



REPORT TO THE LEGISLATURE ON CORPSMEMBER OUTCOME INDICATORS IDENTIFIED IN PUBLIC RESOURCES CODE SECTION 14424



Corpsmember Leadership Conference, March 4, 2020

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Cover Photo: Government Education Day as part of Corpsmember Leadership Conference, State Capitol, March 4, 2020

Executive Summary

In the California Conservation Corps (CCC) inaugural year of reporting (report completed December 31, 2020), the CCC's new Navigator Initiative showed promising results, despite incomplete data.

In this, the second year of reporting, the CCC has continued showing forward momentum in fostering Corpsmember post-CCC career and education attainment. Despite strains placed on the CCC by the global pandemic and wildfire emergency response obligations, every CCC Corpsmember received at least one industry-recognized credential in the 2019-20 Fiscal Year. Additionally, CCC Corpsmember alumni were increasingly successful in finding post-CCC employment; almost half of the cohort members were fully employed. Over 50% of the residential Corpsmembers who stayed in the CCC for one year or more received jobs directly related to the training received while in the CCC.

Further, over 15% of Corpsmembers in the cohort continued their education in adult schools or pre-collegiate education upon leaving the CCC. Collected data also shows that after departing from the CCC, at least 56% of the Corpsmember cohort enrolled in postsecondary education through the California Community College system or other colleges and universities.

For California's young adult population, even basic short-term milestones, like obtaining a driver's license or establishing a bank account can be challenging. The Navigator Initiative is helping Corpsmembers pass such milestones while achieving personal and professional development goals, securing interviews, improving resumes, and developing careers from the essential skills they learned and mastered while enrolled with the CCC.

Background

In the summer of 2018, the Legislature added a new chapter to the California Conservation Corps' (CCC) operating statutes. The Legislature's intent in enacting that chapter was "to evaluate how effectively the Corps transitions Corpsmembers into educational and employment opportunities upon completion of their service." (Public Resources Code, § 14424.) The Legislature also required the CCC to annually provide, starting on December 31, 2020, a report regarding specified Corpsmember accomplishments and outcomes (the "14424 Report"). At the same time, the Legislature gave the CCC new, limited-term position authority and augmented the CCC's budget "to strengthen the career pathway of Corpsmembers to college, career, or advanced training by providing case management services." (FY 2018-19 Budget Detail for 3340, the CCC's business unit code) The CCC used this additional budgetary and position authority to design and implement a Transition Navigator Initiative (Navigator Initiative) to further its mission and augment and reinforce the skills and resources associated with the CCC's Career Development and Transition (CDT) course. In FY 2020-21, the CCC was granted permanent budgetary and position authority to continue and build upon the Navigator Initiative.

This is the second report produced pursuant to Public Resources Code, § 14424. This report tracks the Corpsmembers who were part of the CCC program during the 2019-20 Fiscal Year – a year that witnessed a disruptive (and ongoing) pandemic, high unemployment rates, increased wildfires, and historic drought. These factors impacted the communities Corpsmembers served in and the communities they returned to upon leaving the CCC Program.

This second annual 14424 Report provides the information requested by the Legislature and showcases the results of the Navigator Initiative. This report also previews new and upcoming efforts by the CCC to enhance its Corpsmember pathway programs and the outcomes associated within these efforts.

I. Introduction to the California Conservation Corps

Following the CCC's founding in 1976, the California "Legislature ... reaffirm[ed] its intent that the Corps' mission includes increasing awareness of and improving our natural resources, but more importantly, it includes instilling basic skills and a healthy work ethic in California youth, building their character, self-esteem, and self-discipline, and establishing within them a strong sense of civic responsibility and understanding of the value of a day's work for a day's wages." (Public Resources Code, § 14000(d).) At the heart of the CCC are the Corpsmembers, a statutorily created classification comprised of young adults (aged 18 to 25 and up to 29 for veterans) from a wide variety of backgrounds. Corpsmembers are "selected for participation in the Corps program on the basis of motivation for hard work, personal development, and public service, and without regard to their prior employment or educational background." (Public Resources Code, § 14302.)

The standard CCC program is designed to be one year and a Corpsmember's enrollment can be extended for up to two additional years. During their enrollment, Corpsmembers receive valuable training and perform tough, mentally, and physically demanding work. This work includes fighting wildfires, building trails, responding to emergencies, conducting energy retrofits, and more.¹

The CCC conducts its operations from both residential and non-residential centers. The CCC's nine residential centers provide Corpsmembers with full-time lodging and most meals. Corpsmembers assigned to one of the CCC's 15 non-residential centers report for program activities at a specific time, proceed to project locations, and return to the center before heading home. Some projects, special programs, and emergency response operations require Corpsmembers to go on multi-night trips and operate from campsites or other remote locations.

Throughout its history, the CCC has always incorporated transition-related concepts into all aspects of its program and provided a range of such services and resources for its Corpsmembers. These include career or occupation workshops, assessments of skills and interests, and access to computers and self-service job search tools.

¹ This is consistent with the CCC's motto (originally coined by B.T. Collins), "Hard work, low pay, miserable conditions... and more!"

Prior to the implementation of the Navigator Initiative, the CCC's most formalized means of providing these tools and resources had been its Career Development and Transition (CDT) course, which focuses on helping Corpsmembers:

- Understand career and education opportunities;
- Identify and research their interests; and,
- Apply the experience and skills learned in the CCC to their post-CCC endeavors.

As this report shows, the Navigator Initiative has allowed the CCC to expand and enhance the quality and quantity of transition resources available and provided to Corpsmembers.

II. Overview of the Navigator Initiative

The Navigator Initiative has allowed the CCC to expand the type and utility of transition services and resources provided to its Corpsmembers. These transition services include developing a program for onboarding specially-designated Transition Navigator staff (Navigators). Navigators meet individually with Corpsmembers a minimum of four times during their year of service to discuss and adjust their transition plan. During these meetings, Navigators utilize a newly implemented (and regularly updated) case management system to coordinate transition services with other staff members. Navigators introduce Corpsmembers to community colleges, career and technical education (CTE), and open up the possibilities of career paths. In addition, Navigators meet as often as needed with Corpsmembers, both individually and in small groups, to provide coaching as they near program separation.

Transition planning meetings and other Navigator-led efforts focus on, but are not limited to:

- Assessing the Corpsmember's education and career interests.
- Improving the Corpsmember's career readiness.
- Helping the Corpsmember articulate their employability skills and experience on job applications, on resumes, and during interviews.
- Connecting the Corpsmember to "on-the-job" training or exposure opportunities (e.g., internship, pre-apprenticeship, job shadowing, informational interview).
- Working with the Corpsmember on short-term goals to maintain motivation while enrolled in the CCC.
- Assisting the Corpsmember with essential skills (e.g., budget management, literacy, basic math) during their enrollment in the CCC.
- Assisting the Corpsmember in planning for essential needs (e.g., housing, transportation, income, healthcare, childcare) during and after their enrollment in the CCC.

Other Navigator responsibilities include, but are not limited to:

- Building out the CCC's Career Pathways² program to better establish and expand upon existing career opportunities resulting directly from the CCC experience.
- Partnering with external organizations and employers to expand opportunities available to Corpsmembers.
- Working with community partners to provide additional career development and life skill resources to Corpsmembers. Examples of this include:
 - Taking Corpsmembers in the culinary program on field trips (e.g., visits to local food factories and bakeries) to learn about culinary-related pathways.
 - Setting up sessions for Corpsmembers to meet virtually or in person with representatives from post-CCC employment and educational placement partners. For example, Navigators have set up multiple meetings between Corpsmembers and representatives from:
 - California State Parks.
 - CAL FIRE.
 - Caltrans.
 - The U.S. Armed Forces.
 - The U.S. Forest Service.
 - The California Highway Patrol.
 - Medical programs.
 - Clean energy companies.
 - Local colleges and universities.
 - Introducing Corpsmembers to community partners so they can, among other things:
 - Succeed in internships with information learned from local human resource organizations.
 - Pursue study-abroad opportunities through partners (such as CSU Long Beach).
 - Learn life and resiliency skills through New World of Work, 21st Century Employability Skills.
 - Learn interview skills through local workforce development entities.

² The CCC currently uses six different pathways (Natural Resources and Conservation, Fire Fighting, Culinary, Energy, Apprenticeship and Contract Labor, and Public Service). Two Navigators are designated as the subject matter experts (SMEs) for each pathway. The SMEs are charged with developing pathway-specific leads, materials, and resources for dissemination across the CCC.

- Tracking Corpsmembers' education and career experiences after separation from the CCC.
- Acting as a local liaison for Corpsmembers while participating in the CCC's statewide Navigator network to exchange promising practices, share pathway-specific materials, and implement the successful local initiatives statewide.

Navigators also are responsible for entering data about Corpsmember goals, accomplishments, and outcomes in the CCC data management computer system (known as C³ or C-Cubed). In addition to these career resources, the CCC has incorporated programmatic change such as evaluations tailored toward assisting Corpsmembers in successful transition at the end of their program. These changes focus on attaining education, meaningful employment, and career development.

III. Summary of the Public Resources Code §§ 14420 et seq. Reporting Requirements

Public Resources Code, sections 14420 et seq. provides the parameters of this report. Specifically, they:

- Define the term “cohort” to mean “all corpsmembers who permanently separate from the corps in a state fiscal year after having enrolled for more than 60 days.” (Public Resources Code, § 14420.)³
- State that the Legislature’s intent is “to evaluate how effectively the corps transitions corpsmembers into educational and employment opportunities upon completion of their service.” (*Id.*, § 14422.)
- Set the date for the CCC’s reporting obligations (first report due December 31, 2020, and annually thereafter). (*Id.*, § 14424.)
- Describe the type of information the Legislature would like to see in the annual reports prepared by the CCC. (*Id.*)

As noted in the CCC’s first 14424 Report, the first Corpsmember of the first cohort (the 2018/19 Cohort) separated from the CCC within a week of the CCC being required to report on Corpsmember’s outcomes. At the time, the CCC had no formal process to capture any of the information sought by the Legislature. The CCC was not regularly tracking Corpsmember outcomes or contacting Corpsmembers after they separated from the CCC. Nor was the CCC able to reliably capture the data elements sought by Public Resources Code § 14424. Due to this, the CCC embarked on an aggressive campaign to build out its Corpsmember Navigator Initiative and its capabilities to capture, track, and report on data related to Corpsmember accomplishments and outcomes.

Since the inception of the Navigator Initiative, the CCC has identified the flaws and limitations of the CCC’s historic data tracking processes and made significant

³ The CCC has always maintained a “Second Chance” policy that allows separated Corpsmembers to apply for re-enrollment in the program. Because of the frequent use of this important development tool, the CCC defined the phrase “permanently separated” as any Corpsmember who, after being enrolled in the CCC for sixty days or more, left the CCC and did not return to the CCC before the end of the following fiscal year. For example, a Corpsmember who was enrolled for three months, left on July 5, 2019, and never returned would be included in the 2019/20 Cohort. A similar Corpsmember who left on July 5, 2019 but returned to the CCC through the CCC’s second chance program on July 5, 2020, would not be included in the 2019/20 Cohort.

improvements in providing accurate data. As part of the Navigator Initiative, the CCC has implemented or improved the following:

- A revised Corpsmember exit documentation process that decouples time-sensitive payroll transaction needs from the less pressing collection of post-corps contact and separation reasons information;
- A new Corpsmember monthly evaluation process that includes capturing Corpsmember contact information;
- An ending to the reliance on Microsoft Access databases and adding functionality to C³;
- A clearly defined Navigator role which includes making sure that post-corps contact info is available;
- A clearly defined Corpsmember Development (CMD) staff role of ensuring accurate data is entered in C³; and
- A comprehensive training for Navigators to ensure consistency in case management.

The data in this report reveals that these efforts have been increasingly successful and, now that the program is consistently funded, the Navigator Initiative will continue to improve in the years to come.

IV. Description of the CCC's Data Collection Efforts

The CCC captures data from three different channels: (1) Internal collection; (2) Self-reported; and (3) Third-party generated:

- (1) Internal collection: Corpmember data generated by CCC staff and stored in the CCC's computer system of record.
- (2) Self-reported: survey data from current and former Corpmembers.⁴
- (3) Third-party generated: data provided by third-party partners i.e., the California Employment Development Department; the California Community College Chancellor's Office; and the California Department of Industrial Relations, Division of Apprenticeship Standards.

After collecting data from the sources noted above, the data sets are combined and checked for accuracy and duplication. The CCC is continually improving this process as demonstrated by the additional information collected through and added into C³ during this reporting cycle. While each channel does not tell the complete story, together, they provide a clearer understanding of Corpmembers' post-CCC challenges and accomplishments.

In the following section, the CCC identifies the data element being reported on as well as:

- a. The source(s) for the data;
- b. Notes about the source's strengths and weaknesses; and
- c. Steps the CCC has taken or will take to improve the integrity of the information generated by the particular data source.

⁴ The CCC's survey process has gone through several updates. In its initial stage, it provided little useful data; subsequent refinements helped improve data integrity, but reduced response rates. The latest version appears to be yielding greater quality and quantity of data.

V. Presentation of the Data Requested by Public Resources Code § 14424

Public Resources Code section 14424 not only defines the term “cohort,” but also directs the CCC to disaggregate the data reported about each cohort into the following subgroups:

- (1) Partial-year corpsmembers, who enrolled in the corps for more than 60 days but less than one year.
- (2) Full-year corpsmembers, who enrolled in the corps for a period of one year or more.
- (3) Residential center corpsmembers, who resided in a residential center for the majority of the time they were enrolled in the corps.
- (4) Nonresidential center corpsmembers, who reported to a nonresidential center for the majority of the time they were enrolled in the corps.

In response, the CCC has identified four primary reporting groups:

- Group A1: Corpsmembers who permanently separated after 60 days but less than a year in the CCC serving most of their time in a residential site (also referred to as “Res60+”)
- Group A2: Corpsmembers who permanently separated after 60 days but less than a year in the CCC serving most of their time in a non-residential site (also referred to as “NonRes60+”)
- Group B1: Corpsmembers who permanently separated after more than 1 year in the CCC serving most of their time in a residential site (also referred to as “Res365+”)
- Group B2: Corpsmembers who permanently separated after more than 1 year in the CCC serving most of their time in a non-residential site (also referred to as “NonRes365+”)

DATA SET NUMBER: One

DATA SET TITLE: Number of Corpsmembers in 2019/20 Cohort

DATA SET CITATION: Public Resources Code, §§ 14420, 14424(a) and (d)

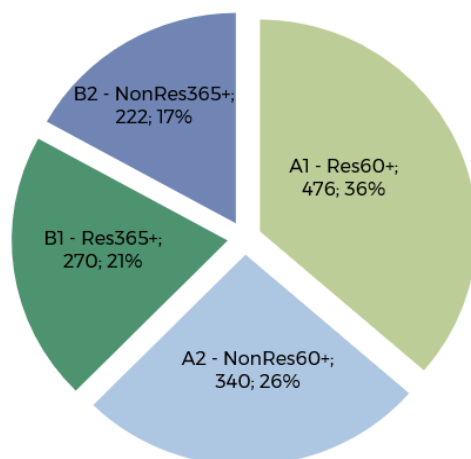
DATA SET DESCRIPTION: Number of Corpsmembers in the 2019/20 Cohort. *For purposes of this chapter, “cohort” means all Corpsmembers who permanently separate from the corps in a state fiscal year after having been enrolled for more than 60 days. (a) Commencing January 1, 2020, the corps shall report by December 31 of each year the total number of Corpsmembers in the cohort who permanently separated from the corps during the state fiscal year that ended 18 months before the date the report is due. (d) To assess the performance of variations in the delivery of the corps’ programs, the corps shall disaggregate the data reported pursuant to this section into the following subgroups of Corpsmembers: (1) Partial-year Corpsmembers, who enrolled in the corps for a period of more than 60 days but less than one year. (2) Full-year Corpsmembers, who enrolled in the corps for a period of one year or more. (3) Residential center Corpsmembers, who resided in a residential center for the majority of the time they were enrolled in the corps. (4) Nonresidential center Corpsmembers, who reported to a nonresidential center for the majority of the time they were enrolled in the corps.*

DATA SOURCE: Internal collection, C³

Table 1. Numbers of Corpsmembers (CMs) in 2019/20 Cohort

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMs in Cohort	476	340	270	222	1,308
% of Total	36%	26%	21%	17%	100%

Figure 1. Breakdown of 2019/20 Cohort by Subgroup



“I wanted to continue my commitment to serving purposes greater than myself and helping my community.”

Emon Zamora
San Diego, CA



Emon Zamora

A1 - Res60+

San Diego, CA

Emon said it took what seemed like days on the bus to get from his hometown of San Diego to the Fortuna Center. The trip was long, but worth every second. He said the time now feels like it flew by. He joined the Fortuna fire crew, earned his wildland fire certifications, developed work experience and skills, and got hired as a seasonal firefighter with the US Forest Service in Truckee near Lake Tahoe.

Diana Vaca

B2 - NonRes365+

Rialto, CA

Diana worked two seasons on the Inland Empire Center trails crew before joining the all-women fire crew. Now, she's a community service specialist for the Riverside County Habitat Conservation Agency. *"The CCC prepared me mentally and physically,"* she said. *"It prepared me professionally and taught me to have a positive mentality no matter what I am doing."*



Kerri Phonesavanh

B1 - Res365+

Sacramento, CA

At the Placer Center, Kerri worked on a wildland fire crew, taking 24-plus hour shifts, digging fire lines to protect homes and property; these experiences and opportunities helped Kerri land her new job with the U.S. Forest Service. She's now working on a wildland fire engine in the Tahoe National Forest. *"The CCC does require hard work and adaptability to change and is a good way to mentally challenge yourself,"* Kerri said. *"The CCC gave me the wildland experience for the job."*

DATA SET NUMBER: Two

DATA SET TITLE: Adult School

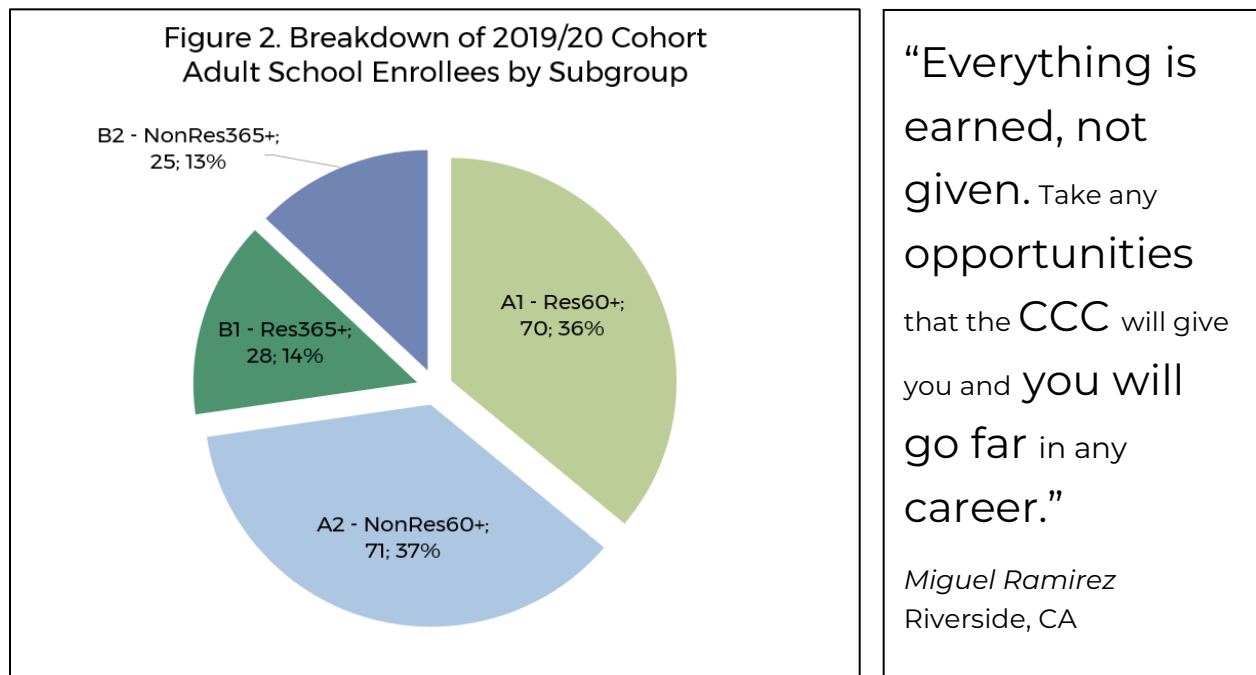
DATA SET CITATION: Public Resources Code, § 14424 (b)(1) and (d)

DATA SET DESCRIPTION: Number of Corpsmembers in cohort who, *in the 12-month period following final separation from the corps: (1) Enrolled in an adult school or other precollegiate-level program.*

DATA SOURCE: Third-party generated, Comprehensive Adult Student Assessment Systems (CASAS)

Table 2. 2019/20 Cohort Enrolled in Adult School

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMs in Cohort	476	340	270	222	1,308
# Enrolled in Adult School	70	71	28	25	194
% of Subject Cohort Subset	15%	21%	10%	11%	15%



Note:

- Under the direction of the California Department of Education (CDE) Adult School Division, the CCC was referred to the non-profit organization CASAS as

the entity of record to identify information, within the State of California, for metrics related to adult schools or precollegiate attendance or participation.



Miguel Ramirez

B1 - Res365+

Riverside, CA

Three years at the Magalia-Butte Fire Center definitely gave Miguel Ramirez a lot of experience and opportunity. The highlights, he said, were developing an outstanding work ethic and positive attitude for the job. Miguel is now a Fire Fighter 1 for CAL FIRE in Butte County. How'd the CCC help him get there? Training, certifications, and, Miguel said, overcoming his doubts and helping get him out of his comfort zone to gain more experience.

Matthew Velazquez

B1 - Res365+

Ventura, CA

Overcoming mistakes, growing as a person, developing the skills needed for a career in the outdoors — Matthew Velazquez experienced all of that in his time at the Delta Center. Now, Matthew is living his dream as a forestry technician with the U.S. Forest Service. *“The Cs gave me the privilege to learn from so many experienced staff, network with and work alongside many agencies learning the skills necessary to join those agencies and get certified in a variety of useful skills.”*



Antonio Navarro

B1 - Res365+

Nipomo, CA

Antonio Navarro said he didn't know what he wanted to do with life before joining the CCC. At the Camarillo Center, he talked with his CAL FIRE Captains and other firefighters during his year of service and found his path. Antonio's work on a CCC wildland firefighting hand crew and doing project work in the community prepared him for his new job as a firefighter with U.S. Forest Service.

DATA SET NUMBER: Three

DATA SET TITLE: Apprenticeship or Vocational Education

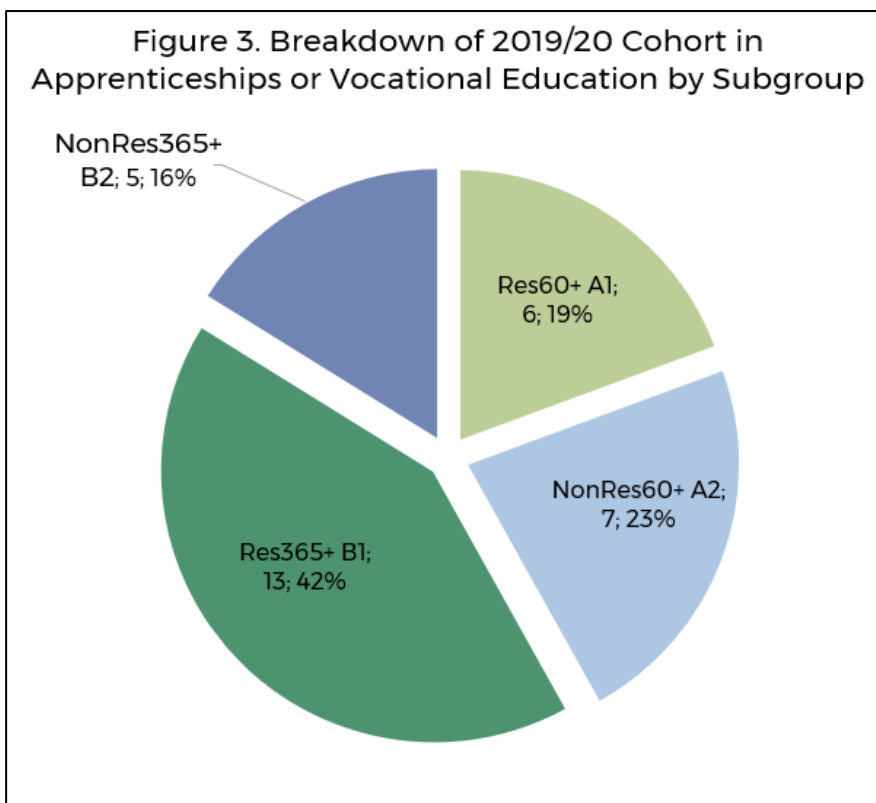
DATA SET CITATION: Public Resources Code, § 14424 (b)(2) and (d)

DATA SET DESCRIPTION: Number of Corpsmembers in cohort who, *in the 12-month period following final separation from the corps: (2) Enrolled in an apprenticeship or other vocational education program.*

DATA SOURCE: Internal collection, analysis of C³ data; internal collection, analysis of Fi\$cal data; third-party generated, Department of Industrial Relations/Division of Apprenticeship Standards (DIR/DAS)

Table 3. 2019/20 Cohort Enrolled in Apprenticeship or Vocational Education

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMs in Cohort	476	340	270	222	1,308
# of CMs in Apprenticeships/ Voc Ed	6	7	13	5	31
% of Subject Cohort Subset	1.26%	2.06%	4.81%	2.25%	2.37%



“Being the youngest on my crew, I had to lead by example. I’m glad they were with me every step of the way because they made it easier for me to learn from my mistakes.

.”

Modesto Gomez
Santa Clarita, CA

Note:

- This information was compiled by combining three data sets. Data was obtained from California DIR/DAS, C³, and Fi\$cal showing scholarships for vocational education from the CCC Brad Duncan Scholarship fund.
- Vocational education includes trade schools and non-college vocational programs where Corpsmembers earn certificates such as:
 - CAL FIRE Basic 219.
 - Emergency Medical Technician (EMT).
 - Utility Line Clearance Forester.
 - Power Lineman.
- Apprenticeships show low numbers for Corpsmember alumni, at least partly due to the timeframe being measured. The report parameters measure Corpsmember participants for one (1) year upon permanent separation from the CCC. It can take up to two years for an individual to be accepted into an apprenticeship program.



Modesto Gomez

B1 - Res365+

Santa Clarita, CA

Modesto said the CCC bettered his work ethic and allowed him to develop the leadership skills he wanted to gain. It wasn't easy, but he did it. Modesto has used those experiences as a stepping stone to his position as a Fire Fighter 1 with CAL FIRE in Butte County.

DATA SET NUMBER: Four

DATA SET TITLE: College Enrollment

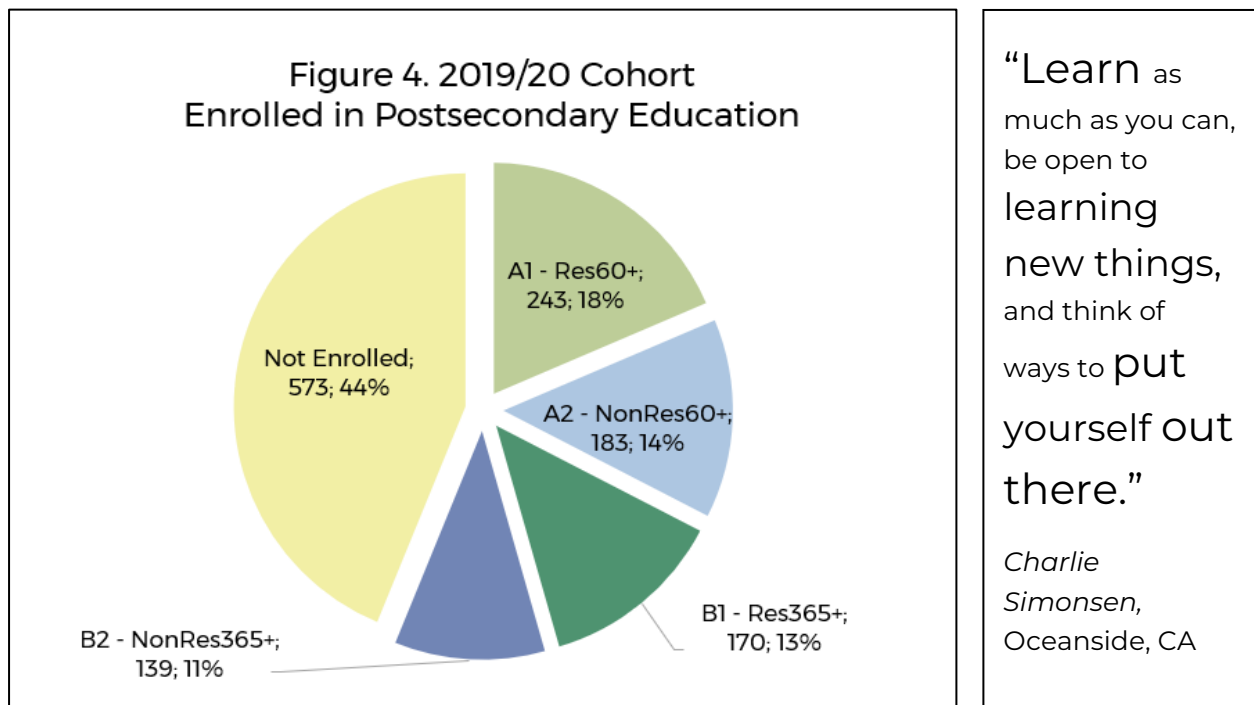
DATA SET CITATION: Public Resources Code, § 14424 (b)(3) and (d)

DATA SET DESCRIPTION: Number of Corpsmembers in cohort who, *in the 12-month period following final separation from the corps: (3) Enrolled in postsecondary education.*

DATA SOURCE: Internal collection, analysis of C³ data; internal collection, analysis of Fi\$cal data; self-reported, survey; third-party generated, California Community College Chancellors Office (CCCCO)

Table 4. 2019/20 Cohort Enrolled in Postsecondary Education

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMs in Cohort	476	340	270	222	1,308
# of CMs in Postsecondary Education	243	183	170	139	735
% of Subject Cohort Subset	51%	54%	63%	63%	56%



Note:

- The California Community College system experienced a 12% enrollment decline⁵ from fall of 2019 to fall of 2020 (Weissman, 2021).
- This data captures some but not all members of the reporting groups that were enrolled in postsecondary educational institutions outside of the California Community College system. Analysis of internal data sets collected from C³ and Fi\$cal contributed to this report. Responses from Corpsmember surveys are included in this number.
- The CCC is developing relationships to capture similar data from the University of California (UC) and California State University (CSU) systems for future cohorts.



⁵ Weissman, S. (April 15, 2021) *Plunging numbers, rising worries*. Inside Higher Ed. <https://www.insidehighered.com/news/2021/04/15/california-community-college-fall-enrollment-plunges>.



Charlie Simonsen *B2 - NonRes365+*

Oceanside, CA

Charlie Simonsen joined the Vista Energy Center knowing he wanted to help the environment. Now, he's working in the renewable energy field for World Wind & Solar as a wind turbine technician.

Charlie credits becoming a crew leader with teaching him to handle challenging situations and helping him become a better communicator.

Matthew Posey *B2 - NonRes365+*

Vallejo, CA

Matthew Posey took on every project with positivity and passion at the Solano Center and rose to the rank of crew leader. He represented his center at the Corpsmember Leadership Conference and did valuable fuel reduction work across the East Bay in his nearly two years in the CCC. Now, you can find Matthew cleaning up trails, campgrounds, and parks in the Santa Cruz Mountains Sector for State Parks as a maintenance aide.



Engracia Cortes *B2 - NonRes365+*

San Bernardino, CA

When Engracia Cortes joined the Inland Empire Center she'd never thought of becoming a firefighter but decided to give it a shot. Joining the fire crew was the biggest challenge she faced in the CCC. She not only made the crew, but also turned the experience into a full-time job with the Bureau of Land Management (BLM). Engracia is now a forestry technician at the Taft Midway Station and credits the CCC-BLM partnership with this opportunity.

DATA SET NUMBER: Five

DATA SET TITLE: Employment

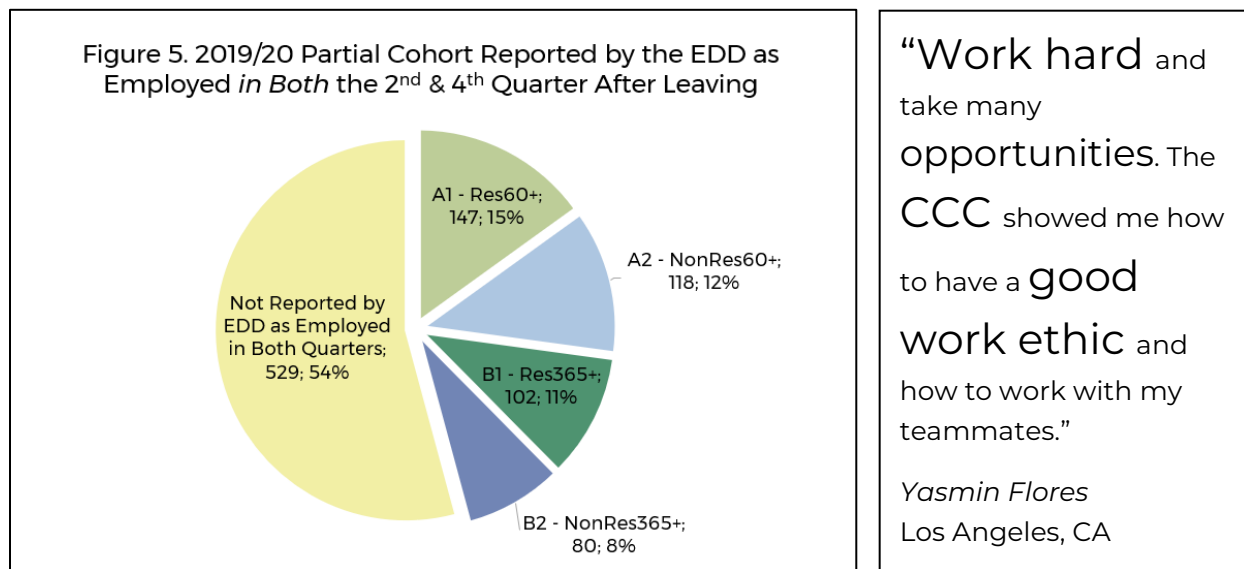
DATA SET CITATION: Public Resources Code, § 14424 (b)(4)

DATA SET DESCRIPTION: Number of Corpsmembers in cohort who, *in the 12-month period following final separation from the corps: (4) Were employed during the second and fourth quarters.*

DATA SOURCE: Third-party generated, Employment Development Department (EDD)

Table 5a. 2019/20 Partial Cohort, Reported by the EDD as Employed in *Both* the 2nd & 4th Quarter After Leaving

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMs in Cohort	376	245	200	155	976
# Reported Employed Both Quarters	147	118	102	80	447
% of Subject Cohort Subset	39%	48%	51%	52%	46%



Note

- At the time of the first 14424 Report, the EDD had not released data for the full 2018/19 cohort. The full cohort is now available in Appendix A.
- Per the Bureau of Labor Statistics, California’s unemployment rate jumped from 4.5% in January 2020 to a high of 16% in May 2020, with rates staying above 8% for the rest of the year⁶.
- As of September 21, 2021, the EDD provided relevant data for 976 members of the 2019/20 Cohort who separated from the CCC between July 1st of 2019 and March 31st of 2020.
- Federal jobs are not included in the reporting from the EDD.
- Corpsmembers who left for specific state jobs such as Fire Fighter 1 through CAL FIRE or Park Aide through California State Parks *may not be included* in the reporting from the EDD, as these jobs are seasonal positions. As the nature of this metric is to confirm that the Corpsmember was employed in both the second quarter and the fourth quarter after they left, the employment span of these positions may not coincide with those quarters.
 - Table 5b consists of Corpsmembers who left between July 1, 2019, through March 31, 2020, employed in either seasonal, federal, or out-of-state jobs and may not be reported in Table 5a above.

Table 5b. 2019/20 PARTIAL Cohort, Employed in Federal, Out-of-State, or Seasonal Positions after Leaving the CCC

DATA SOURCE: Internal collection, analysis of C³ data

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMs in Cohort	376	245	200	155	976
# Employed at Fed, Seasonal or Out of State Jobs	17	15	40	8	80
% of Subject Cohort Subset	5%	6%	20%	5%	8%



Nicholas Encinas

A1 - Res60+

Manteca, CA

One o'clock in the morning, feeling the heat of nearby burning leaves and the pride of a group of young adults working together to control a fire burning in Simi Valley. It's Nicholas Encinas' favorite memory at the Camarillo Center. Nicholas wanted a career in wildland firefighting but wasn't sure in what capacity until he got hands-on experience with the CCC. Now, he's continuing his firefighting work as a forestry technician/firefighter for the U.S. Forest Service.



Joseph Daigle

B1 - Res365+

Manteca, CA

Joseph Daigle worked many hours on the Magalia-Butte Fire Crew during an intense 2018 fire season which included the Camp Fire. He then traded his CCC tan for CAL FIRE blue and became a Forestry Technician in Placer County. Joseph said,

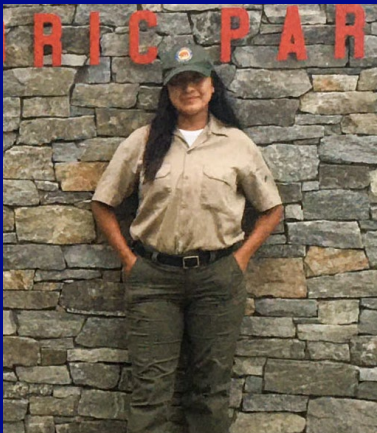
“The CCC is the best way to get hands-on experience. You get paid to do it, you can’t really pass this opportunity up.”

Yamile Belmontes

A2 - NonRes60+

Watsonville, CA

When Yamile Belmontes joined the CCC Monterey Bay Center, she didn’t have her driver’s license. Fast forward a few years, Yamile became a crew leader, earned her commercial driver’s license, and is now a forestry aid with State Parks at Hollister Hills SVRA. She said the CCC and her supervisors helped her land the job. Yamile said, *“In the CCC you gain experience and a diverse capacity in different trades that are very desired by other employers.”*



Yasmin Flores

A2 - NonRes60+

Los Angeles, CA

When Yasmin Flores joined the Los Angeles Center, she’d never been camping or even left her hometown. From emergency responses across the state, to running a chainsaw, Yasmin learned the skills and gained the confidence to make the leap to State Parks where she is now a park aide at Los Angeles State Historic Park.

DATA SET NUMBER: Six

DATA SET TITLE: Employed *and* Enrolled in School

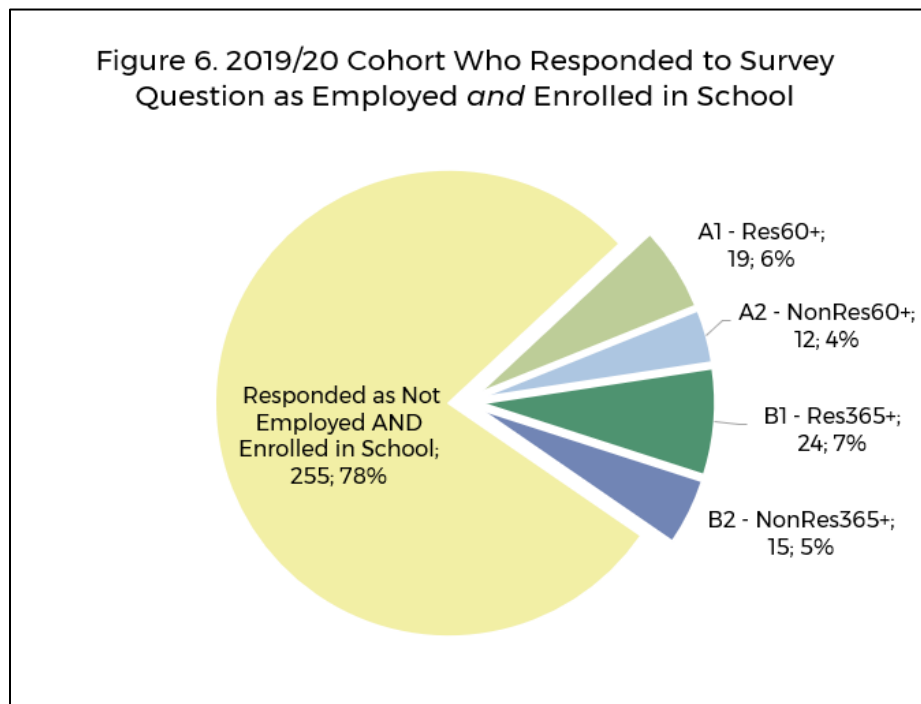
DATA SET CITATION: Public Resources Code, § 14424 (b)(5) and (d)

DATA SET DESCRIPTION: Number of Corpsmembers in cohort who, *in the 12-month period following final separation from the corps: (5) Were simultaneously employed and enrolled in a secondary, postsecondary, or apprenticeship or other vocational education program.*

DATA SOURCE: Self-reported, survey

Table 6. 2019/20 Cohort Responded as Employed *and* Enrolled in School

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMs Responded to Survey Question	112	59	98	56	325
# Responded as Employed & in School	19	12	24	15	70
% of Respondents	17%	20%	24%	27%	22%



“The C’s gave me the proper **work ethic** and **trained me** to have the level of **responsibility**, and **professionalism** needed to perform my new position.”

Carson Beavan
Fortuna, CA

Note:

- The CCC was provided with anonymized data from EDD showing which Corpsmember alumni in the 2019/20 Cohort were employed in the 12-month period following final separation from the CCC. In addition, the CCC was provided data from other third-party sources such as the CCCCO, DIR/DAS, and CASAS, which showed if a Corpsmember was enrolled in a secondary, postsecondary, or apprenticeship, or another vocational education program. The various sets of anonymized data could not be extrapolated to answer the question in this data set. Therefore, the self-reported surveys were utilized to populate this data set.
- As noted above, to obtain this data, the CCC relied upon survey responses from identifiable cohort members. The CCC is working on alternative methods to request anonymized data for the future cohorts to allow the CCC to improve its reporting for this data set.
- The survey allowed for respondents to skip questions, and therefore the number of respondents to Data Set Six is different from Data Set Seven. Not all Corpsmembers who responded to the survey answered every question.

Carson Beavan

BI - Res365+

Fortuna, CA

From conservation projects on the coast of Australia, to helping the Florida Gulf Coast recover from Hurricane Michael — not to mention all the hard work done in Humboldt County — Carson Beavan did it all. He joined the Fortuna Center two years ago wanting to follow his passion for the outdoors, and it landed him countless experiences and a job patrolling powerlines for a forestry company, ACRT Pacific.



DATA SET NUMBER: Seven

DATA SET TITLE: Jobs from Training in the CCC

DATA SET CITATION: Public Resources Code, § 14424 (b)(6) and (d)

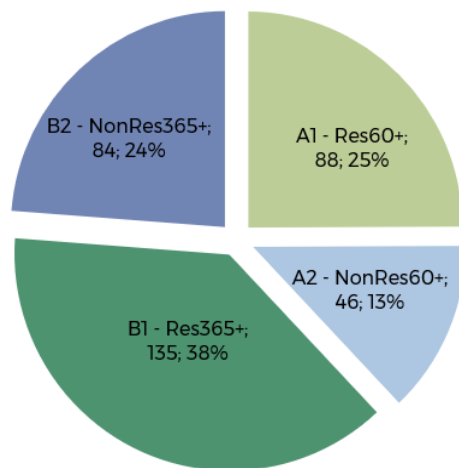
DATA SET DESCRIPTION: Number of Corpsmembers in cohort who, *in the 12-month period following final separation from the corps: (6) Obtained employment in jobs that they received specialized training to perform while they were enrolled in the corps.*

DATA SOURCE: Internal collection, analysis of C³ data; self-reported, survey

Table 7. 2019/20 Cohort Jobs from CCC Training

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMs in Cohort	476	340	270	222	1,308
# Obtained Jobs from CCC Training	88	46	135	84	353
% of Subject Cohort Subset	18%	14%	50%	38%	27%

Figure 7. Breakdown of 2019/20 Cohort Who Obtained Jobs from CCC Training



“The CCC helped me prepare for my **new job** by completely introducing me to the **world of trail work**. Being able to be out in the backcountry and **make awesome projects** by just using materials right then and there.”

Roberto Bravo
Escondido, CA

Note:

- As not all Corpsmembers respond to the survey, additional analysis of C³ data on Corpsmembers' reported jobs contributed to this data. As not all Corpsmembers notify the CCC of jobs, this is not an all-encompassing list.
- If Corpsmembers notified CCC staff they received certain job(s) that related to the work they did in the CCC, they were included in this data set. Examples of related occupations may include:
 - Arborist
 - Natural resource and conservation
 - Forestry Technician
 - CAL FIRE Fire Fighter I
 - California State Park Aide
 - Caltrans Maintenance Worker



Roberto Bravo
Escondido, CA

B2 - NonRes365+

Now a trail worker in Grand Teton National Park, Wyoming, Roberto said the CCC introduced him to trail work, taught him the importance of consistency and work ethic, and provided him the experience needed for his new job. *“Keep an open mind to all possibilities and give it your all. In return, the program will give you it's all and more!”*

Izzy Guerra
Anaheim, CA

B2 - NonRes365+

When Izzy Guerra first joined the Norwalk Center, just climbing a ladder gave her the jitters. Now, she climbs daily to the top of wind turbines as a technician with World Wind & Solar. Working high off the ground and with electrical wiring were key skills she learned as part of the CCC Energy Corps. *“Go into the CCC with a positive attitude. Take advantage of the CCC, stay true to yourself, and have an open mind,”* she said of her CCC experience.



DATA SET NUMBER: Eight

DATA SET TITLE: High School Diploma

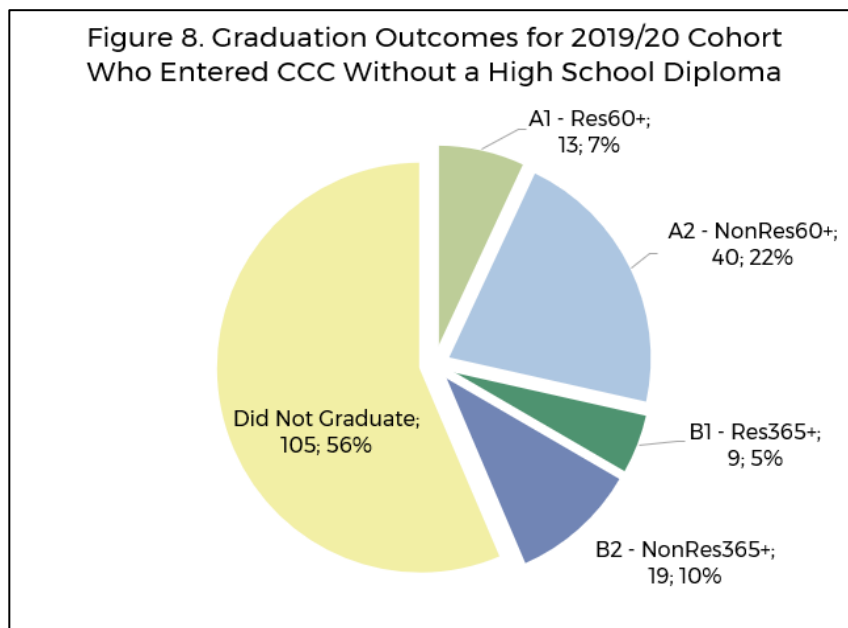
DATA SET CITATION: Public Resources Code, § 14424 (c)(1)

DATA SET DESCRIPTION: Number of Corpsmembers in cohort who received, *while serving in the corps or in the 12-month period following final separation from the corps: (1) A high school diploma or its recognized equivalent.*

DATA SOURCE: Third-party generated, John Muir Charter School and Urban Corps Charter School

Table 8. 2019/20 Cohort Receiving HS Diploma

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMS in Cohort who Started CCC without HS Diploma	62	89	12	23	186
# Graduated	13	40	9	19	81
% of Enrolled	21%	45%	75%	83%	44%



“I had no idea what career I wanted; I simply needed a job. But CCC let me gain experience and open up my eyes to all the paths I can take, thanks to my service at CCC.”

Benjamin Silva
San Diego, CA



Juan Chavez

B1 - Res365+

Santa Maria, CA

Juan Chavez joined the Santa Maria and then the Los Padres Center to get his diploma, earn scholarship money, and find a better career. Afterwards, Juan put the skills he picked up on the Central Coast and at Yosemite Tent Camp to good use. Now he is a maintenance aide at Oceano Dunes SVRA with the CA State Parks Department. *"The CCC prepared me in the best way possible for this new job, both physically and mentally,"* he said.

Benjamin Silva

B2 - NonRes365+

San Diego, CA

Benjamin Silva's experience at the San Diego Center opened his eyes to a whole world of job possibilities. He received his high school diploma, worked with Caltrans, helped reduce fuel for wildfires, and built trails in the CCC. He is now a maintenance aide at Old Town San Diego State Historic Park.



Emily Grimes

A2 - NonRes60+

Yucaipa, CA

Emily came to the Inland Empire Center without a high school diploma and wanting to be a firefighter. She joined the CCC-BLM Fire Crew and learned much, from how to use a drip torch during a controlled burn to cutting fire line on an incident. Now she has her diploma and is a forestry technician on a Type 3 BLM engine on the Morongo Reserve.

DATA SET NUMBER: Nine

DATA SET TITLE: Industry-Recognized Credentials

DATA SET CITATION: Public Resources Code, § 14424 (c)(2)

DATA SET DESCRIPTION: Number of Corpsmembers in cohort who received, *while serving in the corps or in the 12-month period following final separation from the corps: (2) An industry-recognized credential.*

DATA SOURCE: Internal collection, C³

Table 9. 2019/20 Cohort with Industry-Recognized Credentials (IRC)

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# with IRC	476	340	270	222	1,308
% of Cohort	100%	100%	100%	100%	100%

Note:

- The CCC provides First Aid/CPR and/or Hazardous Waste Operations and Emergency Response (HAZWOPER), industry-recognized certifications to all Corpsmembers within the first two months of the program.
- Industry-recognized credentials: Each year, the CCC expects the number of industry-recognized credentials earned by Corpsmembers to increase. By implementing this tracking function in the CCC's internal system, the CCC will show the breadth of certifications earned by Corpsmembers during their time in the program.
- Below is a sampling of some of the industry-recognized credentials earned by Corpsmembers in the 2019/20 Cohort:
 - First Aid
 - Cardio-Pulmonary Resuscitation (CPR)
 - Hazardous Waste Operations and Emergency Response (HAZWOPER) 40-Hour Training
 - ICS 100 - Introduction to the Incident Command System
 - IS 700 - A National Incident Management System (NIMS), An Introduction

- S 130 - Firefighter Training
- S 190 - Introduction to Wildland Fire Behavior
- ServSafe Food Handler Certification
- ServSafe Food Protection Manager Certification
- Energy Audits, Energy Efficiency Basics & Data Collection for Energy Surveys

“The CCC helped me get this position by presenting me with all the certifications and training to be a wildland firefighter.” *Sienna Slauson*



Sienna Slason

B2 - NonRes365+

Menifee, CA

All Sienna Slason knew when she joined the CCC at the Inland Empire Center was that she wanted to work outdoors. Within a year, she found her passion along with a full-time job, and \$6,000 in scholarship money. Sienna worked hard to become a sawyer on the CCC-BLM partnered wildland fire crew. That led her to a job as a forestry technician with the U.S. Forest Service in Susanville.

Jordan Porter

A1 - Res60+

San Ramon, CA

Jordan Porter dreamed of becoming a game warden, but once he learned about the CCC wildland firefighting program he was hooked on fighting fire. At the Magalia-Butte Fire Center, Jordan gained the hands-on experience and certifications to take his interest to the next level. He's now a helitack crew member, a firefighter, for the U.S Forest Service.



Anthony Boling

A2 - NonRes60+

Shasta Lake, CA

Before joining the CCC, communication was one of Anthony's biggest challenges. At the Shasta Cascade Center, he learned lessons on clear communication, safety, and workplace awareness. His CCC training helped him grow as a person and prepare him to move on to a career. Now, he's working on construction projects as a millwright and laborer for Millerick Engineering.

DATA SET NUMBER: Ten

DATA SET TITLE: College Degrees

DATA SET CITATION: Public Resources Code, § 14424 (c)(3)

DATA SET DESCRIPTION: Number of Corpsmembers in cohort who received, *while serving in the corps or in the 12-month period following final separation from the corps: (3) An associate or bachelor's degree.*

DATA SOURCE: Self-reported, survey; internal collection, C³

Table 10. 2019/20 Cohort Who Received College Degrees

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMs in Cohort	476	340	270	222	1,308
# Responding or Reporting Receiving Degrees	0	0	1	0	1
% of Subject Cohort Subset	0.00%	0.00%	0.37%	0.00%	0.08%

Note:

- A barrier to the above metric is the timeframe noted for measurement. On average, it can take two (2) plus years for an individual to obtain an associate degree and four (4) plus years to obtain a bachelor's degree. The report parameters measure Corpsmember participants for one (1) year after permanent separation from the CCC.
- Of the 1,308 Corpsmembers in this cohort, one Corpsmember in the B1 group had reported finishing their degree during their time in the CCC.
- Corpsmembers differ from the traditional college student population. While they are in the CCC, they may be deployed on emergencies away from the center for up to three weeks at a time. This makes it difficult to take classes while enrolled in the CCC.
- Corpsmembers come from diverse backgrounds; 14% of Corpsmembers in this cohort joined the CCC without a high school diploma. Many Corpsmembers came without interest in higher education based on their experiences in high school, their neighborhood, or their own family.

Navigators help to encourage curiosity into the benefits that continuing education can bring.

- Navigators take an active role in showing ways the Corpsmembers can afford college, including teaching them how to:
 - Apply for financial aid;
 - Look for opportunities to work and attend school after leaving the CCC;
 - Search for scholarships;
 - Apply for Segal AmeriCorps Education Awards; and
 - Complete and utilize the CCC Brad Duncan Scholarships.
- Navigators introduce Corpsmembers to and explain the benefits of higher education. In addition, Navigators explain steps and opportunities for financial aid and scholarships. Further, Navigators take Corpsmembers on a journey, through potential pathways to higher income and increased job opportunities.
 - During the two years before the start of the Navigator Initiative, Corpsmembers had 21 structured opportunities to garner exposure to secondary education opportunities.
 - First-year cohort reporting showed that in that first year, Corpsmembers had had 141 structured opportunities to garner exposure to secondary education opportunities. In the second year of reporting, Corpsmembers have had 129 structured opportunities to garner exposure to secondary education opportunities.⁷
- The initial data-sharing agreement with the CCCCCO focused on cohort enrollment data per fiscal year. Once an efficient process is established, the CCC and CCCCCO will discuss adding additional data elements to the agreement, including degrees earned.
- In 2020, the CCC added a data element in C³ to capture college degrees earned while in the CCC for future reporting.
- The CCC is developing additional data sharing agreements with the UC and CSU systems to garner other data for future reports.

⁷ Data captured from formal surveys done in partnership with the California Community College Chancellor's Office.



Mark Littman

A1 - Res60+

Lancaster, CA

Mark Littman always wanted to be a firefighter. After going to a fire academy, he applied for fire jobs before joining the CCC Magalia-Butte Fire Center. With the CCC, the hands-on experience he gained responding to wildfires led him to a job with the U.S. Forest Service. He works on a U.S. Forest Service engine crew, responding to fires, preparing equipment, and assisting on medical calls.

Vitaliy Kalinovskiy

B1 - Res365+

Sacramento, CA

Vitaliy Kalinovskiy admits he's not much of a hiker. But on the Placer fire crew, he learned to embrace the pain of 60-pound packs and being on his feet all night — did we mention hiking for miles at a time? He took his experience on incidents like the Camp and Kincade Fires, and his physical fitness regimen, to CAL FIRE where he's a firefighter in the Tehama-Glenn Unit.



Joe Maurer

B1 - Res365+

La Mirada, CA

Joe Maurer admits: if not for the CCC, he wouldn't know what a trail worker does. Now, he is one. After two years at the Los Padres Center and a summer in the Backcountry Trails Program, Joe is a senior maintenance aide with State Parks' Statewide Trail Crew. He met his current bosses while working in the CCC's Backcountry trail program. *"I took a chance and joined the Corps and ended up finding work that I truly enjoy."*

VI. Next Steps

Since the delivery of the inaugural report on the Navigator Initiative, the CCC has implemented a number of improvements to its data collection, tracking systems, and Corpsmember transition program, such as:

- Enhanced case management and standardized data collection.
- Expanded partnerships with recruiters of agencies such as CAL FIRE, U.S. Forest Service, and California State Parks, as well as private companies.
- Improved internal communication with staff to ensure accurate entry of data needed for this report.

More specifically, the CCC has:

- Initiated advances of the C³ database by:
 - Adding additional fields to gather more information.
 - Enabling tracking from the Corpsmember exit documentation process directly to database fields.
 - Allowing the Navigator to update jobs information in real time after post-CCC contact, rather than only relying on the CCC Corpsmember exit documentation.
 - Creating new checkboxes to indicate industry-recognized credentials.
- Increased Corpsmembers' job and career skills by:
 - Assisting Corpsmembers write effective resumes and cover letters.
 - Conducting interview and application workshops.
 - Creating in-person and virtual career fairs.
 - Creating additional career pathway profiles in English and Spanish.
- Improved outcomes with Corpsmembers by:
 - Working on addressing Corpsmember wellness.
 - Assisting Corpsmembers with disabilities by working with the Department of Rehabilitation.
 - Developing life skills curriculum and workshops.
 - Providing Youth Mental First Aid Training to CCC staff.

The CCC will continue to enhance the processes used to create the 14424 Report and, more importantly, improve Corpsmember outcomes. Lessons learned over the past two cohorts will be used to upgrade the means of gathering and sorting the data in future 14424 Reports. Some next steps include:

- Modifying the CCC database of record to be able to capture additional employment/education enrollment placements.

- Identifying and implementing additional ways to facilitate the data entry process at CCC Centers.
- Increasing Corpsmember participation in surveys.
- Improving case management reporting.
- Addressing barriers to data collection by, among other things, establishing additional partnerships to obtain further metric data of enrollment and degrees from the UC and the CSU systems.
- Developing partnerships with apprenticeship programs to strengthen the Corpsmember-to-apprenticeships pathways.

In addition, the CCC has identified several focus areas to enhance the Navigator Initiative in the coming year. These enhancements include expanding the development of *Career Pathways Job Profiles*. In the coming fiscal year, the CCC will:

- Identify new partners for existing pathways.
- Regularly create new job profiles to share with Navigators and Corpsmembers throughout the state.
- Identify and track more intermediate steps and milestones along each career pathway.

As Corpsmembers are the heart of the CCC, it is important to focus on Corpsmember outcomes. To assist with Corpsmember transitions to the workforce, the CCC will expand resources and services by strengthening and reinforcing life skills curriculum in areas such as:

- Financial literacy and budgeting.
- Renting an apartment.
- Purchasing a vehicle.
- Conflict resolution.
- Communication.
- Relationships.

Corpsmembers face a multitude of barriers; Navigators will continue supporting Corpsmembers to help ensure stability and meaningful post-CCC program employment. To accomplish this, the CCC will enhance its clearinghouse of information to address:

- Finding employment opportunities.
- Housing insecurity.
- Food insecurity.
- Mental health care.

- Physical fitness and wellness.
- Alcohol and other drug use/abuse.
- Smoking/vaping cessation.

Finally, using lessons learned, benchmarks will be developed by leadership to assist the CCC in further assessing and improving future Corpsmember outcomes.

Andre Medina

B1 - Res365+

Los Angeles, CA

Andre Medina joined the Camarillo Center with the goal of becoming a wildland firefighter. At the CCC he earned the certifications and gained the hands-on experience. Andre said the CCC also helped give him basic life skills, from center maintenance to managing his money and getting a bank account. The life and fire skills helped him get a job as a firefighter with Mountains Recreation and Conservation Authority in the Santa Monica Mountains.



Osvaldo Dominguez

B1 - Res365+

San Diego, CA

Osvaldo "Tony" Dominguez was inspired by a high school friend to join the California Conservation Corps. A few months later he found himself at Magalia-Butte Fire Center. Tony said the biggest challenges he faced were the energy and work it took him to become first saw on his crew. It's safe to say his hard work and effort paid off; he became a firefighter for the Shingle Springs Band of Miwok Indians Tribal Fire Department in El Dorado County.

Jonas Kampling

A1 - Res60+

Fresno, CA

When Jonas Kampling joined the Placer Center, his long-term goal was to have a steady job with CAL FIRE or the U.S. Forest Service. After nearly a year in the CCC, Jonas' dream job came to fruition after putting in hard work on the fire lines on the fire crew. He became a forestry aid with the U.S. Forest Service. Jonas said the biggest challenge the CCC helped him overcome was the hiking and mental fortitude to become a firefighter.



VII. Conclusion

As its operating statutes require, the CCC is dedicated to helping youth become productive, empowered adults who can make substantial contributions as California workers and citizens. Supporting Corpsmembers through their professional and personal development is central to the CCC's mission. Transition Navigator funding has provided additional resources and support that has directly contributed to Corpsmembers becoming better prepared for education and employment upon separation from the CCC program. As a result of the legislative mandate and the implementation of the Navigator Initiative, the CCC has increased career and education coaching and developed more robust career pathways for its Corpsmembers. The Navigator Initiative has allowed the CCC to systemize and significantly expand the type and utility of transition services and resources provided to its Corpsmembers. In turn, this has allowed the CCC to build an improved (and improving) system to measure and promote Corpsmember success reliably. As the initiative matures, the CCC expects to capture increasingly detailed data that shows



Sydney Rowe
Paradise, CA

B1 - Res365+

Sydney was a Corpsmember at the Chico Center when the Camp Fire destroyed Paradise and he lost his home. After the Camp Fire, he requested to be transferred to the Magalia-Butte Fire Center to join the fire crews. He quickly excelled at his work and when EMT training was offered at the center through Butte College, he jumped at the chance to take the course. Despite the pandemic shutting down all in-person instruction, he passed the class. Soon after he was recruited by the Feather River Hotshots where he now protects the forests around his hometown.

VIII. Appendices

Appendix A: Final EDD Data for 2018/19 Full Cohort

At the time of publication of the inaugural Report to the Legislature on Corpsmember Outcome Indicators Identified in Public Resources Code Section 14424 (dated December 31, 2020), the California EDD only had data on the 839 members of the cohort that had left in the 2018 calendar year. This updated table shows the entire 2018/19 cohort and includes updated numbers not included in the previous report.

DATA SET TITLE: Employment

DATA SET CITATION: Public Resources Code, § 14424 (b)(4)

DATA SET DESCRIPTION: Number of Corpsmembers in cohort who, *in the 12-month period following final separation from the corps: (4) Were employed during the second and fourth quarters.*

DATA SOURCE: Third-party generated, Employment Development Department (EDD)

Table 11. 2018/19 Full Cohort with Updated Results for Data Set Five:
Employed in *Both* the 2nd and 4th Quarter After Leaving

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMs in Cohort	502	550	227	299	1,578
# Employed	217	262	116	176	771
% of Subject Cohort Subset	43%	48%	51%	59%	49%

Note:

- The 2018/19 Cohort includes Corpsmembers who permanently left the CCC between July 1, 2018, and June 30, 2019.

Appendix B: The Navigator Initiative Challenges on a Pathway to Success

Initially, in the creation and development of the Navigator Initiative, the CCC discovered and addressed several issues, including but not limited to:

1. The CCC lacked a method for accurately capturing data about Corpsmember accomplishments during and after their time in the CCC.
 - a. The Navigator Initiative has allowed the CCC to significantly increase the amount and quality of the data it collects by, among other things:
 - i. Creating, implementing, and consistently revising case management tools;
 - ii. Developing new features and processes in the CCC's computer operating system of record (C³); and,
 - iii. Designing and rolling out an automated electronic survey system that systematically sends out surveys to current and former Corpsmembers and automatically associates the survey results with each Corpsmember and former Corpsmember's C³ profile.
 - b. The Navigator Initiative has allowed the CCC to plan implementing processes and procedures that will allow for data collection efforts to increase in volume and utility.
2. The Navigator Initiative helped the CCC identify the need for further staff training and the integration of mental health and emotional wellness resources into the CMD program.
3. The Navigator Initiative allowed the CCC to improve and build more relationships with higher education providers and increase Corpsmember exposure to the opportunities associated therewith. The California Community College Chancellor's Office (CCCCO) and the CCC created a liaison program to address the needs of Corpsmembers.
4. The Career Pathways program that the CCC had previously developed was more a concept than a statewide employment strategy. The CMD Program and Navigators identified the following six pathways based on the CCC Corpsmembers program work and activities:
 - a. Natural Resources and Conservation

- b. Fire Fighting
- c. Culinary
- d. Energy
- e. Apprenticeship and Contract Labor
- f. Public Service

Beyond identifying the pathways, Navigators now actively engage potential employers to develop specific job profiles. These profiles include minimum qualifications for each job, estimated salary ranges, and potential career ladders for advancement. Career Pathways profiles are shared with Corpsmembers to help them set and achieve intermediate and long-term goals toward attaining these jobs.

5. During the first few years of the Navigator Initiative, the status of positions was limited term. This impeded retention of experienced Navigator staff to assist Corpsmembers with their transition planning. Of the original 14 Navigators hired into their positions, nine left to pursue permanent positions. As of the Fiscal Year 2021-22, the Navigator Initiative is permanent. This permanency builds consistency in program delivery which will benefit Corpsmembers by having stability in field operations. In addition, consistent Navigators build trust with Corpsmembers, which is an essential factor in an initiative like this.



Delta Center Navigator Kristina Ordanza helps a Corpsmember during a navigator session.

Delta Center Navigator Kristina Ordanza helps a Corpsmember during a navigator session.



Appendix C: Achieving Public Resources Code § 14424 Outcome Metrics: Barriers to Data Expectations

The CCC serves a population that, on average, struggles to achieve short-term goals, such as earning a driver's license, opening a bank account, finding reliable transportation, and saving money. This reality makes longer-term goals even more daunting, such as achieving a high school diploma or earning an advanced degree. It is important to note that short-term goals often do not get accomplished, despite Navigator efforts and efforts from other staff on center, making it even more challenging to reach transition outcomes described in Public Resources Code § 14424.

Navigators must build a strong rapport to have an effective working relationship with Corpsmembers. They do this, in part, by gaining an understanding of each Corpsmember's life experience and respecting the personal information Corpsmembers share with them. Building trust allows the Navigator to help a Corpsmember overcome barriers to future employment, education, and success in life after the CCC. Once barriers are identified, Navigators use case management to help the Corpsmembers overcome and address some of the following most common barriers experienced by Corpsmembers:

- Limited academic backgrounds
- Poor program participation
- Little or no financial literacy
- No driver's license or reliable transportation
- Low technical aptitude
- Homelessness
- Food insecurity
- Childcare, as some are parents, often single parents
- Limited math and English skills; many need remedial courses
- Lack of foundational, basic life skills
- Substance use disorders
- Mental health challenges
- English as a second language (ESL)
- Former foster youth
- Justice system involvement
- Growing debt

Respecting the barriers above, Navigators aim to help every Corpsmember get a job, continue their education, go to college, or continue to another service program after the CCC. For the reasons noted above, it is important to put into context the barriers that attainment of a college or associate degree has in measuring outcomes one-year post-CCC program completion.