

**California Community Colleges  
Economic and Workforce  
Development Program**



**Advisory Committee Meetings  
September 29, 2010**



ECONOMIC &  
WORKFORCE  
DEVELOPMENT  
PROGRAM

*Through the*  
**CALIFORNIA COMMUNITY COLLEGES**  
**Advisory Committee Meeting**  
**Chancellor's Office – 3<sup>rd</sup> Floor Boardroom**



## AGENDA

**Wednesday, September 29, 2010**

<b>8:30 – 9:30</b>	<b>Executive Committee Meeting</b> <i>(to include Chair, Vice Chair, Subcommittee Chairs, Board of Governors Representatives and Chancellor's Office Management)</i> Mr. Ray York, Dean, Economic and Workforce Development	<b>Information</b>
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**Main Meeting: 9:30 a.m. to 3:00 p.m.**

<b>9:30 – 9:55</b>	<b>Welcome and Introductions</b> Dr. Benjamin Duran, Chair	<b>Information</b>
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<b>9:55 – 10:00</b>	1. <b>Approval of Minutes – June 8, 2010</b> Dr. Benjamin Duran, Chair	<b>Action Attachment</b>
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<b>10:00 – 10:30</b>	2. <b>EWD 2010 – 11 Budget Update</b> Mr. Chris Yatooma, Director of Fiscal Policy	<b>Information</b>
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<b>10:30 – 11:30</b>	3. <b>Program Evaluation Preliminary Findings – ROI and Economic Impacts</b> Dr. Gus Koehler, Time Structures, Inc.	<b>Information Handout</b>
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<b>11:30 – 12:00</b>	4. <b>Data Collection System Rebuild Update</b> Erin Larson, Data Collection and Analysis	<b>Information Handout</b>
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**12:00 – 12:45 WORKING LUNCH**

<b>12:45 – 1:15</b>	5. <b>ATTE Presentation – Utility Solar Training Overview</b> Larry McLaughlin, Center Director, College of the Desert	<b>Information Handout</b>
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<b>1:15 – 1:45</b>	6. <b>BEC Presentation – Building California through Business Assistance and Entrepreneurship</b> Israel Dominguez, Center Director, Cuesta College	<b>Information Handout</b>
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<b>1:45 – 2:45</b>	7. <b>EWD Update and EDPAC – Discussion</b> Ray York, Dean, Economic and Workforce Development	<b>Information Handout</b>
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<b>2:45 – 3:00</b>	8. <b>Comments from Public</b>	
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<b>3:00</b>	9. <b>Adjourn</b>	
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## EDPAC Agenda Index

Time	Agenda Item	Supporting Materials
9:30 – 9:55	Welcome and Introductions	N/A
9:55 – 10:00	Approval of Minutes	<ul style="list-style-type: none"> <li>Minutes of EDPAC Meeting June 8, 2010</li> </ul>
10:00 – 10:30	EWD 2010-11 Budget Update	N/A
10:30 – 11:30	Program Evaluation Preliminary Findings – ROI and Economic Impacts	<ul style="list-style-type: none"> <li>Handout on day of meeting</li> </ul>
11:30 – 12:00	Data Collection System Rebuild Update	<ul style="list-style-type: none"> <li>Handout on day of meeting</li> </ul>
12:00 – 12:45	Working Lunch	N/A
12:45 – 1:15	ATTE Presentation	<ul style="list-style-type: none"> <li>Handout on day of meeting</li> </ul>
1:15 – 1:45	BEC Presentation	<ul style="list-style-type: none"> <li>Handout on day of meeting</li> </ul>
1:45 – 2:45	EWD Update and EDPAC - Discussion	<ul style="list-style-type: none"> <li>Handout on day of meeting</li> </ul>
2:45 - 3:00	Public Comments, Wrap Up and Adjournment	



**Advisory Committee Meeting  
Economic & Workforce Development  
Tuesday, June 8, 2010**



**I. Dr. Benjamin Duran, Interim Chair, Advisory Committee, called the meeting to order at 9:30 a.m.**

**II. Members Present:**

- ✓ Dr. Patrick Ainsworth, Director, Secondary, Postsecondary & Adult Education, CA Department of Education
- ✓ Ms. Yolanda Benson, Co-Chair, Networks & Legislation Subcommittee, Government Strategies
- ✓ Mr. Jeff Cummings, Dean, Career & Technical Education and Economic Development, College of the Siskiyous
- ✓ Dr. Benjamin Duran, Co-Chair, Networks & Legislation Subcommittee, Superintendent/President, Merced College
- ✓ Dr. Nicki Harrington, Chancellor, Yuba Community College District
- ✓ Mr. Marty Keller, Deputy Director, Small Business Advocate, Government Office of Economic Development
- ✓ Mr. Jerry Levine, Chair Emeritus, U.S. Export Council
- ✓ Dr. Erlinda Martinez, President, Santa Ana College
- ✓ Ms. Renee Martinez, Vice President, Workforce Education, East Los Angeles College
- ✓ Ms. Lupe Mercado, Executive Vice President, Communication Workers of America, Local 9421
- ✓ Mr. José Millan, Vice Chancellor, Economic and Workforce Preparation
- ✓ Mr. Wheeler North, Academic Senate, San Diego Miramar College
- ✓ Ms. Marlene Ruiz, Director of Education and Consulting, Kaiser-Permanente
- ✓ Mr. Wayne Schell, President/CEO, California Association for Local Economic Development
- ✓ Mr. Jeff Williamson, Statewide Director, International Trade Development, EWD
- ✓ Ms. Marguerite Womack, Director of EWD, United Way of Greater Los Angeles
- ✓ Mr. Spencer Wong, Deputy Division Chief for Labor Market Information Division
- ✓ Mr. Ray York, Dean Economic & Workforce Development, Chancellor's Office

**Also Present:**

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| ✓ Mr. John Chocholak<br>(Representing Mr.<br>Marty Mechsner) | ✓ Dr. Dena Maloney<br>(Representing Dr.<br>Dianne Van Hook) | ✓ Mr. Ken Quesada<br>(Representing Ms.<br>Barbara Halsey) |
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**III. Welcome and Approval of Minutes**

Dr. Duran introduced himself and thanked everyone for attending. Before approving the minutes, a brief walk through of the agenda was discussed. Erik Skinner, Vice Chancellor for Fiscal Policy, presented an update of the budget as it relates to the EWD program and CTE. Jeff

Cummings, representing CCCAOE, presented a Regional Collaboration Paper which led into the discussion for the afternoon. Dean Ray York updated information on Economic and Workforce Development. Moving on to the minutes from March 2010, they were adopted and motioned to be approved.

#### **IV. Presentation of the Budget**

Mr. Erik Skinner, Vice Chancellor of Fiscal Policy, stated that California is wrestling with fiscal challenges. The state legislative process is at the point of “Conference Committee” in the third day of hearings. This Committee attempts to reconcile differences between the Senate version and the Assembly version of the budget. Along with this plan is the governor’s version. All three plans have different assumptions of revenue and levels of spending which lead to uncertainty.

To focus on community colleges and workforce training dollars, there are not a lot of differences. Starting with resource dollars, the governor’s budget is a flat line budget. There is some funding for enrollment growth of \$126 million, to allow us to have resources to keep the doors open for additional students. He also proposed to cut two categorical programs, EOPS by \$10 million and part time faculty by \$10 million. These dollars would shift into SB70 Career Technical Education. The big picture is that the governor’s budget had no cuts with a little bit of enrollment growth funding. With that, the Senate and Assembly with their budget proposals come in and modify that plan. On the Assembly side, \$100 million is proposed for EWD funds for workforce training for displaced workers. The idea is to keep college doors open and preserve the EWD and CTE training. The Assembly also adopted augmentation of \$35 million to back fill cuts from categorical programs. On the Senate side, their proposal is the same as the governor’s. However, there is one item that Mr. Skinner did not mention earlier that was in the governor’s budget. The governor had a cut of \$23 million associated with the negative cost of living adjustment. Both the Assembly and the Senate rejected this proposal. Senate and Assembly also rejected the \$20 million cut to EOPS and part time faculty. The high level perspective, all three budget plans do provide additional capacity for the community colleges.

Mr. Skinner senses that the Assembly plan will not be adopted because it relies on high level of resources and is a highly leveraged plan. The Senate and governor’s plan will more likely be what community colleges will end up with. The governor has made a point that higher education is key priority. In this environment, it is critical to maintain the investment in high skill workforce that California needs to compete. This is part of strategy to build out of this recession.

The governor has indicated that he will veto any budget that has less funding than his proposal. This provides a backstop for community colleges. He also indicated that he won’t sign a state budget unless it has pension reform, budget reform, and level of funding for higher education. The Conference Committee will continue to focus on the message with legislative leaders on resources needed for enrollment demand and training to help California grow.

Mr. Skinner went on to discuss policy proposals that are in play. In terms of the governor’s proposal, the community colleges supported the SB70 augmentation of \$20 million but were concerned about the funding source. He envisions that this issue will not be raised again. Another issue on the horizon is the deal cut around Proposition 98 funding. This is a legal dispute over calculation of constitutional minimum funding guarantee for school and colleges. The governor cut a deal last year with the education community to repay \$11 billion over a period of time, known as maintenance factor. The dispute of the maintenance factor was about payment owed under specific legal circumstances. When the governor made the agreement, he specified the amount of 8% of the \$11 billion that would go to the community colleges and also specified

that the community colleges spend half of the money on CTE. This payment would be due in a year or two in the amount of \$300 to \$400 million. Having funds earmarked for CTE is the governor's priority and Mr. Skinner thinks this will raise some policy issues. For example, where are we in terms of SB70 technical education; what is the smart way to use the money and how does it dovetail with EWD programs?

Mr. Skinner discussed going back to the Assembly plan of the \$100 million augmentation for EWD as an envisioned ongoing plan. In the hearings, the best use of funds would be to preserve existing educational slots. It seems to be in agreement with all legislators and if proposal survives, it will be a significant resource.

Mr. Skinner opened for questions.

Dr. Patrick Ainsworth asked for a briefing on the flex provision of SB70.

Mr. Skinner said that the context began with 2009-10 budget when categorical programs took severe cuts averaging 40%. In acknowledgement that the community colleges couldn't continue programs with less money, legislators gave community colleges flexibility on how they use their funding. They had authority to shift funds from one of the ten categories to another. Because of the way the budget was crafted, it was ambiguous on whether the SB70 Career Technical Program was in the flex or not. For this year, CTE has been kept out of the flex. Good policy to keep funds for the community colleges to focus on enrollment capacity, CTE, basic skills and transfers. For this next year, 2010-11, the governor proposed language to clearly keep SB70 out of flex. Both the Senate and Assembly rejected it. The governor has made this a top priority and legislators seem to be using it for bargaining power. The chancellor's position is to keep SB70 out of flex.

*Question:* Federal funding, how much will come to the state?

Mr. Skinner responded that he will have Marlene Garcia of Government Relations answer that. He will have her contact information handed out.

Mr. Wheeler North made a pitch for proposition 98's payback. He favors using these dollars to expand upon serving the community.

Mr. Skinner agreed and stated that part of the policy conversation of SB70 has been put on building programs, now there should be a conversation of ongoing and sustaining programs.

Dr. Ben Duran asked if Mr. Skinner had a sense that legislators are aiding toward creating notion of block grants toward student services in community colleges; and is there any sort of loosening up of regulation and more general application of student services.

Starting with the current law, flexibility is set for 2013-14. The districts didn't really use flexibility this year, they used their reserve. Next year, Mr. Skinner thinks more districts will use flexibility. On another level, will we see a fundamental restructuring? Mr. Skinner thinks that it would be best to have this conversation as a system to be prepared in our future responses to proposals. Currently, there has been no pressure from the governor or legislators. However, this may change in the future when legislators start giving money back and question our local control and accountability.

Ms. Yolanda Benson asked if the LAO had taken a position on flexibility SB70.

Mr. Skinner stated that the LAO's funding source comes from a legal suit called the "Quality Education Investment Act SB1133". This funds the SB70 by keeping money restricted and funding at a level of \$48 million, same as current year. LAO has rejected the governor's augmentation. They have side stepped the issue by shifting the funding source. This funding was set aside for SB70 when bill was settled about 4 years ago.

*Question:* Could you tell us about the Cal Works Proposal.

Mr. Skinner said that this is a major issue. The governor's May revision proposed elimination of the Welfare to Work Program, Cal Works. As conforming changes to the community colleges budget, the colleges receive \$40 million to provide services to students who are Cal Works' recipients. Since the governor wants Cal Works to go away, the conforming change for colleges is to have the label removed and use the same amount of funding dollars as generic categorical dollars. It gets pumped into a flex item program, and then the districts can spend the money on any categorical program. This proposal from the governor has caused quite a stir and both houses have rejected it. Mr. Skinner believes that the program will not be eliminated. Assuming it is rejected, the colleges funding will remain categorical and colleges should not plan to eliminate their Cal Works Program.

Mr. Peter Davis asked about EWD funding in the community college budget and its status as to whether or not it is in the flex item.

Mr. Skinner noted that this issue has not received much discussion in legislature. The governor proposed language for 2009-10 was that EWD funding be treated flexible. The Chancellor's Office argued that EWD fund should be out of flex but it was too late. This year, 2010-11, the governor proposed statewide and regional EWD to be outside of flex. It seems that both houses are in agreement and it is proceeding.

## **V. Regional Collaboration Model Paper**

Dr. Duran informed everyone that the CCCAOE has been putting together a collaboration model to integrate EWD and CTE. Mr. Millan, Mr. York and himself met with CCCAOE in March 2010. Mr. Jeff Cummings, representing CCCAOE, was introduced.

Mr. Cummings said that he will share perspective information from the CCCAOE, which is a professional organization for CTE and EWD practitioners. He began by noting that all of the community colleges have a great responsibility to train and help California grow and come together and collaborate to increase efficiency and resources across the state. It is known that there is significant change in economy. All information shared can be found on CCCAOE website [www.cccaoc.org](http://www.cccaoc.org). Mr. Cummings said that the proposal is a work in progress and he shared it with everyone to get input. The CCCAOE has morphed into leadership role as representing CTE and EWD. The two page document, handed out to attendees, is a draft from a larger comprehensive document. From the role of CCCAOE, the goal is to bring information, concerns and ideas from members to the CCCAOE Board and formulate direction. Mr. Cummings defined the paper as a proposal for a regional model to help bring together all efforts.

As the economy changes, it is difficult to start a program to narrow in scope. In other arenas, there are specific demands of industry that are very specific to a region. How as a state system, are we going to provide training and workers to industry? A suggested approach is to have

collaboration, work together because the resources do not exist anymore. As leaders, the CCCAOE has taken charge and become open to ideas and input.

Ms. Linda Zorn, Co-Chair North Far North Regional Consortia, was introduced by Mr. Cummings. She began by giving a little history on how the Regional Consortia was formed. In 1994, the Chancellor's Office developed the Regional Consortia model to receive feedback from the field and improve communication between the community colleges and the Chancellor's Office. The state is divided into 10 regions, three as double region, and goals and objectives are established and this structure has remained the same. Funding for Regional Consortia has come from Perkin's Leadership dollars. Regional Consortia is a good vehicle for augmentation. Every year Regional Consortia sets six objectives and one objective is collaborate both CTE and EWD. When CCCAOE approached Regional Consortia to join in collaboration, there was a lot to offer. Each Regional Chair had gone out with the model and discussed with each college in their region and brought feedback back. There is much diversity between regions, all the more reason to collaborate.

Ms Elaine Gaertner, Statewide Initiative Director for COE, spoke next as EWD liaison to the CCCAOE Board. She noted that EWD just recently joined the process and her remarks reflect the Chancellor's Office. The concept is seen as an improvement and a different way of looking at a model, being more data driven and letting the labor market guide responses as colleges. It takes down boundaries, get away from funding sources and look at delivery mechanisms as assets. The bedrock of this model, how do given constellation of colleges and people come together. The Chancellor's Office is not in formal support of model but eager to participate.

Mr. York confirmed what Ms. Gaertner said. He stated that in the spirit of being able to cooperate and understand the issues that exist between CTE and EWD, it is the right time for discussion. In terms of budget constraints for colleges, there has to be another way to leverage and combine assets. We should be able to bridge the barriers to identify efficiencies in the systems and make it better. EWD has a role to play by statute to distribute and fund industry driven projects by statewide and regional basis. The next step is the opportunity to share in front of EDPAC and have open discussion and get issues out. There is a lot to be done to be performance driven, data driven, have tangible outcomes, and create jobs. Strategically and tactfully have a game plan on how to do this. In the end, it will be better for all of us.

Mr. Cummings proceeded to ask the EDPAC for conversation and questions on the document.

Dr. Dena Maloney said that she was struggling to see the differences between what already exist and what is being proposed.

Mr. Cummings said that there are areas within regions that have collaboration and some that do not between CTE and EWD. It is a broad spectrum of issues and challenges that may be specific to an area.

Ms. Zorn continued by stating that this would strengthen what is already there. Not everyone comes to the table and in the Regional Guiding Principles of the paper; this gives a reason to come to the table. This will strengthen the Regional model.

*Question:* Who are the players? Is this between CTE and EWD only?

Ms. Zorn replied that it includes all of our partners, K-12, WIBS, etc., and all of our stake holders. A larger document does exist with more detailed information.

*Question:* Assuming that this includes EDD people and chambers, and education folks from other programs, advantages are apparent. Under the vision, will the State of California have a regional structure? Who is that? Is there a stake for the State? There is no adopted strategy as a state. This may make sense, but we work from the bottom up. What does optimizing the state goals mean? Be more specific in what you are referring to. This seems like a good way to bring people together in the regions, but people already have strategies. So are you talking about integrating all that and convincing them that it is important, which is a positive task.

Ms. Zorn said that this was really developed around the cluster strategies. There is no statewide economy, it is regional.

Mr. Rock Pfothauer, Chair of Bay Area Regional Consortia, replied on the consortium's interest in the approach. The bay area has a regional economy and workforce. There are 26 colleges that do not have an infrastructure to support responses to regional workforce needs. This was highlighted in a recent report. There are two workforce challenges in the bay area. The first is the highly skilled technical workers and the other is for the middle skilled workers which is critical to the regional economy. They both challenge the bay area in meeting those needs. Additional infrastructure is needed to respond to those needs. That is what this proposal is moving toward, and how we respond as a network of colleges.

A statement was made that you have to be realistic and the regional support is only as good as the dollars that are available. For years, we dumped money but many programs are gone because the money is gone. If there are not any resources, it will go away in time. Regional thinking is talked about, but the action is always local. You have to be convincing in your argument. The priority is to be local and you will have to sell them on being at the table.

Mr. Marty Mechsner noted that Mr. Cummings raised a question about other dynamics that are not regionally based which are sweeping through the economy. How would these other issues be incorporated, such as international forces, since they are not usually incorporate? It takes into account human nature. There are macro dynamics, particularly in small businesses. Mr. Mechsner is firmly convinced that the small business will look different in five years due to these factors and those that take advantage of these current dynamics will survive and others will not. The opening comments are critical in terms of how to look at the macro dynamics that are sweeping through the area. This impacts educational focus and workforce. Mr. Mechsner believes that the answer is "I don't know how to do that". Some student populations are stationary and some are transitory. One of the challenges that exist is for use to perceive the economy recovery based on a historical perspective. There are people who will never go back to the same career track and middle educational folks who are looking to EWD workforce training for answers. If there is no collaboration, they may end up not being served. That is why we have to collaborate. Find out who needs to be at the table that has the macro view of the economy in mind. They may be think-tank people or UC people. There is a need to predict what jobs will be needed in the future.

Ms. Zorn agreed with the question and this is what is intended by using the model. The regional method will help find resources.

Ms. Yolanda Benson mentioned that at the regional approach, one can be more responsive. There are some good models that have brought private and public together. Industry sectors are targeted and have figured out what is good for each region, where to partner, and more. She believes that

the EWD discussion is important because it is pitting against each of the objectives. Overall, economic understanding of what drives jobs is needed. It is not helpful if there is no job to go to.

Mr. York agreed that there are a lot of regional bodies and lot of work being done. There is overlap in terms of stakeholders and objectives. He is concerned about duplicating efforts. He also wants the outcomes of meetings to reach EWD so that it is usable. He pointed out many colleges do not know what EWD is all about. It seems that there are issues in the individual programs. The EWD customers need to see what the value added is in what EWD offers. It seems that the Regional Consortia brings together the various parties. Mr. York is trying to understand in a venue that already exists and has same objectives and goals of bringing things in order, how is that different from what is being proposed here. What is the additional added-value? He questioned on how to integrate the macro forces and provide a seamless service without creating dysfunction between the various programs. He wonders if the currently funded regional consortiums can change that because it is about resources and leadership. He would like to have good models be more consistent across the state.

Ms. Zorn said that CCCAOE came to Regional Consortia to expand and strengthen. Not all Regional Consortia function as we would like them too and this model would structure them to function at the optimal.

Ms. Gaertner noted that the Regional Consortiums in place are an administratively defined structure. The reality is that the economic region and sectors do not always respect those strategies. All of our initiatives for EWD are not in all the regions. The Regional Consortiums are a great framework but it will not be the end all because of shifts in funding.

Mr. Levine said that he is looking at the system from the outside. He is concerned about the idea of regional cooperation making sense. What is learned from these groups is spread to the region where the state and public will benefit. Anything that encourages cooperation is good. He advised that getting people together first and then going through the issues. What can make the region work? Then share what you learn with the other regions and ask the other regions questions to find how they solved the problem. He is also concerned that that table spoken about will be so big that no one will be in the field. To try to do another layer of control between Sacramento and regions is not going to be as successful or helpful.

Mr. John Chocholak shared his experience at Westech where he sat at a roundtable discussion about regional collaboration. A member from Boeing who runs the largest machining operation in Washington talked about how difficult it is to find training machine tool people from bottom to top. It seems that machining business is being lost because basic skills are missing. The schools are not training these basic skills anymore. Auto manufacturers are having the same issues. Workers could not use the low tech tools and only using computerized technology and this handicaps them from being able to solve problems. Mr. Chocholak's perspective is to keep people on the basic skills until they master and then move to high tech machines. Boeing is hiring outside the country like other companies because of basic skills training. In this collaboration, keep the old manual training and it is the least inexpensive way to train.

Mr. Cummings knows this is important. As an administrator, there is a need to know what sources exist and what additional ones are needed. Within CTE, often times the supply and demand of the program takes years for a district to recognize inefficiency and there is no capacity for inefficiency. There needs to be more efficiency. This is the core of the conversation. Mr. Cummings then read a quote, "I think it is the combined leveraging that I don't see happening. I

don't see a collaborative set of goals of what are we doing where are we heading? I would say that is what is missing."

Dr. Duran asked where to go from here? What are the next steps?

Mr. Cummings said that a conversation will continue and move forward with Mr. York. Ms. Kit Dougherty has been facilitating the meetings. He then asked Ms. Dougherty how to collect further input.

Ms. Dougherty said that the Regional Consortium Chairs meet quarterly and will continue to devote part of those meetings on this topic.

Mr. Mechsner suggested having something that could post comments and be read in public so there could be a dialogue with all the groups.

## **VI. Economic and Workforce Development Update**

Mr. York commented on the collaboration and said that it is an ongoing dialogue. There are some gaps and this larger model should be able to address this. The hard work is to try to structure this. He hopes the future will develop a scope of work and create something concrete and tangible.

In terms of the EWD update, the RFA was rolled out. The awards were based on the last EDPAC meeting. With the significant 51% budget cut, 113 centers were funded including IDRC. There were close to 160 grants. For the 2010-11, RTF, IDRC and center grants were looked at which is about 69-70 grants. Due to the service and delivery of the centers showing significant gaps there needs to be collaboration to be able to move forward. That is what has forced the need to look at partnerships and leveraging each other's assets and resources.

Mr. York then reviewed the results of RFA process. He said that there were 4 appeals, and they were addressed. Other than that, the process went smoothly. Concurrent with that, as Mr. Skinner mentioned, the Chancellor's Office wanted to get its language restored in the governor's budget with respect to the Chancellor's Office authority over EWD funds both regionally and statewide. This did get implemented and has remained in the May revision. Given that, the Chancellor's Office is looking closely to see what it can do to structure and ability to monitor the program to get the most efficient outcomes. Mr. York also mentioned the high speed rail and the prominent role that it would have had on the community colleges and impact for the Central Valley in construction and maintenance sectors. The allocation began at \$25 million. That did not happen. There were some changes in factors involved and the bill has morphed to \$500,000 allocation to EDD to provide the labor market assessment and provide recommendations for training programs. Mr. York asked Mr. Spencer Wong if he would like to comment since the bill was just passed out of the committee.

Mr. Wong expressed his surprise. He said that they are trying to move forward to figure out who the major players are and the requirements for this type of consortium. Originally, they were prepared to work with the community colleges in the original form of the bill. One of the comments was that it may not be able to be done for \$500,000. Fortunately, private consultants have been brought in to review type of occupations that are required and the type of rail system that is being proposed.

Mr. York thanked Mr. Wong for enormous effort and said that he will look forward to working with him. He then mentioned the changes to the EWD unit. Mr. Jeff Williamson is now the ID for the CITD effort and will be working with the Governor's Office. The other item, EWD has split into a third unit which is Nursing and Allied Health. This unit will be lead by Ms. Stephanie Leach, who is Associate Vice Chancellor for Nursing and Allied Health.

Mr. Duran thanked Mr. York and then welcomed José Millan.

Mr. Millan said that he just returned from L.A. in which he was attending Health Care Diversity Conference. Healthcare and green technology are a priority for Mr. Millan.

Dr. Duran then introduced Mr. Peter Davis who will be the first to present his ID summary followed by the other ten IDs.

Mr. Davis, ATTE initiative. They went after several grants and worked with several agencies. They acquired an IPEW grant to work with UC Davis to put together a new training program for electricians for new LED system. They will be receiving \$480,000 in equipment and \$300k-400k for training and once training is completed, they will be able to keep the material and continue the training. Mr. Davis said that they also obtained \$3.5 million solar grant. They will be working with campuses to help the federal government deliver solar and solar/thermal training.

Mr. Steve Wright, Multimedia initiative, said that they went from 6 centers to 3 so they are looking at things statewide and trying to customize by region. They are trying to recognize interactive and multimedia work forces and are going to try to reach into curriculum across the community colleges to try to meet the need. Due to the number of degrees and certificates available Mr. Wright would like to condense this information to sell to clients. They will look at existing curriculum and see what kind of transition documents they need to get these new media technologies out in the field. Along with Spanish speaking people, the initiative is doing outreach to parents of students to advise them on why getting their students to school to learn technology is a good idea.

Ms. Wendie Johnston, Biotechnology initiative, said currently they have 4 centers and have been investigating how to serve the state strategically. The trade organizations are at 23 with Cal State Universities which have partnered with them on Stem Cells grants. There are over 100 students receiving grants, tuition, and books as a result of this grant. Biotech works statewide with the WIBS on DOL grants. There are \$30 million of statewide grant and \$10 million of regional grants. The WIBS have become part of the Biotech tool kit. She said they are working with Los Angeles and Baxter Bio-manufacturing through regional colleges. The mayor of L.A. is a signatory to these. They have two hubs that are strategic partners and the other critical piece is the relationship with CTE community collaborative and it is a successful relationship.

Mr. Mike Roessler, BEC/SBDC initiative, said that they have 7 centers across the state. The goals for this initiative is to strengthen the entrepreneurship and help encourage youth to become entrepreneurs. BEC wants to expand the curriculum at community colleges to help with the expansion of ideas to students. The Youth Initiative will fill the pipeline of entrepreneurs. This initiative also has a BEC Advisory Committee that has been meeting. They have sought out chambers and other business organizations to get feedback on how to work with them and identify gaps. Based on the RFA, this is the first time that the BEC Center Directors have sent representatives to meet with the Advisory Committee. It is known that each region is different and there is a need to work together and start relationships.

Ms. Elaine Gaertner, COE initiative, said the initiative formerly had 10 centers and now have 4. The initiatives top priority is to provide the colleges with information on emerging industries and occupations. The COE reports are validated by industry and maps back to the curriculum in college and are a gap analysis in effect. Most of the partners find these reports valuable. The COE's remaining centers will be looking at how to re-workflow to drive down parts of the work that can be consulting and able to extend reach. The output will be reduced, but the quality will not. An asset for COE is the Rural Opportunities project which will run through Modesto Junior College. Ms. Gaertner said that they would like to combine this grant project to rural colleges to help reach and secure services in the rural economies because there is not a center in the far north. There have been over 26 colleges served primarily through labor markets and are hoping to reach more. When Ms. Gaertner was asked which regional centers had survived, she said Desert Region, Modesto JC, CCSF, and L.A./Orange.

Ms. Linda Zorn, Health initiative, said that there is a new group called the California Healthcare Reform Work Group. Under Stephanie Leach's guidance they will be a part of this group and hope to be a vital participant.

Mr. Bruce Whistler, WpLR initiative, said that they have gone from 12 to six centers. Currently, basic skills and ESL training across the state is what this initiative is working on. Workplace Learning is focusing on building efficiencies. The initiative has a curriculum database that matches the branding of the EWD website so that there is a single database for all initiatives. Mr. Whistler said they are looking at alternative training systems such as teacher training webinars using technology in the classroom. Two systems that they have been using are Vox trot and Face Book and are looking at other future methods of delivery. He said that they are partnering with South Bay Organizational Development Network, and will have folks from Google, face book, and eBay to see how they have delivered streamlined training. Workplace Learning is sharing with CTE who has adapted several programs such as industry to classroom. He said that they are training Goodwill Industries with this method.

Mr. Jose Anaya, CACT initiative, said that there is a rebound in manufacturing. He said that orders are coming and companies are calling, making it the busiest quarter they have had. The activities received in the last 3 months are around \$8 million worth of training. CACT is also working with National Science Foundation to develop curriculum in solar technology, logistics and aerospace. He said that they have also received \$1 million in donated equipment to help programs. They are working on partnership with Purdue for Green Workforce Certificate Training Program to bring to manufacturing sector. Going forward there will be six CACTS and the plan is to have creation of a green manufacturing training program. They will also establish an online learning platform across the state. The initiative is strengthening the CTE partnership to reach to students to enter careers in manufacturing. They are partnering with BEC to help startups. It is important for CACT to create affiliate programs with colleges' manufacturing programs so that they serve their regions.

Mr. Richard Della Valle, REBRAC initiative, said that their centers were reduced from six to four. Through 2010-11, the training centers will continue with green training and the Sans Diego Green Technology Center. Further training is planned in basic areas on safety compliance and EMR training. Outreach plans are with the San Bernardino regions in South Orange County. There is an alliance in North and Far North regions with the DOL grant, with Shasta College taking the lead and working with the centers for California Conservation Corp for oil spill response.

Mr. Jeffrey Williamson, CITD initiative, said they went from 14 to five centers. There are a number of former centers who will stay on board through the affiliation program designed by Mr. Millan because work is being done that the colleges are committed too. There are a lot of international food crops that entered into the county. They also have a lot of activity in the green, cooperative project, funding the export of environmental products and renewal energies. The Department of Education is working with CITD. They are promoting exports and trade which is biggest wealth creator for any country. They are also working long term to help students in the next workforce to be prepared for the global challenge. The initiative is working with the National Association of Trade Education. This national association ties together several international business educational players. CITD helped develop the first credential for international business exam and certificate. Notably, Los Rios CCC has a center and has been doing outstanding work for the several years and were honored by President Obama and got an E award for exporting. Fresno's work was also recognized. Mr. Williamson said that he was privileged to join the Governor's Office of Economic Development. When he visited the Governor's Office, he noticed a large number of companies that had an international component. He believes that office has tremendous potential.

Ms. Catherine Swenson, Training and Development initiative, told everyone that they could read her report in their packet and ask any questions that they may have. She felt it was important to discuss the afternoon session. There will be a breakout session by region in second half of meeting. At this breakout, there will be an overview of regional collaboration session and then more in depth information on initiative from the IDs and how EWD will meet your needs.

## **VII. Public Comments, Wrap Up and Adjournment**

Mr. Mark Epstein, Project Coordinator of Norcal SB70, was at last meeting and mentioned that he is with Geospatial program. He introduced one of his student's who took the experience he had at the program and entered a competition and won an award which is on display in the California Room.

Mr. Peter Matlock commented on huge amount of time and money on regional consortiums. He said that he did not get a clear articulation of what is the specific problem. From his perspective, it is a management issue not an organization issue. He asked why is an organizational fix the right approach to fix a management issue. The second set of content that he heard was that it is important to leverage resources, including macro forces. He said that if that is the case, then a regional structure is insufficient because it is too small and will not address this issue. He also asked, what does regionally really mean. What he wants to put on the table is management issue not an organization one.

Mr. Peter Davis wanted to add to his report that they have been working with Mr. Patrick Ainsworth and the high schools. They have been working with 64 campuses. They are across the state and are helping mentor and apprentice students and getting them into jobs right away.

Mr. Marty Keller said that he will leave brochures from the Governor's Office of Economic Development with contact information for everyone.

**Meeting Adjourned at 12:45 p.m.**



## Initiative Reports

September 2010

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### Regional Health Occupations Resource Centers

Linda Zorn

The Health Workforce Initiative (HWI) is moving forward with implementation of five objectives through the five remaining centers. Our first objective is to facilitate education and industry partnerships related to the identified allied health shortages. We will Develop and maintain partnerships that promote collaboration and leveraging of resources. Our second objective is to partner with CWIB/OSHPD on the California Healthcare Reform Workforce Workgroup. Third objective is to partner with the Regional Allied Health and Science Initiative (RAHSI) in the statewide dissemination of a career pathway model in allied health. RAHSI (<http://www.rahsi.org/>) is a collaborative effort to improve student success in healthcare careers. RAHSI Curriculum to be disseminated include Medical Biology, Medical Chemistry, Medical Physiology, Capstone course “Medical Theory and Practice, “and Medical Math. Objective four, we will collaborate with the Health Information Technology workforce training in collaboration with the US Health and Human Services (HHS) grant *Community College Consortia to Educate Health Information Technology Professionals* awarded to Los Rios, the WIB’s, and other partners. A major component of this training will target incumbent workers. Lastly, we will partner with Regional Community Colleges and other educational providers and regional advisory groups to facilitate new program and curriculum development; curriculum revision; faculty and staff development; and other activities as needed in response to the identified priority allied health shortage occupations and Health Care Reform workforce needs.

### Workplace Learning Initiative

Bruce Whistler

The Workplace Learning Resource Initiative (WpLRI) is continuing to build efficiency, cooperation and self-sufficiency to strengthen its core mission of working with businesses and CBO’s to prepare workers for advancement and with returning workers and new entrants for success in the workplace through Employability and Advancement Skills. The Initiative is responding to the budget cuts across the board in the Community College System by becoming a Resource Center and Edu/training partner with other Community College programs such as the Academic Senate, Basic Skills Initiative and Career Technical Education. The WpLRI is leveraging current relationships and developing new ones to improve the delivery of training by the Initiative and to integrate its efforts with other Initiatives, agencies and foundations.

In 09-10 the WpLRI developed and/or strengthened its relationships with WIBs, One Stops and other Community Based Organizations. This effort was coupled with the development and/or dissemination of curricula/training for High Schools and Community Colleges. Through these efforts, the WpLRI delivered training to tens of thousands of Californians. With the funding on the wane, it is now up to the Initiative to find the means to continue the progress made last year.

In 10-11 the Initiative will expand the delivery of its core training while continuing to introduce and develop efficiencies such as the online curriculum database, webinars, and the use of social media. It will build on its current relationships with other providers of Workplace and Basic Skills and explore P3 relationships to build a more robust, sustainable and responsive network of providers. Internally, it will find and replicate successful practices, share expertise, leverage local partnerships and support the new unfunded WpLRI centers. It will reach out to other initiatives to strengthen partnerships and optimize services.

## **Advanced Transportation Technology and Energy Initiative**

Peter Davis

ATTE, based on regional workforce development needs and as funding permits, continue to offer in-service training to interested faculty from all California Community Colleges and our new 45 Energy Academy High Schools partners to increase the total capacity of the System. ATTE will continue to provide technical assistance, develop curricula and deliver advanced transportation and energy training Statewide. ATTE also serves as technical experts to offer direction and industry requirements to potential funding sources, such as the Legislature, EDD, CALTRANS, CDE, CEC, WIB, WIA and ETP, as requested. Our concentrated effort of planning, delivery and developing of partners has yielded grants/contracts for \$ 22,000,000 transportation and energy training through 2015. These grants/contracts demonstrate a powerful return on investment and reflect a clear connection and understanding by ATTE of the energy and transportation priorities in California.

Examples of technical assistance outcomes: 1.) Southern California Gas Company will contract Alt Fuel Training for approximately \$200,000 Sept 16<sup>th</sup>. 2.) ATTE provided technical information, donation of equipment, and training material to help set up Alternative Fuels program at East Los Angeles College. 3.) Rio Hondo College, Modesto College, and the Los Rios District become our first ATTE affiliates.

Examples of outreach/marketing outcomes: 1.)The WIB's in Northern California are now advertising our ATTE classes and we are looking at the possibility of offering *eco-preneurship* course in conjunction with Work 2 Future and Comcast. 2.) Awarded \$450K for Alt Technology training for SCR TTC (SoCal transit training). 3.) Awarded \$500K earmark for alt fuel/vehicle training ATTE LBCC Center.

Examples of curriculum outcomes: 1.) Implementing US Department of Energy (DOE) grant training for Hybrid and EV maintenance training SF area. 2.) Developed curriculum for the new ISL-G basic class funded by an SCAQMD contract for SOCAL region. 3.) High School Green Academy curricula: Renewable Energy, Energy Efficiency, Green Building, and Alternative Fuels 180 – 200 hours each, instructional course lecture guides, student activities, internet resources and other instrumental elements to enable instruction. 4.) Delivering energy training to 82 students with WIB and NUMMI Placement Center.

Examples of training delivered outcomes: 1.) 97 technicians received a variety of 32-hour NGV/ LNG training in SoCal. 2.) 82 tech's have completed 2-day, 16-hour cylinder inspection training. 3.) 120 tech's complete BAR Certified Emissions Reduction and Certification class. 4.) 51 students attend four 7-week courses of Wind Turbine Technician Training Program. 5.) 21 students attend two 10 ½ week courses Utility-Scale Solar Energy Training Program & HERS/Weatherization Training.

### **Business and Entrepreneurship Center Program**

Michael Roessler

Two of the seven colleges awarded 2010-11 grant funding for the BECs are currently engaged in business assistance and entrepreneurial activities. The two, hosted at Cuesta College and Kern CCD, were centers that had previously separated from the SBDC program and operating as Business Assistance Centers since January of 2009. This flexibility allowed the colleges to provide services at the start of the current fiscal year without a signed state budget.

To bridge the gap between state budgets, each of the seven BECs are receiving separate (SB 1133) funds to continue their current Youth Entrepreneurship Program activities.

Upon signing of the state budget, the seven centers will proceed with the creation of this new initiative with full EWD funding (\$205,000) and continued funding (\$90,000/center) for the Youth Entrepreneurship Program. Additional sources of funding will be researched on the local and state level.

## **Centers of Excellence**

Elaine Gaertner

The Centers of Excellence, in partnership with business and industry, provide regional workforce information customized for use in programming planning, decision-making, and resource enhancement. The initiative now includes the following Centers and hubs: Central Region COE, hosted at Modesto JC, Desert Region COE, hosted at San Bernardino CCD (this District also hosts our Southern California advanced research hub), LA/OC Region COE, hosted at Mt. San Antonio College, Bay Region COE, hosted at City College of San Francisco, Northern California COE, a non-funded affiliate Center, two partially funded advanced research hubs, hosted at Los Rios and San Bernardino CCD, and the Rural Opportunities Grant, and a new Rural Development Initiative, both led by the COE hosted at Modesto JC.

The respective counties each COE serves can be found under “Contact Us” at the COE website: [www.coeccc.net](http://www.coeccc.net) as well as at the EWD website.

An initiative retreat was held in July. Three major areas of industry research were identified: Health Information Technology (HIT), Information and Telecommunications Technology (ICT), and Solar including utility scale solar. To account for the decreased capacity due to the reduction in the number of Centers, two major strategies were identified: one, re-designing the work processes to downstream some of the less costly work to outside contractors, leaving the COE Directors to focus on managing the research efforts and partnership development; two, aggressively pursuing outside cost recovery projects to generate revenues to fully fund the two COE advanced research hubs.

COE already has already secured a number of externally funded cost recovery projects. The first project is the statewide energy efficiency needs assessment for the California Public Utilities Commission, in partnership with UC-Berkeley, due for release in January 2011. A second recovery project that will build upon the existing knowledge base identified through EDD’s green jobs survey is assistance from parts of Labor Market Improvement Grant. Third, a multi-year project in which COE will do statewide and regional scans, and ATTE will develop and deliver training identified through the scans. This recovery project is part of a statewide study of advanced transportation for California Energy Commission, in partnership with the ATTE initiative. A fourth project underway is a study for San Diego that will be published in November. Lastly, there are three individual COEs which are part of the RICOG grants awarded by EDD and the C-WIB.

## **International Trade and Development**

Jeffrey Williamson

The Centers for International Trade Development network has expanded to eight (8) centers which include: Los Rios (Sacramento and North), San Mateo (Bay Area) Merced (Central Valley), State Center (Central Valley), West Valley (Silicon Valley), Long Beach, Rancho Santiago (Orange County and Los Angeles), and Southwestern (San Diego region) Community College Districts. The initiative provides international education and international business development services targeting the Information & Communications Technologies, Food and Agriculture, Education & Training, Renewable Energies, Logistics and Transportation and Equipment sectors. The CITD initiative continues to follow a market focused differentiation strategy applying resources and efforts to targeted markets, and then filling service gaps by integrating services and efforts with federal and state and industry association partners. The CITD is strengthening its relationship with the Governor’s Office of Economic Development, by servicing small exporter information and assistance needs; continuing its relationship with the California Department of Food and Agriculture to leverage federal resources to promote food and agricultural exports; and strengthening its relationship with the U.S. Department of Commerce, International Trade Administration through co-location of personnel at the Los Rios CITD and integrating efforts with the President’s National Export Initiative. Industry events and services can be readily accessed through the [www.citd.org](http://www.citd.org) website and through [www.ccewd.net](http://www.ccewd.net).

## **New Media & Entertainment Initiative**

Steve Wright

The New Media Entertainment Initiative has initiated a 5day workshop for small business on basics of new media applications, learn web metrics of website, competitors, customers; develop strategies increase visibility. This includes Google Analytics, Facebook, Twitter-tweet decks, and effective use of Blogs and You Tube. (Status: in development)

The initiative also has a class that reaches to Spanish speaking people to learn technology. It is a free Saturday 4 hour series of presentations in Spanish by successful entrepreneurs and technology experts regarding the value of the internet to business and students. It will be available at ten Community College locations, TBD. (Status: Seeking to confirm location and dates, Program tested and ready, collaboration and seed funding supplied by Bruce Whistler, ID Workplace Learning Centers)

An affiliate program is in the development stages of “Productizing” quality controlled – standardized workshops in Entertainment, Medical Animation, and New Media to offer in Affiliate package.

Some of the most recent activities include Hartnell College hosting a summer NMEI program in Animation and Video Production with over 50 participants. Projects involved local businesses and street interviews. LAVC, IDEAS Center offered a new workshop on 3D modeling, attended by members of Local 800 Art Directors Guild ( includes Scenic, Title and Graphic Artists, Illustrators and Matte Artists, and Set Designers and Model Makers). Lastly, NOCCCD is developing a fall course program catalogue for publication.

## **Environment, Health, Safety, and Homeland Security Initiative**

Richard Della Valle and Ken Zion

The EHS<sup>2</sup> Initiative provides leadership and assists in the coordination, operation and delivery efforts of four community college based Environmental Training Centers (ETCs). The **four centers** coordinate statewide Environmental, Health, Safety and Energy Conservation programs and services designed to mitigate the negative impact of environmental compliance regulations for small and mid-sized businesses. In addition, the ETCs provide 1<sup>st</sup> responder domestic preparedness training for the health care industry, SEMS (*Standardized Emergency Management System*) and FEMA (*Federal Emergency Management Agency*) training for Community Colleges and Industry and GIS / GPS for first responders and Homeland Security.

A number of environmental training grants were secured through the Department of Labor, the California Energy Commission, local Workforce Investment Boards and the federal Environmental Protection Agency. These grants totaled well over two million dollars with work that is to be completed by the San Diego and LAOC Environmental Training Centers in 2011. The grants are for the training of hazardous waste workers and energy conservation construction training. Local bond issues have resulted in a major public safety training facility addition for the Central Coast Environmental Training Center and over 1000 hours of fee based environmental training is projected by the Bay Area ETC for 2010-11. Affiliated Center applications have been submitted by Shasta College in the North–Far North Region and Bakersfield College in the Central Region. These applications are currently in the review process. We will continue our work with the Environmental Design and Manufacturing Center located at the ATEP, Advanced Technology & Education Park (Irvine Valley College), Tustin, California.

## **Applied Competitive Technology Initiative**

Jose Anaya

The manufacturing sector is a rare bright spot in an otherwise troubled economy. For the past 12 months the sector has grown and more manufacturers are starting to hire. Aiding in this growth is the investment that businesses are making in more equipment and software. However, California manufacturers see a looming concern in the lack of skilled workers. According to a Manpower Inc. report, workers with specialized skills are in critical short supply. Demographic factors are also contributing to the looming employment shortage. The baby boomer generation of skilled workers will retire within the next 5 to 15 years, creating the need for an estimated 10 million new workers by 2020. To compound this problem, manufacturing has an image problem with young people.

The CACTs are well-positioned to respond to these challenges by leveraging partnership resources via such avenues as: Recruiting and supporting CACT affiliate partners to assist manufacturers in the State, launching a CACT-wide partnership with CTE and other EWDP initiatives encouraging middle and high school students to pursue careers in manufacturing, creating a partnership with Business Entrepreneurship Centers for education, training, and business incubation to: develop a highly qualified manufacturing work force, commercialize advanced manufacturing techniques, and assist start-up businesses, creating programs that help manufacturing companies become more efficient and embrace environmentally sustainable “green” manufacturing practices, launching a CACT-wide partnership with EWDP initiatives to assist manufacturing in expanding into new markets, thus helping these companies develop increasingly sophisticated supply chains and production models with suppliers and partners overseas.

These efforts will not happen easily, but developing a workforce specifically for technical manufacturing will provide a long-term return on investment. To deploy training resources effectively, the CACTs will identify key industry clusters around the State and utilize the CACTs, Workforce Investment Boards (WIBs) and other Economic Development infrastructure, to retrain transitioning workers and prepare the next generation of manufacturing employees. Each CACT will be the regional hub for the specific industry cluster located in their region. Each CACT will be charged with expanding the workforce, training manufacturing techniques (including “green” manufacturing), and fostering entrepreneurship.

## **Applied Biotechnology**

Jeffery O’Neal

The Biotech Initiative is working with the California Senate Select Committee on Biotechnology to plan and conduct a hearing on Biotechnology workforce issues. The hearing will be held on October 1, 2010 at the Initiative’s Bay Area Center in Fremont. The agenda will include workforce hiring trends, energizing skill areas, industry-education partnerships, and summaries of available undergraduate training.

The Initiative is working with industry trade associations, BayBIO, BIOCOM, and the national biotech education program, BioLink, to conduct a workforce survey on biotechnology jobs in California. The survey will include hiring trends for the past three years, salary ranges and salary growth, as well as job descriptions demonstrating rapid employment growth. The survey will help all the organizations better coordinate services and respond to shifting workforce needs. Preliminary results of the survey should be available in time for the Senate Select Committee Meeting on October 1.

The Initiative has been working with the Central Valley Alliance to develop a comprehensive biotechnology education program for the region, and develop a NSF grant to fund it. The basic elements of the program have been established and the grant application to the NSF is underway. Submission deadline for the grant is October 21. As an initial launch of the program, teacher training workshops are planned for this fall, and will be funded by EWD dollars as NSF dollars would not be available until March 2011 if the application is successful. The initial workshop will be bioinformatics training, and is scheduled for October 2010.

**September 29, 2010**

## Training and Development Institute

Catherine Swenson

Training and Development has provided technical assistance to more than 25 community colleges in various technical areas such as Education Code information, contracting questions, pricing information, and organizational structure. In addition to providing assistance to the colleges, the T&D Initiative Director has responded to requests for information from the Chancellor's Office, several legislative offices, and referred inquiries from businesses to the appropriate EWD Initiative or local college for assistance.

Training and Development has been focusing on the development and delivery on contracts for the colleges through the California Corporate College (CA CC). Since its operational date in July 2009, we have closed \$775,183.13 in contracts, realized \$113,000 revenue over expenses and signed 28 member colleges. CA CC delivered training services to Abbott Labs in 3 locations, Sam's Club in 3 locations, PG&E in 8 locations, Ciena 2 locations, Kaiser 14 locations, and is working with the California Conservation Corps and 3 college sites to develop a Career Pathway for their corps members. CA CC also has a web page accessible through the EWD site or directly at [www.cacorpcollege.com/](http://www.cacorpcollege.com/). With the fall semester, 3 colleges developed and are offering for-credit classes for the Transportation Safety Agency (TSA) in Homeland Security.

Through the **PG&E's** PowerPathway Clean Tech Vehicles Training Network, the training reached 297 mechanics. They have experienced ROI through increased gas mileage. Safety and confidence in working on hybrid cars was expressed as key outcomes by the mechanics and the supervisors. They are working on a second level of instruction for the mechanics, and would like to get the programs ASEP certified.

A Performance Based Needs Assessment was conducted with and for the **California Conservation Corp.** in which results helped to determine the path forward to establish three career pathways for the Corps members. This will be developed in partnership with the California Community Colleges through the California Corporate College. Curriculum development in three energy-related career pathways is currently underway with the CCC.

With the rebidding of all of the EWD projects and many new centers and directors, it has been determined that an orientation to the Program will be rolled out to all new and existing projects through Training and Development. Regional trainings will be held with centers and initiative directors as well as developing web-based tools for on-going self-improvement through the Program.