SANTA ANA
WORKFORCE
INVESTMENT BOARD

June 27, 2013

Tim Rainey
California Workforce Investment Board
777 12th Street, Suite 200
Sacramento, CA 95814-0001

Dear Mr. Tim Rainey:

Please find enclosed the Santa Ana Workforce Investment Board Local Plan for PY 2013-17 and request for Board Rectification.

The enclosed document still needs to be signed by the WIB Chair and City of Santa Ana Mayor. At this time, the plan is scheduled to go before the WIB on July 18, 2013 and the City Council on August 5, 2013. A fully executed packet will be submitted shortly afterwards.

As per the directive WSD12-14, an electronic copy has also been submitted.

Should there be any questions, please do not hesitate to contact me at (714) 647-6991.

Sincerely,

Linda Oberman

Linda Oberman
Economic Development Manager
City of Santa Ana

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WORKFORCE INVESTMENT ACT LOCAL STRATEGIC WORKFORCE PLAN PROGRAM YEARS 2013–17

Local Workforce Investment Area:

Name: Santa Ana Workforce Investment Board

Date of Submission: June 27, 2013

Contact Person: Linda Oberman

Contact Person's Phone Number: 714-647-6991

☒ Check the box if you would like to be considered for High Performing Board Designation

Special requests for services, aids, and/or special formats may be made by contacting the California Workforce Investment Board at (916) 324-3425. The TTY line: (916) 324-6523.

EXECUTIVE SUMMARY

Santa Ana's Workforce Investment Board

Santa Ana's Workforce Investment Board (WIB) integrates all elements of the community engaged in enhancing the workforce of the City and its surrounding region: education, social services, business, labor, and government. The WIB "braids" Federal funds from the Workforce Investment Act (WIA) with state, local, and grant resources. Through career pathway training, the WIB converts labor market research into actions that expand access to jobs and to improve the quality of the current and future workforce. Santa Ana's WORK (One-Stop) Center exemplifies key aspects of the WIB's vision.

This strategic plan lays the foundation for change, identifies challenges that remain unmet and/or are likely to arise, the institutional structure available to meet them, and plans to extend that institutional structure as appropriate. It touches on each of the State Standards in turn.

Overview: The Santa Ana WIB Vision and Workforce Analysis

Santa Ana's vision rests on integrating current and future resources through its WIB partners. Integration suggests more than partnering or assembling multiple funding sources. It means making certain that all elements of the workforce support system work together to create synergy for its target populations by offering inviting and seamless services, wherever a client enters the system.

Santa Ana's vision also embraces the future, as all visions should. Anyone who has simply observed the evolution of the telephone over the past decade understands that technology is explosive. It spawns new industries and clusters and changes old ones. It generates fresh workforce opportunities in the process. The Santa Ana WIB's strategic plan rests not only on strengths of its current industrial base, but also the demands of emerging business and economic trends.

Finally, Santa Ana's vision is sensitive to the needs of its unique demographics and regional mix. As a major supplier of workforce for surrounding communities, Santa Ana is firmly embedded in its regional and cluster matrix. To establish those needs, this plan rests on the analysis of the most current data available, provided by government agencies, private studies, and university forecasts.

Realizing the Vision: Strategic Directions for the Santa Ana WIB

Santa Ana's implementation of the vision entails enhancing business and supports social and educational services and access to them, mostly though not exclusively through its WORK Center and WIB. An effective efficient administration is necessary to deliver the services that make each of these strategies effective. The proposal describes in detail how the Santa Ana WIB makes that happen. Its overall strategies:

- **Identify regional clusters** most likely to create new jobs in which Santa Ana's workforce can participate and the foundational requirements of such jobs;

- **Expand small business development support** as a creator of new jobs and method for growing the local tax base;
- **Educate Santa Ana's current and future workforce** through classroom pre-training and training activities, plus on-the-job training and workforce skill enhancement activities;
- **Offer career pathway programs for both unemployed and employed adults and youth;**
- **Increase access** to jobs for disconnected and underserved populations, especially youth;
- **Organize, integrate and support social and other services** through the WIB's network of partnerships, volunteer organizations, and established institutional resources; and
- **Assure funding** from all public, private, and other sources in support of its programs.

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INTRODUCTION--SETTING THE STAGE

Local Structure and Issues

Santa Ana's workforce faces unique challenges based on its population base, its industrial growth, and its economic position. These are reflected in its vision, and in the opportunities for improving the institutional and social structure that impacts strategies for developing an optimally effective Work Investment Board (WIB) that the City experiences.

Santa Ana has been the County Seat of Orange County since its founding, over a quarter century ago. Santa Ana often is compared with Anaheim. Santa Ana is the second oldest and second most populous incorporated city in Orange County compared to Anaheim, and its median household income ranks nearly the same, near the bottom of incorporated Orange County cities.

However, fruitful comparison ends here. In racial and ethnic composition, Santa Ana's population is over 100% more Latino, and nearly 50% less Asian American and African American. Far more of Santa Ana's residents speak Spanish at home as their primary or additional language. Santa Ana also is a particularly young population, with almost a quarter more of its population under 18 than the state norm. Add to this an exceptionally high drop-out rate for local schools. These issues create a unique flavor for Santa Ana the city. They impact almost every element of work and work preparedness, including their underlying education, youth culture, industry distribution, and other drivers.

Here is how Santa Ana stacks up against a few key California demographic and economic trends, according to the U.S. Bureau of Census (2010-11); Bureau of Labor Statistics (2012); and for the latest unemployment figures, California Employment Development Department (EDD, 2013):

ITEM	SANTA ANA	CALIFORNIA
Persons under 18 years old	30.7%	25.0%
Latino population	78.2%	38.6%
Language other than English in home	82.9%	42.2%
High school or higher education graduate	51.9%	80.8%
Bachelor's Degree	11.7%	30.2%
Per capita income	$16,562	$29,634
Median Household income	$54,399	$61,632
Hispanic owned firms	31.8%	16.5%
Poverty rate	19.8%	13.5%
Unemployment as of April, 2013	9.1%	7.5%

Of particular note is Santa Ana's markedly lower per capita income but less dramatically unequal household income. This discrepancy becomes the more striking when measured against housing costs for Orange County as a whole, whose the mean wage is more than double that of Santa Ana and whose mean cost for housing is $938/month for one bedroom. The average worker at the Orange County rate must work 59 hours/week to afford his/her housing.

For two bedroom housing, the worker must put in 70 hours, and up to 115 hours for four bedrooms. Housing costs for Santa Ana do not vary significantly from the Orange County mean. Hence, the work hours to affordable housing ratio is far worse for Santa Ana.

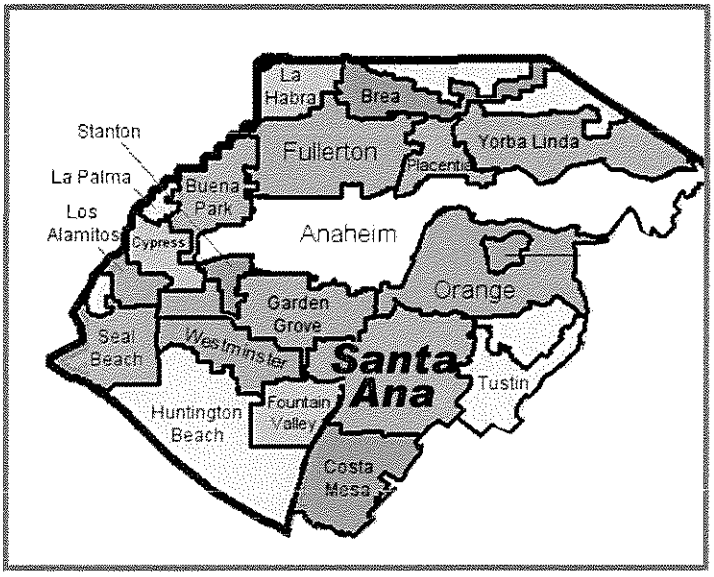
Clearly, more members of Santa families have to work to make ends meet than for Orange County or for California as a whole. Household income figures show that they do so. These statistics reveal a population that struggles, perhaps because of language issues, in educational attainment and hence income. That fact forms the background for understanding both the program goals and program costs underlying workforce preparation, management, and support for the City.

A Regional Approach to Local Issues

No city exists in isolation. Every city has a mobile labor population, and in the case of Santa Ana there is both a noteworthy influx of labor but an even more significant labor outflow. The same is true of services. Though some labor force related services are limited to local residents by statute or regulation, Santa Ana residents are not limited to seeking educational, social, and other job-related services within city borders.

However, the definition of region is complex. Each Federal and State agency defines its region or locus of activities differently. The same is true for statistical compilations. For example, the BLS Labor Market Information (LMI) database crosses into Los Angeles County to include Long Beach, and indeed a major grant for community colleges to be administered in Santa Ana beginning in fiscal 2014 includes the MSA in its administrative purview. Other definitions include mostly northern Orange County, but stop at the border of Irvine to the southeast, because it is so different. Accordingly, we have defined a regional context for WIB services in terms of the fluidity of the Santa Ana workforce, geographical nearness, emerging economic trends, current and future industry, and the provision of job-related services.

- **Geographic Contiguity.** The five contiguous incorporated cities most like Santa Ana in demographics are Fountain Valley, Garden Grove, Orange, Tustin, and Westminster. This expanded area, plus Yorba Linda and Fullerton, contains many of the services Santa Ana residents use and whose residents use some of Santa Ana's services. This regional "catch basin," plus Anaheim, also produces a preponderance of the jobs at which Santa Ana residents work.



Santa Ana has extensive networks of formal and informal agreements and joint activities with each of the area's other two WIBs: Orange County and Anaheim. The geography of the area makes that imperative and provides opportunities for regional collaboration.

- **Labor Mobility.** The disparity between per capita and household income suggests that in an average Santa Ana household over three earners generate income. The U.S. Bureau of the Census also tells us that the average commute time to a job is significantly greater than the time required to drive across Santa Ana. Finally, we note that there are not enough industries in Santa Ana to employ the population that works and that nearby cities engaged in tourism and other activities are growing far more rapidly than Santa Ana. In fact Irvine has been one of the fastest growing cities in the nation for a long period of time. All this suggests that Santa Ana is a labor supplier for the cities that surround it. Hence, a key fact of life is that many of those who are trained and educated in Santa Ana and use Santa Ana employment and social services, will work in the area around it.

  According to the 2010 Census, the five regional players surrounding Santa Ana support an aggregate population of 356,963, slightly larger than the population of Santa Ana itself. Within this population, 48.6% are Hispanic and 39.6% are Asian American. The African American population is very small throughout this region of Orange County. The percentage of Latinos is smaller than that of Santa Ana. However, like Santa Ana, this region's percentage of Latino population is well above the average for California, about 25% larger. Other statistics, such as poverty rates, are about the same, except for average household income, which is slightly above the California median at $63,000.

- **Emerging Economic Trends.** In the plan, we utilize several theoretical constructs and data sources that illuminate regional labor trends. We have outlined the ones we use in the plan.

  One of the most important ways to measure regional economic trends is to understand where the most important industry clusters reside. Clusters represent particular industry segments and technologies and the supporting industries and services that surround and nurture them. Clusters provide a measurable theoretical structure for regionalism. Of the many definitions of clusters, the most up-to-date is that of the EDA (Department of Commerce Economic Development Administration), based on the research of Harvard Business School's Institute for Strategy and Competitiveness and ultimately on the theoretical frameworks of Michael Porter.

  Trends associated with the development of labor can be found in the most recent statistical analyses and projections of the U.S. Bureaus of Labor Statistics and Census, and the State Employment Development Department (EDD), plus economic forecasts by California State Fullerton (CSUF), UCLA, the Los Angeles Economic Development Corporation (LAEDC), and others.

  These analytic and forecasting entities offer broad scale definitions of economic regions, often referred to by the Census term MSA (Metropolitan Statistical Area). Sometimes these regions group Orange County or north Orange County together, sometimes they include Long Beach and other regions of northern Los Angeles County. Such sources are

good for understanding broad trends, but not detailed ones. For example, as we prepared the plan we learned that an important emerging regional trend is biotechnology industries. Those are important for Santa Ana in that they generate a number of secondary and support jobs but the trend is not congruent with the general educational level of the labor population per-se.

- **Distribution of Services.** Like economic trends, many services offered to the current and potential labor force are regional. For example, Santa Ana is relatively weak in higher level vocational and job/educational improvement resources, such as colleges and universities, despite one excellent community college resource. However, nearby communities feature a major California University (Irvine), and significant California State University (Fullerton), and numerous other similarly placed institutions. Neither of the institutions named above are within the contiguous communities, but all are both available and well used by Santa Ana populations. At the same time, Santa Ana's Digital Media Center is a business incubator, headed by a former Santa Ana Workforce Development expert, that draws on the entire region (and beyond) for its clientele. What can be said of educational support institutions also can be said of other forms of social and educational and job development/improvement institutions. Most are not limited to local populations but seek to serve broader populations that may cover a much larger area than a specific local.

A Note on Data Sources

Wherever possible this plan relies on primary data provided by BLS, EDD, Census, California Department of Labor, and the California Department of Finance. Some of the Census data is a projection based on principles that are uniform for the nation. The same is true for data on regional trends beyond cluster information provided by EDA.

In addition, we have relied on several sources of compiled information, vetted by the State or EDA. The ***Orange County Comprehensive Economic Development Strategy*** (CEDS) is one key source. Another rich source of information is monographic studies and reports by California State Fullerton, which touch on particular subject matter related to economic and labor force information. Other broader regional studies are from EDA, the LAEDC, and other national sources regarding green/Cleantech development and other related topics.

In order to keep the narrative fluid and emphasize the interpretation of data rather than the data itself, we tend to mention sources, often in abbreviation, rather than cite them in detail. The exception is when the source is not one of those mentioned above.

Next: Vision, Analysis, Metrics, and Strategies

The next chapter opens with a statement of Santa Ana's vision for the next five years, followed by an analysis of its present workforce and future workforce needs. We then outline the key strategies for developing the tools to help the future workforce, derive concrete goals to serve those strategies, and metrics for assessing progress toward those goals.

SANTA ANA WORKFORCE INVESTMENT BOARD

STANDARD 1

Strategic Plan

STANDARD 1: VISION, ECONOMIC & WORKFORCE ANALYSIS, STRATEGIC PLANNING AND IMPLEMENTATION

Introduction and Overview

The Section addresses the following State Standards:

- The plan meets local planning requirements in CUIC Section 14200[c].
- The plan's vision is strategic and comprehensive.
- The plan's goals and objectives are evidence-based.
- Key Stakeholders are actively engaged both in the planning and implementation of the plan.
- The five year plan meets Planning Requirements in UI Code 14200 & SB 698

These five State Standards amalgamate the strategic visions of both the Governor and the statewide WIB. Santa Ana's vision is consistent with both. Following a very brief summary of the State's vision, this section elaborates and specifies them in detail, as they apply to Santa Ana's specific context and needs, then indicates strategies for implementing the vision. The evidence for the vision is based on WIB and WORK Center One-stop performance to date, plans, and labor force data gathered from current sources. The detailed labor force data is in a separate section that combines an analysis of Santa Ana's workforce with regional data.

The State Vision Standard

The Governor stresses the importance of regionalism and of identifying and preparing for emerging industries and other business developments that enhance California's competitiveness. His vision emphasizes the importance of preparing a workforce to satisfy the needs of the developing regional industries.

The WIB's statewide vision is expressed in the subtitle of its report, "Strategies for Shared Prosperity." That vision endorses the Governor's call for regional approaches and seeks the integration of activities that develop a business structure and especially a workforce capable of creating community wealth. It breaks goals into the basic workforce funding categories: adult, youth, and underserved populations. It examines the services that each provides. It calls for special emphasis on addressing underserved populations through supporting services that share data and integrate their services to the extent possible.

Santa Ana's vision contains both general and timeless statements unrelated to particular strategies, but also expresses the concrete elements that the strategies directly implement. Santa Ana believes that any vision must be supported by data and evidence of accomplishment and potential. It must be capable of being implemented, a practical, not theoretical statement of purpose.

Because this proposal tracks State Standards in pre-set categories, there will be some duplication of both concepts and data below and in other Sections of this proposal.

Santa Ana's Vision

The WIB, led by WORK Center and economic development information and supported by its labor and educational partners, and by the various communities it serves, have defined Santa Ana's vision as follows:

As the City of Ana evolves to become increasingly competitive in attracting and retaining businesses, it will engage all elements of the workforce support network in a seamless collaboration that brings success to the job and career aspirations of all its populations.

The overall vision statement rests on three interrelated core elements.

1. **Remaining on the leading edge of local and regional competitiveness.** This idea does not imply shifting with the winds of every new technology and business trend, but rather analyzing those trends in order to assess which best fit Santa Ana's labor supply, needs, geography and demography, transportation, and future planning. It requires a realistic grasp of what it takes to enhance the City's position vis-à-vis developing business clusters and the regional economy and a willingness to involve those elements of the community able to translate that position into action plans. It also means focusing energies on small business as a key driver in creating new employment and in growing the existing employment base.
2. **Focusing on the WIB as a unifying force.** The WIB stands in the center of all workforce-related activities. It convenes and connects all elements of the educational, labor, government, and business institutional structure. It provides information, monitors progress, suggests and makes connections, and influences relationships in a way that only so diverse and respected a convening entity can. In effect, the WIB is the key player in a large public/private partnership.
3. **Emphasizing client centered service.** Of course, Santa Ana has a One-Stop, its WORK Center. However, the vision is not about a place so much as a concept and process. Clients should be able to enter the system at any point and receive all the services to which they are entitled or wish to have in order to gain the skills to apply for a job, acquire it, enhance their job skills, and/or plan and prepare themselves for a career.

Elaborating the Strategies That Give Meaning to the Vision

In order to achieve this vision, the goals and missions of all related public and private entities must be identified, assessed, and in many cases negotiated, aligned, and prioritized. Specifically, achieving the vision entails the strategic activities described below. They both are rooted in Santa Ana's present and aspire to creating a better future over time. They frame the five year strategic goals.[1]

- **Align its goals with the information and strategies outlined in the Orange County Comprehensive Economic Development Strategy** (CEDS) and other related strategic

[1] NOTE: Only the evidentiary basis for each strategy. The specific data that give rise to the strategies are spelled out in the Sections that follow. Later sections also contain "sub-strategies" and tactics that give rise to specific plans for these strategies.

analysis and planning tools. Santa Ana participated in creating the CEDS through its participation in community meetings, the establishment of overall goals, supporting objectives, and implementing strategies and tactics. ***Data/evidentiary basis:*** *CEDS plan on file with EDA, evidence from CEDS in workforce analysis in this Section below.*

- **Continue and expand the WIB and its relationships with neighboring WIB's – Anaheim and Orange County.** Several WIB members already serve on the two other WIBs, and collaborative activities always take place. However, the greater the collaborative connections, the easier it becomes to acquire new information important to work-force evolution, and the more seamless becomes the experience for Santa Ana clients. The Santa Ana WIB itself is considering expansion to incorporate five new members in key areas related to emerging business, small business, and human resource development in larger companies.
- **Constantly update its understanding of the regional economy.** This strategy implies acquiring and understanding knowledge of changing County and regional goals and trends, and especially its developing business clusters. Santa Ana conducts its own research in this regard, but it collaborates with other cities in the MSA and in Orange County for that purpose. The Orange County CEDS provides evidence of part of this collaboration, as does the exchange of information with Anaheim and the borrowed use of Anaheim's database information. ***Data/evidentiary basis:*** *Evidence of Santa Ana's currency with the relevant research through Economic Modeling Specialists, Inc. (EMSI) will be found in the labor force analysis in this section below and in subsequent Sections.*
- **Conduct local demographic, labor, and other studies** to stay abreast and if possible ahead of the current trends that predict workforce needs in order to anticipate them in training and other support activities. ***Data/evidentiary basis:*** *Setting the Stage, and this Section below for evidence of data-driven basis of this vision, especially in the use of EDD longitudinal labor need and skill gap analysis.*
- **Analyze and benchmark the current delivery systems** for services in Santa Ana, in order to ascertain successful programs and processes and to determine gaps in service that need to be filled. This is an ongoing activity. Benchmark programs in Santa Ana, and in other localities in California, to determine best practices, and in some cases to identify successful programs that can be emulated and modified to fit Santa Ana's workforce needs and populations. ***Data/evidentiary basis:*** *see Sections below, eg. emulation of "road trip" program, borrowed and enhanced to fit Santa Ana in Youth Section.*
- **Develop and improve tracking and measurement systems**, to make certain that goals are being met and surpassed, and to identify systemic concerns that inhibit excellent performance. Santa Ana has several such systems in place. These systems have shown high performance in terms of populations served, jobs generated, etc.
- **Review training goals and modalities** to insure that they are consistent with developing business, economic, and labor needs. Identifying all regional training sources is an ongoing activity. Many of the region's training activities focus on universal job preparation and job ladder attitudes and skills, and others on "timeless" or "traditional"

work support activities. However, as new industries and clusters evolve, so do job skill requirements for those jobs and often a host of new needs and opportunities created by the secondary and derived jobs the new industries generate

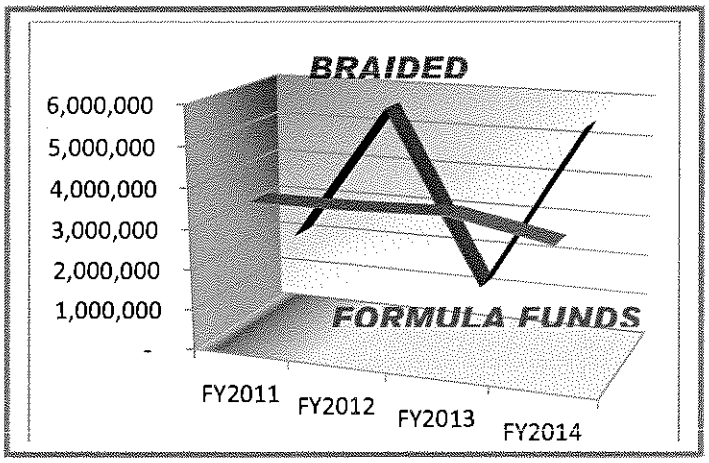
- **Create more certification programs** through secondary and post-secondary schools and other preparation service providers, so that employers can more easily identify prepared job applicants; for in-school, out-of-school, labor union, and on-the-job (OJT) training, that label employees who have succeeded in developing career enhancement skills.

- **Focus more directly on the needs of Santa Ana's in- and out-of-school youth population**, especially in light of dominant role in the demographics and the economy, and in light of its special needs. Any vision must have an intense local component, because to be implemented it must be able to respond to its realistic context. Youth needs play a special role in Santa Ana workforce development. As a fundamental source of labor for several regional industries and clusters, Santa Ana must remain especially sensitive and reactive to such circumstances. ***Data/evidentiary basis:*** *published 2014 youth service plan in Youth Section.*

- **Focus on other underserved populations,** as per the State WIB's goals: veterans, disabled, disconnected and at-risk youth and adults, unemployed adult, and formerly incarcerated population sub-groups. ***Data/evidentiary basis:*** *Current (FY 2014) service contractor plans in Adult and Youth Sections.*

- **Develop stronger green and cleantech industries.** California has become the home to green industry development. Orange County and Santa Ana's MSA have been involved in the process, though not to the extent of northern California. Santa Ana has not yet developed a strategy for supporting participation in the labor support for this industry. It is part of Santa Ana's vision and will be supported by strategies outlined in the sections below.

- **Braid funding streams.** The past four years have seen nearly a steady decline in State formula funding for Santa Ana programs, in the face of mild inflation and significantly increased need. Santa now blends that funding with other Federal and State Resources, business in-kind and other resources, and educational and other grants.



Greater effort and imagination must be put into increasing funding levels among non-WIA sources of all kinds. ***Data/evidentiary basis:*** *quarterly and annual fiscal reports on expenditures to WIB and State.*

- **Continue to integrate supportive services.** One of the strengths of Santa Ana has been its ability to marshal its supportive educational, social, economic, and other supportive services. This is the key process that needs to be continued and expanded in order to create the seamless integration that comprises one of the key overall strategic visions. One of the keys to expanding integration is the constant identification and incorporation of partners throughout the business, labor, education, social services communities. It is one of the reasons that underlies the strategy for expanding the WIB. ***Data/evidentiary basis:*** *prior outcomes reports and plans in Adult and Yauth program Sections below.*
- **Develop local small business as a job generator.** We will see below that the Santa Ana labor force benefits regional clusters and local industry. Regionalism has been and continues to be a positive trend for generating jobs for Santa Ana's labor force. However, given Santa Ana's workforce demographics, focus solely on regional clusters tends to keep Santa Ana's vision turned outwards. That increases average travel times, reduces local social "stickiness" and participation, and does not benefit the tax base which funds many social and economic services. Santa Ana will make developing its local small businesses a major element in its strategic approach, because it generates primary, secondary, and induced jobs and enhances the local economy. ***Data/ evidentiary basis:*** *Multiple SBA Office of Advocacy (Advo) published studies, 2007-2013, showing importance of small, minority, and immigrant businesses in job creation and social wealth generation, redirected policies of Employment Training Panel (ETP) and other State programs.*
- **Encourage existing institutions that support and accelerate job generation through rapid business development.** The Digital Media Center is one of Santa Ana's important resources for gathering and developing new small business with big potential. It has expanded beyond digital media to include a rounded slate of businesses with high potential impact. Other incubators and accelerators in Orange County, such as K5, Frost VP, LaunchPad, and others (most located in Irvine and south in the county) represent ways to channel and finance job and wealth creating technologies, and to identify future growth industries. Over 85% of successfully incubated companies remain in the region after graduation. ***Data/evidentiary basis:*** *Natianal Business Incubatian Association, data from Digital Media Center census.*

Metrics for Determining the Effectiveness of the Strategies

Santa Ana uses internal and external measurement systems for assessing the effectiveness of its programs, and will continue to do so as strategies are implemented by the WIB, WORK Center, and collaborating community partners. The metrics are both quantitative and qualitative.

The measurement strategy is analyzed in detail in the ***Santa Ana Workforce Investment Board Results of the Phase III Return on Investment: Calendar Year 2008,*** by CSUF; ***Santa Ana. . . Success Stories, Putting People to Work, 2011***, both to be found in their entirety in the Appendix; in ***Orange County Workforce Indicators*** and ***Community Indicators (2012);*** and in EDD and EMSI statistical analyses. Other metrics, such as the Sub-grantee WIA quarterly and

annual reports, offer important data but not any method beyond "counting" to support its theoretical basis.

The advantages of the CSUF study are that it targets the Santa Ana WIB directly, explicitly lists the basis for its data collection, publishes its mathematical confidence level for quantitative and qualitative analysis, and lists the limits on its metrics. The advantages of the Orange County study are that it is regional and explains in plain language what its data means and the reasons that each metric is important. Metrics used to assess programs include:

- **Internal measures.** The WIB summarizes its program participation and expenditures on a quarterly and annual basis pegged to its July – June fiscal year. Each agency funded by the WIB or supporting its activities within Santa Ana's submits an annual strategic plan and projection. Each plan describes its vision and mission and goals for the year, its outreach approach as appropriate, and its process for determining success. Internal measures include numbers of client contacts, number of clients served, number who graduate from specific educational and vocational programs and job services, number of job orders, number of recruitments, cost per client, cost per job acquired, and career growth by supported workers. At a more detailed level, they included which services (eg. Internet search ,WIC, etc.) were utilized by participants and at what rates.
- **External measures.** External measures are provided by outside agencies hired by the WIB to insure an added level of objectivity in assessing its impact. They include (but are not limited to) the direct quantitative measures such as those listed for internal analysis, plus several others:
  - Secondary and induced jobs, using direct measures and multipliers standardized by industry;
  - Local, state, and federal taxes generated by direct and "multiplied" jobs;
  - Dollars saved as workers exit government social support systems;
  - Overall return on investment generated by combining these measures with the net present value of the expenditures;
  - Dates of job starts, job duration, pay upon entry and exit, time lag after program participation before employment or re-employment or promotion; and
  - Most intense calendar quarters for workforce services, as feedback for internal measures and staff planning.

  Qualitative results based on both comprehensive and selective random interviews with program participants to determine user satisfaction, learning, and perceived effectiveness:

  - Taken during program participation, at program exit, and as follow-up interviews up to six months after program exit.
  - Correlated with age, sex, racial-ethnic, and other demographic characteristics.

Workforce Analysis in Support of Vision and Related Strategies

This section summarizes workforce analysis and needs. In addition to Census, LMI, and EDD data, some of the data comes from the BLS MSA analysis, the Orange County Business Council and WIB, and is county-wide. In addition to the Orange County CEDS, we have drawn upon its study, ***Workforce Indicators, 2012-13***, ***Community Indicators***,2012, CSUF studies cited in previously, and studies of Santa Ana's labor economics through EMSI. And finally where possible, we have tried to integrate the various regional and local perspectives.

The information is presented not simply as a survey of trends that affect labor needs, supply, and quality, but as the basis of strategic imperatives.

- **Overall Economic Health.** If it is true that a rising tide lifts all boats, then Santa Ana should benefit from a recovery that is occurring more rapidly for Southern California (six counties that include and surround Orange County) than for the country as a whole. CSUF (2013) indicates that for Southern California both the sum of leading economic indicators and those associated with real Gross Domestic Product lead the national averages. Leading indicators for total civilian employment also lead the nation, but the gap appears to be lessening. Within the broader six county area, Orange County as a whole is doing better than the others in job growth and general economic prosperity. That general economic trend does not suggest that progress has been uniform. The American Community Survey (ACS), a projected summary provided by Census, shows that Santa Ana and all of the areas identified in Section 0 as a surrounding contiguous area, trail the State six county region in the general movement toward prosperity. EDD data for April, 2013 show that unemployment in Santa Ana is about 20% higher than for California. EMSI compares job growth in the Santa Ana area with Orange County as a whole. It projects that from 2010 to 2011, jobs in Orange County will grow half again as much as Santa Ana, 16.7% vs 10.2%. This suggests not only that the economy of Santa Ana is likely to lag, but also that the key jobs on which its workforce will rely likely will be outside of the City.

- **Cluster Development as a Driver of Employment for Santa Ana.** In order to assess the pipeline of job opportunities, we must first identify the key industrial sectors that provide jobs and income in the region and city, then identify what drives them and how they will evolve over the period of this strategic plan, and finally what skills they will require. We then will be in a position to match Santa Ana's strengths and weaknesses in addressing skill gaps, and to design programs to build on the strengths and address the weaknesses.

  The impact of clusters may be measured in several ways, three of which are particularly important for Santa Ana: by

  - Numbers directly employed,
  - General economic influence based on employment and multiplier effect, and
  - Salary.

  Hence, in each case below, we have provided three rankings, one reflecting each measure in turn. For example (1/10/10) indicates that as a cluster, Tourism/Hospitality

ranks first in employment, tenth in multiplier effect and tenth in salary. That would suggest that it creates lots of openings for work, but work along the bottom rung of the career ladder, often with no way to climb that ladder or even to move laterally into feeder industries. It suggests that the category is important for its sheer size, but not desirable as a place to prosper over the long term without serious career pathway support.

The top ten clusters by economic impact employ over two-thirds of all residents of Orange County in 2011. The top 14 employ 75%. Looked at in terms of overall growth in employment measured against 2007, almost every cluster has exhibited growth. Measured against 2009 and 2010, all have exhibited more modest gains. CSUF suggests that the increase in employment will continue over the next five years, but after adjusting for inflation and population growth, reaching 2007 levels in both employment and salaries may be problematic.

Within the clusters and sub-clusters below, several outliers suggest opportunity for Orange County residents, and may be adjusted to fit Santa Ana's profile. Logistics, information technology, and biotechnology/ nanotechnology represent emerging business segments with low current employment but significant employment potential in future, as well as generating multipliers through the sub-clusters and industries that will grow to support them. Manufacturing, construction, health care, social services, and hospitality represent clusters of lower importance to Orange County but with greater congruence with Santa Ana's labor base.

The key clusters, based on NAICS codes and incorporated in EDA, BLS, and CEDS data for 2011 and the four years preceding it, are:

- **Tourism and hospitality (1/10/10).** This sector includes subsectors of restaurants and hotels and all of the industries in food production and service, logistics and transportation that support them. While this cluster employs the most workers in Orange County, and especially from Santa Ana, it is the lowest paying of the clusters on average and has a relatively small multiplier effect. Nonetheless, both its size and salaries have steadily increased over the five years ending in 2011, the only cluster, except for relatively smaller ones, for which that is true.

- **Manufacturing (2/8/7).** Manufacturing includes traditional and advanced versions, and includes every form of fabrication and machining, and the materials production, transportation and logistics, warehousing, and other industries supporting it. While manufacturing has shown small growth in salary over the years, it remains important because of its overall size and the fact that multipliers in this industry are generally high. In Santa Ana, most manufacturing is "traditional" and small, in that it represents hands-on labor to make things in limited runs. But some is both more intricate in fabrication machining, assembly, and materials, and in the employment of flexible techniques.

  The exception to slow growth is a sub-cluster called **Advanced Manufacturing**, whose salaries rank fourth. This sub-cluster is largely associated with bio-technology

and related drugs and medical devices, and nanotechnology, and in both cases the logistics and information technology that make it work.

What makes the manufacturing cluster important is that the aging population involved in traditional manufacturing will create job openings beyond its usual multiplier, while advanced manufacturing depends on advancing technologies, many of which spin out from the MSA and Irvine.

- **Healthcare (3/5/10).** Healthcare includes both in-hospital and outpatient care, doctor and dental offices, nursing facilities, family planning clinics, residential care, and the many supportive areas of information, transportation, and pharmaceuticals that support it, plus other social services that surround healthcare. It is difficult to measure salaries here, because salaries in some of the supporting matrix—eg doctors and **Biotechnology Cluster** providers (ranked 5) are very high, while salaries for ordinary healthcare workers in semi-skilled and non-skilled areas remain very low. Nonetheless salaries have been slowly but steadily increasing over the past five years, as has the level of employment.
- **Government and Administration (4/NA/NA).** This sector is large in size, and various, but has been in more or less steady decline since 2007. Santa Ana represents a small positive growth exception to this trend.
- **Business, Administrative and Professional Services (5/1/2).** This cluster combines ordinary office staffing and ancillary services that provide materials and human resources at every level with highly paid specialized services in law, accounting, programming, and other technical support occupations. It has been a steadily growing cluster in both influence and salaries, with many highly skilled and less skilled openings.
- **Finance (6/3/1).** This cluster, sometimes referred to as FIRE (Finance, Insurance, Real Estate), includes not only the professions listed, but also banks, credit unions, mortgage-related services, and the surrounding office and materials services that support them. Even more than in health and hospitality clusters, the high ranking average salaries hide wide variations. The top earners in this cluster have reasonably large staffs who service them at relative low salaries.
- **Advanced Manufacturing (8/8/4).** A sub-cluster under manufacturing for all practical purposes, it is distinguished by its status as an emerging industry and by its significantly higher salaries.
- **Construction (9/4/9).** Construction here is broadly construed, as both the construction of new commercial, industrial, and housing structures and the enhancement of standing ones, plus the architectural, design, utility, and other supporting industries. It also includes the logistics and transportation, and manufacturing and materiel clusters that support it. Construction took an especially serious hit during the recession, but has been coming back since.

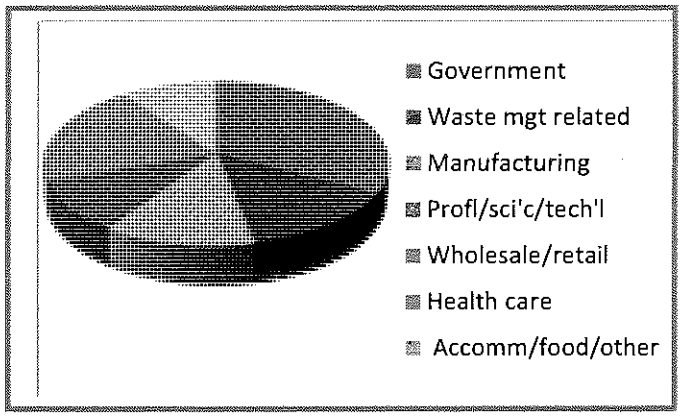
- **Other key industries and sub-clusters (combined).** This group of industries is generally not, or not yet, one of the key sources of employment. However, in each case below the sub-cluster either is gaining ground or emerging as a new cluster with new employment demands and critical skill needs:
  - **Bio-technology/nanotechnology (10/9/5).** Analyzed above as a growing sub-cluster under health care, it is emerging as a strong cluster on its own. The demands of this cluster are highly technical. However its service and other supporting industries create many opportunities for jobs across the skill spectrum. The MSA area and region just beyond Orange County indicate significant research in both areas, generating companies that have been spinning off in Irvine and elsewhere in Orange County.
  - **Information technology (10/9/3).** Often seen as a sub-cluster because it contributes to almost every industry segment, information technology is emerging as its own cluster with high skill demands and high salary payoffs in a manner similar to bio-technology. Information technology is broadly defined as digital and non-digital, hardware and software, telecommunications, and Internet design and security. Its demands are mostly for highly skilled labor, though elements of programming and digital management are being taught as early as high school.
  - **Logistics (10/7/6).** Logistics supports almost every other manufacturing and service cluster, but like the other emerging clusters, is becoming important on its own. Logistics includes all elements of transportation by air, land and sea, warehousing, planning, cargo handling, and specialized information and security services and tracking. It generates needs for both skilled and lower skilled labor. When considering logistics, a more powerful picture emerges by including the MSA and not just Orange County, because then the ports of Long Beach and Los Angeles are included. Together they comprise the largest port facility in the country. In fact, two local California State University branches, Long Beach and Dominguez Hills, are providing certifications, study programs and degrees, and graduates to serve the cluster. Some learners commute or migrate from Orange County and elsewhere.
  - **Environment, Energy, Green (10/2/8).** This cluster is small but powerfully emerging, with impacts at every level of labor need and every skill base. It consists of waste management, alternate energy, and conservation industries. Because it cuts across so many industrial sectors, from traditional and advanced manufacturing through logistics, nanotechnology, and every variety of office service, it is an important emerging but as yet relatively undefined/not delimited cluster. Opportunity within it is powerful. The MSA view also emphasizes the emerging importance of this sector, one of the most powerful emerging clusters in the country, though still lagging northern California in importance.

Clusters do not measure jobs directly. The constituent industries on which they are based do. Each is easier to measure on its own in terms of skill and labor needs. The fastest growing industries in Orange County, not according to cluster, but based on two to four digit NAICS codes and analyzed in EDD data follow. They are not necessarily largest in size, but fastest in growth.

1. Colleges, universities, professional schools, average 22% growth
2. Amusement, gambling, recreation, accommodation, restaurants, 20%
3. Heavy and civil engineering and construction, 20%
4. Management, scientific and technical consulting, computer systems, 17%
5. Administrative and support services, 11%
6. Motor vehicle and parts dealers, 11%
7. Social and health care services, 10%

As we move from considering job opportunity in regional terms to looking at Santa Ana in 2013, the picture of rapidly growing industries changes somewhat. Clusters by nature require a regional perspective, often but not necessarily County-wide. If we look at Santa Ana alone, based on EMSI data, we find the following ranking and percentages based on employment, accounting for nearly three-fourths of all employment:

1. Government, 26%
2. Waste management, remediation services, and administration, 11%;
3. Manufacturing, 10%
4. Professional, scientific, and technical services, 8%
5. Wholesale and retail combined, 9%
6. Health care, 7%
7. Accommodation/food/ other services, 8%



In terms of fastest growing sectors, the picture differs markedly from Orange County as a whole. Here are the leading growth areas by size of employment for Santa Ana from 2010 to 2020, according to the BLS. The Orange County ranking is in parentheses next to each business category. The Santa Ana list almost flips the Orange County one on its head. Missing in Santa Ana are high level technical occupations. Manufacturing is projected by the BLS to lose 73 jobs over the ten year span, which as a percentage amounts to no growth.

1. Health care/social assistance (7)
2. Professional and business services (5)
3. Construction (3)
4. Wholesale and retail
5. Leisure/hospitality (2)
6. Government
7. Education (2)
8. Transportation/utilities
9. Financial services

It is clear from these rankings that Santa Ana participates in the general economic and job development of the region, and is sensitive to emerging clusters within it. However, its workforce population, which numbered 233,823 in 2013, is more workaday than the norm for the region. This confirms the proposition that a number of the most critical job opportunities for the Santa Ana laboring population over the next five years will lie outside of its city boundaries.

As indicated in the strategic analysis, this is a double edged sword. It suggests that Santa Ana can benefit from the growth of Orange County industries and clusters of industries. But it also suggests a need to invite, encourage, and support small business in order to develop industry and labor demand, and taxes within Santa Ana's city boundaries.

Translating Cluster and Industry Data into Strategies For Success

The emerging clusters and industries that cut across Orange County in general and Santa Ana in specific include: health care and social assistance, bio-technology and nanotechnology, leisure and hospitality, logistics, green and environmental technologies, and traditional and advanced manufacturing.

While it is important to service all of them over the next five years, limited resources require that we select a limited number for special emphasis, that the focus be responsive to current and potential skills and aspirations of Santa Ana's workforce, that Santa Ana develop the training and career pathways to support the priority industries, and that Santa Ana work to enhance its local job development and business attraction activities. To an extent not characteristic of Orange County as a whole, Santa Ana must link economic development and workforce strategies.

Santa Ana will focus on two main clusters and devote its resources to a lesser extent in two others:

- **Manufacturing.** Though traditional manufacturing is slated to lose a trivial amount of jobs over the next decade, these losses are offset by two conditions. First, Santa Ana's manufacturing ownership is aging, which creates opportunities for the upcoming youth population locally. Second, advanced manufacturing is in fact on the increase all over the County, not in decline. Although much of this activity is outside of Santa Ana proper, its workforce mobility will allow its population to migrate to where the jobs are. Advanced manufacturing itself is composed not only of new industries and techniques, as indicated in the bio-technology and nanotechnology analysis, but also is a factor in all manufacturing. CNC, 3-D printing and sintering, and related technologies make it imperative that any middle market manufacturer adopt practices that require mathematics skills in order to stay competitive. The same is true for small manufacturers, though often to a lesser extent.

  These developments create the following needs for labor: on-the-job technical and semi-technical labor trainable by the current sources of industrial arts training in the public and private schools, highly skilled labor trainable is specific courses and prepared for by STEM and other education for the advanced techniques and clusters now in growth mode, and OJT formal and informal training to create career pathways and earning ladders for those already in the workforce or about to enter it. Note that in the career pathway model, manufacturing skills often can be trained for, rather than requiring formal education, but that this this pathway is narrowing as manufacturing sophistication grows.

- **Health care and associated social services.** One of the fastest growing clusters in Orange County, this cluster has been passingly important for Santa Ana proper. No cluster has fueled growth in Orange County to the extent of the health care system, especially the large hospitals and research facilities of the northern part of the county. Santa Ana has one hospital of note within it, but a large number of clinics, outpatient facilities, etc. The Affordable Care Act is projected to result in more such facilities, creating a greater need for labor at all levels of the health and social system. In addition, dental practices, including needs for every level of dental technicians, are among the fastest growing sub-categories in Santa Ana. Santa Ana thus is experiencing one of the most significant gaps between need and trained human resources.
  As in the case of the manufacturing cluster, the health care cluster has an established base of training facilities for front office, back office, and technical support. The Santa Ana youth program, as suggested in Section 4 below, already is focusing on this need both in school and other programs. In addition, the region is rich in post-secondary training facilities.

- **Hospitality/entertainment and especially its sub-clusters.** This cluster continues to be a mainstay of northern Orange County based on the sheer number of people who work in it. In addition to its traditionally low paying jobs at the bottom of the employment ladder, this cluster has been able to stimulate some higher paying ones in the fields of

culinary arts and hospitality management. There already is a significant training infrastructure supporting such training in Santa Ana and environs that furnishes a solid base to build upon. Standard 3 and 4 suggest how this translates programmatically.

- **Green/clean/environmental cluster**. Santa Ana has a head start in its focus on waste management and remediation internally and the large amount of growth regionally. This cluster provides the second largest percentage of employment in the City now (11%). Regional research and development should lead to job creation over the span of this strategic plan.

  More important, almost all other industry clusters increasingly are endorsing green and clean methods, from the generation of their electricity to the manufacture of their products, to the management of their waste. Many industries in addition are employing experts to manage their supply chains in an environmentally responsible way. It is a large and miscellaneous area in which a variety of industries will contribute.

Skill Gaps Generated by the Key Clusters and Industries

Ultimately, cluster and industry development come down to the types of job openings they will create. Here is a selected list, from EMSI, based on two to four digit NAICS codes, ranked by the percentages of job openings generated 2011-2012. Overall job growth for Orange County for the period will be less than 2%, but that is significantly higher than for Santa Ana, where the growth is projected by EMSI to be essentially flat.

- 6% -4% growth:
  - Dental assistant, dental technicians, electrical maintenance and repair, heavy equipment maintenance and repair, recording technicians;
  - Accountants and business managers, electricians, medical office workers, HVAC engineers and technicians, physical therapists, surveying technicians, HAZMAT workers, theater and recording arts practitioners;
- 3% growth:
  - Office managers, construction workers, taxation specialists, computer scientists, information specialists, food service workers, diesel mechanics, estheticians.
- Outliers—airframe mechanics and technicians (21%), aircraft power plant mechanics and engineers (20%), marine transportation technicians (20%).

These lists show the percentage of job openings, but do not indicate whether those jobs are new or replacement jobs. Nor do they indicate number of jobs. Hence and 20% growth in aircraft mechanics may mean far fewer jobs than a 1% increase in hospitality in number of jobs.

Here is a list of 2011-2012 skill shortages from the same EMSI source, listed in order from the largest number (6,356) to the smallest.

Sales (6,356 openings)
Real estate
Business management
Distribution/ marketing
Finance
Health services and sciences
Business/commerce
General office
Cooking culinary
Accounting business management
Public administration
Retail management
Computer programming
Computer science
General merchandising and sales
Taxation
Carpenter
Accounting
Medical administration
Medical assistant/technician
Construction
Marketing manager
Bookkeeper
Truck/bus driver
Computer systems analyst
Health/medical professional
Culinary arts
Program management
Network systems administrator (928)

Together, these lists show that most of the jobs in demand require trainable skills or some form of post-secondary education. As we shall see in Section 3, the career pathway model allows for various levels of training and education, begun and ended over short and long terms, and entered to at various points in the skill development cycle.

More important, training and education are especially important in Santa Ana, because of the demographics of its current and potential working population. EMSI also lists the "Top Program Completions in the Santa Ana region. This list shows that liberal arts and humanities completions in 2011 (1,480) totaled almost as much as all other categories combined. Those other categories, in order were health professions (651), business programs (325), personal and culinary services (262), followed by visual and performing arts, law enforcement and firefighting, legal studies, computer and information sciences, family and consumer services, and precision production. Not one of these categories matched the degree of any need expressed above.

We already have noted the youth of Santa Ana's population and its relatively low level of K-12 and post-secondary completion. The availability of teaching professionals to remedy this concern show that the issue will not be easy to address. Anticipated job openings over the next year according to two to four digit NAICS codes (Anaheim) show an average gain of 4-6% across most employment categories, with several outliers in the 20% growth range. Meanwhile, teachers, educational administrators, educational technicians, and teachers aids openings are shrinking by 3% to 4%. If we look at sub-categories, including post-secondary teachers and elementary school teachers we see an even higher percentage of shrinkage.

Santa Ana has exceeded its performance goals as established by the State in job education and training to date and intends to continue to do so in the face of these challenges. These challenges do not exist in isolation. They combine with the low per-capita income and the need

of Santa Ana households to create livable income through multiple wage-earners per household, the requirement that youth programs provide living stipends to their most at-risk populations, the high need for English learning to supplement Spanish spoken at home, and the shrinking State budgets for workforce development, to stifle many of the options for addressing the education gap.

More important, studies by UCLA and the LAEDC indicate that the situation is not likely to be aided by demographic change. The Orange County population is aging, and EMSI shows that Santa Ana's is as well. For Orange County as a whole, 27.6% of the population is under age 19. That number is 32.7% for Santa Ana. At the other end of the spectrum, 11.2% of Orange County's population is over 65, vs 8.2% for Santa Ana. In addition, the California Department of Finance and ***Community Indicators*** show that migrants into Orange County from all sources, especially Mexico and several countries in Asia, once drove its population growth. But as of the period from 2008-2010, internal growth and migration from Los Angeles County and elsewhere are driving that growth. This trend reinforces the serious need for training and for strategies that both enhance its quality and increase its quantity and the need to think regionally and act locally.

From Analysis to Goals

The demographic, workforce, cluster, industry, and job gap analysis transform the strategic vision into a set of more concrete strategic goals:

- **Stimulate full time living wage employment for Santa Ana residents in both local and regional industries.** This implies the following sub-goals:
  - **Create** relationships with small and large businesses (and as appropriate the human resource departments of larger concerns), to identify current and evolving job opportunities and to learn what employers look for in candidates.
  - **Continue and expand** study of strong and emerging industry clusters, and high wage/high value jobs in the region and industries in the City.
  - **Support** small business and entrepreneurship through training, simplification of regulations, and the established avenues of public or public/private counseling.
  - **Focus on** the four key clusters to establish training criteria for adults and youth, but do not neglect the traditional sources of high employment and employment turnover, especially in manufacturing.
  - **Strengthen** the technology business support activities of incubators and accelerators in identifying sources of emerging job needs.
  - **Intensify** business attraction and retention activities for Santa Ana in support of making Orange County a regional, state, national, and international business leader, and Santa Ana increasingly self-sufficient in the job market.
- **Enhance all elements of job training that support infrastructure.** This includes:

- **Expand** training opportunity for all populations, especially those in particular need, such as low income, displaced workers, military veterans, youth, disabled and formerly incarcerated persons, utilizing the career ladder model of access and education.
- **Develop** more educational pathways into the Latino community in both English and Spanish, to enhance their opportunities for job acquisition and growth.
- **Continue** skill gap analysis to keep abreast of training needs.
- **Broaden** the types of training available for both job entry and job advancement, including in-school and on-the-job types.
- **Measure** the results of public and private training programs in terms of aptness, job placement, and career enhancement.
- **Extend** support services for all population segments, including in-school and out-of-school youth and adults, including social safety net, housing, transportation, and other job-related activities.
- **Do not neglect** those already employed yet seeking more responsible positions. Make certain that they are aided through career enhancement training.

Summary: How the Vision, Strategies, and Workforce Analysis Meet State Plan Standards

- **Santa Ana's plan meets the mandatory Planning Requirements in UI Code 14200 and SB 698**
- **The Plan is data and evidence driven.** It rests on the particulars of Santa Ana's population, labor force analysis and skill-gaps, and the WIB's performance to date. It is a solid practical plan embracing not only what has worked and can work for the City, not a series of hopes for change.
- **The Plan has been derived from broad scale community participation,** both inside and outside of the WIB itself, including meetings, submitted agency and other plans, and private interviews with key WIB members.
- **The plan is comprehensive,** embracing all populations and needs, including special needs groups identified in the State WIB and Governor's plans.
- **The plan is forward looking,** in terms of industries to be served, and potential workers to be trained, as suggested in the labor force analysis and the demographic analysis.
- **The plan is strategic,** based on an evolution of current programs and the evolution of new ones as appropriate.

SANTA ANA
WORKFORCE
INVESTMENT BOARD

STANDARD 2

Business Services Partnerships

Sector Strategies

STANDARD 2: BUSINESS SERVICE PLAN

Introduction and Overview

The Section addresses the following State Standards, namely that the plan:

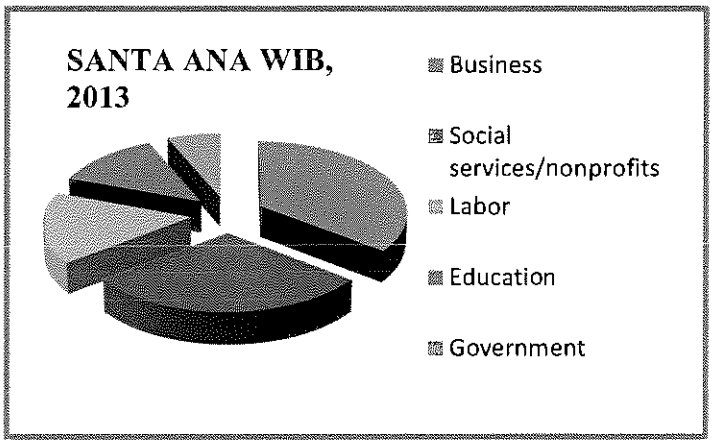
- Integrates local business involvement and workforce initiatives.
- Forms local partners with priority industry sector employers, and education in developing and operating regional workforce and economic development networks.
- Facilitates and/or participates in unified workforce services support to employers within the labor market, integrating with other relevant local WIB's, educators, and other partners.
- Leads in identifying and obtaining resources to sustain operation of regional workforce and economic development networks over time

The "business plan" for implementing the vision, strategic initiatives, goals, and workforce analysis above rests on the following fundamental principles:

- **Expansion** of WORK Center one-stop services to create a seamless experience for system users;
- **Continuation** of established successful programs that have achieved measurable success;
- **Addition** of new training and career pathway ideas and strategies to meet changing cluster, industry, labor force, and needs;
- **Optimization** of collaborative strategies between business, labor, educational, and service sectors through the agency and leadership of the WIB;
- **Outreach** and collaboration with Anaheim and Orange County WIBs; education institution and well established business organizations;
- **Search** for additional funding to supplement that currently in place

Current and Future Composition of Santa Ana WIB

The Santa Ana WIB now consists of 31 members, in the categories shown. The categories of social services and advocacy nonprofits have been combined. Some of the service organizations might be considered public entities, but for this analysis, we have identified only economic and community development personnel as government. See Appendices for detailed list.



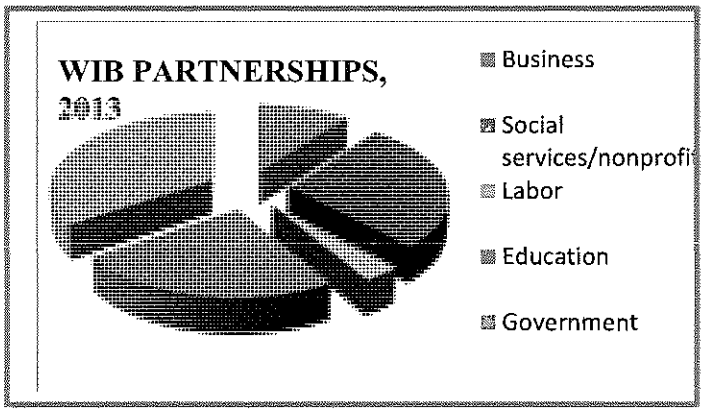
Santa Ana's strategic plan calls for the expansion of the WIB to include several smaller and larger businesses. The intent of this expansion is to better identify and track emerging employment trends and for the WIB to keep its finger on the pulse of changing training needs. The small businesses will help forward Santa Ana's job development strategies, and the larger ones will contribute human resource and hiring expertise. Santa Ana has identified the target companies which it intends to contact. The WIB expansion "wish list" is found in the Appendix.

The WIB is divided into committees "for the purpose of ensuring the flow of the WIB's strategic plan." The committees are:

- **Executive Committee** meets on alternate months to formulate policy recommendations, monitor the strategic work plan, act as a general clearinghouse for WIB and WORK Center activities, develop a collaborative and communications strategy, and make interim decisions as appropriate.
- **Marketing committee** has the duel responsibility of marketing WIB activities in general and developing ways to bring new perspectives onto the board. It writes and executes an annual plan for that purpose.
- **Employer and Customer Service Committee** studies the needs and expectations of the business community specifically to improve the services of the WORK Center. It has taken the lead in making the strategic recommendations for this application.
- **Oversight and Data Committee** keeps up with the changing demographic, labor force, and business data that drives program relevance and effectiveness.
- **Youth Council** includes interested and appropriate WIB members plus community organizations and parents dedicated to serving this element of the workforce. It is an increasingly powerful part of WIB activities.

The local business service plan is being developed by the **Employer and Customer Service Committee**, of course with the aid of the other committees. It developed the vision, strategies, and general plan outline in its meeting of May 28, 2013.

Current and Planned Santa Ana WIB Partnerships



Santa Ana's current set of 29 WIB partnerships is analyzed in the same categories used to analyze the WIB. The important category of labor consolidates representation from several unions. The Chamber is counted as business. It should be noted that of the 29 partnerships, six (21%) are devoted to youth and/or minority underserved populations. See the Appendices for detailed list.

Santa Ana's strategic plan calls for expansion of its partnerships in every sector, except direct government employees. The expansion will focus on adding representatives from manufacturing, health care, hospitality, and green clusters that make up its emerging employment thrust.

Both the composition of the WIB and its network of collaborating entities suggest a broad collaborative approach to promoting, reinforcing, and sustaining existing and future businesses on behalf of growing an increasingly sophisticated workforce, and to providing the labor force training necessary in the process.

A deeper analysis of the WIB membership and relationships shows that the WIB and WORK Center connect the various elements of job production, preparation, and promotion. For example, Rancho Santiago Community College District (RSCCD) not only runs two campuses in the area, but maintains and manages the Digital Media Center incubator, houses an SBA sponsored Small Business Development Center (SBDC) offering free services to local businesses at every level, houses several vocational training centers focusing on customized training and even arts businesses, maintains a corporate training institute, and now heads the Regional Technical Educational Center, coordinating the educational activities of all community colleges in the MSA.

Business, workforce, educational and social services such as the Chamber of Commerce, private Career College of California, Conservation Corps, Department of Rehabilitation, Therapeutic Arts, Goodwill Industries, Cambodian Family Services, Women helping Women, and even the library system have been brought into collaboration through memoranda of understanding (MOU) or contracts and the exchange of information and planning through the WIB and WORK Center. A list of formal collaborators may be found in the MOUs and a larger informal one may be found in the 2011 Santa Ana Annual Report, ***Our City, Our Success Stories: Putting the People of Santa Ana to Work***. Both found in the Appendices.

The Santa Ana WIB has three members who also sit on Anaheim and Orange County WIBs. It maintains contact with those WIBs and reports on their activities at each WIB meeting and through WIB committee work. In addition, the three WIB's coordinate and collaborate on regional grant opportunities, regional labor issues, job fairs and a constant exchange of marketing materials and cross-marketing with each.

By collaborating and sharing information and personnel Santa Ana is able to address business and labor needs more effectively, efficiently and virtually seamless to the business community. In addition to sharing information and perspectives, Santa Ana routes residents in its surrounding areas to neighboring local WIBs, so that job development and support services are integrated for the nearly 700,000 residents in the six city area. There truly is no wrong door to the business owner or worker looking for assistance.

Santa Ana has worked hard to develop and foster relationships with highly respected business groups in the region. Orange County Business Council – Santa Ana WIB staff attends and participate in their Economic Development Committee as well as their Workforce Committee which meet monthly. Santa Ana Chamber – management staff meet regularly to discuss business needs, service delivery and work jointly in offering topical workshops and joint host to

a quarterly Manufacturers Council meeting. In addition, Santa Ana is currently partners with the OC WIB who is the grant administrator for a federal Innovations grant targeting the IT career pathway and its impact in virtually every industry in our region.

Baseline: Performance of WIB and WORK Center to Date

The information below is extracted directly from the ***Phase III Return on Investment Analysis (for calendar 2008) and the 2011 Annual Report,*** cited above, Both may be found in their entirety in the Appendices. Detailed information on the constituencies served based on internal reports to WIA for 2012-2013 will be found in the analysis of Santa Ana's administrative quality in Standard 5, and in the Appendices.

In 2011, 379 business clients posted 11,985 job openings online. Through 35 onsite job fairs and other recruitment activities the WORK Center was able to find 234 employees for 91 employers. It provided layoff aversion services to 250 businesses, including expert consulting to 92, and it saved or retained 76 jobs for the City.

Overall, 48,193 potential clients visited Santa Ana's WORK Center in search of help finding work, education and training, or other forms of employment support. More important, of that number the WORK Center was able to place 1,949 adults in jobs. Of that number 1,500 (77%) were retained in later measurements. Dislocated workers experienced the same retention rate, and ultimately 276 found reemployment. The WORK Center enrolled 547 learners in training programs, or whom 325 were awarded scholarships. All of these numbers exceeded goals.

The results for youth were equally impressive. 822 accessed services and program through the WORK Center, 140 youth filled internships for 50 local employers, and 185 received certifications, a success rate of 76%.

This internal report for 2011 was surpassed in thoroughness by the external report from CSUF. The CSUF report was conducted by its Social Sciences Research Center. It was based on telephone and exit interviews of participants, and according to accepted academic statistical standards. Its analysis was a completely independent work of scholarly analysis.

The number of clients climbed significantly between the 2007 report and 2011, but the success percentages were consistent, despite the overwhelming impact of the recession. CSUF showed the Santa Ana WORK Center and its partners serving over 1,500 clients every quarter. Over 5,900 new clients used its resources overall. The study found that the Return on Investment (ROI) for services provided to them by the Santa Ana WORK Center was 147%, despite the significant economic slowdown, endurance of the recession, and the increased service costs that it generated.

In 2008, the WORK Center and WIB changed to a form of data collection and analysis based on the learning lab/integration of services and which continues to be a strategic goal of the WIB.

To begin the process of meeting true integration, the Santa Ana WORK Center required all participants utilizing its One Stop center to register with the office not individual partner agency.

Businesses Services Plan

Santa Ana's businesses services are done in a team approach with the City's Economic Development staff alongside WORK Center personnel. We have found that this model to be efficient expedites communication and facilitates delivery of services to the business community. Staff is cross trained on city incentives and various economic development programs in the community as well as trained on WIA programs such as general recruitment, On-the-Job training (OJT), customized training for new hires as well as incumbent workers, and layoff aversion/rapid response services.

Facilitation of business development, especially small business.

- Training, counseling and support for small business and entrepreneurial development, utilizing SBA, SBDC, CDFI (access to capital), community college, and other resources. For more established enterprises, services also include general support and higher level specific expertise by industry experts and consultants. Most of these services are free of charge to the user.

  The small business connection is especially important and the Santa Ana WIB is well positioned to expand its activities here. Santa Ana is the location of a District office of SBA. It houses numerous programs in both free and low cost counseling and education and information, plus lending. Santa Ana's WIB Director meets regularly with the District Manager to discuss issues affecting the business community. Two other institutions amplify its resources in the area: the Small Business Development Center(SBDC) for Orange and Riverside Counties is located in the city and the WIB sits on their advisory board, and the three state CDC/CDFI, which offers direct lending , loan packaging and referral, and counseling, is located in Anaheim a few miles away. The Vice-Chair of the WIB is from the local CDC/CDFI office and has been very accessible to meeting with local business owners and newly formed businesses.

- Workshops and other forms of aid to business in understanding and streamlining of permitting, taxation (and tax credits), regulation, and other processes for inducing businesses to come to and stay in Santa Ana. Of special importance was training on how to make the highest and best use of tax credits from the Santa Ana Enterprise Zone. These credits for employing local residents in an expanded area around the Zone, can be substantial for a business and can extend back up to four years from the time of application.

- Workshops and forums for managing existing and future workers and for facilitating compliance with OSHA, ADA, labor laws, environmental, and other regulations.

- Information services and marketing activities to attract and retain new businesses for Santa Ana, especially in the emerging industry sectors.

- Recruitment services for business to aid in finding appropriate employees. In addition, the Santa Ana Workforce Center offsets half the salaries for on-the-job-training activities, provides no cost ETP training and apprenticeship opportunities.

- **Workforce Training and development.** The WORK Center collaborates with local K-12 and community college programs to promote both vocational and pre-vocational training for adults and youth. It works with:
  - K-12 educators to promote STEM and STEAM education in all its schools as a precursor to training that maximized not just vocational skills, but career paths;
  - Both K-12 and post-secondary resources to keep youth in school and to promote special programs for them;
  - Employment Training Panel (ETP) and other state, federal and other funded programs that offer specialized training to front line workers in order to retain and grow local industries;
- The Santa Ana Workforce Investment Board will integrate its local business involvement with workforce initiatives by:
  - Develop outreach plan to business with the identified priority regional sectors by 9/30/2013. Begin implementation of outreach plan by 12/31/2013.
  - Convene Private Sector members of Santa Ana Workforce Investment Board and other business service agencies such as local Chambers of Commerce and members of the business services team to develop business success metrics that respond to identified priority regional sectors by 9/30/2013.
  - Develop talent pipelines via job clubs and merge them to identified priority regional sectors by 9/30/2013.
- **Rapid Response and lay-off aversion.** The WORK Center will partners with priority industry sector employers and educators in developing and operating regional workforce and economic development networks as a primary strategy by:
  - Form the Greater Santa Ana Regional Economic Development Resources Network by 12/31/2013. The network will include business representatives from the local WIBs, local education partners, workforce developers and other business servicing agencies.
  - Develop Strategic Plan and metrics by 6/30/2014. Strategic plan will include identifying and meeting the skill needs of the priority industry sectors. Strategic plan will include the following:

    -Develop systems that provide an "early warning" to identify "at-risk" businesses

    and coordinate economic development, workforce and business assistance resources to provide Rapid Response business assistance that may potentially

avert a layoff and maintain the company and jobs locally. This will include monitoring the Worker Adjustment and Training Notification (WARN) system to receive early notice when larger businesses are about to lay off workers, moving immediately to address the unemployment and re-employment issues generated and to make training facilities available. Also participate in several trade groups and Human Resources associations to offer up alternative resources to alleviate layoffs or closures;

-Offers workshops and co-sponsor manufacturers' council meetings as part of a general information outreach, but also to create potential job networking for workers in transition;

-Moves imaginatively to extend the notion of Rapid Response to larger small businesses below the level requiring WARN notices but which may be experiencing flat or negative growth or distress, in order to intervene and stimulate employment among them before layoffs become necessary;

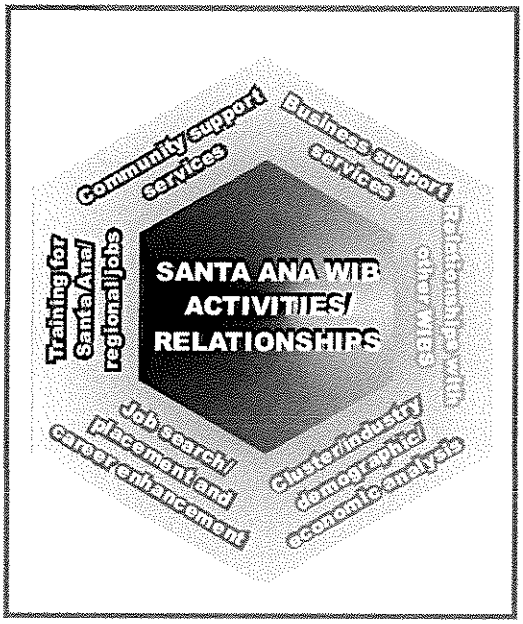
-Keeps contact with businesses, so that they may receive WORK Center support before they are at the point of folding, leaving the city, or laying off workers.

-Gather and analyze information. As indicated above, Santa Ana will collect and analyzes information both on its local industries and regional clusters, its evolving workforce, and its training facilities on a regular basis.

-Expand local and regional partnerships to support business and labor needs through long term established relationships with the Santa Ana Chamber of Commerce, the OC Business Council and Hispanic Chamber of Commerce.

A. **Collaborative Strategies to Leverage Training Resources.** The Santa Ana Workforce Investment Board will form a Regional Business Services Collaborative composed:

- of members of local workforce agencies/intermediaries such as local WIB boards and Community Based organizations share job leads and workforce talent to increase responsiveness to priority industry sectors by 12/31/2013



The Santa Ana WIB and the Santa Ana Regional Economic Development Network will complete a Strategic Plan to enhance already existing service that will include at minimum:

- Small Business Assistance and Entrepreneur Assistance program to be funded by ETP aimed at assisting entrepreneurs and providing free manufacturing support through the California Manufacturing Technology Consulting (CMTC);

- A plan that will outline funding opportunities and aligns resources with labor, education, corrections, social services, economic development and other key partners and programs in support of the local plan by 6/30/2014. The plan will identify funding in addition to WIA and develop resources to address the skill needs of priority industry sectors including the training for incumbent workers.

Summary: How the Business Service Plan Meets the State Standards

The business service plan meeting the State standards by:

- **Tightly binding** local business involvement and workforce initiatives through the activities of its Workforce and Economic Development Departments and through initiatives that identify, track, and develop job opportunities, and match them with established and innovative training, placement, and career development programs.
- **Providing** business support by marshaling community business, labor, government, and educational collaborators with free services through its WIB and collaborating community partners.
- **Basing** funded scholastic, vocational, customized, and on-the-job training programs for every employment and potential employment sector on established and emerging industry needs.
- **Combining** business attraction and retention strategies with an aggressive multi-disciplinary layoff aversion and rapid response approach.
- **Maintaining** unified workforce services support to employers within the labor market, and integrating its services seamlessly with other relevant local WIB's, educators, and other partners.
- **Taking a leadership role** in identifying and obtaining resources to sustain operation of regional workforce and economic development networks over time

SANTA ANA WORKFORCE INVESTMENT BOARD

STANDARD 3

Adult Training

Skills Development

Career Pathways

STANDARD 3: ADULT STRATEGIES

Introduction and Overview

This Section addresses the State Standards below. The local board should:

- Coordinate its pre-apprenticeship and apprenticeship programs with Department of Labor Employment Training Administration (DOL) and/or approved California Department of Industrial Relations Division of Apprenticeship Standards (CDIR).
- Prioritize training for occupation in priority industries, resulting in attainment of degrees and/or other credentials used by priority sector employers.
- Emphasize career pathways as frameworks for viable skill development
- Partner with stakeholders to identify funding to support improved skills, degrees, and training that results in certification and employment

In meeting the standards to date, Santa Ana has driven all programs through the WORK Center one-stop program and an extensive local and regional network of collaborators. In order to continue that tradition and meet the State Standards in an evolving business and jobs environment, Santa Ana must constantly re-imagine and re-craft its adult programs to increase the availability of training options and opportunities for adults, expand its educational and other partnerships, and sharpen the relevance of its training strategies and content.

This section opens with a listing of strategic goals specifically oriented to the adult learning population. It discusses career pathway strategies as the core element in enhancing opportunity for job seekers and those currently employed. It then addresses how these strategies bring a wide network of collaborating agencies and regional support systems into play to implement the strategies in service of the needs of local industries and regional clusters.

Essential Adult Strategies Based on DOL and State Standards Plus Local Needs

The critical strategies for developing an ongoing program for adult learners include the following:

- **Use the career pathway/career ladder process and tools** throughout as the model for adult training.
- **Insure a variety** of program entry points, locations, duration and depth of classes, and classroom and job settings in order to accommodate the economic circumstances and short and longer term needs of the client base.

- **Coordinate training programs and build partnerships** among the contributing public and private agencies to enhance the flow of information about cluster and industry training and employment needs.
- **Focus on emerging and priority sectors**, but include all segments of business in the training subject mix.
- **Constantly measure performance and outcomes** in quantitative and qualitative terms.
- **Continue and expand** successful programs.
- **Provide the extra services and support** to client populations who need them in order to spend time in career pathway training.

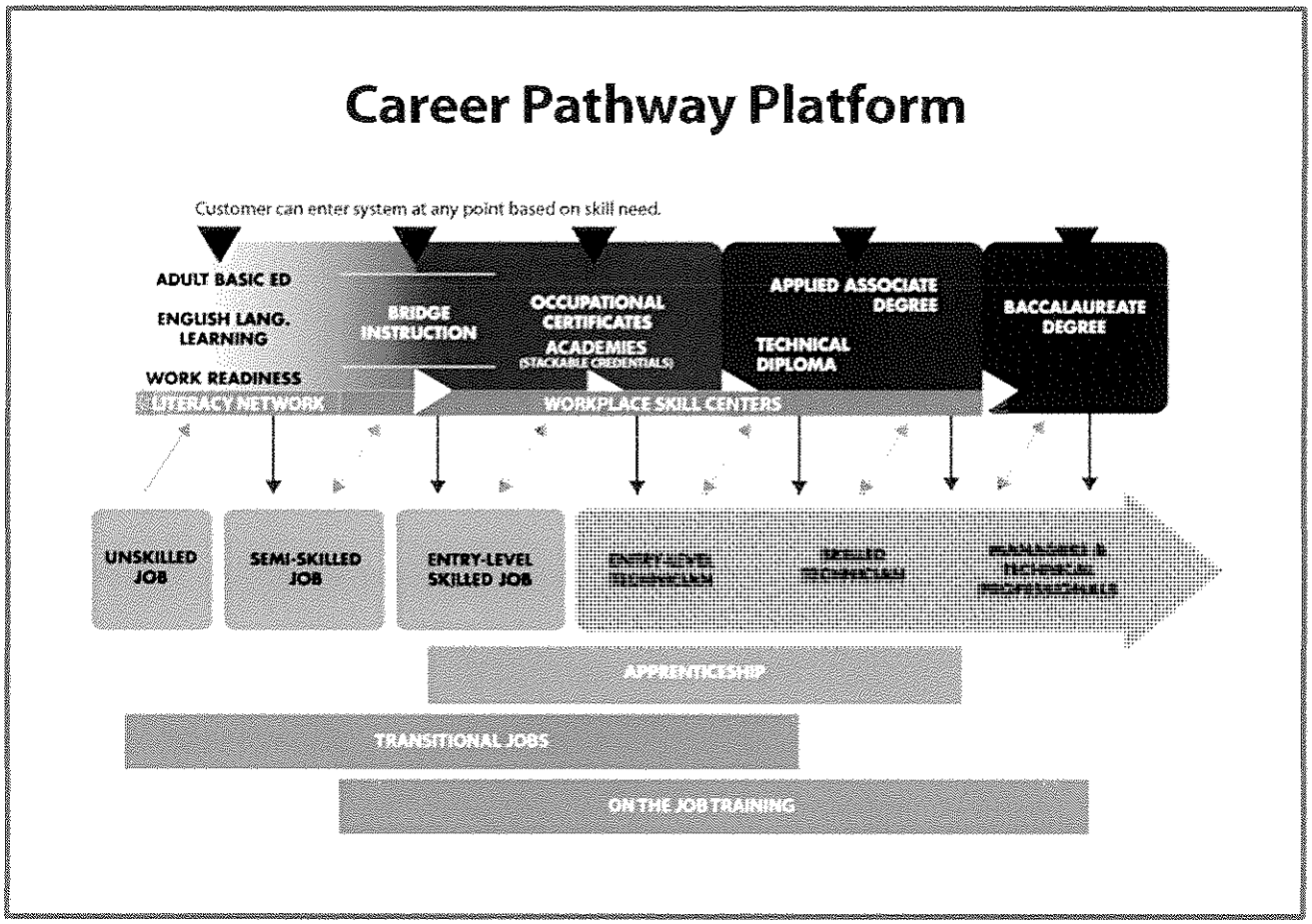
Career Pathway Framework Strategies

The key to effective training is to conceive of jobs as steps along a career pathway or up a career ladder. A ladder suggests movement upward. However, the pathway is a better metaphor because it suggests an ability to get on or off the path as desired and can lead in many directions.

A career pathway amounts to a series of learning opportunities divided into discrete units that can be combined to help employed or unemployed adults upgrade their skills, grow in their jobs, and advance. The DOL has provided guidance to transform this concept into a plan. It stresses a systems approach to identifying and training in skills for job advancement and certification. The systems approach also includes a variety of training modalities and addresses formal and working learners alike.

In particular, the DOL career pathway process includes the congruence of training programs with emerging clusters, addressing the full range of formal educational and vocational training options in and out of school settings, combining vocational learning with traditional education options, and working toward credentials and certifications accepted by industry. It establishes multiple entry points into the process and integrates other workforce services around the educational/training experience. It enables learners to combine work and study in training and creates flexible learning schedules to accommodate it. Most important, it imposes a system of measurable progress throughout the process and at the system level.

The Wisconsin WIB has created a graphic representation of career pathway training that is used by the Orange County WIB and others to illustrate the process. It also forms the basis of Santa Ana's approach. It is reproduced below, extracted from http://www.wdbscw.org/initiatives/career-pathways.html). For Santa Ana in particular, language and ESL training, plus pre-preparation in education are important, as are support services, internships, and flexible, convenient scheduling.



Using Labor Market Information to Frame Training

In Sections 1 and 2, we addressed crucial elements that inform the need for and content of adult training: preparation for priority industries and rapid response to those impacted by layoffs. In summary, Santa Ana's training will accommodate its traditional industries, but will concentrate on developing training for the following priority clusters:

- **Manufacturing and the manufacturing cluster.** In its traditional and advanced modes, manufacturing supports both local and regional economic development. Manufacturing may be experiencing flat growth overall in the coming half-decade, but its advanced form is growing rapidly in Santa Ana and environs, and this cluster employs a large percentage of the working population.

  The current manufacturing workforce is aging faster than the population in general. As it does so and "old heads" retire and die, they will take with them expertise, learned experience, and just plain labor. Hence, opportunities exist for work at every level of skill within the labor force. Because manufacturing, even in its most traditional forms, is increasingly sophisticated, training in mathematics through trigonometry, computers, computer-driven tools, 3-D printing, and a host of technologies represent career ladder

opportunities through education and training. Because much of traditional manufacturing requires skill and experience, there is a ladder up even for semi- and non-skilled workers willing to learn. There is hardly a field in which OJT matters more.

What is true of traditional manufacturing is even more important in understanding the needs of advanced manufacturing, where education, training, and certification at entry count more heavily, and where advancement on the job is quicker and steeper. Advanced manufacturing also may require subject mastery in an emerging technology and/or engineering training. And advanced manufacturing jobs pay well.

The WIB already has representatives from manufacturing companies and labor. It has hosted regular manufacturers' roundtables, and is seeking new members from the manufacturing sector. It is well positioned to understand and to develop the kinds of certification programs needed. Santa Ana is addressing the training issues through a broad educational collaboration described below, overseen by the WIB.

- **The health care and associated social services cluster** is a large and a fast growing group of associated industries in northern Orange County with a strong Santa Ana labor and growing business component. It is primarily a service area and therefore has different training and career pathway characteristics than manufacturing.

  It is expected that The Affordable Care Act will increase the need for nursing homes and transitional facilities in the City as well as hospitals in the area surrounding it. Entry into this labor market can be relatively low-skilled (eg. orderlies), or require education and certifications (eg. nursing assistants, laboratory technicians, etc.). Advancement typically is through on-the-job training, further education and certification, and experience. Although the barriers to entry for related social services can be low, the elements of the career pathway are similar.

  Santa Ana already is engaged in the support of training in the health care and social services area. Regional training opportunities also abound through formal training. This cluster is represented well on the WIB, so trends can be monitored and career learning programs adjusted to fit.

- **Hospitality**. Similar to the health care/social services cluster, hospitality is service based in all of its constituent elements (hotels, restaurants, entertainment, etc.). It features the lowest barriers to entry for new workers, but traditionally also has experienced the lowest ceilings and most difficult paths to career enhancement. This is good news for some elements of the labor force that must connect immediately, but not necessarily for those looking for a career ladder. It simply cannot be ignored because of its size.

  Nor are career ladder opportunities potentially absent. Santa Ana is addressing the career pathway issue through training in culinary and other arts that are both skilled, and can lead to career advancement. Initial training for the culinary arts can be formal or informal and on-the-job. At the K-12 level, but more importantly at the post-secondary and out-of-school/private levels the culinary arts are becoming an important feature of Santa Ana job training. The same is true for a number of other related fields. Programs for them are analyzed below.

- **The green/clean/environmental cluster** is somewhat more complex to service by training at present. On the one hand, Santa Ana is a regional center for waste management and remediation, which draws a lot of employment. On the other hand, Santa Ana's segment of this increasingly green employment field favors its low end jobs. As pointed out in Section 2, green/clean technology is a burgeoning and amorphous field. It encompasses not only better disposition of waste, but is becoming part of almost all other fields. So far it is a cluster nearly without borders, even extending into construction and architecture, because of the promulgation of LEED (Leadership in Environmental and Energy Design) standards.

  For example, the WIB is represented by at least one company that employs a green manager to deal with waste, pollution, and its supply chain; plus two engineers specifically trained in environmental mitigation. As more industries manage their industrial process to optimize environmental effectiveness, this field will grow. It certainly will require formal and informal vocational training, plus advanced education and certification. The key certifications required by LEED and the regulations of the Environmental Protection Agency are very clear.

Partnerships That Guide Present and Future Strategies

The Santa Ana WIB wishes to build on its successful start in creating the institutional and agency framework that will implement its strategy and build on its bi-lingual training base. In order to provide the seamless access to resources that is a crucial part of its vision, Santa Ana has established active workforce training partnerships with the following:

- **Nearby One-Stop Centers.** The Orange County WIB works with several WIBs offering similar services. Those closest to Santa Ana, and with whom the Santa Ana WORK Center and WIB act most in concert are in Westminster, Anaheim, Buena Park, and Irvine. All but Anaheim are managed by the Orange County WIB. A single registration provides the access to all the facilities and tools provided by each Center. Santa Ana has participated in grant-seeking with the Orange County WIB and recently won a joint venture award with them.
- **Colleges and Universities.** Santa Ana works most closely with RSCCD, Santa Ana College, Saddleback College to provide basic STEM and STEAM support, plus continuing education support and basic skills training in business, technical, and public sector arenas. These programs are offered through general curricula plus extensions services whose programs vary from short term to long. Nearby universities, such as CSUF and UCI also provide advanced training in specialized areas, as do Chapman and Concordia Colleges. The region also features an extensive regional community college system including Fullerton, Orange Coast, Golden West, North Orange County and Coastline, that offers commercial, business, and career ladder courses.
- **Private industry.** Local business represents the largest economic sector represented on the WIB. Its WIB participants, as well as local labor participate in career pathway

programs, including on-the-job training, customized training, and other adult and youth services. Goodwill Industries has been funded by the City as a strong force for career ladder and entrepreneurial training over time. Santa Ana worked extensively with Hewlett Packard to recruit workers and has an ongoing relationship with them. Another local business, Tenacore, has used Federal and State funding to provide low and no-cost training in medical technologies to City residents. The Chamber has been active in ETP-driven training as well. And the Career College of California, a private college, has provided vocational training to Santa Ana residents based on scholarships provided by the City.

- **Santa Ana Related Agencies.** These agencies include the Departments of Rehabilitation, Social Services, and others. Some have been mentioned in the Sections above, and those specifically directed toward helping you are explored in Section 4. Together, these resources offer a variety of social services in support of job search and career path enhancement, including foot stamps, CalWorks, Cash Assistance for Immigrant Populations, housing, homeless support, and similar services that make acquiring and holding a job, and simply completing a course of training, easier. In addition, the WORK Center itself, in cooperation with other City agencies, offers monthly workshops in resume writing, interview techniques, overcoming barriers to employment, and computer skills (in Spanish and English).
- **State and Federal Agencies.** The EDD has several representatives on the WIB and provides regular Labor Market Information, a source of maintaining currency with developments in priority areas. As indicated in Section 1, the Santa Ana WIB makes extensive use of other State and Federal sources of economic and demographic analysis.

Programs From Present to Future: Examples and Development Paths

Programs through which career pathway training operates include the following. All are ongoing programs now in place that will be expanded to meet Santa Ana's strategic goals and are consistent with both the DOL and State standards:

- **Customized training for particular priority industry segments.** Here are several examples of programs that are ongoing:
  - Santa Ana is the lead agency in the "Bridge to Engineering" program, a $5 million DOL sponsored classroom and OJT and placement assistance program to establish and enhance career pathway/career ladder programs in engineering. A four year program, it will extend until 2015. It involves accelerated STEM training with a specific engineering and mathematics orientation. Santa Ana administers and monitors the progress of the program. The program participants ranged under Santa Ana include Santa Ana College, Saddleback College, Canada College, CSUF, UCI, and San Francisco University; plus private entities Rapid Tech, Growth Sector and OCTANE. Bridge to Engineering will reach about 290 participants.

- A private company, Farus LLC, provided customized classroom and hands-on training through the WORK Center in various aspects of ultrasound technology, from a basic understanding of the process through teardown and maintenance and board repair. The Tenacore program is another example of private investment in growing a trained and competent Santa Ana workforce.

- **Formal classroom** training at the colleges and universities have been analyzed above.
- **Regional cluster and industry specific training coordination and administration.**
  - Career Technical Training Orange County (CTEoc), in place at RSCCD, now provides information about career pathway courses at every level for the County. It is analyzed in detail in Section 4 below, because the bulk of its programs deal with youth. However, both in-school and other training resources reach adults as well. It lists career courses in manufacturing, health and medicine, hospitality, and engineering and green technology. Based on CTEoc's record of performance and its seamless approach to routing learners successfully, RSCCD will be the educational routing service for the entire community college system in Santa Ana's MSA for the next five years.
  - ETP. The State's Employment Training Panel funds employers to improve the specific skills and career ladder options of workers. It does not do training itself, but it uses California employment taxes to create its pool of funds. As of 2013 it has made funds not available before accessible to small businesses. It now includes funding to help transition workers from seasonal or part time work to full time, to support job creation, and to increase the concentration on apprenticeship and journeyman training. The new thrust of ETP is consistent with Santa Ana's increasing emphasis on small business development and will be seeking expanded investment through them.

    Santa Ana has received several sizeable ongoing grants under the ETP program, including one to the Chamber of Commerce for about $1 million, of which $377,000 was in local in-kind contributions. The policy shift is evident in 2013 in grants to two small businesses in construction, one (to Hope Builders) to focus on skill development for incumbent and displaced workers in technical skills and one (to Innovative Constructions Solutions) for administrative and business support training. Each was less than $100,000 and intended to serve a limited number of applicants.
- **"Earn and Learn" and Hybrid Programs.** Earn and learn, hybrid educational programs, externships, and internships all refer to a mixed and fluid method of educating a labor force based on the career pathway idea. They suggest that work experience either supplements classroom experience or under some circumstance is equal to it. These programs also suggest that in preparing incumbent workers, job applicants, and displaced workers, it is necessary to offset the lack of income they may experience while training. Almost every program cited above contains earn and learn provisions. Some have their own names.

- On-the-job training and Apprenticeship are part of nearly every grant to an employer or agency. In addition, Santa Ana defrays the cost of employees receiving such training, including ETP, by paying for half the wages of the trainee.
- WEX is the Work Experience Program, sponsored and funded by the Santa Ana Social Services Administration

- **Independent and Braided funding evidence.** It should be clear from the examples and the chart on page 15 that Santa Ana has been exceptionally active in seeking grant funding, donations in kind, and business support to supplement its WIB funding, especially recently. Since its inception, the WIB has more than matched WIA funding with outside cash. Each of the specific examples listed has its own funding source.
  - Santa Ana WORK Center sponsors monthly workshops and outreach, resume building, pre-interview and interview preparation, and computer skills. These workshops act as both advertising and a gateway to the specific services offered.

A Planning Guide for Strategy Implementation

The following planning guide provides specific plans and ideas for implementing the strategies and projections above.

Conduct priority industry sector employer surveys and focus groups to specify employer needs and strengthen employer engagement, identify needed skills needed to complete, and create regional industry roundtables and collaborative networks in the targeted industries. Focus on high wage, high value occupations and offer career pathways and credentialing for them. The Santa Ana WIB uses State and the Orange County Business Council as its source Labor Market Information, in maintaining currency with developments in priority areas. As indicated in Section 1, the Santa Ana WIB makes extensive use of other State and Federal sources of economic and demographic analysis. In order to enhance the capacity to collect workforce intelligence the Santa Ana WIB will develop a sustainable forecasting mechanism to be proactive in determining current and future skill needs of employers and industry annually; as well as identifying occupations and clusters of opportunity through analysis of economic data, trends, and other sources. Annual industry sector analysis will include labor market projections through State and local sources and:

- Conduct throughout the year priority industry sector employer surveys to engage businesses and strengthen employer engagement. Employer needs will be identified not only through surveys, but also through focus groups, as well as by active participation in regional industry roundtables and collaborative networks in the targeted industries. Surveys will begin in October 2013.

- Studies such as the annual Orange County Business Council's Workforce and Community Indicators reports will be utilized Identify occupations that provide sustainable wages

and ensure training in these occupations is available for job seekers. This will be conducted annually.

Develop a sustainable annual forecast by using existing Orange County Business Council's Workforce and Community Indicators report to proactively determine current and future skill needs, especially in high priority occupations/clusters. The forecast also should review educational opportunities and track graduation rates and post-graduation employment.

Set aside 25% of WIA funds for training, in addition to leveraging additional training funds from other sources to strengthen co-enrollments of TAA eligible participants and increase the funding level of the OJT programs.

Form a collaborative relationship between local labor, the City of Santa Ana Workforce Investment Board (WIB), the Santa Ana Youth Council, and other partners for the purposes of creating pre-apprenticeship/apprenticeship programs to identify curriculum based priority industry sectors, braided funding to sustain program, and best target populations.

Santa Ana must work hard to build the skills and productivity of our existing adult workforce. Nearly 50% of Santa Ana's workforce lacks a high school education. They also lack the skills and training to fill technical jobs, and they earn less than the state's median wage. Therefore Santa Ana will build pre-apprenticeship and apprenticeship partnerships to increase the employability of its workforce.

Pre-apprenticeship programs are a great way to start exploring careers in the trades. In certain cases, available programs offer the opportunity to earn while you learn. These programs offer an overview of each trade, the qualifications and skills needed for each trade and on-the-job training and related instruction. The programs also offer career-entry advice and emphasize the importance of succeeding in school and in the workforce. While pre-apprenticeship does not guarantee a job, pre-apprenticeship graduates have a higher rate of success in apprenticeship programs. Lastly pre-apprenticeship/apprenticeship programs offer better futures for Santa Ana's workers. As the need for skilled labor grows, these programs will prepare the workforce for a growing demand in technical occupations. These skilled jobs call for more than a high school diploma but less than a four-year degree. The following outlines the plan of action:
For a committee composed of One-Stop staff, WIB members including members of organized labor, and other partners to explore pre-apprenticeship/apprenticeship programs by 12/31/2013.

Exploratory Committee will at minimum

- Identify curriculum based on priority industry sectors by 6/30/2014. Curriculum will coordinated with local apprenticeship programs that are registered by the US Department of Labor Employment Training Administration and approved by the California Department of Industrial Relations Division of Apprenticeship Standards.

- Explore funding including but not limited to WIA funds to build and sustain program(s) by 9/30/14.

- Form the Santa Ana Apprenticeship Collaborative and finalize MOU's by 12/31/2014

- Begin training via pre-apprenticeship/apprenticeship programs by January 2015.

Insure that career pathways developed in the local area are based on accelerated, employer-verified, and integrated program models and curricula that shorten the time to meaningful credentials, and that career pathways lead to potential job opportunities. This will be done by the creation of a WIB ad-hoc committee composed of adult education, workforce development, community colleges, community based organizations, priority industry sector employers, and labor organizations to more tightly knit service framework around career pathways and better communicate them to the target populations. Committee will form by 12/31/2013.

A strategic planning session will be conducted by 3/31/2014. This will result in working with partners to identify strategies to effectively utilize existing funding, leverage/braid the identified funding, and pursue additional resources for support training. Tasks would include:

- Surveying and cataloging the full range of funding that is locally available to support training.
- Working with Chamber of Commerce and/or higher education partners to develop a joint revenue plan.
- Prioritizing opportunities for long-term, multi-year funding to capture longer term outcomes and system change opportunities.
- Identifying and securing ETP funding opportunities to provide incumbent worker training.

- A Career Pathway Framework will be adopted by the Santa Ana WIB by 6/30/2014.

SANTA ANA
WORKFORCE
INVESTMENT BOARD

STANDARD 4

Youth Strategies

STANDARD 4: YOUTH STRATEGIES

Introduction and Overview

The State Standards for Youth Strategies require that the WIB:

- Partner with K-12 education and others on strategies that reduce high school dropout rates and encourage dropout recovery
- Partner in developing and executing strategies to re-engage disconnected youth
- Partner with employers, educators, and others to help youth understand career pathway options
- Encourage youth to focus on attainment of postsecondary degrees and other credentials important to priority industry sector employers in the local/regional labor market.

The key strategies for youth are easy to state, but difficult to accomplish: encourage as many as possible to stay in school and as appropriate to use that experience to prepare for work life; provide options for re-engaging those who have left school or become disconnected from it and/or from work in some way; extend the career pathways for youth to include post-secondary and private certifications necessary to attain and retain meaningful work.

Many of the educational and career pathway opportunities available to the population over 18 are equally available to those under 18. In order to avoid duplication and repetition, this section will simply assume that fact. However, youth, especially those who are disconnected from the educational system or are potentially heading for disconnection, also have special economic and social needs that Santa Ana has recognized and strive to meet in a more effective way.

The City has an active Youth Council which reports to the WIB and rests upon a network of collaborating institutions for meeting the special needs of its youth population. This Standard will detail those needs then review existing programs and indicate how they will expand and improve to better serve the youth population.

Environment/Circumstances/Need/Gaps Affecting Santa Ana's Youth

Santa Ana youth seeking employment face several daunting circumstances.[2] They

- Represent a disproportionately large percentage of the population;
- Have an exceptionally high rate of drop outs, and therefore often need significant pre-preparation for apprenticeship and other vocational programs plus other forms of social and economic support; and

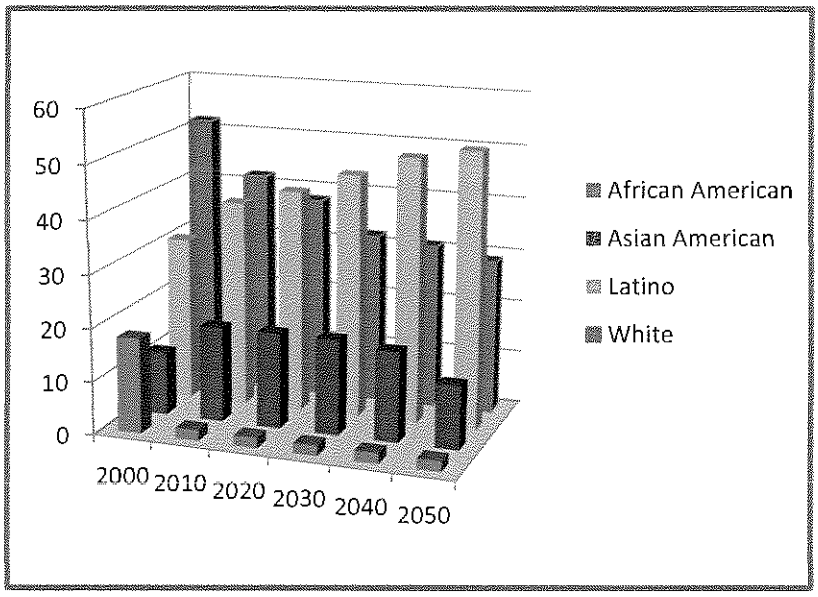
[2] In addition to the other sources utilized above, this section draws its data from the U.S. Department of Education National Center for Educational Statistics (2013) [NCES], California Department of Finance (2013) [DOF], and California Department of Education Demographics Unit (2013) [EDU].

- Jobs for which they qualify often exist more outside Santa Ana than within it, and the fastest growing business sectors often require training that most often takes place outside of Santa Ana, again requiring supplemental support.

The Santa Ana youth program focuses on the most aggrieved of this population: those who are poor, homeless, dropped out, runaway, pregnant, pre-maturely parenting, offending or released after incarceration, foster youth, etc.

Orange County's population in general has grown 5.4% over the past decade, compared to 5.1% for the nation as a whole. That growth has been fueled both by immigration and natural increase in roughly equal measure, though with significant yearly swings. Within that population, those age 14-19 population has grown 7%. Racially and ethnically, Orange County is 42% White (compared to 62% for the U.S.), 32% Latino (compared to 18% for the U.S.), 19% Asian American (compared to 5% for the U.S.), and 2% African American,(compared to 11% for the U.S.).

The graphic below shows the degree to which the population will evolve over the next 30-40 years. Because the Latino population is swinging from being fueled by immigration to being fueled by birthrate, youth will be especially impacted.



This trend clearly shows the transition of populations in Orange County to Latino dominance over time. It is more startling for Santa Ana. Its population is 78% Latino today, two and a half times greater than Orange County's and approaching five times the U.S. figure. Over four- fifths of the population speak (or also speak) Spanish in the home. This creates a workforce impact felt in few places elsewhere the country.

Santa Ana youth demographics exhibit other characteristics that present special challenges. Youth under 18 now represent 30.7% of Santa Ana's population. This is almost a quarter higher than the national average. This is reflected in educational and workforce preparation statistics. The Santa Ana school district has the highest percentage of English learners, 56%, exactly double for that of Orange County. The Santa Ana Unified School District (SAUSD) is the sixth largest school district in California, and the largest in Orange County. The student population at SAUSD is 95.40% Hispanic. Approximately 82% of SAUSD students are English learners. Spanish, Vietnamese and Khmer are the most common languages spoken at home. Approximately 87% of SAUSD students participate in free or reduced-price meal programs.

Although it has shown steady improvement since 2006, Santa Ana remains the lowest performing of all Orange County school districts on the Academic Preparedness Index, where its performance averages 88% of the county average.

Two other statistics dramatically define the youth population of Santa Ana. Investment in education is very much down. A look at both the growth of NAICS job categories in education and education support shows all such jobs losing 3% over the 2011-2012 period, compared to an average 2% gain for all Orange County jobs, and a drop-out rate, highest in the county and averaging 30% more than the County as a whole.[3]

Vision/Strategies

Clearly, the extent of this need underlines the importance of the following youth strategies:

- Intense focus on both the in-school and disconnected youth;
- Creating vocational and vocational ladder and career pathway programs;
- Establishing more skill enhancement programs in and out of schools;
- Better preparing potential workers through STEM and STEAM programs in schools;
- Intensifying special methods for reaching disconnected youth;
- Expanding outreach efforts at all levels;
- Approaching issues of job development on a regional basis;
- Extending their collaborative efforts even beyond the immediate regional level if needed; and
- Copying novel and innovative benchmarked approaches utilized elsewhere.

The Santa Ana community already has a robust multiplicity of relatively easy to access no-cost and low cost resources. Integrated K-12 and Community College programs, various Federal, and local and regional agencies, businesses, labor organizations, and special programs to address issues of the dropout rate, short term vocational training, longer term preparation for career advancement, and on- the-job skill enhancement and job retention programs. These programs have involvement of the WIB and WORK Center staff. School programs emphasize English language, mathematics, reading, writing, and computer skills needed in the increasingly complex modern manufacturing and service worlds. Still, the challenges are formidable, and WIB partners have constantly raised concerns about English language, high school completion, general communications, and job readiness skill.

Santa Ana also has made special efforts to address youth who have become disconnected from educational and work systems or face high barriers to participation with them. Statistics show an increasing needs gap in manufacturing as its workforce ages and retires, creating a loss of manufacturing jobs beyond the national average. In 2001, the City created a Manufacturer's

[3] The drop-out figure, provided by the Data Reporting Office of the Department of Education (April, 2013) is misleading, in that it does not include about one-third of the worst performing public schools, any charter schools, GED and continuing education schools, etc. Nor are the results of those schools that do report verified.

Roundtable to address this gap. It has since lapsed, but has been recently revived in partnership with the SA Chamber of Commerce and is part of the WIB strategy going forward.

In addition to existing job gaps, given the increasingly technical nature of new entry level jobs and the number of unengaged and underserved youth, it is especially important to focus on both pre-employment and career pathway approaches. In this effort, Santa Ana will expand collaborations between educational, vocational training, and business sectors, as well as social services that address probationary and Foster Care youth.

Most, but not all, of these resources will be located within City boundaries. All will draw upon regional means that include information, personnel, money, and even equipment

One of the best signs for the expansion of opportunity is in the construction field. In addition to a general pick-up in construction activity in 2013, RSCCD just signed a Project Labor Agreement (PLA) for 7-10 years of construction work at for the District, due to the recent passage of a $198 million bond. That will be a driver for disconnected youth, as well as for the general adult workforce. Early discussions have been taking place between RSCCD and local union trades. The WIB will be developing a strategy for assessment and referrals and formulizing MOU's with Santiago Canyon and their pre-apprenticeship programs and with So Cal Laborers Apprentice training center.

Reviewing Santa Ana's Institutional/Resource Response to Date

Santa Ana already has made a significant start on each of the needs identified. Though the issues Santa Ana youth face are serious, the WIB, working across all elements of the community have established a variety of youth focused entities that have achieved significant success in the past. Together, these institutions form a web of success and an important safety net for youth seeking employment and betterment. Collectively, the operators of youth programs offer approximately 11 training curricula that lead to a certificate. The Local Youth Council intends to expand that philosophy to include all the programs that it funds.

This start serves as the baseline for strategies going forward. The following institutions combine funding sources and integrate programs, helping youth address the key issues that plague them as a population. Important characteristics of each program involve cross-cutting strategies that braid together diverse sources of funding, business and educational interests, hands-on experience and classroom learning, motivational approaches to setting aspirations high, and a focus on career pathways, not simply jobs.

- **Santa Ana Youth Service Provider Network (SAYSPN)** integrates various service agencies to serve disconnected/at-risk youth, that is those who are not engaged in the school system or who have fallen away from it. It offers a full range of services, resources and tools to low-income youth ages 16-21 in overcoming barriers to employment. It is part of the Santa Ana WORK Center, and therefore the one-stop service menu. For PY 2013-14 the WIB has seven partner agencies to serve WIA youth: the O.C. Conservation Corps, Children's Therapeutic Arts Center, the Santa Ana Public Library/Digital Media Center, OC Asian and Pacific Islander Community Alliance; Santa Ana WORK Center, Career College of California and Kid Works. Services include:

- Educational/foundational: tutoring and study-skills development, high school diploma/GED completion, vocational/occupational skills training and career development;
- Guidance: Counseling, drug/alcohol prevention, leadership/community development;
- Employment: year round work opportunities, paid and unpaid internships and job shadowing.

The SAYSPN has met or exceeded the standards set for youth by the state. For example,

- In the 16-18 age range 100% of program participants received diplomas, 98% were retained in school, college, or jobs, and 85% completed their skill attainment goals;
- For youth 19-21, 83% of participants landed jobs, 88% acquired credentials, and 84% stayed employed when measured nine months after exiting the program.

- **Career Technical Education Orange County and the Regional Consortium of Rancho Santiago Community College (Santa Ana) and Santiago Canyon College (Orange).** Although the focus of this regional facility is broader than just youth, its focus is on increasing the number of career pathways and post-secondary education opportunities for students. Any conversation about youth education and training must include it. An important regional resource, CTEoc is located at Rancho Santiago Community College. CTEoc is the result of braiding funding. Nine area community colleges, four Regional Occupational Programs (ROP), plus 13 school districts have made it a sustainable and impactful institution. CTEoc acts as a "go to" one-stop resource. Its Website tracks relevant region-wide events, announces available and new educational and training courses, and gathers and distributes regional data about vocational educational opportunity. CTEoc also has established regional Professional Learning Communities, implemented the State's Common Core Standards, and integrated industry information through advisory boards featuring the region's leading business leaders.

  For example, a recent search for available vocational training courses turned up 21 currently available programs in media, cabinetmaking/woodworking, a range of therapeutic services, pharmacy, all elements of culinary arts, and fabrication engineering. In each case it indicated the career pathway, the district, the instructor, and location. It also listed Professional Learning Communities in business, construction, culinary arts, digital media, performance arts, engineering, fashion, and automotive fields.

- **Vital Link.** Closely associated with CTEoc has been the Vital Link program. It provides videos, exhibits, courseware, and hands-on mentorship to link business and educational needs. Its videos and visitation/apprenticeship programs cover a number of the key areas of skill-based careers, from product development through electronics and software, to green/clean technologies, and even high level medical practices.

- **High School Inc.** High School Inc. (HSI) functions as a separate academy within Valley High School. HSI provides workshops in specific employment skills, such as those listed

above for Vital Link in short and long term training formats. Current partnerships include SAUSD, the State Department of Education and Orange County Juvenile Probation Department.

- **Santa Ana Youth Council (SAYC)** is a committee under the SA WIB and acts as an advocate for the City's youth to both government and private industry, and provides services and resources to support SAYSPN and the WIB's job training, job placement, and skills enhancement programs. Its activities cut across Santa Ana's diverse economic and racial communities, and its partnerships extend into the school system and business community.
- **Santa Ana Youth Forum** creates an opportunity for 14-22 year olds in- and out-of-school youth to participate in policy conversations with peers and to hear speakers on such social dysfunctionalities as drugs and alcohol that impact school and job performance, and to develop leadership skills they will need in seeking and advancing in jobs.
- **Other High School and Post-Secondary efforts.** The WIB has partnered with employers, educators, and others to help youth understand career pathway options and to encourage youth to focus on attainment of postsecondary degrees and other credentials important to priority industry sector employers in the local/region labor market. It is particularly well positioned to do so, because of the diversity of its make-up, including representation from all educational levels, from K through college; business and union leadership; EDD, WORK Center, and other officials.

Through its Youth Council, the Santa Ana WIB leads, monitors, and integrates the youth program agencies and brings business to the table as supporting institutions.

- It partnered with K-12 education and others on strategies to reduce high school dropout rates and to encourage recovery of disconnect students. It does so through HSIS, providing workshops and workshop support, and offers similar support to the OCJPS.
- Partners in developing and executing strategies to engage those disconnect/disengaged youth by connecting them with employers and potential employers to explain and develop career pathways. It helped develop the SAYSPN develop its program and routes youth to it as appropriate. The WIB does the same for the others.
- It encourages youth to focus on attaining credentials and post-secondary degrees in fields identified as priority industry sectors, as well as in the traditional local providers of employment. It partners with STEM program and ROP, the key providers of career pathway support, plus SAYSPN to make the career pathway a practical reality.

Operational Plans: Implementing the Strategic Vision over the Next Five Years

Serving youth, especially youth who have become disconnected from the educational community, is a complex task. It is what would be called in business an "irrational market," because there is not a single complex of institutional resources able to reach its key elements. The existence of a single WORK center has been and will continue to be a target for outreach to this group.

Throughout the next five years, Santa Ana will add new emphasis on youth separated from school, in terms of re-engaging them and especially determining productive career ladders. The WIB has strengthened emphasis on specific industry, rather than generalized skill-based programming. The Youth focus will on the same priority growth areas as the Adult focus - healthcare, hospitality, food processing, and bio-related fields, plus the standard traditional skill-based offerings it now has.

Perhaps the most serious of the problems faced is the drop-out rate. In many ways it either drives the other issues youth face or becomes emblematic of them. Santa Ana's strategy for addressing the drop-out rate is:

- **Year 1: Research.** Gather information and statistics from SAUSD and the surrounding communities on comparative API scores and high school graduation rates; identify and list ACCESS, alternate, charter, and continuation high schools; clubs, programs, and academies within high schools that relate to career pathway; and determine number of youth on probation or in juvenile hall or in Youth Guidance Center; and discover the number and names of personnel in each school dedicated to Career Center and related activities.
- **Year 2: Analysis and Experiment.** Analyze what information and resources are most important to improving the drop-out rate and distribute information to relevant Santa Ana educational decision-makers; court local educational entities willing to collaborate; create a timeline for implementing pilot programs to address; expand MOUs with educational and social service entities to provide a better flow of information and services; find space available for programs; and revise and issue new youth services RFPs to reflect new knowledge and programs.
- **Year 3, Pilot Program Launch.** Conduct trainings for educators, administrators, principals, and others with responsibility for curbing drop-outs, based on the information gained and pilot programs planned; establish relationships with them to make the programs work and insure continuity; launch pilot programs at targeted schools; measure outcomes tightly to assess effectiveness and efficiency; and work with classes that have been identified as at-risk in order to connect them with workforce education and encourage high school graduation and education beyond it.

- **Year 4: Review and Adapt.** From results in the prior years modify strategies to improve strategies and make programs more effective for each school community; and incorporate student as well as teacher and staff, input .
- **Year 5: Expand.** Continue and secure additional funding for programs that are working.
- **Years 1-5: Work to engage disconnected Youth.** Investigate locations where to find disconnected youth using official personnel and contractors who have reputations for bringing them back into school programs; create an outreach strategy based on youth population realities; create paid youth work experience programs and supportive service; and augment outreach information on new attractive in-school activities.

A second set of strategic priorities involves extending the network of services available to youth. The institutional basis for doing so is described below. But from a general planning perspective the activities required include:

- Link up with other "Employer Boards," vocational schools, colleges, and universities to stay apprised of the needs and demands of employers;
- Develop trainings on local occupational demands for teachers, school administrators, and youth program operators to tailor career pathway programs to match the occupations that are in demand;
- Expand workshops, and seminar programs to expose youth to the various career pathways, especially those with high labor force needs;
- Improve collaboration with apprenticeship agencies, determine the entry skills needed, and work through the Youth Council to develop MOU's with pre-apprenticeship programs as appropriate;
- Include career pathway exposure at job fairs, resource fairs, and Santa Ana's regular workshops, and consider creating an annual career pathway conference for the general youth population to provide information on priority industry sectors career pathways.

Specific programs to achieve these goals are listed below. It is important to note that WIA funding is an important element of the braided financial support needed, along with the other resources listed above, because WIA funding tends to be short term and some of the programs are extensive. In particular, Santa Ana plans to extend some of its workforce training programs for adults as well as youth from six months to 6-18 months.

- **SAYSPN and SAYSN** will continue to make connections within the community and to extend their successful programs through the instrumentalities listed below and others.
- **New Youth Training Program, 2013-14, based on WIA Funding.** Santa Ana has just let contracts to seven agencies offering training, apprenticeship, tutoring, and case management, and in some cases supporting income totaling $982,562. Of the youth to

be served, 69.5% are out of school, the rest in school. Programs address STEM training, plus vocational and career enhancement training in medical and business office administration, paralegal and medical assistance, mental health para-professional, childcare, customer service, folk lift, chainsaw, and digital media skills. Training hours vary from 40-60 in some programs, to 820 for the most complex fields. The average training cost is $7,737/youth. Specifically,

- **Orange County Asian and Pacifica Islander Community Alliance** will provide work experience, supportive services for job development, and resources for post-secondary education for 15 disconnected youth;
- **Santa Ana Public Library** will provide post-secondary occupational skills training in digital technology for 20 youth in and out of school. It also will provide paid work experience and leadership training;
- **Santa Ana WORK Center** will provide paid work experience and supportive services to 20 youth related to STEM workforce preparation;
- **Orange County Children's Therapeutic Arts Center** will continue its work in tutoring, occupational skills training, job preparation, and support services for 25 disconnected youth;
- **Orange County Conservation Corps** will serve 20 out-of-school youth with work experience, alternate secondary education and post education services;
- **Career College of California** will provide business and medical front office preparation plus medical assistant and paralegal training for 15 out-of-school youth; and
- **KidWorks** will provide higher education resources and paid work experience for in-school and disconnected youth.

- **Road Trip Nation Program.** This new program builds on the success of several East coast and national efforts. The goal of the program is to encourage youth to define their own roads in life by both an imaginary and actual road trips that connect classroom learning with actual experiences and consequences. The twelve workshop program, which culminates in a project, just "graduated" its first cohort of 75 in April 2013. It will be continued and expanded. The SAYSN is the lead on this and will continue the program for PY 2013-14 and be available to youth enrolled in the WIA grant.
- **ROP Expansion.** Future ROP programs will add sections on health care, laboratory workers, within HSIS.
- **CTEoc.** So successful has CTEoc been in its region, it has just won a multi-year grant to expand its program into the entire MSA area and beyond, covering not only the Orange County region, but beyond Long Beach all the way to downtown Los Angeles. In its expanded format, it will create a single "triage-information-referral-direct support" network for youth (and adults) through the community college system and other employment services. Those expanded services include increasing the number of ROPs

through a partnership with HSIS aimed at reducing the drop-out rate by enhancing the number of alternatives available to students at risk,

- **Vital Link** will be continued and expanded as new videos become available and as focus shifts to the key new regional employment drivers in bio- and other technologies, tourism, and health care.
- **HSI/Orange County Juvenile Probation Services** are extending their collaboration to Community Day schools, in order to focus on foster youth. The model for this program is the Los Angeles County After School Employer Network program, another regional resources harnessed to local needs.
- **Other High School and Post Secondary Schools.** The WIB is committed to expansion to include the emerging high value/high growth business sectors and has five slots available through normal turnover to recruit them. As it does, emerging markets will have increasing influence in encouraging a new job development perspective in education. Both the WIB and the Santa Ana Unified School District have been developing and will increase their intensity in developing STEM training as a pre-requisite for the new jobs expected to be created.
- **Juvenile justice**, demand-driven and collaborative models, underutilized, disabled, marginalized, and at-risk youth.

WIB and WORK Center staff are in regular communication with each aforementioned program coordinators or senior manager.

How the WIB will Interact with the Institutional Structure

In addition to maintaining its role with existing institutions, the WIB plans to further its partnership with ROP and HSIS to expand services in order to reduce the number of dropouts, and to work with OC Department of Educations and OCJPS to provide services to their program Community Day Schools with a focus on reaching foster youth. The WIB also is considering the following programs to implement its vision:

- **Creating** expanded vouchers for childcare, transportation, etc., in order to free low income youth to more easily take advantage of educational and workforce opportunities;
- **Enhancing** the "green and clean" components of workforce preparedness, because currently that has not been a need honored in practice;
- **Collaborating** more closely with labor-sponsored apprenticeship and other programs;
- **Building upon** current programs offered at RSCCD and SAC which focus on innovative arts-driven programs, have a high degree of job placement before graduation (70-80%), and which allow for a wider range of job opportunities, especially in the tourist, culinary, arts, and other fields;

- **Expanding** contact with local small and larger businesses to identify job opportunities through direct action and enhancing WIB membership with employers, human resource professionals, and industry representative from the growing economic segments;
- **Establishing** more programs at community colleges for new immigrants and others, especially disconnected youth, on pre-job seeking and job advancement social and "soft" skills;
- **Conducting** annual strategy sessions to review progress, measure program effectiveness, review workforce needs and gaps, plan for the near and longer term, and recommend changes in strategic and tactical emphasis to the relevant agencies.

Summary: How the Youth Program Meets State Standards

This Section's discussion shows that it has a strong institutional base to build on for youth programs, plus strategies to expand them and better target the youth population. Specifically, it has shown that:

- The WIB and WORK Center have special sensitivity to creating both short term partnerships and long term plans for reducing the drop-out rate.
- The WIB has taken a similar tack in creating concrete plans for re-engaging those who have left the educational system or been left behind by it, or who have been disconnected from work itself.
- The WIB has already engaged employers, educators, and social service providers to help youth understand career pathway options and to provide access to those options. It plans to expand those activities and has suggested specific ways in which it intends to do so.
- The WIB has gone beyond encouraging youth to acquire post-secondary degrees and other credentials. It has pegged its training activities to both priority and traditional economic sectors and work opportunities.

SANTA ANA
WORKFORCE
INVESTMENT BOARD

STANDARD 5

Administration

STANDARD 5: ADMINISTRATION

Introduction and Overview

The State Standards governing Board Administration require that the WIB:

- Membership meets all legal requirements (WIA Section 117(b), SB 293) and is representative of the community
- Meets other required WIA elements (sections 117(h) and 212(b), SB698)
- Continuously reviews performance of its programs and initiatives, and has a strategy for encouraging and ensuring continuous improvement.
- Transparently communicates the results of its efforts with the community.

Except for verifying past performance, this Section requires relatively little new evidence. It draws on examples from prior sections and in its Appendices provides information to address many of the elements of these requirements.

We also provide additional evidence and argument to suggest that the Santa Ana WIB not only meets the required standards, surpasses them in order to create an open, committed, and innovative presence in Santa Ana. The Santa Ana WIB is a local and regional leader in workforce improvement. It encourages the businesses development and business practices that form labor demand matrix.

Activities In Support of Excellent WIB Administration

The WIB meets all legal WIA requirements as follows:

- Section 2 and 3 and the By-Laws and WIB materials in the Appendices show that Santa Ana plans its recruitment of new members in a way that responds to perceived needs.
- Labor constitutes 17% of the composition of the WIB.
- We have shown above that the WIB both monitors and is responsive to the needs and opportunities of the One-Stop WORK Center, and that the WIB's committees reflect its activities in general. In specific, the WIB maintains an active Youth Council (its Youth Committee). The WIB's Employer and Customer Services Committee (its Business Services Committee) is tasked with constantly reviewing and updating the Business Service Plan and does so.
- The WIB also maintains an Oversight and Data Committee that both monitors the WORK Center One-Stop activities, but tracks regional data to determine and understand gaps in the skill base that need addressing.
- The transparency of the WIB's activities is shown by its advertised and open regular meetings, and its ability to make its competition fair is shown by its CSUF and Chapman University contract of outside evaluation of the WIA grant programs. That contract(s) were competed through an RFP process that met City, State and Federal procurement standards, with expressed evaluation criteria.

- The WIB receives reports from the WORK Center each month, and the WORK Center in turn receives such reports from its collaborators and constituent agencies, including certifications earned and the demographic breakdown of populations served.
- The WIB has met its goal of 30% expenditure for out-of-school youth and achieved at or exceeded its six negotiated Common Measure performance goals for PY 2011-12 and on track to do similarly for PY 2012-13.

The WIB monitors, assesses, and takes corrective action to maintain its programs, especially concerning the WORK Center. The best way to understand this is to navigate the WORK Center website, www.santaanaworkcenter.org. This Website is open to employees and job seekers, who may check on program progress at any time.

- The internal and external measures indicated in Standard 2 and 3 indicate that measurement begins at registration and is tracked throughout the life of any individual user and the program in general.
- Periodic expert assessments go beyond operational analysis to the community economic impacts of WORK Center activities in a detailed and comprehensive way, as well as testing program effectiveness from the standpoint of program imperatives and user experience. The measure of community impact is ROI, and both the results and methods for determining the ROI may be found in the Appendices.
- The WIB engages its public through solicited comments in post-program interviews and in its open meeting structure. It publishes results in hard copy form and on its Website.
- The WIB provides evidence of its activities by "messaging" through its many WIB and associated partners. Its Marketing Committee is in the process of constantly making the activities of the WIB known and drawing people to the WORK Center's Website.
- The City of Santa Ana has not established any additional One-Stop centers within the city, though it collaborates, as shown in Standard 3, with all surrounding One-Stops. Of the four mentioned, three are operated by the Orange County WIB and one (Anaheim) is, like Santa Ana, a single independent entity.
- The broad and comprehensive nature of the WIB's collaborative network is set forth in previous sections, and its composition is indicated in the pie charts accompanying the analysis. The Appendices show the extent of the WIB's collaborative network through its MOUs.
- The WIB and WORK Center are especially sensitive to methods of addressing underserved and special needs population segments, whether defined by race/ethnicity/primary language, physical limits, age, or past behaviors. It makes special room for them in its programs and physical provision for them as appropriate. And it reports on progress for these underserved groups.
- The WIB has an active entrepreneurship and small business support program, as shown in Standards 3 and 4.

Past Performance Predicts Future Administrative Excellence

Here is the client performance record for the past full year and for 2013 year-to-date. Of course, the 2013 data shows fewer exits, because the program is in progress. In almost every category of participant, PY 2013 is on a course to significantly surpass PY 2012. In fact, Santa Ana has met or surpassed all criteria necessary to meet WIB certification.

The full "Participant Reports" that create the excerpted data tables below may be found in the Appendices:

Adult Program

	PY 2012		JUL – MAR, 2013	
OVERALL PROGRAM ACTIVITY	**ENTERED**	**EXITED**	**ENTERED**	**EXITED**
Total participants	426	268	329	152
Intensive services	95	57	113	39
Training services	86	51	76	24
Concurrent program participation	365	220	263	115
Individual training accounts	82	42	118	52
Supportive services	63	33	97	44
Attained recognized certificate/diploma/degree		21		12
Entered unsubsidized employment		231		152
Training related		58		83
Other exits		81		75

	PY 2012		JUL – MAR, 2013	
DEMOGRAPHIC CHARACTERISTICS	**ENTERED**	**EXITED**	**ENTERED**	**EXITED**
Gender				
Female	202	140	164	78
Male	224	128	165	74
Race/ethnicity				
Latino/Hispanic	271	170	219	114
Asian American	32	24	31	7
African American	26	15	16	8
White	105	62	73	32
Ages				
14-21	11	7	16	10
22-54 (includes median age of 43)	446	287	335	155
54+	83	49	69	33

Youth Program

OVERALL PROGRAM ACTIVITY	PY 2012 ENTERED	PY 2012 EXITED	JUL – MAR, 2013 ENTERED	JUL – MAR, 2013 EXITED
Total participants	93	86	131	24
Concurrent program participation	1	0	6	1
Attained recognized certificate/diploma/degree		63		
Entered unsubsidized employment		22		24
Entered post-secondary education		14		4
Entered apprenticeship program		11		2
Training related		17		4
Supportive services	47	42	66	3

DEMOGRAPHIC CHARACTERISTICS	PY 2012 ENTERED	PY 2012 EXITED	JUL – MAR, 2013 ENTERED	JUL – MAR, 2013 EXITED
Gender				
Female	51	48	67	9
Male	42	38	66	12
Race/ethnicity				
Latino/Hispanic	90	83	129	24
African American	1	1	1	0
White	2	2	0	0
Ages				
14-18	39	37	67	9
19-21	54	49	64	15

Dislocated Worker Program

OVERALL PROGRAM ACTIVITY	PY 2012 ENTERED	PY 2012 EXITED
Total participants	449	228
Concurrent program participation	443	229
Attained recognized certificate/diploma/degree		32
Entered unsubsidized employment		231
Training related		25
Supportive services	95	39

	PY 2012	
DEMOGRAPHIC CHARACTERISTICS	ENTERED	EXITED
Gender		
Female	268	136
Male	181	95
Race/ethnicity		
Latino/Hispanic	292	151
Asian American	87	47
African American	11	6
White	2	1
Ages		
19-21	1	1
22-54 (includes median age of 43)	550	294
54 +	26	10

Significantly, when asked what the barriers to employment were, respondents indicated overwhelmingly that it was low skill/education attainment (55%), followed by lack of literacy/English (20%). Of respondents who answered questions on education 20% were high school dropouts, but 77% had difficulty in achieving employment despite high school graduation. Post-secondary education among these groups was almost nil.

Braided Funding for Santa Ana WIB Programs

PY 2013 -2014

WIA	
Adult	$1,181,097
DW	807,310
Youth	1,231,373
Non WIA Grants	
SSA	$ 800,000
H1 B.	4,529,722 (AS OF 4/30/2013)
CDBG	100,000

PY 2012-2013

WIA	
Adult	$1,372,608
DW	901,758
Youth	1,416,092
Non WIA Grants	
H1 B.	$486,343
SSA/WEX	800,000

PY 2011-2012

WIA	
Adult	$1,333,382
DW	897,808
Youth	1,381,816
Non WIA Grants	
DOL Tech Earmark	$ 289,770
CA New Start	105,264
SSA WEX	200,000
H1 B.	4,997,479

PY 2010-2011

WIA	
Adult	$1,356,958
DW	836,749
Youth	1,409,639
Non WIA Grants	
DOL Tech Grant	$ 714,000
DOL Literacy Earmark	129,930
OC Green Jobs Grant	39,140
CA New Start	113,985
Adult ARRA	524,870
DW ARRA	627,458
Youth ARRA	12,106

Summary: How the WIB's Administration Meets State Standards

The standards for administration have a legal/structural component, and a performance component. Formally, the WIB structure of the WIB meets the standards:

- Membership represents the community, meeting the WIA Section 117(b), SB 293 and WIA sections 117(h) and 212(b), SB698 requirements. This and prior sections have shown that it has the appropriate community representation, balance of public and private interests, youth representation, and committee structure.
- In performance, the WIB has shown evidence in the Section above that it continuously reviews performance of its programs and initiatives. In this and prior Sections the WIB has shown that it has multiple strategies and concrete plans for encouraging and ensuring continuous improvement.
- The WIB has consistently and transparently communicated the results of its efforts with the community through its Website and its publications (several of which are in the Appendices). It also has opened its meeting on a regular basis.

SUMMARY AND HIGH PERFORMANCE CLAIM

From Strategies to Plans: Becoming a High Performance WIB

In this Section, we return to the fundamental strategies and how they map into specific plans for WIB development. This tabular form is both a review and a shorthand way to understand how the narrative fits both the standards and the Santa Ana WIB five year plan.

The Santa Ana WIB, both as a body and through its Committees, has created detailed plans for its next half-decade. They are both ambitious and grounded. They rest on general principles and a unified overall vision, but they are detailed and realistic. They look backward to the WIB's performance over time, and forward to improvements that will make it still better.

The Santa Ana WIB, through its elaboration of key strategies and how they will be implemented demonstrates that it meets all the criteria necessary to be named a "High Performance WIB."

The Summary In Tabular Form

STRATEGY	PLAN
OVERALL	
Align with the information and strategies of OC CEDS	Yrs 1-5: constant update of regional data, participation in CEDS updates
Continue and expand relationships with other OC WIBs	Yrs 1-5: extension of current practices
Constantly upgrade understanding of regional economy	Yrs 1-5: Continue own demographic and economic studies, especially re: clusters, exchange data/analysis with Anaheim/ OCBC
Conduct local demographic, labor, economic studies to stay abreast	Yrs 1-5: Continue own demographic studies on how regional clusters affect local industries; gap analysis for skills needed
Develop and improve tracking and measurement systems	Yrs 3: Bid out ROI and other analyses to local universities, develop measures for secondary and induced multipliers.
Harmonize agency visions and missions	Yrs 1-5: Continue practice or collecting 1 and 5 year plans from agents, meeting or WIB committees to integrate them.
Review training goals/ modalities for consistency w/constituent needs	Yrs 1-5: Goals change with population, grants. Follow specific plan for training. See training development process for youth below.
Create more certification programs	See training process for youth below
Focus more directly on needs of all youth populations	Yr 1: Research and study best practices and available resources Yr 2: Analyze and test plan and develop pilot programs Yr 3: Launch pilots in willing schools and other resources Yr 4: Review and adapt pilot Yr 5: Expand throughout local area, enlist schools and others
Focus on other underserved populations	Yrs 1-5: Expand relationships with community organizations to insure and expand support services for adults and youth
Develop stronger green/Cleantech industries/employment	Yrs 1-5: Follow similar process to youth training, from research to commitment. Field will continue to develop on its own.
Braid funding streams	Yrs 1-5: Continue to expand, using WIB to recruit business support,

	ETP to expand small business training, etc.
Continue to integrate supportive services	Yrs 1-5: See process for youth training, but accelerate it.
Develop local small business as job generator	Yrs 1-5: Use ETP, SBDC, SCORE, other sources of expertise to support entrepreneurship and small business development.
Encourage existing incubation and acceleration institutions	Yrs 1-5: Support RSCCD, Digital Media Center, and other incubators and accelerators, route new businesses from inside and outside the City to them.
STANDARD 1-2 : ECONOMIC ANALYSIS/BUSINESS DEVELOPMENT	
Continue and expand analysis of needs for attracting business, preparing workforce.	Yr 0-1: Outreach plan to identified priority sectors, develop business success metrics, develop talent pipelines via job clubs Yrs 2-5: Continue and expand program.
Develop stronger business connection to WIB, especially small and priority sector businesses	Yr 1: Form Greater Santa Ana Regional Economic Development Center; identify new funding sources for small business, priority sector development; form regional business collaborative of agencies, intermediaries, and support organizations. Yr 2: Develop strategic plan and metrics for business development; develop strategic plan and funding for training/support services integration. Yrs 3-5: Implement new strategies to supplement ongoing ones.
Streamline permitting and other processes for small and other businesses	Yrs 1-5: Expand workshop programs on tax credits, OSHA, and other regulations/ordinances/tax credit/Enterprise Zone programs.
Configure lay-off aversion, rapid response programs to be more proactive	Yrs 0-1: Follow data collection procedures and outreach procedures provided in this Section above. Yr 1-2: Supplement WARN notices with proactive analysis of businesses using resources developed in years 0-1 in Section 1 above. Yrs 1-5: Expand counseling programs provided by private contractors and others intervene in failing/flailing businesses to save or add jobs and increase bottom lines.
STANDARD 3: ADULT PROGRAMS/CAREER PATHWAY TRAINING	
Develop stronger emphasis on career pathway framework	Yr 1: conduct surveys, focus groups to determine priority sector skill needs, engage business community; create annual forecast to project needs into future and measure against graduation statistics; restructure training as necessary to make certain career pathways/certification programs are employer-based and create minimal time to employment. Yr 2: Create collaborative committees between WIB, Youth Council, others for developing pre-apprenticeship program; similar WIB level committee to identify, more closely integrate support services. Yr 2-5: Work with community partners to identify and develop new sources of non-WIA program funding to supplement, leverage and braid; implement plans made in years 1 and 2.
Devise more recruitment and specialized training programs for area business	Yrs 1-5: Continue business services programs begun with Hewlett Packard and others for recruitment, increase job fairs and make them more oriented to priority sector needs and opportunities.
Expand customized, on-the-job training, earn-to-learn training	Yrs 1-5. See program for Youth Services below and Overall Goals Section above for specifics.

	Yrs 2-5: Implement processes shown for year 2 in "business development plans" above.
STANDARD 4: YOUTH PROGRAMS/SUPPORT MATRIX	
Focus more directly on methods for ameliorating drop-out rate	Yr 1: Research and study best practices and available resources in Santa Ana and region, including ACCESS, alternate, charter schools. Yr 2: Determine best strategies for addressing issues and design pilot programs to address them. Yr 3: Select willing K-12 and other sites, train their administrators and teachers, and launch pilots. Yrs 4-5: Review and adapt pilot and expand throughout local schools and related institutions. Yr 5: Expand throughout local area, enlist schools and others.
Work to engage disconnected youth	Yrs 0-1: Determine locations where disconnected youth congregate, engage those with reputation for being able to bring them back to school programs. Yrs 1-5: utilize similar strategy to above: study—pilot—full implementation—to modify high school programs for this population.
More tightly connect supportive services to youth programs	Yr 1: Create formal collaboration with "Employer Boards" plus local educational institutions at all levels to gather data, study issues. Yrs 1-2: Expand and formally organize support service providers, including private sector. Yrs 1-5: Expand formal workshops and seminars, and job fairs and focus on career pathways, especially in priority areas, apprentice-ships, and other programs for disconnected youth.
Expand concept and applications of career path education for youth	See Sections 1 and 3 above regarding identification and expansion of career path training programs. Also: Yr 1-2: Develop trainings for teachers and administrators and youth program operators on priority and other occupational opportunities; improve collaborative network for same.

WIA Local Plan Program Years 2013-17
Assurances

A. The Local Workforce Investment Board (local board) assures that it will comply with the uniform administrative requirements referred to in the Workforce Investment Act (WIA) Section 184(a)(3).

B. The local board assures that no funds received under WIA will be used to assist, promote, or deter union organizing. [WIA Section 181(b)(7)]

C. The local board assures that the board will comply with the nondiscrimination provisions of WIA Section 188.

D. The local board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA Section 188.

E. The local board assures that there will be compliance with grant procedures of WIA Section 189(c).

F. The local board assures that funds will be spent in accordance with the WIA, written U.S. Department of Labor guidance, and other applicable federal and State laws and regulations.

G. The local board assures that veteran workforce investment programs funded under WIA Section 168 will be carried out in accordance with that Section.

H. The local board assures it will comply with future State Workforce Investment Board policies and guidelines, legislative mandates and/or other special provisions as may be required under federal law or policy, including the WIA or State legislation.

I. The local board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. [WIA Section 134(d)(4)(E), 118(b)(4), and California Unemployment Insurance Code (CUIC) Section 14230(a)(6)]

J. The local board certifies that its One-Stop Career Centers (One-Stops) will recognize and comply with applicable labor agreements affecting represented employees located in the One-Stops. This shall include the right to access by State labor organization representatives pursuant to the Ralph C. Dills Act. [Chapter 10.3 (commencing with Section 3512) of Division 4 of Title 1 of the Government Code, and CUIC Section 14233]

K. The local board assures that State employees who are located at the One-Stops shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at One-Stops shall retain existing civil service and collective bargaining protections on matters relating to employment, including but not limited to hiring, promotion, discipline, and grievance procedures.

L. The local board assures that when work-related issues arise at One-Stops between State employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The One-Stop operators and partners shall cooperate in the investigation of the following matters: discrimination under the California Fair Employment and Housing Act [Part 2.8 (commencing with Section 12900) of Division 3, of Title 2 of the Government Code], threats and/or violence concerning State employees, and State employee misconduct.

M. One-Stop Operator is responsible for administering One-Stop Center services in accordance with roles that have been defined by the local board. The local board assures that it will select the One-Stop Operator with the agreement of the Chief Local Elected Official through one of three means:

1. Through a consortium of at least three or more required One-Stop partners; or
2. Through competitive process such as a Request for Proposal; or
3. It may serve as the One-Stop Operator directly but only with the consent of the Chief Local Elected Official and the Governor.

The only time these selection procedures are not required is in the following circumstances: the One-Stop delivery system, of which the operator is a part, existed before August 7, 1998; the existing One-Stop system includes all of the required One-Stop partners; and a Memorandum of Understanding has been executed which is consistent with the requirements of the Act. [WIA Section 121(d)(2)(A), and Title 20 CFR Part 662.410]

Lee McMurtray		August 6, 2013
Local Board Chair	Signature	Date

WIA Local Plan Program Year 2013-14
Title IB Participant Plan Summary

WIA 118; 20 CFR 661.350(a)(13); TEGL 17-05
Plan the number of individuals that are in each category.

Totals for PY 2013 (07/01/13 through 06/30/14)	ADULT	DW	YOUTH
1. Registered Participants Carried in from PY 2012	110	150	7
2. New Registered Participants for PY 2013	210	120	128
3. Total Registered Participants for PY 2013 (Line 1 plus 2)	320	270	135
4. Exiters for PY 2013	240	160	130
5. Registered Participants Carried Out to PY 2014 (Line 3 minus 4)	80	110	5

PROGRAM SERVICES			
6. Core Self Services	2,438	1,625	
7. Core Registered Services	210	120	
8. Intensive Services	160	72	
9. Training Services	53	29	

YOUTH MEASURES			
10. Attainment of a Literacy and/or Numeracy Gain			66
11. Attainment of a High School Diploma, GED, or Certificate			81

EXIT STATUS			
12. Entered Employment	144	96	
12A. Training-related	17	14	
13. Remained with Layoff Employer			
14. Entered Military Service			
15. Entered Advanced Training			
16. Entered Postsecondary Education			
17. Entered Apprenticeship Program			
18. Returned to Secondary School			
19. Exited for Other Reasons			

Santa Ana LWIA

Local Workforce Investment Area

Contact Person, Title	Telephone Number	Date Prepared
Linda Oberman, Economic Development Manager	714-647-6991	June 20, 2013

Comments:

ATTACHMENT 5

WIA Local Plan Program Year 2013-14

Title IB Budget Plan Summary[1]

(Adult or Dislocated Worker)

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2013-14, beginning 07/01/13 through 06/30/14

- ☐ Grant Code 201/202/203/204 WIA IB-Adult
- ☑ Grant Code 501/502/503/504 WIA IB-Dislocated Worker

FUNDING IDENTIFICATION	K386XXX Subgrant	K4--XXX Subgrant
1. Year of Appropriation	2012-13	2013-14
2. Formula Allocation	901,162	807,310
3. Allocation Adjustment - Plus or Minus		
4. Transfers - Plus or Minus	350,000	
5. TOTAL FUNDS AVAILABLE (Lines 2 thru 4)	1,251,162	807,310
TOTAL ALLOCATION COST CATEGORY PLAN		
6. Program Services (sum of Lines 6.A thru 6.E)	1,126,046	726,579
A. Core Self Services		
B. Core Registered Services	25,866	26,689
C. Intensive Services	280,846	295,827
D. Training Services	499,353	161,775
E. Other	319,981	242,288
7. Administration (Line 5 minus 6)	125,116	80,731
8. TOTAL (Line 6 plus 7)	1,251,162	807,310
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from July 1, 2012 and July 1, 2013 respectively)		
9. September 2012	132,426	
10. December 2012	490,155	
11. March 2013	809,041	
12. June 2013	901,162	
13. September 2013	1,251,162	121,097
14. December 2013		435,947
15. March 2014		605,483
16. June 2014		807,310
17. September 2014		
18. December 2014		
19. March 2015		
20. June 2015		
COST COMPLIANCE PLAN (maximum 10%)		
21. % for Administration Expenditures (Line 7/Line 5)	10%	10%

Santa Ana
Local Workforce Investment Area

Linda Oberman, Economic Develop Mgr 714-647-6991 June 25, 2013

Contact Person, Title Telephone Number Date Prepared

Comments:

1 Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

ATTACHMENT 6

WIA Local Plan Program Year 2013-14
Title IB Budget Plan Summary[1]
(Youth)

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2013-14, beginning 04/01/13 through 06/30/14

☑ Grant Code 301/302/303/304 WIA IB-Youth

FUNDING IDENTIFICATION	K386XXX Subgrant	K4--XXX Subgrant
1. Year of Appropriation	2012-13	2013-14
2. Formula Allocation	1,416,092	1,231,373
3. Allocation Adjustment - Plus or Minus		
4. TOTAL FUNDS AVAILABLE (Line 2 plus 3)	1,416,092	1,231,373
TOTAL ALLOCATION COST CATEGORY PLAN		
5. Program Services (sum of Lines 5A and 5B)	1,274,483	1,108,236
A. In School	300,678	343,553
B. Out-of-School (30%)	973,805	764,683
6. Administration (Line 4 minus 5)	141,609	123,137
7. TOTAL (Line 5 plus 6)	1,416,092	1,231,373
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from April 1, 2012 and April 1, 2013 respectively)		
8. June 2012		
9. September 2012		
10. December 2012		
11. March 2013	335,334	
12. June 2013	509,929	
13. September 2013	817,772	
14. December 2013	1,125,615	
15. March 2014	1,416,092	17,366
16. June 2014		307,844
17. September 2014		538,726
18. December 2014		769,608
19. March 2015		1,000,490
20. June 2015		1,231,373
COST COMPLIANCE PLAN		
21. % for Administration Expenditures (Line 6/Line 4)	10%	10%

Santa Ana
Local Workforce Investment Area

Linda Oberman, Economic Develop Mgr	714-647-6991	June 25, 2013
Contact Person, Title	Telephone Number	Date Prepared

Comments:

1 Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

WIA Local Plan Program Year 2013-14
Negotiated Levels of Performance

(Responses to State Plan Appendix H – Section 8)

Instructions: Enter your local area's levels of performance for PYs 2011-12 and 2012-13 and provide an estimate of your PY 2013-14 performance target. On the following page, provide a narrative rationale that supports each PY 2013-14 goal. For example, if the local projected goal is lower than the PY 2012-13 State goal, provide an explanation.

STATE NEGOTIATED LEVELS OF PERFORMANCE[1]

WIA Requirement at Section 136(b)[2]	PY 2011-12	PY 2012–13
Adults		
Entered Employment Rate	56.4%	59%
Employment Retention Rate	81.%	81%
Average Earnings	$13,000	$13,700
Dislocated Workers		
Entered Employment Rate	65%	64.5%
Employment Retention Rate	83%	84%
Average Earnings	$15,900	$18,543
Youth (ages 14-21)		
Placement in Employment or Education	65%	72%
Attainment of a Degree or Certificate	61%	60%
Literacy and Numeracy Gains	40%	54%

LOCAL LEVELS OF PERFORMANCE[1]

WIA Requirement at Section 136(c)[2]	PY 2011-12	PY 2012–13	Estimated PY 2013–14
Adults			
Entered Employment Rate	59.6%	61.1%	61.1%
Employment Retention Rate	78.7%	75.5%	75.5%
Average Earnings	$11,348%	$11,800	$11,800
Dislocated Workers			
Entered Employment Rate	61.8%	58.9%	58.9%
Employment Retention Rate	85.2%	83.0%	83.0%
Average Earnings	$16,128	$14,000	$14,000
Youth (ages 14-21)			
Placement in Employment or Education	65%	72%	72%
Attainment of a Degree or Certificate	61%	60%	60%
Literacy and Numeracy Gains	40%	54%	54%

1 Guidance on state and local performance can be found on the U.S. Department of Labor (DOL) Employment and Training Administration Web site. Specific Training and Employment Guidance Letters (TEGL) include, but are not limited to 8-99, 11-01, and 17-05.

2 The DOL Employment and Training Administration approved California's waiver request to move from the statutory performance measures specified in WIA Section 136 to the common performance measures defined in TEGL 17-05. This waiver was initially approved for Program Year (PY) 2007-08 and has been extended through PY 2013-14.

RATIONALE SUPPORTING PY 2013-14 ESTIMATED LOCAL PERFORMANCE LEVELS

For PY 2011-12 Santa Ana was able to exceed only one goal out of three under Adult and while we exceeded all three performance goals for Dislocated Workers it was only by 2 or 3 percentage points.

Given Santa Ana's demographics, high school attainment rate, language barriers and near double digit unemployment figures Santa Ana LWIA requests to maintain performance goals for PY 2013-14 as they are for PY 2012-13.

WIA Local Plan Program Years 2013-17
Comprehensive One-Stop Center Partner Listing

The Workforce Investment Act (WIA) Section 121(b) identifies all the required partner programs that must be part of the local One-Stop Career Center system. Those programs are listed below. The Chief Local Elected Official may also include additional partners to enhance the services provided locally. The Final Rule Section 662.250 requires these same partners to offer their program's core services in at least one comprehensive One-Stop Career Center in the local workforce area. Provide the name of each organization (required and additional) that provides services in your local One-Stop Career Center system. Include with your submittal, a copy of the executed Memorandum of Understanding (MOU) required under WIA Section 121(c). If an MOU has not been fully executed with a partner, notice instructions are included in Directive WIAD05-6, Notification Requirement Relating to Lack of One-Stop MOUs.

A separate form should be completed for each One-Stop Career Center in your local area that meets this requirement.

1. LWIB	Please enter all information requested
Today's Date:	June 25, 2013
Name of Local Workforce Investment Board:	Santa Ana
Counties covered:	Orange
Center's complete physical address:	1000 E. Santa Ana Blvd, Suite 200, Santa Ana CA 92706
Mailing address (if different):	
One-Stop Career Center hours of operation:	7:30 AM - 5:00 PM
Public phone number:	714-565-2600
Public fax number:	714-565-2602
TTY number:	
Website URL:	www.santaanawib.com
Office Manager/Administrator: (Name and Title)	Linda Oberman, Economic Development Manager
Phone number and email:	714-674-6991
Public contact email address:	loberman@santa-ana.org
Number of staff:	28

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	City of Santa Ana - Santa Ana WORK Center
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);	Employment Development Department (EDD)
Adult education and literacy activities authorized under WIA Title II (Public Law 105-220);	Rancho Santiago Community College/Santa Ana College - Centennial Center

Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	Department of Rehabilitaton (DOR)
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	Orange County Social Services Agency (SSA)
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	Asian American Senior Citizens
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	Rancho Santiago Community College District/ Santa Ana College
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et eq.);	Employment Development Department (EDD)
Activities authorized under Chapter 41 of Title 38, U.S.C.;	Employment Development Department (EDD)
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	Community Action Partnership of Orange County (CAPOC)
Employment and training activities carried out by the Department of Housing and Urban Development; and,	Santa Ana Housing Authority (Community Development Agency - Santa Ana WIB is under this umbrella agency)
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law) .	Employment Development Department (EDD)
Additional Partner Programs	**Organization**
Training and Employment Services	Goodwill Industries, Santa Ana
Post-Secondary Vocational Education District	ROP – Santa Ana Unified School District
WIA Section 166 for Indian and Native Americans	Southern California Indian Center
20 CFR Section 662.230; UI Code 14231 (a)(13 Development Center (SBDC) Required Partner – SBDC	The Orange County Small Business Development Center (SBDC)

WIA Local Plan Program Years 2013-17
Memorandums of Understanding

Local Workforce Investment Boards are required to establish a Memorandum of Understanding (MOU) with each partner that provides services through the local One-Stop System. Complete the information below and attach a copy of each MOU with your local plan under this cover sheet.

Local Partner Name	MOU Expiration Date
1. City of Santa Ana, Community Development Department Agency WORK Center	6/30/2013
2. Santa Ana WORK Center	6/30/2015
3. Employment Development Department	6/30/2015
4. State Department of Rehabilitation	6/30/2015
5. Goodwill Industries of Orange County	6/30/2015
6. Rancho Santiago Community College District	6/30/2015
7. County of Orange Social Services Agency	In Effect
8. Orange County Small Business Development Center	In Effect
9. Santa Ana Housing Authority	In Effect
10. Community Action Partnership of Orange County	In Effect
11. Asian American Senior Citizens Service Center	In Effect
12. Southern California Indian Center, Inc.	In Effect

Memorandum of Understanding

For

THE CITY OF SANTA, COMMUNITY DEVELOPMENT AGENCY WORK CENTER

EXTENSION OF MEMORANDUM OF UNDERSTANDING BETWEEN THE CITY OF SANTA ANA, COMMUNITY DEVELOPMENT AGENCY (WORK CENTER) AND THE SANTA ANA WORKFORCE INVESTMENT BOARD

I. **PARTIES:** This Extension of Memorandum of Understanding ("MOU") is hereby entered into on October 1, 2012 by and between the City of Santa Ana, Community Development Agency, and its WORK Center ("WORK Center") a One-Stop Operation, and the Santa Ana Workforce Investment Board ("SAWIB"). Each of the One-Stop Partners has signed an MOU with the WORK Center describing its specific role and responsibilities at the WORK Center.

II. **DURATION OF AGREEMENT:** The initial term of this Agreement began on July 1, 2001, and may be extended through the mutual exercise of an option to extend by the parties on an annual basis, unless terminated by either party with thirty (30) days written notice to the other party. A copy of the WORK Center's approved annual budget and participant plans is attached hereto and incorporated herein. The term of this Agreement shall cover Program Year 2012-2013.

III. **PURPOSE:** The purpose of this Extension to the Agreement is for the Santa Ana WORK Center to continue to provide a comprehensive One-Stop Center in response to the "Request for Proposals/Business Plans for One-Stop Service Center in Santa Ana" ("RFP") originally released on March 19, 2001.

IV. **RESPONSIBILITIES OF WORK CENTER:** The WORK Center, through the combined efforts of the WORK Center partners which include the Employment Development Department, Orange County Social Services Agency, Rancho Santiago Community College District, Santa Ana Unified School District, Goodwill Industries, Santa Ana College, State Department of Rehabilitation, City of Santa Ana Economic Development Department, ROP programs and several other agencies, shall provide the community with a variety of informational employment and training services based on individual needs. The responsibilities and duties of the WORK Center are set forth in detail in the "Proposal/Business Plan" response submitted by the WORK Center, dated April 27, 2001. The WORK Center will submit a new Participant Plan and Budget for Program Year 2012-13 for the formula funds.

IV. **AUDIT:** The WORK Center agrees that if it receives Three Hundred Thousand Dollars ($300,000.00) or more in federal funds, it shall ensure that the City of Santa Ana includes the WORK Center in its annual audit which shall be conducted by a certified public accountant in accordance with the standards as set forth and published by the United States Office of Management and Budget.

V. **PROHIBITION FROM DISCRIMINATION:** The WORK Center and all One-Stop Partners are prohibited from discrimination on the grounds of race, color, religion, sex, national origin, age, disability, political affiliation or belief.

VI. **FUNDING:** The SAWIB anticipates allocating Workforce Investment Act funds to the WORK Center for the operation of the One-Stop Service Center each funding cycle. The WORK Center's Business Plan/Proposal shall remain in effect until such time as the SAWIB selects a different one-stop operator.

VII. **MONITORING/OVERSIGHT:** The SAWIB and its staff reserve the right to review and monitor all services funded under this MOU and the RFP. This includes all records, documents, polices and procedures or other data or documentation requested by the SAWIB, the State of California's Compliance Monitoring Section/Compliance Review Division and the Department of Labor. The WORK Center Director shall be responsible for internal monitoring of its programs, services, cash management, procurement, and property inventory as well as the monitoring of any services, programs or projects that are contracted to program operators and/or consultants. All WIA funding received by the City of Santa Ana will be included in the annual audit completed by an outside auditing firm for the City.

VIII. **PERFORMANCE GOALS:** SAWIB shall establish annual performance goals for the WORK Center for adults and dislocated workers based on the common measures established for the Local Workforce Investment Area (LWIA). Said performance goals shall be renegotiated between the parties hereto once the SAWIB has negotiated with the State for each year.

IX. **GOAL TRACKING:** All partners in the One-Stop Delivery system have agreed to work toward the development of common performance goals and measures that will be in alignment with the stated goals of the workforce investment system. The WORK Center will work very closely with the local business community to assure placement goals will be met. The WORK Center will collect feedback from employers, analyze the information, and implement strategies for improvement in partnership with the Santa Ana Economic Development Division.

X. **DISPUTE RESOLUTION:** The parties hereto shall first attempt to resolve all disputes informally at the lowest level starting with the site supervisor and staff. If dispute resolution is not accomplished, any party may call a meeting of the parties to formally discuss and resolve all disputes. Should the parties fail to resolve the dispute, the dispute shall be referred to the Chair of the SAWIB, who shall place the dispute upon the agenda of a regular or special meeting of the SAWIB'S Executive Committee. The Executive Committee shall mediate the dispute and shall have final authority to resolve the issue.

XI. **SEVERABILITY:** If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in full force and effect.

XII. **MODIFICATION/TERMINATION:** This MOU, along with all exhibits thereto, constitutes the entire agreement between the parties. This MOU may be modified, altered, revised, extended or renewed by mutual written consent of the parties, by the

issuance of a written amendment, signed and dated by all parties. Updates to the budget and goals shall be made annually by the WORK Center, with approval of the SAWIB. Participation in this MOU may be terminated by giving no less than thirty (30) calendar days' prior written notice of intent to terminate to the other party.

XIII. **ASSIGNABILITY**: None of the duties or work to be performed by any of the parties hereto shall be subcontracted or assigned to any agency, consultant, or person without the prior written consent of each party hereto. All subcontracts and other agreements that relate to this MOU must be submitted and reviewed by each party hereto.

XIV. **RECORDS RETENTION**: All accounting records and evidence pertaining to all costs related to this MOU and all documents related to this MOU shall be kept available for the duration of this Agreement and thereafter for three (3) years after completion of an audit. Records which relate to (a) complaints, claims, administrative proceedings or litigation arising out of the performance of this MOU, or (b) costs and expenses of this MOU to which the WORK Center, the State of California or the United States Government take exception, shall be retained beyond the three (3) years until resolution of disposition of such appeals, litigation, claims, or exceptions. The WORK Center shall provide the U.S. Department of Labor and the Controller General, by and through any authorized representative, as well as the SAWIB Administrative Office, access to and the right to examine all records, books, papers or documents relating to the accounting and use of funds under this Agreement for a three-year period from and after the effective date of this Agreement.

XV. **PATENT, COPYRIGHTS AND RIGHTS IN DATA:** The One-Stop Partners and/or the SAWIB will disclose to the City any invention, written product, computer program developed or data assembled as a result of performance of work under this Agreement within seventy-four (74) days of invention, development or assembly. The City, State of California, and U.S. Department of Labor (DOL) will have the right to patent any invention and copyright any written product or computer program or data generated by any of the One-Stop Partners, subcontractors, and/or the SAWIB. Upon written request, all pertinent information, specifications and right, title and interest shall be transferred to the designated agency. Each One-Stop Partner shall be notified of the City's requirements and regulations pertaining to patent rights with respect to any discovery or invention which arises or is developed in the course of or under any contract with the WORK Center.

XVI. **INVENTIONS, PATENTS AND COPYRIGHTS:**

A. Reporting Procedure. If any project produces patentable items, patent rights, processes, or inventions in the course of work under a U.S. Department of Labor (DOL) grant or agreement, the One-Stop Partner/SAWIB shall report the fact promptly and fully to the CITY. The One-Stop Partner/SAWIB shall report the fact to the Grant Officer at the DOL. Unless there is a prior agreement between the CITY and the DOL and its representative on these matters, the DOL shall determine whether to seek protection on the invention or discovery. The DOL and its representative shall determine how the rights in the invention or discovery, including rights under any patent issued thereon, will be allocated and administered in order to protect the public interest consistent with the

"Governmental Patent Policy" (President's Memorandum for Heads of Executive Departments and Agencies, August 23, 1971, and Statement of Government Patent Policy as printed in 36 FR 16889).

B. Copyright Policy.

1. Unless otherwise provided in the terms of the grant or agreement, when copyright-able material is developed in the course of or under a DOL Grant or agreement, the City and the author that developed the work is free to copyright material or to permit others to do so. The One-Stop Partner and the SAWIB shall have a royalty-free, nonexclusive and irrevocable license to reproduce, publish, use and to authorize others to use all copyrighted material.

2. The DOL reserves a royalty-free, nonexclusive, and irrevocable license to reproduce, publish or otherwise use, and to authorize others to use, for Federal Government purposes: (a) The copyright in any work developed under any grant, sub-grant, or contract under a grant or subgrant; (b) Any right of copyright to which a grantee, subgrantee or a contractor purchases ownership with grant support; and (c) Each One-Stop Partner and the SAWIB shall comply with the requirements of 29 CFR Part 97.34.

C. Rights to Data. The DOL and the City shall have unlimited rights to any data first procured or delivered under this Agreement.

XVII. CLEAN AIR/CLEAN WATER: If the grant hereunder exceeds $100,000, Section 306 of the Clean Air Act [(42 USC 1875(h)]; Section 508 of the Clean Water Act (33 USC 1368); Executive Order 11738 and Environmental Protection Agency ("EPA") regulations (40 CFR Part 15) as any may now exist or be hereafter amended, must be adhered to. Under these laws and regulations, assurances will be made to the following effect:

(a) No facility to be utilized in the performance of the proposed grant has been listed on the EPA List of Violating Facilities;
(b) Notification will be made prior to award of the receipt of any communication from the Director, Office of Federal Activities, U.S. EPA, indicating that a facility to be utilized for the grant is under consideration to be listed on the EPA List of Violating Facilities;
(c) Notification will be made to the CITY and the EPA about any known violation of the above laws and regulations.

All parties are in agreement with this Extension of the Memorandum of Understanding and will implement it as herein stated.

ATTEST:

By: Maria D. Huizar
Maria D. Huizar
Clerk of the Council

CITY OF SANTA ANA

Paul Walters
Paul Walters
City Manager

Santa Ana Workforce Investment Board

Lee McMurtray
BY: Lee McMurtray, Chair

APPROVED AS TO FORM:
Sonia R. Carvalho, City Attorney

Lisa E. Storck
BY: Lisa E. Storck
Assistant City Attorney

Recommended for Approval:

Nancy T. Edwards
BY: Nancy T. Edwards, Acting Executive Director
Community Development Agency

Memorandum of Understanding

For

SANTA ANA W/O/R/K CENTER
(CITY OF SANTA ANA)

Memorandum of Understanding (MOU)
Pursuant to the
Workforce Investment Act of 1998 (WIA)

1. **PARTIES:** The parties to this Memorandum of Understanding (MOU) are the Mayor and City Council of the City of Santa Ana, the Santa Ana Workforce Investment Board (WIB), and several agencies (having signed Attachment "A", "One-Stop Partner Commitment" and, if physically located at the One-Stop location, Attachment "B", "Resource Sharing Agreement" and Attachment "C", "Memorandum of Operation" if applicable functioning as "One-Stop Partners" within the Santa Ana One-Stop System (hereinafter referred to as the Santa Ana W/O/R/K Center).

2. **PURPOSE:** The Santa Ana W/O/R/K Center, through its central location at the Santa Ana Regional Transportation Center, 1000 E. Santa Ana Blvd. shall provide and/or coordinate workforce investment services to individuals, providing them with the necessary skills to participate in building a world-class workforce in Santa Ana.

   Services and referrals provided at the Santa Ana W/O/R/K Center may include, but are not limited to, the following:

   - Eligibility determination
   - Outreach, intake and orientation to services available
   - Initial assessment of skills, aptitudes, abilities and supportive services
   - Job search and placement assistance, career counseling
   - Provision of employment data and labor market information
   - Provision of performance information
   - Employment referral
   - Provision of support and follow-up services
   - Identification of skills required to be competitive in the local labor market
   - Filing for Unemployment Insurance claims
   - Access to CalJOBS for Labor Exchange services
   - Help in establishing eligibility for CalWORKS and financial aid
   - Occupational skills training
   - On-the-job training
   - Workplace learning with classroom training
   - Skills upgrading and retraining
   - Entrepreneurial training
   - Job readiness training
   - Adult education and literacy
   - Services for persons with disabilities

- Serve mature workers by operating as a specialized recruitment arm for One-Stop Partners working collaboratively to connect mature workers to employers with labor shortages
- Customized training for employment with specific employer
- Employer services, including: job listing; job matching; candidate screening and testing; outplacement services; job analysis; and, information on available tax credits, business development planning and labor market trends.

3. **DURATION:**

(a) This MOU shall become effective July 1, 2012 and terminate June 30, 2015. This MOU will remain in effect until (i) terminated by the repeal of the Workforce Investment Act or otherwise by action of law, or (ii) with respect to the One-Stop Partner, the date on which such One-Stop partner withdraws from the MOU pursuant to Section 3 (c) hereof. Should any One-Stop Partner withdraw, this MOU shall remain in effect with respect to other remaining One-Stop Partners.

(b) This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and approved by the Chief Local Elected Official or his/her designee. The MOU, once signed, becomes part of the local WIA Plan.

(c) Any party may withdraw from this MOU by giving written notice of intent to withdraw at least 30 calendar days in advance of the effective withdrawal date. If agreed to by all parties, the timeframes for notice may be reduced or extended. Notice of withdrawal shall be given to the WIB at the address listed in the signed attachments of this MOU, and to the contact person so listed, considering any information updates received by the parties pursuant to Section 1. Courtesy notification shall be made to all parties of this MOU in a timely manner.

4. **MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the WIB. Any assignee shall also commit in writing to the terms of this MOU.

5. **ONE-STOP SYSTEM DESCRIPTION:** The one-stop system description in the local WIA plan, including modifications thereto, is incorporated into this MOU by reference.

6. **CROSS REFERRALS:** The One-Stop Partners will adopt common intake/cross referral arrangements, which include, by reference, those listed in the local WIA plan, including modifications thereto. The methods and/or resources utilized may include some or all of the following: cross-training of staff, in-house staff, electronic case management systems, co-enrollments, appointments, e-mail and phone call.

7. **CONFIDENTIALITY:**
The WIB agrees that when any individual applies for or receives services from and the partner agency through the One-Stop Center, all information regarding such application for or receipt of services shall be confidential information subject to the provisions of 34 CFR 361.38.

The parties agree to honor the confidentiality provisions as described in the local WIA plan, including modifications thereto, and incorporated into this MOU by reference. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the parties collecting, receiving or sharing information.

8. **RESOURCE SHARING:** The parties agree to share resources in accordance with the attached Resource Sharing Agreement. It is expressly understood that this MOU does not constitute a binding financial commitment, but rather an intent to commit specific resources in the future as the parties' allocations and budgets are known and the one-stop system evolves. The one-stop system is a work in progress and its costs and the partners' resource contributions will not remain static from month to month or from year to year. The Resource Sharing Agreement is meant to be reviewed yearly and may be modified as needed by any partner as long as it is identified as a revision, and it is signed and dated by the agency Administrator.

9. **DISPUTES:** The parties shall first attempt to resolve all disputes informally. Any party may call a meeting of all parties to discuss and resolve disputes.

Should informal resolution efforts fail, the dispute shall be referred to the Chair of the WIB, who shall place the dispute upon the agenda of its next regular or special meeting of the Board's Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

Finally, if the Executive Committee's resolution efforts fail, any party may file a grievance in accordance with the State of California's WIA grievance procedures. The parties agree to be bound by the final determination resulting from that procedure. All costs associated with the grievance procedure shall be borne by the losing party.

10. **SEVERABILITY:** If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in force.

11. **JURISDICTION:** Jurisdiction over any disputes under this MOU shall reside in Orange County, California.

12. **HOLD HARMLESS CLAUSE:** Each party to this MOU agrees to indemnify and hold harmless the other parties, their officers, agents, employees, and volunteers from and against any and all loss or damage, and from any and all suits, actions and claims filed or brought by any person or persons arising out of acts or omissions of the party or its officers, agents, employees in the performance of this MOU.

13. **SIGNAGE & COMMUNICATION OF PARTICIPATION:** The Santa Ana WORK Center shall provide wall signage listing the names of current participating partners. Where practical, the Santa Ana WORK Center will list partner agencies on forms and marketing materials distributed to the public.

14. **ACCESSIBILITY ASSURANCES AND CERTIFICATIONS:** The parties agree to abide by all applicable non-discrimination federal and state laws. The WIB and the One-Stop partners will ensure that policies and procedures established by the WIB and the One-Stop partners are in compliance with the Americans with Disabilities Act (ADA). The Santa Ana WORK Center will assure its services and premises are accessible to persons with disabilities under the requirements of the Americans with Disabilities Act.

15. **INSURANCE:** The One-Stop Partners agree that their current in force insurance or self-insurance coverage programs shall apply to their operations performed under the Workforce Investment Act and at the WORK Center, including commercial general liability, property damage liability, business personal property, workers' compensation and employee dishonesty/crime coverages. The City of Santa Ana shall be named as additional insured for such insurance and the coverage shall be primary and non-contributory with regard to the City.

16. **AUTHORITY AND SIGNATURES:** The individuals signing this MOU and its attachments, which are incorporated herein by reference, have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

THIS MEMORANDUM OF UNDERSTANDING is hereby signed and agreed to on the date first written above.

FOR THE LOCAL ELECTED OFFICIAL

Signature

JUL 2 6 2012
Date

Miguel A. Pulido, Mayor, City of Santa Ana
Name and Title

20 Civic Center Plaza, Santa Ana, CA 92701
Address

FOR THE CITY OF SANTA ANA

ATTEST:

Maria D. Huizar, Clerk of the Council

CITY OF SANTA ANA

Paul Walters, Interim City Manager

SANTA ANA WORK CENTER (CITY OF SANTA ANA) (ONE-STOP PARTNER)

Signature

5·1·12
Date

Linda Oberman, Economic Development Manager
Name and Title

1000 E. Santa Ana Blvd. #200-220, Santa Ana, CA 92701
Address

Approved as to Form:
Sonia R. Carvalho, City Attorney

By:
Lisa E. Storck, Assistant City Attorney

THIS MEMORANDUM OF UNDERSTANDING is hereby signed and agreed to on the date first written above.

Attachment "A"

One-Stop Partner Commitment

1. **PARTIES:** The parties to this Memorandum of Understanding (MOU) are the Mayor and City Council of the City of Santa Ana, the Santa Ana Workforce Investment Board (WIB), the Santa Ana WORK Center (City of Santa Ana) and other agencies (identified in the "One-Stop Partner Commitment", Attachments "A" and "B: to this MOU) functioning as "One-Stop Partners" within the Santa Ana One-Stop System (hereinafter referred to as the Santa Ana WORK Center).

In addition to accepting the provisions contained in the MOU, the Santa Ana WORK Center (City of Santa Ana) commits to the following:

- Implement WIA program services on behalf of the Santa Ana Workforce Investment Board
- Under WIA provide core, intensive, and individual training account services as defined by the WIA and the Department of Labor
- Coordinate activities and services with all One-Stop Partners to provide the best integrated services possible to the community
- Provide information to the WIB with regards to service activity, outcomes and workforce issues for their review

Full-time equivalents (FTEs) of Agency Staff Assigned to Santa Ana W/O/R/K Center:
21 FTEs

Hours/days per week Agency Staff Assigned to Santa Ana WORK Center:
5 days week, M-F

PERFORMANCE GOALS:
Customer Service

All on-site, One-Stop Partners shall commit to the following goals for the W/O/R/K Center:
1. To conform to a uniform policy of customer service;
2. To develop customer service principles all One-Stop Partners must implement;
3. To implement an on-going system for measuring customer service levels; and,
4. To participate in a task force empowered to oversee, measure and respond to customer service data.

Quantifiable Service Outcomes

- Develop uniform policy of customer services for the WORK Center under the integration plan with input from partners located at and participating in the Learning Lab
- Measure customer service levels of users at the WORK Center and meet with participating partners to implement changes as appropriate
- Meet at least the minimum level of common performance goals as set by the State with local input and negotiation
- Meet performance goals outlined in the service integration plan

AUTHORITY AND SIGNATURES: The individuals signing this MOU and its attachments which are incorporated therein have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

FOR THE Santa Ana WORK Center (City of Santa Ana)
(Legal Name of Partner Agency)

Linda Oberman 5.1.12
Signature Date

Linda Oberman, Economic Development Manager
Name and Title

1000 E. Santa Ana Blvd. #200-220, Santa Ana, CA 92701
Address

CITY OF SANTA ANA WORKFORCE INVESTMENT BOARD
ONE STOP PARTNER MEMORANDUM OF UNDERSTANDING
SERVICES MATRIX FOR
SANTA ANA WORK CENTER (CITY OF SANTA ANA)

Programs Represented	♦ Employment and Training Activities under Title I of the Workforce Investment Act
Services Provided	♦ Intake ♦ Orientation/Workshops ♦ Screening and eligibility determination for WIA assistance ♦ Identification and referral on individuals in need of employment and training services ♦ Coordinate Work Center employment and training programs with those offered through the One-Stop system ♦ Other programs and services appropriate through WIA funding
Method of Service Delivery	☒ Co-location of staff ☒ Co-location of services ☒ Cross training of staff ☒ On-line
Referral Method	☒ In person ☒ By phone ☒ Referral form ☒ Online
Contribution to One-Stop System	☒ Customer Satisfaction[1] ☒ Provide coordination and services for WIA programs

[1] Criteria to be determined by the State of California and the Santa Ana Workforce Investment Board

Attachment B

SANTA ANA ONE-STOP

PARTNERS MOU

RESOURCE SHARING

ATTACHMENT

One Stop location – Santa Ana WORK Center – Cost Sharing 2010-11

Name of Organization – City of Santa Ana

Projected Budget	Estimated Annual Contribution	Funding source	Provided by	Total Resource Cost
Staff costs				
Resource Center Staff				
Workshop staff – Career Net				
Workshop Staff – Orientation				
Workshop Staff – IAW				
Technical support (maintenance, troubleshooting, web, page/software development)				
Administrative staff (FTE)				
Costs associated with staffing (including fingerprinting, drug tests, training)				
FTE staff stationed at One-Stop				
Total FTE'S	**14.75**			
Total Associated Costs	**$1,502,440**	**WIA**	**City of Santa Ana**	**$ 1,502,440**
Faculty Costs				
Rent (including utilities)	$ 90,145	WIA		**$ 90,145**
Building & Grounds Maintenance	$			
Insurance	$			
Security	$			
Telecommunications	$ 33,770	WIA		**$ 33,770**
TOTAL FACILITY COSTS	**$ 123,915**	**WIA**	**City of Santa Ana**	**$ 123,915**
Equipment/Technology				
Equipment (computers, copiers, fax machine, telephone, etc.)	$ 3,690	**WIA**		**$ 3,690**
Maintenance	$ 1,300			**$ 1,300**
Software	$			
IS Strategic Plan	$ 9,095			**$ 9,095**
Total Equipment/Technology	**$ 14,085**	**WIA**	**City of Santa Ana**	**$ 14,085**
Supplies				
General Supplies/Printing	$ 46,890	**WIA**	**City of Santa Ana**	**$ 46,890**
Safety supplies	$			
Fed ex/UPS	$			
Total Supplies	**$ 46,890**	**WIA**	**City of Santa Ana**	**$ 46,890**
Subscriptions/Periodicals				
(Include newspapers, magazines, internet, etc)	**$ 865**	**WIA**	**City of Santa Ana**	**865**

Marketing	$ 480	WIA	City of Santa Ana	480
Miscellaneous				
Postage	$			
Memberships	$ 2,250	WIA		$ 2,250
Overhead	$ 28,510			$ 28,510
Wesley Bosch – Career Counseling	$ 75,000			$ 75,000
Total Miscellaneous	$105,760	WIA	City of Santa Ana	$ 105,760
Total Contributions	$1,794,435	WIA	City of Santa Ana	$ 1,794,435

Estimated Annual Contribution = The portion of your total cost that benefits the One Stop Center.
Funding Source = The soure of funding used to pay for these costs
Provided by = The partner providing the staff, equipment, or service.
Total Resource Cost = The total cost, if known, of the line item.

MEMORANDUM OF OPERATIONS ("MOO")

Santa Ana W/O/R/K Center WIA
and EDD Wagner-Peyser Integration

PARTIES:
The parties to this MOO are the Santa Ana WORK Center WIA, by and through the City of Santa Ana, a charter city and municipal corporation ("City"), and EDD Employment Development Department Workforce Services, a department of the State of California ("State").

DURATION:
This MOO shall become effective on July 1, 2012 and terminate on June 30, 2015.

MODIFICATION AND ASSIGNMENT: This MOO may be modified at any time by written agreement of both of the parties.

PLANNING/ PURPOSE:

1) **Identify the goals of the partnership.**
   To effectively collaborate on a seamless, integrated, skills-based delivery system to all job seekers and employers (customers) that enter our site.

2) **Provide description of partnership, specific to each LWIA. (Refer to the existing MOU, who are the players, what are the resources?)**
   Section 121 (c)(1) of the Workforce Investment Act (WIA) requires that the Local Workforce Investment Board (WIB) and all mandated partner agencies be party to a Memorandum of Understanding (MOU) as to the operation of the Santa Ana W/O/R/K Center, hereinafter referred to as "SAWC". The current MOU insures that the Partners will afford universal access to comprehensive workforce development services which are customer driven and based upon clear objectives. It also provides for mutually negotiated outcomes with methods of performance measurements to attain customer satisfaction. The partners to the MOU are as follows: City of Santa Ana, State Employment Development Department, State Department of Rehabilitation, Orange County Department of Education, ROP, Rancho Santiago Community College District, Goodwill of Orange County, Community Action partnership of Orange County, SER – Title IV Older Worker program and the City of Santa Ana Housing Department.

   Definitions of Terms

   2a) Functional Team:
   Staff from partner agencies providing integrated services as defined in the Memorandum of Operations.

   2b) Functional Supervision
   Oversight of functional staff in all areas other than defined by terms and conditions of union agreements.

2c) Partner Agency:
An agency that has entered into a Memorandum of Operations with the local learning lab leadership.

3) Services offered (What services are we integrating and what is the customer flow?)
The integrated service delivery system is divided into three components:

I. The Welcome Team is responsible for data collection, eligibility verification, registration/enrollment, and referral to the appropriate next steps.

Any SAWC team member, at any time can refer a customer to appropriate services, such as:

- *Workshops: Resume, Interviewing, On Line Applications, etc.*
- *On-Line E-Learning*
- *Labor Market Information*
- *Veteran Services*
- *Computer Classes*
- *ESL Classes*
- *Comprehensive Assessment*
- *GED Assistance*
- *Continued Education*

II. The Skills Team is responsible for comprehensive assessments and skills enhancement activities.

Customers determined to be in need of some form of skill enhancement will be offered demand driven services such as:

- *Occupational and vocational skills training*
- *OJT*
- *Adult Education*
- *Job Readiness workshops*
- *Customized training*
- *Basic Skills Remediation*
- *Workplace literacy*
- *Apprenticeship programs*
- *Interviewing workshops*
- *Tutorial programs*
- *Comprehensive Assessment*

III. The Monitoring Team is responsible for job placement, as well as the job development and promotional activities.

The customers who are considered "Job-Ready" or have completed activities through the Welcome and Monitoring components may access the demand driven services which include:

- *Job Referrals*
- *Job Search*
- *Soft skills training, including budgeting*
- *Job Assisted Workshops*
- *Interviewing Skills Development and Dress for Success*
- *Career Transitioning and Stress Management*
- *Group assistance/workshops*
- *Resume Preparation*

4) **What will be achieved by integration?**
The job seekers will gain greater access to employment and skill attainment resources to improve their employability through the SAWC. SAWC fully embraces the integration vision and the opportunity this system provides added value for job seekers and the business community alike. Through the service integration efforts, SAWC offers a skill-based service delivery system which enables the W/O/R/K Center to respond more readily to the changing economic conditions and the competitive market demand.

5) **Performance outcomes, to include WIA and Wagner-Peyser.**

5a) **How will they be determined?**
By using the State of California's base wage file.

5b) **What reports will be used to determine performance?**
CalJOBS and JTA Reports.

5c) **Reporting requirements.**
As outlined in the directive.

5d) **Frequency of Reports.**
Quarterly.

6) **Establishment of Functional Teams (How?)**
Staff will be selected based upon their skills, knowledge, qualifications and the appropriateness of the assignment by taking into consideration the primary needs of the W/O/R/K Center.

6a) **What minimum skills do team members need?**
All team members should possess the following skills and abilities:

- *Strong customer service and organizational skills*
- *Ability to effectively communicate verbally and in writing*

- *Sensitivity to customers with diverse backgrounds and/or in stressful life situations*
- *Ability to multi-task and efficiently produce accurate work under pressure*
- *Ability to legibly and accurately document services*
- *Commitment to maintain confidentiality of customer information and system records as legislated by current program policy requirements*
- *Ability to work independently as well as in a team environment*
- *Knowledge of skills and aptitude assessment tools and the ability to interpret and analyze test results*
- *Ability to constructively critique resumes and cover letters*
- *Ability to effectively deliver a variety of services in a group setting, such as workshops and/or orientations.*
- *Proficient knowledge of the Microsoft Office program and all office equipment*
- *Ability to effectively coach and mentor customers*
- *Knowledge of the local labor market*
- *Effective use of marketing and sales techniques*
- *Knowledge of community resources and referral process*
- *Maintain knowledge of service delivery programs as it relates to all customers*

Anticipating and realizing that all staff will need to be rotated among the various functions as business needs dictate.

6b) Functional job descriptions for supervisors and team members.

Functional Supervisor's Roles and Responsibilities

- *Communicate and refer any personnel and/or administrative issues to the responsible agency manager.*
- *Provide direct functional supervision for their respective integrated team.*
- *Set daily work assignments to meet customer flow.*
- *Monitor team activities and make appropriate changes to ensure proper staffing coverage during peak periods, meal/break periods, and unscheduled or emergency absences.*
- *Conduct routine assessment of staffing needs within team:*
  - *Operating system and equipment are operating properly*
  - *Training and coaching team members as necessary*
  - *Provide tools for performance enhancement*
- *Ensure staff understand and comply with all internal security policies and procedures for the LWIA and the EDD.*
- *Coordinate and facilitate regularly scheduled team meetings.*
- *Encourage communication opportunities for staff feedback and continuous quality improvement of team process.*
- *Perform functions necessary to ensure an integrated operation.*
- *Monitor performance measures to meet goal expectations.*

- *Perform customer service satisfaction actions.*

Welcome Team Roles and Responsibilities

- *Greet all customers in a friendly, welcoming, and professional manner.*
- *Conduct initial interview and review eligibility documents.*
- *Determine the purpose of customer's visit and direct them accordingly.*
- *Facilitate the initial assessment to gauge the skill levels, aptitudes, and job qualifications of the customer.*
- *Analyze the results and enter required information into the database.*
- *Interview customers to identify barriers to employment and identify those services that will help address and/or eliminate the barriers.*
- *Answer questions about services offered through the system.*
- *Maintain knowledge of local community agencies and programs through frequent communication. Refer individuals as appropriate to other community and partner agencies.*
- *Schedule appointments for customers as needed.*
- *Based upon the initial interview, refer job seekers as appropriate to either the Skills Team or the Monitoring Team*
- *Ensure proper recording of customer's personal information, eligibility documents, activities referred to and/or completed, and applicable notes are entered into the database system; guaranteeing compliance with the mandated program requirements for eligibility of services.*
- *Develop the Individual Work Plan with the customer to provide an overview of their career goals, employment objectives and, potential service needs.*
- *Maintain knowledge of the Welcome Team process; ensure program integrity by committing to protecting customer confidentiality and demonstrating constant professionalism.*
- *Attend staff meetings, submit required reports, interpret program information, and make procedural recommendations.*
- *Contribute in their team role(s) to ensure that performance measures are met and/or exceeded, while ensuring compliance with the Federal, State, and Local rules and regulations.*
- *May occasionally assist with special projects, including, but not limited to, specialized outreach to targeted program groups, employer recruitments, and the development of new skills training activities.*
- *May perform other duties as assigned.*

Skills Team Roles and Responsibilities

- *Conduct first time interview with job seeker(s) to review initial assessment results, skills identified, aptitudes, interests, barriers to employment, and supportive service needs.*

- *Continue to develop the Individual Work Plan with the customer to provide an overview of their career goals, the initial assessment results, and potential service needs.*
- *Prepare various forms of testing/assessment for customers, including selecting the appropriate testing/assessment tools, proctoring tests, and interpreting the results for each. This may include a comprehensive assessment for the customer if determined necessary.*
- *Deliver a variety of skill development services for the customer addressing their specific needs in the areas of employment, training, and supportive services.*
- *Deliver services in both group and one-on-one settings to customers.*
- *Maintain a high level of familiarity with the local labor market to ensure that services are aligned with the employer and labor market needs.*
- *Facilitate and arrange for the job seeker to attend needed skill enhancement activities. This can include arranging for one of more of the following: in-house training sessions, classes at training providers, classes at post secondary institutions.*
- *As appropriate, assist the customer with applying for financial aid or scheduling off-site training activities.*
- *Assist customers in job search activities as it relates to interviews, resumes, applications, and letters to employers.*
- *Maintain knowledge of occupational training and local economic information to assist customers in defining career goals.*
- *Further develop the Individual Work Plan with customers to establish appropriate career goals and detail specific plans for skill development/enhancement activities, job search strategies, and supportive services. Update and modify the IAP as needed to ensure that the customer's needs are met.*
- *Maintain knowledge of local community agencies and programs through frequent communication. Refer individuals as appropriate to other community and partner agencies.*
- *Facilitate and deliver workshops and group sessions instructing customers on various skills, including basic skills development, customer service, computer skills, and job search skills.*
- *Maintain knowledge of the Skills Team process; ensure program integrity by committing to protecting customer confidentiality and demonstrating constant professionalism.*
- *Ensure proper recording of customer's personal information, eligibility documents, activities referred to and/or completed, and applicable notes are entered into the database system; guaranteeing compliance with the mandated program requirements for eligibility of services.*
- *Attend staff meetings, submit required reports, interpret program information, and make procedural recommendations.*

- *Contribute in their team role(s) to ensure that performance measures are met and/or exceeded, while ensuring compliance with the Federal, State, and Local rules and regulations.*
- *May occasionally assist with special projects, including, but not limited to, specialized outreach to targeted program groups, employer recruitments, and the development of new skills training activities.*
- *May perform other duties as assigned.*

Monitoring Team Roles and Responsibilities

- *Conduct interview with customer to determine their employment goals, skills identified, aptitudes, interests, barriers to employment, and supportive service needs.*
- *Update the Individual Work Plan with the customer to provide an overview of their career goals, the initial assessment results, and potential service needs.*
- *Maintain a high level of familiarity with the local labor market to ensure that services are aligned with the employer and labor market needs.*
- *Provide information on the appropriate skill development activities and services available on site, including the resource room, locating Internet based job openings, referrals to supportive services, Skills Team activities, workshops, etc.*
- *Provide job search assistance through job fairs, employer recruitments, job referrals, and job development contacts.*
- *Provide appropriate referrals and services for customers requiring specialized services (counseling, budgeting, etc.).*
- *Offer continuous engagement strategies to maintain communication with the customer in order to ensure a successful outcome.*
- *Maintain knowledge of the Monitoring Team process; ensure program integrity by committing to protecting customer confidentiality and demonstrating constant professionalism.*
- *Ensure proper recording of customer's personal information, eligibility documents, activities referred to and/or completed, and applicable notes are entered into the database system; guaranteeing compliance with the mandated program requirements for eligibility of services.*
- *Attend staff meetings, submit required reports, interpret program information, and make procedural recommendations.*
- *Contribute in their team role(s) to ensure that performance measures are met and/or exceeded, while ensuring compliance with the Federal, State, and Local rules and regulations.*
- *May occasionally assist with special projects, including, but not limited to, specialized outreach to targeted program groups, employer recruitments, and the development of new skills training activities.*
- *May perform other duties as assigned.*

6c) **How is team membership determined?**

To be determined by Functional Supervisor, as dictated by Team requirements and staffing levels.

6d) **How will disputes pertaining to membership be resolved?**

Membership disputes will be resolved through discussion and consensus between Site Supervisor(s) and Functional Team Supervisor(s) in conjunction with business needs and current workload.

7) **Selection of functional team members (How?)**
By the Service Integration Leadership Team.

7a) **Observe civil service rules.**
According to each Entity's mandated rules.

7b) **Classification requirements.**
Not working team members out of class per the existing documented State and City requirements.

7c) **Within the scope of the duty statement (functional job description).**
As pre-defined in classification duty statements for each Entity.

8) **Determine supervision of functional teams.**

8a) **How is supervision selected?**
By the Service Integration Leadership Team

8b) **Terms and Conditions**
State and City supervisors will follow contractual and collective bargaining mandates for the supervision of respective State and City employees. Collaboration will occur between the employee's supervisor and the functional supervisor. This collaboration will include communication between both individuals to allow for the responsibility of certain tasks and responsibilities within a functional team. The communication cannot include the sharing of confidential information as prohibited by state or local policy or union contracts.

8c) **Span of Control**
Responsibilities of State/City Entity Supervisor

- *Changes to permanent work schedule, including lunches and breaks*
- *Approval of attendance records*
- *Approval for vacations, sick leaves, personal leaves*
- *Counseling and discipline*

- *Performance evaluations/probations*
- *Travel and expense approvals*
- *Approvals for contract negotiated training and in-service courses*

Responsibilities of Functional Supervisor

- *Setting daily work assignments and work flow*
- *Making temporary changes in meal/break periods to assure proper coverage*
- *Setting Resource Room schedules/coverage*
- *Setting office coverage during vacations/unscheduled/emergency absences*

Collaborative Responsibilities of State/City Entity Supervisors and Functional Supervisors

- *Adequate office coverage*
- *All staff is properly trained*
- *All organizations understand and adhere to all internal security policies and procedures*
- *All staff present a positive image of the One Stop System to customers*
- *Regular staff meetings are held and conducted by both the functional supervisor and hiring authority supervisor – frequency to be determined within the site*
- *Consistent communication with staff*

9) Criteria for Training:

9a) Train leadership

Leadership members of all three functional teams will present an overview of the processes of their respective teams (Welcome, Skills, and Monitoring) to the additional members of the Leadership Team.

9b) Educate staff on operations model

Functional teams will select representative trainers based on their ability to communicate effectively and their knowledge of the process flow. Selected trainers must also possess excellent customer service skills as well as overall skills and abilities that align with all of the teams. (Note: Leadership must ensure that all staff has had systems training and access before overview training begins.)

9c) Team building

To be determined by the Service Integration Leadership Team.

9d) Specific job training (tasks associated with team responsibilities)

Specific dates scheduled in advance to train all staff.

Training will be an ongoing process with instruction focused on the duties to be performed and services to be provided to the customer at

the Welcome Team, Skills Team, and Monitoring Team points, including new forms developed for integration.

All staff must be trained in CalJOBS, Employer Services, LMI, and specific partner services. Also see response to question 6a for additional training requirements.

IMPLEMENTATION:

1) **Develop communication strategy:**

1a) **Establish meeting frequency for supervisors and all center staff.**
All staff team meetings scheduled no less than once a month, as is the current practice.

1b) **Telling the story through process.**
Team Supervisors have been instructed to share all team minutes, flow charts, and any specific team processes and/or procedures that have been developed with the other teams.

1c) **Telling the story through integrated performance reports.**
WIA, CalJOBS and JTA Reports.

1d) **Collaboration and communication between agency supervisors.**
Currently have pre-scheduled weekly, monthly and/or Just in Time Leadership meetings, apart from regular staff and team meetings. Plan to continue this practice in order to monitor progress, successes, and potential areas needing adjustments or improvements.

1e) **Center staff recognition**
A quarterly or semi-annual recognition/celebration of specific staff/teams as performance goal numbers become available and accomplishments are realized.

2) **Issue Resolution Strategy:**
Strategy will be employed that will allow resolution at the lowest possible level. Each team is encouraged to engage in issue resolution through consensus. If consensus cannot be achieved at the current level the issue will be elevated to the next level. The process for this is detailed in 2b below and includes timeframes for issue resolution.

2a) **Issue communication**
Issues can be elevated at regularly scheduled meetings called by the functional unit, Site Leader or Site Leadership Team, Integrated Leadership Team, or the Senior Management Team.

An Issue Action Review/Approval Form will be filled out for any issues elevated to the Service Integration Leadership Team.

2b) Issue resolution process

Each Team(s) is encouraged to engage in issue resolution through consensus. If consensus cannot be achieved, the issue will be elevated to the next level, beginning with the Functional Team Supervisor or Service Integration Leadership Team.

Issue Identified	*Any team member may identify an issue that needs to be resolved. All are encouraged to seek resolution through consensus at the lowest possible level. If issue can not be resolved, it may be elevated for resolution.*		
Level 1 *Functional Unit*	*Issue is formally written and presented*	*Issue is discussed by functional team and consensus is sought.*	*Issue is resolved or elevated within 5 business days*
Level 2 *Functional Team Supervisors*	*Written issue is formally presented including possible strategies that were used to attempt consensus*	*Issue is discussed and consensus is sought.*	*Issue is resolved or elevated within 5 business days*
Level 3 *Service Integration Leadership Team*	*Written issue is formally presented including possible strategies that were used to attempt consensus*	*Issue is discussed and consensus is sought*	*Issue is resolved or elevated within 5 business days*
Level 4 *Senior Management*	*Written issue is formally presented using an agreed upon format.*	*Issue is discussed and consensus is sought.*	*Final ruling is made by Operator regardless of consensus, within 10 business days. If issue is outside of current integration policy, dissenter may forward issue to State Integrated Policy Group for consideration.*
Resolution of Issue And/Or Referral to State Integrated Policy Group	*Final rule is added to local policy and/or procedures. If issue rises to the level of policy, it is elevated to the local board for consideration*		

3) Continuous Improvement

3a) Schedule of System Review

To be conducted weekly, monthly, quarterly and annually

3b) Process Change Implementation

By proactively identifying changes, leaders can use the following essentials to help implement change in an orderly and timely fashion:

1. *Leadership readiness*
2. *Vision clarity*

3. *Marketing the changes*
4. *Participation of stakeholders*
5. *Communication planning*
6. *Educating/Training needs*
7. *Transition and timing*

Change Impact Areas:

1. *Organizational Structure/Design*
2. *Job Roles/Responsibilities*
3. *Skill/Knowledge Requirements*
4. *Worker Motivation/Incentives*
5. *Operating Policies and Procedures*
6. *Employee impacts*
7. *Change Resistance*

3c) **Outcome Change Implementation**

Identify and implement strategies that overcome barriers to change. Address organizational change from a people perspective. Work with leadership to survey organization for change readiness, employee concerns, and cultural implications. After data is analyzed undertake actions/interventions to address these. Some interventions might include:

1. *New Skill training*
2. *Individual coaching*
3. *New workflows/ processes*
4. *New organizational structure*
5. *Process Updates as needed*

Santa Ana will consider both qualitative and quantitative measures as indicators to gauge its service integration efforts. Examples of qualitative and quantitative measures for job seekers, for employment, employer and business services and staff capacity building may include the following:

For Job Seekers:

- *The number of total enrollments*
- *Volume of service usage and type of services*
- *Number of return visits*
- *Customer feedback on the service received and recommended changes*
- *Entered employment, wage level and job retention*
- *Service duration from initial contact to exit*

For Employment, Employer and Business Services:

- *Job matching rate*
- *Usage of OJT, Work Experience, Customized training, hiring events, job fairs and rapid response activities*
- *Monthly business outreach activities report which include service requested and services rendered*

Staff Capacity Building:

- *Validation of staff competency in the three service team components*
- *Awareness and understanding the appropriateness of usage of the center and partner resources*
- *Ongoing review of practices that can be subtracted and what practices needed to be added*
- *Utilization of new data system, on-line assessment tool, labor market information, and various cost and non-cost related training options*

Overall System Improvement:

- *Market penetration rate for job seekers and employers*
- *Awareness of the W/O/R/K Center services in the community*
- *Customized surveys of employer and job seeker users*
- *Return-on-Investment Analysis*

The Parties hereto agree to the terms and conditions of this Memorandum of Operations effective as of the date first stated.

Partner Agency Signatures

City of Santa Ana
WORK Center

Linda Oberman, Economic Development Manager

Signed: Linda Oberman

Date: 10/29/12

State of California
Employment Development Department
Workforce Services

Cindy Roy, Santa Ana Workforce Services, Cluster Manager

Signed: _____

Date: 4-25-12

A-2012-117

INSURANCE ON FILE
WORK MAY PROCEED
UNTIL INSURANCE EXPIRES

CLERK OF COUNCIL
DATE: JUL 2 6 2012

Memorandum of Understanding

For

EMPLOYMENT DEVELOPMENT DEPARTMENT

- Serve mature workers by operating as a specialized recruitment arm for One-Stop Partners working collaboratively to connect mature workers to employers with labor shortages
- Customized training for employment with specific employer
- Employer services, including: job listing; job matching; candidate screening and testing; outplacement services; job analysis; and, information on available tax credits, business development planning and labor market trends.

3. **DURATION:**

(a) This MOU shall become effective July 1, 2012 and terminate June 30, 2015. This MOU will remain in effect until (i) terminated by the repeal of the Workforce Investment Act or otherwise by action of law, or (ii) with respect to the One-Stop Partner, the date on which such One-Stop partner withdraws from the MOU pursuant to Section 3 (c) hereof. Should any One-Stop Partner withdraw, this MOU shall remain in effect with respect to other remaining One-Stop Partners.

(b) This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and approved by the Chief Local Elected Official or his/her designee. The MOU, once signed, becomes part of the local WIA Plan.

(c) Any party may withdraw from this MOU by giving written notice of intent to withdraw at least 30 calendar days in advance of the effective withdrawal date. If agreed to by all parties, the timeframes for notice may be reduced or extended. Notice of withdrawal shall be given to the WIB at the address listed in the signed attachments of this MOU, and to the contact person so listed, considering any information updates received by the parties pursuant to Section 1. Courtesy notification shall be made to all parties of this MOU in a timely manner.

4. **MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the WIB. Any assignee shall also commit in writing to the terms of this MOU.

5. **ONE-STOP SYSTEM DESCRIPTION:** The one-stop system description in the local WIA plan, including modifications thereto, is incorporated into this MOU by reference.

6. **CROSS REFERRALS:** The One-Stop Partners will adopt common intake/cross referral arrangements, which include, by reference, those listed in the local WIA plan, including modifications thereto. The methods and/or resources utilized may include some or all of the following: cross-training of staff, in-house staff, electronic case management systems, co-enrollments, appointments, e-mail and phone call.

7. **CONFIDENTIALITY:**

The WIB agrees that when any individual applies for or receives services from and the partner agency through the One-Stop Center, all information regarding such application for or receipt of services shall be confidential information subject to the provisions of 34 CFR 361.38.

The parties agree to honor the confidentiality provisions as described in the local WIA plan, including modifications thereto, and incorporated into this MOU by reference. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the parties collecting, receiving or sharing information.

8. **RESOURCE SHARING:** The parties agree to share resources in accordance with the attached Resource Sharing Agreement. It is expressly understood that this MOU does not constitute a binding financial commitment, but rather an intent to commit specific resources in the future as the parties' allocations and budgets are known and the one-stop system evolves. The one-stop system is a work in progress and its costs and the partners' resource contributions will not remain static from month to month or from year to year. The Resource Sharing Agreement is meant to be reviewed yearly and may be modified as needed by any partner as long as it is identified as a revision, and it is signed and dated by the agency Administrator.

9. **DISPUTES:** The parties shall first attempt to resolve all disputes informally. Any party may call a meeting of all parties to discuss and resolve disputes.

   Should informal resolution efforts fail, the dispute shall be referred to the Chair of the WIB, who shall place the dispute upon the agenda of its next regular or special meeting of the Board's Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

   Finally, if the Executive Committee's resolution efforts fail, any party may file a grievance in accordance with the State of California's WIA grievance procedures. The parties agree to be bound by the final determination resulting from that procedure. All costs associated with the grievance procedure shall be borne by the losing party.

10. **SEVERABILITY:** If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in force.

11. **JURISDICTION:** Jurisdiction over any disputes under this MOU shall reside in Orange County, California.

12. **HOLD HARMLESS CLAUSE:** Each party to this MOU agrees to indemnify and hold harmless the other parties, their officers, agents, employees, and volunteers from and against any and all loss or damage, and from any and all suits, actions and claims filed or brought by any person or persons arising out of acts or omissions of the party or its officers, agents, employees in the performance of this MOU.

THIS MEMORANDUM OF UNDERSTANDING is hereby signed and agreed to on the date first written above.

FOR THE LOCAL ELECTED OFFICIAL

Signature

JUL 2 5 2012

Date

Miguel A. Pulido, Mayor, City of Santa Ana
Name and Title

20 Civic Center Plaza, Santa Ana, CA 92701
Address

FOR THE CITY OF SANTA ANA

ATTEST:

Maria D. Huizar, Clerk of the Council

CITY OF SANTA ANA

Paul Walters, Interim City Manager

EMPLOYMENT DEVELOPMENT DEPARTMENT (ONE-STOP PARTNER)

Signature

3/27/12

Date

Robert Claudio, Deputy Division Chief for Southern Workforce Services
Name and Title

2450 E. Lincoln Avenue #200, Anaheim, CA 92806
Address

Approved as to Form:
JOSEPH STRAKA, Interim City Attorney

By:
Lisa E. Storck, Assistant City Attorney

13. **SIGNAGE & COMMUNICATION OF PARTICIPATION:** The Santa Ana WORK Center shall provide wall signage listing the names of current participating partners. Where practical, the Santa Ana WORK Center will list partner agencies on forms and marketing materials distributed to the public.

14. **ACCESSIBILITY ASSURANCES AND CERTIFICATIONS:** The parties agree to abide by all applicable non-discrimination federal and state laws. The WIB and the One-Stop partners will ensure that policies and procedures established by the WIB and the One-Stop partners are in compliance with the Americans with Disabilities Act (ADA). The Santa Ana WORK Center will assure its services and premises are accessible to persons with disabilities under the requirements of the Americans with Disabilities Act.

15. **INSURANCE:** The One-Stop Partners agree that their current in force insurance or self-insurance coverage programs shall apply to their operations performed under the Workforce Investment Act and at the WORK Center, including commercial general liability, property damage liability, business personal property, workers' compensation and employee dishonesty/crime coverages. The City of Santa Ana shall be named as additional insured for such insurance and the coverage shall be primary and non-contributory with regard to the City.

16. **AUTHORITY AND SIGNATURES:** The individuals signing this MOU and its attachments, which are incorporated herein by reference, have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

Attachment "A"

One-Stop Partner Commitment

1. **PARTIES:** The parties to this Memorandum of Understanding (MOU) are the Mayor and City Council of the City of Santa Ana, the Santa Ana Workforce Investment Board (WIB), the Employment Development Department and other agencies (identified in the "One-Stop Partner Commitment", Attachments "A" and "B: to this MOU) functioning as "One-Stop Partners" within the Santa Ana One-Stop System (hereinafter referred to as the Santa Ana WORK Center).

In addition to accepting the provisions contained in the MOU, the Employment Development Department commits to the following:

- Outreach, intake and orientation services available through EDD and Santa Ana WORK Center
- Initial assessment of skills, aptitudes, abilities and supportive services
- Employment data and labor market information
- Job Search and placement assistance
- Employment referral
- Supportive Service referral
- Access to filing for Unemployment Insurance
- Access to CalJOBS, assistance with registration, resumes, and vacancy listings
- Occupational training through TRA
- Employer services including job listings, job matching candidate screening information on tax credits and labor market trends
- May provide individual case management for veterans, at-risk youth, dislocated workers, ex-offenders, deaf and hearing-impaired persons and others needing intensive job search assistance.

Full-time equivalents (FTEs) of Agency Staff Assigned to Santa Ana W/O/R/K Center: EDD staff assigned to the Santa Ana WORK Center contribute to its operations and goals.

The EDD will recognize and comply with applicable labor agreements affecting presented employees located at the SAWC. State employees located at the SAWC shall remain under the supervision of EDD for the purposes of performance evaluation, and other matter concerning civic service rights and responsibilities. Any work-related issue arising at the SAC between EDD employees and the one-stop operator or supervisors of other partners, the operator or other supervisor shall refer the issue to the employee's EDD supervisor. The operator and partner shall cooperate in the investigation of the following matters: discrimination under California Fair Employment and Housing Act (Part 2.8; commencing with Section 12900 of Division 3 of Title 2 of the Government Code), threats and/or violence concerning State employees, and State employees misconduct.

Cost associated with EDD's occupancy of the SAWC are described in the lease agreement between EDD and the City of Santa Ana.

PERFORMANCE GOALS:

Customer Service

All on-site, One-Stop Partners shall commit to the following goals for the W/O/R/K Center:

1. To conform to a uniform policy of customer service;
2. To develop customer service principles all One-Stop Partners must implement;
3. To implement an on-going system for measuring customer service levels; and,
4. To participate in a task force empowered to oversee, measure and respond to customer service data.

Quantifiable Service Outcomes

- Obtain 40,000 registrations and 37,600 resumes in CalJOBS from SAWC and its satellites;
- To Support and contribute to the listings of 115,000 Orange County job vacancies in CalJOBS
- To conduct 12 Initial Assistance Workshops for UI Claimants, 10 Job Search Training Workshops for Veterans, 10 Job Search Training Workshops for Youth, and 10 Job Search Training Workshops for UI clients
- To conduct 60 Positive Recruitments (on-site employer interviewing)
- To sponsor 2 Job Fairs
- Through case management, to enroll and assist job seekers to complete successfully: Youth Employment Opportunity: enroll 70 and close successfully 25; veterans: enroll 72, close successfully 36; and Deaf/Hearing Impaired: enroll 70, close successfully 40.

AUTHORITY AND SIGNATURES: The individuals signing this MOU and its attachments which are incorporated therein have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

FOR THE Employment Development Department Santa Ana Workforce Services
(Legal Name of Partner Agency)

Signature _____ Date 3/28/12

Robert Claudio, Deputy Division Chief for Southern Workforce Services
Name and Title

2450 E. Lincoln Avenue #200, Anaheim, CA 92806
Address

CITY OF SANTA ANA WORKFORCE INVESTMENT BOARD ONE STOP PARTNER MEMORANDUM OF UNDERSTANDING SERVICES MATRIX FOR EMPLOYMENT DEVELOPMENT DEPARTMENT/SANTA ANA WORKFORCE SERVICES

Programs Represented	♦ Employment and Training Activities under Title I of the Workforce Investment Act
Services Provided	♦ In-take ♦ Orientation ♦ Screening and eligibility determination for WIA assistance ♦ Identification and referral on individuals in need of employment and training services ♦ Coordinate of WORK Center employment and training programs with those offered through the One-Stop ♦ Other programs and services appropriate through EDD funding
Method of Service Delivery	☒ Co-location of staff ☒ Co-location of services ☒ Cross training of staff ☒ On-line
Referral Method	☒ In person ☒ By phone ☒ Referral form ☐ Online
Contribution to One-Stop System	☒ Customer Satisfaction[1] ☒ Provide Coordination and Services for WIA programs

[1] Criteria to be determined by the State of California and the Santa Ana Workforce Investment Board

SANTA ANA ONE-STOP

PARTNERS MOU

RESOURCE SHARING

ATTACHMENT

Cost Allocation Detail Sheet
State Fiscal Year 2011-12

Field Office: Santa Ana # 042 Santa Ana WORK Center

STAFFING REQUIREMENTS:

Class Title	Class Code	Annual Salary	PYs	Personnel Services Costs
Employment Program Mgr. III	9198	$ 71,756	0.3	$ 23,679
Employment Program Mgr. II	9197	$ 67,043	0.3	$ 22,124
Employment Program Mgr. I	9189	$ 58,904	2.0	$ 117,808
Employment Development Spec. II	9216	$ 60,054	0.0	$ -
Employment Development Spec. I	9204	$ 53,189	0.0	$ -
Job Agent	9155	$ 59,003	0.0	$ -
Employment Program Sup. I	9190	$ 52,967	0.0	$ -
Business Services Officer I	4720	$ 52,459	0.0	$ -
Employment Program Rep.	9194	$ 46,027	21.0	$ 966,573
Employment Program Tech	9231	$ 37,146	0.0	$ -
Office Technician (Typing)	1139	$ 36,070	0.3	$ 11,903
Office Assistant	1379	$ 33,559	0.0	$ -
Custodian	2011	$ 29,650	0.0	$ -
Student Assistant	4870	$ 12,377	4.0	$ 49,507
Youth Aide	9991	$ 7,770	0.0	$ -
Bilingual Pay		$ 1,200	21.0	$ 25,200
	Sub-Total		49.0 (A)	$ 1,216,795 (B)

WS Branch CO and Management (12.48% of (B))	
Includes: Dep Dir, Div Chief, EDA, WSDCO direct charge staff	$ 151,856
Sub-Total	$ 1,368,651 (C)
Personnel Benefits (State Rate 42.11% of (C))	$ 576,339
Administrative Staff and Technical (AS&T) ((A) multiplied by $9,171 per PY)	$ 449,287
Total Personnel Services and Benefits	$ 2,394,277

Operating Expenses & Equipment (OE&E)

Allocated OE&E ($8,900 x (A))					$ 436,011	
Includes: utilities, postage, consultant contracts, printing and binding, DP and non DP equipment purchase and maintenance, software purchase and maintenance, pro rata, and SWCAP						
Direct OE&E per position ($1,296.45 x (A))					$ 63,513	
Includes: supplies, training, and travel						
Cost Center Specific OE&E						
Rent/Leases	(mo. cost per sq. foot)	$ 1.41	(# of sq. feet)	5,246.00	$ 88,762	
Telephones	(mo. cost per line)	$ 42.50	(# of lines)	36	$ 18,360	
HHSDC/CalJOBS℠	(cost per computer)	$ 240.79	(# of computers)	8	$ 23,116	
	Total OE&E					$ 629,762

COST ALLOCATION TOTAL	**$ 3,024,039**

MEMORANDUM OF OPERATIONS ("MOO")

Santa Ana W/O/R/K Center WIA
and EDD Wagner-Peyser Integration

PARTIES:
The parties to this MOO are the Santa Ana WORK Center WIA, by and through the City of Santa Ana, a charter city and municipal corporation ("City"), and EDD Employment Development Department Workforce Services, a department of the State of California ("State").

DURATION:
This MOO shall become effective on July 1, 2012 and terminate on June 30, 2015.

MODIFICATION AND ASSIGNMENT: This MOO may be modified at any time by written agreement of both of the parties.

PLANNING/ PURPOSE:

1) **Identify the goals of the partnership.**
   To effectively collaborate on a seamless, integrated, skills-based delivery system to all job seekers and employers (customers) that enter our site.

2) **Provide description of partnership, specific to each LWIA. (Refer to the existing MOU, who are the players, what are the resources?)**
   Section 121 (c)(1) of the Workforce Investment Act (WIA) requires that the Local Workforce Investment Board (WIB) and all mandated partner agencies be party to a Memorandum of Understanding (MOU) as to the operation of the Santa Ana W/O/R/K Center, hereinafter referred to as "SAWC". The current MOU insures that the Partners will afford universal access to comprehensive workforce development services which are customer driven and based upon clear objectives. It also provides for mutually negotiated outcomes with methods of performance measurements to attain customer satisfaction. The partners to the MOU are as follows: City of Santa Ana, State Employment Development Department, State Department of Rehabilitation, Orange County Department of Education, ROP, Rancho Santiago Community College District, Goodwill of Orange County, Community Action partnership of Orange County, SER – Title IV Older Worker program and the City of Santa Ana Housing Department.

   Definitions of Terms

   2a) Functional Team:
   Staff from partner agencies providing integrated services as defined in the Memorandum of Operations.

   2b) Functional Supervision
   Oversight of functional staff in all areas other than defined by terms and conditions of union agreements.

2c) Partner Agency:
An agency that has entered into a Memorandum of Operations with the local learning lab leadership.

3) Services offered (What services are we integrating and what is the customer flow?)
The integrated service delivery system is divided into three components:

I. The Welcome Team is responsible for data collection, eligibility verification, registration/enrollment, and referral to the appropriate next steps.

Any SAWC team member, at any time can refer a customer to appropriate services, such as:

- *Workshops: Resume, Interviewing, On Line Applications, etc.*
- *On-Line E-Learning*
- *Labor Market Information*
- *Veteran Services*
- *Computer Classes*
- *ESL Classes*
- *Comprehensive Assessment*
- *GED Assistance*
- *Continued Education*

II. The Skills Team is responsible for comprehensive assessments and skills enhancement activities.

Customers determined to be in need of some form of skill enhancement will be offered demand driven services such as:

- *Occupational and vocational skills training*
- *OJT*
- *Adult Education*
- *Job Readiness workshops*
- *Customized training*
- *Basic Skills Remediation*
- *Workplace literacy*
- *Apprenticeship programs*
- *Interviewing workshops*
- *Tutorial programs*
- *Comprehensive Assessment*

III. The Monitoring Team is responsible for job placement, as well as the job development and promotional activities.

The customers who are considered "Job-Ready" or have completed activities through the Welcome and Monitoring components may access the demand driven services which include:

- *Job Referrals*
- *Job Search*
- *Soft skills training, including budgeting*
- *Job Assisted Workshops*
- *Interviewing Skills Development and Dress for Success*
- *Career Transitioning and Stress Management*
- *Group assistance/workshops*
- *Resume Preparation*

4) **What will be achieved by integration?**
The job seekers will gain greater access to employment and skill attainment resources to improve their employability through the SAWC. SAWC fully embraces the integration vision and the opportunity this system provides added value for job seekers and the business community alike. Through the service integration efforts, SAWC offers a skill-based service delivery system which enables the W/O/R/K Center to respond more readily to the changing economic conditions and the competitive market demand.

5) **Performance outcomes, to include WIA and Wagner-Peyser.**

5a) **How will they be determined?**
By using the State of California's base wage file.

5b) **What reports will be used to determine performance?**
CalJOBS and JTA Reports.

5c) **Reporting requirements.**
As outlined in the directive.

5d) **Frequency of Reports.**
Quarterly.

6) **Establishment of Functional Teams (How?)**
Staff will be selected based upon their skills, knowledge, qualifications and the appropriateness of the assignment by taking into consideration the primary needs of the W/O/R/K Center.

6a) **What minimum skills do team members need?**
All team members should possess the following skills and abilities:

- *Strong customer service and organizational skills*
- *Ability to effectively communicate verbally and in writing*

- *Sensitivity to customers with diverse backgrounds and/or in stressful life situations*
- *Ability to multi-task and efficiently produce accurate work under pressure*
- *Ability to legibly and accurately document services*
- *Commitment to maintain confidentiality of customer information and system records as legislated by current program policy requirements*
- *Ability to work independently as well as in a team environment*
- *Knowledge of skills and aptitude assessment tools and the ability to interpret and analyze test results*
- *Ability to constructively critique resumes and cover letters*
- *Ability to effectively deliver a variety of services in a group setting, such as workshops and/or orientations.*
- *Proficient knowledge of the Microsoft Office program and all office equipment*
- *Ability to effectively coach and mentor customers*
- *Knowledge of the local labor market*
- *Effective use of marketing and sales techniques*
- *Knowledge of community resources and referral process*
- *Maintain knowledge of service delivery programs as it relates to all customers*

Anticipating and realizing that all staff will need to be rotated among the various functions as business needs dictate.

6b) Functional job descriptions for supervisors and team members.

Functional Supervisor's Roles and Responsibilities

- *Communicate and refer any personnel and/or administrative issues to the responsible agency manager.*
- *Provide direct functional supervision for their respective integrated team.*
- *Set daily work assignments to meet customer flow.*
- *Monitor team activities and make appropriate changes to ensure proper staffing coverage during peak periods, meal/break periods, and unscheduled or emergency absences.*
- *Conduct routine assessment of staffing needs within team:*
  - *Operating system and equipment are operating properly*
  - *Training and coaching team members as necessary*
  - *Provide tools for performance enhancement*
- *Ensure staff understand and comply with all internal security policies and procedures for the LWIA and the EDD.*
- *Coordinate and facilitate regularly scheduled team meetings.*
- *Encourage communication opportunities for staff feedback and continuous quality improvement of team process.*
- *Perform functions necessary to ensure an integrated operation.*
- *Monitor performance measures to meet goal expectations.*

- *Perform customer service satisfaction actions.*

Welcome Team Roles and Responsibilities

- *Greet all customers in a friendly, welcoming, and professional manner.*
- *Conduct initial interview and review eligibility documents.*
- *Determine the purpose of customer's visit and direct them accordingly.*
- *Facilitate the initial assessment to gauge the skill levels, aptitudes, and job qualifications of the customer.*
- *Analyze the results and enter required information into the database.*
- *Interview customers to identify barriers to employment and identify those services that will help address and/or eliminate the barriers.*
- *Answer questions about services offered through the system.*
- *Maintain knowledge of local community agencies and programs through frequent communication. Refer individuals as appropriate to other community and partner agencies.*
- *Schedule appointments for customers as needed.*
- *Based upon the initial interview, refer job seekers as appropriate to either the Skills Team or the Monitoring Team*
- *Ensure proper recording of customer's personal information, eligibility documents, activities referred to and/or completed, and applicable notes are entered into the database system; guaranteeing compliance with the mandated program requirements for eligibility of services.*
- *Develop the Individual Work Plan with the customer to provide an overview of their career goals, employment objectives and, potential service needs.*
- *Maintain knowledge of the Welcome Team process; ensure program integrity by committing to protecting customer confidentiality and demonstrating constant professionalism.*
- *Attend staff meetings, submit required reports, interpret program information, and make procedural recommendations.*
- *Contribute in their team role(s) to ensure that performance measures are met and/or exceeded, while ensuring compliance with the Federal, State, and Local rules and regulations.*
- *May occasionally assist with special projects, including, but not limited to, specialized outreach to targeted program groups, employer recruitments, and the development of new skills training activities.*
- *May perform other duties as assigned.*

Skills Team Roles and Responsibilities

- *Conduct first time interview with job seeker(s) to review initial assessment results, skills identified, aptitudes, interests, barriers to employment, and supportive service needs.*

- *Continue to develop the Individual Work Plan with the customer to provide an overview of their career goals, the initial assessment results, and potential service needs.*
- *Prepare various forms of testing/assessment for customers, including selecting the appropriate testing/assessment tools, proctoring tests, and interpreting the results for each. This may include a comprehensive assessment for the customer if determined necessary.*
- *Deliver a variety of skill development services for the customer addressing their specific needs in the areas of employment, training, and supportive services.*
- *Deliver services in both group and one-on-one settings to customers.*
- *Maintain a high level of familiarity with the local labor market to ensure that services are aligned with the employer and labor market needs.*
- *Facilitate and arrange for the job seeker to attend needed skill enhancement activities. This can include arranging for one of more of the following: in-house training sessions, classes at training providers, classes at post secondary institutions.*
- *As appropriate, assist the customer with applying for financial aid or scheduling off-site training activities.*
- *Assist customers in job search activities as it relates to interviews, resumes, applications, and letters to employers.*
- *Maintain knowledge of occupational training and local economic information to assist customers in defining career goals.*
- *Further develop the Individual Work Plan with customers to establish appropriate career goals and detail specific plans for skill development/enhancement activities, job search strategies, and supportive services. Update and modify the IAP as needed to ensure that the customer's needs are met.*
- *Maintain knowledge of local community agencies and programs through frequent communication. Refer individuals as appropriate to other community and partner agencies.*
- *Facilitate and deliver workshops and group sessions instructing customers on various skills, including basic skills development, customer service, computer skills, and job search skills.*
- *Maintain knowledge of the Skills Team process; ensure program integrity by committing to protecting customer confidentiality and demonstrating constant professionalism.*
- *Ensure proper recording of customer's personal information, eligibility documents, activities referred to and/or completed, and applicable notes are entered into the database system; guaranteeing compliance with the mandated program requirements for eligibility of services.*
- *Attend staff meetings, submit required reports, interpret program information, and make procedural recommendations.*

- *Contribute in their team role(s) to ensure that performance measures are met and/or exceeded, while ensuring compliance with the Federal, State, and Local rules and regulations.*
- *May occasionally assist with special projects, including, but not limited to, specialized outreach to targeted program groups, employer recruitments, and the development of new skills training activities.*
- *May perform other duties as assigned.*

Monitoring Team Roles and Responsibilities

- *Conduct interview with customer to determine their employment goals, skills identified, aptitudes, interests, barriers to employment, and supportive service needs.*
- *Update the Individual Work Plan with the customer to provide an overview of their career goals, the initial assessment results, and potential service needs.*
- *Maintain a high level of familiarity with the local labor market to ensure that services are aligned with the employer and labor market needs.*
- *Provide information on the appropriate skill development activities and services available on site, including the resource room, locating Internet based job openings, referrals to supportive services, Skills Team activities, workshops, etc.*
- *Provide job search assistance through job fairs, employer recruitments, job referrals, and job development contacts.*
- *Provide appropriate referrals and services for customers requiring specialized services (counseling, budgeting, etc.).*
- *Offer continuous engagement strategies to maintain communication with the customer in order to ensure a successful outcome.*
- *Maintain knowledge of the Monitoring Team process; ensure program integrity by committing to protecting customer confidentiality and demonstrating constant professionalism.*
- *Ensure proper recording of customer's personal information, eligibility documents, activities referred to and/or completed, and applicable notes are entered into the database system; guaranteeing compliance with the mandated program requirements for eligibility of services.*
- *Attend staff meetings, submit required reports, interpret program information, and make procedural recommendations.*
- *Contribute in their team role(s) to ensure that performance measures are met and/or exceeded, while ensuring compliance with the Federal, State, and Local rules and regulations.*
- *May occasionally assist with special projects, including, but not limited to, specialized outreach to targeted program groups, employer recruitments, and the development of new skills training activities.*
- *May perform other duties as assigned.*

6c) **How is team membership determined?**

To be determined by Functional Supervisor, as dictated by Team requirements and staffing levels.

6d) **How will disputes pertaining to membership be resolved?**

Membership disputes will be resolved through discussion and consensus between Site Supervisor(s) and Functional Team Supervisor(s) in conjunction with business needs and current workload.

7) **Selection of functional team members (How?)**
By the Service Integration Leadership Team.

7a) **Observe civil service rules.**
According to each Entity's mandated rules.

7b) **Classification requirements.**
Not working team members out of class per the existing documented State and City requirements.

7c) **Within the scope of the duty statement (functional job description).**
As pre-defined in classification duty statements for each Entity.

8) **Determine supervision of functional teams.**

8a) **How is supervision selected?**
By the Service Integration Leadership Team

8b) **Terms and Conditions**
State and City supervisors will follow contractual and collective bargaining mandates for the supervision of respective State and City employees. Collaboration will occur between the employee's supervisor and the functional supervisor. This collaboration will include communication between both individuals to allow for the responsibility of certain tasks and responsibilities within a functional team. The communication cannot include the sharing of confidential information as prohibited by state or local policy or union contracts.

8c) **Span of Control**
Responsibilities of State/City Entity Supervisor

- *Changes to permanent work schedule, including lunches and breaks*
- *Approval of attendance records*
- *Approval for vacations, sick leaves, personal leaves*
- *Counseling and discipline*

- *Performance evaluations/probations*
- *Travel and expense approvals*
- *Approvals for contract negotiated training and in-service courses*

Responsibilities of Functional Supervisor

- *Setting daily work assignments and work flow*
- *Making temporary changes in meal/break periods to assure proper coverage*
- *Setting Resource Room schedules/coverage*
- *Setting office coverage during vacations/unscheduled/emergency absences*

Collaborative Responsibilities of State/City Entity Supervisors and Functional Supervisors

- *Adequate office coverage*
- *All staff is properly trained*
- *All organizations understand and adhere to all internal security policies and procedures*
- *All staff present a positive image of the One Stop System to customers*
- *Regular staff meetings are held and conducted by both the functional supervisor and hiring authority supervisor – frequency to be determined within the site*
- *Consistent communication with staff*

9) **Criteria for Training:**

9a) **Train leadership**

Leadership members of all three functional teams will present an overview of the processes of their respective teams (Welcome, Skills, and Monitoring) to the additional members of the Leadership Team.

9b) **Educate staff on operations model**

Functional teams will select representative trainers based on their ability to communicate effectively and their knowledge of the process flow. Selected trainers must also possess excellent customer service skills as well as overall skills and abilities that align with all of the teams. (Note: Leadership must ensure that all staff has had systems training and access before overview training begins.)

9c) **Team building**

To be determined by the Service Integration Leadership Team.

9d) **Specific job training (tasks associated with team responsibilities)**

Specific dates scheduled in advance to train all staff.

Training will be an ongoing process with instruction focused on the duties to be performed and services to be provided to the customer at

the Welcome Team, Skills Team, and Monitoring Team points, including new forms developed for integration.

All staff must be trained in CalJOBS, Employer Services, LMI, and specific partner services. Also see response to question 6a for additional training requirements.

IMPLEMENTATION:

1) **Develop communication strategy:**

1a) **Establish meeting frequency for supervisors and all center staff.**
All staff team meetings scheduled no less than once a month, as is the current practice.

1b) **Telling the story through process.**
Team Supervisors have been instructed to share all team minutes, flow charts, and any specific team processes and/or procedures that have been developed with the other teams.

1c) **Telling the story through integrated performance reports.**
WIA, CalJOBS and JTA Reports.

1d) **Collaboration and communication between agency supervisors.**
Currently have pre-scheduled weekly, monthly and/or Just in Time Leadership meetings, apart from regular staff and team meetings. Plan to continue this practice in order to monitor progress, successes, and potential areas needing adjustments or improvements.

1e) **Center staff recognition**
A quarterly or semi-annual recognition/celebration of specific staff/teams as performance goal numbers become available and accomplishments are realized.

2) **Issue Resolution Strategy:**
Strategy will be employed that will allow resolution at the lowest possible level. Each team is encouraged to engage in issue resolution through consensus. If consensus cannot be achieved at the current level the issue will be elevated to the next level. The process for this is detailed in 2b below and includes timeframes for issue resolution.

2a) **Issue communication**
Issues can be elevated at regularly scheduled meetings called by the functional unit, Site Leader or Site Leadership Team, Integrated Leadership Team, or the Senior Management Team.

An Issue Action Review/Approval Form will be filled out for any issues elevated to the Service Integration Leadership Team.

2b) Issue resolution process

Each Team(s) is encouraged to engage in issue resolution through consensus. If consensus cannot be achieved, the issue will be elevated to the next level, beginning with the Functional Team Supervisor or Service Integration Leadership Team.

Issue Identified	*Any team member may identify an issue that needs to be resolved. All are encouraged to seek resolution through consensus at the lowest possible level. If issue can not be resolved, it may be elevated for resolution.*		
Level 1 *Functional Unit*	*Issue is formally written and presented*	*Issue is discussed by functional team and consensus is sought.*	*Issue is resolved or elevated within 5 business days*
Level 2 *Functional Team Supervisors*	*Written issue is formally presented including possible strategies that were used to attempt consensus*	*Issue is discussed and consensus is sought.*	*Issue is resolved or elevated within 5 business days*
Level 3 *Service Integration Leadership Team*	*Written issue is formally presented including possible strategies that were used to attempt consensus*	*Issue is discussed and consensus is sought*	*Issue is resolved or elevated within 5 business days*
Level 4 *Senior Management*	*Written issue is formally presented using an agreed upon format.*	*Issue is discussed and consensus is sought.*	*Final ruling is made by Operator regardless of consensus, within 10 business days. If issue is outside of current integration policy, dissenter may forward issue to State Integrated Policy Group for consideration.*
Resolution of Issue And/Or Referral to State Integrated Policy Group	*Final rule is added to local policy and/or procedures. If issue rises to the level of policy, it is elevated to the local board for consideration*		

3) Continuous Improvement

3a) Schedule of System Review

To be conducted weekly, monthly, quarterly and annually

3b) Process Change Implementation

By proactively identifying changes, leaders can use the following essentials to help implement change in an orderly and timely fashion:

1. *Leadership readiness*
2. *Vision clarity*

3. *Marketing the changes*
4. *Participation of stakeholders*
5. *Communication planning*
6. *Educating/Training needs*
7. *Transition and timing*

Change Impact Areas:

1. *Organizational Structure/Design*
2. *Job Roles/Responsibilities*
3. *Skill/Knowledge Requirements*
4. *Worker Motivation/Incentives*
5. *Operating Policies and Procedures*
6. *Employee impacts*
7. *Change Resistance*

3c) **Outcome Change Implementation**

Identify and implement strategies that overcome barriers to change. Address organizational change from a people perspective. Work with leadership to survey organization for change readiness, employee concerns, and cultural implications. After data is analyzed undertake actions/interventions to address these. Some interventions might include:

1. *New Skill training*
2. *Individual coaching*
3. *New workflows/ processes*
4. *New organizational structure*
5. *Process Updates as needed*

Santa Ana will consider both qualitative and quantitative measures as indicators to gauge its service integration efforts. Examples of qualitative and quantitative measures for job seekers, for employment, employer and business services and staff capacity building may include the following:

For Job Seekers:

- *The number of total enrollments*
- *Volume of service usage and type of services*
- *Number of return visits*
- *Customer feedback on the service received and recommended changes*
- *Entered employment, wage level and job retention*
- *Service duration from initial contact to exit*

For Employment, Employer and Business Services:

- *Job matching rate*
- *Usage of OJT, Work Experience, Customized training, hiring events, job fairs and rapid response activities*
- *Monthly business outreach activities report which include service requested and services rendered*

Staff Capacity Building:

- *Validation of staff competency in the three service team components*
- *Awareness and understanding the appropriateness of usage of the center and partner resources*
- *Ongoing review of practices that can be subtracted and what practices needed to be added*
- *Utilization of new data system, on-line assessment tool, labor market information, and various cost and non-cost related training options*

Overall System Improvement:

- *Market penetration rate for job seekers and employers*
- *Awareness of the W/O/R/K Center services in the community*
- *Customized surveys of employer and job seeker users*
- *Return-on-Investment Analysis*

The Parties hereto agree to the terms and conditions of this Memorandum of Operations effective as of the date first stated.

Partner Agency Signatures

City of Santa Ana
WORK Center

Linda Oberman, Economic Development Manager

Signed: Linda Oberman

Date: 6/22/12

State of California
Employment Development Department
Workforce Services

Cindy Roy, Santa Ana Workforce Services, Cluster Manager

Signed:

Date: 6-29-12

A-2012-124

INSURANCE ON FILE
WORK MAY PROCEED
UNTIL INSURANCE EXPIRES
SI
CLERK OF COUNCIL
DATE: JUL 2 4 2012

Memorandum of Understanding

For

STATE DEPARTMENT OF REHABILITATION

- Serve mature workers by operating as a specialized recruitment arm for One-Stop Partners working collaboratively to connect mature workers to employers with labor shortages
- Customized training for employment with specific employer
- Employer services, including: job listing; job matching; candidate screening and testing; outplacement services; job analysis; and, information on available tax credits, business development planning and labor market trends.

3. **DURATION:**

(a) This MOU shall become effective July 1, 2012 and terminate June 30, 2015. This MOU will remain in effect until (i) terminated by the repeal of the Workforce Investment Act or otherwise by action of law, or (ii) with respect to the One-Stop Partner, the date on which such One-Stop partner withdraws from the MOU pursuant to Section 3 (c) hereof. Should any One-Stop Partner withdraw, this MOU shall remain in effect with respect to other remaining One-Stop Partners.

(b) This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and approved by the Chief Local Elected Official or his/her designee. The MOU, once signed, becomes part of the local WIA Plan.

(c) Any party may withdraw from this MOU by giving written notice of intent to withdraw at least 30 calendar days in advance of the effective withdrawal date. If agreed to by all parties, the timeframes for notice may be reduced or extended. Notice of withdrawal shall be given to the WIB at the address listed in the signed attachments of this MOU, and to the contact person so listed, considering any information updates received by the parties pursuant to Section 1. Courtesy notification shall be made to all parties of this MOU in a timely manner.

4. **MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the WIB. Any assignee shall also commit in writing to the terms of this MOU.

5. **ONE-STOP SYSTEM DESCRIPTION:** The one-stop system description in the local WIA plan, including modifications thereto, is incorporated into this MOU by reference.

6. **CROSS REFERRALS:** The One-Stop Partners will adopt common intake/cross referral arrangements, which include, by reference, those listed in the local WIA plan, including modifications thereto. The methods and/or resources utilized may include some or all of the following: cross-training of staff, in-house staff, electronic case management systems, co-enrollments, appointments, e-mail and phone call.

brought by any person or persons arising out of acts or omissions of the party or its officers, agents, employees in the performance of this MOU.

13. **SIGNAGE & COMMUNICATION OF PARTICIPATION:** The Santa Ana WORK Center shall provide wall signage listing the names of current participating partners. Where practical, the Santa Ana WORK Center will list partner agencies on forms and marketing materials distributed to the public.

14. **ACCESSIBILITY ASSURANCES AND CERTIFICATIONS:** The parties agree to abide by all applicable non-discrimination federal and state laws. The WIB and the One-Stop partners will ensure that policies and procedures established by the WIB and the One-Stop partners are in compliance with the Americans with Disabilities Act (ADA). The Santa Ana WORK Center will assure its services and premises are accessible to persons with disabilities under the requirements of the Americans with Disabilities Act.

15. **INSURANCE:** The One-Stop Partners agree that their current in force insurance or self-insurance coverage programs shall apply to their operations performed under the Workforce Investment Act and at the WORK Center, including commercial general liability, property damage liability, business personal property, workers' compensation and employee dishonesty/crime coverages. The City of Santa Ana shall be named as additional insured for such insurance and the coverage shall be primary and non-contributory with regard to the City.

16. **AUTHORITY AND SIGNATURES:** The individuals signing this MOU and its attachments, which are incorporated herein by reference, have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

Attachment "A"

One-Stop Partner Commitment

1. **PARTIES:** The parties to this Memorandum of Understanding (MOU) are the Mayor and City Council of the City of Santa Ana, the Santa Ana Workforce Investment Board (WIB), the State Department of Rehabilitation and other agencies (identified in the "One-Stop Partner Commitment", Attachments "A" and "B: to this MOU) functioning as "One-Stop Partners" within the Santa Ana One-Stop System (hereinafter referred to as the Santa Ana WORK Center).

In addition to accepting the provisions contained in the MOU, the State Department of Rehabilitation commits to the following:

- Intake
- Orientation
- Identify and referral of individuals receiving assistance or in need of rehabilitation services
- Coordination of services and programs with those offered by the Department of Rehabilitation through the One-Stop system

Full-time equivalents (FTEs) of Agency Staff Assigned to Santa Ana W/O/R/K Center:
1 FTE will be located at the WORK Center

Hours/days per week Agency Staff Assigned to Santa Ana WORK Center:
9am-4pm, Tuesday and Thursday

PERFORMANCE GOALS:
Customer Service

All on-site, One-Stop Partners shall commit to the following goals for the W/O/R/K Center:
1. To conform to a uniform policy of customer service;
2. To develop customer service principles all One-Stop Partners must implement;
3. To implement an on-going system for measuring customer service levels; and,
4. To participate in a task force empowered to oversee, measure and respond to customer service data.

CITY OF SANTA ANA WORKFORCE INVESTMENT BOARD
ONE STOP PARTNER MEMORANDUM OF UNDERSTANDING
SERVICES MATRIX FOR
STATE DEPARTMENT OF REHABILITATION

Programs Represented	♦ Vocational Rehabilitation services to eligible individuals consistent with Federal and State laws
Services Provided	♦ Intake ♦ Orientation ♦ Identification and referral on individuals receiving assistance or in need of rehabilitation services ♦ Coordination of services and program with those offered by the Department of Rehabilitation through the One-Stop System
Method of Service Delivery	☒ Co-location of staff ☒ Co-location of services ☒ Cross training of staff ☐ On-line
Referral Method	☒ In person ☒ By phone ☒ Referral form ☐ Online
Contribution to One-Stop System	☒ Customer Satisfaction[1] ☒ Provide coordination and services for Department of Rehabilitation

[1] Criteria to be determined by the State of California and the Santa Ana Workforce Investment Board

One Stop location – Santa Ana WORK Center

Name of Organization – **State Department of Rehabilitation**

Projected Budget	Estimated Annual Contribution	Provided by
Staff costs		
Resource Center Staff	23,361.60	State Dept. of Rehabilitation
Workshop staff – Career Net		
Workshop Staff – Orientation		
Workshop Staff – IAW		
Technical support (maintenance, troubleshooting, web, page/software development)		
Administrative staff (FTE)		
Costs associated with staffing (including fingerprinting, drug tests, training)		
Total FTE'S	2/5 of a person	
Total Associated Costs	23,361.60	State Dept. of Rehabilitation

A-2012-118

INSURANCE ON FILE
WORK MAY PROCEED
UNTIL INSURANCE EXPIRES
7-1-2012
CLERK OF COUNCIL
DATE: JUL 24 2012

Memorandum of Understanding

For

GOODWILL INDUSTRIES OF ORANGE COUNTY

Memorandum of Understanding (MOU)

- Serve mature workers by operating as a specialized recruitment arm for One-Stop Partners working collaboratively to connect mature workers to employers with labor shortages
- Customized training for employment with specific employer
- Employer services, including: job listing; job matching; candidate screening and testing; outplacement services; job analysis; and, information on available tax credits, business development planning and labor market trends.

3. **DURATION:**

(a) This MOU shall become effective July 1, 2012 and terminate June 30, 2015. This MOU will remain in effect until (i) terminated by the repeal of the Workforce Investment Act or otherwise by action of law, or (ii) with respect to the One-Stop Partner, the date on which such One-Stop partner withdraws from the MOU pursuant to Section 3 (c) hereof. Should any One-Stop Partner withdraw, this MOU shall remain in effect with respect to other remaining One-Stop Partners.

(b) This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and approved by the Chief Local Elected Official or his/her designee. The MOU, once signed, becomes part of the local WIA Plan.

(c) Any party may withdraw from this MOU by giving written notice of intent to withdraw at least 30 calendar days in advance of the effective withdrawal date. If agreed to by all parties, the timeframes for notice may be reduced or extended. Notice of withdrawal shall be given to the WIB at the address listed in the signed attachments of this MOU, and to the contact person so listed, considering any information updates received by the parties pursuant to Section 1. Courtesy notification shall be made to all parties of this MOU in a timely manner.

4. **MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the WIB. Any assignee shall also commit in writing to the terms of this MOU.

5. **ONE-STOP SYSTEM DESCRIPTION:** The one-stop system description in the local WIA plan, including modifications thereto, is incorporated into this MOU by reference.

6. **CROSS REFERRALS:** The One-Stop Partners will adopt common intake/cross referral arrangements, which include, by reference, those listed in the local WIA plan, including modifications thereto. The methods and/or resources utilized may include some or all of the following: cross-training of staff, in-house staff, electronic case management systems, co-enrollments, appointments, e-mail and phone call.

7. **CONFIDENTIALITY:**
The WIB agrees that when any individual applies for or receives services from and the partner agency through the One-Stop Center, all information regarding such application

THIS MEMORANDUM OF UNDERSTANDING is hereby signed and agreed to on the date first written above.

FOR THE LOCAL ELECTED OFFICIAL

Signature

JUL 2 4 2012
Date

Miguel A. Pulido, Mayor, City of Santa Ana
Name and Title

20 Civic Center Plaza, Santa Ana, CA 92701
Address

FOR THE CITY OF SANTA ANA

ATTEST:

Maria D. Huizar, Clerk of the Council

CITY OF SANTA ANA

Paul Walters, Interim City Manager

GOODWILL INDUSTRIES OF ORANGE COUNTY (ONE-STOP PARTNER)

Signature

4-13-2012
Date

Nancy A. Quarles, M. R.A., Vice President of Human Services
Name and Title

401 N. Fiarview, Santa Ana, CA 92703
Address

Approved as to Form:
JOSEPH STRAKA, Interim City Attorney

By:
Lisa E. Storck, Assistant City Attorney

Attachment "A"

Quantifiable Service Outcomes

- Increase new employers hiring people with disabilities by 20%
- Place 25 people with disabilities into competitive employment
- Provide job-seeking skills training to 50% of the clients placed into jobs
- Resolve that 75% of jobs will include benefits
- Resolve that 70% of applicants employed receive job retention services and will stay on the job 90 days.

AUTHORITY AND SIGNATURES: The individuals signing this MOU and its attachments which are incorporated therein have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

FOR THE Goodwill Industries of Orange County
(Legal Name of Partner Agency)

Nancy A. Quarles 2-13-2012

Signature Date

Nancy A. Quarles, M. R.A., Vice President of Human Services
Name and Title

401 N. Fiarview, Santa Ana, CA 92703
Address

CITY OF SANTA ANA WORKFORCE INVESTMENT BOARD
ONE STOP PARTNER MEMORANDUM OF UNDERSTANDING
SERVICES MATRIX FOR
GOODWILL INDUSTRIES OF ORANGE COUNTY

Programs Represented	♦ Employment and Training /Job Development Services targeted toward individuals unable to find employment independently
Services Provided	♦ Orientation/Workshops ♦ Identification and referral on individuals in need of employment and training services/job development ♦ Coordinate of Goodwill Industries employment and training programs with those offered through the One-Stop system ♦ Other programs and services appropriate through Goodwill Industries of Orange County funding
Method of Service Delivery	☒ Co-location of staff ☒ Co-location of services ☒ Cross training of staff ☐ On-line
Referral Method	☒ In person ☒ By phone ☒ Referral form ☐ Online
Contribution to One-Stop System	☒ Customer Satisfaction[1]

[1] Criteria to be determined by the State of California and the Santa Ana Workforce Investment Board

One Stop location – Santa Ana WORK Center

Name of Organization – **Goodwill Industries of Orange County**

Projected Budget	Estimated Annual Contribution	Provided by
Staff costs		
Resource Center Staff	22,724	Goodwill
Workshop staff – Career Net		
Workshop Staff – Orientation		
Workshop Staff – IAW		
Technical support (maintenance, troubleshooting, web, page/software development)		
Administrative staff (FTE)		
Costs associated with staffing (including fingerprinting, drug tests, training)		
Total FTE'S	0.5	
Total Associated Costs	22,724	Goodwill

A-2012-119

INSURANCE ON FILE
WORK MAY PROCEED
UNTIL INSURANCE EXPIRES
7-20-2013
CLERK OF COUNCIL
DATE: JUL 26 2012

Memorandum of Understanding

For

RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT

Memorandum of Understanding (MOU)
Pursuant to the
Workforce Investment Act of 1998 (WIA)

1. **PARTIES:** The parties to this Memorandum of Understanding (MOU) are the Mayor and City Council of the City of Santa Ana, the Santa Ana Workforce Investment Board (WIB), and several agencies (having signed Attachment "A", "One-Stop Partner Commitment" and, if physically located at the One-Stop location, Attachment "B", "Resource Sharing Agreement" and Attachment "C", "Memorandum of Operation" if applicable functioning as "One-Stop Partners" within the Santa Ana One-Stop System (hereinafter referred to as the Santa Ana W/O/R/K Center).

2. **PURPOSE:** The Santa Ana W/O/R/K Center, through its central location at the Santa Ana Regional Transportation Center, 1000 E. Santa Ana Blvd., and its satellite facilities, shall provide and/or coordinate workforce investment services to individuals, providing them with the necessary skills to participate in building a world-class workforce in Santa Ana.

   Services and referrals provided at the Santa Ana W/O/R/K Center may include, but are not limited to, the following:

   - Eligibility determination
   - Outreach, intake and orientation to services available
   - Initial assessment of skills, aptitudes, abilities and supportive services
   - Job search and placement assistance, career counseling
   - Provision of employment data and labor market information
   - Provision of performance information
   - Employment referral
   - Provision of support and follow-up services
   - Identification of skills required to be competitive in the local labor market
   - Filing for Unemployment Insurance claims
   - Access to CalJOBS for Labor Exchange services
   - Help in establishing eligibility for CalWORKS and financial aid
   - Occupational skills training
   - On-the-job training
   - Workplace learning with classroom training
   - Skills upgrading and retraining
   - Entrepreneurial training
   - Job readiness training
   - Adult education and literacy
   - Services for persons with disabilities

- Serve mature workers by operating as a specialized recruitment arm for One-Stop Partners working collaboratively to connect mature workers to employers with labor shortages
- Customized training for employment with specific employer
- Employer services, including: job listing; job matching; candidate screening and testing; outplacement services; job analysis; and, information on available tax credits, business development planning and labor market trends.

3. **DURATION:**

(a) This MOU shall become effective July 1, 2012 and terminate June 30, 2015. This MOU will remain in effect until (i) terminated by the repeal of the Workforce Investment Act or otherwise by action of law, or (ii) with respect to the One-Stop Partner, the date on which such One-Stop partner withdraws from the MOU pursuant to Section 3 (c) hereof. Should any One-Stop Partner withdraw, this MOU shall remain in effect with respect to other remaining One-Stop Partners.

(b) This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and approved by the Chief Local Elected Official or his/her designee. The MOU, once signed, becomes part of the local WIA Plan.

(c) Any party may withdraw from this MOU by giving written notice of intent to withdraw at least 30 calendar days in advance of the effective withdrawal date. If agreed to by all parties, the timeframes for notice may be reduced or extended. Notice of withdrawal shall be given to the WIB at the address listed in the signed attachments of this MOU, and to the contact person so listed, considering any information updates received by the parties pursuant to Section 1. Courtesy notification shall be made to all parties of this MOU in a timely manner.

4. **MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the WIB. Any assignee shall also commit in writing to the terms of this MOU.

5. **ONE-STOP SYSTEM DESCRIPTION:** The one-stop system description in the local WIA plan, including modifications thereto, is incorporated into this MOU by reference.

6. **CROSS REFERRALS:** The One-Stop Partners will adopt common intake/cross referral arrangements, which include, by reference, those listed in the local WIA plan, including modifications thereto. The methods and/or resources utilized may include some or all of the following: cross-training of staff, in-house staff, electronic case management systems, co-enrollments, appointments, e-mail and phone call.

7. **CONFIDENTIALITY:**

The WIB agrees that when any individual applies for or receives services from and the partner agency through the One-Stop Center, all information regarding such application for or receipt of services shall be confidential information subject to the provisions of 34 CFR 361.38.

The parties agree to honor the confidentiality provisions as described in the local WIA plan, including modifications thereto, and incorporated into this MOU by reference. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the parties collecting, receiving or sharing information.

8. **RESOURCE SHARING:** The parties agree to share resources in accordance with the attached Resource Sharing Agreement. It is expressly understood that this MOU does not constitute a binding financial commitment, but rather an intent to commit specific resources in the future as the parties' allocations and budgets are known and the one-stop system evolves. The one-stop system is a work in progress and its costs and the partners' resource contributions will not remain static from month to month or from year to year. The Resource Sharing Agreement is meant to be reviewed yearly and may be modified as needed by any partner as long as it is identified as a revision, and it is signed and dated by the agency Administrator.

9. **DISPUTES:** The parties shall first attempt to resolve all disputes informally. Any party may call a meeting of all parties to discuss and resolve disputes.

   Should informal resolution efforts fail, the dispute shall be referred to the Chair of the WIB, who shall place the dispute upon the agenda of its next regular or special meeting of the Board's Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

   Finally, if the Executive Committee's resolution efforts fail, any party may file a grievance in accordance with the State of California's WIA grievance procedures. The parties agree to be bound by the final determination resulting from that procedure. All costs associated with the grievance procedure shall be borne by the losing party.

10. **SEVERABILITY:** If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in force.

11. **JURISDICTION:** Jurisdiction over any disputes under this MOU shall reside in Orange County, California.

12. **HOLD HARMLESS CLAUSE:** Each party to this MOU agrees to indemnify and hold harmless the other parties, their officers, agents, employees, and volunteers from and against any and all loss or damage, and from any and all suits, actions and claims filed or brought by any person or persons arising out of acts or omissions of the party or its officers, agents, employees in the performance of this MOU.

13. **SIGNAGE & COMMUNICATION OF PARTICIPATION:** The Santa Ana WORK Center shall provide wall signage listing the names of current participating partners. Where practical, the Santa Ana WORK Center will list partner agencies on forms and marketing materials distributed to the public.

14. **ACCESSIBILITY ASSURANCES AND CERTIFICATIONS:** The parties agree to abide by all applicable non-discrimination federal and state laws. The WIB and the One-Stop partners will ensure that policies and procedures established by the WIB and the One-Stop partners are in compliance with the Americans with Disabilities Act (ADA). The Santa Ana WORK Center will assure its services and premises are accessible to persons with disabilities under the requirements of the Americans with Disabilities Act.

15. **INSURANCE:** The One-Stop Partners agree that their current in force insurance or self-insurance coverage programs shall apply to their operations performed under the Workforce Investment Act and at the WORK Center, including commercial general liability, property damage liability, business personal property, workers' compensation and employee dishonesty/crime coverages. The City of Santa Ana shall be named as additional insured for such insurance and the coverage shall be primary and non-contributory with regard to the City.

16. **AUTHORITY AND SIGNATURES:** The individuals signing this MOU and its attachments, which are incorporated herein by reference, have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

THIS MEMORANDUM OF UNDERSTANDING is hereby signed and agreed to on the date first written above.

FOR THE LOCAL ELECTED OFFICIAL

Signature

JUL 2 6 2012

Date

Miguel A. Pulido, Mayor, City of Santa Ana
Name and Title

20 Civic Center Plaza, Santa Ana, CA 92701
Address

FOR THE CITY OF SANTA ANA

ATTEST:

Maria D. Huizar, Clerk of the Council

CITY OF SANTA ANA

Paul Walters, Interim City Manager

RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT (ONE-STOP PARTNER)

Signature

4/17/2012

Date

James Kennedy, Vice President
Name and Title

2900 W. Edinger Avenue, Santa Ana, CA 92704
Address

Approved as to Form:
JOSEPH STRAKA, Interim City Attorney

By:
Lisa E. Storck, Assistant City Attorney

Attachment "A"

One-Stop Partner Commitment

1. **PARTIES:** The parties to this Memorandum of Understanding (MOU) are the Mayor and City Council of the City of Santa Ana, the Santa Ana Workforce Investment Board (WIB), the Rancho Santiago Community College District and other agencies (identified in the "One-Stop Partner Commitment", Attachments "A" and "B: to this MOU) functioning as "One-Stop Partners" within the Santa Ana One-Stop System (hereinafter referred to as the Santa Ana WORK Center).

In addition to accepting the provisions contained in the MOU, the Rancho Santiago Community College District commits to the following:

- Will provide daily four-hour Workforce Preparation Workshops (M-F)

Full-time equivalents (FTEs) of Agency Staff Assigned to Santa Ana W/O/R/K Center:
2.5 Part-time faculty for a total of 20 hours per week

Hours/days per week Agency Staff Assigned to Santa Ana W/O/R/K Center:
4 hours per day, 5 days a week

PERFORMANCE GOALS:
Customer Service

All on-site, One-Stop Partners shall commit to the following goals for the W/O/R/K Center:
1. To conform to a uniform policy of customer service;
2. To develop customer service principles all One-Stop Partners must implement;
3. To implement an on-going system for measuring customer service levels; and,
4. To participate in a task force empowered to oversee, measure and respond to customer service data.

Quantifiable Service Outcomes

- Workforce Preparation courses to be provided to universal access clients.

AUTHORITY AND SIGNATURES: The individuals signing this MOU and its attachments which are incorporated therein have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

FOR THE Rancho Santiago Community College District
(Legal Name of Partner Agency)

Signature

4/17/2012
Date

James Kennedy, Vice President
Name and Title

2900 W. Edinger Avenue, Santa Ana, CA 92704
Address

CITY OF SANTA ANA WORKFORCE INVESTMENT BOARD
ONE STOP PARTNER MEMORANDUM OF UNDERSTANDING
SERVICES MATRIX FOR
RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT

Programs Represented	Employment and Training Activities provided by RSCCD.
Services Provided	Santa Ana College School of Continuing Education offers various Employability Skills and Computer Software Applications courses at the Santa Ana Work Center as part of a course series leading to the attainment of various certificate programs approved by the California Community College District Chancellor's Office.
Method of Service Delivery	☒ Co-location of staff ☐ Co-location of services ☐ Cross training of staff ☐ On-line
Referral Method	☒ In person ☐ By phone ☐ Referral form ☐ Online
Contribution to One-Stop System	☒ Customer Satisfaction[1]

[1] Criteria to be determined by the State of California and the Santa Ana Workforce Investment Board

SANTA ANA ONE-STOP

PARTNERS MOU

RESOURCE SHARING

ATTACHMENT

One Stop location – Santa Ana WORK Center

Name of Organization – Rancho Community College School District

Projected Budget	Estimated Annual Contribution	Provided by
Staff costs		
Resource Center Staff	2.5 staff	RSCCD
Workshop staff – Workshop		
Workshop Staff – Workshop		
RSCCD SAC SCE Instructors' Salaries for Courses at the SAWIB	$75,296.25	
Technical support (maintenance, troubleshooting, web, page/software development)		
Administrative staff (FTE)		
Costs associated with staffing (including fingerprinting, drug tests, training)		
Total FTE'S	1.5 FTE	
Total Associated Costs	$75,296.2S	RSCCD

Julie Castro Cardenas M76

EVIDENCE OF COVERAGE

DATE (MM/DD/YYYY) 6/4/2012

This Evidence of Coverage is used as a matter of information only and confers no rights upon the Certificate Holder. This Evidence of Coverage does not amend, extend, or alter the coverage afforded by the memoranda listed below.

MEMORANDUM NUMBER: 77

JOINT POWERS AUTHORITY (JPA)	JPA MEMBER
Alliance of Schools for Cooperative Insurance Programs 16550 Bloomfield Avenue Cerritos, CA 90703 www.ASCIP.org CONTACT NAME: Mr. Fritz Heirich, Chief Executive Officer PHONE: (562) 404-6029	Rancho Santiago Community College District 2323 North Broadway Santa Ana CA 92706

This is to certify that the Alliance of Schools for Cooperative Insurance Programs (ASCIP) Memorandum of Coverages on insurance listed below have been issued to the Covered Party named above for the period indicated. Notwithstanding any requirement, term, or condition of any contract or other document with respect to which this Evidence of Coverage may be used or may pertain, the coverages afforded by the Memorandum of Coverages described herein are subject to all the terms, exclusions, and conditions of such Memorandum of Coverages.

TYPE OF COVERAGE	ADDL INSR	MEMORANDUM NUMBER (MOC)	POLICY EFF (MM/DD/YYYY)	POLICY EXP 12:01a.m.	LIMIT OF LIABILITY / COVERAGE	
GENERAL LIABILITY					COMBINED SINGLE LIMIT PER OCCURRENCE	$ $5,000,000
✓ OCCURRENCE	✓	MOC #77	7/1/2012	7/1/2013	AGGREGATE	$ N/A
✓ Personal Injury						$
✓ Errors & Omission						$
✓ Employment Practices						$
AUTOMOBILE LIABILITY					COMBINED SINGLE LIMIT PER OCCURRENCE	$
☐ AUTOMOTIVE PHYSICAL DAMAGE					ACTUAL CASH VALUE	$
☐ COMPREHENSIVE / COLLISION						$
☐ ANY AUTO						$
						$
						$
PROPERTY					REPLACEMENT COST SUBJECT TO POLICY LIMITS, TERMS, AND CONDITIONS	
☐ BUILDING / CONTENTS						$
☐ FIRE, THEFT, RENTAL INTERRUPTION						$
						$
						$
WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	N/A				EACH ACCIDENT	$
☐ WC STATUTORY LIMITS					PER EMPLOYEE	$
					POLICY LIMIT	$
OTHER					SUBJECT TO POLICY LIMITS, TERMS, AND CONDITIONS	
☐ EMPLOYEE DISHONESTY (CRIME)						$
						$
						$
						$

APPROVED AS TO FORM
LISA E. STORCK
Assistant City Attorney
1/2

ADDITIONAL REMARKS:

As respects to Vocational Classes

CERTIFICATE HOLDER

City of Santa Ana
Attn: Julie Castro-Cardenas
1000 E. Santa Ana Blvd., Suite 200
Santa Ana CA 92701

CANCELLATION

Should any of the above coverages for the Covered Party be changed or withdrawn prior to the expiration date issued above, ASCIP will mail 30 days written notice to the Certificate Holder, but failure to mail such notice shall impose no obligation or liability of any kind upon ASCIP, its agents, or representatives.

AUTHORIZED REPRESENTATIVE: Fritz Heirich

*ASCIP is a joint powers authority pursuant to Article 1 (commencing with Section 6500) Chapter 5 of Division 7 of Title 1 of the Government Code and Sections 39603 and 81603 of the Education Code. Rev 5-97

Additional Covered Party Endorsement

District: Rancho Santiago Community College District	Endorsement No. 13243650

Additional Covered Party:	Description of Operations, Vehicle, or Property:
City of Santa Ana	As respects to Vocational Classes

Coverage Period: **Effective:** 7/1/2012 **Expires 12:01 a.m.:** 7/1/2013

The coverage provided to the Covered Party is hereby extended by this endorsement to the Additional Covered Party named above in accordance with the provisions contained in the Memorandum of Coverage (MOC). The coverage extended hereby applies only with respect to liability arising out of activities in the Description of Operations, Vehicle, or Property noted above. It is intended by ASCIP in issuing this endorsement to defend and/or indemnify the Additional Covered Party only if the District is solely negligent. In issuing this endorsement, ASCIP intends and agrees to extend coverage pursuant to the terms and conditions of the MOC to the Additional Covered Party named above only to the extent that the Additional Covered Party faces liability arising out of claims, demands, or lawsuits claiming money damages on account of bodily injury or property damage as defined and limited in the ASCIP MOC. The limits of liability extended to the Additional Covered Party listed above is $5,000,000 per occurrence for liability.

APPROVED AS TO FORM
LISA E. STORCK
Assistant City Attorney

Authorized Representative:
Date Issued: 6/4/2012

ASCIP is a joint powers authority pursuant to Article 1 (commencing with Section 6500) of Chapter 5 of Division 7 of Title 1 of the Government Code and Sections 39603 and 81603 of the Education Code.

Rev 5/97

Memorandum of Understanding

For

THE COUNTY OF ORANGE
SOCIAL SERVICES AGENCY

MEMORANDUM OF UNDERSTANDING
BETWEEN
THE COUNTY OF ORANGE SOCIAL SERVICES AGENCY
AND
THE MAYOR AND CITY COUNCIL OF THE CITY OF SANTA ANA, AND THE SANTA ANA WORKFORCE INVESTMENT BOARD
PURSUANT TO THE WORKFORCE INVESTMENT ACT OF 1998
FOR THE PROVISION OF
WORKFORCE INVESTMENT SERVICES

This non-financial Memorandum of Understanding (MOU) is entered into by and between the County of Orange, acting through its Social Services Agency (SSA), hereafter referred to as "SSA," and the Mayor and City Council of the City of Santa Ana, and the Santa Ana Workforce Investment Board (SAWIB). This MOU contains program content and purpose along with specific guidelines for the implementation and administration of workforce investment services. Such services are to be provided to California Work Opportunity and Responsibility to Kids (CalWORKs) Welfare-To-Work (WTW) participants and Santa Ana WORK Center clients who meet the guidelines set forth in this MOU.

SSA and the SAWIB may be referred to individually as "Party" and collectively as "the Parties." The County of Orange may be referred to as "COUNTY." The SAWIB and "One-Stop Partners" may be referred to as "Santa Ana WORK Center." The relationship between SSA and SAWIB, with regard to this MOU, is based upon the following:

1. This MOU is authorized and provided for pursuant to the CalWORKs Act of 1997 and Section 121 (c) of the Workforce Investment Act (WIA) of 1998. WIA authorizes the appointment of the local WIB, whose members are selected by COUNTY in workforce regions designated by the Governor of the State of California.
2. Functioning within the Santa Ana WORK Center, the SAWIB collaborates with the One-Stop Partners to provide workforce investment services that increase the employment, job retention, earnings of participants, and increase participants' occupational skill attainment. Attachment "A" relates to the One-Stop Partner Commitment.
3. The CalWORKs WTW Program provides job services, job training, and supportive services to assist CalWORKs recipients in obtaining and retaining unsubsidized employment that will lead to self-sufficiency.
4. SSA is willing to refer CalWORKs WTW participants to SAWIB and Santa Ana WORK Center Partners for workforce investment services outlined in this MOU.

5. This MOU contains the procedural guidelines authorized by both the SSA Director and the SAWIB Chairman, for their respective employees to follow in providing services.

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I. TERM

The term shall commence on November 1, 2012, and remain in effect until terminated by the repeal of the Workforce Investment Act of 1998 or terminated in accordance with Paragraph XIV of this MOU.

II. PURPOSE

The purpose of this MOU is to provide and/or coordinate available workforce investment services delivered through the SAWIB and their One-Stop Partners at the Santa Ana WORK Center to CalWORKs WTW clients who choose to participate in the services.

III. DEFINITIONS

A. CalWORKs: California Work Opportunity and Responsibility to Kids Act of 1997 as described in Section 11200 et seq., of the Welfare and Institutions Code. CalWORKs was implemented in 1998 to meet requirements of the Federal Personal Responsibility and Work Opportunity Reconciliation Act of 1996 and the Temporary Assistance to Needy Families (TANF) Program. CalWORKs provides cash assistance, case management, job services and training, and supportive services to assist recipients in overcoming barriers to achieve economic self-sufficiency.

B. One-Stop Partners: Local agencies collocated at a One-Stop facility providing employment related services and referrals to the public. Partner agencies represented at the Santa Ana WORK Center includes non-profit organizations; local colleges and educational institutions; and city, state, and county agencies. One-Stop Partners shall provide and/or coordinate workforce investment services to individuals, providing them with the necessary skills to participate in building a world-class workforce in Santa Ana.

C. Santa Ana WORK Center: Career center operated by the SAWIB where the public can access core employment services and be referred directly to job training, education, or other services. Local WIBs have established a One-Stop delivery system concept providing job-ready individuals a single point of contact for information on unemployment insurance, career counseling, and job search and placement assistance. The One-Stop system description in the local WIA plan, including modifications thereto, is incorporated into this MOU by reference.

D. Welfare-To-Work (WTW): A mandated program under the CalWORKs Act which requires parents or caretakers in families on welfare, unless exempted, to meet work requirements by participating in WTW activities with a goal of obtaining and/or maintaining stable employment that leads to achieving economic self-sufficiency.

E. Workforce Investment Act (WIA): In accordance with the WIA of 1998, Public Law 105-220, Section 117, and State of California implementing legislation and/or Executive Orders, a WIB was created and its members appointed by the Mayor and the City Council of the City of Santa Ana effective March 2000. The purpose of the SAWIB shall be to ensure the involvement of the business and industrial community, including small businesses, minority business enterprises, education, labor organizations, community-based organizations, economic development agencies and

one-stop delivery system partners in workforce investment activities.

IV. POPULATION TO BE SERVED

SAWIB shall provide services to CalWORKs WTW participants who voluntarily request to be referred by SSA staff in accordance with CalWORKs WTW Program requirements.

V. GOAL

The goal of this MOU is to support and provide workforce investment services that will assist CalWORKs WTW participants increase employment, job retention, and earnings; and achieve the goal of employment and self-sufficiency. The services will also increase the participants' occupational skill attainment, improve the quality of the local workforce, and reduce welfare dependency while enhancing the productivity and competitiveness of the local economy.

VI. SAWIB RESPONSIBILITIES

SAWIB is responsible for:

A. Providing workforce investment services to the community at the Santa Ana WORK Center as mandated by WIA's local area Workforce Investment Board.

B. Providing and/or coordinating the following workforce investment services to CalWORKs voluntary participants referred to the Santa Ana WORK Center and providing them with the necessary skills to participate in building a workforce:

- Eligibility determination for WIA services
- Outreach, intake and orientation to services available
- Initial assessment of skills, aptitudes, abilities, and supportive services
- Job search and placement assistance, career counseling
- Provision of employment data and labor market information
- Provision of performance information
- Referral to employment opportunities
- Provision of support and follow-up services
- Identification of skills required to be competitive in the local labor market
- Filing for Unemployment Insurance claims
- Access to CalJOBS for Labor Exchange services
- Help in establishing eligibility for Welfare-to-Work (Department of Labor grant programs) and financial aid programs
- Occupational skills training
- On-the-job training
- Workplace learning with classroom training
- Skills upgrading and retraining
- Entrepreneurial training
- Job readiness training
- Adult education and literacy
- Services for persons with disabilities
- Customized training for employment with specific employer

- Employer services, including: job listings; job matching; candidate screening and testing; outplacement services; job analysis; and information on available tax credits, business development planning, and labor market trends.

C. Establishing and implementing a procedure to inform and train SSA staff about the Santa Ana WORK Center workforce investment services available to CalWORKs WTW participants.

VII. SSA RESPONSIBILITIES

SSA is responsible for:

A. Recognizing that SAWIB oversees the Santa Ana WORK Center and maintains agreements with One-Stop Partners.

B. Providing CalWORKs/WTW services to eligible clients/participants in accordance with CalWORKs program requirements and COUNTY policy.

C. Referring CalWORKs WTW participants that request to be referred and who may benefit from the workforce investment services to SAWIB.

D. Facilitating the CalWORKs WTW participant's attendance in the workforce investment services by making the appropriate referrals for ancillary, child-care and transportation services.

E. Establishing and implementing a procedure to inform and train Santa Ana WORK Center staff about the SSA CalWORKs WTW eligibility and services.

VIII. MUTUAL RESPONSIBILITIES

SSA and SAWIB are mutually responsible for:

A. Complying with all applicable Federal, State, and local laws, rules, regulations, and ordinances including the Americans with Disabilities Act of 1990 (ADA).

B. Sharing a mission of responding to the needs of the local community businesses, job seekers, and students through an integrated workforce development system.

C. Maintaining working relationships with all Santa Ana WORK Center Partners.

IX. CROSS REFERRALS

The One-Stop Partners shall adopt common intake/cross referral arrangements, which include those listed in the local WIA plan, including modifications thereto. The methods and/or resources utilized may include some or all of the following: cross-training of staff, in-house staff, electronic case management systems, co-enrollments, appointments, e-mail, and phone call.

X. RETENTION OF RECORDS

SAWIB and SSA agree to comply with record retention and handling per WIA and any applicable Federal and/or State requirements.

XI. NOTICE AND CORRESPONDENCE

A. All correspondence concerning this MOU will be in writing and sent to:

SSA: County of Orange Social Services Agency
Contract Services
888 North Main Street
Santa Ana, CA 92701

SAWIB: Santa Ana Workforce Investment Board
1000 East Santa Ana Blvd., Suites 200 & 220
Santa Ana, CA 92701

B. All notices shall be deemed effective when in writing and deposited in the United States mail, first class, postage prepaid and addressed as above. Any notices, claims, correspondence, reports and/or statements authorized or required by this MOU addressed in any other fashion shall be deemed not given. SSA and SAWIB may mutually agree in writing to change the addresses to which notices are sent.

XII. RESOLUTION OF CONFLICTS

For resolution of conflicts between SSA and SAWIB in regards to the provisions of this MOU, the following shall apply:

Step 1: Conference between the participant's CalWORKs WTW Staff and the SAWIB Case Manager.

Step 2: Conference between the SSA WTW Program Manager and/or Deputy Director or designee, and the SAWIB Director.

Step 3: Conference between the SSA Director of Family Self-Sufficiency or designee and the Executive Director of SAWIB.

XIII. SIGNAGE & COMMUNICATION OF PARTICIPATION

The Santa Ana WORK Center shall provide wall signage listing the names of current participating One-Stop Partners. Where practical, the Santa Ana WORK Center will list partner agencies on forms and marketing materials distributed to the public.

XIV. TERMINATION

A. Either Party may terminate this MOU without penalty immediately with cause or after thirty (30) days' written notice without cause, unless otherwise specified. Notice shall be deemed served on the date of mailing. Cause shall be defined as any breach of this MOU, any misrepresentation, or fraud on the part of either Party, or the repeal of the Workforce Investment Act of 1998. Exercise by SSA of the right to terminate this MOU shall relieve SSA of all further obligations; and exercise by SAWIB of the right to terminate this MOU shall relieve SAWIB of all further obligations.

B. Upon termination, or notice thereof, SSA and SAWIB agree to cooperate with each other in the orderly transfer of pertinent documents.

C. The obligations of SSA and SAWIB under this MOU are contingent upon the

availability of Federal and/or State funds, as applicable, and inclusion of sufficient funds for the services hereunder in the budget approved by the Orange County Board of Supervisors each fiscal year this MOU remains in effect or operation. In the event that such funding is terminated or reduced, SSA may immediately terminate or modify this MOU, without penalty. The decision of SSA shall be binding on SAWIB. SSA shall provide SAWIB with written notification of such determination. SAWIB shall immediately comply with SSA's decision.

XV. GENERAL PROVISIONS

A. All documents required by this MOU may be subject to public disclosure. SSA shall not be liable for any such disclosure.

B. Nothing herein contained shall be construed as creating the relationship of employer and employee, or principal and agent, between SSA and any WTW participant participating in this program, or any of SAWIB's agents or employees.

C. This MOU represents the entire understanding of the Parties with respect to the subject matter. No change, modification, extension, termination or waiver of this MOU, or any of the understandings herein contained, shall be valid unless made in writing and signed by duly authorized representatives of the Parties hereto.

D. If any part of the MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in force.

XVI. AUTHORITY AND SIGNATURES

The individuals signing this MOU have the authority to commit the Party they represent to the terms of this MOU, and do so commit by signing.

WHEREFORE, the parties hereto have executed the Memorandum of Understanding in the County of Orange, California.

By: _____
Miguel A. Pulido
Mayor, City of Santa Ana

Dated: OCT 0 4 2012

By: _____
Michael L. Riley, Ph.D., Director
County of Orange
Social Services Agency

Dated: 11/1/12

By: _____
Paul M. Walters, City Manager

Dated: 10-4-12

Approved As To Form
SONIA R. CARVALHO
City of Santa Ana Attorney

By: _____
Lisa E. Storck
Assistant City of Santa Ana Attorney

Dated: 10-2-12

ATTEST:

MARIA D. HUIZAR
CLERK OF THE COUNCIL

Attachment A

SANTA ANA WORKFORCE INVESTMENT BOARD
ONE-STOP PARTNER
MEMORANDUM OF UNDERSTANDING
SERVICES MATRIX FOR
COUNTY OF ORANGE SOCIAL SERVICES AGENCY

Program Represented	• Welfare Programs (including, but not limited to CalWORKs) • Employment and Training Activities under Title I of the Workforce Investment Act
Services Provided	• Identify and refer CalWORKs voluntary participants to SAWIB for workforce investment services. • Coordinate services and programs offered by SSA with those offered through the One-Stop Partners to program participants. • Provide overview of CalWORKs Services to One-Stop Partners. • Provide general information regarding CalWORKs program and access to services for families. • Provide support services such as child care, transportation, and ancillary to CalWORKs WTW participants engaged in workforce investment services. • Other activities and services appropriate to SSA and SSA's funding sources.
Method of Service Delivery	☒ Co-location of staff ☒ Co-location of services ☒ Cross training of staff ☐ On-line
Referral Method	☒ In person ☒ By phone ☒ Referral form ☐ On line
Contribution to One-Stop System	☒ Referrals for workforce investment services ☒ Customer Satisfaction(1)

(1) Criteria to be determined by the State of California and the Santa Ana Workforce Investment Board

County of Orange
SOCIAL SERVICES AGENCY
888 N. MAIN STREET
SANTA ANA, CA 92701-3518
(714) 541-7700

RECEIVED
NOV 08 2012

MICHAEL L. RILEY, Ph.D.
DIRECTOR

MIKE RYAN
CHIEF DEPUTY DIRECTOR

CAROL WISEMAN
DIVISION DIRECTOR
ADMINISTRATIVE SERVICES

WENDY AQUIN
DIVISION DIRECTOR
ADULT SERVICES &
ASSISTANCE PROGRAMS

GARY TAYLOR
DIVISION DIRECTOR
CHILDREN & FAMILY SERVICES

NATHAN NISHIMOTO
DIVISION DIRECTOR
FAMILY SELF-SUFFICIENCY

November 2, 2012

City of Santa Ana
Attn: Julie Castro-Cardenas, Workforce Specialist III
Santa Ana Work Center
1000 E. Santa Ana Blvd., Suite 200
Santa Ana, CA 92701

Subject: MOU between County of Orange Social Services Agency and Mayor and City Council of the City of Santa Ana and the Santa Ana Workforce Investment Board for the Provision of Workforce Investment Services (WAM0511)

Dear Julie,

Enclosed are two (2) original signed documents of the Memorandum of Understanding between County of Orange Social Services Agency and Mayor and City Council of the City of Santa Ana and the Santa Ana Workforce Investment Board for the Provision of Workforce Investment Services (WAM0511).

This MOU provides for the coordination of available workforce investment services delivered through the Santa Ana WIB (SAWIB) and the One-Stop Partners at the Santa Ana WORK Center to CalWORKs Welfare-To-Work (WTW) clients who choose to participate in the services. The MOU is non-financial. The MOU shall commence on November 1, 2012 and remain in effect until termination by the repeal of the Workforce Investment Act of 1998.

It took us many hours to complete this project but we persevered and were successful in completing a comprehensive MOU for our agencies. Thank you for your dedication, collaboration and assistance on this project.

Sincerely,

Ann Myers
Contract Administrator

INSURANCE ON FILE
WORK MAY PROCEED
UNTIL INSURANCE EXPIRES
7-1-2012
CLERK OF COUNCIL
DATE: JUL 24 2012

A-2012-122

Memorandum of Understanding

For

SANTA ANA UNIFIED SCHOOL DISTRICT

Memorandum of Understanding (MOU) Pursuant to the Workforce Investment Act of 1998 (WIA)

1. **PARTIES:** The parties to this Memorandum of Understanding (MOU) are the Mayor and City Council of the City of Santa Ana, the Santa Ana Workforce Investment Board (WIB), and several agencies (having signed Attachment "A", "One-Stop Partner Commitment" and, if physically located at the One-Stop location, Attachment "B", "Resource Sharing Agreement" and Attachment "C", "Memorandum of Operation" if applicable functioning as "One-Stop Partners" within the Santa Ana One-Stop System (hereinafter referred to as the Santa Ana W/O/R/K Center).

2. **PURPOSE:** The Santa Ana W/O/R/K Center, through its central location at the Santa Ana Regional Transportation Center, 1000 E. Santa Ana Blvd., and its satellite facilities, shall provide and/or coordinate workforce investment services to individuals, providing them with the necessary skills to participate in building a world-class workforce in Santa Ana.

   Services and referrals provided at the Santa Ana W/O/R/K Center may include, but are not limited to, the following:

   - Eligibility determination
   - Outreach, intake and orientation to services available
   - Initial assessment of skills, aptitudes, abilities and supportive services
   - Job search and placement assistance, career counseling
   - Provision of employment data and labor market information
   - Provision of performance information
   - Employment referral
   - Provision of support and follow-up services
   - Identification of skills required to be competitive in the local labor market
   - Filing for Unemployment Insurance claims
   - Access to CalJOBS for Labor Exchange services
   - Help in establishing eligibility for CalWORKS and financial aid
   - Occupational skills training
   - On-the-job training
   - Workplace learning with classroom training
   - Skills upgrading and retraining
   - Entrepreneurial training
   - Job readiness training
   - Adult education and literacy
   - Services for persons with disabilities

- Serve mature workers by operating as a specialized recruitment arm for One-Stop Partners working collaboratively to connect mature workers to employers with labor shortages
- Customized training for employment with specific employer
- Employer services, including: job listing; job matching; candidate screening and testing; outplacement services; job analysis; and, information on available tax credits, business development planning and labor market trends.

3. **DURATION:**

(a) This MOU shall remain in effect until (i) terminated by the repeal of the Workforce Investment Act or otherwise by action of law, or (ii) with respect to the One-Stop Partner, the date on which such One-Stop partner withdraws from the MOU pursuant to Section 3 (c) hereof. Should any One-Stop Partner withdraw, this MOU shall remain in effect with respect to other remaining One-Stop Partners.

(b) This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and approved by the Chief Local Elected Official or his/her designee. The MOU, once signed, becomes part of the local WIA Plan.

(c) Any party may withdraw from this MOU by giving written notice of intent to withdraw at least 30 calendar days in advance of the effective withdrawal date. If agreed to by all parties, the timeframes for notice may be reduced or extended. Notice of withdrawal shall be given to the WIB at the address listed in the signed attachments of this MOU, and to the contact person so listed, considering any information updates received by the parties pursuant to Section 1. Courtesy notification shall be made to all parties of this MOU in a timely manner.

4. **MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the WIB. Any assignee shall also commit in writing to the terms of this MOU.

5. **ONE-STOP SYSTEM DESCRIPTION:** The one-stop system description in the local WIA plan, including modifications thereto, is incorporated into this MOU by reference.

6. **CROSS REFERRALS:** The One-Stop Partners will adopt common intake/cross referral arrangements, which include, by reference, those listed in the local WIA plan, including modifications thereto. The methods and/or resources utilized may include some or all of the following: cross-training of staff, in-house staff, electronic case management systems, co-enrollments, appointments, e-mail and phone call.

7. **CONFIDENTIALITY:**
The WIB agrees that when any individual applies for or receives services from and the partner agency through the One-Stop Center, all information regarding such application

for or receipt of services shall be confidential information subject to the provisions of 34 CFR 361.38.

The parties agree to honor the confidentiality provisions as described in the local WIA plan, including modifications thereto, and incorporated into this MOU by reference. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the parties collecting, receiving or sharing information.

8. **RESOURCE SHARING:** The parties agree to share resources in accordance with the attached Resource Sharing Agreement. It is expressly understood that this MOU does not constitute a binding financial commitment, but rather an intent to commit specific resources in the future as the parties' allocations and budgets are known and the one-stop system evolves. The one-stop system is a work in progress and its costs and the partners' resource contributions will not remain static from month to month or from year to year. The Resource Sharing Agreement is meant to be reviewed yearly and may be modified as needed by any partner as long as it is identified as a revision, and it is signed and dated by the agency Administrator.

9. **DISPUTES:** The parties shall first attempt to resolve all disputes informally. Any party may call a meeting of all parties to discuss and resolve disputes.

   Should informal resolution efforts fail, the dispute shall be referred to the Chair of the WIB, who shall place the dispute upon the agenda of its next regular or special meeting of the Board's Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

   Finally, if the Executive Committee's resolution efforts fail, any party may file a grievance in accordance with the State of California's WIA grievance procedures. The parties agree to be bound by the final determination resulting from that procedure. All costs associated with the grievance procedure shall be borne by the losing party.

10. **SEVERABILITY:** If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in force.

11. **JURISDICTION:** Jurisdiction over any disputes under this MOU shall reside in Orange County, California.

12. **HOLD HARMLESS CLAUSE:** Each party to this MOU agrees to indemnify and hold harmless the other parties, their officers, agents, employees, and volunteers from and against any and all loss or damage, and from any and all suits, actions and claims filed or brought by any person or persons arising out of acts or omissions of the party or its officers, agents, employees in the performance of this MOU.

13. **SIGNAGE & COMMUNICATION OF PARTICIPATION:** The Santa Ana WORK Center shall provide wall signage listing the names of current participating partners. Where practical, the Santa Ana WORK Center will list partner agencies on forms and marketing materials distributed to the public.

14. **ACCESSIBILITY ASSURANCES AND CERTIFICATIONS:** The parties agree to abide by all applicable non-discrimination federal and state laws. The WIB and the One-Stop partners will ensure that policies and procedures established by the WIB and the One-Stop partners are in compliance with the Americans with Disabilities Act (ADA). The Santa Ana WORK Center will assure its services and premises are accessible to persons with disabilities under the requirements of the Americans with Disabilities Act.

15. **INSURANCE:** The One-Stop Partners agree that their current in force insurance or self-insurance coverage programs shall apply to their operations performed under the Workforce Investment Act and at the WORK Center, including commercial general liability, property damage liability, business personal property, workers' compensation and employee dishonesty/crime coverages. The City of Santa Ana shall be named as additional insured for such insurance and the coverage shall be primary and non-contributory with regard to the City.

16. **AUTHORITY AND SIGNATURES:** The individuals signing this MOU and its attachments, which are incorporated herein by reference, have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

THIS MEMORANDUM OF UNDERSTANDING is hereby signed and agreed to on the date first written above.

FOR THE LOCAL ELECTED OFFICIAL

Signature

JUL 2 4 2012

Date

Miguel A. Pulido, Mayor, City of Santa Ana
Name and Title

20 Civic Center Plaza, Santa Ana, CA 92701
Address

FOR THE CITY OF SANTA ANA

ATTEST:

Maria D. Huizar, Clerk of the Council

CITY OF SANTA ANA

Paul Walters, Interim City Manager

SANTA ANA UNIFIED SCHOOL DISTRICT (ONE-STOP PARTNER)

Signature

4/25/12

Date

Thelma Melendez de Santa Ana, Superintendent
Name and Title

1601 E. Chestnut Avenue, Santa Ana, CA 92701
Address

Approved as to Form:
Sonia R. Carvalho, City Attorney

By:
Lisa E. Storck, Assistant City Attorney

THIS MEMORANDUM OF UNDERSTANDING is hereby signed and agreed to on the date first written above.

SAUSD Board Approved 4/24/12

Attachment "A"

One-Stop Partner Commitment

1. **PARTIES:** The parties to this Memorandum of Understanding (MOU) are the Mayor and City Council of the City of Santa Ana, the Santa Ana Workforce Investment Board (WIB), the Santa Ana Unified School District and other agencies (identified in the "One-Stop Partner Commitment", Attachments "A" and "B: to this MOU) functioning as "One-Stop Partners" within the Santa Ana One-Stop System (hereinafter referred to as the Santa Ana WORK Center).

In addition to accepting the provisions contained in the MOU, the Santa Ana Unified School District commits to the following:

- Workplace learning with classroom training
- Job readiness training
- Collaborate as need with the WORK Center

Full-time equivalents (FTEs) of Agency Staff Assigned to Santa Ana W/O/R/K Center: N/A

Hours/days per week Agency Staff Assigned to Santa Ana W/O/R/K Center: N/A

PERFORMANCE GOALS:
Customer Service

All on-site, One-Stop Partners shall commit to the following goals for the W/O/R/K Center:
1. To conform to a uniform policy of customer service;
2. To develop customer service principles all One-Stop Partners must implement;
3. To implement an on-going system for measuring customer service levels; and,
4. To participate in a task force empowered to oversee, measure and respond to customer service data.

Quantifiable Service Outcomes

Achievement of performance outcomes as related to contracts with the Santa Ana Workforce Investment Board for provision of services to in-school youth enrolled in Workforce Investment Act programs.

AUTHORITY AND SIGNATURES: The individuals signing this MOU and its attachments which are incorporated therein have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

FOR THE Santa Ana Unified School District
(Legal Name of Partner Agency)

Signature

4/25/12
Date

Thelma Melendez de Santa Ana, Superintendent
Name and Title

1601 E. Chestnut Avenue, Santa Ana, CA 92701
Address

CITY OF SANTA ANA WORKFORCE INVESTMENT BOARD
ONE STOP PARTNER MEMORANDUM OF UNDERSTANDING
SERVICES MATRIX FOR
SANTA ANA UNIFIED SCHOOL DISTRICT

Programs Represented	♦ Employment and Training activities under Title I of the Workforce Investment Act.
Services Provided	♦ In-take ♦ Orientation ♦ Screening and eligibility determination for Asian American Senior Citizens Service Center ♦ Identification and referral of individuals qualifying for assistance or in need of employment and training services ♦ Coordination of the Santa Ana Unified School District employment and training programs with those offered through the One-Stop ♦ Other programs and services appropriate through Santa Ana Unified School District funding.
Method of Service Delivery	☐ Co-location of staff ☐ Co-location of services ☒ Cross training of staff ☐ On-line
Referral Method	☒ In person ☒ By phone ☒ Referral form ☐ Online
Contribution to One-Stop System	☒ Customer Satisfaction[1] ☒ Provide Coordination and Services for WIA Youth Programs

[1] Criteria to be determined by the State of California and the Santa Ana Workforce Investment Board

SANTA ANA ONE-STOP

PARTNERS MOU

RESOURCE SHARING

ATTACHMENT

NOTE: THIS PARTNER IS NOT HOUSED AT THE ONE-STOP AND DOES NOT HAVE A RESOURCE SHARING ATTACHMENT.

A-2012-070

INSURANCE ON FILE
WORK MAY PROCEED
UNTIL INSURANCE EXPIRES 7-1-12

CLERK OF COUNCIL
DATE: 6-7-12

Memorandum of Understanding

For

THE ORANGE COUNTY SMALL BUSINESS DEVELOPMENT CENTER

Memorandum of Understanding (MOU)
Pursuant to the
Workforce Investment Act of 1998 (WIA)

1. **PARTIES:** The parties to this Memorandum of Understanding (MOU) are the Mayor and City Council of the City of Santa Ana, the Santa Ana Workforce Investment Board (WIB), and several agencies (having signed Attachment "A", "One-Stop Partner Commitment" and, if physically located at the One-Stop location, Attachment "B", "Resource Sharing Agreement" and Attachment "C", "Memorandum of Operation" if applicable functioning as "One-Stop Partners" within the Santa Ana One-Stop System (hereinafter referred to as the Santa Ana W/O/R/K Center).

2. **PURPOSE:** The Santa Ana W/O/R/K Center, through its central location at the Santa Ana Regional Transportation Center, 1000 E. Santa Ana Blvd., and its satellite facilities, shall provide and/or coordinate workforce investment services to individuals, providing them with the necessary skills to participate in building a world-class workforce in Santa Ana.

   Services and referrals provided at the Santa Ana W/O/R/K Center may include, but are not limited to, the following:

   - Eligibility determination
   - Outreach, intake and orientation to services available
   - Initial assessment of skills, aptitudes, abilities and supportive services
   - Job search and placement assistance, career counseling
   - Provision of employment data and labor market information
   - Provision of performance information
   - Employment referral
   - Provision of support and follow-up services
   - Identification of skills required to be competitive in the local labor market
   - Filing for Unemployment Insurance claims
   - Access to CalJOBS for Labor Exchange services
   - Help in establishing eligibility for CalWORKS and financial aid
   - Occupational skills training
   - On-the-job training
   - Workplace learning with classroom training
   - Skills upgrading and retraining
   - Entrepreneurial training
   - Job readiness training
   - Adult education and literacy
   - Services for persons with disabilities

- Serve mature workers by operating as a specialized recruitment arm for One-Stop Partners working collaboratively to connect mature workers to employers with labor shortages
- Customized training for employment with specific employer
- Employer services, including: job listing; job matching; candidate screening and testing; outplacement services; job analysis; and, information on available tax credits, business development planning and labor market trends.

3. DURATION:

(a) This MOU shall remain in effect until (i) terminated by the repeal of the Workforce Investment Act or otherwise by action of law, or (ii) with respect to the One-Stop Partner, the date on which such One-Stop partner withdraws from the MOU pursuant to Section 3 (c) hereof. Should any One-Stop Partner withdraw, this MOU shall remain in effect with respect to other remaining One-Stop Partners.

(b) This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and approved by the Chief Local Elected Official or his/her designee. The MOU, once signed, becomes part of the local WIA Plan.

(c) Any party may withdraw from this MOU by giving written notice of intent to withdraw at least 30 calendar days in advance of the effective withdrawal date. If agreed to by all parties, the timeframes for notice may be reduced or extended. Notice of withdrawal shall be given to the WIB at the address listed in the signed attachments of this MOU, and to the contact person so listed, considering any information updates received by the parties pursuant to Section 1. Courtesy notification shall be made to all parties of this MOU in a timely manner.

4. MODIFICATION AND ASSIGNMENT: This MOU may be modified at any time by written agreement of the parties. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the WIB. Any assignee shall also commit in writing to the terms of this MOU.

5. ONE-STOP SYSTEM DESCRIPTION: The one-stop system description in the local WIA plan, including modifications thereto, is incorporated into this MOU by reference.

6. RESERVED

7. CONFIDENTIALITY:

The WIB agrees that when any individual applies for or receives services from and the partner agency through the One-Stop Center, all information regarding such application for or receipt of services shall be confidential information subject to the provisions of 34 CFR 361.38.

The parties agree to honor the confidentiality provisions as described in the local WIA plan, including modifications thereto, and incorporated into this MOU by reference. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the parties collecting, receiving or sharing information.

8. **RESOURCE SHARING:** The parties agree to share resources in accordance with the attached Resource Sharing Agreement. It is expressly understood that this MOU does not constitute a binding financial commitment, but rather an intent to commit specific resources in the future as the parties' allocations and budgets are known and the one-stop system evolves. The one-stop system is a work in progress and its costs and the partners' resource contributions will not remain static from month to month or from year to year. The Resource Sharing Agreement is meant to be reviewed yearly and may be modified as needed by any partner as long as it is identified as a revision, and it is signed and dated by the agency Administrator.

9. **DISPUTES:** The parties shall first attempt to resolve all disputes informally. Any party may call a meeting of all parties to discuss and resolve disputes.

   Should informal resolution efforts fail, the dispute shall be referred to the Chair of the WIB, who shall place the dispute upon the agenda of its next regular or special meeting of the Board's Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

   Finally, if the Executive Committee's resolution efforts fail, any party may file a grievance in accordance with the State of California's WIA grievance procedures. The parties agree to be bound by the final determination resulting from that procedure. All costs associated with the grievance procedure shall be borne by the losing party.

10. **SEVERABILITY:** If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in force.

11. **JURISDICTION:** Jurisdiction over any disputes under this MOU shall reside in Orange County, California.

12. **HOLD HARMLESS CLAUSE:** Each party to this MOU agrees to indemnify and hold harmless the other parties, their officers, agents, employees, and volunteers from and against any and all loss or damage, and from any and all suits, actions and claims filed or brought by any person or persons arising out of acts or omissions of the party or its officers, agents, employees in the performance of this MOU.

13. **SIGNAGE & COMMUNICATION OF PARTICIPATION:** The Santa Ana WORK Center shall provide wall signage listing the names of current participating partners. Where practical, the Santa Ana WORK Center will list partner agencies on forms and marketing materials distributed to the public.

14. **ACCESSIBILITY ASSURANCES AND CERTIFICATIONS:** The parties agree to abide by all applicable non-discrimination federal and state laws. The WIB and the One-Stop partners will ensure that policies and procedures established by the WIB and the One-Stop partners are in compliance with the Americans with Disabilities Act (ADA). The Santa Ana WORK Center will assure its services and premises are accessible to persons with disabilities under the requirements of the Americans with Disabilities Act.

15. **INSURANCE:** The One-Stop Partners agree that their current in force insurance or self-insurance coverage programs shall apply to their operations performed under the Workforce Investment Act and at the WORK Center, including commercial general liability, property damage liability, business personal property, workers' compensation and employee dishonesty/crime coverages. The City of Santa Ana shall be named as additional insured for such insurance and the coverage shall be primary and non-contributory with regard to the City.

16. **AUTHORITY AND SIGNATURES:** The individuals signing this MOU and its attachments, which are incorporated herein by reference, have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

THIS MEMORANDUM OF UNDERSTANDING is hereby signed and agreed to on the date first written above.

FOR THE LOCAL ELECTED OFFICIAL

Signature

JUN 7 2012

Date

Miguel A. Pulido, Mayor, City of Santa Ana
Name and Title

20 Civic Center Plaza, Santa Ana, CA 92701
Address

FOR THE CITY OF SANTA ANA

ATTEST:

Maria D. Huizar, Clerk of the Council

CITY OF SANTA ANA

Paul Walters, Interim City Manager

ORANGE COUNTY SMALL BUSINESS DEVELOPMENT CENTER (ONE-STOP PARTNER)

Signature

April 20, 2012

Date

Leila Mozaffari, Director
Name and Title

2323 N. Broadway, Santa Ana, Ca 92706
Address

Approved as to Form:
Sonia R. Carvalho, City Attorney

By:
Lisa E. Storck, Assistant City Attorney

THIS MEMORANDUM OF UNDERSTANDING is hereby signed and agreed to on the date first written above.

Attachment "A"

One-Stop Partner Commitment

1. **PARTIES:** The parties to this Memorandum of Understanding (MOU) are the Mayor and City Council of the City of Santa Ana, the Santa Ana Workforce Investment Board (WIB), the **Orange County Small Business Development Center** and other agencies (identified in the "One-Stop Partner Commitment", Attachments "A" and "B: to this MOU) functioning as "One-Stop Partners" within the Santa Ana One-Stop System (hereinafter referred to as the Santa Ana WORK Center).

In addition to accepting the provisions contained in the MOU, the **Orange County Small Business Development Center** commits to the following:

Agency Services to be provided on-site at the Santa Ana W/O/R/K Center:

- The OCSBDC and WORK Center staff will familiarize themselves with each other's organizations in order to facilitate the referral process.

- The OCSBDC and WORK Center will collaborate as required by their mutual funding sources.

- The WORK Center staff will refer business to the OCSBDC for consulting, training, and access to resources that a business may need.

- The OCSBDC will refer clients to the Santa Ana WORK Center Business Service Unit for hiring and other labor issues that the business owner may have.

Full-time equivalents (FTEs) of Agency Staff Assigned to Santa Ana W/O/R/K Center: __

Not Applicable _____

Hours/days per week Agency Staff Assigned to Santa Ana W/O/R/K Center: _____

Not Applicable _____

PERFORMANCE GOALS:
Customer Service

All on-site, One-Stop Partners shall commit to the following goals for the W/O/R/K Center:

1. To conform to a uniform policy of customer service;
2. To develop customer service principles all One-Stop Partners must implement;
3. To implement an on-going system for measuring customer service levels; and,
4. To participate in a task force empowered to oversee, measure and respond to customer service data.

AUTHORITY AND SIGNATURES: The individuals signing this MOU and its attachments which are incorporated therein have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

FOR THE Orange County Small Business Development Center
(Legal Name of Partner Agency)

Signature

April 20, 2012
Date

Lelia Mozaffari, Director
Name and Title

2323 N. Broadway, Santa Ana CA, 92706
Address

MOU Partner rev 2-12

CITY OF SANTA ANA WORKFORCE INVESTMENT BOARD
ONE STOP PARTNER MEMORANDUM OF UNDERSTANDING
SERVICES MATRIX FOR
THE ORANGE COUNTY SMALL BUSINESS DEVELOPMENT CENTER

Programs Represented	Services Provided	Method of Service Delivery (Check all that apply)	Referral Method (Check all that apply)	Contribution to One Stop System Performance
♦ Employment and Training activities under Title I of the Workforce Investment Act.	♦ Training seminars on business topics for small companies ♦ Customized business consulting by industry experts in Strategic Business Planning; Marketing Planning; Financial Statement development, analysis, cash flow mgmt.; Procurement; use of technology in expansion of sales and operations. ♦ Finance facilitation including capital needs analysis, loan doc review and referral to financial institutions ♦ Information on licenses & permits, corporate structure, taxes and insurance	☐ Co-location of staff ☐ Co-location of services ☒ Cross training of staff ☐ On-line ☒ On site – OCSBDC office	☐ In person ☐ By phone ☐ On line ☒ Refer direct to the OCSBDC	☒ Customer Satisfaction[1] ☐ Provide Coordination and Services for _____

[1] Criteria to be determined by the State of California and the Santa Ana Workforce Investment Board

Attachment B

SANTA ANA ONE-STOP

PARTNERS MOU

RESOURCE SHARING

ATTACHMENT

NOTE: THIS PARTNER IS NOT HOUSED AT THE ONE-STOP AND DOES NOT HAVE A RESOURCE SHARING ATTACHMENT.

A-2012-120

INSURANCE NOT REQUIRED
WORK MAY PROCEED
CLERK OF COUNCIL
DATE: JUL 2 6 2012

Memorandum of Understanding

For

SANTA ANA HOUSING AUTHORITY

Memorandum of Understanding (MOU)
Pursuant to the
Workforce Investment Act of 1998 (WIA)

1. **PARTIES:** The parties to this Memorandum of Understanding (MOU) are the Mayor and City Council of the City of Santa Ana, the Santa Ana Workforce Investment Board (WIB), and several agencies (having signed Attachment "A", "One-Stop Partner Commitment" and, if physically located at the One-Stop location, Attachment "B", "Resource Sharing Agreement" and Attachment "C", "Memorandum of Operation" if applicable functioning as "One-Stop Partners" within the Santa Ana One-Stop System (hereinafter referred to as the Santa Ana W/O/R/K Center).

2. **PURPOSE:** The Santa Ana W/O/R/K Center, through its central location at the Santa Ana Regional Transportation Center, 1000 E. Santa Ana Blvd., and its satellite facilities, shall provide and/or coordinate workforce investment services to individuals, providing them with the necessary skills to participate in building a world-class workforce in Santa Ana.

   Services and referrals provided at the Santa Ana W/O/R/K Center may include, but are not limited to, the following:

   - Eligibility determination
   - Outreach, intake and orientation to services available
   - Initial assessment of skills, aptitudes, abilities and supportive services
   - Job search and placement assistance, career counseling
   - Provision of employment data and labor market information
   - Provision of performance information
   - Employment referral
   - Provision of support and follow-up services
   - Identification of skills required to be competitive in the local labor market
   - Filing for Unemployment Insurance claims
   - Access to CalJOBS for Labor Exchange services
   - Help in establishing eligibility for CalWORKS and financial aid
   - Occupational skills training
   - On-the-job training
   - Workplace learning with classroom training
   - Skills upgrading and retraining
   - Entrepreneurial training
   - Job readiness training
   - Adult education and literacy
   - Services for persons with disabilities

- Serve mature workers by operating as a specialized recruitment arm for One-Stop Partners working collaboratively to connect mature workers to employers with labor shortages
- Customized training for employment with specific employer
- Employer services, including: job listing; job matching; candidate screening and testing; outplacement services; job analysis; and, information on available tax credits, business development planning and labor market trends.

3. **DURATION:**

(a) This MOU shall remain in effect until (i) terminated by the repeal of the Workforce Investment Act or otherwise by action of law, or (ii) with respect to the One-Stop Partner, the date on which such One-Stop partner withdraws from the MOU pursuant to Section 3 (c) hereof. Should any One-Stop Partner withdraw, this MOU shall remain in effect with respect to other remaining One-Stop Partners.

(b) This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and approved by the Chief Local Elected Official or his/her designee. The MOU, once signed, becomes part of the local WIA Plan.

(c) Any party may withdraw from this MOU by giving written notice of intent to withdraw at least 30 calendar days in advance of the effective withdrawal date. If agreed to by all parties, the timeframes for notice may be reduced or extended. Notice of withdrawal shall be given to the WIB at the address listed in the signed attachments of this MOU, and to the contact person so listed, considering any information updates received by the parties pursuant to Section 1. Courtesy notification shall be made to all parties of this MOU in a timely manner.

4. **MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the WIB. Any assignee shall also commit in writing to the terms of this MOU.

5. **ONE-STOP SYSTEM DESCRIPTION:** The one-stop system description in the local WIA plan, including modifications thereto, is incorporated into this MOU by reference.

6. **CROSS REFERRALS:** The One-Stop Partners will adopt common intake/cross referral arrangements, which include, by reference, those listed in the local WIA plan, including modifications thereto. The methods and/or resources utilized may include some or all of the following: cross-training of staff, in-house staff, electronic case management systems, co-enrollments, appointments, e-mail and phone call.

7. **CONFIDENTIALITY:**
The WIB agrees that when any individual applies for or receives services from and the partner agency through the One-Stop Center, all information regarding such application

for or receipt of services shall be confidential information subject to the provisions of 34 CFR 361.38.

The parties agree to honor the confidentiality provisions as described in the local WIA plan, including modifications thereto, and incorporated into this MOU by reference. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the parties collecting, receiving or sharing information.

8. **RESOURCE SHARING:** The parties agree to share resources in accordance with the attached Resource Sharing Agreement. It is expressly understood that this MOU does not constitute a binding financial commitment, but rather an intent to commit specific resources in the future as the parties' allocations and budgets are known and the one-stop system evolves. The one-stop system is a work in progress and its costs and the partners' resource contributions will not remain static from month to month or from year to year. The Resource Sharing Agreement is meant to be reviewed yearly and may be modified as needed by any partner as long as it is identified as a revision, and it is signed and dated by the agency Administrator.

9. **DISPUTES:** The parties shall first attempt to resolve all disputes informally. Any party may call a meeting of all parties to discuss and resolve disputes.

   Should informal resolution efforts fail, the dispute shall be referred to the Chair of the WIB, who shall place the dispute upon the agenda of its next regular or special meeting of the Board's Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

   Finally, if the Executive Committee's resolution efforts fail, any party may file a grievance in accordance with the State of California's WIA grievance procedures. The parties agree to be bound by the final determination resulting from that procedure. All costs associated with the grievance procedure shall be borne by the losing party.

10. **SEVERABILITY:** If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in force.

11. **JURISDICTION:** Jurisdiction over any disputes under this MOU shall reside in Orange County, California.

12. **HOLD HARMLESS CLAUSE:** Each party to this MOU agrees to indemnify and hold harmless the other parties, their officers, agents, employees, and volunteers from and against any and all loss or damage, and from any and all suits, actions and claims filed or brought by any person or persons arising out of acts or omissions of the party or its officers, agents, employees in the performance of this MOU.

13. **SIGNAGE & COMMUNICATION OF PARTICIPATION:** The Santa Ana WORK Center shall provide wall signage listing the names of current participating partners. Where practical, the Santa Ana WORK Center will list partner agencies on forms and marketing materials distributed to the public.

14. **ACCESSIBILITY ASSURANCES AND CERTIFICATIONS:** The parties agree to abide by all applicable non-discrimination federal and state laws. The WIB and the One-Stop partners will ensure that policies and procedures established by the WIB and the One-Stop partners are in compliance with the Americans with Disabilities Act (ADA). The Santa Ana WORK Center will assure its services and premises are accessible to persons with disabilities under the requirements of the Americans with Disabilities Act.

15. **INSURANCE:** The One-Stop Partners agree that their current in force insurance or self-insurance coverage programs shall apply to their operations performed under the Workforce Investment Act and at the WORK Center, including commercial general liability, property damage liability, business personal property, workers' compensation and employee dishonesty/crime coverages. The City of Santa Ana shall be named as additional insured for such insurance and the coverage shall be primary and non-contributory with regard to the City.

16. **AUTHORITY AND SIGNATURES:** The individuals signing this MOU and its attachments, which are incorporated herein by reference, have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

THIS MEMORANDUM OF UNDERSTANDING is hereby signed and agreed to on the date first written above.

FOR THE LOCAL ELECTED OFFICIAL

JUL 2 6 2012

Signature

Date

Miguel A. Pulido, Mayor, City of Santa Ana
Name and Title

20 Civic Center Plaza, Santa Ana, CA 92701
Address

FOR THE CITY OF SANTA ANA

ATTEST:

Maria D. Huizar, Clerk of the Council

CITY OF SANTA ANA

Paul Walters, Interim City Manager

SANTA ANA HOUSING AUTHORITY (ONE-STOP PARTNER)

Signature

Date

Nancy T. Edwards, Interim Executive Director Housing Authority
Name and Title

20 Civic Center Plaza, Santa Ana, CA 92701
Address

Approved as to Form:
Sonia R. Carvalho, City Attorney

By:
Lisa E. Storck, Assistant City Attorney

THIS MEMORANDUM OF UNDERSTANDING is hereby signed and agreed to on the date first written above.

Attachment "A"

One-Stop Partner Commitment

1. **PARTIES:** The parties to this Memorandum of Understanding (MOU) are the Mayor and City Council of the City of Santa Ana, the Santa Ana Workforce Investment Board (WIB), the Santa Ana Housing Authority and other agencies (identified in the "One-Stop Partner Commitment", Attachments "A" and "B: to this MOU) functioning as "One-Stop Partners" within the Santa Ana One-Stop System (hereinafter referred to as the Santa Ana WORK Center).

In addition to accepting the provisions contained in the MOU, the Santa Ana Housing Authority commits to the following:

- To Provide assistance with applications for Section 8 Rental Assistance during wait list opening, and
- To refer all unemployed Adults in the Housing Choice Voucher Program to the WORK Center.

Full-time equivalents (FTEs) of Agency Staff Assigned to Santa Ana W/O/R/K Center: N/A

Hours/days per week Agency Staff Assigned to Santa Ana W/O/R/K Center: N/A

PERFORMANCE GOALS:
Customer Service

All on-site, One-Stop Partners shall commit to the following goals for the W/O/R/K Center:
1. To conform to a uniform policy of customer service;
2. To develop customer service principles all One-Stop Partners must implement;
3. To implement an on-going system for measuring customer service levels; and,
4. To participate in a task force empowered to oversee, measure and respond to customer service data.

Quantifiable Service Outcomes

The Santa Ana Housing Authority will track the clients refered to the Santa Ana WORK Center in order to evaluate the effectiveness of these collaborative efforts.

AUTHORITY AND SIGNATURES: The individuals signing this MOU and its attachments which are incorporated therein have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

FOR THE Santa Ana Housing Authority
(Legal Name of Partner Agency)

Nancy T Edwards _____
Signature Date

Nancy T. Edwards, Interim Executive Director Housing Authority
Name and Title

20 Civic Center Plaza, Santa Ana, CA 92701
Address

MOU Partner rev 2-12

CITY OF SANTA ANA WORKFORCE INVESTMENT BOARD
ONE STOP PARTNER MEMORANDUM OF UNDERSTANDING
SERVICES MATRIX FOR
SANTA ANA HOUSING AUTHORITY

Programs Represented	♦ Employment and Training activities under HUD ♦ Family Self-Sufficiency
Services Provided	♦ Screening and eligibility determination for Santa Ana Housing Authority ♦ Identification and referral of individuals qualifying for assistance or in need of employment and training services ♦ Coordination of the Santa Ana Housing Authority employment and training programs with those offered through the One-Stop ♦ Other programs and services appropriate through Santa Ana Housing Authority funding.
Method of Service Delivery	☐ Co-location of staff ☐ Co-location of services ☐ Cross training of staff ☐ On-line
Referral Method	☒ In person ☒ By phone ☐ Referral form ☐ Online
Contribution to One-Stop System	☒ Customer Satisfaction[1]

Attachment B

[1] Criteria to be determined by the State of California and the Santa Ana Workforce Investment Board

SANTA ANA ONE-STOP

PARTNERS MOU

RESOURCE SHARING

ATTACHMENT

NOTE: THIS PARTNER IS NOT HOUSED AT THE ONE-STOP AND DOES NOT HAVE A RESOURCE SHARING ATTACHMENT.

A-2012-116

INSURANCE NOT ON FILE
WORK MAY NOT PROCEED
CLERK OF COUNCIL
DATE: JUL 3 6 2012

Memorandum of Understanding

For

COMMUNITY ACTION PARTNERSHIP OF ORANGE COUNTY

Memorandum of Understanding (MOU)
Pursuant to the
Workforce Investment Act of 1998 (WIA)

1. **PARTIES:** The parties to this Memorandum of Understanding (MOU) are the Mayor and City Council of the City of Santa Ana, the Santa Ana Workforce Investment Board (WIB), and several agencies (having signed Attachment "A", "One-Stop Partner Commitment" and, if physically located at the One-Stop location, Attachment "B", "Resource Sharing Agreement" and Attachment "C", "Memorandum of Operation" if applicable functioning as "One-Stop Partners" within the Santa Ana One-Stop System (hereinafter referred to as the Santa Ana W/O/R/K Center).

2. **PURPOSE:** The Santa Ana W/O/R/K Center, through its central location at the Santa Ana Regional Transportation Center, 1000 E. Santa Ana Blvd., and its satellite facilities, shall provide and/or coordinate workforce investment services to individuals, providing them with the necessary skills to participate in building a world-class workforce in Santa Ana.

   Services and referrals provided at the Santa Ana W/O/R/K Center may include, but are not limited to, the following:

   - Eligibility determination
   - Outreach, intake and orientation to services available
   - Initial assessment of skills, aptitudes, abilities and supportive services
   - Job search and placement assistance, career counseling
   - Provision of employment data and labor market information
   - Provision of performance information
   - Employment referral
   - Provision of support and follow-up services
   - Identification of skills required to be competitive in the local labor market
   - Filing for Unemployment Insurance claims
   - Access to CalJOBS for Labor Exchange services
   - Help in establishing eligibility for CalWORKS and financial aid
   - Occupational skills training
   - On-the-job training
   - Workplace learning with classroom training
   - Skills upgrading and retraining
   - Entrepreneurial training
   - Job readiness training
   - Adult education and literacy

- Services for persons with disabilities
- Serve mature workers by operating as a specialized recruitment arm for One-Stop Partners working collaboratively to connect mature workers to employers with labor shortages
- Customized training for employment with specific employer
- Employer services, including: job listing; job matching; candidate screening and testing; outplacement services; job analysis; and, information on available tax credits, business development planning and labor market trends.

3. **DURATION:**

(a) This MOU shall remain in effect until (i) terminated by the repeal of the Workforce Investment Act or otherwise by action of law, or (ii) with respect to the One-Stop Partner, the date on which such One-Stop partner withdraws from the MOU pursuant to Section 3 (c) hereof. Should any One-Stop Partner withdraw, this MOU shall remain in effect with respect to other remaining One-Stop Partners.

(b) This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and approved by the Chief Local Elected Official or his/her designee. The MOU, once signed, becomes part of the local WIA Plan.

(c) Any party may withdraw from this MOU by giving written notice of intent to withdraw at least 30 calendar days in advance of the effective withdrawal date. If agreed to by all parties, the timeframes for notice may be reduced or extended. Notice of withdrawal shall be given to the WIB at the address listed in the signed attachments of this MOU, and to the contact person so listed, considering any information updates received by the parties pursuant to Section 1. Courtesy notification shall be made to all parties of this MOU in a timely manner.

4. **MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the WIB. Any assignee shall also commit in writing to the terms of this MOU.

5. **ONE-STOP SYSTEM DESCRIPTION:** The one-stop system description in the local WIA plan, including modifications thereto, is incorporated into this MOU by reference.

6. **CROSS REFERRALS:** The One-Stop Partners will adopt common intake/cross referral arrangements, which include, by reference, those listed in the local WIA plan, including modifications thereto. The methods and/or resources utilized may include some or all of the following: cross-training of staff, in-house staff, electronic case management systems, co-enrollments, appointments, e-mail and phone call.

7. **CONFIDENTIALITY:**

The WIB agrees that when any individual applies for or receives services from and the partner agency through the One-Stop Center, all information regarding such application for or receipt of services shall be confidential information subject to the provisions of 34 CFR 361.38.

The parties agree to honor the confidentiality provisions as described in the local WIA plan, including modifications thereto, and incorporated into this MOU by reference. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the parties collecting, receiving or sharing information.

8. **RESOURCE SHARING:** The parties agree to share resources in accordance with the attached Resource Sharing Agreement. It is expressly understood that this MOU does not constitute a binding financial commitment, but rather an intent to commit specific resources in the future as the parties' allocations and budgets are known and the one-stop system evolves. The one-stop system is a work in progress and its costs and the partners' resource contributions will not remain static from month to month or from year to year. The Resource Sharing Agreement is meant to be reviewed yearly and may be modified as needed by any partner as long as it is identified as a revision, and it is signed and dated by the agency Administrator.

9. **DISPUTES:** The parties shall first attempt to resolve all disputes informally. Any party may call a meeting of all parties to discuss and resolve disputes.

   Should informal resolution efforts fail, the dispute shall be referred to the Chair of the WIB, who shall place the dispute upon the agenda of its next regular or special meeting of the Board's Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

   Finally, if the Executive Committee's resolution efforts fail, any party may file a grievance in accordance with the State of California's WIA grievance procedures. The parties agree to be bound by the final determination resulting from that procedure. All costs associated with the grievance procedure shall be borne by the losing party.

10. **SEVERABILITY:** If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in force.

11. **JURISDICTION:** Jurisdiction over any disputes under this MOU shall reside in Orange County, California.

12. **HOLD HARMLESS CLAUSE:** Each party to this MOU agrees to indemnify and hold harmless the other parties, their officers, agents, employees, and volunteers from and against any and all loss or damage, and from any and all suits, actions and claims filed or brought by any person or persons arising out of acts or omissions of the party or its officers, agents, employees in the performance of this MOU.

THIS MEMORANDUM OF UNDERSTANDING is hereby signed and agreed to on the date first written above.

FOR THE LOCAL ELECTED OFFICIAL

Signature

JUL 2 6 2012

Date

Miguel A. Pulido, Mayor, City of Santa Ana
Name and Title

20 Civic Center Plaza, Santa Ana, CA 92701
Address

FOR THE CITY OF SANTA ANA

ATTEST:

Maria D. Huizar, Clerk of the Council

CITY OF SANTA ANA

Paul Walters, Interim City Manager

COMMUNITY ACTION PARTNERSHIP OF ORANGE COUNTY (ONE-STOP PARTNER)

Signature

4/6/2012

Date

Clarence W. Ray, Executive Director
Name and Title

11870 Monarch St., Garden Grove, CA 92841
Address

Approved as to Form:
JOSEPH STRAKA, Interim City Attorney

By:
Lisa E. Storck, Assistant City Attorney

13. **SIGNAGE & COMMUNICATION OF PARTICIPATION:** The Santa Ana WORK Center shall provide wall signage listing the names of current participating partners. Where practical, the Santa Ana WORK Center will list partner agencies on forms and marketing materials distributed to the public.

14. **ACCESSIBILITY ASSURANCES AND CERTIFICATIONS:** The parties agree to abide by all applicable non-discrimination federal and state laws. The WIB and the One-Stop partners will ensure that policies and procedures established by the WIB and the One-Stop partners are in compliance with the Americans with Disabilities Act (ADA). The Santa Ana WORK Center will assure its services and premises are accessible to persons with disabilities under the requirements of the Americans with Disabilities Act.

15. **INSURANCE:** The One-Stop Partners agree that their current in force insurance or self-insurance coverage programs shall apply to their operations performed under the Workforce Investment Act and at the WORK Center, including commercial general liability, property damage liability, business personal property, workers' compensation and employee dishonesty/crime coverages. The City of Santa Ana shall be named as additional insured for such insurance and the coverage shall be primary and non-contributory with regard to the City.

16. **AUTHORITY AND SIGNATURES:** The individuals signing this MOU and its attachments, which are incorporated herein by reference, have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

Attachment "A"

One-Stop Partner Commitment

1. **PARTIES:** The parties to this Memorandum of Understanding (MOU) are the Mayor and City Council of the City of Santa Ana, the Santa Ana Workforce Investment Board (WIB), the Community Action Partnership of Orange County and other agencies (identified in the "One-Stop Partner Commitment", Attachments "A" and "B: to this MOU) functioning as "One-Stop Partners" within the Santa Ana One-Stop System (hereinafter referred to as the Santa Ana WORK Center).

In addition to accepting the provisions contained in the MOU, the Community Action Partnership of Orange County commits to the following:

- Primary delivery of services will be at the offices of CAPOC. Staff from CAPOC and the WORK Center will be cross-trained so that appropriate referrals may be made. CAPOC will train WORK Center staff on its Community Service Block Grant programs i.e., Emergency Safety Services and Family Development Programs and define its referral process. Likewise staff from CAPOC will be trained on the array of services available at the one-stop center.

Full-time equivalents (FTEs) of Agency Staff Assigned to Santa Ana W/O/R/K Center: N/A

Hours/days per week Agency Staff Assigned to Santa Ana W/O/R/K Center: N/A

PERFORMANCE GOALS:
Customer Service

All on-site, One-Stop Partners shall commit to the following goals for the W/O/R/K Center:
1. To conform to a uniform policy of customer service;
2. To develop customer service principles all One-Stop Partners must implement;
3. To implement an on-going system for measuring customer service levels; and,
4. To participate in a task force empowered to oversee, measure and respond to customer service data.

Quantifiable Service Outcomes

CAPOC will strive to provide quality service, which will bring about customer satisfaction. CAPOC will provide the WORK Center with the numbers of customer contacts and referrals made or received, report any client changes or outcomes as appropriate and provide coordination and services for Community Service Block Grant programs.

AUTHORITY AND SIGNATURES: The individuals signing this MOU and its attachments which are incorporated therein have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

FOR THE Community Action Partnership of Orange County
(Legal Name of Partner Agency)

Clarence W Ray
Signature

4/6/2012
Date

Clarence W. Ray, Executive Director
Name and Title

11870 Monarch St., Garden Grove, CA 92841
Address

CITY OF SANTA ANA WORKFORCE INVESTMENT BOARD
ONE STOP PARTNER MEMORANDUM OF UNDERSTANDING
SERVICES MATRIX FOR
COMMUNITY ACTION PARTNERSHIP OF ORANGE COUNTY

Programs Represented	♦ Community Service Block Grant (Emergency Safety Services and Family Development Programs) operated by CAPOC at their Family Resource Centers and Human Services Department.
Services Provided	♦ In-take ♦ Orientation ♦ Identification and referral of individuals qualifying for assistance or in need of employment and training services ♦ Coordination of the Community Action Partnership of Orange County employment and training programs with those offered through the One-Stop ♦ Other programs and services appropriate through CSBG funding.
Method of Service Delivery	☐ Co-location of staff ☐ Co-location of services ☒ Cross training of staff ☐ On-line
Referral Method	☐ In person ☒ By phone ☒ Referral form ☐ Online
Contribution to One-Stop System	☒ Customer Satisfaction[1] ☒ Customer Change/Outcome ☒ Coordination and Services for CSBG program

[1] Criteria to be determined by the State of California and the Santa Ana Workforce Investment Board

SANTA ANA ONE-STOP

PARTNERS MOU

RESOURCE SHARING

ATTACHMENT

NOTE: THIS PARTNER IS NOT HOUSED AT THE ONE-STOP AND DOES NOT HAVE A RESOURCE SHARING ATTACHMENT.

ACORD™

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 07/03/2012

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Comprehensive Insurance Services
22342 Avenida Empresa
Suite 250
RSM, CA 92688

CONTACT NAME:
PHONE (A/C, No, Ext): (949)709-8800 FAX (A/C, No): (949)709-1668
E-MAIL ADDRESS:

INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A:	NONPROFITS' INSURANCE ALLIANCE OF CA	
INSURER B:	ICW GROUP INSURANCE COMPANIES	
INSURER C:	NATIONAL UNION FIRE INS CO	
INSURER D:		
INSURER E:		
INSURER F:		

INSURED Community Action Partnership of
Orange County
11870 Monarch St.
Garden Grove, CA 92841

COVERAGES CERTIFICATE NUMBER: GL/AUTO/UMB REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR X Owner & Contr. Pro GEN'L AGGREGATE LIMIT APPLIES PER: POLICY PRO-JECT X LOC	X		2012-00441-NPO	07/01/2012	07/01/2013	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 1,000,000 $ 500,000 $ 20,000 $ 1,000,000 $ 2,000,000 $ 2,000,000 $
A	AUTOMOBILE LIABILITY X ANY AUTO ALL OWNED AUTOS / SCHEDULED AUTOS X HIRED AUTOS / X NON-OWNED AUTOS			2012-00441-NPO	07/01/2012	07/01/2013	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 1,000,000 $ $ $ $
A	UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE DED X RETENTION $ 10,000			2012-00441-UMB-NPO	07/01/2012	07/01/2013	EACH OCCURRENCE AGGREGATE	$ 4,000,000 $ 4,000,000 $
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		WPL502140900	07/01/2012	07/01/2013	X WC STATU-TORY LIMITS / OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000
C	CRIME - EMPLOYEE DISHONESTY			02-420-32-32	07/01/2012	07/01/2013	LIMIT $1,100,000 DEDUCTIBLE $5,000	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CITY OF SANTA ANA IS INCUDED AS ADDITIONAL INSURED PER ATTACHED SPECIAL AGREEMENT

APPROVED AS TO FORM
LISA E. STORCK
Assistant City Attorney
1/2

CERTIFICATE HOLDER

THE CITY OF SANTA ANA
SANTA ANA YOUTH COUNCIL
WORKFORCE INVESEMENT BOARD
1000 E. SANTA ANA BLVD.
STE. 200
SANTA ANA, CA 92701

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE
Richard Eynon, CIC/JEREMY

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AGREEMENT

ADDITIONAL INSURED ~~ENDORSEMENT~~

FOR COMMERCIAL GENERAL LIABILITY POLICY

Insurance Company **NONPROFITS INSURANCE ALLIANCE OF CA**

This endorsement modifies such insurance as is afforded by the provisions of Policy # **2012-00441-NPO** relating to the following:

1. The City of Santa Ana, 20 Civic Center Plaza, Santa Ana, California 92701; its officers, employees, agents, volunteers and representatives are named as additional insureds ("additional insureds") with regard to liability and defense of suits arising from the operations and uses performed by or on behalf of the named insured.

2. With respect to claims arising out of the operations and uses performed by or on behalf of the named insured, such insurance as is afforded by this policy is primary and is not additional to or contributing with any other insurance carried by or for the benefit of the additional insureds.

3. ~~This insurance applies separately to each insured against whom claim is made or suit is brought except with respect to the company's limits of liability. The inclusion of any person or organization as an insured shall not affect any right which such person or organization would have as a claimant if not so included.~~ **PLEASE REFER TO CG0001 PORTION OF THE POLICY, ATTACHED.**

4. With respect to the additional insureds, this insurance shall not be cancelled, or materially reduced in coverage or limits except after thirty (30)*days written notice has been given to the City of Santa Ana, 20 Civic Center Plaza, Santa Ana, California 92701.

***EXCEPT 10 DAYS FOR NON-PAYMENT OF PREMIUM**

(Completion of the following, including countersignature, is required to make this endorsement effective.)

Effective **7/1/2012**, this endorsement form as a part of Policy # **2012-00441-NPO**

Issued to **COMMUNITY ACTION PARTNERSHIP OF ORANGE COUNTY**

Named Insured

Countersigned by _____

Authorized Representative

APPROVED AS TO FORM

LISA E. STORCK

Assistant City Attorney

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 07/03/2012

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Comprehensive Insurance Services
22342 Avenida Empresa
Suite 250
RSM, CA 92688

CONTACT NAME:
PHONE (A/C, No, Ext): (949)709-8800 FAX (A/C, No): (949)709-1668
E-MAIL ADDRESS:

INSURED
Community Action Partnership of
Orange County
11870 Monarch St.
Garden Grove, CA 92841

INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A:	NONPROFITS' INSURANCE ALLIANCE OF CA	
INSURER B:	ICW GROUP INSURANCE COMPANIES	
INSURER C:	NATIONAL UNION FIRE INS CO	
INSURER D:		
INSURER E:		
INSURER F:		

COVERAGES — CERTIFICATE NUMBER: GL/AUTO/UMB — REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR X Owner & Contr. Pro GEN'L AGGREGATE LIMIT APPLIES PER: POLICY PRO-JECT X LOC	X		2012-00441-NPO	07/01/2012	07/01/2013	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 1,000,000 $ 500,000 $ 20,000 $ 1,000,000 $ 2,000,000 $ 2,000,000 $
A	AUTOMOBILE LIABILITY X ANY AUTO ALL OWNED AUTOS / SCHEDULED AUTOS X HIRED AUTOS / X NON-OWNED AUTOS			2012-00441-NPO	07/01/2012	07/01/2013	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 1,000,000 $ $ $ $
A	UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE DED X RETENTION $ 10,000			2012-00441-UMB-NPO	07/01/2012	07/01/2013	EACH OCCURRENCE AGGREGATE	$ 4,000,000 $ 4,000,000 $
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		WPL502140900	07/01/2012	07/01/2013	X WC STATU-TORY LIMITS / OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000
C	CRIME - EMPLOYEE DISHONESTY			02-420-32-32	07/01/2012	07/01/2013	LIMIT $1,100,000 DEDUCTIBLE $5,000	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CITY OF SANTA ANA IS INCUDED AS ADDITIONAL INSURED PER ATTACHED SPECIAL AGREEMENT

APPROVED AS TO FORM
LISA E. STORCK
Assistant City Attorney 1/3

CERTIFICATE HOLDER

THE CITY OF SANTA ANA
SANTA ANA YOUTH COUNCIL
WORKFORCE INVESEMENT BOARD
1000 E. SANTA ANA BLVD.
STE. 200
SANTA ANA, CA 92701

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Richard Eynon, CIC/JEREMY

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AGREEMENT

ADDITIONAL INSURED ~~ENDORSEMENT~~

FOR COMMERCIAL GENERAL LIABILITY POLICY

Insurance Company **NONPROFITS INSURANCE ALLIANCE OF CA**

This endorsement modifies such insurance as is afforded by the provisions of Policy # **2012-00441-NPO** relating to the following:

1. The City of Santa Ana, 20 Civic Center Plaza, Santa Ana, California 92701; its officers, employees, agents, volunteers and representatives are named as additional insureds ("additional insureds") with regard to liability and defense of suits arising from the operations and uses performed by or on behalf of the named insured.

2. With respect to claims arising out of the operations and uses performed by or on behalf of the named insured, such insurance as is afforded by this policy is primary and is not additional to or contributing with any other insurance carried by or for the benefit of the additional insureds.

3. ~~[illegible]~~ **PLEASE REFER TO CG0001 PORTION OF THE POLICY, ATTACHED.**

4. With respect to the additional insureds, this insurance shall not be cancelled, or materially reduced in coverage or limits except after thirty (30)*days written notice has been given to the City of Santa Ana, 20 Civic Center Plaza, Santa Ana, California 92701.

***EXCEPT 10 DAYS FOR NON-PAYMENT OF PREMIUM**

(Completion of the following, including countersignature, is required to make this endorsement effective.)

Effective **7/1/2012**, this endorsement form as a part of Policy # **2012-00441-NPO**

Issued to **COMMUNITY ACTION PARTNERSHIP OF ORANGE COUNTY**

Named Insured

Countersigned by _____

Authorized Representative

APPROVED AS TO FORM

LISA E. STORCK

Assistant City Attorney

2/3

POLICY NUMBER: 2011-00441-NPC

COMMERCIAL GENERAL LIABILITY
CG 20260704

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED DESIGNATED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s)

Any person or organization that you are required to add as an additional insured on this policy, under a written contract or agreement currently in effect, or becoming effective during the term of this policy. The additional insured status will not be afforded with respect to liability arising out of or related to your activities as a real estate manager for that person or organization.

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

Section II - Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury, "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

A. In the performance of your ongoing operations; or
B. In connection with your premises owned by or rented to you.

© ISO Properties, Inc., 2004

APPROVED AS TO FORM
LISA E. STORCK
Assistant City Attorney
3/3

INSURANCE ON FILE
WORK MAY PROCEED
UNTIL INSURANCE EXPIRES
3-9-2013
CLERK OF COUNCIL
DATE: JUL 2 4 2012

A-2012-115

Memorandum of Understanding

For

ASIAN AMERICAN SENIOR CITIZENS SERVICE CENTER

Memorandum of Understanding (MOU)
Pursuant to the
Workforce Investment Act of 1998 (WIA)

1. **PARTIES:** The parties to this Memorandum of Understanding (MOU) are the Mayor and City Council of the City of Santa Ana, the Santa Ana Workforce Investment Board (WIB), and several agencies (having signed Attachment "A", "One-Stop Partner Commitment" and, if physically located at the One-Stop location, Attachment "B", "Resource Sharing Agreement" and Attachment "C", "Memorandum of Operation" if applicable functioning as "One-Stop Partners" within the Santa Ana One-Stop System (hereinafter referred to as the Santa Ana W/O/R/K Center).

2. **PURPOSE:** The Santa Ana W/O/R/K Center, through its central location at the Santa Ana Regional Transportation Center, 1000 E. Santa Ana Blvd., and its satellite facilities, shall provide and/or coordinate workforce investment services to individuals, providing them with the necessary skills to participate in building a world-class workforce in Santa Ana.

   Services and referrals provided at the Santa Ana W/O/R/K Center may include, but are not limited to, the following:

   - Eligibility determination
   - Outreach, intake and orientation to services available
   - Initial assessment of skills, aptitudes, abilities and supportive services
   - Job search and placement assistance, career counseling
   - Provision of employment data and labor market information
   - Provision of performance information
   - Employment referral
   - Provision of support and follow-up services
   - Identification of skills required to be competitive in the local labor market
   - Filing for Unemployment Insurance claims
   - Access to CalJOBS for Labor Exchange services
   - Help in establishing eligibility for CalWORKS and financial aid
   - Occupational skills training
   - On-the-job training
   - Workplace learning with classroom training
   - Skills upgrading and retraining
   - Entrepreneurial training
   - Job readiness training
   - Adult education and literacy
   - Services for persons with disabilities

- Serve mature workers by operating as a specialized recruitment arm for One-Stop Partners working collaboratively to connect mature workers to employers with labor shortages
- Customized training for employment with specific employer
- Employer services, including: job listing; job matching; candidate screening and testing; outplacement services; job analysis; and, information on available tax credits, business development planning and labor market trends.

3. **DURATION:**

(a) This MOU shall remain in effect until (i) terminated by the repeal of the Workforce Investment Act or otherwise by action of law, or (ii) with respect to the One-Stop Partner, the date on which such One-Stop partner withdraws from the MOU pursuant to Section 3 (c) hereof. Should any One-Stop Partner withdraw, this MOU shall remain in effect with respect to other remaining One-Stop Partners.

(b) This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and approved by the Chief Local Elected Official or his/her designee. The MOU, once signed, becomes part of the local WIA Plan.

(c) Any party may withdraw from this MOU by giving written notice of intent to withdraw at least 30 calendar days in advance of the effective withdrawal date. If agreed to by all parties, the timeframes for notice may be reduced or extended. Notice of withdrawal shall be given to the WIB at the address listed in the signed attachments of this MOU, and to the contact person so listed, considering any information updates received by the parties pursuant to Section 1. Courtesy notification shall be made to all parties of this MOU in a timely manner.

4. **MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the WIB. Any assignee shall also commit in writing to the terms of this MOU.

5. **ONE-STOP SYSTEM DESCRIPTION:** The one-stop system description in the local WIA plan, including modifications thereto, is incorporated into this MOU by reference.

6. **CROSS REFERRALS:** The One-Stop Partners will adopt common intake/cross referral arrangements, which include, by reference, those listed in the local WIA plan, including modifications thereto. The methods and/or resources utilized may include some or all of the following: cross-training of staff, in-house staff, electronic case management systems, co-enrollments, appointments, e-mail and phone call.

7. **CONFIDENTIALITY:**
The WIB agrees that when any individual applies for or receives services from and the partner agency through the One-Stop Center, all information regarding such application

for or receipt of services shall be confidential information subject to the provisions of 34 CFR 361.38.

The parties agree to honor the confidentiality provisions as described in the local WIA plan, including modifications thereto, and incorporated into this MOU by reference. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the parties collecting, receiving or sharing information.

8. **RESOURCE SHARING:** The parties agree to share resources in accordance with the attached Resource Sharing Agreement. It is expressly understood that this MOU does not constitute a binding financial commitment, but rather an intent to commit specific resources in the future as the parties' allocations and budgets are known and the one-stop system evolves. The one-stop system is a work in progress and its costs and the partners' resource contributions will not remain static from month to month or from year to year. The Resource Sharing Agreement is meant to be reviewed yearly and may be modified as needed by any partner as long as it is identified as a revision, and it is signed and dated by the agency Administrator.

9. **DISPUTES:** The parties shall first attempt to resolve all disputes informally. Any party may call a meeting of all parties to discuss and resolve disputes.

   Should informal resolution efforts fail, the dispute shall be referred to the Chair of the WIB, who shall place the dispute upon the agenda of its next regular or special meeting of the Board's Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

   Finally, if the Executive Committee's resolution efforts fail, any party may file a grievance in accordance with the State of California's WIA grievance procedures. The parties agree to be bound by the final determination resulting from that procedure. All costs associated with the grievance procedure shall be borne by the losing party.

10. **SEVERABILITY:** If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in force.

11. **JURISDICTION:** Jurisdiction over any disputes under this MOU shall reside in Orange County, California.

12. **HOLD HARMLESS CLAUSE:** Each party to this MOU agrees to indemnify and hold harmless the other parties, their officers, agents, employees, and volunteers from and against any and all loss or damage, and from any and all suits, actions and claims filed or brought by any person or persons arising out of acts or omissions of the party or its officers, agents, employees in the performance of this MOU.

THIS MEMORANDUM OF UNDERSTANDING is hereby signed and agreed to on the date first written above.

FOR THE LOCAL ELECTED OFFICIAL

Signature

Date

Miguel A. Pulido, Mayor, City of Santa Ana
Name and Title

20 Civic Center Plaza, Santa Ana, CA 92701
Address

FOR THE CITY OF SANTA ANA

ATTEST:

Maria D. Huizar, Clerk of the Council

CITY OF SANTA ANA

Paul Walters, Interim City Manager

ASIAN AMERICAN SENIOR CITIZENS SERVICES (ONE-STOP PARTNER)

Signature

3/12/2012
Date

Donna Lin, Executive Director
Name and Title

850 N. Bush St., Santa Ana, CA 92701
Address

Approved as to Form:
JOSEPH STRAKA, Interim City Attorney

By:
Lisa E. Storck, Assistant City Attorney

13. **SIGNAGE & COMMUNICATION OF PARTICIPATION:** The Santa Ana WORK Center shall provide wall signage listing the names of current participating partners. Where practical, the Santa Ana WORK Center will list partner agencies on forms and marketing materials distributed to the public.

14. **ACCESSIBILITY ASSURANCES AND CERTIFICATIONS:** The parties agree to abide by all applicable non-discrimination federal and state laws. The WIB and the One-Stop partners will ensure that policies and procedures established by the WIB and the One-Stop partners are in compliance with the Americans with Disabilities Act (ADA). The Santa Ana WORK Center will assure its services and premises are accessible to persons with disabilities under the requirements of the Americans with Disabilities Act.

15. **INSURANCE:** The One-Stop Partners agree that their current in force insurance or self-insurance coverage programs shall apply to their operations performed under the Workforce Investment Act and at the WORK Center, including commercial general liability, property damage liability, business personal property, workers' compensation and employee dishonesty/crime coverages. The City of Santa Ana shall be named as additional insured for such insurance and the coverage shall be primary and non-contributory with regard to the City.

16. **AUTHORITY AND SIGNATURES:** The individuals signing this MOU and its attachments, which are incorporated herein by reference, have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

Attachment "A"

One-Stop Partner Commitment

1. **PARTIES:** The parties to this Memorandum of Understanding (MOU) are the Mayor and City Council of the City of Santa Ana, the Santa Ana Workforce Investment Board (WIB), the Asian American Senior Citizens Service Center and other agencies (identified in the "One-Stop Partner Commitment", Attachments "A" and "B: to this MOU) functioning as "One-Stop Partners" within the Santa Ana One-Stop System (hereinafter referred to as the Santa Ana WORK Center).

In addition to accepting the provisions contained in the MOU, the Asian American Senior Citizens Service Center commits to the following:

- The Asian American Senior Citizens Service Center will refer clients to the Santa Ana WORK Center for placement assistance when it is mutually beneficial for the clients and agencies involved.

- The Asian American Senior Citizens Service Center staff will familiarize themselves with the WORK Center in order to facilitate the referral process.

- The Asian American Senior Citizens Service Center will collaborate as required by their mutual funding sources.

Full-time equivalents (FTEs) of Agency Staff Assigned to Santa Ana W/O/R/K Center: N/A

Hours/days per week Agency Staff Assigned to Santa Ana W/O/R/K Center: N/A

PERFORMANCE GOALS:
Customer Service

All on-site, One-Stop Partners shall commit to the following goals for the W/O/R/K Center:
1. To conform to a uniform policy of customer service;
2. To develop customer service principles all One-Stop Partners must implement;
3. To implement an on-going system for measuring customer service levels; and,
4. To participate in a task force empowered to oversee, measure and respond to customer service data.

Quantifiable Service Outcomes

The Asian American Senior Citizens Service Center will track the outcomes of the clients it refers to the WORK Center in order to evaluate the effectiveness of these collaborative efforts.

AUTHORITY AND SIGNATURES: The individuals signing this MOU and its attachments which are incorporated therein have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

FOR THE Asian American Senior Citizens Service Center
(Legal Name of Partner Agency)

Signature

3/12/2012
Date

Donna Lin, Executive Director
Name and Title

850 N. Bush St., Santa Ana, CA 92701
Address

CITY OF SANTA ANA WORKFORCE INVESTMENT BOARD
ONE STOP PARTNER MEMORANDUM OF UNDERSTANDING
SERVICES MATRIX FOR
THE ASIAN AMERICAN SENIOR CITIZENS SERVICE CENTER

Programs Represented	♦ Employment and Training activities under Title I of the Workforce Investment Act.
Services Provided	♦ In-take ♦ Orientation ♦ Screening and eligibility determination for Asian American Senior Citizens Service Center ♦ Identification and referral of individuals qualifying for assistance or in need of employment and training services ♦ Coordination of the Asian American Senior Citizens Service Center employment and training programs with those offered through the One-Stop ♦ Other programs and services appropriate through Asian American Senior Citizens Service Center funding.
Method of Service Delivery	☐ Co-location of staff ☐ Co-location of services ☒ Cross training of staff ☐ On-line
Referral Method	☒ In person ☒ By phone ☒ Referral form ☐ Online
Contribution to One-Stop System	☒ Customer Satisfaction[1]

[1] Criteria to be determined by the State of California and the Santa Ana Workforce Investment Board

SANTA ANA ONE-STOP

PARTNERS MOU

RESOURCE SHARING

ATTACHMENT

NOTE: THIS PARTNER IS NOT HOUSED AT THE ONE-STOP AND DOES NOT HAVE A RESOURCE SHARING ATTACHMENT.

INSURANCE ON FILE
WORK MAY PROCEED
UNTIL INSURANCE EXPIRES
7-1-2012
CLERK OF COUNCIL
DATE: JUL 2 4 2012

A-2012-123

Memorandum of Understanding

For

SOUTHERN CALIFORNIA INDIAN CENTER, INC.

Memorandum of Understanding (MOU)
Pursuant to the
Workforce Investment Act of 1998 (WIA)

1. **PARTIES:** The parties to this Memorandum of Understanding (MOU) are the Mayor and City Council of the City of Santa Ana, the Santa Ana Workforce Investment Board (WIB), and several agencies (having signed Attachment "A", "One-Stop Partner Commitment" and, if physically located at the One-Stop location, Attachment "B", "Resource Sharing Agreement" and Attachment "C", "Memorandum of Operation" if applicable functioning as "One-Stop Partners" within the Santa Ana One-Stop System (hereinafter referred to as the Santa Ana W/O/R/K Center).

2. **PURPOSE:** The Santa Ana W/O/R/K Center, through its central location at the Santa Ana Regional Transportation Center, 1000 E. Santa Ana Blvd., and its satellite facilities, shall provide and/or coordinate workforce investment services to individuals, providing them with the necessary skills to participate in building a world-class workforce in Santa Ana.

   Services and referrals provided at the Santa Ana W/O/R/K Center may include, but are not limited to, the following:

   - Eligibility determination
   - Outreach, intake and orientation to services available
   - Initial assessment of skills, aptitudes, abilities and supportive services
   - Job search and placement assistance, career counseling
   - Provision of employment data and labor market information
   - Provision of performance information
   - Employment referral
   - Provision of support and follow-up services
   - Identification of skills required to be competitive in the local labor market
   - Filing for Unemployment Insurance claims
   - Access to CalJOBS for Labor Exchange services
   - Help in establishing eligibility for CalWORKS and financial aid
   - Occupational skills training
   - On-the-job training
   - Workplace learning with classroom training
   - Skills upgrading and retraining
   - Entrepreneurial training
   - Job readiness training
   - Adult education and literacy
   - Services for persons with disabilities

- Serve mature workers by operating as a specialized recruitment arm for One-Stop Partners working collaboratively to connect mature workers to employers with labor shortages
- Customized training for employment with specific employer
- Employer services, including: job listing; job matching; candidate screening and testing; outplacement services; job analysis; and, information on available tax credits, business development planning and labor market trends.

3. **DURATION:**

(a) This MOU shall remain in effect until (i) terminated by the repeal of the Workforce Investment Act or otherwise by action of law, or (ii) with respect to the One-Stop Partner, the date on which such One-Stop partner withdraws from the MOU pursuant to Section 3 (c) hereof. Should any One-Stop Partner withdraw, this MOU shall remain in effect with respect to other remaining One-Stop Partners.

(b) This MOU is of no force or effect until signed by authorized representatives of the participating agencies, and approved by the Chief Local Elected Official or his/her designee. The MOU, once signed, becomes part of the local WIA Plan.

(c) Any party may withdraw from this MOU by giving written notice of intent to withdraw at least 30 calendar days in advance of the effective withdrawal date. If agreed to by all parties, the timeframes for notice may be reduced or extended. Notice of withdrawal shall be given to the WIB at the address listed in the signed attachments of this MOU, and to the contact person so listed, considering any information updates received by the parties pursuant to Section 1. Courtesy notification shall be made to all parties of this MOU in a timely manner.

4. **MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the WIB. Any assignee shall also commit in writing to the terms of this MOU.

5. **ONE-STOP SYSTEM DESCRIPTION:** The one-stop system description in the local WIA plan, including modifications thereto, is incorporated into this MOU by reference.

6. **CROSS REFERRALS:** The One-Stop Partners will adopt common intake/cross referral arrangements, which include, by reference, those listed in the local WIA plan, including modifications thereto. The methods and/or resources utilized may include some or all of the following: cross-training of staff, in-house staff, electronic case management systems, co-enrollments, appointments, e-mail and phone call.

7. **CONFIDENTIALITY:**
The WIB agrees that when any individual applies for or receives services from and the partner agency through the One-Stop Center, all information regarding such application for or receipt of services shall be confidential information subject to the provisions of 34 CFR 361.38.

The parties agree to honor the confidentiality provisions as described in the local WIA plan, including modifications thereto, and incorporated into this MOU by reference. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the parties collecting, receiving or sharing information.

8. **RESOURCE SHARING:** The parties agree to share resources in accordance with the attached Resource Sharing Agreement. It is expressly understood that this MOU does not constitute a binding financial commitment, but rather an intent to commit specific resources in the future as the parties' allocations and budgets are known and the one-stop system evolves. The one-stop system is a work in progress and its costs and the partners' resource contributions will not remain static from month to month or from year to year. The Resource Sharing Agreement is meant to be reviewed yearly and may be modified as needed by any partner as long as it is identified as a revision, and it is signed and dated by the agency Administrator.

9. **DISPUTES:** The parties shall first attempt to resolve all disputes informally. Any party may call a meeting of all parties to discuss and resolve disputes.

Should informal resolution efforts fail, the dispute shall be referred to the Chair of the WIB, who shall place the dispute upon the agenda of its next regular or special meeting of the Board's Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

Finally, if the Executive Committee's resolution efforts fail, any party may file a grievance in accordance with the State of California's WIA grievance procedures. The parties agree to be bound by the final determination resulting from that procedure. All costs associated with the grievance procedure shall be borne by the losing party.

10. **SEVERABILITY:** If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in force.

11. **JURISDICTION:** Jurisdiction over any disputes under this MOU shall reside in Orange County, California.

12. **HOLD HARMLESS CLAUSE:** Each party to this MOU agrees to indemnify and hold harmless the other parties, their officers, agents, employees, and volunteers from and against any and all loss or damage, and from any and all suits, actions and claims filed or brought by any person or persons arising out of acts or omissions of the party or its officers, agents, employees in the performance of this MOU.

13. **SIGNAGE & COMMUNICATION OF PARTICIPATION:** The Santa Ana WORK Center shall provide wall signage listing the names of current participating partners. Where practical, the Santa Ana WORK Center will list partner agencies on forms and marketing materials distributed to the public.

14. **ACCESSIBILITY ASSURANCES AND CERTIFICATIONS:** The parties agree to abide by all applicable non-discrimination federal and state laws. The WIB and the One-Stop partners will ensure that policies and procedures established by the WIB and the One-Stop partners are in compliance with the Americans with Disabilities Act (ADA). The Santa Ana WORK Center will assure its services and premises are accessible to persons with disabilities under the requirements of the Americans with Disabilities Act.

15. **INSURANCE:** The One-Stop Partners agree that their current in force insurance or self-insurance coverage programs shall apply to their operations performed under the Workforce Investment Act and at the WORK Center, including commercial general liability, property damage liability, business personal property, workers' compensation and employee dishonesty/crime coverages. The City of Santa Ana shall be named as additional insured for such insurance and the coverage shall be primary and non-contributory with regard to the City.

16. **AUTHORITY AND SIGNATURES:** The individuals signing this MOU and its attachments, which are incorporated herein by reference, have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

THIS MEMORANDUM OF UNDERSTANDING is hereby signed and agreed to on the date first written above.

FOR THE LOCAL ELECTED OFFICIAL

Signature

JUL 2 4 2012

Date

Miguel A. Pulido, Mayor, City of Santa Ana
Name and Title

20 Civic Center Plaza, Santa Ana, CA 92701
Address

FOR THE CITY OF SANTA ANA

ATTEST:

Maria D. Huizar, Clerk of the Council

CITY OF SANTA ANA

Paul Walters, Interim City Manager

SOUTHERN CALIFORNIA INDIAN CENTER, INC. (ONE-STOP PARTNER)

Signature

4-20-12

Date

Paula Starr, Executive Director
Name and Title

10175 Slater Avenue #105, Fountain Valley, CA 92708
Address

Approved as to Form:
Sonia R. Carvalho, City Attorney

By:
Lisa E. Storck, Assistant City Attorney

THIS MEMORANDUM OF UNDERSTANDING is hereby signed and agreed to on the date first written above.

Attachment "A"

One-Stop Partner Commitment

1. **PARTIES:** The parties to this Memorandum of Understanding (MOU) are the Mayor and City Council of the City of Santa Ana, the Santa Ana Workforce Investment Board (WIB), the Southern California Indian Center, Inc. and other agencies (identified in the "One-Stop Partner Commitment", Attachments "A" and "B: to this MOU) functioning as "One-Stop Partners" within the Santa Ana One-Stop System (hereinafter referred to as the Santa Ana WORK Center).

In addition to accepting the provisions contained in the MOU, the Southern California Indian Center, Inc. commits to the following:

- The Southern California Indian Center will refer clients to the Santa Ana WORK Center for placement assistance when it is mutually beneficial for the clients and agencies involved.

- The Southern California Indian Center staff will familiarize themselves with the WORK Center in order to facilitate the referral process.

- The Southern California Indian Center will collaborate as required by their mutual funding sources.

Full-time equivalents (FTEs) of Agency Staff Assigned to Santa Ana W/O/R/K Center: N/A

Hours/days per week Agency Staff Assigned to Santa Ana W/O/R/K Center: N/A

PERFORMANCE GOALS:
Customer Service

All on-site, One-Stop Partners shall commit to the following goals for the W/O/R/K Center:
1. To conform to a uniform policy of customer service;
2. To develop customer service principles all One-Stop Partners must implement;
3. To implement an on-going system for measuring customer service levels; and,
4. To participate in a task force empowered to oversee, measure and respond to customer service data.

Quantifiable Service Outcomes

The Southern California Indian Center, Inc. will track outcomes of the clients it refers to the Santa Ana WORK Center in order to evaluate the effectiveness of these collaborative efforts.

AUTHORITY AND SIGNATURES: The individuals signing this MOU and its attachments which are incorporated therein have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

FOR THE The Southern California Indian Center, Inc.
(Legal Name of Partner Agency)

Paula Starr 4-20-12
Signature Date

Paula Starr, Executive Director
Name and Title

10175 Slater Avenue #105, Fountain Valley, CA 92708
Address

CITY OF SANTA ANA WORKFORCE INVESTMENT BOARD
ONE STOP PARTNER MEMORANDUM OF UNDERSTANDING
SERVICES MATRIX FOR
SOUTHERN CALIFORNIA INDIAN CENTER, INC.

Programs Represented	♦ Employment and Training activities under Title I of the Workforce Investment Act.
Services Provided	♦ In-take ♦ Orientation ♦ Screening and eligibility determination for Southern California Indian Center programs ♦ Identification and referral of individuals qualifying for assistance or in need of employment and training services ♦ Coordination of the Southern California Indian Center employment and training programs with those offered through the One-Stop ♦ Other programs and services appropriate through Southern California Indian Center funding.
Method of Service Delivery	☐ Co-location of staff ☐ Co-location of services ☒ Cross training of staff ☐ On-line ☒ On site – Southern California Indian Center office
Referral Method	☐ In person ☒ By phone ☐ On line ☒ Refer direct to the SAWC
Contribution to One-Stop System	☒ Customer Satisfaction[1] ☐ Provide Coordination and Services for Southern California Indian Center programs

[1] Criteria to be determined by the State of California and the Santa Ana Workforce Investment Board

SANTA ANA ONE-STOP

PARTNERS MOU

RESOURCE SHARING

ATTACHMENT

NOTE: THIS PARTNER IS NOT HOUSED AT THE ONE-STOP AND DOES NOT HAVE A RESOURCE SHARING ATTACHMENT.

WIA Local Plan Program Years 2013-14
Local Area Grant Recipient Listing

Instructions: Enter the name of the Local Workforce Investment Area (local area), organization, contact person's name and title, mailing address, telephone and fax numbers, and e-mail address. Obtain the appropriate signature of the Chief Local Elected Official(s), or their officially designated alternates. (Note: Alternates must be designated by official action of their respective boards or by locally approved policy.) If you have more than one Chief Local Elected Official who must sign the local plan, add an additional signature page. Enter their respective names, titles, and the dates of signature. [WIA Sections 117(d)(3)(B)(i) and 118(b)(8)]

Name of local area: Santa Ana Workforce Investment Area

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	City of Santa Ana Community Development Agency	Mr. Kevin O'Rouke Interium City Manager	20 Civic Center Plaza, M-31 Santa Ana, CA 92701	714-647-5200 714-647-6954 korourke@santa-ana.org
Fiscal Agent	City of Santa Ana	John Valadez Senior Accountant	20 Civic Center Plaza, M-17 Santa Ana, CA 92701	714-647-5436 714-647-5414 jvaladez@santa-ana.org
Local Area Administrator	City of Santa Ana	Linda Oberman Economic Development Manager	20 Civic Center Plaza, M-25 Santa Ana, Ca 92701	714-647-6991 714-647-6549 loberman@santa-ana.org
Local Area Administrator Alternate				

Miguel A. Pulido, Mayor
Chief Local Elected Official

Signature

August 6, 2013
Date

If a Local Grant Subrecipient has been designated, please submit a copy of the agreement between the Chief Local Elected Official

and the Subrecipient. The agreement should delineate roles and responsibilities of each, including signature authority.

WIA Local Plan Program Years 2013-17
Santa Ana Workforce Investment Board Bylaws

Local Workforce Investment Boards are required to submit a copy of their bylaws as an attachment to the local plan. Include the bylaws under this cover page. As a reminder, the local board's composition should include a minimum of 15 percent of its membership from labor organizations and should also include a Business Council. If an existing body of the local board already includes the required membership, that information should be included in the local plan narrative.

REV 3.12.10

BYLAWS

SANTA ANA WORKFORCE INVESTMENT BOARD

Article I. Creation of the Workforce Investment Board

Pursuant to the legislative mandates outlined in the Workforce Investment Act of 1998 (WIA), Public Law 105-220, Section I17, and State of California implementing legislation and/or Executive Orders, a Workforce Investment Board, hereinafter known as the "WIB", has been created, and its members appointed by the elected officials of the City of Santa Ana, hereinafter known as the "City", for the Workforce Investment System of Santa Ana. The WIB does hereby establish and ordain these Bylaws, for the purpose of providing operational authority for the WIB.

Article II. Purpose

Section I. The purpose of the WIB shall be to insure the involvement of the business and industrial community, including small businesses, minority business enterprises, education, labor organizations, community-based organizations, economic development agencies and one-stop delivery system partners in workforce investment activities.

Section 2. The purpose of the WIB shall also be to oversee a local cooperative relationship with the City that will most effectively satisfy the labor demand needs of the business community and enhance the economic well being of individuals in need of workforce investment services.

Article III. Functions of the WIB

Section I. The WIB, in partnership with the City, shall provide policy guidance for and exercise oversight with respect to activities contained in the Workforce Investment Plan for Santa Ana and the WIB Strategic Work Plan.

Section 2. The WIB shall approve, and refer to the Santa Ana City Council for concurrent approval, an effective Workforce Investment Plan that will provide a coordinated mix of services that best meet the workforce investment needs of the local labor market. The WIB and the City shall jointly submit the Plan to the Governor of the State of California.

Section 3. The WIB shall establish performance criteria and provide oversight of the activities conducted to ensure their efficient and effective operation.

Section 4. The WIB will direct activities designed to actively solicit public and private support for, and participation in, WIA programs.

Section 5. The WIB shall perform other functions and duties as required by WIA or State of California implementing legislation and/or Executive Orders and shall act in accordance with the Act and the Agreement entered into between the WIB and the City.

Article IV. WIB Membership

Section I. The WIB members shall be appointed by the Santa Ana City Council.

Section 2. The WIB shall have a minimum of thirty-five (35) members, with members in the various categories as required by law, as amended from time to time. Additional members representing the business community may be added to the Board at the discretion of the WIB and approval of the City Council. At a minimum, the membership shall include eighteen (18) business representatives including economic development agencies and seventeen (17) at large representatives of the following groups:

Local Educational Entity/Carl D. Perkins/Adult Ed.	(2 members)
Organized Labor (4=11%/6=17%)	(5 members)
Community-Based Organizations (disabilities)	(1 member)
Community-Based Organizations (at large	(2 members)
Rehabilitation Agency	(1 member)
Wagner-Peyser/Social Security Act/Trade Act/ State Unemployment/Veterans	(1 member)
County Welfare Agency/Cal Works	(1 member)
Community Services Block Grant	(1 member)
City appointee representing WIA Title I/ Housing & Urban Development	(1 member)
Older Americans Act	(1 member)
Local Education Agency/School Board	(1 member)

Section 3. The constituent membership of the WIB may be changed through additional appointments by the Santa Ana City Council if ratified by a 2/3 vote of the WIB. Under no circumstances shall the

WIB exceed 45 members, unless such number is revised due to changes in the governing law.

Section 4. Membership shall be for four (4) years with the exception that original membership shall be staggered with one-third of the members serving for two, three or four year terms. The length of term shall be determined by lot.

Section 5. Appointment to unexpired terms shall be made by the Santa Ana City Council and the successor shall serve out the remainder of the term of the original appointment.

Section 6. An excused absence shall be recorded in the WIB minutes when a WIB member or his designee notifies the WIB secretary at least 72 hours in advance of the scheduled WIB meeting.

Section 7. If a member absents himself from two (2) regular meetings, consecutively, unless by permission of such board expressed in its official minutes or fails to attend at least one-half (1/2) of the regular meetings of such board or commission within a calendar year or is convicted of a crime involving moral turpitude, the office shall become vacant and shall be declared by the city council. Also see Article IX for Removal of Members.

Article V. WIB Officers

Section I. The WIB shall have a Chairperson, a Vice-Chairperson and a Secretary-Treasurer. The Chairperson and Vice-Chairperson shall be elected annually for a one-year term, said term to be on a calendar year basis. The WIB shall conduct an election for, and select persons for said positions during the last quarter (October, November, or December) of each calendar year. These positions shall be filled by membership among the representatives of business and industry. The Vice-Chairperson shall act on behalf of the Chairperson during the Chairperson's absence. In the event a WIB officer resigns from the Board during their term of office, the full Board, at its next regularly scheduled meeting shall elect a qualified WIB member to serve the remaining term of the office.

The Administrator of the Workforce Investment System shall serve as Secretary-Treasurer of the WIB. The Secretary-Treasurer shall have the authority to sign all documents previously approved by the WIB on behalf of the WIB. The Secretary-Treasurer shall not be a member of the WIB and shall have no voting privileges on the WIB.

Section 2. The Chairperson shall appoint all standing committee chairpersons, subject to ratification by the WIB or the Chairperson may be elected by the committee. The Chairperson, in concert with the Executive Committee, shall appoint all members to standing committees.

Section 3. The Chairperson shall set the agenda for WIB meetings, preside at all meetings of the WIB and in general perform all duties incident to the office as directed by the WIB.

In the absence of both the Chairperson and Vice-Chairperson, the Secretary-Treasurer or designee shall open the meeting and call for nominations of a Chairperson for that specific meeting.

Article VI. Executive Committee

Section I. There shall be an Executive Committee comprised of the Chairperson; Vice-Chairperson, the immediate past-Chairperson, if a current WIB member; and the Chairpersons and Vice-Chairpersons of both the standing and ad hoc committees as specified in Article VII. The Secretary/ Treasurer shall serve as an ex-officio, non-voting member of the Executive Committee.

Section 2. The Chairperson of the WIB shall serve as the Chairperson of the Executive Committee.

Section 3. The Executive Committee shall meet bi-monthly (every other month opposite WIB), or as deemed necessary by the Chairperson and the WIB.

Section 4. The purpose of the Executive Committee shall be to:

a) Provide recommendations regarding regular agenda items of the WIB as deemed necessary by the Executive Committee or WIB;

b) consult with WIB support staff;

c) formulate policy recommendations concerning all aspects of the Board's responsibilities and the Workforce Investment System's operation for consideration and action by the WIB; maintain the Bylaws and develop/submit necessary modifications of the Bylaws to the WIB for approval; and,

d) complete activities contained in the WIB Strategic Work Plan and act as a clearinghouse for all of the committees of the WIB by reviewing and making recommendations on all items to be presented

to the full WIB; develop a communication plan to provide continuous communication with local, state and federal elected officials and the press to promote successes and encourage WIB members to communicate regularly with local elected officials.

Section 5. Whenever appropriate, due to time constraints or other factors, the Executive Committee shall have decision-making authority on behalf of the WIB. Such actions taken by the Executive Committee shall be ratified by the WIB at its next regularly scheduled meeting. Such actions shall be noticed to all WIB members within seven (7) working days. In the event a WIB member takes exception to said action of the Executive Committee, the Chairperson shall convene a special meeting of the WIB to resolve the issue.

Article VII. Standing Committees of the WIB

Section I. The number and names of the Standing Committees shall be determined by the WIB Strategic Work Plan, with a Standing Committee assigned to each goal area contained in the Plan. Additionally, a Youth Council, as mandated in the Act, will function as a Standing Committee to the WIB. There shall be five (5) Standing Committees, named and functioning as follows:

a. Marketing Committee

Develop the written marketing plan for the WIB to promote services funded with WIA funds. Convene task forces, focus groups and conducts telephone surveys to determine incentives and obstacles for businesses to use the One-Stop Center's services. Review, evaluate and make recommendations on the current marketing materials being used by the One-Stop Center and the WIB.

Develop a written plan to recruit and retain business members on the WIB. Bring potential new board members to the WIB for their consideration. Function as the nominating committee for WIB officers each year.

b. Employer and Customer Service Committee

Study the disparity between business expectations and the services offered by the One-Stop Center. Develop a plan to resolve issues of meeting expectations of the business community, federal mandated performance requirements, and

the use of limited funds to accomplish these goals. Identify areas where federal and business expectations are met and where they are lacking. Define business service training from the business perspective. Define basic skills from the One-Stop's perspective.

Develop policy or position papers on what training and services should be offered by the One-Stop Center. Identify gaps between the One-Stop and business services and determine what programs could be funded to fill those gaps.

d. Oversight and Data Committee

Identify data necessary for effective WIB oversight of the One-Stop Center. Develop categories of data required to collect for this evaluation including cost, performance, programs/services, and return on investment.

Conduct global issues gap analysis based on WIB priorities and available research resources.

e. Youth Council

Membership on the Youth Council shall include members of the WIB with a special interest or expertise in youth policy, representatives of youth services agencies including juvenile justice and local law enforcement, local public housing authority as appropriate, parents of local youth seeking assistance under WIA, former youth participants (in-school and/or out-of-school), representatives of organizations that have experience relating to youth activities, representatives of the Job Corps as appropriate, and other individuals who are deemed appropriate by WIB Chair in cooperation with the chief local elected official.

Performs all the functions mandated by the Act including planning, procurement, presenting recommendation to the WIB on funding youth programs and oversight of the programs approved for funding. The Youth Council also markets, coordinates and collaborates with Youth Council members' organizations and other community agencies whose primary function is to serve local youth. Develops and creates an advocacy program to promote early workforce preparation of Santa Ana youth.

Section 2. Standing committees and ad hoc committees shall meet on a bi-monthly basis, or as deemed necessary by the Committee Chairperson to conduct the business of the committee.

Section 3. The Chairperson of each standing committee or ad hoc committee shall be a member of the WIB, and be appointed by the WIB Chairperson or elected by the members of the individual committee. The Executive Committee shall oversee seating of all members of standing and ad hoc committees toward a goal of a mix of public and private members and avoidance of a real or perceived conflict of interest.

Section 4. The Committee Chairperson shall select a Vice-Chairperson from among the WIB members assigned to the committee. The Committee Chairperson and Vice-Chairperson shall each be members of the Executive Committee. The Vice-Chairperson shall chair the committee, and perform other duties as necessary, in the absence of the Chairperson.

Section 5. Every member of the WIB shall actively participate as a member of at least one (1) standing committee. WIB members may select committee participation, or are assigned by the Executive Committee. Non-WIB members may actively participate on standing committees at the invitation of the Committee Chairperson, including voting privileges at committee level, but shall have no voting privileges on WIB.

Section 6. Other ad-hoc committees may be created by the WIB for such particular purposes as may be deemed necessary or desirable to enhance or assist the WIB in carrying out its functions and furthering the purposes of WIB.

Article VIII. Meeting Procedures

a. The WIB shall provide for its regular, adjourned regular, and special meetings provided however, it shall hold at least four regular meetings each fiscal year. The dates upon which and the hour and place at which any regular meeting shall be held shall be set annually and a copy of the yearly meeting schedule shall be filed with the City.

b. All meetings of the WIB including without limitation, regular, adjourned regular, and special meetings shall be called, noticed, held and conducted in accordance with the Ralph M. Brown Act, Chapter 9, Division 3, Title 5 of the California Government Code commencing with Section 54950.

c. Chairperson of the WIB shall cause to be kept minutes of the regular, adjourned regular and special meetings excepting closed sessions and once minutes are approved cause a copy of the minutes to be posted on the website and made available to any interested party making a special request therefore.

d. The majority of the WIB members shall constitute a quorum for the transaction of business.

e. Special meetings of the WIB may be called by the Chairperson or by the signed petition of one-third of the members of the WIB.

f. The WIB will conduct its meetings according to Robert's Rules of Order, except where Robert's Rules of Order conflict with these Bylaws, in which case these Bylaws shall apply.

Section 2. Voting Privileges

a. Each member shall be entitled to cast one vote.

b. The presiding Chairperson shall cast a vote only if it is required to resolve a tied vote.

c. No member of the WIB or Youth Council appointed by the Board, shall cast a vote on any matter in which it has direct bearing on services to be provided by that member or any organization, which such member represents or that would provide direct financial benefit to such member or the immediate family of such member.

d. WIB members and Youth Council members appointed by the Board shall comply with all requirements of State and Federal Law representing conflict of interest and financial disclosure, as applicable and as specified in the State Plan.

Article IX. Removal of Members

WIB members shall be removed by the City Council for cause upon the initiative of the City Council or upon consideration of removal recommendations from the WIB:

a. For the member's violation of the Conflict of Interest Code or laws or failure to complete or declare applicable financial disclosure.

b. When the member ceases to be representative of the category for which appointment was made.

c. For the member's failure to meet attendance requirements (Article IV., Sec. 7).

d. For the member's refusal to report to or consult with the member's appointing authority.

Article X. Reimbursement

WIB members shall be reimbursed for their necessary and actual expenses incurred in the performance of their duties connected with the activities or responsibilities under the Act, State of California implementing legislation and/or Executive Orders in accordance with the approved travel and expense policy of the Workforce Investment System.

Article XI. WIB Bylaw Adoption and Amendments to Bylaws

According to Robert's Rules of Order, the Bylaws may be amended as follows:

a) Previous notice, then a 2/3 vote of approval by those present and voting at the meeting; or
b) If no previous notice, then a majority of the entire membership.

"Previous notice" means that notice of the proposal to be brought up, at least briefly describing its substance, must be announced at the preceding meeting or must be included in the agenda that is distributed to all members of the organization a reasonable time in advance of the meeting.

Article XII. Severability

Should any part, term, portion or provision of these Bylaws be decided to be in conflict with any law or otherwise unenforceable or ineffectual, the remaining parts, terms, portions or provisions shall be deemed severable and their validity shall not be affected thereby, provided such remaining portions or provisions can be construed in substance to constitute the provisions that the members intended to enact in the first instance.

Article XIII. General Provision

Nothing in these Bylaws shall be construed to take precedence over Federal, State or local laws or regulations or to constrain the rights or obligations of the City.

Modified by WIB – March 12, 2010
(WIB BYLAWS 3-10 revised by WIB)

WIA Local Plan Program Years 2013-15
Local Workforce Investment Board Recertification Request

Local Board Name:	Santa Ana
Contact Person:	Linda Oberman
Telephone:	(714) 647-6991
Date:	June 25, 2013

Local Workforce Investment Board Membership Certification

The Workforce Investment Act (WIA) Section 117(a)(b) and (c) provides for the requirements for nominating and selecting members in each membership category. The WIA Section 117(b)(4) requires that business members constitute a majority of the Local Workforce Investment Board (local board). Per WIA Section 117(b)(5), the chairperson shall be a business representative. The required membership categories follow.

I certify that the below listed members of the Santa Ana
Local Workforce Investment Board were appointed in the manner required by WIA Section 117.

Lee McMurtray		August 6, 2013
Local Workforce Investment Board Chair	Signature	Date

INSTRUCTIONS: If the Chief Local Elected Official has approved additional membership categories, enter the information under "ADDITIONAL PARTNERS and ADDITIONAL ONE-STOP PARTNERS." If the additional members are non-business, then a sufficient number of additional business members are required to maintain the business majority. If an individual represents multiple categories, after the first time s/he is identified (subsequent to the first notation), please asterisk his/her name at all subsequent entries. If a required membership category (program or activities) does not exist in your local area, simply indicate "does not exist" in the "Name" column for that category. Add extra lines as needed. Address any vacancies under "CORRECTIVE ACTION COMMENTS."

BUSINESS: WIA Section 117(b)(2)(A) – shall include (i) representatives of business in the local area, who (I) are owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policy-making or hiring authority; (II) represent businesses with employment opportunities that reflect the employment opportunities of the local area; and (III) are appointed from among individuals nominated by local business organizations and business trade associations. Please identify the local board chairperson by typing CHAIR after his/her name.

Name	Title	Entity	Appointment Date	Term End Date
Niko Everett	President	Career College of California	8/2/2010	3/31/2014
Bob Fischer	President	Accurate Performance Machining	2/21/2006	3/31/2014
Marjorie Knitter	President	The Moote Group	1/4/2010	3/31/2015
Patrick Korthuis	Owner	Sir Speedy Printing	4/21/2003	3/31/2015
Greg Lewis	Partner	Elliot, Lewis, Liber Estumpf	3/6/2000	3/31/2014
Georgenia Maldonado	Partner	Genesis Consultants	11/5/2007	3/31/2015
Lee McMurtray-CHAIR	VP Global CommBank	Bank of America Merrill Lynch	6/18/2007	3/31/2015
Maryann Nazeri	President	Orange Coast Dental	6/1/2009	3/31/2015
Steve Piwnica	General Manager	Royalty Carpet Mills	12/20/2010	3/31/2015
Stacey Sanchez VICE CHAIR	Executive Director	Southern California Reinvestment	8/20/2007	3/31/2015
Daniel Solkamans	Owner	Pure Health Lifestyles	1/5/2009	3/31/2014
Daniel Su	Owner	Farmacia Santa Ana	6/1/2009	3/31/2016
Andy Wadhera	President	Caltrend Auto Products	5/17/2004	3/31/2015
Dave Elliot	President	Santa Ana Chamber of Commerce	12/20/2010	3/31/2015
Beatriz Gonzalez	Store Manager	Home Depot	6/20/2011	3/14/2014

LOCAL EDUCATION ENTITIES: WIA Section 117(b)(2)(A) – shall include (ii) representatives of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions (including representatives of community colleges, where such entities exist), selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities. A minimum of two appointments is required.

Name	Title	Entity	Appointment Date	Term End Date
1. John Didion	Executive Vice Chancellor	Rancho Santiago Community College District	3/6/2000	3/31/2014
2. Dr. Erlina Martinez	President	Santa Ana College	4/18/2005	3/31/2015
3. Pat Carter	ROP Director	Santa Ana Unified School District	1/5/2009	3/31/2014

LABOR ORGANIZATIONS: WIA Section 117(b)(2)(A) – shall include (iii) representatives of labor organizations (for a local area in which employees are represented by labor organizations), nominated by local labor federations, or (for a local area in which no employees are represented by such organizations), other representatives of employees. A minimum of two appointments is required. California Unemployment Insurance Code Section 14202(c) further requires representatives of labor organizations nominated by local labor federations, including a representative of an apprenticeship program and that at least 15 percent of local board members shall be representatives of labor organizations unless the local labor federation fails to nominate enough members. If this occurs, then at least 10 percent of the local board members shall be representatives of labor organizations.

Name	Title	Entity	Appointment Date	Term End Date
1. Brent Beasley	Business Manager	Rooders & Waterproofers Local 220	3/3/2003	3/31/2015
2. Tefere Gebre	Political Director	OC AFL-CID	12/3/2007	3/31/2014
3. Gildbert Davila	Organizing Representative	UFCW Local 324	10/3/2011	3/31/2015
4. Robert Ruiz	Secretary/Treasurer	Laborers Local 652	1/4/2010	3/31/2015
5. Bob Tucker	Labor Relations Representative	CA School Employees Association	4/5/2010	3/31/2015

COMMUNITY-BASED ORGANIZATIONS: WIA Section 117(b)(2)(A) – shall include (iv) representatives of community-based organizations (including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present). A minimum of two appointments is required.

Name	Title	Entity	Appointment Date	Term End Date
1. Wilia Edmonds	Job Developer	Goodwill Industries of Orange County	6/20/2011	3/14/2014
2. Dr. Ana Jimenez-Hami	Executive Director	Orange County Children's Therapeutic Arts Center	8/7/2006	3/31/2014

ECONOMIC DEVELOPMENT AGENCIES: WIA Section 117(b)(2)(A) – shall include (v) representatives of economic development agencies, including private sector economic development entities. A minimum of two appointments is required.

Name	Title	Entity	Appointment Date	Term End Date
1. Stacey Sanchez*	Executive Director	SoCal Reinvestment+COPI	8/20/2007	3/31/2015
2. John Didion*	Executive Vice Chancellor	Rancho Santiago Community College District	3/6/2000	3/31/2014

ONE-STOP PARTNERS: WIA Section 117(b)(2)(A) – shall include (vi) representatives of each of the One-Stop partners. The required One-Stop partners are identified in WIA 121(b)(1).

PROGRAMS AUTHORIZED UNDER THIS TITLE: WIA Section 121(b)(1)(B)(i) – Please check "yes" below if programs are operated anywhere within the local area; check "no" if not. The programs authorized under WIA Title I include:

Program	Yes	No
WIA Youth (Chapter 4)	X	
WIA Adult and Dislocated Workers (Chapter 5)	X	
Job Corps (Subtitle C)	X	
National Programs (Subtitle D), including:		
Native American Programs (Section 166)		X
Migrant and Seasonal Farmworker Programs (Section 167)		X
Veterans' Workforce Investment Programs (Section 168)	X	
Youth Opportunity Grants (Section 169)	X	
Demonstration, Pilot, Multiservice, Research, and Multistate Projects (Section 171)	X	
National Emergency Grants (Section 173)		X

Of the programs identified as "yes" above, please complete name, title, entity and program(s), appointment date, and term end date below. If one individual represents more than one program, please include all programs in the Entity and Program(s) box.

Name	Title	Entity and Program(s)	Appointment Date	Term End Date
Rob Claudio	Deputy Division Chief of Southern California Workforce Services	State Employment Development Department	9/7/2004	3/31/2015
Nathan Nishimoto	Director	Orange County Social Services	12/3/2012	3/31/2014
Ignacio Alegre	Supervisor	Department of Rehabilitation	10/1/2012	3/31/2015
Dr. Elinda Martinez*	President	Santa Ana College	4/18/2005	3/31/2015
Carlos de la Riva	Work Center Manager	City of Santa Ana	2/20/2010	3/31/2015
Clarence Buddy Ray	Executive Director	Community Action Partnership of Orange County	3/6/2000	3/31/2015

PROGRAMS AUTHORIZED UNDER THE WAGNER-PEYSER ACT: WIA Section 121(b)(1)(B)(ii)

Name	Title	Entity	Appointment Date	Term End Date
Rob Claudio*	Deputy Division Chief of Southern California Workforce Services	State Employment Development Department	9/7/2004	3/31/2015

ADULT EDUCATION AND LITERACY ACTIVITIES AUTHORIZED UNDER WIA TITLE II: WIA Section 121(b)(1)(B)(iii)

Name	Title	Entity	Appointment Date	Term End Date
Dr. Erlinda Martinez*	President	Santa Ana College	4/18/2005	3/31/2015

PROGRAMS AUTHORIZED UNDER TITLE I OF THE REHABILITATION ACT OF 1973: WIA Section 121(b)(1)(B)(iv)

Name	Title	Entity	Appointment Date	Term End Date
Ignacio Alegre*	Supervisor	Department of Rehabilitation	10/1/2012	3/31/2015

ACTIVITIES AUTHORIZED UNDER TITLE V OF THE OLDER AMERICANS ACT OF 1965: WIA Section 121(b)(1)(B)(vi)

Name	Title	Entity	Appointment Date	Term End Date
Vacant due to Retirement				

POSTSECONDARY VOCATIONAL EDUCATION ACTIVITIES AUTHORIZED UNDER THE CARL D. PERKINS VOCATIONAL AND APPLIED TECHNOLOGY EDUCATION ACT: WIA Section 121(b)(1)(B)(vii)

Name	Title	Entity	Appointment Date	Term End Date
Dr. Erlinda Martinez*	President	Santa Ana College	4/18/2005	3/31/2015
Pat Carter	ROP Director	Santa Ana Unified School District	1/5/2009	3/31/2014

ACTIVITIES AUTHORIZED UNDER CHAPTER 2 OF TITLE II OF THE TRADE ACT OF 1974: 121(b)(1)(B)(viii)

Name	Title	Entity	Appointment Date	Term End Date
Rob Claudio*	Deputy Division Chief of Southern CA Workforce Services	State Employment Development Department	9/7/2004	3/31/2015

ACTIVITIES AUTHORIZED UNDER CHAPTER 41 OF TITLE 38, UNITED STATES CODE: WIA Section 121(b)(1)(B)(ix) -- Job Counseling, Training, and Placement Service for Veterans. The local Employment Development Department Disabled Veterans Outreach Program (DVOP) and Local Veterans Employment Representatives (LVER) provide these services.

Name	Title	Entity	Appointment Date	Term End Date
Rob Claudio*	Deputy Division Chief of Southern CA Workforce Services	State Employment Development Department	9/7/2004	3/31/2015

EMPLOYMENT AND TRAINING ACTIVITIES CARRIED OUT UNDER THE COMMUNITY SERVICES BLOCK GRANT ACT: WIA Section 121(b)(1)(B)(x)

Name	Title	Entity	Appointment Date	Term End Date
Clarence Buddy Ray	Executive Director	Community Action Partnership of Orange County	3/6/2000	3/31/2015

EMPLOYMENT AND TRAINING ACTIVITIES CARRIED OUT BY THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT: WIA Section 121(b)(1)(B)(xi)

Name	Title	Entity	Appointment Date	Term End Date
Carlos de la Riva	Work Center Manager	City of Santa Ana	12/20/2012	3/31/2015

PROGRAMS AUTHORIZED UNDER STATE UNEMPLOYMENT COMPENSATION LAWS: WIA Section 121(b)(1)(B)(xii)

Name	Title	Entity	Appointment Date	Term End Date
Rob Claudio	Deputy Division Chief of Southern CA Workforce Services	State Employment Development Department	9/7/2004	3/31/2015

ADDITIONAL PARTNERS: WIA Section 117(b)(2)(B) – may include such other individuals or representatives of entities as the Chief Local Elected Official in the local area may determine to be appropriate. (These do not have to be One-Stop partners.)

Name	Title	Entity	Appointment Date	Term End Date
Rev. Lee de Leon	CEO	Templo Calvario, CDC	5/17/2004	3/31/2015

ADDITIONAL ONE-STOP PARTNERS: WIA Section 121(b)(2)(A) IN GENERAL – In addition to the entities described in paragraph (1), other entities that carry out a human resource program described in subparagraph (B) may – (i) make available to participants, through the one-stop delivery system, the services described in WIA Section 134(d)(2) that are applicable to such program; and (ii) participate in the operation of such system consistent with the terms of the memorandum described in subsection (c), and with the requirements of the federal law in which the program is authorized; if the local board and Chief Local Elected Official involved approve such participation.

WIA Section 121(b)(2)(B) PROGRAMS – The programs referred to in subparagraph (A) may include – (i) programs authorized under Part A of title IV of the Social Security Act; (ii) programs authorized under section 6(d)(4) of the Food Stamp Act of 1977; (iii) work programs authorized under section 6(o) of the Food Stamp Act of 1977; (iv) programs authorized under the National and Community Service Act of 1990; and (v) other appropriate federal, State, or local programs, including programs in the private sector.

Name	Title	Entity	Appointment Date	Term End Date

CORRECTIVE ACTION COMMENTS:

Explain any vacant appointment(s) regarding the required membership composition only. Include the length of time the appointment(s) has been vacant, efforts made to fill the vacant appointment(s), and dates by which the vacant appointment(s) should be filled.

Title V – Older American Workers Act – Vacant on the WIB at this time due to retirement of their Executive Director. WIB staff are working with the Asian American Senior Worker organization to nominate their new director upon completion of their recruitment.

Private Sector Membership Vacancy – Currently there is one vacancy. Solicitations for appointment to the Board have been made. Staff anticipates taking candidates to the WIB at their July board meeting and then on to City Council at their August 5 council meeting.

COMPLIANCE WITH MAJORITY OF BUSINESS REPRESENTATIVES:

Total number of individuals currently sitting on local board = 31
Number of vacancies currently on local board = 2
Total local board membership = 33

Total number of business representatives currently sitting on local board = 15
Number of business representative vacancies currently on local board = 1
Total local board Business Members = 15

Divide total local board business members by total local board membership = 48% (must be greater than 50%)

COMPLIANCE WITH LABOR REPRESENTATIVES

Total number of labor representatives currently sitting on local board = 5
Number of labor representatives vacancies currently on local board = 0
Total local board Labor Representatives = 5

Divide total local board labor representatives by total local board membership = 16% (must be at least 15% unless not enough nominated by local labor federation, then at least 10%)

WIA Local Plan Program Years 2013-17
Program Administration Designee and Plan Signatures

This local plan represents the Santa Ana Local Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

This local plan is submitted for the period of July 1, 2013 through June 30, 2017 in accordance with the provisions of the WIA.

Local Workforce Investment Board Chair	Chief Local Elected Official
Signature	Signature
Lee McMurtray	Miguel A. Pulido
Name	Name
Chair, Santa Ana WIB	Mayor
Title	Title
August 6, 2013	August 6, 2013
Date	Date

WIA Local Plan Program Years 2013-17
Public Comments Received that Disagree with the Local Plan

Section 118(c) of the Workforce Investment Act requires Local Workforce Investment Boards (local boards) to publish their local plans for public comment. Local boards should include with their local plan submittal:

- All comments that have been received that disagree with the local plan.
- How the local board considered that input and its impact on the local plan.

Please provide these comments in the following format:

Public Comment (include section of plan commented on)
1.
Local Board Response:
2.
Local Board Response:
3.
Local Board Response:

Santa Ana Workforce Investment Board

Results of the Phase III Return on Investment (ROI): Calendar Year 2008

CITY OF SANTA ANA

WORKFORCE INVESTMENT BOARD

Submitted to:

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List of Acronyms

AAPOR American Association of Public Opinion Research RR3 Rate Calculation Method 3
CATI Computer Assisted Telephone Interviewing ROI Return on Investment SSRC Social Science Research Center WIA Workforce Investment Act WIB Workforce Investment Board

Acknowledgements

We wish to thank Mr. Lee McMurtray, Chair of Santa Ana Workforce Investment Board for his continued support during the completion of this project and Ms. Stacey Sanchez, Chair of the Oversight and Data Committee for providing her guidance and insightful feedback on various drafts of the survey instruments and final report. A special thanks to the Mr. Dietz, former Chair of the Santa Ana Workforce Investment Board for his vision and guidance in the critical first stages of this study. This study would not have been possible without the diligent contributions of Ms. Fran Jutzi, WIB administrator who assisted the authors at every stage of the process. Finally, we would also like to thank Jaime Lopez and the members of the Santa Ana Workforce Investment Board, especially Rob Claudio, Orange County Deputy Division Chief for the California Employment Development Department (EDD) Workforce Services Branch and Dr. Erlinda Martinez, President of Santa Ana College for their input to the development of the survey questionnaire, their thoughtful comments on earlier drafts of this report.

Note

Ms. Laura Gil-Trejo,[1] acting Director of the Social Science Research Center, is the principal investigator. Dr. Adrian R. Fleissig[2] performed the ROI analysis. Dr. Gregory Robinson, former Director of the Social Science Research Center (SSRC), Cal State University Fullerton is responsible for developing the research design utilized to collect that data on which this report is based. Ms. Shelley N. Osborn, former acting Associate Director of the SSRC contributed to the development of the original survey questionnaire. Ms. Emily Otis[3], SSRC CATI project manager, oversaw data collection and assisted with data analysis. Ms. Gil-Trejo contributed to later versions of the telephone survey instrument, provided overall project supervision, and performed supplementary data analysis.

Halfway through the completion of this study, the Santa Ana WORK Center transitioned from a "Universal Access model," where clients *not enrolled* in Workforce Investment Act programs (adults and dislocated workers) could avail themselves of the various services provided at their own discretion, to an "Integrated Model." The Integrated Model dictates that *everyone* who enrolls at the Santa Ana WORK Center participates in an assessment to determine their needs and receives individualized services tailored to meet those needs.

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Executive Summary

The Return on Investment (ROI) for services provided by the Santa Ana WORK Center during the calendar year 2008 is estimated to be 147%. This represents a significant ROI given the severe economic recession and increased costs incurred by the WORK Center. Specifically, in the Santa Ana-Anaheim-Irvine metropolitan division, the unemployment rate increased to 5.3% which is the highest since 1994 while non-farm employment declined by 2.0%, the largest decline since 1991. Given the relatively high local unemployment rate and decline in employment in year 2008, the ROI remains high even though it is lower than prior estimates. Additionally, the cost of providing services to WORK Center clients increased during the 2008 calendar year as a result of transitioning from a "Universal Access" model to an "Integrated" model halfway through the calendar year. The Integrated Model requires that *everyone* who enrolls at the WORK Center, participates in an assessment to determine their needs and receives individualized services tailored to meet those needs. This process is more costly than the "Universal Access" model where clients utilized services at their own discretion.

The ROI was calculated from estimated benefits and costs for providing the integrated services. The estimated costs of providing services to Santa Ana WORK Center clients and operating the Center were provided by the WORK Center staff. The costs include personnel costs, operating expenses, overhead costs, fixed costs and other costs including sending participants to vocational schools for training.

The estimated benefits are based upon data collected through a Telephone Survey conducted by the Social Science Research Center (SSRC) at CSU Fullerton. The Santa Ana Work Center furnished the SSRC with a database including contact information for 5,843 individuals who first registered as Santa Ana WORK Center clients during the 2008 calendar year. The SSRC administered the first of two telephone surveys at the end of each quarter to 400 clients randomly selected from this database. Individuals who registered to use the WORK Center during the first three quarters were surveyed again at the conclusion of the 2008 calendar year.

Some important benefits from the WORK Center services provided to clients include (1) additional tax revenue from individuals who get a new job, (2) additional tax revenue from the businesses (and their owners and employees) patronized by these individuals, and (3) a reduction in public support received by WORK Center clients.

The ROI estimate is conservative because there was insufficient data to estimate the third benefit of a reduction in public support because few survey respondents provided useable data and the amount was relatively small compared to all other benefits.

1 Introduction

The City of Santa Ana was approved by the State of California as a Local Workforce Investment Area (LWIA) in 2000. The Santa Ana Workforce Investment Board (WIB) was appointed by the Santa Ana City Council. It consists of 35 members, the majority of whom are local, private sector business leaders. Members of the Board oversee Workforce Investment Act funds. The Santa Ana WORK Center was funded to operate as its comprehensive One-Stop center. In 2008, the Santa Ana WORK Center and its partners served between 1,463 and 1,500 clients every quarter, and over 5,900 new clients register to use its resources. To evaluate the benefits of the WORK Center from 2003 through 2008, three ROI studies were performed.

1.1 Phase I ROI

In 2003, members of the Santa Ana WIB expressed keen interest in evaluating the efficacy and benefit of WORK Center services, and in March 2004, the WIB procured and funded its first ROI study. This analysis focused solely on clients enrolled in Workforce Investment Act programs (adults and dislocated workers) during program year (PY) 2002-2003. This clients group comprised only five percent of the Santa Ana WORK Center clients. The first ROI was restricted to this clients group because they were case-managed by the WORK Center and the funds expended to serve them were easily documented. Additionally, the Santa Ana WIB had access to their pre- and post-WIA participation employment status. This first ROI study (henceforth referred to as the Phase I ROI study) was conducted by Dr. Thomas Turk and Dr. Cristina M. Giannoantonio of the Argyros School of Business and Economics at Chapman University.[4] The results of this study were very encouraging.

The ROI for services provided by the WORK Center to Universal Access Clients during the PY 02-03 is estimated to be between 272%-329%.

1.2 Phase II ROI

Impressed and encouraged by these results, the Santa Ana WIB sought next to conduct an ROI study focusing upon the other 95% of the persons utilizing the Santa Ana WORK Center. In August 2005, the board authorized a Phase II ROI study to investigate the return to the government on its investment in serving Universal Access clients for PY 03-04. A competitive request for proposals was released, and a contract was subsequently awarded to the Social Science Research Center (SSRC) at California State University, Fullerton. In contrast to the Phase I ROI study, employment and wage data for this study was to be provided directly by the clients. After executing a confidentiality agreement, the Santa Ana WORK Center provided a database consisting of the names, addresses, and telephone numbers of 4,834 Universal Access clients who used the Santa Ana WORK Center during PY 03-04.

[4] Turk, T. and Giannantonio, C. M., "*Return on Investment Report. Program Year 2002-2003.*" June 2004.

These data comprise the sample frame from which the SSRC selected a random sample to

The ROI for services provided by the Santa Ana WORK Center to Universal Access Clients during PY 03-04 is estimated to be 473%[5].

conduct the present ROI.

1.3 Phase III ROI

In 2007, the Santa Ana WIB contracted with the Social Science Research Center to conduct it's third ROI study for the 2008 Calendar Year. The phase III ROI study differed from the Phase II ROI in three important aspects. The first was in the research methodology employed. In the Phase II ROI, the telephone survey was administered to a sample of Universal Access clients at the conclusion of the project year, regardless of when they enrolled for services. Utilizing this design, the period of recall for respondents who enrolled at the Santa Ana WORK Center on the first day of the fiscal year would be a little more than 12 months. In other words, these individuals were being asked to recall their work history for an entire year, possibly reducing the accuracy of the data obtained. In order to reduce the bias inherent when utilizing a 12 month period of recall, a sample of Sana Ana WORK Center clients were surveyed on a quarterly basis for the ROI III. At the conclusion of each quarter, the Santa Ana WIB furnished the SSRC with a list of unique enrollees, which then constituted the sample frame from which a random sample was contacted for baseline survey completion. Utilizing this design, the period of recall was reduced to four months, which was assumed would yield more accurate data. In order to obtain employment outcomes for the entire 2008 Calendar Year, respondents who enrolled at the Santa Ana WORK Center in the first through third quarters were re-contacted in January of 2009 for a follow-up survey. The follow-up survey assessed employment outcomes from the time the first survey was completed until December 31st, 2008. Because the sample of fourth quarter enrollees completed the baseline survey in December of 2008, there was no need for them to be recontacted for follow-up.

The second difference is in the way the period under investigation is defined. In contrast to the Phase II ROI where the period under investigation was the PY 2003-2004 (From July 1st, 2003 to June 30th, 2004); the Phase III ROI examines the 2008 Calendar Year (January 1st, 2008 to December 31st, 2008).

The last difference is in the way services were delivered during the 2008 Calendar Year. Halfway through the 2008 Calendar Year, the Santa Ana WORK Center transitioned from a "Universal Access model," where clients *not enrolled* in Workforce Investment Act programs (adults and dislocated workers) could avail themselves of the various services provided at their own discretion, to an "Integrated Services Model." The Integrated Model dictates that *everyone* who enrolls at the Santa Ana WORK Center participates in an assessment to determine their

[5] The confidence interval for this estimate is ±5.72%. This means that within the constraints of the procedures utilized to calculate the ROI in Phase II. We are 95% confident that the actual ROI (the results one would obtain if all 4,834 Universal Access clients were surveyed) falls between 446% and 500%.

needs and receives individualized services tailored to meet those needs. The costs associated with an "Integrated Model" are undoubtedly higher than those associated with the "Universal Access Model."

Phase III of the ROI was conducted by Dr. Adrian R. Fleissig of the College of Business and Economics at California State University, Fullerton. The Phase III of the ROI covers the calendar year 2008 when the U.S. economy was in a severe economic recession. In addition, the costs of delivering services to Santa Ana WORK Center increased as a result of transitioning to an "Integrated Services Model." There was also a severe economic slowdown in California resulting in higher unemployment, significantly fewer jobs available, considerable layoffs and lower paying jobs. Given that there were generally fewer jobs available and many jobs paid lower wages, the tax revenue benefits from the Santa Ana WORK Center was expected to decline, while the costs of providing services increased. In addition, the economic multiplier was set to a lower value of 1.3 compared the 1.6 value used in calculating the Phase II ROI. During the calendar year 2008, the estimated ROI was 147%.

The ROI for services provided by the Santa Ana WORK Center to clients during the calendar year 2008 is estimated to be 147%.

2 Method

2.1 Telephone Surveys

2.1.1 Baseline Survey

For the first and second quarter baseline telephone surveys, the sample frame was obtained by accessing the user profiles on the www.santaanaworkcenter.org website. The sample frame for the first quarter included contact and demographic information for all 1,615 individuals who registered at the Santa Ana WORK Center between January 1 and March 31, 2008. From the 1,615 registered individuals, 245 (15.2%) were randomly chosen to be contacted for survey completion. The second quarter sample frame included the same information for the 1,347 Santa Ana WORK Center clients that registered between April 1 and June 30, 2008, of which 239 (17.7%) were randomly chosen to be contacted for survey completion.

The sample frame for the third and fourth quarter baseline telephone surveys was provided directly to the SSRC by the Santa Ana WORK Center, and included contact and demographic information for all Santa Ana WORK Center clients who registered during that time period. The third quarter sample frame consisted of the 1,531 people who registered at the Santa Ana WORK Center between July 1 and September 30, 2008, of which181 (12.3%) were randomly chosen for inclusion in the study. For the fourth quarter, 197 of the 1,350 people who registered to use the Santa Ana WORK Center between October 1 and December 31, 2008

(14.6%) were randomly chosen to be contacted for participation in the survey.

Interviews were conducted between 4:00 pm and 9:00 pm local time Monday through Thursday, and between 11:00 am and 7:00 pm local time Saturday and Sunday. A total of 3,915 individual dial attempts were made to 862 randomly selected telephone numbers to complete 400 interviews. Within households, interviewers asked to speak with the listed contact person that had visited the Santa Ana WORK Center during the quarter of reference. Once on the phone, interviewers elicited informed consent to participate in the research, then administered the questionnaire or scheduled a call-back. A detailed explanation of the technical approach to data collection is provided in Appendix A.

The largest proportion of baseline interviews were completed on the first call attempt (*n*= 154, 38.5%). Ninety-one surveys (22.8%) were completed on the second attempt, 50 (12.5%) on the third, 37 (9.3%) on the fourth, and 20 (5.0%) on the fifth attempt. Another 48 (12.0%) records required six or more attempts, with as many as 17 attempts being made before a survey was completed. The response rate for the baseline survey, calculated using the American Association of Public Opinion Research (AAPOR) RR3 formula, is 72.2%. This is an excellent outcome for a study of this nature, promoting confidence in the generalizeability of sample results to the entire population of Santa Ana WORK Center clients that visited the Center during the calendar year.

Utilizing the listed sample frame described above, the SSRC completed 400 telephone interviews with Santa Ana WORK Center clients, 237 (59.3%) in English and 163 (40.8%) in Spanish. The baseline survey instrument was constructed by the principal investigators in collaboration with Santa Ana Workforce Investment Board, WIB Oversight and Data Committee members, and WIB and Santa Ana WORK Center staff, and is reproduced in Appendix B.

2.1.2 Follow-Up Survey

The sample frame for the follow-up survey consisted of all 300 Santa Ana WORK Center clients who had completed a baseline telephone survey for the first, second, or third quarter of 2008. The purpose of the follow-up survey was to assess whether respondents' work status had changed between the end of the quarter in which they registered and the end of 2008. As such, fourth quarter respondents were not included in the follow-up survey, since their experiences during this through December 31, 2008 were already recorded in their baseline surveys.

A total of 2,071 dial attempts were made to these 300 phone numbers to complete 192 surveys, 112 of which were conducted in English (58.3%), and 80 of which were conducted in Spanish (41.7%). The protocol for data collection was the same as described for the baseline survey. The follow-up survey instrument, which varied slightly from the baseline survey, was also constructed by the principal investigators in collaboration with Santa Ana Workforce Investment Board, WIB Oversight and Data Committee members, and WIB and Santa Ana WORK Center staff, and is reproduced in Appendix C.

More than one-third of the follow-up surveys were completed on the first attempt (n= 66, 34.4%), 38 (19.8%) were completed on the second attempt, 17 (8.9%) on the third, 15 (7.8%) on the fourth, and 7 (3.6%) on the fifth attempt. Another 49 (25.5%) required between six and 33 attempts to obtain a completed survey. In total, follow-up surveys were completed with 192 of the 300 (64.0%) respondents sampled during the first three quarters. The fact that only 62% of previously surveyed respondents participated in the follow-up survey is indicative of the transitory residential situation characteristic of Santa Ana WORK Center clients. A significant proportion of Santa Ana WORK Center clients who completed the baseline telephone survey had changed residences at follow-up.

2.2 Estimating Return on Investment

The Return on Investment (ROI) is usually calculated as the ratio of the benefits of the service to the costs of providing the service (Benefits/Costs). In this study, the ROI for the Santa Ana WORK Center was estimated on the basis of benefits and costs associated with the sample of clients that completed telephone surveys.

The 'Benefits' in this calculation are taken to be economic benefits derived by the government as a result of the services provided by the Santa Ana WORK Center from January 1, 2008 through December 31, 2008. There are three such benefits:

1 Total additional tax revenue from individuals who got a new job

2 Total additional tax revenue from the businesses (and their owners and employees) patronized by these individuals as their income, and consequently their spending increased

3 Total reduction in public support received by Santa Ana WORK Center clients who got a job or a new job.

Because it is possible that an individual's income from a new job may have been less than their previous job, the total benefit in each of the three categories above is *net* of the total positives and total negatives per category.

The 'Costs' in the calculation are costs incurred by the Santa Ana WORK Center during the period of January 1, 2008 through December 31, 2008 for providing services to clients. Estimation of benefits and costs is detailed in the sub-sections below.

2.2.1 Qualifying Cases from Survey Data for Use in ROI Analysis

The following information collected during the telephone survey was used in the ROI calculations:

1 Whether the respondent was employed on January 1, 2008.

2 Whether the respondent became employed or found another job during calendar year

2008.

3 The earnings of a respondent who found a new job.

4 The difference between a respondent's income from taking a new job compared to the previous job.

5 The start date of a new job of the respondent.

6 The length of time that the respondent worked at the new job.

Data from the sample of the 400 respondents were used to estimate any information for which an individual failed to provide sufficient information.

2.2.2 Description of Benefits

We now discuss the three benefits listed in section 2.2.1.

Additional Tax Revenue from Santa Ana WORK Center Clients – When a Santa Ana WORK Center client got a new job during the study period, their income changed. For survey respondents who were previously unemployed and find a job, there is an increase in income. For respondents who previously had a job and then moved to a new job, their income may have increased, decreased, or stayed the same. An increase in income leads to an increase in taxes paid. However, when the new job pays less than the previous job, the individual's income decreases which causes a decline in tax revenue. The total additional tax revenue collected by the government is the overall *net* increase or decrease in taxes paid due to a change in income.

Additional Tax Revenue from the Community – Finding a new job can increase, decrease or leave income unchanged. When a respondent's income increases (or decreases), they spend more (less) on purchasing taxable goods and services. These purchases provide increased (reduced) income to the community providing those goods and services. This change in the total income of the community results in a change in the taxes paid to the government by the community. The total additional tax revenue collected by the government is the overall *net* increase in the taxes paid by the community due to a change in the income of Santa Ana WORK Center clients based on the telephone survey.

Reduction in Government Support – Finding a new job can also lead to a reduction in government support received by respondents whose income increases due to a new job. This reduction in support may be due to an individual no longer requiring a form of government assistance or a change in eligibility status. In contrast, a decrease in income could lead to an increase in government support provided. The overall *net* decrease in aid provided by the government is a benefit to the government. Survey results describing reductions in government support associated with utilization of Santa Work Center services are provided in Section 3.4 *Returns not Estimated.*

2.2.3 Estimation of Benefits

A conservative approach was used to estimate benefits. For respondents who failed to provide sufficient information, the data used from the sample of respondents is unlikely to result in an overestimate of benefits.

In keeping with this conservative approach, reduction in government support was not included in the calculation of overall benefits because the information provided by respondents on this topic was scant. Each of the remaining two benefits was calculated individually for each qualified case (survey respondent). The benefits were then summed across all qualified cases to calculate the total benefits. The general procedure for calculating each of the benefits (excluding the benefit from reduction in public support) from the sample of Santa Ana WORK Center clients is discussed below and the detailed calculation procedure is provided in Appendix D.

Additional Tax Revenue from Santa Ana WORK Center Clients – This tax revenue comes from four sources:

- Payroll Tax
- Federal Income Tax
- State Income Tax
- Sales Tax

The tax rate data provided in the Phase I and Phase II ROI studies was utilized here. Sales tax was applied to the fraction of the annual income estimated as spent on taxable goods and services.

Additional tax revenue was calculated by subtracting the tax revenue from income from the previous job (zero for those respondents who were unemployed) from tax revenue from income from new job.

Additional Tax Revenue from the Community – The change in the income of the community due to change in income of Santa Ana WORK Center clients was estimated using an income multiplier. The Phase I ROI study estimated the value of the income multiplier to lie between
1.6 and 2.0. For the Phase II ROI, the lower bound of 1.6 was used. This means that the change in the income of the community was 60% of the amount of change in Santa Ana WORK Center clients' incomes. However, since the U.S. economy has been in a severe economic recession since December 2007, many firms have laid off workers resulting in higher unemployment. In addition, there are significantly fewer jobs available. As a result, consumer spending has fallen significantly so that the income multipliers used in the previous ROI studies are no longer valid and would provide an overestimate of the income of the community. Consequently, for the Phase III ROI, the income multiplier was set to 1.3. The

additional tax revenue from the community was then calculated using the same four tax revenue sources previously mentioned.

The income tax rates applied to the community differ compared to the income tax rates used for clients. Tax rate data was also carried forward from the Phase I and Phase II ROI studies.

2.2.4 Costs Information

The Santa Ana WORK Center is a comprehensive One-Stop center that operates in conjunction with its partners to provide a variety of services to its clients. The Santa Ana WORK Center partners that contribute funds to serve clients are:

- City of Santa Ana/ WIA funded programs
- Employment Development Department
- Social Service Agency
- Goodwill Industry
- Santa Ana College

Only a portion of the funds contributed by each partner is used to provide Santa Ana WORK Center services. Using standard guidelines[6], the Santa Ana WORK Center staff isolated each partner's fair share of allocable costs that were incurred to provide services during calendar year 2008. These costs were then prorated to the size of the survey sample before inclusion in the analysis.

3 Results

3.1 Telephone Survey Respondent Demographics

3.1.1 Age and Gender

The age of the random sample of 400 Santa Ana WORK Center clients responding to the baseline telephone survey ranges from 18 years (n= 9, 2.3%) to 76 years (n= 1, 0.3%). The average age is 41.36 years and the median age (the point in the distribution above which and below which half the scores fall) is 43 years of age. Sixteen respondents (4.0%) declined to state their age. Respondent age at baseline is not related to the quarter in which they enrolled.

Two hundred and thirty-four baseline respondents are male (58.5%) and 164 (41.0%) female. The gender of three respondents could not be determined by name and voice alone (0.5%). Respondent gender is not related to the quarter in which they enrolled.

[6] The WORK Center Staff used the following guidelines to estimate costs:

- Federal Register, **66** (105), May 31, 2001. US Department of Labor, Employment and Training Administration.
- "*One-Stop Comprehensive Management Technical Assistance Guide*," US Department of Labor, Employment and Training Administration, October 2001.

Among the 300 1st through 3rd quarter enrollees who completed a baseline survey, those who completed a follow-up survey did not differ from those who did not with regard to age and gender.

3.1.2 Race/Ethnicity

As depicted in Table 3-1, nearly three-quarters of baseline respondents (n= 290, 74.2%) are Hispanic/ Latino. Eight respondents (2.0%) report their race or ethnicity as "other," and of these, five described themselves as being of mixed race, two as "Middle Eastern," and one individual as "Cherokee." Nine respondents refused to provide information regarding their race or ethnicity and are omitted from the total. A significantly larger proportion of survey respondents in the 4th quarter self-identify as Caucasian/ White (n= 26; 26.5%) than those in the 1st (n= 11; 11.5%), 2nd (n= 13; 13.3%), and 3rd (n= 12; 12.1%) quarters; χ^2 (12, N = 391) = 24.5, p <.05.

Among the 300 1st through 3rd quarter enrollees who completed a baseline survey, those who completed a follow-up survey did not differ from those who did not with regard to race/ ethnicity.

	Survey Sample[b]	
Race/ Ethnicity	**Count**	**Percentage**
Latino/ Hispanic	290	74.2%
Caucasian/ White	62	15.9%
Asian/ Pacific Islander	21	5.4%
Black/ African American	10	2.6%
Other	8	2.0%
Total	391	100.0%

a. Results from the random sample of 400 respondents b. Nine individuals refused to provide race/ethnicity information.

Table 3-2 compares the race/ethnicity of all Santa Ana WORK Center clients who registered at the Santa Ana WORK Center during the third and fourth quarters of 2008 with the race/ethnicity of survey completers for those quarters. Hispanic/Latino Santa Ana WORK Center clients are more heavily represented among survey completers than among the total population of users, while African Americans and individuals of "Other" racial/ethnic groups are underrepresented among survey completers. Racial/ethnic data is currently unavailable for Santa Ana WORK Center clients who registered during the first and second quarters, therefore no comparison can be made.

Table 3-2 Comparison of all Santa Ana WORK Center Clients and Survey Respondents for 3rd and 4th Quarters

	Santa Ana WORK Center Clients Database[a]		Survey Sample[b]	
Race/ Ethnicity	**Count**	**Percentage**	**Count**	**Percentage**
Latino or Hispanic	1,852	64.3%	146	74.1%
Caucasian or White	618	21.5%	38	19.3%
Asian or Pacific Islander	191	6.6%	10	5.1%
Black or African American	163	5.7%	2	1.0%
Other	56	2.0%	1	0.5%
Total	2,880	100.0%	197	100.0%

a. Results from sample frame of all 2,880 Santa Ana WORK Center clients who registered during the third or fourth quarters. b. Three individuals refused to provide race/ethnicity information.

third of respondents (*n*= 142, 35.9%) did not complete high school or obtain a GED, and only

16.7% (*n*= 66) completed a degree or certificate program after high school. Educational attainment did not differ significantly between quarters.

Among the 300 1st through 3rd quarter enrollees who completed a baseline survey, those who completed a follow-up survey did not differ from those who did not with regard to educational attainment.

Table 3-3 Educational Attainment of Survey Sample[a]

Category	Count	Percent
Less than 8th Grade	76	19.2%
Between 8th and 11th Grade	66	16.7%
High School Education or GED	91	23.0%
Some College, No Degree	96	24.3%
AA or Trade School Degree or Certificate	40	10.1%
Bachelor's Degree	17	4.3%
Graduate or Professional Degree	9	2.3%
Total	395	100.0

a. Results from the random sample of 400 respondents. Five individuals refused to provide educational attainment information.

3.2 Patterns of Service Utilization

3.2.1 Patterns of Service Utilization During Quarter of Registration

The majority of Santa Ana WORK Center clients who provided a response characterize their pattern of attendance during the quarter in which they registered to use the WORK Center as "concentrated within a short period of time" (*n*= 228; 58.9%) and 159 (41.1%) indicated that their visits were, "scattered throughout the three-month period." Thirteen individuals declined to provide a response. While the majority proportion of respondents report utilizing Santa Ana WORK Center services within a concentrated period of time, this is not true of respondents who enrolled during the 3rd quarter. As can be seen in Figure 3-1, the proportion of respondents in the third quarter who report using Santa Ana WORK Center services "Scattered throughout the three month period" and "Concentrated within a short period of time" is roughly equivalent.

8

0

%

7

0

%

6

0

%

5

0

%

4

0

%

3

0

%

2

0

%

1

0

%

0

%

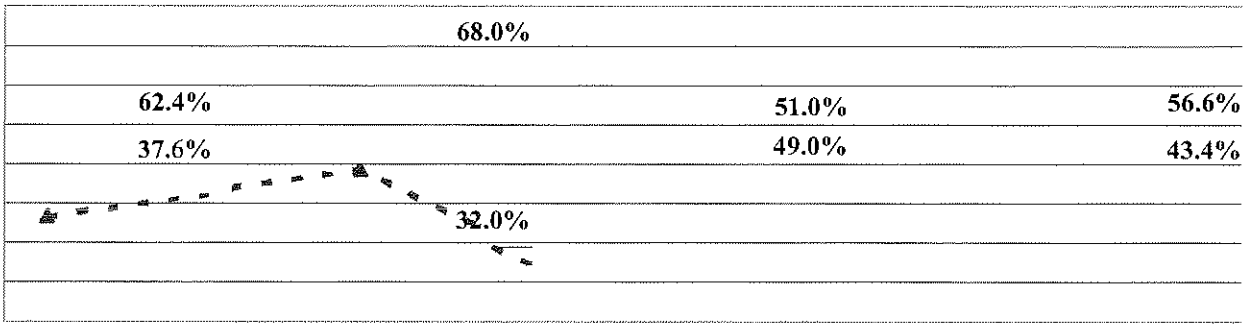
1st Quarter 2nd Quarter 3rd Quarter 4th Quarter

Scattered Throughout Three Month Period

Concentrated Within a Short Period of Time

Baseline survey respondents report visiting the Santa Ana WORK Center between one and 60 times during the quarter they were enrolled. The mean number of visits made to the Santa Ana WORK Center during the quarter of enrollment is 4.76 times, and the median is 3.00. The mean

Figure 3-1 Pattern of WORK Center Usage Accross Quarters



number of times that clients visited the center during the quarter differed significantly depending upon their quarter of registration. Clients who registered during the first and second quarters visited the Santa Ana WORK Center an average of 3.79 and 3.37 times respectively during the quarter, whereas clients who registered during the third quarter visited an average of 6.28 times during the quarter, and fourth quarter registrants visited 5.53 times during the quarter, on average; $F(3, 393) = 4.99, p < .01$.

To determine which services were utilized by Santa Ana WORK Center clients, and to assess the frequency of service utilization, nine specific services were listed by interviewers, and respondents were asked whether they had, "Never used this service," used it, "Only once or twice," "Three or four times," or "Five or more times." The number of respondents who reported using each service at least once at the time of the baseline survey is reported in Table 3

4. To calculate a conservative estimate of the number of times each service was utilized by respondents in the survey sample, the number of respondents endorsing "Only once or twice" was multiplied by 1.5, the number reporting "Three or four times" by 3.5, and the number of clients saying they'd used a service "Five or more times" was multiplied by six. These sums are reported in the "Projected Number of Uses" column in Table 3-4. As can be seen in Table 3-4 one-on-one assistance preparing a resume is the most frequently used service at the Santa Ana WORK Center during the 2008 calendar year, with the largest proportion of survey respondents utilizing this service at least one and the largest number of projected uses.

Integrated Services	**Number of Clients**		**Projected Number of Uses**
	Count	**Percent**	**Count**
Received one-on-one help preparing a resume	304	76.2%	1,269
Used computers to search for jobs on the internet	294	73.5%	1,062
Review job postings on the Job Order Board	278	70.2%	1,121
Received one-on-one counseling	262	64.7%	299
Used telephones or office equipment	185	46.3%	894
Attended a Job Search Workshop	158	39.8%	921
Used computers to send or check emails	156	39.2%	774
Attended on-site job interviews or job fairs	144	36.0%	902
Received assistance with an unemployment insurance claim	113	28.5%	839
"Other"	165	41.7%	620

a. Results from the random sample of 400 baseline respondents. Individuals who did not recall whether they had used a service are not included in the percentage calculation.

Table 3-4 Santa Ana WORK Center Service Utilization and Rating[a]

CATI was programmed to display the list of services each respondent had used, and after reading this list, interviewers asked, "Which of the services you used during that time period were most helpful?" Survey respondents endorsed one (n=240, 67.2%), two (n=84, 23.5%), or three or more services (n=33, 9.2%), as "Most helpful." Another forty-three respondents did not name the service that they found to be most helpful. Table 3-5 depicts the ratio of respondents who indicate that each service was "Most helpful" to the total number who also used it and provided a response. "Using the Internet to search for jobs" and "One-on-one help preparing a resume" were rated as the most helpful services by the highest proportions of survey respondents.

Integrated Services	Number of Clients		
	Used Service	Rated Service as Most Helpful	Percent
Used computers to search for jobs on the internet	277	154	55.7%
Received one-on-one help preparing a resume	272	131	48.2%
Received one-on-one counseling	155	50	32.3%
Used computers to send or check emails	143	44	30.8%
Attended a Job Search Workshop	145	26	17.9%
Review job postings on the Job Order Board	258	40	15.5%
Used telephones or office equipment	174	20	11.5%
Received assistance with an unemployment insurance claim	103	10	9.7%
Attended on-site job interviews or job fairs	135	10	7.4%
"Other"	20	6	30.0%

a. Results from the random sample of 400 baseline respondents. Forty-three respondents did not name a "most helpful" service, and are not included in this table.

Survey (38.5%) follow-up survey respondents characterize their pattern of attendance at the Santa Ana WORK Center between the end of the quarter during which they registered and December 31, 2008 as "Scattered throughout the period," while 54 (29.7%) indicate that their visits were "Concentrated within a short period of time." Fifty-eight (31.8%) did not visit the Santa Ana WORK Center during that time. This distribution in the pattern of services utilized did not differ by quarter of enrollment. Ten individuals declined to give a response to this item.

Follow-up survey respondents used the Santa Ana WORK Center from one (n= 22, to 90 times between the end of the quarter of their registration and the end of the year, with a mean number of visits of 7.46 times and a median of three. Those who registered during the

third quarter averaged the most visits (M= 8.20) during this time, second quarter clients logged fewer visits (M= 7.49), and first quarter clients the fewest of all (M= 4.19). However, these differences are not statistically significant.

Table 3-6 presents the number of follow-up survey respondents who visited the Santa Ana WORK Center between the end of their quarter of registration and December 31, 2008, and reported using each service at least once, along with the projected number of uses among these individuals for each service. Consistent with the findings observed at baseline, one-on-one help preparing a resume is the service utilized by the majority of Santa Ana WORK Center Clients who were surveyed.

Table 3-6 Santa Ana WORK Center Service Utilization and Rating[a]

Follow-up survey respondents were also asked which of the services they utilized between the end of their quarter of registration and December 31 they found to be "most helpful." Respondents named one (n=69, 56.6%), two (n=28, 23.0%), or three or more services (n=25, 20.5%), as "Most helpful." Another twenty-four respondents who used the Santa Ana WORK

Integrated Services	Number of Clients		Projected Number of Uses
	Count	Percent	Count
Received one-on-one help preparing a resume	119	82.1%	232
Used computers to search for jobs on the internet	155	80.4%	421
Review job postings on the Job Order Board	107	73.8%	379
Used telephones or office equipment	82	56.6%	268
Used computers to send or check emails	68	47.2%	253
Attended on-site job interviews or job fairs	61	42.4%	152
Received assistance with an unemployment insurance claim	60	41.4%	107
Received one-on-one counseling	53	36.8%	104
Attended a Job Search Workshop	53	36.6%	136
"Other"	12	8.3%	44

a. Results from 146 follow-up respondents who reported using at least one service. Individuals who did not recall whether they had used a service are not included in the percentage calculations.

Center during this time period did not name the service that they found to be most helpful. Table 3-5 depicts the ratio of respondents who indicate that each service was "Most helpful" to the total number who used it and provided a response. "Using the Internet to search for jobs" and "oneon-one help preparing a resume" were rated as the most helpful services by the highest proportion of survey respondents.

Table 3-7 Santa Ana WORK Center Most Useful Service Rating[a]

Integrated Services	Number of Clients		
	Used Service and Rated Most Helpful Services	Rated Service as Most Helpful	Percent
Received one-on-one help preparing a resume	103	61	59.2%
Used computers to search for jobs on the internet	105	56	53.3%
Used computers to send or check emails	64	21	32.8%
Received one-on-one counseling	49	16	32.7%
Used telephones or office equipment	74	22	29.7%
Received assistance with an unemployment insurance claim	53	12	22.6%
Review job postings on the Job Order Board	93	18	19.4%
Attended on-site job interviews or job fairs	54	8	14.8%
Attended a Job Search Workshop	46	3	6.5%
"Other"	12	3	25.0%

a. Results from 192 follow-up survey respondents.

3.3 Satisfaction with Services Received

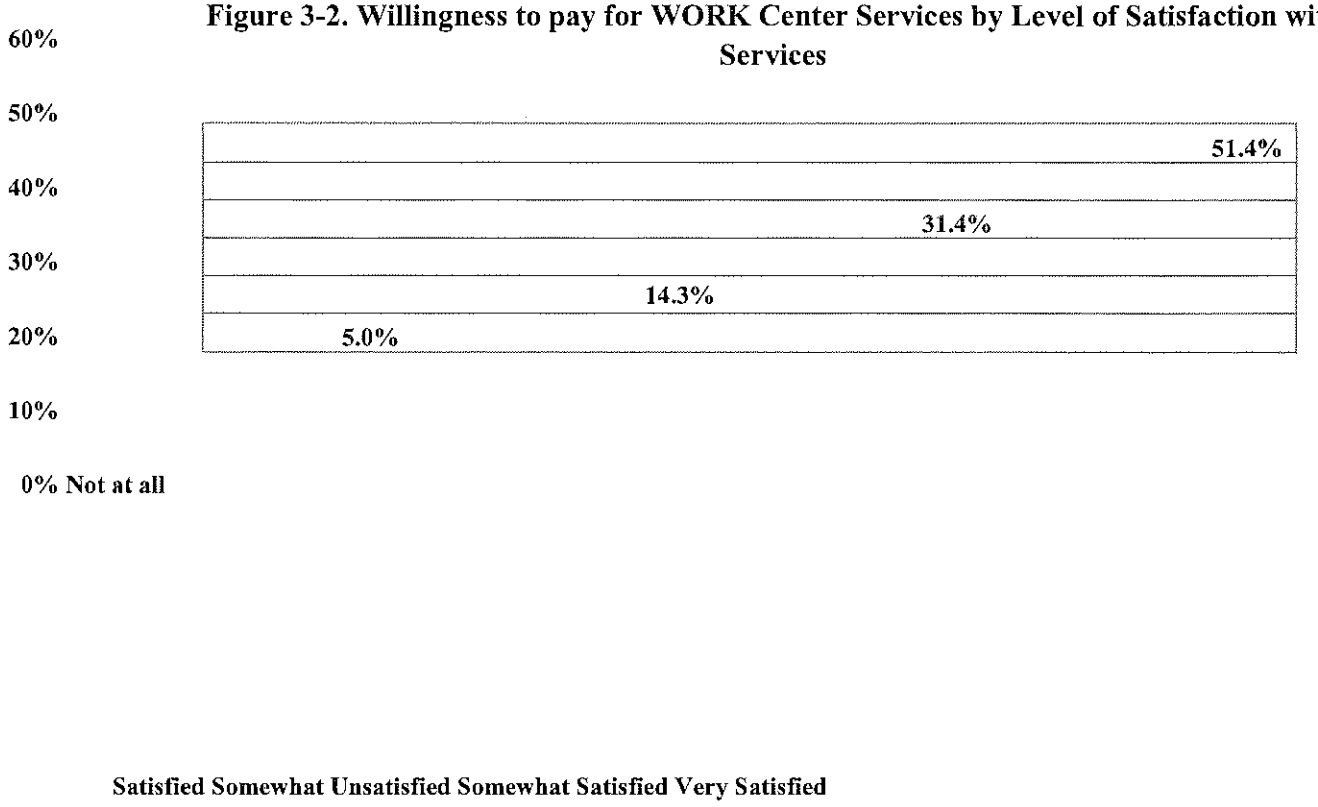
3.3.1 Satisfaction with Services Received During Quarter of Registration

Telephone respondents rated their level of satisfaction with the services they received at the WORK Center during the quarter that they enrolled on a scale from one to four where 1= "Not at all satisfied" to 4= "Very satisfied." The majority of Santa Ana WORK Center clients who provided a response indicate that they were "Very satisfied" with the services they received at the WORK Center during the quarter in which they registered (*n*= 226; 58.0%). Another 31.6% (*n*= 125) report being "Somewhat satisfied" with these services. Nearly 10% report being either "Somewhat dissatisfied" (*n*= 21; 5.3%) or "Not at all satisfied" (*n*= 20; 5.1%). Five survey respondents declined to provide an answer to this item. Treating this item as a continuous variable, the mean satisfaction rating is a 3.43, less than halfway between "Very satisfied" and "Somewhat satisfied." Respondent level of satisfaction is not related to quarter of enrollment, the pattern of service utilization, or the mean number of times the WORK Center was visited.

3.3.2 Value Placed on WORK Center Services During Quarter of Registration

In order to assess the monetary value WORK Center clients place on the services they received, an item on the baseline survey inquired "We want to ensure you that the Santa Ana WORK Center will continue to provide their services free of charge. Had there been a charge for the services, though, would you have paid for them?" Slightly more than four in ten survey respondents (n= 158; 40.6%) indicate that they would be willing to pay for services provided by the WORK Center. Willingness to pay for WORK Center services was unrelated to quarter of enrollment, the pattern of service utilization, or the mean number of times the WORK Center was visited. Willingness to pay for services was, however, positively related to level of satisfaction with the services received. As illustrated in Figure 3-2, more than half of survey respondents who were "Very satisfied" with the services received at the WORK center, would be willing to pay for services (n= 114; 51.4%). In stark contrast, only 5% of those who report being "Not at all satisfied" would do the same. This relationship is statistically significant; χ^2 (3, N = 384) 31.4, p<.001.

Figure 3-2. Willingness to pay for WORK Center Services by Level of Satisfaction witl Services



Of the 158 WORK Center clients who indicated they would have paid for the services they received, 111 (70%) provided information on how much they would have paid. Thirty-five

respondents specified an hourly rate they would be willing to pay for WORK Center services that ranged from $1.00 per hour to $30.00 per hour, with a mean rate of $8.90 per hour. Sixty-nine survey respondents specified a fixed fee they would be willing to pay for Center services that ranged from $1.00 to $250.00, with a mean of $26.42. Seven survey respondents reported what percent of their annual salary they would be willing to pay for WORK Center services. One of these seven respondents reports that they would be willing to pay 1% of their annual salary; four indicate they would be willing to pay 5%, and one indicates the willingness to pay 10% of their annual salary for WORK Center services

3.3.3 Satisfaction with Services Received Between End of Quarter of Registration and December 31

Recall that 124 of WORK Center clients who had enrolled at the Santa Ana WORK Center during the first, second, or third quarter of 2008 had visited the Center again at least once between the last day of the quarter they enrolled and December 31st 2008. More than half of these respondents report being "Very satisfied" with the services they received (*n*= 62; 51.2%) and another 43.8% (*n*=53) indicate being "Somewhat satisfied." Five percent indicate either being "Somewhat dissatisfied" (*n* = 4; 3.3%) or "Very dissatisfied" (*n*= 2; 1.7%). Three individuals declined to rate their level of satisfaction with the services received and the WORK Center. Again, treating this item as a continuous variable, the mean satisfaction rating is a 3.45, less than halfway between "Very satisfied" and "Somewhat satisfied." Consistent with baseline findings, respondent level of satisfaction is not related to quarter of enrollment, the pattern of service utilization, or the mean number of times the WORK Center was visited.

Survey respondents were not asked to indicate whether and how much they would be willing to pay for WORK Center services during the follow-up survey.

3.4 Return on Investment

Table 3-8 shows how the random sample of 400 Santa Ana Santa Ana WORK Center clients that used Santa Ana WORK Center services during calendar year 2008 and answered questions on employment.

Table 3-8 Success in Finding Employment in Calendar Year 2008

	Found Job	Not Find Job	Don't Know	Refused	Total
Employed as of the First Day of the Quarter Enrolled	51 13%	81 20%	0 0%	0 0%	132 33%
Not Employed as of the First Day of the Quarter Enrolled	97 24%	168 42%	2 1%	1 0%	268 67%
Don't Know	--	--	--	--	--
Refused to Answer	--	--	--	--	--
Total	148 37%	250 62%	2 1%	1 0%	400 100%

The total number of respondents that found employment or another job during calendar year 2008 is 148 which is 37% of the sample. There were 250 (62%) respondents who did not find a job during the calendar year 2008. Two people did not know if they were employed and one person refused to answer.

Our analysis estimates that the Santa Ana WORK Center integrated services provided an ROI of 146.7%. The breakdown of estimated benefits and costs for the survey sample of 400 is provided in Table 3-9.

Table 3-9 Return on Investment[a]

Benefits (for survey sample of 400) Additional Tax Revenue from Santa Ana WORK Center Clients (Found Employment) $170,830 Additional Tax Revenue from Santa Ana WORK Center Clients (Found Another Job) $11,436 Additional Tax Revenue from the Community $83,049
Total Benefits $265,315
Costs of Providing Service (prorated for survey sample of 400) Total Costs $180,843
Return on Investment **146.7%**
a Tax revenue data are estimated from the sample of 400 respondents. Costs were provided by Santa Ana Workforce Investment Board staff.

3.5 Returns not Estimated

3.5.1 Receipt of Government Assistance at Baseline

Baseline survey respondents indicated whether they had received support from each of nine public assistance programs listed in Table 3-10 during the quarter in which they had enrolled. One hundred and eighty eight (47.6%) respondents indicate not having received support from *any* of the nine public assistance programs, 156 (39.5%) report receiving support from one, 35 (8.9%) from two, and 16 (4.1%) from three or more public assistance programs listed in Table 3
10. As can be seen in Table 3-10, among those who report receiving at least one form of aid during the quarter they were enrolled (n=207), the largest proportion were receiving unemployment insurance (76.8%).

Table 3-10 Count of Baseline Respondents Receiving Public Support/ Assistance during the Quarter of Enrollment

Public Support Program	Number of Clients Count
Unemployment Insurance	159
Food Stamps	35
Medi-Cal (Cal Optima)	31
WIC Program	22
CalWORKS or Welfare to Work	18
Medicare	7
Section 8 or HUD Housing/ Military housing	3
Child care Assistance	3
Disability Insurance	1

a. Results from 207 baseline respondents who report receiving at least one form of public assistance b. Because 51 respondents report receiving more than one form of public assistance, the sum of the percentages in this Table exceeds 100, and are not reported.

In orde … blic assista … d at the beginning of the quarter, and found another job, 2) Employed at the beginning of the quarter, but did *not* find a new job, 3) Unemployed at the beginning of the quarter, but became employed, and 4) Unemployed at the beginning of the quarter and did *not* find a job. As can be seen in Table 3-11, a significantly higher proportion of respondents who were unemployed on the first day of the quarter in which they enrolled and remained so on the last day of that quarter report receiving public assistance during the quarter; χ^2 (3, N = 393) 17.39, p<.01, compared to the respondents classified as being in the remaining three categories. Looking at this another way, 61.5% of respondents who were unemployed at the end of the quarter they enrolled report receiving at least one form of public assistance during this time period, while only 42.6% of those who were employed at the end of the quarter they enrolled report the same.

Table 3-11 Baseline Clients Receiving at least one Form of Public Support/Assistance During the Quarter of Enrollment by Employment Status

Employment Category at the End of the Quarter of Enrollment	Number of Clients	
	Count	Percent
Employed, Found Another Job	11	39.3%
Employed, Did Not Find Another Job	49	48.5%
Unemployed, Found a Job	20	33.9%
Unemployed, Did Not Find a Job	126	61.2%

a. Results from 393 baseline respondents who provided a response to this item b. Seven respondents who declined to provide a response are not include here

At follow-up, respondents who enrolled at the Santa Ana WORK Center during the first through third quarter of the 2008 calendar year (n =192) were asked to indicate whether they had received public assistance from each of the same nine sources listed in Table 3-10 between the last day of the quarter they were enrolled and December 31st (the last day of the calendar year). Ninety-seven (51.1%) respondents indicate not having received support from *any* of the nine public assistance programs, 68(35.8%) report receiving support from one, 14 (7.4%) from two, and 11 (5.8%) from three or more public assistance programs. As can be seen in Table 3-12, among those who report receiving at least one form of aid during the specified period (n= 93), the largest proportion (77.4%) receives unemployment insurance.

Table 3-12 Follow-Up Clients Receiving Public Support/ Assistance Between Last Day of Quarter of Enrollment to December 2008

Public Support Program	Number of Clients
	Count
Unemployment Insurance	72
Food Stamps	17
Medi-Cal (Cal Optima)	17
WIC Program	11
Child care Assistance	7
CalWORKS or Welfare to Work	6
Medicare	4
Section 8 or HUD Housing/ Military housing	2

a. Results from 93 follow-up respondents who report receiving at least one form of public assistance b. Because 25 respondents report receiving more than one form of public assistance, the sum of the percentages in this Table exceeds 100, and are not reported.

In order to assess to examine the relationship between employment status and the receipt of public assistance at follow-up, survey respondents were classified into two categories (1) Employed at the end of the calendar year, and (2) Unemployed at the end of the calendar year. As can be seen in Table 3-13, a significantly higher proportion of respondents who were unemployed on at the end of the 2008 calendar year report receiving public assistance during the quarter than those who were employed; χ^2 (1, N = 186) 17.23, p<.001.

Table 3-13 Follow-Up Clients Receiving at least one Form of Public Support/ Assistance During the Quarter of Enrollment by Employment Status

Employment Status at the End of the Calendar Year	Number of Clients	
	Count	Percent
Employed	20	29.4%
Unemployed	72	61.0%

a. Results from 186 baseline respondents who provided a response to this item b. Six respondents who declined to provide a response are not included here

At baseline, 394 survey respondents rated their physical and mental health on a scale from one to five with 1= "Poor" and 5= "Excellent." As can be seen in Table 3-14, the largest proportion of survey respondents rate their physical health as being "Good." The next largest proportions rate their physical health as being "Excellent" or "Very good." Treating this item as a continuous variable, the mean rating of physical health is 3.37, less than half way between "Good" and "Very good.

As also shown in Table 3-14, the largest proportion of survey respondent's rate their mental health as being "Excellent" followed by the next largest proportion who rate it as being "Good" and "Very Good. Again, treating this item as a continuous variable, the mean rating of mental health is 3.84, slightly higher than the mean rating for physical health. Mean rating of physical health is positively related to mean rating of mental health, meaning that respondents who rate their physical health highly, rate their mental health highly as well; this relationship is statistically significant; r =.443, p<.01. Interestingly, ratings of physical and mental health are not related to respondent employment status at the end of the quarter in which they enrolled.

Table 3-14 Ratings of Physical and Mental Health Baseline Survey Respondents

Rating	Physical Health		Mental Health	
	Count	Percent	Count	Percent
Poor	27	6.9%	11	2.8%
Fair	42	10.7%	21	5.3%
Good	168	42.0%	127	32.2%
Very Good	76	19.3%	89	22.6%
Excellent	81	20.6%	146	37.1%

a. Results from 394 baseline respondents who rated their physical and mental health. b. Six respondents who declined to provide a response are not include here

T st
3 ; 79.2%) to 30 days (n = 21; 5.3%), with a mean of 2.47 days. Consistent with previous findings, employment status at the end of the quarter enrolled is not related physical health, as measured by the mean number of day's respondents report that their health was "Not good." Respondents also provided information on the number of days "During the past 30 days, their mental health was "Not good." Responses ranged from zero days (n = 297; 76.0%) to 30 days (n = 24; 6.1%), with a mean number of 2.95 days. Respondents who were unemployed as of the last day of the quarter they enrolled report a higher number of days that their mental health was "Not good" (M = 3.69) than those who were employed (M = 2.20), a difference that does not quite reach statistical significance; F (1, 388) = 3.70, p = .055.

3.5.3 Physical and Mental Health Indicators at Follow-Up

At follow-up, respondents who enrolled at the Santa Ana WORK Center during the first through third quarter of the 2008 calendar year rated their physical and mental health on the same scale that was utilized in the baseline survey. As can be seen in Table 3-15, the largest proportion of survey respondents rate their physical health as being "Good." The next largest proportions rate their physical health as being "Very good" or "Excellent." Treating this item as a continuous variable, the mean rating of physical health is 3.27, ten points less than what was observed at baseline.

As also shown in Table 3-15,the largest proportion of survey respondent's rate their mental health as being "Good" followed by the next largest proportion who rate it as being "Excellent" and "Very Good. Again, treating this item as a continuous variable, the mean rating of mental health is 3.80, higher than the mean rating for physical health. Consistent with baseline findings ratings of physical health are positively related to ratings of mental health, meaning that respondents who rate their physical health highly, rate their mental health highly as well, vice versa; this relationship is statistically significant; r =.487, p<.01.

While respondents employed at the end of the 2008 calendar year rate their physical health and mental health as better as indicated by mean ratings (*M*= 3.43 for physical health and *M*= 3.90 for mental health) than those who were unemployed, (*M*= 3.18 and 3.77, respectively) this difference is not statistically significant.

Table 3-15 Ratings of Physical and Mental Health Among Follow-Up Survey Respondents

Rating	Physical Health		Mental Health	
	Count	Percent	Count	Percent
Poor	14	7.4%	5	2.6%
Fair	25	13.2%	11	5.8%
Good	78	41.3%	61	32.3%
Very Good	40	21.2%	52	27.5%
Excellent	32	16.9%	60	31.7%

a. Results from 189 baseline respondents who rated their physical and mental health. b. Three respondents who declined to provide a response are not include here

One hundred and eighty seven follow-up survey respondents also indicated how many days "During the past 30 days" their physical health was "Not good." Responses ranged from zero days (*n* = 131; 70.1%) to 30 (*n* = 13; 4.3%), with a mean of 3.39 days, higher than that observed at baseline (*M*= 2.47 days). Respondents who were employed at the end of the calendar year report a lower number of days that their physical health was "Not good" (*M* =2.76), than those who were unemployed (*M* =3.63); a difference that is not statistically significant, however.

Respondents also provided information on the number of days "During the past 30 days" their mental health was "Not good." Responses ranged from zero days (*n* = 127; 69.4%) to 30 days (*n* = 7; 3.8%), with a mean number of 3.08, slightly higher than that observed at baseline (2.95 days). Respondents who were unemployed at the end of the calendar year report a higher number of days that their mental health was "Not good" (*M* = 3.12) than those who were employed (*M* = 2.71), a difference that is not statistically significant.

Conclusion

The Return on Investment for services provided by Santa Ana WORK Center during the calendar year 2008 is estimated to be 147%. This represents a significant ROI given the severe economic recession and increased costs incurred by the WORK Center from the transition an "Integrated" model halfway through the calendar year. During the recession, Santa Ana-Anaheim-Irvine metropolitan division unemployment has dramatically increased while non-farm payroll significantly declined. The increased costs of operating the Integrated model occurred because WORK Center participates now receive individualized

services.

The ROI was calculated from estimated benefits and costs for providing the integrated services. The WORK Center staff provided the estimated costs for providing the WORK Center services and includes personnel costs, operating expenses, overhead costs, fixed costs and other costs including sending participants to vocational schools for training. The estimated benefits are based upon data collected through a Telephone Survey conducted by the Social Science Research Center (SSRC) at CSU Fullerton. Each quarter, the SSRC administered telephone surveys to 400 clients randomly selected from the 5,843 individuals who first registered as Santa Ana WORK Center during calendar year 2008. The response rate was excellent at 72.2%. The estimated benefits include additional tax revenue from individuals who get a new job and additional tax revenue from the businesses (and their owners and employees) patronized by these individuals.

The ROI estimate is conservative because there was insufficient data to estimate a reduction in public support received by WORK Center clients.

APPENDICES

Appendix A Technical Approach to Telephone Survey Data Collection

The SSRC implements Computer Assisted Telephone Interviewing (CATI) through WinCATI® software to facilitate control of the sample, track scheduled call- backs, and monitor progress regarding the completion of sample design quotas. Programming is carried out using the CI3 scripting language which allows for the randomization of questions and question sets within a survey to eliminate response-order biases, response range limits to reduce recording errors, and complex interview navigation commands to ensure the proper administration of survey items.

Survey questions and response options appear on a computer screen while the interviewer is speaking to the respondent. Data are entered directly into the system so coding or keying errors are reduced. SSRC supervisors are present during all interviewing and "random check" call-monitoring is routinely performed to verify the accuracy of the data. Each of our supervisors previously worked as an interviewer, and each has been trained in telephone interviewing techniques and methodological considerations.

The CATI system includes a sophisticated call tracking and call-back scheduling procedure. This system assigns sample records to interviewing stations based on user configurable rules which include a randomization element, and also consider call history, and interviewer capability/training. An attempt history is maintained for each sample record which can be used to calculate productivity and other process related statistics. If no contact is made, the call record will note the time of day and the interviewer who attempted the call. The call will then be automatically reassigned at a later time based upon an algorithm that reduces the probability that the call will come up again on the same day and time. When a contact is made, but the interview is not completed, call information is recorded that includes whether a call-back has been scheduled, who the interviewer spoke with, who they should talk to if the eligible respondent is not at home, and the current disposition of the call (for example, immediate refusal, answering machine, mid- interview termination, etc.). In addition, the time of each call, the number of times the record has been called, and any interviewer-generated notes are recorded. If, during any contact attempt, a determination can be made regarding the language spoken within the household of a particular sample record, a language flag is set which ensures future attempts will be assigned only to interviewers with the appropriate language skill.

The CATI system allows the researcher to set the number of times a sample record is to be called before it is retired. SSRC standard operating procedure dictates 21 attempts at contact. If contact is not established after 21 calls, the number is transferred to a holding queue. Our policy regarding immediate refusals is to call back at random intervals not less than 48 hours after the initial refusal. Experience shows that about 30% of initial refusals can be converted simply by contacting another resident at the same number. Our procedure for converting refusals by respondents whose eligibility has been established involves two steps. After the first refusal, we call back at a different time. We ask for the eligible respondent, beginning by apologizing for bothering them again, and subsequently attempting to explain the scientific reason for our interest in speaking with them. This procedure converts about 20% of refusals who are known to be eligible for the survey. If this results in a second refusal, we will try one additional time using a "please help" approach. This generally yields a

conversion rate of 10%. After three refusals, the telephone number is retired and classified accordingly. This procedure is a modification of Dillman's (1978) Total Design Method.

Each interview reflected a survey instrument/ questionnaire consisting of approximately 46 items. All respondents were asked approximately 31 questions to collect basic demographic information and address opinions concerning their experience with the Santa Ana WORK Center and their employment both before and after visiting the Center. The length of time to complete each telephone interview ranged from three to twenty-three minutes. The average survey completion time was eight minutes.

A.1 Response Rate

The SSRC's estimated response rate for this telephone survey is 71.20%. This response rate is calculated using the American Association of Public Onion Researchers' (AAPOR) Response Rate Calculation Method 3 (RR3), which includes an estimate of eligibility among unscreened sample records based on the eligibility rate among respondents for whom a final determination could be made:

$$Rate = \frac{C}{(C+I)+(R+N)+\mathrm{eU}}$$

Where C = complete interviews, I = incomplete interviews, R = eligible refusals, N = other eligible non-complete records, e = estimate of eligibility, and U = records with unknown eligibility.

In this equation, eligible respondents include all individuals who responded at least to the initial screening questions, regardless of the result. The response rate should not be confused with the completion rate. Completion rates are generally considered as the number of completed interviews over the total sample size, including all potential respondents, eligible or not. The difference between response rates and completion rates is determined by the difference between the number of eligible and ineligible respondents.

A total of 9,647 individual attempts were made to 2,477 telephone numbers to complete 415 interviews for the Santa Ana WORK Center. The last disposition of all sample records used is detailed in Table 1.

Of the 9,647 telephone numbers attempted, 719 (29%) numbers were ineligible because they were disconnected, temporarily out of service, determined to be fax machines or businesses. Another 508 (21.0%) numbers were ineligible because they did not meet the requirements to participate in the study, the contact could no longer be reached at that number, there was no eligible respondent, the quota was filled for that specific criteria or some other reason. Eligibility for participation in the study was unclear for 773 (31.2%) numbers. These numbers were dispositioned a language problem, busy signal, no answer, answering machine, call blocking, incoherent, unqualified refusal and unqualified callback.

Twenty-two percent of the completed interviews were completed on the first attempt, 21% on the second attempt, 15% were completed on the third attempt, 12% on the fourth attempt, 9% on the fifth attempt, and 21% were completed on the sixth attempt and higher. Up to twenty-two calls were made to reach eligible respondents to complete the interview.

Table A-1 Final Disposition of Attempted Telephone Numbers in the Listed Survey Sample

Final Disposition	Count
Completed Interview	400
Incomplete/Break-off	20
Telephone Answering Device	126
No Answer	19
Busy	7
Call Blocked/ Technological Barrier	7
Unqualified Callback	48
Phone Disconnect/Out of Service	97
Number Changed	76
Not a Residence	20
FAX Machine/Data Device	7
Ineligible	39
Final Unqualified Refusal	3
Total	**869**

Appendix B Phase III ROI Study Baseline Questionnaire

SHELLO Hello, this is _____, calling from the Social Science Research Center at California State University, Fullerton. Have I reached [READ PHONE NUMBER]?

SCONTACT May I please speak with [PARTICIPANT'S NAME]?

1. YES [SKIPTO SINTRO]
2. NO [SKIPTO CALLBK1]
3. NOT AVAILABLE AT THIS NUMBER [CONTINUE]

QTRACK1 We are calling on behalf of the California Employment Development Department (EDD), the Santa Ana Workforce Investment Board and the Santa Ana WORK Center, located upstairs at the Santa Ana Train Station.

We would appreciate your help in contacting [PARTICIPANT'S NAME] to ask her/ him a few questions concerning his/her experiences with the Santa Ana WORK Center.

Any information that [PARTICIPANT'S NAME] provides will remain strictly confidential.

Do you have a phone number for [PARTICIPANT'S NAME]?

PHONE NUMBER> 999-999-9999. REFUSED

CALLBK1 When may we call back to reach [PARTICIPANT'S NAME]?

SINTRO We are calling on behalf of the California Employment Development Department (EDD), the Santa Ana Workforce Investment Board and the Santa Ana WORK Center, located upstairs at the Santa Ana Train Station. Our records indicate you first visited the WORK Center on [INSERT DATE]. We would like to ask a few questions concerning your experience with the Santa Ana WORK Center and your employment before visiting the Center and now. This survey will take less than ten minutes to complete. You are not required to answer any question you do not wish to answer, and your responses will remain confidential to the extent permitted by law.

SINTRO2 I should mention that this call may be monitored by my supervisor for quality control purposes only.

If it is all right with you, I'll ask the survey questions now.

1. YES [SKIP TO TRANS1]
2. NO

CALLBK2 When may we call you back?

TRANS1 First, we'd like to ask some questions about your use of the services at the Santa Ana WORK Center. We are interested in your experiences between January 1st and March 31st, 2008.

Q1 Which of the following best describes your pattern of attendance at the WORK Center between January 1st and March 31st, 2008? Would you say your visits were...

1. Scattered throughout this three-month period, or
2. Concentrated within a short period of time?

7. DON'T KNOW
9. REFUSED

Q2 Between January 1st and March 31st, 2008, approximately how many times did you visit the Santa Ana WORK Center, located upstairs at the train station?

SPECIFY NUMBER OF TIMES >
77. DON'T KNOW
99. REFUSED

Q3 I'd like to read a list of services and facilities available at the Santa Ana WORK Center. Please tell me how many times you used each service.

a. Reviewed job postings on the Job Order Board
b. Attended a Job Search Workshop
c. Received one-on-one help preparing your resume
d. Attended on-site job interviews or job fairs
e. Used computers to search for jobs on the Internet
f. Used computers to send or check emails
g. Used telephones or used office equipment (or had help using office equipment), to make copies or send or receive faxes
h. Received assistance with an unemployment insurance claim
i. Received one-on-one counseling
j. Please tell us about any other service or facility you may have used...(SPECIFY)>

— Never used this service

— Once or twice

— Three or four times

— Five or more times

7. DON'T KNOW
9. REFUSED

Q4 Overall, how satisfied were you with the services you used at the WORK Center between January 1st and March 31st, 2008?

1 Not at all satisfied

2 Somewhat unsatisfied

3 Somewhat satisfied

4 Very satisfied

7. DON'T KNOW
9. REFUSED

Q5 Which of the services you used during that time period were most helpful?
[SHOW ONLY Q3 ITEMS GT 1; SELECT ALL THAT APPLY]

JOB POSTINGS (JOB ORDER BOARD) JOB SEARCH WORKSHOP ONE-ON-ONE HELP PREPARING YOUR RESUME ON-SITE JOB INTERVIEWS OR JOB FAIRS INTERNET TO SEARCH FOR JOBS INTERNET TO SEND OR CHECK EMAILS USE OF FAX, TELEPHONES, OR OTHER OFFICE EQUIPMENT ASSISTANCE WITH A UI (UNEMPLOYMENT INSURANCE) CLAIM ONE-ON-ONE COUNSELING OTHER SERVICE DON'T KNOW/ NO RESPONSE REFUSED

Q6 We want to assure you that the Santa Ana WORK Center will continue to provide these services free of charge. Had there been a charge for these services, though, would you have paid for them?

1. YES [CONTINUE]
2. NO [SKIP TO TRANS2]

7. DON'T KNOW
9. REFUSED

Q6A How much would you have paid for the services? You can answer by providing a rate per hour, specifying a fixed fee, or a percentage of your first year's salary from a job you obtained by using the services.

1. PER HOUR >
2. FIXED FEE >
3. PERCENT OF ANNUAL SALARY >

7. DON'T KNOW
9. REFUSED

TRANS2 Now I'd like to ask some questions about your job experiences between January 1st and March 31st, 2008.

Q8 Were you employed as of January 1st, 2008?

1. YES [SKIP TO Q11]
2. NO [CONTINUE]

7. DON'T KNOW

9. REFUSED

Q9 Between January 1st and March 31st, 2008, did you receive assistance or support in the form of cash or non-cash aid from….

a. CalWORKs or Welfare to Work
b. Section 8 or HUD housing support or military housing
c. Food stamps
d. Medi-Cal (Cal Optima)
e. Medicare
f. WIC Program (Woman, Infants and Children)
g. Child Care Assistance
h. Unemployment insurance
i. Disability insurance

—. YES

—. NO

7. DON'T KNOW
9. REFUSED

[REPEAT Q9A THROUGH Q9D FOR EACH 'YES' RESPONSE TO Q9a THROUGH Q9j]

Q9A What is the value of the [INSERT TYPE OF ASSISTANCE] you are or were receiving each month?

1. AMOUNT >
7. DON'T KNOW
9. REFUSED

Q9B For how many months have you received [INSERT TYPE OF ASSISTANCE]?

1. NUMBER OF MONTHS >
7. DON'T KNOW
9. REFUSED

Q9C Are you still receiving [INSERT TYPE OF ASSISTANCE]?

1. YES [SKIP TO Q10]
2. NO [CONTINUE]

7. DON'T KNOW
9. REFUSED

Q9D What is the primary reason you stopped receiving [INSERT TYPE OF ASSISTANCE]?

1. Change in health condition
2. Change of marital status
3. Increased income due to employment
4. Problems with forms or paperwork
5. Program time limits
6. Change in residence
7. Partner/ Spouse's income was counted
8. OTHER (SPECIFY)

77. DON'T KNOW
99. REFUSED

Q10 Did you find a job between January 1st and March 31st, 2008?

1. YES [SKIP TO TRANS3]
2. NO [SKIP TO TRANS4]

7. DON'T KNOW
9. REFUSED

[IF EMPLOYED, FROM Q8]

Q11 How much money were you earning at that time?

1 HOURLY WAGE > [CONTINUE] 2 MONTHLY SALARY > [SKIP TO Q12] 3 YEARLY SALARY > [SKIP TO Q12]
77. DON'T KNOW
99. REFUSED

Q11A. Approximately how many hours were you working, either per week, or per month?

1. HOURS PER WEEK>
2. HOURS PER MONTH>

7. DON'T KNOW
9. REFUSED Q12 Between January 1st and March 31st, 2008, did you receive assistance or support in the form of cash or non-cash aid from….

a. CalWORKs
b. Section 8 or HUD housing support or military housing
c. Food stamps
d. Medi-Cal (Cal Optima)
e. Medicare
f. Woman, Infants and Children
g. Child Care Subsidy
h. Alternative Child Care Payment
i. Unemployment insurance
j. Disability insurance
—. YES

—. NO

7. DON'T KNOW
9. REFUSED

[REPEAT Q12A THROUGH Q12D FOR EACH 'YES' RESPONSE TO Q12a THROUGH Q12j]

Q12A What is the value of the [INSERT TYPE OF ASSISTANCE] you are or were receiving each month?

1. AMOUNT >
7. DON'T KNOW
9. REFUSED

Q12B For how many months have you received [INSERT TYPE OF ASSISTANCE]?

2. NUMBER OF MONTHS >
7. DON'T KNOW
9. REFUSED Q12C Are you still receiving [INSERT TYPE OF ASSISTANCE]?

1. YES [SKIP TO Q13]

2. NO [CONTINUE]

7. DON'T KNOW
9. REFUSED

Q12D What is the primary reason you stopped receiving [INSERT TYPE OF ASSISTANCE]?

1. Change in health condition
2. Change of marital status
3. Increased income due to employment
4. Problems with forms or paperwork
5. Program time limits
6. Change in residence
7. Partner/ Spouse's income was counted
8. OTHER (SPECIFY)

77. DON'T KNOW
99. REFUSED

Q13 Did you find another job between January 1st and March 31st, 2008?

1. YES [SKIP TO Q15]
2. NO [CONTINUE]

7. DON'T KNOW
9. REFUSED

Q14 How much money were you earning as of March 31st, 2008?

1. REPORTED AS HOURLY WAGE >
2. REPORTED AS MONTHLY SALARY >
3. REPORTED AS YEARLY SALARY >

0. NO INCOME
77. DON'T KNOW
99. REFUSED

Q14A. Approximately how many hours did you work, either per week or per month?

1. HOURS PER WEEK> [ALL SKIP TO TRANS4]
2. HOURS PER MONTH>

7. DON'T KNOW
9. REFUSED

Q15 How much money were you earning just before you were hired at your new job?

1. HOURLY WAGE > [CONTINUE]
2. MONTHLY SALARY > [SKIP TO TRANS3]
3. YEARLY SALARY > [SKIP TO TRANS3]

77. DON'T KNOW
99. REFUSED

Q15A. Approximately how many hours were you working, either per week or per month?

1. HOURS PER WEEK>
2. HOURS PER MONTH>

7. DON'T KNOW
9. REFUSED

[ASK IF FOUND A JOB OR FOUND ANOTHER JOB BETWEEN JANUARY 1st AND MARCH 31st, 2008]

TRANS3 Please tell us a little bit about that new job.

Q16 What industry was that job in?

1. Construction
2. Manufacturing
3. Retail Trade
4. Finance
5. Food Processing
6. Services
7. Aerospace
8. Technology
9. Electronics
10. Transportation/ Distribution
11. OTHER (SPECIFY)>

77. DON'T KNOW
99. REFUSED

Q17 When did you begin your employment at that job?

1. SPECIFY MONTH >
2. SPECIFY DAY >
3. SPECIFY YEAR >

7. DON'T KNOW

9. REFUSED

Q18 How much money were you earning when you were first hired?

1. REPORTED AS HOURLY WAGE > [CONTINUE]
2. REPORTED AS MONTHLY SALARY > [SKIP TO Q19]
3. REPORTED AS YEARLY SALARY > [SKIP TO Q19]

0. NO INCOME
77. DON'T KNOW
99. REFUSED

Q18A. Approximately how many hours did you work, either per week or per month?

1. HOURS PER WEEK>
2. HOURS PER MONTH>

7. DON'T KNOW
9. REFUSED

Q19 For how long did you have that job?

1. DAYS >
2. WEEKS >
3. MONTHS >
4. YEARS >
5. STILL HAVE JOB

7. DON'T KNOW
9. REFUSED

TRANS4 Next I'd like to ask a few questions about your health, personal habits, and quality of life. I'd like to remind you that all of your responses will remain completely confidential and will be combined with those of other survey participants for reporting purposes.

Q20 Would you say, in general, that your physical health is poor, fair, good, very good, or excellent?

1. Poor
2. Fair
3. Good
4. Very good
5. Excellent

7. DON’T KNOW/ NO RESPONSE
9. REFUSED

Q21 Thinking about your physical health, which includes physical illness and injury, for how many days during the past 30 days was your physical health not good?

____ Enter number of days.
77. DON'T KNOW/ NO RESPONSE
99. REFUSED

Q22 Would you say, in general, that your mental health is poor, fair, good, very good, or excellent?

1. Poor
2. Fair
3. Good
4. Very good
5. Excellent

7. DON'T KNOW/ NO RESPONSE
9. REFUSED

Q23 Thinking about your mental health, which includes stress, depression, and problems with emotions, for how many days during the past 30 days was your mental health not good?

____ Enter number of days
77. DON'T KNOW/ NO RESPONSE
99. REFUSED

Q24a Would you say, in general, that the quality of your relationships with family members is poor, fair, good, very good, or excellent?

1. Poor
2. Fair
3. Good
4. Very good
5. Excellent
6. DO NOT HAVE RELATIONSHIPS WITH FAMILY MEMBERS
7. DON'T KNOW/ NO RESPONSE

9. REFUSED

Q24b Has the quality of your relationships with family members become worse, stayed the same, or improved in the past three months?

1. BECOME WORSE
2. STAYED THE SAME
3. IMPROVED

7. DON'T KNOW/ NO RESPONSE
9. REFUSED

Q24c Would you say, in general, that the quality of your relationships with friends and acquaintances is poor, fair, good, very good, or excellent?

1. Poor
2. Fair
3. Good
4. Very good
5. Excellent
6. DO NOT HAVE RELATIONSHIPS WITH FAMILY MEMBERS
7. DON'T KNOW/ NO RESPONSE

9. REFUSED

Q24d Has the quality of your relationships with friends and acquaintances become worse, stayed the same, or improved in the past three months?

1. BECOME WORSE
2. STAYED THE SAME
3. IMPROVED

7. DON'T KNOW/ NO RESPONSE
9. REFUSED

Q25 During the past month, how many days per week on average did you drink any alcoholic beverages?

_____ Enter number of days.
77. DON'T KNOW/ NO RESPONSE
99. REFUSED [SKIP IF Q25=0]

Q26 A drink is 1 can or bottle of beer, 1 glass of wine, 1 can or bottle of wine cooler, 1 cocktail, or 1 shot of liquor. On the days when you drank, about how many drinks did you drink on the average?

_____ Enter number of drinks
77. DON'T KNOW/ NO RESPONSE
99. REFUSED

Q27 During the past month, approximately how many days did you use drugs like marijuana, cocaine, or ecstasy, or pharmaceutical drugs that were not prescribed to you?

_____ Enter number of days.
77. DON'T KNOW/ NO RESPONSE
99. REFUSED

Q28 In the past three months how frequently have you had contact with law enforcement, including the police, sheriff or CHP, for example, times the police were called to your home, times you were pulled over for a traffic stop, and times you were arrested?

1. Never
2. Once or twice <SPECIFY IF Q≥2>
3. Three or four times
4. Five or more times

7. DON'T KNOW/ NO RESPONSE
9. REFUSED

Q29 Would you say, in general, that your present quality of life is: Excellent, Very good, Good, Fair, or Poor?

1. Poor
2. Fair
3. Good
4. Very good
5. Excellent

7. DON'T KNOW/ NO RESPONSE
9. REFUSED

Q30 Has your quality of life improved, stayed the same, or become worse in the past three months?

1. BECOME WORSE
2. STAYED THE SAME
3. IMPROVED

7. DON'T KNOW/ NO RESPONSE
9. REFUSED

TRANS5 We have just a few more questions for statistical purposes only.

AGE First, what is your age?

AGE>
77. DK/NR
99. REFUSED

RACE Which of the following best describes your racial or ethnic background?

1. Asian or Pacific Islander
2. Black or African American
3. Latino or Hispanic
4. Caucasian or White
5. Other

7. DON'T KNOW
9. REFUSED

EDUC Which of the following best describes the amount of formal education you have received?

1. Less than 8th grade
2. Between 8th and 11th grade
3. High school education or GED
4. Some college, no degree
5. AA or trade school education

6. Four-year degree such as a BA or BS
7. Graduate or Professional degree

77. DON'T KNOW
99. REFUSED TRANS6 We have just a few more questions.

COMM Do you have any other comments about your experiences with the Santa Ana WORK Center you would like to share or recommendations to improve their services?

1. YES, SPECIFY>

2. NO FG Would you be willing to be contacted for an in-depth interview?

1. YES [GET STANDARD CONTACT INFO]
2. NO [END SURVEY]

CONCLUD That concludes our survey. Thank you very much for your participation.

Appendix C Phase III ROI Study Follow-Up Questionnaire

SHELLO Hello, this is _____, calling from the Social Science Research Center at California State University, Fullerton. Have I reached [READ PHONE NUMBER]?

SCONTACT May I please speak with [PARTICIPANT'S NAME]?

1. YES [SKIPTO SINTRO]
2. NO [SKIPTO CALLBK1]
3. NOT AVAILABLE AT THIS NUMBER [CONTINUE]

QTRACK1 We are calling on behalf of the California Employment Development Department (EDD), the Santa Ana Workforce Investment Board and the Santa Ana WORK Center, located upstairs at the Santa Ana Train Station.

We would appreciate your help in contacting [PARTICIPANT'S NAME] to ask her/ him a few questions concerning his/her experiences with the Santa Ana WORK Center.

Any information that [PARTICIPANT'S NAME] provides will remain strictly confidential.

Do you have a phone number for [PARTICIPANT'S NAME]?

PHONE NUMBER> 999-999-10000. REFUSED

CALLBK1 When may we call back to reach [PARTICIPANT'S NAME]?

SINTRO We are calling on behalf of the California Employment Development Department (EDD), the Santa Ana Workforce Investment Board and the Santa Ana WORK Center, located upstairs at the Santa Ana Train Station. Our records indicate you first visited the WORK Center on [INSERT DATE]. We would like to ask a few questions concerning your experience with the Santa Ana WORK Center and your employment before visiting the Center and now. This survey will take less than ten minutes to complete. You are not required to answer any question you do not wish to answer, and your responses will remain confidential to the extent permitted by law.

SINTRO2 I should mention that this call may be monitored by my supervisor for quality control purposes only.

If it is all right with you, I'll ask the survey questions now.

1 YES [SKIP TO TRANS1]

2 NO

CALLBK2 When may we call you back?

TRANS1 First, we'd like to ask some questions about your use of the services at the Santa Ana WORK Center. We are interested in your experiences between October 1st and December 31st, 2008.

Q1 Which of the following best describes your pattern of attendance at the WORK Center between October 1st and December 31st, 2008? Would you say your visits were...

1 Scattered throughout this three-month period, or

2 Concentrated within a short period of time?

8. DON'T KNOW

10. REFUSED

Q2 Between October 1st and December 31st, 2008, approximately how many times did you visit the Santa Ana WORK Center, located upstairs at the train station?

SPECIFY NUMBER OF TIMES >

78. DON'T KNOW

99. REFUSED

Q3 I'd like to read a list of services and facilities available at the Santa Ana WORK Center. Please tell me how many times you used each service.

k. Reviewed job postings on the Job Order Board
l. Attended a Job Search Workshop
m. Received one-on-one help preparing your resume
n. Attended on-site job interviews or job fairs
o. Used computers to search for jobs on the Internet
p. Used computers to send or check emails
q. Used telephones or used office equipment (or had help using office equipment), to make copies or send or receive faxes
r. Received assistance with an unemployment insurance claim
s. Received one-on-one counseling
t. Please tell us about any other service or facility you may have used…(SPECIFY)>

1. Never used this service
2. Once or twice
3. Three or four times
4. Five or more times

7. DON'T KNOW
9. REFUSED

Q4 Overall, how satisfied were you with the services you used at the WORK Center between October 1st and December 31st, 2008?

1. Not at all satisfied
2. Somewhat unsatisfied
3. Somewhat satisfied
4. Very satisfied

7. DON'T KNOW
9. REFUSED

Q5 Which of the services you used during that time period were most helpful? [SHOW ONLY Q3 ITEMS GT 1; SELECT ALL THAT APPLY]

JOB POSTINGS (JOB ORDER BOARD) JOB SEARCH WORKSHOP ONE-ON-ONE HELP PREPARING YOUR RESUME ON-SITE JOB INTERVIEWS OR JOB FAIRS INTERNET TO SEARCH FOR JOBS INTERNET TO SEND OR CHECK EMAILS USE OF FAX, TELEPHONES, OR OTHER OFFICE EQUIPMENT ASSISTANCE WITH A UI (UNEMPLOYMENT INSURANCE) CLAIM ONE-ON-ONE COUNSELING OTHER SERVICE DON'T KNOW/ NO RESPONSE REFUSED

Q6 We want to assure you that the Santa Ana WORK Center will continue to provide these services free of charge. Had there been a charge for these services, though,
would you have paid for them?

1. YES [CONTINUE]
2. NO [SKIP TO TRANS2]

1. DON'T KNOW
2. REFUSED

Q6A How much would you have paid for the services? You can answer by providing a rate per hour, specifying a fixed fee, or a percentage of your first year's salary from a job you obtained by using the services.

1. PER HOUR >
2. FIXED FEE >
3. PERCENT OF ANNUAL SALARY >

7. DON'T KNOW
9. REFUSED

Q7 When you came to the WORK Center, in what kind of industry did you want to find work? Would you say… [CHECK ALL THAT APPLY.]

1. Construction
2. Finance
3. Food processing
4. Electronics
5. Manufacturing
6. Retail/ Trade
7. Service
8. Technology
9. Transportation
10. OTHER> SPECIFIED
11. NO PARTICULAR INDUSTRY

77. DON'T KNOW/ NO RESPONSE
99. REFUSED

TRANS2 Now I'd like to ask some questions about your job experiences between October 1st and December 31st, 2008.

Q8 Were you employed as of October 1st, 2008?

1. YES [SKIP TO Q11]
2. NO [CONTINUE]

7. DON'T KNOW

9. REFUSED Q9 Between October 1st and December 31st, 2008, did you receive assistance or support in the form of cash or non-cash aid from….

a. CalWORKs or Welfare to Work
b. Section 8 or HUD housing support or military housing
c. Food stamps
d. Medi-Cal (Cal Optima)
e. Medicare
f. WIC Program (Woman, Infants and Children)
g. Child Care Assistance
h. Unemployment insurance
i. Disability insurance

—. YES

—. NO

7. DON'T KNOW
9. REFUSED

[REPEAT Q9A THROUGH Q9D FOR EACH 'YES' RESPONSE TO Q9a THROUGH Q9j]

Q9A What is the value of the [INSERT TYPE OF ASSISTANCE] you are or were receiving each month?

1. AMOUNT >
7. DON'T KNOW
9. REFUSED

Q9B For how many months have you received [INSERT TYPE OF ASSISTANCE]?

3. NUMBER OF MONTHS >
7. DON'T KNOW
9. REFUSED

Q9C Are you still receiving [INSERT TYPE OF ASSISTANCE]?

1. YES [SKIP TO Q10]
2. NO [CONTINUE]

7. DON'T KNOW
9. REFUSED

Q9D What is the primary reason you stopped receiving [INSERT TYPE OF ASSISTANCE]?

1. Change in health condition
2. Change of marital status
3. Increased income due to employment
4. Problems with forms or paperwork
5. Program time limits
6. Change in residence
7. Partner/ Spouse's income was counted
8. OTHER (SPECIFY)

77. DON'T KNOW
99. REFUSED

Q10 Did you find a job between October 1st and December 31st, 2008?

1. YES [SKIP TO TRANS3]
2. NO [SKIP TO TRANS4]

7. DON'T KNOW
9. REFUSED

[IF EMPLOYED, FROM Q8]

Q11 How much money were you earning at that time?

4 HOURLY WAGE > [CONTINUE] 5 MONTHLY SALARY > [SKIP TO Q12] 6 YEARLY SALARY > [SKIP TO Q12]
78. DON'T KNOW
99. REFUSED

Q11A. Approximately how many hours were you working, either per week, or per month?

1. HOURS PER WEEK>
2. HOURS PER MONTH>

7. DON'T KNOW
9. REFUSED

Q12 Between October 1st and December 31st, 2008, did you receive assistance or support in the form of cash or non-cash aid from….

k. CalWORKs
l. Section 8 or HUD housing support or military housing
m. Food stamps
n. Medi-Cal (Cal Optima)
o. Medicare
p. Woman, Infants and Children
q. Child Care Subsidy
r. Unemployment insurance
s. Disability insurance

—. YES

—. NO

7. DON'T KNOW
9. REFUSED

[REPEAT Q12A THROUGH Q12D FOR EACH 'YES' RESPONSE TO Q12a THROUGH Q12j]

Q12A What is the value of the [INSERT TYPE OF ASSISTANCE] you are or were receiving each month?

1. AMOUNT >
7. DON'T KNOW
9. REFUSED

Q12B For how many months have you received [INSERT TYPE OF ASSISTANCE]?

4. NUMBER OF MONTHS >
7. DON'T KNOW
9. REFUSED Q12C Are you still receiving [INSERT TYPE OF ASSISTANCE]?

1. YES [SKIP TO Q13]
2. NO [CONTINUE]

7. DON'T KNOW
9. REFUSED

Q12D What is the primary reason you stopped receiving [INSERT TYPE OF ASSISTANCE]?

1. Change in health condition
2. Change of marital status
3. Increased income due to employment
4. Problems with forms or paperwork
5. Program time limits
6. Change in residence
7. Partner/ Spouse's income was counted
8. OTHER (SPECIFY)

77. DON'T KNOW
99. REFUSED

Q13 Did you find another job between October 1st and December 31st, 2008?

1. YES [SKIP TO Q15]
2. NO [CONTINUE]

7. DON'T KNOW
9. REFUSED

Q14 How much money were you earning as of December 31st, 2008?

1. REPORTED AS HOURLY WAGE >
2. REPORTED AS MONTHLY SALARY >
3. REPORTED AS YEARLY SALARY >

0. NO INCOME
77. DON'T KNOW
99. REFUSED

Q14A. Approximately how many hours did you work, either per week or per month?

1. HOURS PER WEEK> [ALL SKIP TO TRANS4]
2. HOURS PER MONTH>

7. DON'T KNOW
9. REFUSED

Q15 How much money were you earning just before you were hired at your new job?

1. HOURLY WAGE > [CONTINUE]
2. MONTHLY SALARY > [SKIP TO TRANS3]
3. YEARLY SALARY > [SKIP TO TRANS3]

77. DON'T KNOW
100. REFUSED

Q15A. Approximately how many hours were you working, either per week or per month?

1. HOURS PER WEEK>
2. HOURS PER MONTH>

7. DON'T KNOW
9. REFUSED

[ASK IF FOUND A JOB OR FOUND ANOTHER JOB BETWEEN OCTOBER 1st AND DECEMBER 31st, 2008]

TRANS3 Please tell us a little bit about that new job.

Q16 What industry was that job in?

1. Construction
2. Manufacturing
3. Retail Trade
4. Finance
5. Food Processing
6. Services
7. Aerospace
8. Technology
9. Electronics
10. Transportation/ Distribution
11. OTHER (SPECIFY)>

78. DON'T KNOW
99. REFUSED

Q17 When did you begin your employment at that job?

1. SPECIFY MONTH >
2. SPECIFY DAY >
3. SPECIFY YEAR >

1. DON'T KNOW
2. REFUSED

Q18 How much money were you earning when you were first hired?

1. REPORTED AS HOURLY WAGE > [CONTINUE]
2. REPORTED AS MONTHLY SALARY > [SKIP TO Q19]
3. REPORTED AS YEARLY SALARY > [SKIP TO Q19]

0. NO INCOME
77. DON'T KNOW
99. REFUSED

Q18A. Approximately how many hours did you work, either per week or per month?

1. HOURS PER WEEK>
2. HOURS PER MONTH>

7. DON'T KNOW
9. REFUSED

Q19 For how long did you have that job?

1. DAYS >
2. WEEKS >
3. MONTHS >
4. YEARS >
5. STILL HAVE JOB

1. DON'T KNOW
2. REFUSED

TRANS4 Next I'd like to ask a few questions about your health, personal habits, and quality of life. I'd like to remind you that all of your responses will remain

completely confidential and will be combined with those of other survey participants for reporting purposes.

Q20 Would you say, in general, that your physical health is poor, fair, good, very good, or excellent?

1. Poor
2. Fair
3. Good
4. Very good
5. Excellent

7. DON'T KNOW/ NO RESPONSE
9. REFUSED

Q21 Thinking about your physical health, which includes physical illness and injury, for how many days during the past 30 days was your physical health not good?

____ Enter number of days.
77. DON'T KNOW/ NO RESPONSE
99. REFUSED

Q22 Would you say, in general, that your mental health is poor, fair, good, very good, or excellent?

1. Poor
2. Fair
3. Good
4. Very good
5. Excellent

7. DON'T KNOW/ NO RESPONSE
9. REFUSED

Q23 Thinking about your mental health, which includes stress, depression, and problems with emotions, for how many days during the past 30 days was your mental health not good?

____ Enter number of days
77. DON'T KNOW/ NO RESPONSE
99. REFUSED

Q24a Would you say, in general, that the quality of your relationships with family members is poor, fair, good, very good, or excellent?

1. Poor
2. Fair
3. Good
4. Very good
5. Excellent
6. DO NOT HAVE RELATIONSHIPS WITH FAMILY MEMBERS
7. DON'T KNOW/ NO RESPONSE

9. REFUSED

Q24b Has the quality of your relationships with family members become worse, stayed the same, or improved in the past three months?

1. BECOME WORSE
2. STAYED THE SAME
3. IMPROVED
4. DON'T KNOW/ NO RESPONSE

9. REFUSED

Q24c Would you say, in general, that the quality of your relationships with friends and acquaintances is poor, fair, good, very good, or excellent?

1. Poor
2. Fair
3. Good
4. Very good
5. Excellent
6. DO NOT HAVE RELATIONSHIPS WITH FAMILY MEMBERS
7. DON'T KNOW/ NO RESPONSE

9. REFUSED

Q24d Has the quality of your relationships with friends and acquaintances become worse, stayed the same, or improved in the past three months?

1. BECOME WORSE
2. STAYED THE SAME
3. IMPROVED
4. DON'T KNOW/ NO RESPONSE

9. REFUSED

Q25 During the past month, how many days per week on average did you drink any alcoholic beverages?

_____ Enter number of days.
77. DON'T KNOW/ NO RESPONSE
99. REFUSED

[SKIP IF Q25=0]
Q26 A drink is 1 can or bottle of beer, 1 glass of wine, 1 can or bottle of wine cooler, 1 cocktail, or 1 shot of liquor. On the days when you drank, about how many drinks did you drink on the average?

_____ Enter number of drinks
77. DON'T KNOW/ NO RESPONSE
99. REFUSED

Q27 During the past month, approximately how many days did you use drugs like marijuana, cocaine, or ecstasy, or pharmaceutical drugs that were not prescribed to you?

_____ Enter number of days.
77. DON'T KNOW/ NO RESPONSE
99. REFUSED

Q28 In the past three months how frequently have you had contact with law enforcement, including the police, sheriff or CHP, for example, times the police were called to your home, times you were pulled over for a traffic stop, and times you were arrested?

1. Never
2. Once or twice <SPECIFY IF Q≥2>
3. Three or four times
4. Five or more times

7. DON'T KNOW/ NO RESPONSE
9. REFUSED

Q29 Would you say, in general, that your present quality of life is: Excellent, Very good, Good, Fair, or Poor?

1. Poor
2. Fair
3. Good
4. Very good

5. Excellent

7. DON'T KNOW/ NO RESPONSE
9. REFUSED

Q30 Has your quality of life improved, stayed the same, or become worse in the past three months?

1. BECOME WORSE
2. STAYED THE SAME
3. IMPROVED
4. DON'T KNOW/ NO RESPONSE

9. REFUSED

TRANS5 We have just a few more questions for statistical purposes only.

AGE First, what is your age?

AGE>
77. DK/NR
99. REFUSED

RACE Which of the following best describes your racial or ethnic background?

1. Asian or Pacific Islander
2. Black or African American
3. Latino or Hispanic
4. Caucasian or White
5. Other

7. DON'T KNOW
9. REFUSED

EDUC Which of the following best describes the amount of formal education you have received?

1. Less than 8th grade
2. Between 8th and 11th grade
3. High school education or GED

4. Some college, no degree
5. AA or trade school education
6. Four-year degree such as a BA or BS
7. Graduate or Professional degree

78. DON'T KNOW
99. REFUSED TRANS6 We have just a few more questions.

COMM Do you have any other comments about your experiences with the Santa Ana WORK Center you would like to share or recommendations to improve their services?

1. YES, SPECIFY>
2. NO

FG Would you be willing to be contacted for an in-depth interview?

1. YES [GET STANDARD CONTACT INFO]
2. NO [END SURVEY]

CONCLUD That concludes our survey. Thank you very much for your participation.

Appendix D Detail of ROI Calculations

The total benefits to the government come from two sources (excluding benefits derived from reduction in government support provided, which was omitted for the reasons described in section 2.2.3):

- Additional tax revenue from Santa Ana WORK Center clients
- Additional tax revenue from the community

The procedure for estimating each of the above benefits is described in detail below.

D.1 Additional Tax Revenue from Santa Ana WORK Center Clients

The additional tax revenue for the government from Santa Ana WORK Center clients is the change in taxes paid by the clients resulting from finding a new job. Furthermore, these additional taxes have to be considered for the entire period of the new job found during calendar year 2008.[7]

To calculate the total additional tax revenue from survey respondents, the tax revenue for each qualified[8] respondent was first calculated. These individual tax revenues were then summed.

The steps involved in calculating additional tax revenue from a *single* Santa Ana WORK Center survey respondent are depicted below.

(a) Annualize the income information Income information is collected as one of the following:

- Annual Income
- Monthly Income
- Hourly Wage with number of hours worked per week or per month

This data was annualized according to the table below.

Reported Income	Annualized Income
Annual Income	Same
Monthly Income	(Monthly Income) x 12
Hourly Wage with Hours Per Week	(Hourly Wage) x (Hours Per Week) x 50.4 Weeks
Hourly Wage with Hours Per Month	(Hourly Wage) x (Hours Per Month) x 12 Months

Table D-1 Procedure for Annualizing Income

[7]The benefits of finding a job during calendar year 2008 are accrued to the government over

the entire period that that job is held. [ii] See section 2.2.1 for criteria for qualifying cases.

(b) Calculate change in annual income There are two types of clients that contribute to additional tax benefits:

- Those that *did not* have a job at the start of the calendar year (January 1, 2008) and found a job, and
- Those that *had* a job at the start of the calendar year (January 1, 2008) and found another job.

The information pertaining to this calculation collected from the respondents who indicated that they found a job during calendar year 2008 includes the following:

- Earnings just before hired
- Earnings when first hired at new job

For respondents that failed to provide information, the earnings were estimated from the sample of respondents who provided the information. The above earnings data was annualized as described in step (a) above, and the change in annual income for each qualified respondent was calculated as follows:

Earnings When First Hired – Earnings Just Before Hired

For clients who did not have a job as of January 1, 2008 'Earning Just Before Hired' was zero.

(c) Calculate time at new job To facilitate respondent reporting, this information was collected as one of the following:

- Days
- Weeks
- Months
- Years
- Still Have Job

These data were standardized by converting to years. Estimates from the sample were used for respondents that indicated invalid responses (such as time at new job is more than three years).

Assumption: For those respondents that indicated that they were still at the new job, it was assumed that their last day at the job was the day of the phone survey. This is a conservative assumption; it is very likely that these respondents would have continued to be employed at their new job beyond the date of the survey.

The time at the new job was calculated as follows:

Table D-2 Procedure for Calculating Time at New Job

Data Provided As	Time at New Job (In Years)
Days	Days / 365
Weeks	Weeks / 52
Months	Months / 12
Years	Same
Still Have Job	(Survey Date – Start Date at New Job) / 365

The information on start date at the new job in the above table was requested in the survey as month, day, and year. Many of the respondents that indicated that they found a job during calendar year 2008 did not provided one or more pieces of this information. In these cases, the midpoint of the quarter were used to estimate the start date of the job.

(d) Calculate cumulative additional income earned The benefits of finding a job during calendar year 2008 are accrued to the government over the entire period that that job is held. The cumulative additional income taxed is calculated as:

(Change in Annual Income) x (Time at New Job)

Assumption: The underlying assumption here is that for those respondents who had a previous job and moved to a new one during calendar year 2008, had they not received the new job, they would have continued in their old job. This is a conservative assumption because not knowing how they long they would have continued in their old job this assumption gives the lowest value for cumulative income.

Note: The above formula for calculating cumulative additional does not use any discounting of tax revenue earned over multiple years. This is a reasonable assumption given that the average time at new job is about one year and two months.

(e) Calculate additional taxes paid Additional taxes paid are calculated by applying the tax rates to the above-calculated cumulative additional income. Sales tax paid was calculated by first estimating the amount of income spent on taxable goods and services, and then applying the sales tax rate to this spending. Thus, the various taxes were calculated as follows:

Table D-3 Procedure for Calculating Taxes

Tax	Tax Paid
Payroll Tax	(Change in Annual Income) x (Payroll Tax Rate)
Federal Income Tax	(Change in Annual Income) x (Federal Income Tax Rate)
State Income Tax	(Change in Annual Income) x (State Income Tax Rate)
Sales Tax	(Change in Annual Income) x (Fraction Spent on Taxable Goods) x (Sale Tax Rate)

The values for various tax rates and parameters, applicable to Santa Ana WORK Center clients, in Table F-4 were taken from the Phase I and Phase II ROI study and are as follows:[9]

Table D.2 ***Additional Tax Revenue from the Community***

Parameter	Rate
Payroll Tax	15.3%
Federal Income Tax	7.4%
State Income Tax	1.4%
Sales Tax	7.5%
Fraction of Income Spent on Taxable Goods & Services	38.0%

As in the case for Santa Ana WORK Center telephone survey respondents, for calculating the total additional tax revenue from the community, the additional tax revenue from the community because of additional income earned by each qualified respondent was first calculated. These individual tax revenues were then summed.

The steps involved in calculating additional tax revenue from the community due to a *single* respondent are given below.

(a) Annualize the income information This calculation is the same as that described in step (a) in section F.1.

(b) Calculate change in annual income This calculation is the same as that described in step (b) in section F.1.

(c) Calculate time at new job This calculation is the same as that described in step (c) in section F.1.

(d) Calculate cumulative additional income earned This calculation is the same as that described in step (d) in section F.1.

(e) Calculate cumulative additional income earned by the community As discussed previously in sections 2.2.2 and 2.2.3, because clients spend their income within their communities, a change in income among clients leads to a change in income of the providers of the various taxable goods and services that the clients purchase. This change in income of the community then leads to a change in taxes paid by the community to the government, and is estimated using an income multiplier.[10]

[9] It is assumed that the tax rates and the fractional spending on taxable goods and services remain constant.

The cumulative additional income earned by the community due to a single respondent is calculated as:

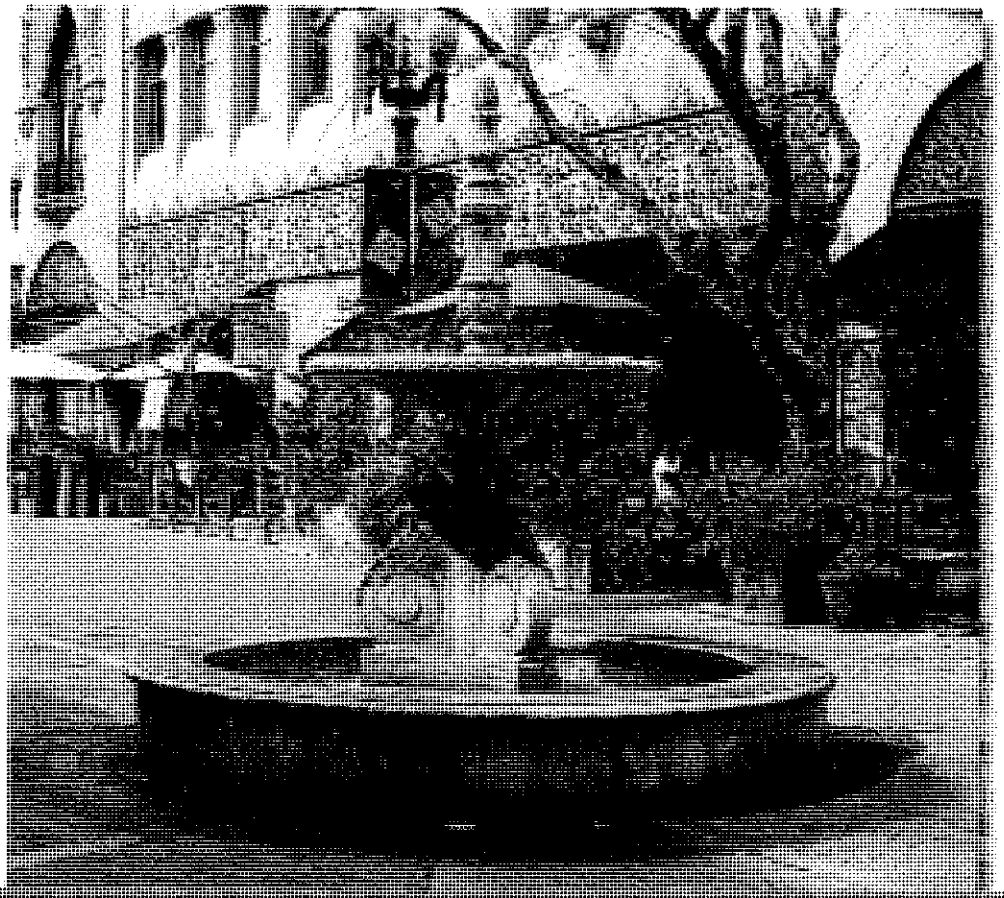
(Income Multiplier – 1) x (Cumulative Additional Income Earned by a Client)

(f) Calculate additional taxes paid by the community The community pays the same four taxes that the clients pay, the only difference being that the income tax rates for the community are different. Therefore, the calculation procedure for these taxes is the same as that described in step (e) for additional tax revenue from clients. The values of the various tax rates and parameters for the community were taken from the Phase I and Phase II ROI study, and are given below:[11]

Table D-5 Tax Rates and Taxable Spending – Community

[10] It is assumed that the income multiplier remains constant. [11] It is assumed that the tax rates and the fractional spe

Parameter	Rate
Payroll Tax	15.3%
Federal Income Tax	13.2%
State Income Tax	3.7%
Sales Tax	7.75%
Fraction of Income Spent on Taxable Goods & Services	38.0%



Santa Ana

Putting the people of Santa Ana to work
2011 annual report

Taller San Jose:

Student Story:

where YOUTH succeed

WHERE YOUNG PEOPLE GAIN WORK EXPERIENCE

Between 2010-11, the City of Santa Ana connected nearly 900 young men and women to the education, training and skills they need to compete in workplace, through our Santa Ana Work Center and partnering youth service providers.

Santa Ana Youth Employment (SAY)

Launched in 2010 and funded by the American Recovery and Reinvestment Act (ARRA), SAY has connected more than 140 at-risk youth ages 14-24 to paid work experience while allowing local businesses to play a key role in strengthening the future workforce that will fuel their growth. Over the past year, more than 50 local employers participating in SAY offered internships and mentorship to Santa Ana youth.

Youth Service Providers Network (YSPN)

A unique collaboration of locally-based youth-centric service providers and organizations, YSPN provides low-income Santa Ana youth access to a full range of services, resources and tools to overcome barriers, complete an education, and enter a career with a future. In 2010-11, the network worked one-on-one with more than 185 young people to put them on the path of self-sufficiency.

In Program Year 2010-11:

- 822 youth ages 14-21 accessed Santa Ana Work Center services and programs
- 143 youth participated in the Santa Ana Youth Employment Program
- 50 local employers provided internships for more than 140 youth
- Approximately 185 youth were referred to Youth Service Providers in our YSPN
- 76% of youth participating in credential programs received their credentials

OCCTAC BRINGS DROP-OUTS BACK TO HIGH SCHOOL

A non-profit arts organization, the Orange County Children's Therapeutic Art Center (OCCTAC) offers a variety of innovative educational and therapeutic programs in Santa Ana, including early childhood education, after-school programs, art therapy and parenting classes.

This past year, the City of Santa Ana connected OCCTAC with SIATech, a nationally accredited, award-winning public charter high school system that re-engages disconnected students through a technology-based curriculum. OCCTAC will serve as the campus location for the new Santa Ana-based SIATech high school, bringing students who have dropped out Santa Ana schools back into the classroom.

where JOB-SEEKERS succeed

WHERE SANTA ANA GOES TO BUILD BETTER SKILLS. AND BETTER LIVES.

Like communities across the nation, the City of Santa Ana has been hit hard with rising unemployment and shrinking job opportunities. In 2010-11, our City's agencies, organizations and businesses worked collectively to do something about it. Over the past year, the Santa Ana Work Center placed over 2,000 unemployed and laid-off workers in new jobs and careers — well above the regional and national averages for career-center job placement.

Between June 2010 and July 2011, the Work Center saw more than 48,000 visits from people looking to enter the workforce, restart their careers or transition into new employment. In 2010-11, more than 2,565 job seekers worked one-on-one with Work Center Employment Specialists to identify their goals and strengths, learn about training programs in high-growth industries, earn GEDs and certifications, connect with employers, build work readiness skills, and access community resources to support their transition to better careers. And better lives.

Identifying the Industries Poised for Growth

In 2010-11, the Santa Ana Work Center joined forces with educational partners and local businesses to provide an array of no-cost vocational training, on-the-job training and work experience designed to put Santa Ana residents back to work. Investing $2,406,619 in American Recovery and Reinvestment Act (ARRA) funding, the City completed a study identifying local industries poised for post-recession growth and recovery.

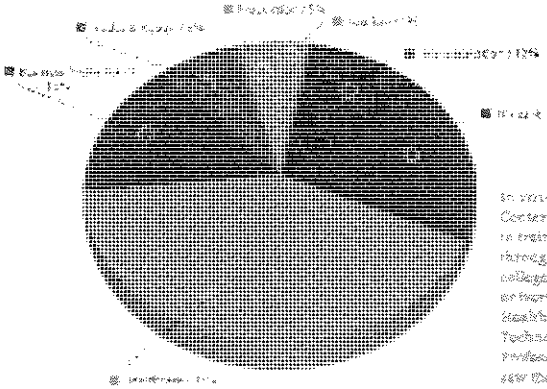
This insight lead to more targeted and strategic training programs in high-growth fields w. developed in partnership with local community colleges, universities, vocational schools and businesses. These training programs have additionally been timed so that the jobs will be there once the training is complete.

In Program Year 2010-11, the Santa Ana Work Center:

- Experienced 48,193 total visits and 4,016 average monthly visits
- Placed 1,949 adult job-seekers in jobs, with a 77% retention rate
- Helped 276 dislocated workers find reemployment, with a 78% retention rate
- Enrolled 547 people in training programs
- Awarded scholarships to 325 people for training programs

Higher Local Employment Equals Stronger Local Economy

The earning replacement for adult workers in 2010-11 was $10,667, while the earning replacement for dislocated workers was $16,468. This translates into more tax revenue for the City, and more people with stronger incomes to spend on local goods and services.



In 2010-11, the Santa Ana Work Center connected 547 residents to training programs offered through local community colleges, vocational schools, universities and businesses. Healthcare, Information Technology, and Business Professional training programs saw the highest percentage of participants.

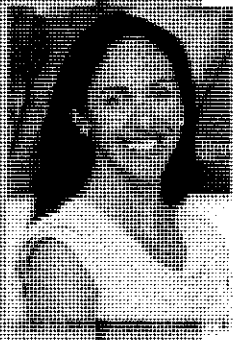
Success Story

[illegible]

Career College of California

Education That Works

[illegible]



[illegible]

Success Story

Hispanic Business Consultants

where BUSINESS succeeds

WHERE BUSINESS GROWTH MEANS ECONOMIC GROWTH

In 2010-11, the City of Santa Ana focused efforts on supporting the established businesses who have long called Santa Ana home, working to keep existing jobs here while bringing more quality jobs in. In a time where many businesses faced the threat of laying off workers and shutting doors, dozens of Santa Ana companies hired more people, saw more growth, and injected more revenue into our local economy.

WHERE BUSINESSES AT RISK BECOME BUSINESSES THAT HIRE

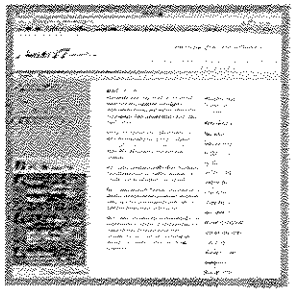
Preserving jobs requires a proactive and targeted strategy. In 2010-2011, the City of Santa Ana developed an early warning system aimed at identifying at-risk businesses before they downsized their workforce or closed their doors. In parallel with these efforts, the City also secured research that identified businesses with the greatest potential for future growth.

Armed with this information, the City reached out to a targeted list of local businesses to gauge their business needs, then coordinated and extended business services to address their challenges and support their growth. A team of specialized business experts worked with these businesses to identify new markets and opportunities, improve operational efficiencies, stabilize financial performance, upgrade employee skills, and position them for sustainable success.

LEADING BUSINESS EXPERTISE WITH A LOCAL FOCUS.

In 2010-2011, the City of Santa Ana awarded a $150,000 grant to leading business consulting collaborative Essergy Consulting to provide no-cost business assistance for small local Santa Ana businesses experiencing negative or flat growth. The ultimate goal: equip these companies with the strategies to grow their businesses while retaining and creating jobs. The collaboration exceeded expectations:

- At the end of six months, participating businesses retained upwards of 92 jobs and created 24 new jobs
- Over the following six months, participating businesses are projected to save another 45 jobs and create another 43 new jobs
- With a weighted average retained job salary increase of $33,500, the City of Santa Ana stands to experience an economic stimulus as well
- Participating companies also saw a dramatic increase in growth, with a 17-28% percent jump in revenue and a 17% boost in profits



"We thoroughly enjoyed working with the City of Santa Ana and its business community. Their familiarity with the local businesses allowed us to develop a personal connection with the businesses we assisted."

[illegible], Co-Founder
Essergy Consulting

In Program Year 2010-11, the Santa Ana Work Center Business Services Team:

- Assisted 379 business customers to post 11085 job openings online
- Hosted 35 onsite job fairs
- Provided individual recruitment services for 91 businesses that hired 254 employees
- Provided layoff-aversion services to 250 businesses
- Connected 92 local businesses to no-cost expert consulting services which helped save and create 76 jobs in Santa Ana

HP's Recruitment Resource

In 2011, the Santa Ana Work Center hosted and coordinate a recruitment event for Hewlett Packard. This event allowed HP to fill of the positions for its Orange County location. The HP human resources department praised the event and the assistance from the Work Center, now considered a valued recruitment partner by the company.

where COLLABORATION succeeds

The City of Santa Ana is pleased to share the success stories of individuals and organizations committed to revitalizing our community. But we must not forget the stories of the innovative collaborations driving this revitalization. In 2010-11, our City's agencies, civic and business leaders, educators and community builders came together to expand opportunities for our residents, train a competitive workforce to support thriving industries, and build a stronger Santa Ana where people learn, grow, work, play. And above all, succeed.

The City of Santa Ana acknowledges our partners and collaborators. We invite you to join us. After all, this is your city, your success story, as well.

Organizations in Santa Ana include:

- Cambodian Family
- Central Orange County RCP
- Corporate Training Institute (CTI)
- Employment Development Department-Department of Rehabilitation
- Energy
- Hewlett Packard
- Hispanic Business Consultants
- Goodwill Industries
- Orange County Children's Therapeutic Arts Center
- Orange County Conservation Corps
- Orange County Social Services
- Orangewood Children's Foundation
- Santa Ana College
- Santa Ana Unified School District
- Taller San Jose
- Tenacore Holdings
- Youth communication (Boxing club)

About the Santa Ana Workforce Investment Board

Created in 2000 by the City of Santa Ana Mayor and City Council, the Santa Ana Workforce Investment Board (WIB) brings together members of the Santa Ana business and industrial community, small businesses, minority business enterprises, education, labor organizations, community-based organizations, economic development agencies and one-stop career center partners to develop and implement strategies and programs for building a competitive workforce. The Santa Ana WIB gains its authorization from the Workforce Investment Act (WIA) of 1998.

About the Santa Ana Youth Council

The Santa Ana Youth Council is a diverse group of community representatives committed to empowering our City's at-risk youth to transition to a positive future through education, training and employment. We achieve this by creating and sustaining partnerships with businesses, parents and other youth-centric resources; increasing our community's capacity to serve youth; providing youth a voice in program development; advocating for youth in the community; creating awareness of our youth's contributions; identifying youth employment opportunities; and integrating youth into our workforce.

About the Santa Ana Work Center

A unique collaboration between local government agencies, education partners, community organizations and business leaders, the Santa Ana Work Center is committed to preparing the competitive workforce our local businesses and industries need to thrive, while connecting people to better skills, better jobs and better lives.

We achieve this goal by providing one-stop, centralized access to a wide range of integrated services, resources, solutions and opportunities for our community's youth and adult job seekers as well as the businesses that employ them.

The Santa Ana Work Center is part of the City of Santa Ana's Community Development Agency which develops and administers programs to accomplish the public policy goals of the Santa Ana City Council, Community Redevelopment Agency, Santa Ana Housing Authority and Work Force Investment Board. Agency staff also work closely with the Community Redevelopment and Housing Commission.

Workforce Investment Board Member Roster

Member	Business	Address	Phone
Alegre, Ignacio (Public Sector)	Dept of Rehabilitation	2002 E McFadden #100 Santa Ana, CA 92705	714-662-6042
Beasley, Brent (Public Sector)	Roofers & Waterproofers Local 220	283 Rampart St #F Orange, CA 92868	714-939-0220
Carter, Patricia (Public Sector)	Santa Ana Unified School District	1801 S Greenville Santa Ana, CA 92704	714-241-6597
Claudio, Robert (Public Sector)	EDD	2450 E Lincoln Ave #200 Anaheim, CA 92806	714-518-2370
Davila, Gilbert (Public Sector)	UFCW Local 324	8530 Stanton Ave Buena Park, CA 90622	714-920-3417
de la Riva, Carlos (Public Sector)	Santa Ana WORK Center	1000 E Santa Ana Blvd Santa Ana, CA 92701	714-565-2629
de Leon, Lee (Public Sector)	Templo Calvario	2617 W 5th St Santa Ana, CA 92703	714-543-3711
Didion, John (Public Sector)	Rancho Santiago Community College District	2323 N Broadway Santa Ana, CA 92706	714-480-7489
Edmonds, Willia (Public Sector)	Goodwill Industries	1000 E Santa Ana Blvd Santa Ana, CA 92701	714-565-2614
Elliott, David (Private Sector)	Santa Ana Chamber of Commerce	2020 N Broadway #200 Santa Ana, CA 92706	714-541-5353 x121
Everett, Niko (Private Sector)	Career College of California	201 E 4th St #201 Santa Ana, CA 92701	714-243-8613
Fischer, Bob (Private Sector)	Accurate Performance Machining, Inc	2086 S Grand Ave Santa Ana, CA 92705	714-434-7811
Gebre, Tefere (Public Sector)	OC AFL-CIO	309 N Rampart St #A Orange, CA 92868	714-385-1534 x225

Gonzalez, Beatriz (Private Sector)	Home Depot	3500 MacArthur Blvd Santa Ana, CA 92704	714-552-1076
Jimenez-Hami, Ana (Public Sector)	OC Children's Therapeutic Center	2215 N Broadway, 1st Fl Santa Ana, CA 92706	714-547-5468
Knitter, Marjorie (Private Sector)	The Moote Group	1516 Brookhollow Dr Santa Ana, CA 92705	714-751-5557
Korthuis, Patrick (Private Sector)	Sir Speedy Printing	1540 S Lyon St Santa Ana, CA 92705	714-547-5674

Member	Business	Address	Phone
Lewis, Gregory (Private Sector)	Elliott, Lewis, Lieber & Stumpf, Inc.	1611 E 4th St #200 Santa Ana, CA 92701	714-569-1000
Maldonado, Georgina (Private Sector)	Genesis Consultants	3743 S Bristol St #104 Santa Ana, CA 92704	714-272-9356
Martinez, Erlinda (Public Sector)	Santa Ana College	1530 W 17th St Santa Ana, CA 92706	714-564-6975
McMurtray, Lee (Chair) (Private Sector)	Bank of America Merrill Lynch	3200 Park Ctr Dr #1200 Costa Mesa, CA 92626	949-722-2684
Nazeri, Maryam (Private Sector)	Orange Coast Dental	1717 Old Tustin Ave #B Santa Ana, CA 92705	714-835-9188
Nishimoto, Nathan (Public Sector)	OC Social Services Agency	888 N Main St Santa Ana, CA 92701	714-541-7810
Piwnica, Steve (Private Sector)	Royalty Carpet Mills	17111 Red Hill Ave Irvine, CA 92614	949-474-4000 x2295
Ray, Buddy (Public Sector)	Community Action Partnership of OC	11870 Monarch St Garden Grove, CA 92841	714-897-6670 x3112
Ruiz, Robert (Public Sector)	Laborers Local 652	1532 E Chestnut Ave Santa Ana, CA 92701	714-542-7203
Sanchez, Stacey (Private Sector)	Southern California Reinvestment CDFI	2390 E Orangewood Ave #560, Anaheim, CA 92806	714-918-0886
Solkamans, Daniel (Private Sector)	Pure Health Lifestyle	2323 N Tustin Ave #D Santa Ana, CA 92705	714-953-5533
Su, Daniel (Private Sector)	Farmacia Santa Ana	510 N Main St Santa Ana, CA 92701	714-542-5444
Tucker, Bob (Public Sector)	California School Employees Association	326 W Katella Ave #E Orange, CA 92867	714-532-7128
Wadhera, Andy (Private Sector)	CALTRENDS Automotive Products	2121 S Anne St Santa Ana, CA 92704	714-708-5115

Our Board | Committees

Welcome to the Committees page! The Santa Ana Workforce Investment Board (WIB) established various committees for the purpose of ensuring the flow of the WIB's strategic plan. Following is more information on each of the committees and their responsibilities.

Executive Committee

The Executive Committee is comprised of the Chairperson; Vice-Chairperson, the immediate past-Chairperson, if a current WIB member; and the Chairpersons and Vice-Chairpersons of the standing committees. This committee meets every other month opposite from the WIB.

The purpose of the Executive Committee:

1. Provide recommendations regarding regular agenda items of the WIB as deemed necessary by the Executive Committee or WIB
2. Formulate policy recommendations concerning all aspects of the Board's responsibilities and the Workforce Investment System's operation for consideration and action by the WIB
3. Complete activities contained in the WIB Strategic Work Plan
4. Act as a clearinghouse for all of the committees of the WIB by reviewing and making recommendations on all items to be presented to the full WIB
5. Develop a communication plan to provide continuous communication with local, state and federal elected officials and the press to promote successes and encourage WIB members to communicate regularly with local elected officials
6. Whenever appropriate, due to time constraints or other factors, the Executive Committee shall have decision-making authority on behalf of the WIB.

Marketing Committee

Develop the written marketing plan for the WIB to promote services funded with WIA funds. Convene task forces, focus groups and conducts telephone surveys to determine incentives and obstacles for businesses to use the One-Stop Center's services. Review, evaluate and make recommendations on the current marketing materials being used by the One-Stop Center and the WIB.

Develop a written plan to recruit and retain members on the WIB. Bring potential new board members to the WIB for their consideration. Function as the nominating committee for WIB officers each year.

Prepare and distribute a quarterly newsletter that communicates the needs of residents and employers.

Employer and Customer Service Committee

Study the disparity between business expectations and the services offered by the One Stop Center. Develop a plan to resolve issues of meeting the expectations of the business community, federal mandated performance requirements, and the use of limited funds to accomplish these goals. Identify areas where federal and business expectations are met and where they are lacking. Define business service training from the business perspective. Define basic skills from the One-Stop's perspective.

Develop policy or position papers on what training and services should be offered by the One-Stop Center. Identify gaps between the One-Stop and business services and determine what programs could be funded to fill those gaps.

Oversight and Data Committee

Identify data necessary for effective WIB oversight of the One-Stop Center. Develop categories of data required to collect for this evaluation including cost, performance, programs/services, and return on investment.

Conduct global issues gap analysis based on WIB priorities and available research resources.

Youth Council

Membership on the Youth Council shall include members of the WIB with a special interest or expertise in youth policy, representatives of youth services agencies including juvenile justice and local law enforcement, representatives of local public housing authority as appropriate, parents of local youth seeking assistance under WIA, former participants, representatives of organizations that have experience relating to youth activities, representatives of the Job Corps as appropriate, and other individuals who are deemed appropriate by WIB Chair in cooperation with the chief local elected official.

Performs all the functions mandated by the Act including planning, procurement, presenting recommendations to the WIB on funding youth programs and oversight of the programs approved for funding. The Youth Council also markets, coordinates and collaborates with Youth Council members' organizations and other community agencies whose primary function is to serve local youth. Develops and creates an advocacy plan to promote early workforce preparation of Santa Ana youth.

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