



WORKFORCE DEVELOPMENT = ECONOMIC SUCCESS

Leveraging the United States Workforce Development Network: Success Stories from Across the Nation

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U.S. Conference of Mayors Workforce Development Council

Michigan Works!

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HIRE AMERICANS

Leveraging the United States Workforce Development Network: Success Stories from Across the Nation

Executive Summary

Economists and the stock market have been celebrating the low unemployment rate indicating the United States has achieved a sustained period of full employment. However, in communities across the country, there are Americans who are either underemployed or stuck in low wage jobs with limited earning potential and businesses that have had to either reach out to other countries, or let job openings go unfilled because of a dearth of skilled labor.

The United States has an established nationwide network of over 500 locally-controlled workforce development boards (a.k.a. WDBs) created through the 2014 Workforce Innovation and Opportunity Act (WIOA)—bipartisan legislation that received almost unanimous support in Congress. These boards serve workers and job creators in communities across the country. They serve urban, suburban, and rural economies – all competing globally for jobs, new technologies, and profit. In addition, as shown in Appendix C, WDBs provide a return on investment of \$1.72 for every \$1 in public funds spent.

LANSING, MICHIGAN – FRANCHINO MOLD & ENGINEERING

“[O]ne of the most important priorities-and biggest obstacles-to our future growth is finding, training and retaining a skilled workforce. We can buy the best equipment and the most [advanced] machinery available, but if we don’t have anyone to program or operate these machines and put together our molds and dies, we can’t be successful and we certainly can’t grow... We are fortunate to have built important working partnerships with... the **Capital Area Michigan Works!** and the **Capital Area Manufacturing Council**, both of which have been instrumental in helping to solve the skilled trade talent gap.” – **Brad Rusthoven, Human Resources Manager, Franchino Mold & Engineering**

The data only tell part of the story. To quote President Trump: “Far too often in Washington, we get our heads wrapped around a number and a statistic. And we look at and we forget the faces and the families and the businesses that are behind those numbers.”¹

This paper provides real world examples of the people and employers who have benefitted from local workforce development programs. As our country enters a new phase of its economic growth, the nation’s workforce development network is ready to be a partner to achieve the Administration’s and Congress’ “Buy American, Hire American” vision.

¹“Trump interested in plight of U.S. workers more than unemployment rate – spokesman.” *CBS Marketwatch*, 24 Jan. 2017, www.marketwatch.com/story/trump-focused-on-helping-workers-not-low-unemployment-rate-spokesman-says-2017-01-23.

Business Is the Decision Maker for the WIOA System

Each of the workforce development boards (WDBs) is comprised of local business leaders who provide direct input on training needs by identifying what specific skills and certifications are required to fill the open job positions. (Refer to Appendix B for a sample list of companies and industries.) WDBs are demand-driven. WDBs work in tandem with businesses to develop and fund job training, convene key partners to identify the unique industry skill needs in their local areas, and set up industry-specific training with local education partners.

Companies turn to the WDBs to assist them with recruiting, hiring events, and screening potential candidates when they need to hire a large number of people in a very short timeframe. In addition, WDBs collaborate closely with local economic development groups. The local WDB's services are typically part of business incentive packages used to attract U.S. and foreign companies looking to move to or expand in those regions.

Company	Services	WDB
S.M. Wilson & Co. Saint Louis, MO	-Recruitment and hiring events -Pre-apprenticeship programs and training for building trades (carpenters, laborers, electricians, bricklayers)	SLATE Saint Louis, MO
Eataly Boston, MA	-Recruitment and training strategy and services to hire and train 550 employees	Boston Private Industry Council Boston, MA
Station Casinos Las Vegas, NV	-On-the-job-training for salaried workforce -Hiring events and jobseeker trainings	Southern Nevada WDB Las Vegas, NV

AUSTIN, TEXAS – RYDER SYSTEMS, INC.

“Ryder had a unique challenge of tightening budget not allowing resource expansion, multiple simultaneous strategic initiatives starting, and a parse leadership talent pool highlighted by recent succession planning. I could not imagine a more perfect near term solution to solve all three other than the very successful military fellows program.” - **Jimmy Fitzpatrick, Group Director, Ryder Systems, Inc.**

MIDLAND, MICHIGAN – THE DOW CHEMICAL COMPANY

“As a company that drives innovations to help address many of the world’s most challenging problems, it is imperative that we find and retain the candidates who are prepared with the necessary skills for a career with Dow. **Great Lakes Bay Michigan Works!** is an excellent partner in helping us find those talented individuals.... Michigan Works! is an essential organization that connects employers and potential employees with life changing opportunities.” - **Craig Tausk, North America Labor Relations, The Dow Chemical Company**

GIBSONIA, PENNSYLVANIA – HAMPTON MECHANICAL

“The partnership that Hampton Mechanical has with **Partner4Work** is an effort to train and develop a lasting construction workforce in the merit shop sheet metal and HVAC trades,” Boyd said. “There is plenty of construction work in western PA and Hampton Mechanical is always looking for candidates to fill positions. The partnership has been successful because our goals are aligned. We all want to create and retain a well-trained and safe workforce.” - **Jason Boyd, President, Hampton Mechanical**

Buy American – Manufacturing

Manufacturers in the U.S. continue to find ways to innovate to compete globally. The rapid technology changes require potential workers and current employees to continue to learn and develop new skills. Manufacturers and industry associations partner with their local WDBs to set up specific on-the-job-training (OJT) programs, apprenticeships, and training and certification programs at local community colleges.

Company	Services	WDB
Keurig Green Mountain Production Facility Knoxville, TN	On-the-job-training (OJT) Recruiting, screening Prepare potential applicants	Workforce Connections Knoxville, TN
Calpipe Industries, Inc. Hobart, IN	Recruiting, hiring events Prepare potential applicants	Northwest Indiana Workforce Board Valparaiso, IN
Northrop Grumman Palmdale, CA	Recruiting, screening to hire 200/annually Prepare potential applicants Partnership with Antelope College	Los Angeles County Workforce Development Board Los Angeles, CA

HILLMAN, MICHIGAN – PATCHWOOD PRODUCTS

Patchwood Products, a veteran-owned small business, manufactures hard and soft wood pallets. Through the workforce skills training, Patchwood Products has been able to seek larger contracts and hire new employees. **“Michigan Works! Northeast Consortium** has been very helpful in providing information on programs that have and would benefit and grow my business. I would recommend Michigan Works! to any business.” – **James Paczkowski, Founder/Owner/Veteran, Patchwood Products**

EL PASO, TEXAS – THE TORO COMPANY

“The Skills Development Fund gives our employees the training they need to learn new manufacturing technologies and apply these skills with confidence. This means streamlined production and cost savings for the business.” – **Ana Wagoner, Human Resources Manager, The Toro Company El Paso Manufacturing Plant**

MODESTO, CALIFORNIA – E&J GALLO WINERY

“Opportunity Stanislaus has worked well with our company in respect to our vocational training goals, including supporting reprofiling of our Workkeys testing practices and working with us on other efforts such as the Careers in Manufacturing (CIM) program. They are also working with us and several other companies in shaping a new regional training center, which, when fully operational, will be a major benefit to the community and help support our needs.” – **Patrick Dodd, Senior Director, Corporate Workforce Development, E&J Gallo Winery**

Foreign Company Relocation to/Expansion in the U.S.

As international companies look to establish or expand their presence in the U.S., local economic development groups partner with their WDBs to establish custom hiring and training programs, providing local workers an opportunity to prepare for new career opportunities.

Company	Services	WDB
Beretta HQ: Brescia, Italy	Recruiting, training to hire for jobs supporting new manufacturing, USA HQ, and R&D facilities.	North Tennessee Workforce Board Workforce Essentials Clarksville, TN
Electric Vehicles International HQ: relocated from Toluca, Mexico to Stockton, CA (Acquired by First Priority Greenfleet in 2016)	Recruiting and training for machinists, electrical harness design engineers and administrative staff to support HQ, design, and manufacturing facility.	San Joaquin County WDB San Joaquin County Worknet Stockton, CA

WILDWOOD, FLORIDA – AGROMILLORA GROUP

“When we looked into expanding into the Florida market, **CareerSource Central Florida** provided us with the guidance and local talent and expertise we needed to help us make the most informed decision. Partnering with a local workforce board who introduced us to a specially-skilled workforce and gave us opportunities to train the talent we needed was invaluable to our success in Sumter County.” – **Carles Sumarroca, President, Agromillora Group (HQ: Barcelona, Spain)**

ROGERS CITY, MICHIGAN – CARMEUSE LIME & STONE

“We have recently been upgrading our facilities and processes within the operation to more automated systems. With these technical advancements and changes, however, our employees are in need of continuous education and training in order for them to not only comprehend and run, but also maintain these new electronic and automated systems. This training, although critical, can be quite costly at times. Thanks to funding from the **STTF grant**, we have been able to provide this training for a large number of our employees, which is a big reason as to why we’ve been so successful in our implementation and transition.” - **Erika Comerford, HR Generalist, Carmeuse (HQ: Andienne, Belgium)**

MELBOURNE, FLORIDA – EMBRAER, S.A.

“**CareerSource Brevard** has been a critical factor in our success. Its coordination on training and recruiting have been of inestimable value, not only for Embraer Engineering & Technology Center, but for all of Embraer’s efforts in Brevard County. CareerSource continues to be a valuable contribution to our success.” – **Walter Pinto, Managing Director, Embraer (HQ: Sao Jose de Campos, Brazil)**

Workforce Development Programs and Services for Veterans

"There is no elevator to success. I literally took the stairs!" – Simone, Army Veteran, Knoxville, TN

Veterans are eligible to take advantage of local workforce development programs to help them transition to civilian jobs. Many WDBs partner with chambers of commerce, industry groups, and community colleges to establish apprenticeship, hiring, and training programs that are designed specifically for veterans and their spouses. The career specialists work individually with veterans helping them translate their military skills into civilian job skills.

KILLEEN, TEXAS – SUPERVISOR AT SEMICONDUCTOR MANUFACTURER

"While on active duty, I was a Combat Engineer First Sergeant, I chose the Hiring Our Heroes Corporate Fellowship Program because I thought that it would be a great way to gain a bit of experience that I otherwise may not have the chance to gain while finishing my military career... While in the program I learned that a guy like me, without any semiconductor experience whatsoever, had something to offer a major company like Applied Materials. My leadership understandings and training meshed perfectly with the needs of the business unit I was assigned to. [I] couldn't be happier with the direction my future is headed!" – **Orlando, Army Veteran, Workforce Solutions of Central Texas client**

LAKEWOOD, WASHINGTON – TOWER HAND

"I never knew there were so many people that are here to help when we leave the military. This makes a huge difference – I did not know how I was going to get what I needed to keep my job." – **Jourdre, Veteran, Tacoma-Pierce County Employment and Training Consortium client and Communications Tower Technician Program graduate**

BREVARD COUNTY, FLORIDA – HOTEL SALES MANAGER

"Being a military spouse, I have held many different positions and jobs. It was...very helpful having someone like [Military Family Employment Advocate] Crystal as an asset, as I just moved to the area and had no work contacts for myself." – **B., CareerSource Brevard County client**

SACRAMENTO, CALIFORNIA – LINEMAN APPRENTICE

"Many of the challenges one faces in the military teach you about how far you can go. For example, rappelling helps to teach rigging and overcoming a fear of heights. I use this daily while ascending, descending, or working on poles. I loved it instantly. That SMUD linemen are trained to do long line work while hanging from a helicopter is pretty cool." – **Josh, Army Veteran, Sacramento Works/SETA client and Veterans Employment-Related Assistance Program participant**

ONAWAY, MICHIGAN – UTILITY WORKER

"Michigan Works! has helped me in many ways: finding a job, through schooling, job searching, and VA benefits. [Talent Specialist] Yolanda was very friendly and helpful and spent a lot of time and effort helping me." – **Brent, Navy Veteran, Michigan Works! Northeast Consortium client and North Central Michigan College CNC training graduate**

Appendix A: 2014 Workforce Innovation and Opportunity Act (WIOA) Background

The 2014 Workforce Investment and Opportunity Act (WIOA) restored power to the state and local Workforce Development Boards (WDBs). By shifting power from Washington, DC to the locals, it has allowed WDBs to be more responsive and tailor programs to the demands of the local businesses.

“This bipartisan legislation will help ensure the job training programs in Kentucky and across the country are effective and provide the support people need to help get them back to work... While there are job openings in several sectors such as manufacturing, employers are having difficulty finding workers who have the skills to fill those vacancies. This bill takes the right steps to help strengthen job training programs to help fill these gaps and get people back to work in good paying jobs.”² Senate Major Leader Mitch McConnell (R-KY)

WIOA also directs WDBs to collaborate regionally to ensure that all partners in the region are coordinated to respond to business and jobseeker needs.

“[In 2013], the federal government spent more than \$145 million in Tennessee through a maze of programs trying to help Tennesseans find jobs, and this legislation simplifies that maze. This bill will help our nation’s workers gain the skills to find jobs and give governors and local workforce boards the freedom and flexibility to make job training meet their local needs,”³ Senator Lamar Alexander (R-TN)

Congress made WIOA a bipartisan priority—a near-unanimous passage in both houses of Congress—with agreed upon funding levels to allow for enough resources so that the spirit of the bill can be achieved in practice.

“After receiving overwhelming, bipartisan support in the Senate, today’s vote in the House goes to show that both chambers of Congress are still capable of breaking through the gridlock and investing in American workers and the economy... Today, we can definitively say that both chambers of Congress agree, and I’m thrilled that this long overdue legislation is now headed for the President’s desk to become law.”⁴ Senator Patty Murray (D-WA)

“Today’s vote is the culmination of a long process of legislating the old-fashioned way: discussion, negotiation and compromise... The bipartisan, bicameral process through which The Workforce Innovation and Opportunity Act was developed serves as an example of what we can accomplish when we work together. This legislation is important for the millions of Americans who are looking for work and for the employers who have 4.6 million job opportunities that remain unfilled due to the skills gap. Closing this gap will specifically improve the lives of many American job seekers, while generally helping our economy grow.”⁵ Representative Virginia Foxx (R-NC)

² “McConnell Supports Job Training Legislation; Applauds Senate Passage.” *U.S. Senate*, 25 June 2014,

www.mcconnell.senate.gov/public/index.cfm/2014/6/mcconnell-supports-job-training-legislation-applauds-senate-passage.

³ “Overhaul of America’s Job Training Programs Headed to President’s Desk Following Strong Bipartisan Support from Congress.” *U.S. House of Representatives*, 9 July 2014, edworkforce.house.gov/news/documentsingle.aspx?DocumentID=387219.

⁴ *Ibid.*

⁵ *Ibid.*

Appendix B: Sample WDB Companies from the 46 WDB Respondents

.decimal	Athens Services
3D Parts Manufacturing	ATI
3P Consulting	Auction.com
702 Regis Consulting	Autodesk
AAA	Aztec Contractors, Inc.
Abacus Security Services	B&D Quality Cleaners
ABC Design & Consulting	Bacon & Company
A-C Trucking	Balfour Beatty Construction
Accurate Performance Machining	Banc Home Loans
ADP Inc.	Bank of America - Merrill Lynch
AFLAC	Bank of Nevada
African American Chamber of Commerce	Bank of the Sierra
Agrecom	Bank of the West
Aiello, Goodrich & Teuscher, CPAs	Banny's Restaurant and Catering
Air Tro, Inc	Bantam Associates
AIRes	Bay Ship & Yacht
AJ Associates	Bay Valley Foods
Ajax	Bayer Health Care
Alcoa Fastening Systems	Beard Land Improvement
Alion Energy	Bedrock Resources, Inc.
All Phase Security	Behavioral Health Services
All Valley Printing	Bell Carter Packaging
Allegheny Health Network	Berkeley Research Group
Allegheny Housing Rehabilitation Corporation	Beth Israel Deaconess Medical Center
Allegiant Air	Beverly Oncology and Imaging
Allison Transmission	Bigby Financial Planning
Allison Tutoring	Black Oak Casino Resort
Allstate Insurance	Blanco Ordoñez Mata & Wallace, P.C.
Alpine Deli	Blood Source
Amada Miyachi America, Inc	Boeing
Amazon	Boloco
American Licorice Company	Boshart Engineering
American Medical Response	Boston Children's Hospital
Amgen	Boston Properties
Amie Marchini Senior Care	Bowles Womack & Co, P.C.
Anaheim Marriott Hotel	Brandman University
Andover Management/ In Good Company	Brayton Purcell, LLP
Angel Reynoso State Farm	Brickman Marketing
Anschutz Entertainment Group	Brigham and Women's Hospital
Answer Financial	Brighton Management
Anthony Design	Britton-Konynenburg Partners
Apparatus	Brookside Builder Services
Appian Engineering	Brown Pearman Russell LLC
Applied Materials	Buckhorn Steakhouse
Applied Powdercoat	Build Masters
Aqua Azul Corporation	Bumb Construction
ArcelorMittal	C&H Sugar
Arctic Air	C&S Waste Solutions
Argus Lending	Cal Bay Consulting Group
Associated General Contractors, Houston Chapter	Cal Energy
AT&T	Calgon Carbon

California Electric Supply	Copper Harbor Company
California Lutheran University	Copy Central
CalOptima	Corwin, a SAGE Company
Calpine Corporation	Covestro
CALTRENDS Automotive Products	Creekside Convalescent Hospital
Camarena Health	Crossroads Diversified Services
Cameo Global	Cummins
Cannon Corporation	Cushman & Wakefield
Career College of California	CVS Health Corp
Carlile, Patchen & Murphy,LLP	Cygnets Stamping Company
Carnegie Library	Dalton Trucking
Carobar Business Solutions	Data Path Inc
Casa Coloma Health Care Center	Davies Consulting
CBS Interactive	DDHX Enterprises
CDR Financial Services	Del Air Mechanical
Cedars Sinai Medical Center	Del Norte Ambulance
Celadon Group	Delaware North Corporation
Cenetri Group	Deliver the Mission
Center	Dellan 2
Centinela Hospital Medical Center	DeVry
Central Florida Chapter Associated Builders and Contractors, Inc.	Diligence Security and Training
Central Florida Regional Hospital	DiNicola Law Group
Chambers County Abstract Co, Inc.	Diverse Staffing Solutions
Changing Tides Family Services	Diversified Systems Inc.
Charles Diaz Trucking	DMG Mori
Chevron	Dominican Hospital
CHG Structural	Don's Mobile Glass
Chromatic Lithographers	Dow Chemical
CIBA Real Estate	Dr. Frank Benest Consulting
Circle C Farms	Duke Energy
Cisco Systems	Duracite
Citizens Business Bank	Earthbound Farm
Citizens Finance	East Tennessee Childrens' Hospital
Clark Pacific	Eastern Bank
Classic Chevrolet Sugar Land	Economic Vitality Corporation
Clinica Sierra Vista	Edgewater Systems
Coast Hills Federal Credit Union	Edward Jones
Cogburn Realty	Electrical
Coldstone Creamery	Elliott, Lewis, Lieber & Stumpf
Coldwell Banker	Empire College
Colonial Life	Engineered Profiles, LLC
Columbus 2020	EnPower Systems Inc
Columbus Chamber	Enviro-Tech Services
Comcast NBC Universal	EO Products
Comfort Inn	EQT
Community Action Partnership of Sonoma County	Eversource
Community Development Services	Exchange Bank
Community Health Network Foundation	Experis
Computershare	Explozo's Custom Tattoos
Convaid	Express Employment Professionals
Cook Brown, LLP	Express Payments
	Facility Development Corporation

Family Eye Care	Hacienda
Farmacia Santa Ana	Hagge Ranch
Federal Reserve Bank of Dallas	Haley House Bakery Café
Federated Insurance	Hanford Mall
Fiesta Auto Insurance	Hanson, Walter & Associates, Inc.
FinanceStaff	Happy Kids Preschool & Childcare
Fine Print Graphic Design	Hartnell College
First Alarm	HCD, Incorporated
First Northern Bank	Headwaters, SC
FirstLight Federal Credit Union	Healdsburg District Hospital
Five Crowns Marketing	Heryford Building Materials
Five Rivers Hospitality	Heskamp & Associates, LLC
Focus Management Financial	Hire Universe LLC – dba Executive Team Advantage
Ford Motor Company Assembly Plant	Hi-Tech Engineering
Forum	HKS Architects, Inc.
Foster Farms	HMBD Insurance
Frank M. Booth Inc	Homac Manufacturing
Frontier Trail, Inc	Home Depot
FTG, Inc	Horizon Bank
Funworks	Hospice by the Bay
GAF	Hough Construction
Gainer & Associates	Houston-Johnson, Inc. – Logistics
Gardena General Insurance Agency	HSTAR, inc
Gardena Memorial Hospital	Humana
Gaw Van Male	Humboldt Investment Capital
Gazebo Gardens, Inc	Hutton Sherer Marketing
Gazelle Transportation Inc	HWR Engineering & Science
GE Appliances	Hyatt Regency Monterey
GE Global Software	Hyatt Regency Orlando / Central Florida Hotel & Lodging
Genentech	IHHS Public Authority
Genesis Consultants	Image Masters
Genzyme Corporation	Imperial Printers
German Auto Repair	Indiana Beverage
GKN Aerospace	Indiana Plan
Glen West Management	Indiana Regional Council of Carpenters
Glendale Adventist Medical Center	Industrial Lock and Security
Glow Touch Technologies	Infinity Staffing
Golden Star Technology, Inc	Infolink
Golden State Express	Jabil Circuit
Golden Valley Health Centers	Jain Irrigation, INC
Goldman Sachs	JaneyCo
Goodman & Herbert	Jawbone
Goodwill Industries	Jaxx Manufacturing
Google	Jazz
Greater Boston Chamber of Commerce	JBT Food Tech
Greater Houston Partnership	JDS Video & Media Productions
Greater Louisville Inc.	Jerome's Furniture
Greensmith Marketing LLC	Jesse M. Cox Construction
Grimbleby-Coleman, CPA's	JKB Energy
Grow Strategically	Johasee Rebar, Inc
Gully & Larsen	John B. Sanfilippo & Son
Haas Automation	John Minniear General Contractor

Johnson & Galyon
Jones Day
Joseph Gallo Farms
Journey Air Conditioning Co
JP Morgan Chase Bank
JT2 Integrated Resources
K Cornell Capital and Consulting
Kaiser Permanente
Kawasaki Motors Corp
KELCO Sales
Keller Williams Realty
Kelly Services
Kelly Space and Technology
Ken's Stakes & Supplies
Kent Lim Construction
Kern Health Systems
Kern Oil & Refining
Keurig Green Mountain
KeyBank
Kinamed
Kindred Healthcare
Kings View
Kirchner Consulting
Kirk & Simas
Knoxville Orthopedic Clinic
KO Properties
Korn Design
KPM Group
Kruz
KSM Location Advisors
KSR Consulting Group
Kwan/Henmi Architecture
L & J Café, Inc.
Language Line Services
Las Palmas Del Sol Healthcare
Latin Chamber of Commerce
Lavante
Law Offices of Marc Little
Law Offices of Noah Green
Lawrence Livermore Lab
LBA Networking
LC Engineering Group
Leadership Solutions
Leland Kraemer Real Estate
Leonardi Dairy
Les Fong & Associates
Lindley's Grant Investment
LinkedIn
Lionakis
Local Initiatives Support Corporation
Los Robles Hospital & Medical Center
Lowe's

LPG Urban & Regional Planners, Inc.
Luminalt
M&R Professional Services
Macpherson Oil Company
Madden Plumbing & Heating
Madison Square Garden Company
Manpower
Marcus, Fairall, Bristol + Co., PLLC
Marin Builders Association
Mark III Plant Construction Ltd
Martin Resorts
Martin's Gardens
McLane Foodservice
MDC Consulting
Mechanics Bank
Medical Office of Sandra G. Horwitz, O.D.
Megatoys
Memorial Care Health System
Meridian Land Development
Methodist Hospital of Southern CA
Mezzetta
Microsoft
Mid-State Precision
Milgard Manufacturing
MM Hamilton Financial Group
MMS Design Associates
Modesto Commerce Bank
Modesto Steel
Molina Healthcare
Monterey County Weekly
Monterey-Salinas Transit
Morgan Stanley
Morris & Garritano
Morris Communication
Mother Lode Internet
Movement for Life
Mr. INK Pro
MRL Industries
MTI College
Munoz and Associates
Nationwide
Natixis
Nelson Staffing
Net Electric
New Leaf Community Markets
NewLevel Group
Nexux Engineering
Nibbi Brothers Construction
Nimble Rx
NiSource
Norman Hattich
North Coast Builders' Exchange

NorthBay Healthcare Foundation
Northeastern University
Northrop Grumman Corporation
Northwestern Mutual
Norton Healthcare
NVHCA Perry Foundation
O'Briens Market
OC Children's Therapeutic Center
Oilar Marketing and Management
Olam West Coast
Omnibus Group
OneAmerica
Optimum Zendejas Home Loans
OPUS Communication
Orange Coast Dental
Originate
Orland Bowl
Ortiz Insurance Agency
P & J's Bookkeeping & Tax Services
P & L Specialties
Pacific Clinics
Pacific Coast Companies
Pacific Financial Management
Pacific Gas & Electric
Pacific Mountain Logistics
Pacific Western Bank
Package One
Packaging Logic
Palo Alto Medical Foundation
Pangenera
Paramount
Parasec
PathPoint
Patton Sales Corp
PCL Industrial Services Inc
Peach Tree Health
Peacock Cap Golf Club
PEAR Strategies
Pelican Products
Peninsula Packing
Penn National Gaming
Pepisco
Perez & Morris LLP
PermaCity Corporation
Petaluma Health Center
PhoneStop
Photography by Elyse Destout
Pine, Pedroncelli & Aguilar
Pipitone Group
Placer Independent Resource Services
Placer School for Adults

Plasterers & Cement Masons Joint Apprenticeship Training
Committee
Plumbers & Steamfitters Local 440
PNC
Polestar Computers
Power Paragon/L-3 Communications
Premier Medical Transportation
PricewaterhouseCoopers LLC
PRIDE Industries
Pride Staff
Pro Staff/Aterro
Prompt Ambulance
Proofpoint Systems
Proteus
Providence St. Joseph Medical Center
Provident Bank
Prudential California Realty
Pure Health Lifestyle
QUALCOMM
Quality Inn & Suites
Rager's Abbey Flooring & Window
RDI Corporation
Reborn Cabinets
Recology
RED Architecture
Reece Legal Search Inc
Reilly Foods
RemX Specialty Staffing
Renaissance ClubSport
Republic Services
Rexam Beverage Can Americas
Rexon Interior Design
Richard Health & Associates
Rideout Health
Rigo's Auto
Riverside Medical Clinic
Rogers Remodel
Rouse Properties
Royalty Carpet Mills
Rubecon Construction
S. Martinelli and Company
Sabert Corporation
Sabor Farms
Salesforce.com
Salinas Valley Chamber of Commerce
Salter's Distributing
San Benito Heating
San Diego Gas & Electric
San Francisco Premium Outlets
Santa Cruz County Bank
Santa Cruz Seaside Company
Sarabdeep Atwal Attorney at Law

Sasser Specialties
 Schrader Manufacturing
 Seagate Technology
 Seaside Printing
 Seminis Vegetable Seeds
 ServiceMaster
 SERVPRO
 Sharp Health Care
 Shaw & Petersen Insurance
 Shell Oil
 Shell Pipeline Company
 SHN Consulting Engineers
 Shoffner-Kalthoff Mechanical
 Sierra Pacific Home and Comfort
 Sierra Vista Regional Medical Center
 Signal Hill Petroleum
 Silva Dental
 Simcoach Games
 Sims Metal Management
 Sintex Security Services
 Sir Speedy Printing
 Six Flags Discovery Kingdom
 SlingShot SV
 Small Precision Tools
 Smoot Construction
 So. NV Operating Engineers/JATC Local #12
 Solar City
 Solecon
 Solid Waste Solutions
 Soltek Pacific Construction Company
 Sonic.net
 Sonoma County Lodging Association
 Sonoma County Office of Education
 Sonoma County Tourism
 Sonora Regional Medical Center
 Sourcewise
 South Bay Credit Union
 South Lake Hospital
 South Texas Project Nuclear Operating Company
 Southern California Edison
 Southern California Gas Company
 SpaceX
 Spectrum Advertising
 Spencer 4 Hire Security
 St. Joseph Health System
 Staffing Solutions
 Stanislaus Surgical Hospital
 Staples
 STAPLES Center
 Star 1 Investigations
 Starbucks
 State Farm Insurance
 State Street Corporation
 Station Casinos
 Steamatic Las Vegas
 Stemke Consulting Group
 Sterling Synergy
 Stifel, Nicolaus & Company
 Stirling Development
 Stop and Go Markets
 Strategic Wealth Advisors
 Strictly Business Consulting
 Strong Mountain, Inc
 StubHub Center
 Sue's Place
 Sunrun
 Supplemental Health Care
 Sutter Health
 Synergy Solutions
 Tanimura & Antle Fresh Foods
 Target
 Taylor Trim & Supply
 TechShop
 Tejon Ranch
 Terra la Vita Bella
 TerraLink Consulting
 Tesei Petroleum
 Tesoro Corporation
 Texas Gas Service
 TGIF Auto Body Inc
 The Arlington Group
 The Boeing Company
 The Brad Pollak Company
 The Dardanelle Group
 The Freeman Company
 The Glass Doctor
 The Irvine Company
 The Law Offices of Duarte & Menezes, LLP
 The Moote Group
 The Penstar Group
 The Plus Group, Inc
 The Rios Company
 The Safety Center
 The Sage Group
 The Scoop Frozen Yogurt Shop
 The Westin Boston Waterfront
 The Woodlands Area Economic Development Partnership
 TiVo
 Tom's Snowmobile and Service
 Total Roof Services Corp.
 Travis Credit Union
 Triumph Aerostructures
 Tucker Technology
 Tufts Medical Center

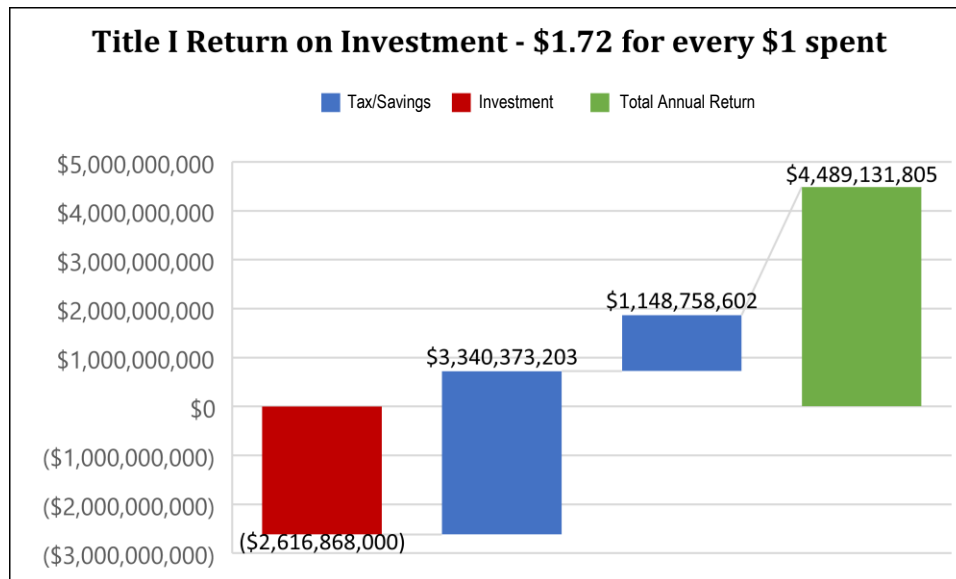
Turner Construction
TVG Consulting
Twin Peaks Liquors, Inc
UMPC
Umpqua Bank
United Printers
United Way of the Bay Area
Universal Alloy Corporation
Unlimited Energy
UPS
UPS–Air Region
Urban Chamber of Commerce
US Tow
USS-POSCO Industries, Inc
UST Global
Verdugo Hills Hospital
Veritas Associates LLC
Verizon
Verizon California
Vertex Pharmaceuticals
Victory Insurance
Villara Building Systems
Visalia Lumber
Vision Service Plan
Viva Editions
Vodafone Americas
Voestelpine Roll Forming Corporation
Volcano Telephone
VPE Public Relations

W.J. Alexander & Associates, P.C.
Walgreens Drug Store
Walt Disney Imagineering
Walt Disney Parks & Resorts
Walter & Wilhelm Law Group
Walter Mortensen Insurance
Warren & Baerg Manufacturing
Waste Management
Wastebuilt
Webcor
Wells Commercial Real Estate
Wells Fargo
Wentworth Institute of Technology
West Company
West Marine
Western Brake & Tire
Western Medical Center Anaheim
Westport International
Whole Person Learning
Willis Inc.
Winstead PC
Wonderful Company
Wonderfully Raw Gourmet
Woodland Aviation
Xerox Corporation
Yale Abrams Consulting
Yap & Little
Yolo Food Bank
Zendesk

Appendix C: WIOA Title I Return on Investment (ROI)⁶

Data from FY 2015 shows a \$1.72 return on investment from federal taxes on wages and savings on Temporary Assistance for Needy Families (TANF) funding for every \$1 in public funds spent on Title I Adult, Dislocated Worker, and Youth funding. This ROI does not include the system’s broader impact on the families of participants, as a study on the subject states, “socioeconomic status is a huge driver of educational attainment.”⁷ Full funding of WIOA programs strengthen our economy.

WIA Title I Adult, DW, Youth Programs (Ending PY 2015)	
A. Total number of WIA Title I termed	2,182,065
B. Total number of WIA Title I terminees that were placed in jobs	1,635,849
C. % of Title I placements that were receiving TANF at time of enrollment	11%
D. Total WIA Title I expenses for the program year	\$ 2,616,868,000
E. Total Annual Wages Earned by WIA Title I Participants	\$ 12,102,801,460
F. Total Government Taxes Paid by WIA Title I Participants	\$ 3,340,373,203
G. Total Annual Welfare Savings on Placements	\$ 1,148,758,602
H. Total WIA Title I Annual Return to Government	\$ 4,489,131,805
Return Per \$1 Spent	\$ 1.72



⁶Source: Data from FutureWork (futureworksystems.com) from Department of Labor for Program Year ending June, 2016.

⁷Pink, Dan. “How to predict a student’s SAT score: Look at the parents’ tax return.” Feb. 2012. www.danpink.com/2012/02/how-to-predict-a-students-sat-score-look-at-the-parents-tax-return. Accessed 24 Mar. 2017.