



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



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Executive Summary

In the California Conservation Corps (CCC) first year of reporting, the CCC new Transition Navigator Program is delivering promising results, despite incomplete data. Some of the biggest takeaways from the collected data focus on Corpsmember (CM) alumni's post-CCC employment. Data shows that every one of the CCC's CMs, in the defined Cohort, receive an industry-recognized credential. Almost half were fully employed and all had received a professional certificate to further their employment. Over 68% of the CM Cohort respondents received jobs directly related to the training they have garnered while in the CCC.

Further, over 17% of the CMs in the Cohort continued their education in Adult Schools upon leaving the CCC. Collected data also shows that 56% of the CM Cohort enrolled in post-secondary education through the California Community College system.

Working with some of California's vulnerable and sometimes at-risk or opportunity youth, even basic short term steps like obtaining a driver's license or basic savings prove challenging. The Navigator program is helping CMs get interviews, improve their resumes and develop careers from the core skills they learned at 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." (Pub. Res. Code, § 14424.) 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 used this additional budgetary and position authority to design and implement a Transition 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.

This report provides the information requested by the new statutes, showcases the results of the new positions, and previews new and upcoming efforts by the CCC to strengthen its Corpsmember pathway programs.

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, 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." (Pub. Res. 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." (Pub. Res. Code, § 14302.)

The standard CCC program is designed to be one year, but 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, emergency response, 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 17 non-residential centers report for program activities at a specific time, proceed to project locations, and then return to the center before heading home. Some projects, special programs, and emergency responses require Corpsmembers go on multi-night trips and operate from campsites or other remote project locations.

As part of its program, 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. The CCC's most formalized means of providing these tools and resources has been its Career Development and Transition (CDT) course, which focuses on helping Corpsmembers:

- Understand career and education opportunities;

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

- Identify and research their own interests; and,
- Apply the experience and skills learned in the CCC to their post-CCC endeavors.

II. Overview of the Transition Navigator Initiative

The Transition Navigator Initiative has allowed the CCC to expand the type and utility of transition services and resources provided to its Corpsmembers.² This included developing and bringing onboard specially designated Transition Navigators staff (“Navigators”). Navigators meet as often as needed with Corpsmembers both individually and in small groups to provide coaching as they near program separation. In addition, Navigators meet individually with Corpsmembers a minimum of four times during their year of service to discuss and adjust their transition plan. Navigators also utilize a newly implemented (and regularly updated) case management process and provide individualized coaching to Corpsmembers nearing separation of the program.

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, resumes and during interviews.
- Connecting the Corpsmember to “on-the-job” training or exposure (e.g., internship, pre-apprenticeship, job shadowing, informational interviews) opportunities.
- Working with the Corpsmember on short-term goals to maintain motivation while enrolled in the CCC.
- Assisting the Corpsmember in planning for essential needs (e.g., housing, transportation, income, healthcare, budget, childcare) during and after their enrollment in the CCC.

Other Navigator responsibilities include, but are not limited to:

- Building out the CCC’s “Career Pathways”³ program to better establish and expand upon existing career opportunities resulting directly from the CCC experience.

² See Appendix A for a description of some of the issues and challenges discovered and addressed during the rollout of the Transition Navigator Initiative.

³ A *career pathway* is an integrated process focused on developing academic, technical and employability skills, to help a Corpsmember qualify for and achieve a fulfilling career. *Career ladders* are often a part of the integrated process, which focuses an individual on achieving

- 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 to visit local food factories and bakeries to learn about culinary-related pathways.
 - Setting up meetings 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. military.
 - United States Forest Service.
 - 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.
- Tracking Corpsmembers' education and career experiences after separation from the CCC.

the next step of the pathway. For Corpsmembers, the initial post-corps step could be admittance to an education or training program or an entry-level job in the desired occupational sector.

- 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 pilot initiative statewide.⁴

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).⁵

⁴ As more fully discussed in Appendix A, the CCC has identified seven different pathways (Public Lands, Fire Fighting, Culinary, Energy, Public Service, Trades and Apprenticeship). 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.

⁵ See Appendix B for a history of the CCC's internal data collection efforts.

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

In June of 2018, the Legislature amended Division 12 of the Public Resources Code (the operating statutes for the California Conservation Corps) by adding Chapter 5, titled “Corpsmember Educational and Employment Outcome Reporting.” The new Chapter required the CCC to produce annual reports about the educational and employment accomplishments of Corpsmembers during and in the year following their enrollment in the CCC program. Specifically, Chapter 5:

- Defined 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.” (Pub. Res. Code, § 14420.)⁶
- Stated that the Legislature’s intent “in enacting this chapter [is] to evaluate how effectively the corps transitions corpsmembers into educational and employment opportunities upon completion of their service.” (*Id.*, § 14422.)
- Set the dates for when the CCC’s reporting obligations would begin (first report due December 31, 2020, for the 2018/19 Cohort). (*Id.*, § 14424.)
- Described the type of information the Legislature would like to see in the annual reports prepared by the CCC. (*Id.*)

Within a week of Chapter 5’s enactment, the first Corpsmember of the first cohort (the 2018/19 Cohort) separated from the CCC. At the time, the CCC had no formal process to capture any of the information sought by the Legislature. In June of 2018, the CCC was not regularly tracking Corpsmember outcomes or contacting Corpsmembers after they separated from the CCC. Nor was the CCC reliably capturing the data elements sought by Public Resources Code § 14424. Therefore, the CCC embarked on an aggressive campaign to build out its Corpsmember transition initiative and its capabilities to capture, track, and report on data related to Corpsmember accomplishments and outcomes. As this report reveals, these efforts

⁶ 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, 2018, and never returned would be included in the 2018/19 Cohort. A similar Corpsmember who left on July 5, 2018, but returned to the CCC through the CCC’s second chance program on July 10, 2019, would not be included in the 2018/19 Cohort.

have been increasingly successful and, if consistently funded, will continue to improve in the years to come.⁷

IV. Description of the CCC's Data Collection Efforts

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 a greater quality and quantity of data.

The CCC is now able to capture data from three different channels: (1) Internal Collection; (2) Self-Reported; and, (3) Third-Party Generated:

- (1) Internal Collection – Corpsmember data generated by CCC staff and stored in the CCC's computer system of record.⁸
- (2) Self-Reported – survey data from current and former Corpsmembers.
- (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.

While each individual channel does not tell the complete story, together they provide a clearer understanding of Corpsmembers' post-CCC challenges and accomplishments. Indeed, reviewing the data as a whole allows one to see results, patterns, limitations and concerns from the first cohort of Corpsmembers subject to a 14424 report.

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) the steps the CCC has taken or will take to improve the integrity of the information generated by the particular data source.

⁷ The appendices provide context for this report's findings.

⁸ A history of the CCC's internal data collection efforts is contained in Appendix B. That Appendix provides an overview of the CCC's past, present, and future capacity to capture, track, and report on the requested data.

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

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

- (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.

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 2018/19 Cohort

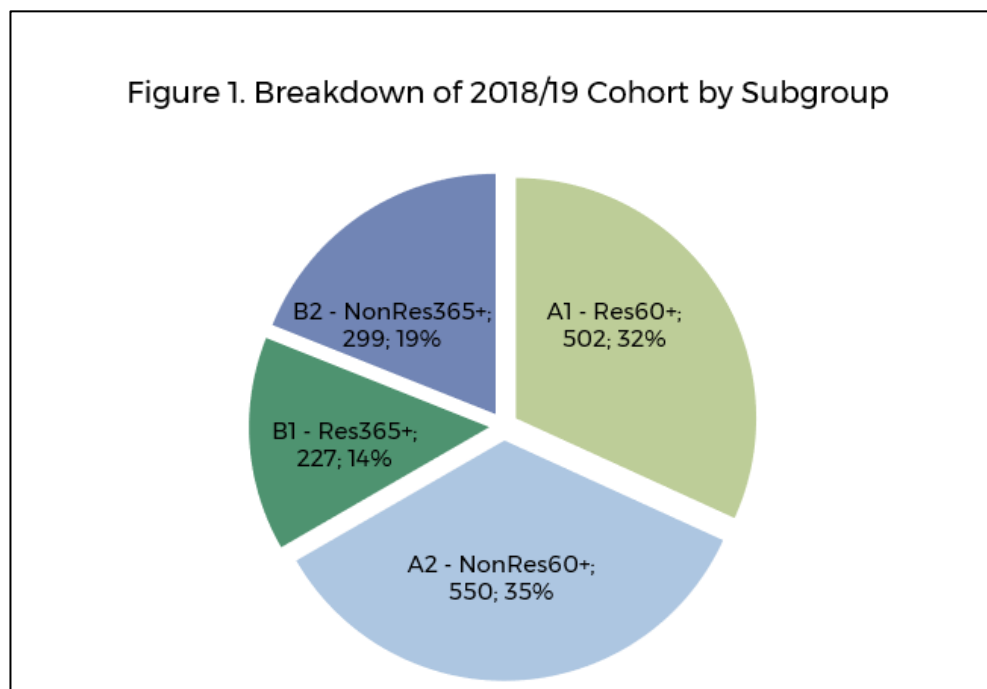
DATA SET CITATION: Public Resources Code, §§ 14420, 14424(a) and (d)

DATA SET DESCRIPTION: Number of Corpsmembers in the 2018/19 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 in 2018/19 Cohort

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMs in cohort	502	550	227	299	1578
% of Total	32%	35%	14%	19%	100%





ISAIAH VAN DYKE

Fremont, CA

Isaiah did not know what type of career he wanted until he joined the CCC. Now he has a career he is passionate about – working for the US National Parks Service.

“The CCC inspired me and gave me all the tools I needed to succeed at my job.”

STEVEN CARDONA

San Diego, CA

Steven Cardona got to see a lot during his time at the CCC San Diego Center. He responded to Puerto Rico and Florida for hurricane recovery, assisted fire basecamps throughout California, and did everything from fire fuel reduction to highway landscaping maintenance. He’s now a park attendant with San Diego County Parks and Recreation.



CHA XIONG

San Diego, CA

What gave Cha Xiong the confidence and skill to climb into a tree along a busy highway with a chainsaw strapped to his hip? His year and a half in the California Conservation Corps did! Cha says his time at the CCC Delta Center pushed him out of his comfort zone, but also prepared him physically and mentally for his new career with Caltrans in tree maintenance.



DATA SET NUMBER: Two

DATA SET TITLE: Adult School

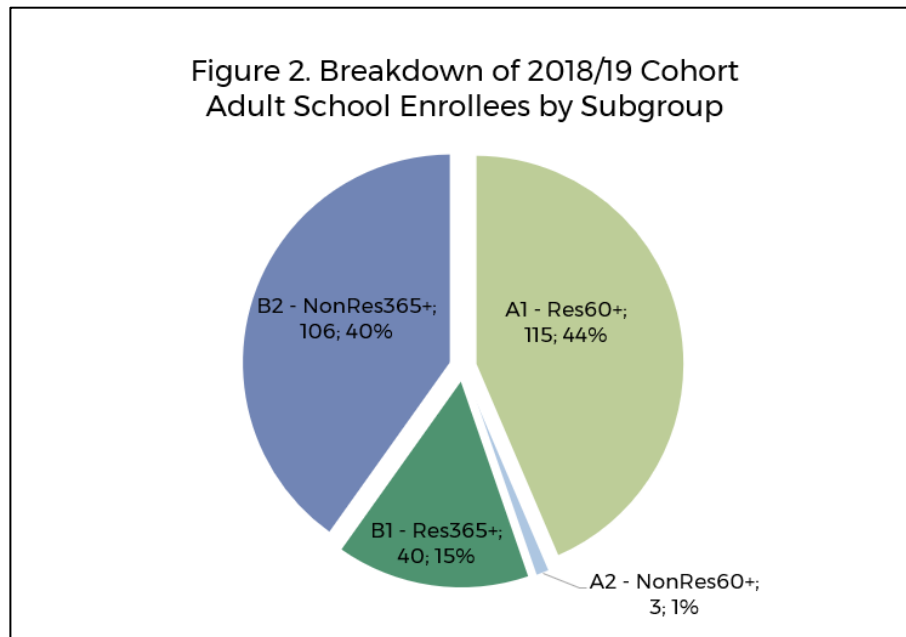
DATA SET CITATION: Public Resources Code, § 14424 (b)(1) and (d)

DATA SET DESCRIPTION: Number of Cohort members who, in the twelve months following final separation from the CCC, enrolled in an adult school or other precollegiate-level program

DATA SOURCE: Third-Party Generated; Comprehensive Adult Student Assessment Systems (CASAS)

Table 2. 2018/19 Cohort Enrolled in Adult School

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMs in cohort	502	550	227	299	1578
# Enrolled in Adult School	115	3	40	106	264
% of Cohort	23%	1%	18%	35%	17%



Note:

- Pursuant to 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.

DATA SET NUMBER: Three

DATA SET TITLE: Apprenticeship or Vocational Education

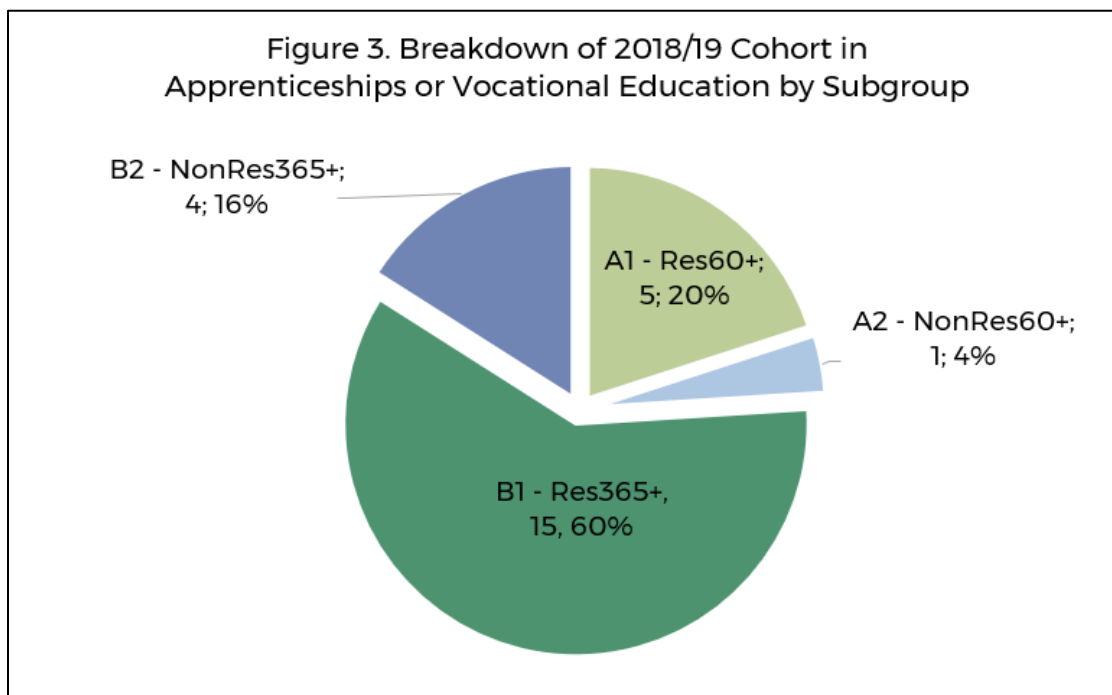
DATA SET CITATION: Public Resources Code, § 14424 (b)(2) and (d)

DATA SET DESCRIPTION: Enrolled in an apprenticeship or other vocational education program in the 12-month period following final separation from the CCC.

DATA SOURCE: Third-Party Generated; Department of Industrial Relations/Division of Apprenticeship Standards (DIR/DAS)

Table 3. 2018/19 Cohort Enrolled in Apprenticeship or Vocational Education

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMs in Cohort	502	550	227	299	1578
# of CMs in Apprenticeships/ Voc Ed	5	15	1	4	25
% of Cohort	1.00%	2.73%	.44%	1.34%	1.58%



Note:

- The low numbers are 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. Yet, it can take up to two years for an individual to be accepted into an apprenticeship program.

DATA SET NUMBER: Four

DATA SET TITLE: College Enrollment

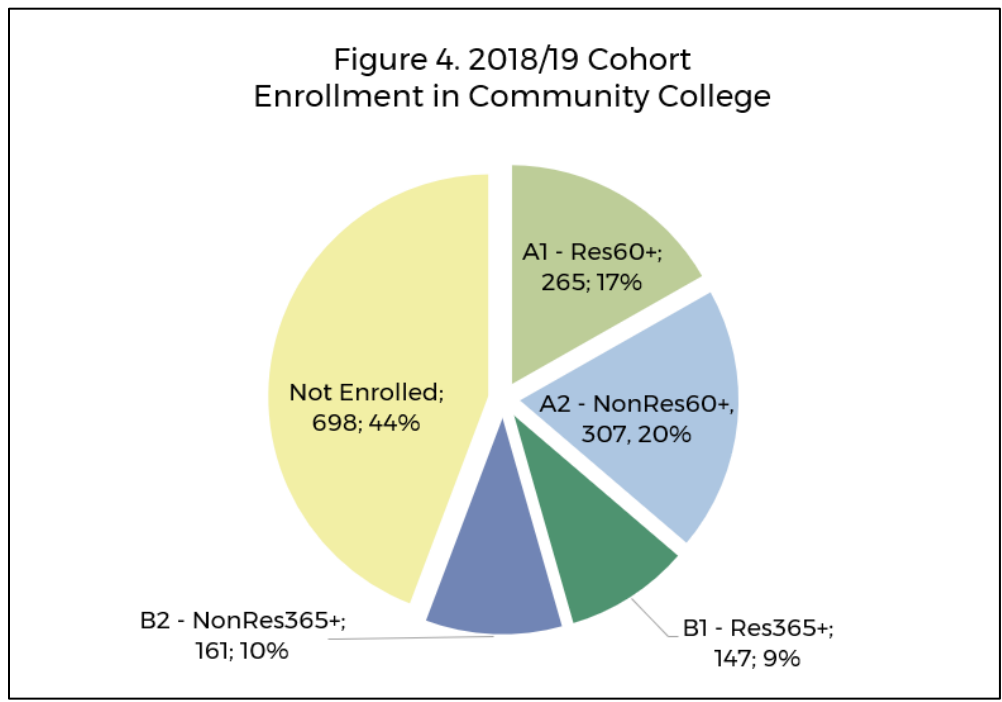
DATA SET CITATION: Public Resources Code, § 14424 (b)(3) and (d)

DATA SET DESCRIPTION: Enrolled in postsecondary education in the 12-month period following final separation from the CCC.

DATA SOURCE: Third-Party Generated; California Community College Chancellors Office (CCCCO)

Table 4. 2018/19 Cohort Enrolled in Community College

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMs in Cohort	502	550	227	299	1578
# of CMs in Comm. College	265	307	147	161	880
% of Cohort	53%	56%	65%	54%	56%



Note:

- This data does not capture members of the reporting groups that were enrolled in postsecondary educational institutions outside of the California Community College system.
- The CCC is developing relationships to capture similar data from the University of California (UC) and California State University (CSU) systems for future cohorts.
- For future cohorts, the CCC will seek to gather information about out-of-state postsecondary educational enrollments via its survey tool.

DATA SET NUMBER: Five

DATA SET TITLE: Employment

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

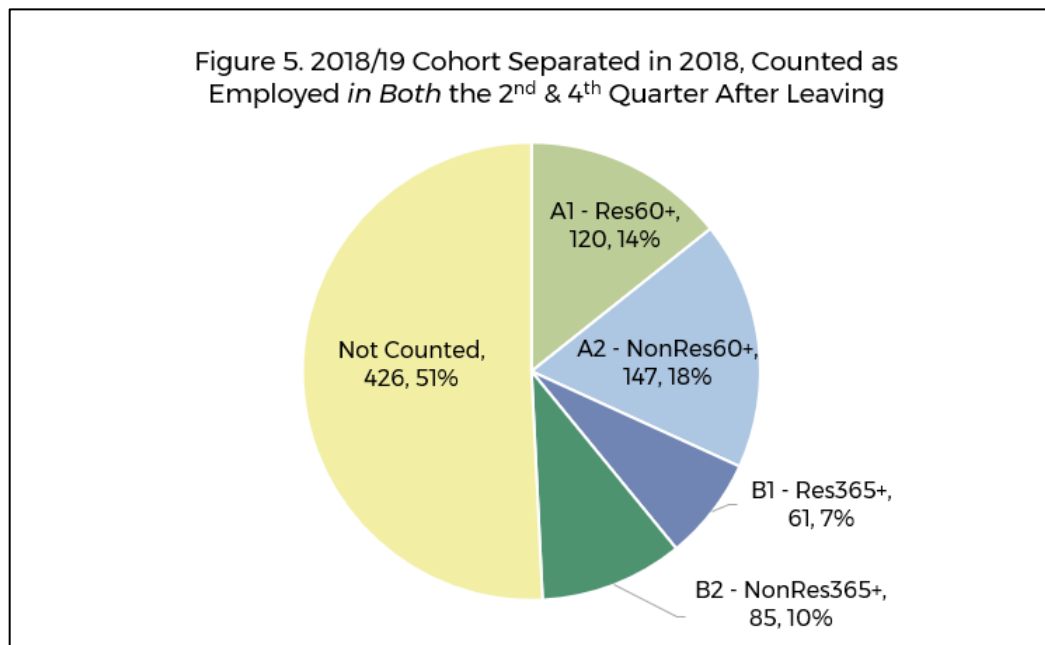
DATA SET DESCRIPTION: Were employed during the second and fourth (calendar) quarters in the 12-month period following final separation from the CCC.

DATA SOURCE: Third-Party Generated; Employment Development Department (EDD)

CRITICAL NOTE: Due to COVID-19 response, EDD is delayed in generating the data sets responsive to this request. Therefore, as of 11/9/2020, EDD was able to retrieve only the relevant data for the 839 members of the 2018/19 Cohort that separated from the CCC between July 1st and December 31st of 2018.

Table 5. 2018/19 Cohort Separated in 2018, Employed in Both the 2nd & 4th Quarter After Leaving

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
Cohort Members Separated in 2018	281	294	120	144	839
# Employed	120	147	61	85	413
% of Subject Cohort Subset	43%	49%	51%	59%	49%





NATHANIEL PETERSON

Redding, CA

Nathaniel didn't know what type of career he wanted, until he joined the CCC. He says joining the CCC helped him develop his work ethic and learn fuel reduction in forests. Because of the CCC, he earned a position as an apprentice tree climber at Wright Tree Service in Redding. He now helps ensure the safety of the community by clearing trees from power lines.

JAIME WOOTEN

Sonora, CA

Jaime knew exactly what she wanted to do for a career – work at a state park. She is now living her dream at Angel Island State Park. She credits her training at Ukiah CCC Center for being the perfect training for her job. Jaime says the CCC helped her learn how to communicate better, trained her in useful skills like trail work and weed abatement, and taught her how to be a leader. Because of the CCC she has a job with California State Parks.



RIMESH KHANAL

Norwalk, CA

Rimesh was a Corpsmember at Norwalk Energy performing energy conservation work which included retrofitting and surveying. He says the CCC helped him become more confident, learn professionalism as well as new career paths. It was at the CCC that Rimesh learned about his current job as a medical coordinator.

DATA SET NUMBER: Six

DATA SET TITLE: Employed *and* Enrolled in School

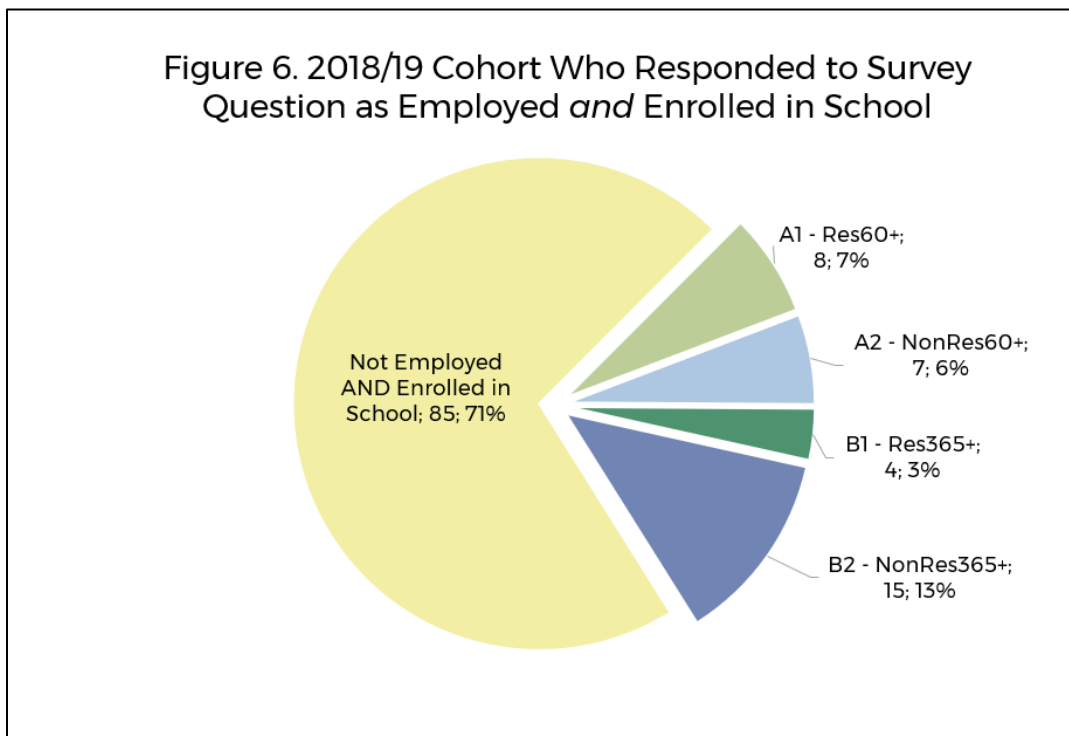
DATA SET CITATION: Public Resources Code, § 14424 (b)(5) and (d)

DATA SET DESCRIPTION: Were simultaneously employed and enrolled in a secondary, postsecondary, or apprenticeship or other vocational education program in the 12-month period following final separation from the CCC.

DATA SOURCE: Self-Reported; Survey

Table 6. 2018/19 Cohort Employed *and* Enrolled in School

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMs Responded to Survey Question*	30	37	19	33	119
# Employed & in School	8	7	4	15	34
% of Respondents	27%	19%	21%	45%	29%



Note:

- The CCC was provided with anonymized data from EDD showing that a number of former Corpsmembers in the 2018/19 Cohort were employed in the 12-month period following final separation from the CCC. The CCC was also provided with anonymized data from the CCCCCO showing that a number of former Corpsmembers were enrolled in Community Colleges in the 12-month period following final separation from the CCC. However, since this information was anonymized, the CCC is unable to combine it to determine which cohort members, if any, were both employed and enrolled in a Community College, let alone simultaneously employed and enrolled in a secondary, postsecondary, or apprenticeship or other vocational education program.
- 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 that will 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.

DATA SET NUMBER: Seven

DATA SET TITLE: Jobs from Training in the CCC

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

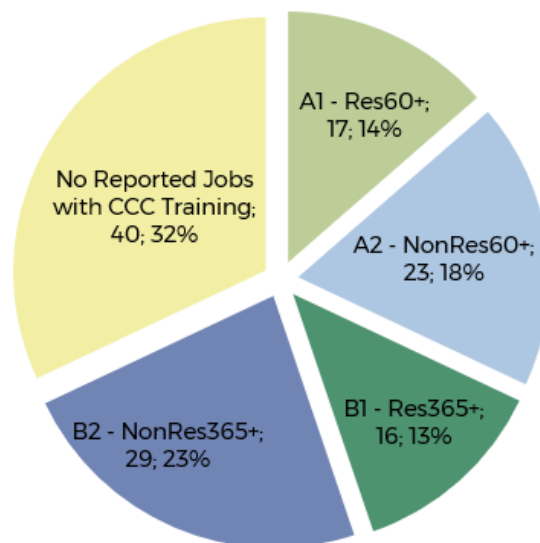
DATA SET DESCRIPTION: Obtained employment in jobs during the 12-month period following final separation from the CCC related to specialized training they received while enrolled in the CCC program.

DATA SOURCE: Self-Reported; Survey

Table 7. 2018/19 Cohort Jobs from CCC Training

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMs Responded to Survey Question	34	38	20	33	125
# Obtained Jobs from CCC Training	17	23	16	29	85
% of Respondents	50%	61%	80%	88%	68%

Figure 7. 2018/19 Cohort Who Responded to Survey Question that Obtained Jobs from CCC Training



Note:

- The survey allowed for respondents to skip questions and therefore the number of respondents to Data Set Seven is different from Data Set Six. Not all Corpsmembers who responded to the survey answered every question.



ADRIAN GARCIA

Pico Rivera, CA

Adrian Garcia knew he was interested in being an electrician, but it wasn't until he joined the California Conservation Corps that he found a way to make it happen. Adrian learned electrical skills through CCC's Norwalk Center and basic job skills at CCC Pomona. He is now working full time at as an Electrician-I with Caltrans.

NAZAR YAFIE

San Jose, CA

Nazar Yafie started at the Monterey CCC Center and decided to try out a fire crew. He transferred to the Butte Fire Center and became a crew leader. Nazar experienced firsthand the devastation of the 2018 Camp Fire and wanted to give back to California. Now, at a permanent job with CAL FIRE that he got using the skills he learned at the CCC, Nazar works hard to keep our forests and communities safe as a Forestry Technician.



DATA SET NUMBER: Eight

DATA SET TITLE: High School Diploma

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

DATA SET DESCRIPTION: Received a high school diploma or its recognized equivalent while enrolled in the CCC or during the 12-month period following final separation from the CCC.

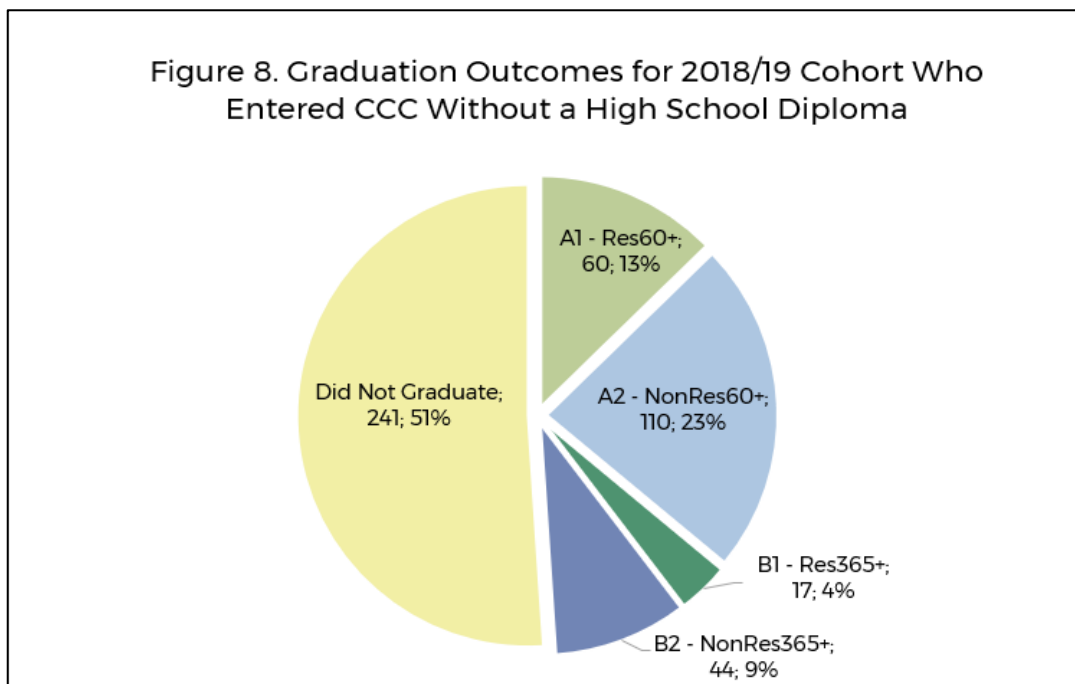
DATA SOURCE: Third-Party Generated; John Muir Charter School and Urban Corps Charter School

Table 8. 2018/19 Cohort Receiving HS Diploma

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMS in Cohort who Started CCC without HS Diploma	121	237	42	72	472
# Graduated	60	110	17	44	231
% of Cohort	50%	46%	40%	61%	49%

Note:

There are currently five (5) members of the 2018/19 Cohort who are continuing their education and working with the CCC's partner charter high school to obtain their High School Diploma. This number is not reflected in the number graduated above.





MAREO HABBOO

San Diego, CA

Mareo earned his high school diploma through Urban Corps Charter School during his time as a Corpsmember. He now works for Caltrans Santee Yard with the skills he learned at the CCC. "If you want to have a good future start with the CCC."

MARTA LOPEZ

San Bernardino, CA

Marta earned her high school diploma at John Muir Charter School during her time with the CCC. She was introduced to Caltrans and eventually become an intern through the CCC Inland Center. The networking and experience from the CCC are what helped her get the job as a Caltrans Maintenance Worker.



JASON PIPARO

Placerville, CA

At CCC's Chico Center, Jason worked his way up to crewleader through guiding newer Corpsmembers on projects. He credits that experience for developing in him the skills and confidence to succeed at his next job – safety auditor with ACRT Pacific where he manages tree crews and checks utility lines.

DATA SET NUMBER: Nine

DATA SET TITLE: Industry-Recognized Credentials

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

DATA SET DESCRIPTION: Received an industry-recognized credential while enrolled in the CCC or during the 12-month period following final separation from the CCC.

DATA SOURCE: Internal Collection; C³

Table 9. 2018/19 Cohort with Industry-Recognized Credentials

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# with IRC	502	550	227	299	1578
% of Cohort	100%	100%	100%	100%	100%

Note:

- The CCC provides First Aid/CPR 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 be able to show the breadth of certifications earned by Corpsmembers during their time in the program.
- The Navigators help teach the importance of earning industry-recognized credentials and advise Corpsmembers how to better articulate the transferrable skills gained while serving in the CCC.
- Below is a sampling of some of the Industry-recognized credentials earned by Corpsmembers in the 2018/19 Cohort:
 - First Aid & 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



STEVEN GUNTER

Lincoln, CA

Steven worked very hard at Butte Fire Center for two fire seasons with hardly any time-off. The skills and experience he learned combined with the certifications at Butte Fire Center helped him get a position at CAL FIRE in Butte County as a Fire Fighter I.

KALEB VAN DIXON

Redding, CA

Kaleb was part of the fire crew at Shasta-Cascade Center in Redding. He learned how to safely work underneath burnt trees during fuel reduction projects. His training combined with his certifications enabled him to get a position at Brad Moore Logging in Redding as a tree climber.



DATA SET NUMBER: Ten

DATA SET TITLE: College Degrees

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

DATA SET DESCRIPTION: Received an associate or bachelor's degree while enrolled in the CCC or during the 12-month period following final separation from the CCC.

DATA SOURCE: Self-Reported; Survey

Table 10. 2018/19 Cohort Who Received College Degrees

	A1 - Res60+	A2 - NonRes60+	B1 - Res365+	B2 - NonRes365+	Totals
# of CMs Responded to Survey Question	33	38	20	34	125
# Receiving Degrees	1	1	0	2	4
% of Respondents	3%	3%	0%	6%	3%

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 Associated 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.
- Navigators work to ensure Corpsmembers realize that advancing their education is challenging and essential. Navigators encourage Corpsmembers' interest in higher education by, among other things, ensuring they are exposed to Community College opportunities and are aware of, able to, and apply for the CCC Brad Duncan Scholarship and the Segal AmeriCorps Education Award.
- Equally important as the exposure to higher education opportunities and assistance with overcoming the financial challenges noted above, is the work Navigators do to ensure Corpsmembers perceive continued education as useful to their future careers and livelihood. The shift in perception is evident considering the following:

- During the two (2) years prior to the start of the Navigator Initiative, Corpsmembers had twenty-one (21) formal opportunities to garner exposure to formal secondary education opportunities.
- Since the start of the Navigator Initiative, Corpsmembers have had one-hundred and forty-one (141) formal opportunities to garner exposure to formal secondary education opportunities. *(Data captured from formal surveys done in partnership with the California Community College Chancellor's Office).*
- 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.
- The CCC added a data element in C³ to capture college degrees earned in CCC for future reporting.
- Additional data sharing agreements are being developed with the UC and CSU systems to garner additional data for future reports.

VI. Next Steps

The CCC has identified several focus areas to improve the overall effectiveness of the transition process for Corpsmembers, specifically:

- Addressing barriers to data collection – the CCC will:
 - Establish additional partnerships to obtain further metric data.
 - University of California (enrollment and degrees)
 - California State University System (enrollment and degrees)
 - Refine self-reporting survey questions to address dual enrollment/employment or apprenticeship data reporting.
 - Do a dedicated study of the seemingly low numbers of former Corpsmembers entering apprenticeship programs and, based on the results of that study, develop partnerships with apprenticeship programs to strengthen the Corpsmember-to-Apprenticeships pathways.
 - Expand C³ data fields to capture additional employment/education enrollment placements.
- Expanding the development of *Career Pathways Job Profiles* – 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.
- Expanding resources and services to assist Corpsmember transitions – the CCC will:
 - Strengthen and reinforce life skills curriculum; such as:
 - Financial literacy and budgeting.
 - Renting an apartment.
 - Purchasing a vehicle.
 - Conflict resolution.
 - Communication.
 - Relationships.
 - Research and share additional resources 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.

VII. Conclusion

As required by its operating statutes, 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. The Transition Navigator funding has provided additional resources and support that has directly contributed to Corpsmembers becoming better prepared for education and employment upon separation of the CCC program. As a result of the legislative mandate and pilot initiative, the CCC has increased career and education coaching and developed stronger career pathways for its Corpsmembers. In turn, this has allowed the CCC to build an improved (and improving) system to reliably measure and promote Corpsmember success. As the initiative matures, the CCC expects to capture increasingly detailed data that shows a continual improvement in the quality of its program and in the outcomes of its Corpsmembers.

VIII. Appendices

Appendix A: The Transition Navigator Initiative Challenges on a Pathway to Success

During the creation and development of the Navigator Initiative, the CCC discovered and/or addressed, a number of issues, including but not limited to:

1. The CCC lacked a method for accurately capturing data about Corpsmember accomplishments both 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. Creating 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 for the implementation of processes and systems 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 for 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.
4. The Career Pathways program that the CCC had previously developed was more a concept than a statewide employment strategy. Working with the Navigators, seven (7) pathways based on the work and activities CCC Corpsmembers engage in during the program were identified:
 - a. Public Lands - Federal
 - b. Public Lands - State/Local
 - c. Firefighting
 - d. Energy Conservation

- e. Culinary
- f. Public Service
- g. Further Education

Beyond identifying the pathways, Navigators now actively engage potential employers to develop specific job profiles. These profiles include minimum qualifications for each job along with 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. The limited-term status of Navigator positions, due to the nature of the pilot initiative, has impeded retention of experienced Navigator staff to assist Corpsmembers with their transition planning. Consistent Navigators, having built trust with the Corpsmembers, is an essential factor in the success of a initiative like this. Of the original 14 Navigators hired into their positions, 7 have left and 3 are considering leaving to obtain permanent positions elsewhere. Making these positions permanent is expected to increase Navigator retention as well as the level of service these important positions provide to Corpsmembers.



MONTELL MINER

Chico, CA

Montell left the CCC in December 2018 – six months before his center's Navigator was hired. However, the Navigator checked in with this former Corpsmember and helped Montell update his resume, get interview skill coaching, and attend a CCC career fair where Montell met a CAL FIRE hiring captain. Montell was then hired as a Fire Fighter I with CAL FIRE.

NICOLE DECKER

Redding, CA

Nicole Decker took the leadership and guidance she received in the CCC and is paying it forward. She is now a crew leader with the Colorado Fourteeners Initiative. Her CCC Shasta Cascade Center experiences of trail building, disaster support, saw work, and community service prepared her for this exciting new chapter leading youth and volunteers.



Appendix B: Explanation of CADCARS System and Transition to C³/C³ History

The California Conservation Corps (CCC) was created in 1976. At that time, to the extent any Corpsmember data was collected, it was done so using paper processes. In 1986, the CCC launched its CCC Automated Data Collection and Reporting System (CADCARS). CADCARS was designed with the primary functions of:

- Tracking all CCC projects and contracts, including revenue estimates and invoices.
- Managing Corpsmember personnel information, including onboarding activities, benefits, timekeeping, and leave balances.
- Tracking a limited number of Corpsmember development activities, including education and training accomplishments.

However, CADCARS was still dependent on, and beset by all the challenges associated with, paper-based data collection processes (i.e., data not being inputted at all, timely, correctly or consistently). Moreover, CADCARS was written in the discontinued Clipper programming language, utilized soon to be obsolete Advantage databases, and was built using 16 BIT architecture that quickly hampered its performance and made it incompatible with newer technologies. As a result, the CCC began developing multiple ad hoc complementary databases in a variety of software systems. Those decentralized databases were often inconsistently maintained at field sites and were modified by field staff. As the CCC's physical infrastructure fluctuated and its programs expanded, contracted, and changed, its Corpsmember data tracking systems became increasingly unreliable.

In 2012, a business problem analysis recommended the replacement of CADCARS and re-engineering of the CCC's core business processes to streamline manual processes and eliminate multiple redundant databases, spreadsheets and paper forms. The CCC subsequently developed the C³ System Feasibility Study Report (FSR) in 2013. The C³ FSR proposed to design, procure and implement a browser-based, zero client solution utilizing Software as a Service to replace CADCARS and provide improved automation to support CCC program business operations.

C³ Project implementation occurred on January 31, 2017. The launch revealed multiple aspects of the C³ System that needed to be revised. Moreover, during its development, the proposed Corpsmember Development (CMD) module was descoped. Therefore, even after the CCC launched C³, it was still capturing CMD data in unsupported and site-specific ACCESS database files. Over the next twelve months, the CCC worked to update the C³ System so it could retire the ACCESS database and eliminate numerous paper-based products. This effort concluded shortly after the CCC hired its first Transition Navigator.

As additional Transition Navigators were brought on board, the CCC recognized the need for, and implemented, an expansion of the C³ System's ability to capture more data elements related to Corpsmembers' needs, progress, and outcomes. The CCC continues to improve the C³ System's functionality, particularly in relation to the data elements sought by Public Resources Code § 14424.

Appendix C: Achieving PRC § 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, such as attaining a high school diploma or earning an advanced degree, even more daunting. 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 PRC § 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. Some of the most common barriers that Corpsmembers face are:

- Limited academic backgrounds.
- Poor program participation.
- Little or no financial literacy.
- No driver's license or reliable transportation.
- Low technical aptitude.
- Homelessness.
- Food insecurity.
- Challenging home lives.
- 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-involved youth.
- 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 degrees has in measuring outcomes one-year post-CCC Program completion.

Appendix D: Data-Sharing Agreements/Partnerships Established

During this process, the CCC set out to collect data from three varied sets of information sources as no one set provided a full representation of the information the State Legislature sought. The three sources of information are defined below:

1. Internal Collection: Data concerning Corpsmembers generated by CCC staff and data entered into and derived from the CCC's computer system of record.
2. Self-Reported: Data derived directly from current and former Corpsmembers. This data is generated from surveys sent to Corpsmembers.⁹
3. Third-Party Generated: Data provided by third-party partners (for example, the California Employment Development Department, the California Community College Chancellor's Office, and the California Department of Industrial Relations, Division of Apprenticeship Standards).

To help create the data content of this report, the CCC began working on data sharing agreements/partnerships with key agencies (or their designee). Partnerships were expanded or established with the following entities:

1. Employment Development Department (EDD).
2. California Community Colleges Chancellor's Office (CCCCO).
3. Department of Industrial Relations (DIR), Division of Apprenticeship Standards (DAS).
4. California Department of Education (CDE) working with Comprehensive Adult Student Assessment Systems (CASAS).
5. John Muir Charter School (JMCS).
6. Urban Corps Charter School (UCCS).

Upon confirmation of data needed and agreement with each entity, the CCC and its partners established the following timeline for the production of the data needed for this report:

⁹ Prior to COVID, a small sampling of survey recipients received phone call follow-ups from CCC staff. The results of those phone calls were intended to be used to clarify or augment survey responses. The CCC hopes to restore this process in 2021.

1. By or before July 1, of each year – the parties meet and confer and identify/confirm the exact data elements the CCC will be seeking for the report;
2. By or before August 1, of each year – the CCC provides each entity (via secured encrypted delivery) its closed data sets for the identified Cohort;
3. By or before September 15, of each year – the entity delivers the results of data element matches to the CCC;
4. By or before December 31, each year – the CCC submits the report as mandated by PRC §§ 14420 et seq.
5. By or before January 31, of each year (starting with the year 2021) – the parties meet to discuss and agree upon the deadlines associated with the PRC §§ 14420 et seq. mandated report due for that year.

It is important to note that the COVID-19 pandemic, the exempt and excluded pay plan (effective July 1, 2020) which includes two day-per month Personal Leave Program (PLP) days, and emergencies across the State of California have caused some delays in partners and the CCC compiling the necessary data for the full complement of information in this inaugural report.