% on their energy bills. Experienced engineers work closely with customers and their staff to find cost-effective ways to optimize their building's performance, lower electricity bills and improve occupant comfort.	http://www.sce.com/b-rs/small-medium/
Savings By Design	Information and analysis tailored to the needs of customer projects to help them design the most efficient building possible. Helps offset the costs of energy-efficient buildings. Reward designers who meet ambitious energy efficiency targets.	http://www.sce.com/b-rs/bb/savings-by-design.htm

Environmental Scan: Energy Efficiency Occupations

Program	What it Provides	Website for Information
Community Partnerships	Dynamism and a keen awareness of energy efficiency best practices (i.e., enhancing the design, implementation and evaluation of energy saving technologies). Also execute substantive and vital business and community projects that save energy, money and the environment.	http://www.sce.com/business/energy-solutions/energy-efficiency-partnerships.htm
Demand Response Contracts	Demand response resources from a third party contractor.	http://www.sce.com/b-rs/demand-response-programs/demand-response-contracts.htm
Permanent Load Shifting (PLS)	Assist business customers with resources to acquire PLS enabling technologies to reduce their energy bills by shifting load from peak time periods when rates are higher to mid- and off-peak periods when rates are lower.	http://www.sce.com/pls/permanent-load-shifting.htm
Agriculture Pumping – Interruptible Program	Customers earn a year-round monthly bill credit when they agree to temporarily interrupt electric service to their equipment during a power emergency.	http://www.sce.com/b-rs/agriculture/agricultural-pumping-interruptible.htm
Auto Demand Response	Enables customers with Energy Management Systems to participate without manual intervention.	http://www.sce.com/b-rs/large-business/auto-demand-response.htm
Base Interruptible Program	An interruptible rate designed for customers and aggregators (participants) whose monthly Maximum Demand or aggregated monthly Maximum Demand reaches or exceeds 200 kW and who commit to curtail at least 15% of their Maximum Demand, which shall not be less than 100 kW per period of interruption.	http://www.sce.com/tou
TOU-BIP Event Status	Notifies customers that an interruption event is underway via the Remote Terminal Unit and the dedicated telephone.	http://www.sce.com/b-rs/large-business/event-status/tou-bip-event-status.htm
Capacity Bidding Program	Internet-based program that offers financial incentives to customers agreeing to reduce their energy use when SCE forecasts and calls a critical "event".	http://www.sce.com/cbp
Critical Peak Pricing	Rate discounts to customers for shifting or reducing electricity use during critical peak events in the summer season.	http://www.sce.com/b-rs/large-business/cpp/critical-peak-pricing.htm
Demand Bidding Program (DBP)	Internet-based bidding program that offers qualified participants (who have at least one service account with a demand of 200 kilowatts or greater) the opportunity to receive bill credits for voluntarily reducing load when a DBP event is called.	http://www.sce.com/dbp
Optional Binding Mandatory Curtailment Program	Exempts customers from rotating outages in exchange for partial power reductions from their entire circuit over a longer period.	http://www.sce.com/b-rs/large-business/optional-binding-mandatory-curtailment.htm

Environmental Scan: Energy Efficiency Occupations

Program	What it Provides	Website for Information
Summer Discount Plan	SCE installs a cycling device on customer's central air conditioner. In exchange, customers receive a credit on their summer season electric bills for permitting SCE to periodically turn off, or "cycle", their air conditioner(s).	http://www.sce.com/summerdiscount
Self Generation Incentive Program (SGIP)	Business customers with a demand of 30 kilowatts or more can receive a cash incentive from 60 cents to \$4.50 per watt for installing qualifying electricity generating equipment under SGIP.	http://www.sce.com/customergeneration/customer-generation.htm
Technical Assistance & Technology Incentives	Free demand response site assessments to eligible commercial and industrial customers and offers financial incentives for installing eligible demand response equipment that reduce electricity usage during periods of peak demand.	http://www.sce.com/b-rs/large-business/technical-assistance-technology-incentives.htm
Agricultural Technology Application Center (Tulare, CA)	Education center that provides energy solutions for an industry that is becoming more high-tech and complex every day.	http://www.sce.com/b-sb/energy-centers/
Customer Technology Application Center (Irwindale, CA)	Education center that provides information about energy management and efficiency. It provides solutions tailored to business needs.	http://www.sce.com/b-sb/energy-centers/
Multifamily Energy Efficiency Rebate Program	Property owners and managers incentives on a broad list of energy efficiency improvements in lighting, HVAC, insulation and window categories. These improvements are to be used to retrofit existing multifamily properties of two or more units.	http://www.sce.com/residential/rebates-savings/multifamily/multifamily-energy-efficiency.htm
Energy Efficient Evaporative Cooling Rebate	\$600 for an energy efficient evaporative cooling system.	http://www.sce.com/residential/rebates-savings/heating-cooling/evaporative-cooling.htm
ENERGY STAR® Qualified Room Air Conditioner Rebate	\$50 back on an ENERGY STAR® qualified room air conditioner! This rebate is part of the Home Energy Efficiency Rebate Program (HEER).	http://www.sce.com/residential/rebates-savings/heating-cooling/energy-star-air-conditioners.htm
Whole House Fan Rebate	\$50 back on a Whole House Fan. This rebate is part of the HEER.	http://www.sce.com/residential/rebates-savings/heating-cooling/whole-house-fan.htm
Pool Pump & Motor Rebate	\$200 back for a Two-speed pool pump or Variable-speed pool pump purchased and installed from January 1, 2009 through December 31, 2009. This rebate is part of the HEER.	http://www.sce.com/residential/rebates-savings/pool/pool-pump-motor.htm
ENERGY STAR® Qualified Refrigerator Rebate	\$50 back on an ENERGY STAR® qualified refrigerator. This rebate is part of the HEER.	http://www.sce.com/residential/rebates-savings/appliance/energy-star-fridge.htm

Environmental Scan: Energy Efficiency Occupations

Program	What it Provides	Website for Information
Energy efficient Electric Water Heater Rebate	\$30 back for purchasing an energy efficient electric water heater. This rebate is part of the HEER.	http://www.sce.com/residential/rebates-savings/appliance/electric-water-heater.htm
Refrigerator and Freezer Recycling Program	\$50 for old, working refrigerator or freezer.	http://www.sce.com/residential/rebates-savings/appliance/fridge-freezer-recycling.htm
A/C Quality	Saves money on cooling bills and improves comfort by ensuring that central A/C systems are efficient and reliable.	http://www.sce.com/residential/rebates-savings/heating-cooling/air-conditioner-quality.htm
Energy Star® Lighting	From time to time, SCE works with manufacturers and retailers to make possible special discount prices on specific ENERGY STAR® qualified lighting products. You might see the SCE logo on packages at your favorite stores.	http://www.sce.com/residential/rebates-savings/lighting/energy-star-lighting.htm
SCE Operation Light Exchange	Allows residential customers to exchange halogen torchiere floor lamps and incandescent floor/table/desk lamps/night lights for new Energy Star labeled lamps.	www.scelampexchange.com
Solar Incentives	Rebates on fixed and tracking photovoltaic (solar energy) systems, as part of the California Solar Initiative.	http://www.sce.com/residential/rebates-savings/csi/

Southern California Gas Energy Efficiency Programs

Program	What it Provides	Website for Information
Home Energy Efficiency Survey	An Energy Efficiency Survey to help customers identify where they can reduce consumption and lower their energy bills.	http://www.socalgas.com/residential/energyefficiency/survey/index.html
Residential Rebates	Rebates for making energy efficient home improvements or upgrading to qualified, high-efficiency appliances.	http://www.socalgas.com/rebates/residential/
Multifamily Rebates	Owners/property managers of apartments and mobile home parks can implement a range of energy efficiency improvements to lower bills and increase comfort.	http://www.socalgas.com/rebates/multifamily/
Home Energy & Water Efficiency Kit Request	Customers can save energy by signing up for a no cost energy kit.	http://www.socalgas.com/residential/EE_kit_promo/index.html
Conservation Tips	Energy and money saving tips for one's home.	http://www.socalgas.com/residential/conservation/index.html
Energy Efficiency Contractor Programs	Energy-saving programs offered by energy efficiency contractors.	http://www.socalgas.com/energyefficiency/contractors_all.html
Home Energy Upgrade Financing	\$2,500 to \$20,000 to purchase and install energy-efficient upgrades.	http://www.socalgas.com/rebates/residential/financingtaxcredits.html

Environmental Scan: Energy Efficiency Occupations

Program	What it Provides	Website for Information
Advanced Home Program	A residential new construction program that encourages builders to develop single family and multi-family homes that incorporate sustainable design and higher energy-efficiency standards through education, design assistance and financial incentives.	http://www.socalgas.com/construction/ahp/index.html
Savings By Design	Provides energy analysis and financial incentives of up to \$150,000 for commercial and \$500,000 for industrial customers considering a new process line, new facility, or new equipment.	http://www.socalgas.com/business/sbd/index.html
Energy Efficiency Programs for Commercial/Industrial Large Business Customers	Incentives up to \$2,000,000 per premise per year on qualifying energy-efficient equipment retrofits, process redesigns (or a combination of both) for projects that can save more than 200,000 therms per year.	http://www.socalgas.com/business/efficiency/largeBusinessCustomers.html
Express Efficiency Rebates	Cash rebates up to \$200,000 per customer per year to offset the cost of new, energy-efficient equipment.	http://www.socalgas.com/business/rebates/er_express_rebates.html
Business Energy Efficiency Programs	Incentives of up to \$2,000,000 per premise per year for eligible core or non-core customers on qualifying new energy-efficient equipment, process improvements, or a combination of both.	http://www.socalgas.com/business/efficiency/beep/index.html
Commercial/Industrial Incentives	Incentives for new energy-efficient equipment, refurbishing of selected applications or modification of gas related processes.	http://www.socalgas.com/business/rebates/ic_home.html
Industrial End User Program	Offered at no charge, helps industrial customers work through technical issues to identify and quantify cost savings from complex energy-efficiency projects.	http://www.socalgas.com/business/efficiency/industrialEndUser.html
Commercial Food Service Rebates	Rebates for equipment replacement, which offset the initial purchase cost, plus energy savings and lower operating costs.	http://www.socalgas.com/business/rebates/parr.html
Vendor Participation Program	Allows suppliers and installers of insulation, steam traps, boilers and other qualifying measures to apply for energy efficiency rebates on behalf of their customers.	http://www.socalgas.com/business/vendorParticipationProgram/
Self Generation	Financial incentives to help business customers offset the cost of installing systems to generate their own electricity.	http://www.socalgas.com/business/selfGen/index.html
Gas Engines	Funding to replace or rebuild existing gas engine and pump.	http://www.socalgas.com/business/rebates/gasEngines.html
Energy Resource Center	Resource center which offer certification and training programs.	http://www.socalgas.com/business/resourceCenter/ercHome.html

Environmental Scan: Energy Efficiency Occupations

Program	What it Provides	Website for Information
Food Service Equipment Center	Equipment center where someone can "test drive" more than 150 pieces of equipment from more than 60 different manufacturers.	http://www.socalgas.com/business/foodService/
Energy Challenger Survey	Survey that helps businesses find out how they can save energy and money.	http://www.socalgas.com/business/energysurvey/index.html
On-Bill Financing	Working in conjunction with The Gas Company's energy efficiency programs, On-Bill Financing offers qualified business customers 0%, unsecured financing from \$5,000 to \$250,000 per meter for taxpayer-funded institutional customers (e.g. cities, counties, etc.) and \$5,000 to \$100,000 per meter for non-institutional customers to facilitate the purchase and installation of qualifying natural gas energy efficiency measures.	http://www.socalgas.com/business/rebates/onBillFinancing.html
Equipment & Technology	For information on natural gas equipment & technologies.	http://www.socalgas.com/business/usefulInnovations/tsHome.html

Appendix H: “Energy Efficiency, Innovation and Job Creation in California”

A summary of the key findings of a recent study conducted by the Center for Energy, Resources and Economic Sustainability (CERES) at UC Berkeley is below. The 2008 study illustrates why investing in energy efficiency has already paid big economic and job creation dividends and has the potential to pay even larger dividends in the future.

California’s Job Creation through Energy Efficiency: The Past

- Energy efficiency measures have, enabled California households to redirect their expenditures toward other goods and services, creating about 1.5 million (full-time equivalent) jobs with a total payroll of \$45 billion, driven by well-documented household energy savings of \$56 billion from 1972-2006.
- As a result of energy efficiency, California reduced its energy import dependence and directed a greater percentage of its consumption to in-state, employment-intensive goods and services, whose supply chains also largely reside within the state, creating a “multiplier” effect of job generation.
- The same efficiency measures resulted in slower (but still positive) growth in energy supply chains, including oil, gas, and electric power. For every new job foregone in these sectors, however, more than 50 new jobs have been created across the state’s diverse economy. (Note: This comparison is for net combined job creation, meaning we count both cumulative effects of both job creation and job losses.)

California’s Job Creation through Energy Efficiency: The Future

- By including the potential for innovation, we find that the proposed package of policies in the California Air Resources Board (CARB) Draft Scoping Plan achieves 100 percent of the GHG emissions reduction targets as mandated by AB 32, while increasing the Gross State Product (GSP) by about \$76 billion, increasing real household incomes by up to \$48 billion and creating as many as 403,000 new efficiency and climate action driven jobs.
- The economic benefits of energy efficiency innovation have a compounding effect. The first 1.4 percent of annual efficiency gain produced about 181,000 additional jobs, while an additional one percent yielded 222,000 more. It is reasonable to assume that the marginal efficiency gains will be more costly, but they have more intensive economic growth benefits. (Note: Job creation in the second case is larger because we assume energy efficiency applies to electricity use by all sectors, while the 1.4 percent efficiency improvement in the baseline applies only to household electricity demand.)
- Existing energy efficiency programs and proposed state climate policies will continue the structural shift in California’s economy from carbon intensive industries to more job intensive industries. While job growth continues to be positive in the carbon fuel supply chain, it is less than it would be without implementation of these policies.
- A lower carbon future for California is a more prosperous and sustainable future.

Appendix I: Occupational Profiles

Occupation: HVAC Mechanics, Technicians or Installers

HVAC mechanics, technicians or installers install, repair and maintain heating, ventilation, air conditioning and refrigeration systems. The following list describes in more detail some of the tasks that may be required of HVAC mechanics, technicians or installers:²³

- Technicians must be able to maintain, diagnose, and correct problems with heating, air conditioning, and refrigeration systems.
- Some technicians may sell service contracts to their clients to provide for regular maintenance of the heating and cooling systems.
- Technicians follow blueprints or other specifications to install oil, gas, electric, solid-fuel, and multiple-fuel heating systems and air conditioning systems.
- When air conditioning and refrigeration technicians service equipment, the refrigerants used are carefully conserved, recovered, and recycled as the release of these refrigerants can be harmful to the environment.

Occupational Outlook: Concern for the environment has prompted the development of new energy-saving heating and air conditioning systems. An emphasis on better energy management should lead to the replacement of older systems and the installation of newer more efficient systems in existing homes and buildings. Installation of new air conditioning and heating systems in existing buildings also continues during construction slumps, as individuals and businesses adopt more energy-efficient equipment to cut utility bills.

- In the Inland Empire, employment in this occupation is projected to increase 6 percent over the next 12 months (80 new jobs).
- Over the next three years, employment is projected to increase 26 percent or by 350 jobs.
- In addition to increased demand for HVAC technicians, 50 percent of employers surveyed experience difficulty finding qualified applicants for these positions, with 21.4 percent of employers responding “great” difficulty.

Career Pathways: Because of the increasing sophistication of heating, air conditioning, and refrigeration systems, employers may prefer to hire those who have completed technical school training or a formal apprenticeship.

Lateral occupation: In addition to installation, some sheet metal workers specialize in testing, balancing, adjusting, and servicing existing air conditioning and ventilation systems to make sure they are functioning properly and to improve their energy efficiency. Properly installed duct systems as a key component to heating, ventilation, and air conditioning (HVAC) systems; sometimes duct installers are called HVAC technicians. A growing activity for sheet metal workers is building commissioning, which is a complete mechanical inspection of a building's HVAC, water, and lighting systems.²⁴

²³ Occupational Outlook Handbook, 2008-2009, “Heating, Air-Conditioning, and Refrigeration Mechanics and Installers,” www.bls.gov/oco

²⁴ Occupational Outlook Handbook, 2008-2009, “Sheet Metal Workers,” www.bls.gov/oco

Advancement usually takes the form of higher wages. Some technicians may advance to positions as supervisor or service manager. Others may move into sales and marketing or become building superintendents, cost estimators, or system test and balance specialists.

- 36 percent of employers surveyed preferred HVAC technicians with experience in the industry, while 61 percent indicated preference for a specific Associate degree or program certificate.
- When asked what skills are most important, employers working in Facility or Building Operations and Maintenance indicated they value the ability to communicate with customers (95.5 percent), and understanding local and state energy efficiency requirements and incentives for new and existing buildings (86.4 percent).

Occupational Wages: In the Inland Empire, the annual wages (based on survey responses) for HVAC technicians are:

	Entry Level Median Annual Wage	Experienced Level Median Annual Wage
HVAC Technicians	\$38,400	\$52,000

Entry level is loosely defined as new hires up to one-year experience on-the-job, while experienced level is more typically defined as those workers with more than three years experience on-the-job.

Occupation: Project Managers for Construction or Design Work

Project Managers for Construction or Design Work are responsible for communicating with project partners and ensuring that the project is completed in a timely manner and within budget. The following list describes in more detail some of the tasks that may be required of Project Managers for Construction or Design Work:²⁵

- Construction managers plan, direct, and coordinate a wide variety of construction projects.
- They are often called project managers, constructors, construction superintendents, project engineers, construction supervisors or general contractors.
- Project managers for Construction or Design Work determine the best way to get materials to the building site and the most cost-effective plan and schedule for completing the project.
- They oversee the delivery and use of materials, tools, and equipment; worker productivity and safety, and the quality of construction.
- They are also responsible for obtaining all necessary permits and licenses and may direct or monitor compliance with building and safety codes, other regulations and requirements set by the project's insurers.

Occupational Outlook: Concern for the environment has prompted the development of new energy-saving heating and air conditioning systems. An emphasis on better energy management should lead to the replacement of older systems and the installation of newer

²⁵ Occupational Outlook Handbook, 2008-2009, "Construction Managers," www.bls.gov/oco

more efficient systems in existing homes and buildings. Installation of new air conditioning and heating systems in existing buildings also continues during construction slumps, as individuals and businesses adopt more energy-efficient equipment to cut utility bills.

Sophisticated technology and the proliferation of laws setting standards for buildings and construction materials, worker safety, energy efficiency, environmental protection, and the potential for adverse litigation have further complicated the construction process. Advances in building materials and construction methods, the need to repair or replace infrastructure nationwide, and the growing number of multipurpose buildings and energy efficient structures will further add to the demand for more construction managers. Project Managers for Construction or Design Work are expected to experience significant growth in the immediate future.

- In the Inland Empire, employment in this occupation is projected to increase 6 percent over the next 12 months (210 new jobs).
- Over the next three years, employment is projected to increase 22 percent or by 740 jobs.
- In addition to increased demand for Project Managers, 49 percent of employers surveyed experience difficulty finding qualified applicants for these positions, with 15 percent of employers responding “great” difficulty.

Career Pathways: Traditionally, people advanced to construction management positions after having substantial experience as construction craft workers (carpenters, masons, plumbers, or electricians) or after having worked as construction supervisors or as owners of independent specialty contracting firms. However, as construction processes become increasingly complex, employers are placing more importance on specialized education after high school.²⁶

- 31 percent of employers surveyed preferred Project Managers with a related Bachelor’s degree, while 31 percent indicated preference for a specific Associate degree or program certificate, and 23 percent preferred industry experience.
- When asked what skills are most important, regional employers working in Design and/or Construction of New Buildings indicated they value the ability to communicate with customers, in writing and in person (100 percent), General construction experience (96 percent), and knowledge of LEED standards and principles (96 percent).

Occupational Wages: In the Inland Empire, the annual wages (based on survey responses) for Project Managers for Construction or Design Work are:

	Entry Level Median Annual Wage	Experienced Level Median Annual Wage
Project Managers for Construction or Design Work	\$50,000	\$80,000

Entry level is loosely defined as new hires up to one-year experience on-the-job, while experienced level is more typically defined as those workers with more than three years experience on-the-job.

²⁶ Occupational Outlook Handbook, 2008-2009, “Construction Managers,” www.bls.gov/oco

Occupation: Building Performance or Retrofitting Specialist

Building performance or retrofitting specialist are contractors who improve the energy efficiency of homes or buildings by installing insulation, windows, lighting and other energy efficient products. The following list describes in more detail some of the tasks that may be required of building performance or retrofitting specialist: These workers may also be called weatherization specialists, insulation workers, or other trade specific titles.²⁷

- Install energy efficient products for residential or building retrofits, including windows, doors, insulation, lighting and other weatherization materials in compliance with retrofitting standards.
- Replace gas appliances, furnaces, water heaters, air conditioning units, and air filtration systems with more energy efficient upgrades.
- Replace or seal air ducts where air leakage occurs.
- Use tools for cutting insulating materials, welding to join sheet metal or secure clamps, and compressors to blow or spray insulation.

Occupational Outlook: Demand for building performance and retrofitting specialists will be spurred by the continuing need for energy efficient homes and buildings, both of which will generate work in existing structures and new construction. Building performance or retrofitting specialists are expected to experience significant growth in the immediate future.

- In the Inland Empire, employment in this occupation is projected to increase 26 percent over the next 12 months (250 new jobs).
- Over the next three years, employment is projected to increase 86 percent or by 830 jobs.
- In addition to increased demand for building performance or retrofitting specialists, 66 percent of employers surveyed experience difficulty finding qualified applicants for these positions, with 26 percent of employers responding “great” difficulty.

Career Pathways: For most entry-level specialists working in residential applications, learning is mostly done on-the-job but for commercial and industrial settings a formal apprenticeship program or additional training or education is generally required.²⁸

- 34.3 percent of employers surveyed preferred building performance or retrofitting specialists with a specific Associate degree or program certificate, while 14.3 percent indicated specialists would benefit from a related Bachelor’s degree and 34.3 percent would consider experience in the industry adequate.
- When asked what skills are most important, regional employers working in Improving Energy Efficiency in Homes (Retrofitting Homes) indicated they value the ability to communicate with customers, in writing and in person (100 percent), the ability to perform measurement and verification of energy systems (90.9 percent), the ability to test and troubleshoot building and process systems, including HVAC, electrical and electronic systems (90.9 percent), and the understanding of local and state energy efficiency requirements and incentives for existing buildings (81.8 percent).

²⁷ Occupational Outlook Handbook, 2008-2009, “Insulators,” www.bls.gov/oco

²⁸ Occupational Outlook Handbook, 2008-2009, “Insulators,” www.bls.gov/oco

Occupational Wages: In the Inland Empire, the annual wages (based on survey responses) for Building Performance or Retrofitting Specialists are:

	Entry Level Median Annual Wage	Experienced Level Median Annual Wage
Building Performance or Retrofitting Specialists	\$39,520	\$52,000

Entry level is loosely defined as new hires up to one-year experience on-the-job, while experienced level is more typically defined as those workers with more than three years experience on-the-job.

Occupation: Energy Auditors or Home Energy Raters

Energy auditors or home energy raters are responsible for collecting, analyzing, and validating energy usage in the field and preparing reports on a building or home’s total energy profile. The following list describes in more detail some of the tasks that may be required of energy auditors or home energy raters.

- Conduct energy audits, which may include testing heating, ventilation, air conditioning, water heating systems, doors, windows, lighting and insulation for efficiency.
- Use current technology such as infrared cameras, blower door testing equipment, balometers, and other diagnostic instruments to gather energy efficient data and compute energy use analysis and overall building performance.
- May install minor energy saving measures and educate customers about how to reduce energy use through lifestyle changes, building retrofits, and utility programs.

Occupational Outlook: Demand for energy auditors or home energy raters will be spurred by the continuing need for energy efficient buildings and residential and commercial cost-saving measures. Energy auditors or home energy raters are expected to experience significant growth in the immediate future.

- In the Inland Empire, employment in this occupation is projected to increase 22 percent over the next 12 months (160 new jobs).
- Over the next three years, employment is projected to increase 67 percent or by 480 jobs.
- In addition to increased demand for energy auditors or home energy raters, 59 percent of employers surveyed experience difficulty finding qualified applicants for these positions, with 18.5 percent of employers responding “great” difficulty.

Career Pathways: Energy auditors or home energy raters may advance into the occupation in a variety of ways. Home energy raters may have experience in retrofitting or weatherization occupations, building inspection or as an HVAC technician. Energy auditors may have more technical education or professional experience.

- 33.3 percent of employers surveyed preferred energy auditors or home energy raters with a specific Associate degree or program, while 26 percent indicated preference for a related Bachelor’s degree and 26 percent would consider experience in the industry adequate.

- When asked what skills are most important, regional employers working in Improving Energy Efficiency in Homes (Retrofitting Homes) indicated they value the ability to communicate with customers, in writing and in person (100 percent), the ability to perform measurement and verification of energy systems (90.9 percent), the ability to test and troubleshoot building and process systems, including HVAC, electrical and electronic systems (90.9 percent), and the understanding of local and state energy efficiency requirements and incentives for existing buildings (81.8 percent).

Occupational Wages: In the Inland Empire, the annual wages (based on survey responses) for Energy Auditors or Home Energy Raters are:

	Entry Level Median Annual Wage	Experienced Level Median Annual Wage
Energy Auditors or Home Energy Raters	\$40,000	\$51,000

Entry level is loosely defined as new hires up to one-year experience on-the-job, while experienced level is more typically defined as those workers with more than three years experience on-the-job.

Occupation: Resource Conservation or Energy Efficiency Managers

Resource conservation or energy efficiency managers assess current energy and resource consumption and develop strategies to reduce usage. The following list describes in more detail some of the tasks that may be required of resource conservation or energy efficiency managers.

- Develop, plan and analyze energy efficiency measures and programs for public or private organizations to reduce energy consumption.
- Manage energy efficiency projects and policies for an organization or commercial, residential, and governmental clients.
- Perform market analysis and research and consult on demand side energy programs.
- May conduct energy simulation modeling and technology feasibility studies for an organization or commercial, residential, and governmental clients.

Occupational Outlook: Demand for resource conservation or energy efficiency managers will be impacted by the influx of legislation and regulation specific to energy use and energy efficiency. Resource conservation or energy efficiency managers are expected to experience significant growth in the immediate future.

- In the Inland Empire, employment in this occupation is projected to increase 11 percent over the next 12 months (60 new jobs).
- Over the next three years, employment is projected to increase 30 percent or by 160 jobs.
- In addition to increased demand for resource conservation or energy efficiency managers, 65 percent of employers surveyed experience difficulty finding qualified applicants for these positions, with 32.4 percent of employers responding “great” difficulty.

Career Pathways: Resource conservation or energy efficiency managers may begin their careers as energy auditors or home energy raters and move into a management position with a combination of work experience and additional education.

- 45.9 percent of employers surveyed preferred resource conservation or energy managers with a related Bachelor's degree, while 18.9 percent indicated preference for a specific Associate degree or program certificate, and 13.5 percent would consider experience in the industry adequate.
- When asked what skills are most important, regional employers working in Utilities and Resource Management indicated they value the ability to communicate with customers, in writing and in person (92.9 percent), understanding of local and state energy efficiency requirements and incentives for new and existing buildings (92.9 percent), and having a general understanding of the mechanics and engineering of energy systems, including HVAC, lighting, and renewable energy systems (85.7 percent).

Occupational Wages: In the Inland Empire, the annual wages (based on survey responses) for resource conservation or energy efficiency managers are:

	Entry Level Median Annual Wage	Experienced Level Median Annual Wage
Resource Conservation or Energy Efficiency Managers	\$52,400	\$71,400

Entry level is loosely defined as new hires up to one-year experience on-the-job, while experienced level is more typically defined as those workers with more than three years experience on-the-job.

Occupation: Building Controls Systems Technicians

Building controls systems technicians combine some of the traditional skill sets of building technicians with advanced skills in controls programming, networking, and systems integration. The following list describes in more detail some of the tasks that may be required of building controls systems technicians.

- Diagnoses, repairs and optimizes complex electronic building controls systems, requiring extensive knowledge of a variety of electronic and/or digital controls systems.
- Ability to test and write modifications in multiple languages of systems software.
- Ability to read and interpret detailed drawings, sequence of operations, specifications, operating manuals and other written materials
- Works closely with other skilled trades and building engineer to trouble-shoot and resolve problems with HVAC and Building Systems.

Occupational Outlook: Demand for building controls systems technicians is increasing due to advancing technology in building systems and the need for qualified workers to monitor, repair and maintain these systems to ensure a safe and comfortable building environment. Building controls systems technicians are expected to experience moderate growth in the future.

- In the Inland Empire, employment in this occupation is projected to increase 8 percent over the next 12 months (50 new jobs).
- Over the next three years, employment is projected to increase 45 percent or by 280 jobs.
- In addition to increased demand for technicians, 56 percent of employers surveyed experience difficulty finding qualified applicants for these positions, with 20 percent of employers responding “great” difficulty.

Career Pathways: Building controls systems technicians may transition into this occupation from related jobs, such as HVAC technician or junior building operator/engineer. With experience and additional education, building controls systems technicians may advance to gain greater responsibility for larger and more complex facilities.

- 44 percent surveyed preferred building controls systems technicians with a specific Associate degree or certificate, while only 4 percent indicated technicians would benefit from a related Bachelor’s degree. 36 percent consider experience in the industry adequate.
- When asked what skills are most important, regional employers working in Facility or Building Operations and Maintenance indicated they value the ability to communicate with customers (95.5 percent), and understanding local and state energy efficiency requirements and incentives for new and existing buildings (86.4 percent).

Occupational Wages: In the Inland Empire, the annual wages (based on survey responses) for building controls systems technicians are:

	Entry Level Median Annual Wage	Experienced Level Median Annual Wage
Building Controls Systems Technicians	\$46,660	\$54,080

Entry level is loosely defined as new hires up to one-year experience on-the-job, while experienced level is more typically defined as those workers with more than three years experience on-the-job.

Occupation: Building Operators or Building Engineers

Building operators or building engineers troubleshoot, install, replace, and repair building energy systems and controls to optimize energy efficiency. The following list describes in more detail some of the tasks that may be required of building operators or building engineers.

- Perform and/or direct the performance of all maintenance of HVAC and energy systems to ensure the highest level of efficiency without disruption to the building.
- Monitor operation of electrical and mechanical equipment supporting the facility and the facility’s critical operations.
- Perform routine preventive maintenance on building HVAC and energy systems.
- Knowledge of overall building systems, including equipment monitoring, building automated management systems, as well as having a thorough understanding of HVAC and electrical systems.
- Prepare and maintain maintenance logs and records.

Occupational Outlook: Demand for building operators or building engineers is increasing due to advancing technology in building systems and the need for qualified workers to monitor, repair and maintain these systems to ensure a safe and comfortable building or facility environment. Building operators or building engineers are expected to experience moderate growth in the immediate future.

- In the Inland Empire, employment in this occupation is projected to increase 2 percent over the next 12 months (10 new jobs).
- Over the next three years, employment is projected to increase 11 percent or by 70 jobs.
- In addition to increased demand for technicians, 28 percent of employers surveyed experience difficulty finding qualified applicants for these positions, with only 8 percent of employers responding “great” difficulty.

Career Pathways: Building operators or building engineers may advance into this occupation with experience as a facility manager or commercial HVAC technician, with additional education and experience.

- 32 percent of employers surveyed preferred building operators or building engineers with a specific Associate degree or certificate, while 40 percent indicated preference for a related Bachelor’s degree and 8 percent consider experience in the industry adequate.
- When asked what skills are most important, employers working in Facility or Building Operations and Maintenance indicated they value the ability to communicate with customers (95.5 percent), and understanding local and state energy efficiency requirements and incentives for new and existing buildings (86.4 percent).

Occupational Wages: In the Inland Empire, the annual wages (based on survey responses) for building operators or building engineers are:

	Entry Level Median Annual Wage	Experienced Level Median Annual Wage
Building Operators or Building Engineers	\$61,900	\$80,000

Entry level is loosely defined as new hires up to one-year experience on-the-job, while experienced level is more typically defined as those workers with more than three years experience on-the-job.

Occupation: Compliance analysts or energy regulation specialists

Compliance analysts or energy regulation specialists evaluate if projects are meeting regulatory requirements and/or incentives and provide recommendations as needed to meet compliance. The following list describes in more detail some of the tasks that may be required of compliance analysts or energy regulation specialists.

- Performs energy efficiency compliance assessments, documents compliance status and makes recommendations on corrective action to achieve compliance.
- Develops plans and procedures necessary to achieve compliance with energy and energy efficiency legislation; federal, state and local building codes; and regulations from CEC, CPUC or other regulatory bodies relevant to energy markets.
- Develops audit plans and audit surveillance checklists.

Occupational Outlook: Demand for compliance analysts or energy regulation specialists will be impacted by the influx of legislation and regulation specific to energy use and energy efficiency. Compliance analysts or energy regulation specialists are expected to experience moderate growth in the immediate future.

- In the Inland Empire, employment in this occupation is projected to increase 2 percent over the next 12 months (10 new jobs).
- Over the next three years, employment is projected to increase 19 percent or by 110 jobs.
- In addition to increased demand for technicians, 38.5 percent of employers surveyed experience difficulty finding qualified applicants for these positions, with 30.8 percent of employers responding “great” difficulty.

Career Pathways: Compliance analysts or energy regulation specialists may transition into this occupation from a number of positions, including energy efficiency manager, energy procurement manager, and energy analyst or energy auditor.

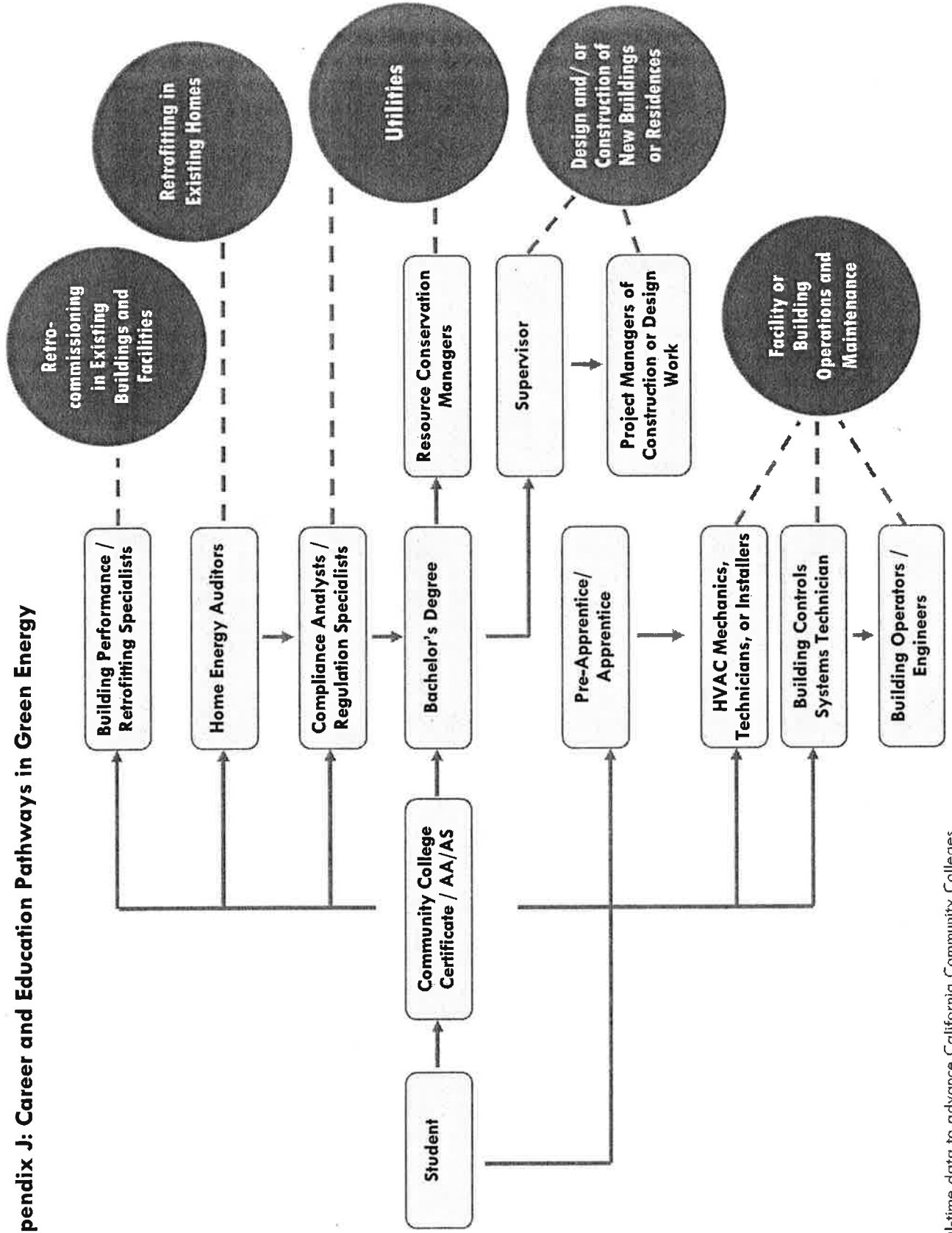
- 38.5 percent of employers surveyed preferred compliance analysts or energy regulation specialists to have a related Bachelor’s degree, 26.9 percent indicated preference for a specific Associate degree or program certificate, and 19.2 percent would consider experience in the industry adequate.
- When asked what skills are most important, regional employers working in Utilities and Resource Management indicated they value the ability to communicate with customers, in writing and in person (92.9 percent), understanding of local and state energy efficiency requirements and incentives for new and existing buildings (92.9 percent), and having a general understanding of the mechanics and engineering of energy systems, including HVAC, lighting, and renewable energy systems (85.7 percent).

Occupational Wages: In the Inland Empire, the annual wages (based on survey responses) for compliance analysts or energy regulation specialists are:

	Entry Level Median Annual Wage	Experienced Level Median Annual Wage
Compliance analysts or Energy regulation specialists	\$39,520	\$61,200

Entry level is loosely defined as new hires up to one-year experience on-the-job, while experienced level is more typically defined as those workers with more than three years experience on-the-job.

Appendix J: Career and Education Pathways in Green Energy



Appendix K: Examples of Industry Certifications in the Energy Efficiency Sector

Workers who attain industry certifications will have greater opportunities for career advancement. Community colleges can play a role in preparing students for these industry certifications as part of course and program development.

Energy Auditor/Home Energy Rater

Individuals can attain specialized certifications through the California Association of Building Energy Consultants (CABEC) to demonstrate they understand what is required to achieve compliance with Title 24 Building Energy Efficiency Standards and can proficiently perform calculations.

These two certifications are the Certified Energy Plans Examiner (CEPE) and the Certified Energy Analyst (CEA). A summary of these certifications can be found at: <http://www.cabec.org>

Building or Facility Operations and Maintenance

The Association of Energy Engineers (AEE) offers a number of certifications that enable individuals to establish a standard of professional competence which is recognized throughout the industry. Certified Energy Manager (CEM), Certified Building Commissioning Professional (CBCP), and Certified Measurement and Verification Professional (CMVP) are just three of the thirteen (13) certifications offered by the AEE. A summary of these certifications can be found at: www.aeecenter.org/certification

The International Facility Management Association (IFMA) has two certifications: Facility Management Professional (FMP) and Certified Facility Manager (CFM). A summary of the certifications offered by the IFMA can be found at: http://www.ifma.org/learning/fm_credentials/index.cfm

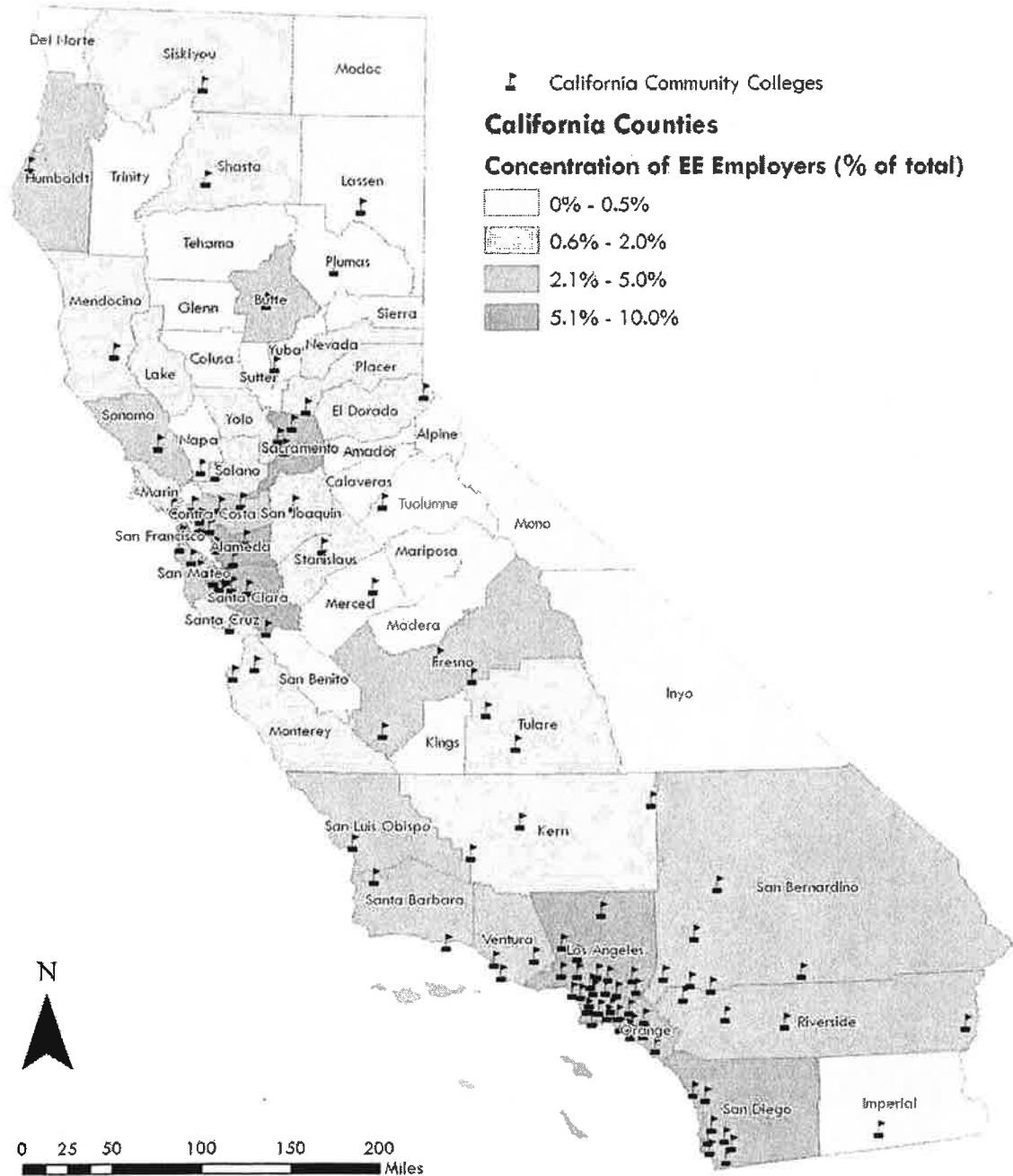
EPA HVAC Certification: <http://www.epa.gov/Ozone/title6/608/technicians/608certs.html>

Home Builders Institute: <http://www.hbi.org/page.cfm?pageID=99>

Union Apprenticeship Programs: <http://www.ibew569.org/>

Building Performance Institute (BPI) (Green for All): <http://www.bpi.org/content/contractors/certification.html>

Appendix L: Concentration of Energy Efficiency Employers in California



ATTACHMENT C

California Integrated Service Delivery Local Planning Components Riverside County

California Integrated Service Delivery Initiative
Local Planning Components
Riverside County

Summary and Background

In July 2003, the Riverside County Local Workforce Investment Area instituted the process of Continuous Quality Improvement (CQI) One-Stops or Workforce Development Centers (WDC) as they are referred to in Riverside County. Beginning with the 2004 strategic plan the WDCs and the Employment Development Department (EDD) began integrating services. Throughout 2004-2005 WDC and EDD management and staff met through teams using CQI as its guiding principles to establish the parameters, needs and processes that would result in a more seamless delivery of services to our common clients.

WDC and EDD management formed the Steering Committee that would oversee all aspects of CQI and integration. The plan unfolded with the creation of cross agency teams that addressed various critical elements in our service delivery. The Systems Alignment Team was chartered to provide direction and assistance to the WDCs on new or revised policies and procedures that would align processes across partners and centers. The Center Operations Alignment Team was chartered to design and implement tools, strategies and processes that move the operations within and across centers to a more integrated approach. The Information and Analysis Team was chartered to identify and refine the data elements required to measure fully the outcomes identified for the goals in the strategic plan, the critical measures, and customer satisfaction. As the plan was further implemented, additional teams and workgroups were formed to address specific areas of the local integration plan. The Integrated Planning Team was established to oversee the incorporation of the statewide integration policy components into the local integration plan.

The State of California's decision to develop statewide integration of WIA and Job Service provides the additional support from policy makers to break down barriers and allow the next phase of our local plan of integration to be facilitated beyond local controls and constraints.

State Policy Framework Element

1. Local Boards will adopt, implement, and continuously improve a demand-driven, skill-based, integrated services plan for the local One-Stop Career Center system. This plan will be developed with significant partner participation.

Plan Components:

A. Briefly describe how the integration initiative was introduced to your Local Board and provide information on the questions, concerns, and discussions held. Provide background information on how your Local Board approved/approached moving forward with the design of an integrated service delivery system. Discuss the degree of interest and support provided by the Local Board, and whenever possible, share plans for keeping the Local Board apprised of the progress made on the local integration efforts. Descriptions of actions that have/will be taken by the Local Board to implement a demand-driven, skill-based, integrated services model for the local One-Stop Career Center system should be provided whenever possible as these practices will provide the information needed to identify best practices for replication.

- *In 2004, a Steering Committee comprised of WIA and EDD local management presented the locally developed plan to the Board for integrating programs for the benefit of Riverside County job seekers and businesses.*
- *The Board unanimously endorsed and agreed to move forward with the local plan. The Board approved and sought out WIA and EDD management and staff participation through various teams designed to incorporate inclusion of management and staff expertise. The teams initially developed were as follows:*
 - *Center Operational Alignment Team (COAT) July 2005*
 - *The Integrated Planning Team (IPT) October 2007*
 - *Systems Alignment Team (SAT) September 2003*
 - *Information & Analysis Team (IAT) September 2006*
 - *Customer Skill Assessment and Development (CSAD) November 2007*
 - *Integration Training Team (ITT) February 2008*
 - *Steering Committee 2005*

The Board members and stakeholders had a vested interest in the success of the integrated system as it relates to their respective regions. The Board supported all of the aforementioned teams engaged in meeting the integration system's goals. The Board and regional committees were informed of the integration system's progress at each quarterly meeting by WIA, EDD and other partner staff.

The existing Continuous Quality Improvement (CQI) system (enacted in 2003 through the present) compliments the integration system. CQI has progressively moved EDD and WIA management and staff through the development of quality, seamless services to external and internal customers.

In August 2007 the Workforce Investment Board was informed of the State's support of the integrated system and the Centers acting as a learning lab. The learning labs development and implementation process allow the State the opportunity to determine the best model to use throughout California. Additionally, the Board requires reports of the integration system's outcomes based on the interaction with the Steering Committee and other teams.

On July 1, 2009, the Workforce Investment Board (WIB) learning lab was fully integrated in all Riverside County Workforce Development Centers.

- B. Provide information on how the One-Stop Career Center partners (i.e. Workforce Investment Act (WIA) Adult, WIA Dislocated Worker, Wagner-Peyser, Trade Act, and Veterans) have been included in the planning process, and how they are represented on any locally established integration leadership teams.

All the existing teams and workgroups that were in place prior to the state's integration draft policy included representation from both WIA and EDD management and staff. An additional three teams (see item C. below) were established to incorporate the state policy into the local plan. These teams also included management, customer service, and front line staff from each partner.

- C. Describe the leadership teams that were developed to support the change effort, their charters, and the information on how the membership of those teams was determined.

As a result of integration planning sessions held with One-Stop Career Center partners, the following six leadership teams were developed in support of the change effort:

- **The Integrated Planning Team (IPT):** *provided oversight of the development & implementation of an integrated service delivery model. To accomplish this, the team used the principles and practices of continuous quality improvement (CQI). The IPT oversaw and supported the integration assignments of current CQI teams and Integration specific workgroups. The IPT ensured that the learning lab model adhered to the State Integrated Service Delivery policy and the broad parameters established by the Statewide Planning Group. The team has completed their task and is now disbanded.*
- **Systems Alignment Team (SAT):** *The charter of this team is to align all internal processes and procedures with the practices of continuous quality improvement (CQI) as an organizational culture and set of operating principles. The workgroup focuses on alignment from two potential perspectives: Ensuring that policies and procedures facilitate and do not hinder the workforce systems ability to practice the culture of CQI; and*

ensuring the policies and procedures are aligned to the WIB and Council for Youth Development's certification process.

- **Center Operations Alignment Team (COAT):** *This team's charter is threefold:*

b. To recommend strategies to the Process Alignment Team designed to further integrate and align core operational processes within and across centers.

c. To design and implement tools, strategies and processes that move the operations within and across centers to a more integrated approach; and

d. To ensure that core processes across all centers are operated in a consistent and systemic fashion.

- **Information & Analysis Team (IAT):** *This team has identified and refined the data elements required to measure fully the outcomes identified for the goals in the strategic plan, the critical measures, and customer satisfaction.*
- **Customer Skill Assessment and Development (CSAD) Team:** *This team identified assessment tools and skill development options for job seekers and determined the best delivery methods. The team has completed their task and is now disbanded.*
- **Integration Training Team (ITT):** *This team has determined staff training needs for skill development and has cross trained integration partner's management and staff. As of August 27, 2008, WDC Staff Development will continue with on-going training of staff.*
- **Steering Committee:** *This committee has steered the process of change driven by the CQI Plan for the entire one stop partnership. The Committee has focused on four functional areas for implementation of the plan – connecting the plan with the work in various units/divisions and to employees; alignment of process and procedures to support a CQI culture; infrastructure building of systems required to support the work of the plan; and developing measurements and indicators of performance. The Committee oversees and monitors the progress of the pilot, to check coordination across all centers.*

- D. Indicate any techniques you identified which enhanced the level of support and cooperation provided by the One-Stop partners (as described above).

In 2004, Riverside County WDC partners understood the need for cooperation and support from each One-Stop Career Center partner in the planning, development and implementation of integrated services. Inclusion of partners in every aspect of the integration process has proved to be a successful technique in garnering support and participation. The integration plan from state has further solidified local integration efforts.

- E. Provide information as to how the teams will be used in the learning lab implementation.

Each of the leadership teams identified above met regularly to discuss, develop, plan and implement specific integration processes and service flow design elements which were used in the implementation phase of the learning lab. Recommendations of customer-focused strategies specific within each team were made and a consensus was arrived at among members to incorporate the agreed upon processes into the learning lab service delivery model, with oversight provided by the Integrated Planning Team.

State Policy Framework Element

2. As applicable, the local plan will be embedded in all related One-Stop Career Center system documents, including Memoranda of Understanding, One-Stop Operator agreements, and contracts for service providers.

Plan Components:

- A. How will you anticipate incorporating the language of the integrated service delivery model policy framework into your existing agreements?

EDA has developed MOUs to include Integration language and requirements of the integration plan to fully commit the partnership and resources as defined in each agreement combining WIA/EDD systems.

Prior to the pilot start date on July 28, 2008, EDA and EDD had several planning meetings to identify the pilot design and determine the "who, what, when, where and how" of combined WIA and EDD staff and resources. EDA ran the pilot for six months to establish a baseline budget and determine the actual costs of Integration. A baseline has been established whereby costs for the Integration can best be determined. The MOU and budget have been amended to address actual combined costs of the Integration. The agreements include clear start and end dates and address the role of each partner's resources.

- B. Indicate whether you will revise existing agreements or create addendums to agreements for meeting this requirement.

All agreements and addendums currently include Integration language and requirements specific to the Integration plan.

- C. To the extent possible, identify which agreements will require revisions to incorporate integrated service delivery system language.

The WIA MOU partner agreements have identified and incorporated language of the integrated service delivery system, and a memorandum of operations has been developed.

- D. Where do you foresee challenges that may delay the timely execution of these agreements?

Delays in the timely execution of these agreements have occurred due to the complex nature of combining WIA and EDD systems, staffing, cross-training review, and the approval process for the integrated partners.

- E. Include an estimated timeline for agreement approvals.

Initial agreements were completed by January 2010. Any amendments to agreements may occur to capture actual costs of Integration.

State Policy Framework Element

3. One-Stop Career Center service design will be driven by the local economy and employer needs, and draw on quality workforce intelligence, local labor market information, and local employer validation of data.

Plan Components:

- A. Describe what methods you will employ to assess the local economy and employer needs.

Riverside County EDA/WDC currently uses its Business Intelligence Unit to assist in the compilation and analysis of local labor market, demographic and economic information. This unit relies heavily on the EDD LMID for local and regional data as well as access to ALMIS InfoUSA database. In addition, EDA has partnerships with the local community colleges through the Chancellor's Tech Prep program and the Department of Labor through the WIRED Initiative. Both of these partnerships involve detailed research into the local business economy and include extensive surveying of local companies. Surveys are coordinated and completed by business services staff from the workforce development centers to assess both industry health and workforce needs.

- B. How will you validate the information gathered in this process, (e.g., workforce intelligence and related labor market information)?

*As mentioned in number one above, the information will be analyzed by the business intelligence unit. LMID's occupational projections are compared and validated where appropriate to survey results regarding worker skills, both current and future, validated using O*NET, and shared with the local education community to identify any skill gaps related to curriculum. This approach is currently being used successfully in the WIRED project.*

- C. Once you have completed the data collection and the information gathering process, how do you anticipate your discoveries will influence your approach to

system integration and service delivery?

This approach enables all partners to use the same data for decision making. With access to current demographic and educational information, a local "skills inventory" can be identified and coupled with our "business inventory." These data are used by:

- *Our economic development team for business attraction and retention*
- *The business services team for recruitment*
- *Career resource area staff for job matching*
- *Regional partners for industry cluster analysis*
- *Our local education partners in the development of regional training strategy*

State Policy Framework Element

4. One-Stop Career Center service design will emphasize skill assessment, skill enhancement, and skill-based labor market attachment for all Center customers, with the goal of transforming job seekers into even more competitive job candidates.

Plan Components:

- A. How will the One-Stop Career Center service design enhance your local system's ability to effectively link qualified job seekers with employment opportunities that best match their skills?

The Workforce Development Centers are designed to connect the business and job seeker flow to serve our customers quickly and efficiently. The job seeker flow will direct job seekers through a process of assessment, skill building, and job referrals.

4. *Welcome Process – The Career Coach team member will triage to quickly identify initial needs and direct and refer customers to the 'right' place: New Customer, Existing Customer, Veteran/Spouse/Dependent, Appointment/Specialized Program or TAA/TRA. Customers will complete membership paperwork and Wagner Peyser and Basic Skills Assessment. If the customer has appropriate documentation and wants to be enrolled in our programs they will be seen by a Career Coach to go through the Career Counseling Process.*
5. *Career Counseling Process – Career Coaches are available to meet with new and existing customers Monday-Thursday, 8-4pm. Career Coaches will determine customer needs and referral to appropriate services and resources. They will determine eligibility, complete enrollment and issue a membership card and set activity code for 60 day pass to utilize center. Customers will complete a comprehensive assessment. The results of these assessments will be used to design an individual employment plan (IEP) with the customer. The customers'*

activity code will be reset for another 60 days as needed. Referrals to the training team lead will be based on customer's needs and comprehensive assessment results. This will include customer's basic skills, and need for skills enhancement. The Career Coach will review the IEP on a continuous basis to identify and update goals in the plan to ensure customer's participation. Individuals who are job ready are placed in the center's Employment Candidate pools that include: the industry cluster pool, CalJOBS, RivCoCareerGateway.com, and rivcojobs.com/Virtual One-Stop (VOS). These customers are selected for pre-screening and pre-testing to verify whenever possible, they meet the specific, identified skills requirements of the employer prior to referral.

6. *Training Approval Process – Training Team Lead will receive referral and distribute to appropriate Training Team member. Training Team member will make contact within 48 hours with customer to review assessment results, IEP and suitability. Training Team member will then work with the customer to identify an appropriate training vendor and complete all enrollment documentation. Upon 75% training completion Training Team member will advise Business Solutions Team of type of industry customer is seeking employment in. Upon training completion Training Team member will ensure customer is job ready, update IEP and refer to appropriate workshops. Individuals who are job ready are placed in the center's Employment Candidate pools that include: the industry cluster pool, CalJOBS, RivCoCareerGateway.com, and rivcojobs.com/Virtual One-Stop (VOS). These customers are selected for pre-screening and pre-testing to verify whenever possible, they meet the specific, identified skills requirements of the employer prior to referral.*
- B. If you have made or intend to make changes to the design of office space and/or your policy and procedure manuals, please provide information on the nature of the changes and how you believe they will improve the delivery of services or integration of staff.

The Riverside One-Stop Career Center will be relocating to 1325 Spruce Street, Riverside, CA on or about March 11, 2010. This new location will improve the delivery of services to its customers by offering a more conducive building to our service delivery model. It also offers a larger customer resource area with a dedicated area for UI phones and computers, interview rooms, computer lab and training rooms.

The new Murrieta One-Stop Career Center will open on or about March 15, 2010. Demographic statistics indicated that a vast majority of Hemet One-Stop customers were coming from the Murrieta area. This new facility will improve the delivery of services to its customers by offering a closer facility for its customers and a larger customer resource area with a dedicated area for UI phones and computers, interview rooms, computer lab and training rooms. With the opening of the new Murrieta One-Stop, the Temecula One-Stop Career Center will be

closing on or about March 31, 2010.

Also, the Hemet One-Stop will be relocating to a smaller building since the demand for services in this area will be reduced with the opening of the new Murrieta One-Stop.

The Indio One-Stop Career Center has made changes to the design of its office space to improve the delivery of services to its customers. Adjustments include re-positioning of one of the customer counters in the reception area of the Career Resource Area (CRA) so that the counter faces south towards the CRA's entrance. This change gives customers a clear line of vision to begin accessing services. A second counter in the CRA faces the computers, telephones, and waiting area. The CRA resources library has been relocated in order to provide additional space in the waiting area, and allow for better crowd control and efficient customer flow. The telephone stalls have been moved against the wall in an L-shape, and tables and chairs from the resource library have been moved to the reception center to allow for a larger and more accommodating waiting area for customers.

The One-Stop Career Centers are progressing with changes to the policy and procedures manuals that incorporate the program design elements of Wagner-Peyser and Workforce Investment Act functions. We have updated policies for Support Services, Selective Service, Priority for Service and Adult Eligibility. These policy and procedure changes have been put into place throughout the One-Stop Career Centers to align the systems and functions of both entities, affecting a more seamless method of service delivery.

- C. How will you assess the skills and needs of job seekers? Where will this occur and what staff will be tasked with this function?

Riverside County will apply the whole-person approach in assessing job seekers to obtain a complete picture of the individual. As a preliminary assessment, a Career Coach will review the information on the membership paperwork and complete initial assessment through a structured interview with the job seeker. Based upon this information the job seeker is put into the Career Counseling process.

- D. If new tools and systems are being introduced, describe your plan for training functional teams in the use of the tools/systems.

Staff has been trained on Prove It! (which is one of assessment tools being used to assess job seeker skills). Training was conducted by a representative from the assessment company or by our Staff Development Unit. Staff was trained on cultural sensitivity, security, confidentiality, reasonable accommodation, and test appropriateness.

State Policy Framework Element

5. This service design and all services will be available at all locations within the local One-Stop Career Center system.

Plan Components:

- A. Describe your strategy for ensuring that the integrated service delivery model you have designed will be consistently implemented throughout the local area.

To ensure consistent implementation of the integrated service delivery model designed by the Riverside County LWIB, the Center Operation Alignment Team (COAT) had been chartered. COAT was tasked with designing and implementing tools, strategies and processes that move the operations within and across centers to a more integrated approach, as well as ensuring that core processes across all centers are operating in a consistent and systemic fashion.

- B. Provide a list of One-Stop Career Center locations and other service points in your area where the integrated service model will be implemented. If you are phasing in implementation, please provide a timeline?

The service integration model was implemented beginning July 28, 2008, with kick-off occurring on separate dates for subsequent One-Stop locations:

- *Riverside Workforce Development Center (WDC)*
- *Hemet WDC*
- *Indio WDC*
- *Temecula WDC (closing on or about March 31, 2010)*
- *Corona Employment Development Department (EDD)*
- *Blythe EDD*
- *Southwest WDC (opening on or about March 15, 2010)*

State Policy Framework Element

6. Integrated service delivery has the following three major components which are to be incorporated into each locally developed plan.
- I. A commitment to and a process for an integrated customer pool, so that all One-Stop Career Center customers (whenever eligibility permits) are registered simultaneously in the performance measure calculation of the Workforce Investment Act, Wagner-Peyser Act, Trade Adjustment Assistance, and Veterans Employment and Training programs.

Plan Components:

- A. Implementation of an integrated customer pool requires an automated

reporting system. This system must provide for a single participant record that can be accessed and updated by staff with the required customer information and services provided, regardless of the funding stream supporting the activity. Duplicate data entry should be avoided and data must be transmitted to the EDD Workforce Services Division in compliance with federal and state reporting requirements.

Upon review, one of the following three automated case management systems will be utilized.

1. A combination of CalJOBSSM (and the associated subsystems) and the Job Training Automation (JTA) System.
2. A locally developed system that will upload data to JTA in accordance with federal and state reporting requirements. This local reporting system must provide for collection of the full range of data required across all the integrated programs.
3. A combination of CalJOBSSM and a locally developed client management system. This local reporting system will provide for collection of the full range of data required across all the integrated programs. Data will be uploaded to the JTA system for reporting in compliance with federal and state reporting requirements.

It is the decision of the local level to use a combination of CalJOBSSM and Virtual One-Stop. This reporting system provides for collection of the full range of data required across all the integrated programs. Data is uploaded to the JTA system for reporting in compliance with federal and state reporting requirements. Virtual One-Stop is a comprehensive one-stop operating system that has set a new standard for providing workforce development services.

In order to assure an accurate unique count of customers entering the One-Stop, a single reporting option will be selected after an initial assessment of CalJOBSSM and Virtual One-Stop is completed. The result of this assessment allows the local area to determine which system will best capture the required data without duplication.

The Information and Analysis team is using the attached model as a starting point for data flow and collection (see Attachment A). Our team understands that improving the coordination among data management systems is far more manageable under a streamlined integrated service model. Option three as identified above has been selected as the data collection system for the local area one-stops to use.

- A. In order to assure an accurate unique count of customers entering the One-Stop, a single reporting option must be selected by the local partnership. Please indicate the option your local partnership has selected and describe

how it will be implemented throughout the One-Stop Career Center system.

CalJOBSSM and Virtual One-Stop is being used to provide an accurate count of customers entering the One-Stops.

- B. How have you designed the flow of customers through your One-Stop Career Center system to assure that all clients will be reported? In order to ensure reliability of the data collected under universal reporting requirements, all One-Stop Career Center customers (self-service and staff-assisted) must be captured through the identified reporting option.

All customers are registered in CalJOBSSM and Virtual One-Stop with bar codes scanned for each service received. The scanned information is loaded into JTA. The Universal count is listed in CalJOBSSM only by using the applicant information identified on the membership paperwork and the initial assessment.

- C. Adult Common Measures outcome goals will be negotiated for the integrated customer pool. Although negotiations are not required at this phase of the planning process, if your partnership has discussed expected entered employment, retention, and average wage levels for the common customer pool please provide some background on that discussion, and what the partnership's recommendation was for performance levels.

The One-Stops are using the established local area 2008/2009 performance goals set by the State for the Adult Common Measures: Entered Employment 56%; Retention 75%; and Average Earnings \$11,000. Recent data collection and analysis of performance measures documented for Program Year 2007/2008 prior to Integration indicate that without supplemental data collected the outcomes for Entered Employment were reduced by up to 20% for Adult and DW's.

- D. If recommended performance goals have been developed, please describe the method used for determining these levels and any historical data used to evaluate performance expectations for the common customer pool.

The Systems Alignment Team has determined the following performance goals criteria (see Attachment F): There are nine Measurements for Integration. The Systems Team reviewed, discussed and utilized a combination of the three criteria for all nine measures to arrive at a standard to fill in the measurement for each. The team reached consensus for all measures; There will be an actual number (20,000) inserted for measure #1, pertaining to an increase in the number of Customers who participate in at least one skill building activity. Customer Satisfaction would increase to 100% for measures # 2 through 5 and 9. These measures are indicators for Customer wait times, quality service and the right candidate was referred for the job. A survey has been utilized to address the standard for measure #7. The indicator for this measure is pertaining to the data collection system that will be utilized during Integration. There is

specific language incorporated for measures # 6 & 8 to indicate the standard. Examples- Met performance standards, which are greater than or equal to pre & post the pilot; the amount of time for a job ready Customer to acquire work would not exceed two weeks. These measures are indicators for performance standards and job placement.

State Policy Framework Element

- II. An integrated customer flow that clearly defines a service delivery process with a sequence of demand-driven, universal services that focuses less on specific program eligibility and participation.

Plan Components:

- A. Describe the integrated customer flow you have designed and provide information on how it will offer all customers three types of services, including (1) an initial, standardized skill assessment from which an initial service plan is designed; (2) a robust menu of demand-driven, skill enhancement products (including, but not limited to, occupational training); and, (3) a method for attaching center customers to the labor market by responding to employer qualifications and, whenever possible, verifying skills prior to referral of job candidates to employers.

The integrated customer flow is designed to serve customers quickly and efficiently by combining resources and staff to identify immediate customer needs and provide them with three types of services.

Welcome Process – The Career Coach team member will triage to quickly identify initial needs and direct and refer customers to the 'right' place: New Customer, Existing Customer, Veteran/Spouse/Dependent, Appointment/Specialized Program or TAA/TRA. Customers will complete membership paperwork and Wagner Peyser and Basic Skills Assessment. If the customer has appropriate documentation and wants to be enrolled in our programs they will be seen by a Career Coach to go through the Career Counseling Process.

4. *Career Counseling Process – Career Coaches are available to meet with new and existing customers Monday-Thursday, 8-4pm. Career Coaches will determine customer needs and referral to appropriate services and resources. They will determine eligibility, complete enrollment and issue a membership card and set activity code for 60 day pass to utilize center. Customers will complete a comprehensive assessment. The results of these assessments will be used to design an individual employment plan (IEP) with the customer. Referrals to the training team lead will be based on customer's needs and comprehensive assessment results. This will include customer's basic skills, and need for skills enhancement. The Career Coach will review the IEP on a continuous basis to*

identify and update goals in the plan to ensure customer's participation. The customers' activity code will be reset for another 60 days as needed. Individuals who are job ready are placed in the center's Employment Candidate pools that include: the industry cluster pool, CalJOBS, rivcojobs.com/Virtual One-Stop (VOS) and RivCoCareerGateway.com. These customers are selected for pre-screening and pre-testing to verify whenever possible, they meet the specific, identified skills requirements of the employer prior to referral.

Training Approval Process – Training Team Lead will receive referral and distribute to appropriate Training Team member. Training Team member will make contact within 48 hours with customer to review assessment results, IEP and suitability. Training Team member will then work with the customer to identify an appropriate training vendor and complete all enrollment documentation. Upon 75% training completion Training Team member will advise Business Solutions Team of type of industry customer is seeking employment in. Upon training completion Training Team member will ensure customer is job ready, update IEP and refer to appropriate workshops. Individuals who are job ready are placed in the center's Employment Candidate pools that include: the industry cluster pool, CalJOBS, rivcojobs.com/Virtual One-Stop (VOS) and RivCoCareerGateway.com. These customers are selected for pre-screening and pre-testing to verify whenever possible, they meet the specific, identified skills requirements of the employer prior to referral.

Returning job seeker customers are identified in a streamlined manner and a Career Coach will meet with them to determine if the job seeker employment needs have changed and/or been met. A team member will scan all appropriate bar code activities in VOS for all staff assisted services provided to the job seeker.

The following Procedure was developed for the Integrated Service Delivery:

Workforce Investment Act (WIA) and Wagner-Peyser (WP) funded workforce education, training and employment programs will integrate to provide services to jobseeker and business customers of the Workforce Development Centers of Riverside County. Integrated Teams comprised of Employment Development Department (EDD) and Economic Development Agency/Workforce Development Center staff will deliver services to all customers in an efficient and timely manner through the processes identified below. Refer to the WDC Knowledge Management Site for detailed procedures at <http://www.rceda-webzone.com/Default.aspx?tabid=346>.

Welcome Process

The Welcome Process identifies the customer's needs and directs them to the 'right' place.

Career Counseling Process

The Career Counseling Process will assist job seekers by assessing their skills, developing an Individual Employment Plan (IEP) and planning skill enhancement activities.

Training Approval Process

The Training Approval Process will assist job seekers to identify appropriate training programs available. Upon training completion the Training Team member will ensure the customer is job ready and will provide job referral/matching services to customers who are job ready and have completed the Welcome and/or Career Counseling process.

Business Solutions Process

The Business Solutions Process assists business customers by assessing their business needs and developing strategies and solutions utilizing partner and other community resources.

- B. Please discuss which skill assessment tool(s) the learning lab will use, how and why the tools were selected and what skill enhancement products that the learning lab will offer. How will your system approach determining employer skill requirements and preparing job candidates for referrals based on those requirements?

The assessment tools were selected based on format availability, administration time, ease of use, cost effectiveness, test purpose, test reliability, test validity, fairness, literacy level, and the availability in other languages. In identifying the various tools, the need for all the assessments to be user-friendly and to build upon one another was emphasized. The selected tools are:

- *Basic Skill Assessment*
- *O*Net On-Line*
- *Prove It!*

These assessment tools allow Riverside County to meet the four main objectives for the use of assessments within the workforce system. These objectives are: 1) Exploring career options and person-career matches to ensure that individuals undertake skills preparation that is suited to their existing level of readiness as well as their aptitudes, abilities, and informed career goals; 2) Identifying skills gaps and education needs to ensure that individuals develop the skills and competencies that are in demand by high growth businesses and industries; 3) Referring qualified candidates to available job openings; and 4) Promoting attainment of industry-recognized credentials to ensure that candidates referred to business and industry partners are qualified for those positions.

Please see the list below for a comprehensive menu of skill enhancement products Riverside County provided to job seekers:

- *ITA Approved Occupational Training Programs (Community Colleges, Universities, Adult Education, Regional Occupational Programs, Private Vocational Schools)*
- *On the Job Training*
- *Customized Employer Training*
- *Basic Skills Remediation (Math and Reading Comprehension)*
- *SkillPath*
- *GED*
- *English As A Second Language (ESL)*
- *Workplace Literacy*
- *Apprenticeship Programs*
- *Job Corps*
- *Industry Seminars/Trainings*
- *Mock Interviews*
- *Computer Literacy*
- *Tutorials*
- *Facilitated Workshops*
- *Transferable Skills*
- *Interviewing Skills*
- *Resume Writing*
- *Cultural Diversity*
- *Customer Service*
- *Presentation Skills*
- *Listening Skills*
- *Learning Skills*
- *Speaking Skills*
- *Critical Thinking Skills*
- *Time Management*
- *Troubleshooting*
- *Problem Solving*
- *Decision Making*
- *Instructing*
- *Writing Skills*
- *Job Search Techniques*
- *Computer Basics*

Our integrated service delivery system determines the employer skills requirements by a questionnaire. The employer questionnaire is used as a primary tool in determining employer needs such as: job classification, job description, industry clusters, and required skills including education/certification and salary information.

Labor Market Information (LMI) is an additional tool which may be used in making a wage comparison and assisting employers in obtaining additional

relevant information such as: skill requirements, occupational trend, and industry demand.

Appropriate candidates are selected from all available resources including the industry cluster pool, CalJOBSSM, rivcojobs.com/Virtual One-Stop and RivCoCareerGateway.com. They are pre-screened and/or pre-tested. Qualified candidates are advised and prepared for employment referral which could include mock interviews, resume update, appropriate dress attire.

State Policy Framework Element

- III. An integrated staffing chart to lead and provide services to the integrated customer pool as they are served through the adopted, integrated customer flow. Include in this discussion your considerations for continuous quality improvement for this flow to reflect the changing needs of your customers based on ongoing workforce intelligence.

Plan Components:

- A. Describe how you approached the creation of cross-functional service delivery teams. Indicate who has responsibility for functional supervision, management and staffing functions for the new service delivery model.

The Steering Committee agreed to strategies regarding the creation of the cross-functional service delivery teams and their leadership. The six locations providing integrated services are paired up geographically: Hemet/Temecula, Indio/Blythe, and Riverside/Corona. The functional supervision of the Career Coach in each pair is assigned to one manager. The three Regional Managers will supervise the Business Solutions Teams. A team of two managers will do staff skills monitoring and plan staff development.

- B. What challenges were encountered during the planning process?

None identified at this time

- C. What mechanisms have been implemented to encourage early identification of ineffective practices, problem resolution and continuous improvement based on the intent of this initiative to support learning as the model evolves?

The established teams noted elsewhere in this plan employ the principles of CQI in their analysis and recommendations for implementation of new processes. Each team is responsible for the continuous evaluation of any of their recommendations and makes new recommendations based on information gathered.

D. How will the functional teams provide services under the adopted customer flow, with affiliation by team and not by program funding? How were the managers and team leaders of this effort named? Note: The managers and team leaders should be named without regard to funding source and should coordinate the functional teams in the implementation of the integrated flow.

The Integrated Planning Team continued discussions regarding functional team's structure, provision of services and the implementation of services within the teams during the learning lab phase.

Now that we are fully integrated we have functional teams that provide service based on customer needs. Each team has an assigned coordinator to oversee the customer flow on a daily basis. Refer to page 14 for customer flow process.

State Policy Framework Element

7. All local One-Stop Career Center systems will have an integrated, employer services team that has responsibility for connecting local employers to the local One-Stop system. This team also has as a major function ensuring that all One-Stop services continuously improve and respond to the needs of local employers and the local economy.

Plan Components:

- A. What is the composition of your employer services team? Describe the methodology used in building teams to promote the services of the One-Stop Career Centers in the local community. What will be done to build relationships with the local business community for the purpose of establishing ongoing employment opportunities for One-Stop customers? Whenever possible, please provide some examples of actual activities that are representative of the tactics used in serving the business customer.

The County of Riverside Workforce Development Division as the Local Workforce Investment Area with its WIA partners has had and continues its strong bond to the business community both through its' structure and core values.

Structure-Workforce Development is a Division of the Riverside County Economic Development Agency and through its organizational structure works with the economic and redevelopment division staff in collateral referrals of new and existing businesses seeking assistance. Seeing a need to be more responsive to the diverse needs of local industry in such a large county as

Riverside, the local areas have Regional Committees of the Workforce Investment Board. There are four regional boards: Eastern, Mid-County, Southwest and Western. These regional boards are sensitive to the diverse economies of their local area providing demand-driven solutions in assisting their area businesses.

Core Values-The Continuous Quality Improvement Process started over three years ago with EDA and EDD staff participating in evaluating the workforce development system values relating to the delivery of service. Based on the survey results chartered teams were created to focus on providing superlative customer service to both businesses and job-seekers and to provide it consistently across Centers and agencies. EDA and EDD staff volunteers have spent many hours in teams and workgroups to improve and integrate the delivery of services to businesses.

Integration-- Business Community Relationships and Structure:

Business services are composed of one component, the Business Solutions team. (See Process Flow in Attachment E).

Business Solutions team members work in the field to bring solutions to the needs of the business including recruitment. Business Solutions identifies the company to target by researching business information and background through a variety of methods: Business Interview Summary, Business Proposal, or by written proposal with "Value Added Worksheet". Appropriate resources and partners are identified to discuss and evaluate options. Business Solutions works with the Riverside County Workforce Investment Board, the regional committees, cities, chambers, Economic Development groups, Enterprise and Empowerment Zones and other business groups to develop business relationships. As stated earlier, Business Solutions and our Economic Development Division are aligning to provide services to new and existing businesses. Business Solutions analyzes the needs of the business and coordinate all partners and resources to provide solutions for the business. Business Solutions provides a "value added" component for all solutions provided.

Business Solutions is also responsible for general business services including recruitment, pre-screening, pre-testing, job posting, job fairs and labor market information. The Business Solutions team coordinates a candidate pool utilizing all available resources like rivcojobs.com/Virtual One-Stop, CalJOBSSM, RivCoCareerGateway.com, schools and other agency referrals. The Business Solutions Team ensures all candidates meet the job criteria of the business and only refer qualified candidates.

State Policy Framework Element

8. Local Boards will identify clear success indicators to evaluate the shift to a demand-driven, skill-based integrated service delivery system and include those metrics in their local plans.

Plan Components:

- A. How do you propose to document the success of your integration effort? What indicators will you use to communicate to your Board, staff and customers the effectiveness of your model? Describe the benchmarks that will be used to validate the level in which the learning lab has successfully shifted to the integrated service delivery model and describe the methodology you will use to calculate your results.

Based on the measures defined in Attachment F, information is gathered on a monthly basis and reported by posting on the WDC intranet in the Integration Section. A comprehensive report is presented to the Steering Committee and the WIB on a quarterly basis. Challenges encountered and improvements are being noted as applicable. The benchmarks and methodology for validation are described in Attachment F.

As part of the CQI process, two Focus Groups were conducted in August 2008 and December 2008 to provide facilitated feedback on the process and results thus far of Integrated Services. Focus Group summary reports were documented in September 2008 and January 2009.

- B. What indicators will you compare as you evaluate your new model against past practice? Items that you may consider including are impact on service quality, ease of data collection, increased efficiencies and effectiveness, impact on performance outcomes, sufficiency and identification of resources to meet the responsibility, increase in the number of customers receiving skills and other training, impact on cost per customers served, and the impact on duration of unemployment. How will these indicators assist you in evaluating your new model?

Some of the measures outlined in Attachment F have been evaluated as part of the local plan for integration. Additional measures have been added and refined to align with the state policy. All measures are defined with the CQI process in mind which includes constant measuring, refined and redefining. The initial quantifiers have been identified under the "Standard" in Attachment F.

California Integrated Service Delivery Initiative
Attachments

- A. Data Flow and Collection
- B. Welcome Process
- C. Career Counseling Process
- D. Training Approval Process
- E. Business Solutions Process
- F. Proposed Measurements for Integration Pilot

Attachment: A
Data Flow and Collection

DATA ELEMENTS BY SERVICE PHASE (applies to all funding sources, phases are driven by service level not funding stream)

Data Group A – Self-service and Informational Services

Self-service and informational activities are those core services that are made available and accessible to the general public; that are designed to inform and educate individuals about the labor market, their employment strengths and weaknesses, and the range of services appropriate to their situation; and that do not require significant staff involvement with the individual in terms of resources and time.

Self-service occurs when participants serve themselves in accessing workforce investment system information and activities in either a physical location, such as a One-Stop Career Center resource room or partner agency, or remotely via the use of electronic technologies.

Informational activities in a workforce investment setting may include both self-services and staff-assisted core services that are designed to inform and educate a participant about the labor market and to enable a participant to identify his or her individual employment strengths, weaknesses, and the range of services appropriate for the individual. The exception is core services that require significant staff involvement (definition below) [Training and Employment Guidance Letter 17-05, p. 29]

DATA ELEMENTS REQUIRED (Data Group A—Self-service & Informational)

Funding Stream (Auto populated as Wagner-Peyser & WIA Adult)

Date (this becomes the participation date)

Social Security Number

Date of Birth

Gender

Disability Status

Race/Ethnicity

Employment Status

Veterans Status

Rapid Response (Yes, No)—optional not in WIASRD, is in WISPR

Rapid Response Number --- optional not in WIASRD, is in WISPR

Exit Date^{2/}

Data Group B—Staff Assisted Core (Core services with significant staff involvement)

Significant staff involvement in a workforce investment setting is any assistance provided by staff beyond the informational activities described above regardless of the length of time involved in providing such assistance. **Significant staff involvement includes a staff member's assessment of a participant's skills, education, or career objectives in order to achieve any of the following:**

- Assist participants in deciding on appropriate next steps in the search for employment, training, and related services, including job referral;
- Assist participants in assessing their personal barriers to employment; or
- Assist participants in accessing other related services necessary to enhance their employability and individual employment related needs.

[TEGL 17-05, p. 29]

ADDITIONAL DATA COLLECTION AT STAFF-ASSISTED CORE

State code of residence (not collected, auto populated)

Labor Market Area (not collected, auto populated)

ETA Assigned Code (not collected, auto populated)

County of residence

Zip code of residence

Unemployment Insurance Status

Highest Grade Completed

Farm worker status

Offender

Limited English Proficiency

Homeless

Record all services

Exit Date^{2/}

DEFINITION OF CORE SERVICES

CORE SERVICES [Workforce Investment Act (WIA), Section 134(d) (2)]

- Determinations of eligibility
- Outreach, intake, and orientation
- **Initial assessment of skill levels, aptitudes, abilities, and supportive service needs**
- Job search and placement assistance

CORE SERVICES [Workforce Investment Act (WIA), Section 134(d) (2)]

(Continued)

- Provision of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas...

- Provision of performance information and program cost information on eligible providers of training services.
- Information on local performance measures
- Provision of accurate information related to supportive services
- Provision of information regarding the filing of Unemployment Insurance claims
- Assistance with eligibility for alternative programs
- Information about financial assistance options for training
- Follow-up services

Data Group C – Case Managed Services –Intensive & Training Services (regardless of the funding stream providing case management)

<u>INTENSIVE SERVICE</u> [WIA Section 134(d)(3)(C)]	<u>TRAINING SERVICES</u> [WIA Section 135(d)(4)(D)]
Comprehensive & Specialized Assessment	Occupational Skills Training
Development of Individual Employability Plan	On-the-Job Training
Group Counseling	Work-based Training and Cooperative Education
Individual Counseling & Career Planning	Skill Upgrade Training
Case Management	Entrepreneurial Training
Short-term vocational services	Job Readiness Training
	Adult Education & Literacy
	Customized Training

ADDITIONAL DATA ELEMENTS

Low Income/Public Assistance
Dislocated Worker Status
Services
Exit Date^{2/}

^{1/}All data collection is additive from one data group to the next. The automation design

should not require duplicate data entry.

^{2/}Exit may occur at any of the designated points, but only a single exit will occur when the individual completes their full flow of services. For a client continuing services, a period of no more than 90 days should pass without a service being provided to the client and reported.

Attachment B

Welcome Process

Step 1: Career Coach Team Member will triage to quickly identify initial needs and direct and refer customers to the 'right' place.				
STEP 2A: New Customer	STEP 2B: Existing Customer	STEP 2C: Veteran/Spouse/Dependent	STEP 2D: Appointment/ Specialized Program	STEP 2E: TAA/TRA
<ul style="list-style-type: none"> Career Coach Team Member will promote our services; one on one, or stand up mini group sessions by utilizing the marketing tool. Career Coach will inform customer of approximate wait time. <p><u>TOOLS:</u></p> <ul style="list-style-type: none"> Marketing Tool 	<ul style="list-style-type: none"> Office Assistant will check system to see if membership is active. <p><u>TOOLS:</u></p> <ul style="list-style-type: none"> www.rivcojobs.com 	<ul style="list-style-type: none"> Is customer a Veteran/ Spouse of Veteran/ Dependent? <p><i>*Priority of Service</i></p>	<ul style="list-style-type: none"> Does customer have an appointment/ specialized program? 	<ul style="list-style-type: none"> What is the reason you are no longer working? <p><i>*Priority of Service</i></p>
<ul style="list-style-type: none"> New Customer will be asked to complete membership paperwork, Wagner Peyser and Basic Skills Self Assessment. Basic Skills Assessment includes; Prove-It Basic Skills Self Assessment (Western Indiana WorkOne) and Career Services Self Assessment Profile. Please note: This can be done virtually prior to entering the Center. <p><u>TOOLS:</u></p> <ul style="list-style-type: none"> www.rivcojobs.com Prove It Basic Skills Assessment/ (Western Indiana WorkOne) Career Services/ Self Assessment Profile located in www.rivcojobs.com 	<ul style="list-style-type: none"> Customer Active, Refer to Resource Center and/or Workshop. <p><u>TOOLS:</u></p> <ul style="list-style-type: none"> Career Counseling Process Workshop Schedule 	<ul style="list-style-type: none"> If customer is in this category Customer will be seen by a Veteran Representative. Veterans have priority of service. 	<ul style="list-style-type: none"> Refer to appropriate representative. 	<ul style="list-style-type: none"> If answer is because company lay-off due to increased imports or shift production to other countries provide customer with TAA specialist phone number to make an appointment.
<ul style="list-style-type: none"> Does Customer need to file for Unemployment Insurance? Customer will be given options. <p><u>TOOLS:</u></p> <ul style="list-style-type: none"> UI Brochure with 1-800 number Use UI Computers to complete UI Application UI Phones Ask EDD.com 	<ul style="list-style-type: none"> Customer membership within 1 week of expiring or has expired, refer to Career Coach prior to them utilizing center. 	<ul style="list-style-type: none"> If Veteran Representative is not available Career Coach will initiate services until such time that a Veteran Representative appointment is available. 		
<ul style="list-style-type: none"> Does customer have appropriate documentation and want to be enrolled in our program? Yes, Customer will be seen by a Career Coach. No, Customer may be issued One Day Pass (set activity code) to utilize center and asked to return at a later time with appropriate documents. If Customer only wants to file for Unemployment Insurance using the CRA refer to appropriate computers and/or phone and issue One Day Pass (set activity code). <p><u>TOOLS:</u></p> <ul style="list-style-type: none"> www.rivcojobs.com Career Counseling Process 				

Attachment C

Career Counseling Process

STEP 1: <ul style="list-style-type: none"> • Career Coach will be available to meet with new and existing customers Monday-Thursday, 8-4pm. 	
STEP 2: <ul style="list-style-type: none"> • Determine Customer needs and referral to appropriate services and resources. 	TOOLS: <ul style="list-style-type: none"> • 211 Riverside County Information • Websites • Riverside County Blue Book • Product Box
STEP 3: <ul style="list-style-type: none"> • Determine eligibility, complete enrollment and issue membership card. Set activity code for 60 day pass to utilize center. 	TOOLS: <ul style="list-style-type: none"> • Rivcojobs.com • Policy 19-14 Employed Adults Eligibility for WIA • Policy 19-15 Dislocated Worker Eligibility • Policy 19-16 Title 1B Program Eligibility
STEP 3A: <ul style="list-style-type: none"> • Conduct Comprehensive Assessment using the Basic Skills Assessment results and Job History to identify Job Readiness, Basic Skills, Disabilities, Job History, Job Barriers (ie Child Care, Transportation). Document discussion in case notes. 	TOOLS: <ul style="list-style-type: none"> • Rivcojobs.com • Basic Skills Assessment <ul style="list-style-type: none"> ○ Prove It Basic Skills Assessment/ (Western Indiana WorkOne) ○ Career Services/ Self Assessment Profile located in www.rivcojobs.com
STEP 3B: <ul style="list-style-type: none"> • Career Coach will initiate Individual Employment Plan (IEP). This will be based upon the "Comprehensive Assessment" results, customers Goals and/or barriers. Document results in Comments on the IEP. <p><i>Should include the following when applicable :</i></p> <ul style="list-style-type: none"> • Workshops • Internal and/or external resources for skills deveiapment • Need of Supportive Services • Skills Enhancement training referral • Resume Builder • RivCoCareerGateway.com 	TOOLS: <ul style="list-style-type: none"> • www.Rivcojobs.com / Individual Employment Plan (IEP)
STEP 4: <ul style="list-style-type: none"> • Referrals to the training team lead will be based on customer's needs and comprehensive assessment results. This will include customer's basic skills, and need for skills enhancement. 	
STEP 5: <ul style="list-style-type: none"> • Review IEP on a continuous basis. Identify and update goals in plan to ensure customer's participation. Reset activity code for 60 day pass to utilize center. 	TOOLS: <ul style="list-style-type: none"> • www.Rivcojobs.com
STEP 6: <ul style="list-style-type: none"> • Once customer finds employment set completion codes and enter information in case notes. 	TOOLS: <ul style="list-style-type: none"> • www.Rivcojobs.com

Attachment D

Training Approval Process

STEP 1: <ul style="list-style-type: none"> • Training Team Lead will receive referral and distribute to appropriate Training Team member. 	TOOLS: <ul style="list-style-type: none"> • Rivcojobs.com or via email
STEP 2: <ul style="list-style-type: none"> • Training Team member will make contact within 48 hours with customer to review assessment results, IEP and suitability. 	TOOLS: <ul style="list-style-type: none"> • Rivcojobs.com • Case Notes
STEP 2A: <ul style="list-style-type: none"> • If the requested training is outside the five demand industries the Training Team member will pull the appropriate LMI occupational data to ensure that the occupation is in demand in the county. <ul style="list-style-type: none"> ○ Training outside the five demand Industries must be approved by the regional manager. • The Training Team Member will determine that the customer is suitable to the occupation using information from the Career Services Self Assessment Profile and Prove-It Assessment (Western Indiana Work One). 	TOOLS: <ul style="list-style-type: none"> • Rivcojobs.com • Prove-It Basic Skills Assessment (Western Indiana WorkOne) • Career Services Self Assessment Profile • Labor Market Information • Five Demand Industries: <ul style="list-style-type: none"> ○ Infrastructure ○ Utilities ○ Healthcare ○ Energy ○ Professional and Business Services
STEP 2B: <ul style="list-style-type: none"> • Conduct Self Sufficiency Assessment to determine if the candidate can support themselves through training. 	TOOLS: <ul style="list-style-type: none"> • Self Sufficiency Calculator • http://www.insightcced.org/index.php?page=calculator
STEP 3: <ul style="list-style-type: none"> • Identify appropriate training vendor. 	TOOLS: <ul style="list-style-type: none"> • Individual Training Account (ITA) Master Agreement List • Community College Approved Course List • Other Approved Vendors • Policy 20-03 Individual Training Accounts
STEP 3A: <ul style="list-style-type: none"> • Ensure the customer meets requirements for training including any pre-requisites. 	TOOLS: <ul style="list-style-type: none"> • ITA Vendor Requirements • Community College Approved Course List • Other Approved Vendor's Requirements • Prove-It
STEP 3B: <ul style="list-style-type: none"> • Inform customer to apply for financial aid, as deemed appropriate. 	TOOLS: <ul style="list-style-type: none"> • FAFSA • Student Loans • VA Loan • Vocational Rehabilitation
STEP 4: <ul style="list-style-type: none"> • Complete enrollment documentation. 	TOOLS: <ul style="list-style-type: none"> • Appropriate Forms
STEP 4A: <ul style="list-style-type: none"> • Submit enrollment documentation for approval to appropriate supervisor. <ul style="list-style-type: none"> ○ If customer is not approved, reevaluate assessment and IEP, and continue to assist customer with other options. ○ If customer is approved for training update Individual Employment Plan. 	TOOLS: <ul style="list-style-type: none"> • Appropriate Forms • www.rivcojobs.com
STEP 4B: <ul style="list-style-type: none"> • Forward approval documentation to training provider. Enroll customer in training and contact customer with start date. 	

<p>STEP 4C:</p> <ul style="list-style-type: none"> • Submit appropriate documentation to MIS and Fiscal Departments. 	<p>TOOLS:</p> <ul style="list-style-type: none"> • Appropriate Forms
<p>STEP 4D:</p> <ul style="list-style-type: none"> • On monthly basis, follow customer's progress during training. This will include obtaining attendance and progress reports from the training provider. Document information in case notes. 	<p>TOOLS:</p> <ul style="list-style-type: none"> • www.rivcojobs.com • Policy 20-02 Individual Training Account Compensation and Tuition Recovery Process
<p>STEP 4E:</p> <ul style="list-style-type: none"> • If a student drops out of training the Training Team Member must complete the Training Drop-Out Form. (CSU-448-08) This must be completed within 10 days from knowledge of drop-out status. • Staff is responsible for alerting assigned EDA Fiscal Department. Document in Case Notes. <ul style="list-style-type: none"> ○ Follow Policy 20-02 for compensation to vendor. • If customer drops out of training refer to Step 8. 	<p>TOOLS:</p> <ul style="list-style-type: none"> • www.rivcojobs.com • Policy 20-02 Individual Training Account Compensation and Tuition Recovery Process • Training Drop-Out Form CSU 448-08
<p>STEP 5:</p> <ul style="list-style-type: none"> • Process all invoices received from schools within 48 hours. <ul style="list-style-type: none"> ○ See Policy 20-02 in reference to Compensation Procedures. 	<p>TOOLS:</p> <ul style="list-style-type: none"> • Appropriate Forms • Policy 20-02 Individual Training Account Compensation and Tuition Recovery Process
<p>STEP 6:</p> <ul style="list-style-type: none"> • Upon 75% training completion Training Team Member will advise Business Solutions Team of type of Industry customer is seeking employment in. 	
<p>STEP 7:</p> <ul style="list-style-type: none"> • Upon training completion Training Team Member will ensure customer is job ready, update Individual Employment Plan and refer to appropriate workshops. They will also update Resume in both RivCojobs and RivCoCareer Gateway. 	<p>TOOLS:</p> <ul style="list-style-type: none"> • Rivcojobs.com • RivcoCareergateway.com
<p>STEP 8:</p> <ul style="list-style-type: none"> • Training Team Member will work with customer for Job Leads. This will continue until customer finds employment. 	<p>TOOLS:</p> <ul style="list-style-type: none"> • Rivcojobs.com • RivcoCareergateway.com
<p>STEP 8A:</p> <ul style="list-style-type: none"> • Once customer finds employment set completion codes and enter information in case notes. 	<p>TOOLS:</p> <ul style="list-style-type: none"> • Rivcojobs.com
<p>STEP 8B:</p> <ul style="list-style-type: none"> • Training Team Member will follow-up First, Second and Third quarter after exit. 	<p>TOOLS:</p> <ul style="list-style-type: none"> • Rivcojobs.com

Attachment E

Business Solutions Process

Step 1: From BUSINESS OUTREACH REFERRAL, determine the company to target.

Step 2: Research the company on-line for business information and background; review and clarify as many of the questions from the *Business Interview Summary as possible.

Note: Include questions which require in-depth answers and save the short questions for the one-on-one this saves the business valuable time. Make sure the questions on the survey have not been answered on the business website.

Step 3: Schedule a meeting to review the Business Interview Summary and initiate discussion.

Step 4: Based on findings, determine if Business is appropriate and willing to participate in services.

Step 4a: If yes, proceed to step 5

Step 4b: If no, place Business in follow-up and begin work with next candidate

Step 5: Do the requested services warrant a formal proposal?

Step 5a: If no, make appropriate referrals to outside partners and send marketing materials

Step 5b: If yes, proceed to step 6

Step 6: Business Solution Team initiates action. If only WDC resources are needed, Business Solutions provides all services including; recruitment, job listing, job match, tax incentives and training programs.

Step 6a: If multiple divisions/agencies are needed, representatives of each division/agency provide expertise in planning.

Step 6b: Coordinate and develop resources such as Recruitment Assistance, Labor Market Information, Tax Incentive Programs, Employment Training Panel, Rapid Response, Fidelity Bonding Services, Educational Training Resources, etc.

Step 6c: Develop business proposal using all information and data available.

Step 7: Present proposal to business, discuss and make appropriate revisions. Once an agreement has been made, finalize the written proposal and include the "value added" for the business. The BSC makes referrals to outside organizations as needed.

*NOTE: The "value added" is an approximate calculation of the cost the employer is saving by using our services. For calculation purposes; the BSC would estimate the

amount of time needed to assist the business along with how many staff it would take to assist them. For example, if we are recruiting for four days and are seeking to hire 500 people, the BSC would calculate 4 days x 6 hours x wages for 4 staff members. This total along with the approximate cost for the use of our conference rooms and equipment, i.e. laptop, projector, easel, copy machine, fax machine, etc. is given to the business customer, as a reminder of their savings.

Step 8: Coordinate and implement the Business Proposal. Monitor the implementation to ensure the agreement is being met exactly as the business requested.

Step 8a: Contact the business after implementation to evaluate the process and results of agreement.

Step 9: Program Follow up.

Attachment F

**Integrated Service Delivery Initiative
Proposed Measurements for the Integration Pilot
Proposed by the Systems Alignment Team
As of April 29, 2008**

Pilot Measures	Indicator for Measure	Measurement	Standard	Critical Measures selected by the Integration Planning Team	State Guidance	DOL Adult Common Measures
1. Increase in the numbers who participate in at least one skills building activity.	From a specifically identified set of activities defined as 'skill building', compare the total number of individuals participating in all of them pre the pilot and after the pilot period.	Data collected from JTA	The number has increased by 20,000 individuals		Increase in the number of customers receiving skills and other training	
2. Number of individual customers reporting that they got to the right service at the right time (i.e., service was accurate based on their identified needs)	Customers rate the ability of the team to match them to the right service (i.e., the service produced the result that they expected)	Customer satisfaction survey	Customers rate the <i>right service at the right time match</i> consistently at 'agree' or 'strongly agree' during the course of the pilot 100% of the time.	Measure #6- Customer Satisfaction has increased	Increased efficiencies and effectiveness Impact on customer service outcomes	
3. Number of individual customers reporting that the service they received was of quality.	Customers rate the service(s) received as being of quality.	Customer satisfaction survey	<i>CUSTOMERS RATE QUALITY AND ACCURACY CONSISTENTLY AT 'AGREE' OR 'STRONGLY AGREE' DURING THE COURSE OF THE PILOT 100% OF THE TIME.</i>	<i>MEASURE #6- CUSTOMER SATISFACTION HAS INCREASED</i>	<i>IMPACT ON SERVICE QUALITY</i> Impact on customer service outcomes	
4. Time waiting for staff assistance meets customer expectations.	Customers report wait time.	Customer satisfaction survey ⁴	Customers consistently report that their wait time was less than X minutes during the course of the pilot 100% of the time.	Measure #6- Customer Satisfaction has increased	Impact on customer service outcomes	

⁴ The survey for measures 2, 3, 4 may be the same – specifically developed for the pilot.

<p>5. Satisfactory level of reported team work within each of the customer-focused teams.</p>	<p>Team members report level of team work as satisfactory against specified criteria such as:</p> <ul style="list-style-type: none"> ▪ Tools and equipment to get the job done ▪ Partnerships and alliances are in place to provide services ▪ Level of support provided by team members ▪ Team members meet their commitments to each other and to the customers, etc. ▪ Success of cross training efforts ▪ Ease of data collection 	<p>Online Survey of Team members monthly</p>	<p><i>TEAM MEMBERS REPORT THAT THE TEAMS ARE WORKING WELL (BASED ON THE CRITERIA) AND THAT THEY FEEL PART OF THE TEAM 100% OF THE TIME (RATING ON THE SURVEY IN COMBINATION OF AGREE AND STRONGLY AGREE).</i></p>	<p><i>MEASURE#5- NUMBER OF FORMAL STRATEGIC ALLIANCES INCREASES</i></p>		
<p>6. Met performance standards during the pilot as compared to the period prior to the pilot</p>	<p>WIA performance measures</p>	<p>Quarterly data reports from the performance management system</p>	<p>Performance standards were equal to or greater than performance during the pilot period.</p>		<p>Impact on performance outcomes</p>	<p>Entered Employment Employment Retention Average Earnings</p>
<p>7. The integrated data collection system meets the needs of both WIA and EDD</p>	<p>WIA and EDD staff report that data needs are met.</p>	<p>Survey of appropriate administrative staff</p>	<p>Staff report data and analysis needs have been met.</p>		<p>Ease of data collection</p>	
<p>8. The amount of time to get a job is reduced for the customer</p>	<p>Amount of time it takes from the time of enrollment to the time of placement</p>	<p>Data collected from JTA</p>	<p>From the point of being job ready (defined as being referred to the employment team) it takes no more than 2 weeks to place an individual in a job.</p>	<p>Measure #1- Openings are filled quickly</p>	<p>Impact on duration of unemployment</p>	
				<p>Not covered by the Alignment Team recommendation:</p> <p>Measure #4- Increase the percentage of total usage/sales of all products or services offered to business</p> <p>Measure #7- Diversify Resources</p>		

<p>9. The right candidate is being referred for the right job</p>	<p>Employers report that they found the right candidate through referrals from the Center.</p>	<p>Follow-up survey to each employer within 7 days</p>	<p>Employers report that there is a match 100% of the time.</p>	<p>Measure #2- The right candidate is being referred for the right job</p>	<p>Impact on skills improvement from entry to exit</p>	
					<p>There were 3 other areas where the state wants information captured: **Time required to implement integrated service delivery **Resources used to meet the responsibility **Impact on cost per customer served</p> <p>The Alignment Team identified these areas as necessary to collect data on, however they do not rise to the level of being able to evaluate the success of the pilot.</p>	
				<p>Not covered by the Alignment Team recommendation:</p> <p>Measure #4- Increase the percentage of total usage/sales of all products or services offered to business</p> <p>Measure #7- Diversify Resources</p>		