



# **HIRE AMERICANS**

## **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!

Lotus Advisory Ltd.



# 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.”<sup>1</sup>

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.

<sup>1</sup>“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](http://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.

<b>Company</b>	<b>Services</b>	<b>WDB</b>
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

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*"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**

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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.”<sup>2</sup> 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,”<sup>3</sup> 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.”<sup>4</sup> 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.”<sup>5</sup> Representative Virginia Foxx (R-NC)*

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<sup>2</sup> “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](http://www.mcconnell.senate.gov/public/index.cfm/2014/6/mcconnell-supports-job-training-legislation-applauds-senate-passage).

<sup>3</sup> “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](http://edworkforce.house.gov/news/documentsingle.aspx?DocumentID=387219).

<sup>4</sup> *Ibid.*

<sup>5</sup> *Ibid.*

## Appendix B: Sample WDB Companies

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

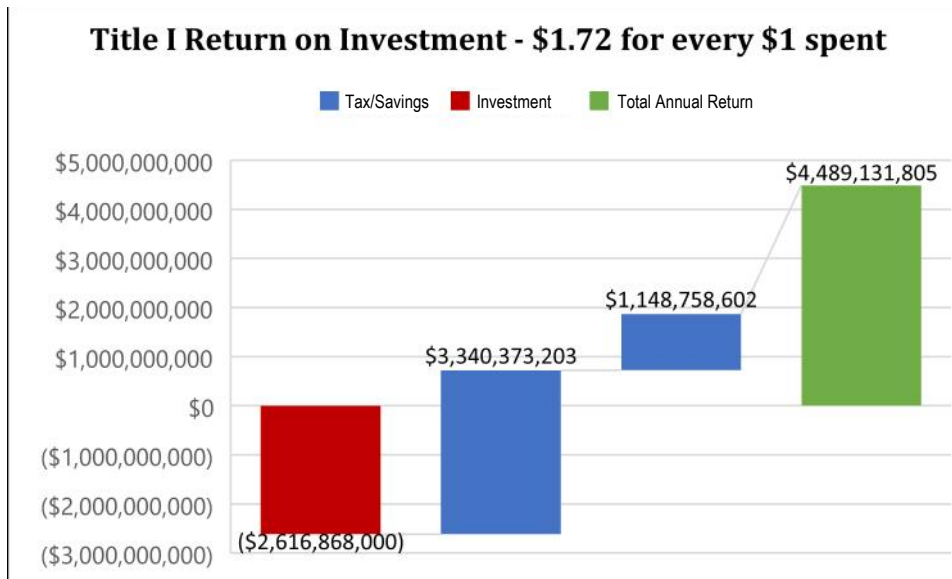
Turner Construction  
TVG Consulting  
Twin Peaks Liquors, Inc  
UMPC  
Umpqua Bank  
United Printers  
United Way of the Bay Area  
Universal Alloy Corporation  
Unlimited Energy  
UPS  
UPS–Air Region  
Urban Chamber of Commerce  
US Tow  
USS-POSCO Industries, Inc  
UST Global  
Verdugo Hills Hospital  
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)<sup>6</sup>

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.”<sup>7</sup> Full funding of WIOA programs strengthen our economy.

<b>WIA Title I Adult, DW, Youth Programs (Ending PY 2015)</b>	
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
<b>Return Per \$1 Spent</b>	<b>\$ 1.72</b>



<sup>6</sup>Source: Data from FutureWork ([futureworksystems.com](http://futureworksystems.com)) from Department of Labor for Program Year ending June, 2016.

<sup>7</sup>Pink, 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](http://www.danpink.com/2012/02/how-to-predict-a-students-sat-score-look-at-the-parents-tax-return). Accessed 24 Mar. 2017.