



Workforce Investment Act Title I



Annual Report

Program Year 2004-05

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Chapter 1

Introduction

In July 2000, California implemented the federal Workforce Investment Act (WIA) of 1998, which superseded the Job Training Partnership Act and its related programs. The California Workforce Investment Board (State Board) was established by Executive Order in October 1999 to assist the Governor in implementing and continuously improving the State's workforce investment system. The Labor and Workforce Development Agency (Agency) provides oversight for both the State Board and the Employment Development Department (EDD) and their respective policy and administrative roles. The State Board produces an annual report on WIA activity for each program year (PY) of operation. This report covers PY 2004-05, the fifth year of WIA implementation, and like previous reports, provides information on State workforce initiatives, Local Workforce Investment Board (Local Board) successes, and program outcomes in terms of cost and performance.

Background

The 2004-05 program year was a watershed period for California's workforce investment system. In this fifth year of implementation, with California's original Five-Year Plan set to expire June 30, 2005, a number of factors converged to redirect and reinvigorate the State Board and, therefore, the system itself. Key among these developments were:

- New national direction, emerging from ongoing federal reauthorization discussions, for the states' workforce investment systems;
- Governor Arnold Schwarzenegger's efforts to comprehensively review the efficiency and effectiveness of State government, including its boards and commissions;
- The State Board's efforts to incorporate the Governor's workforce investment priorities into its own structure;
- The first two interim reports in California's comprehensive evaluation of WIA implementation; and

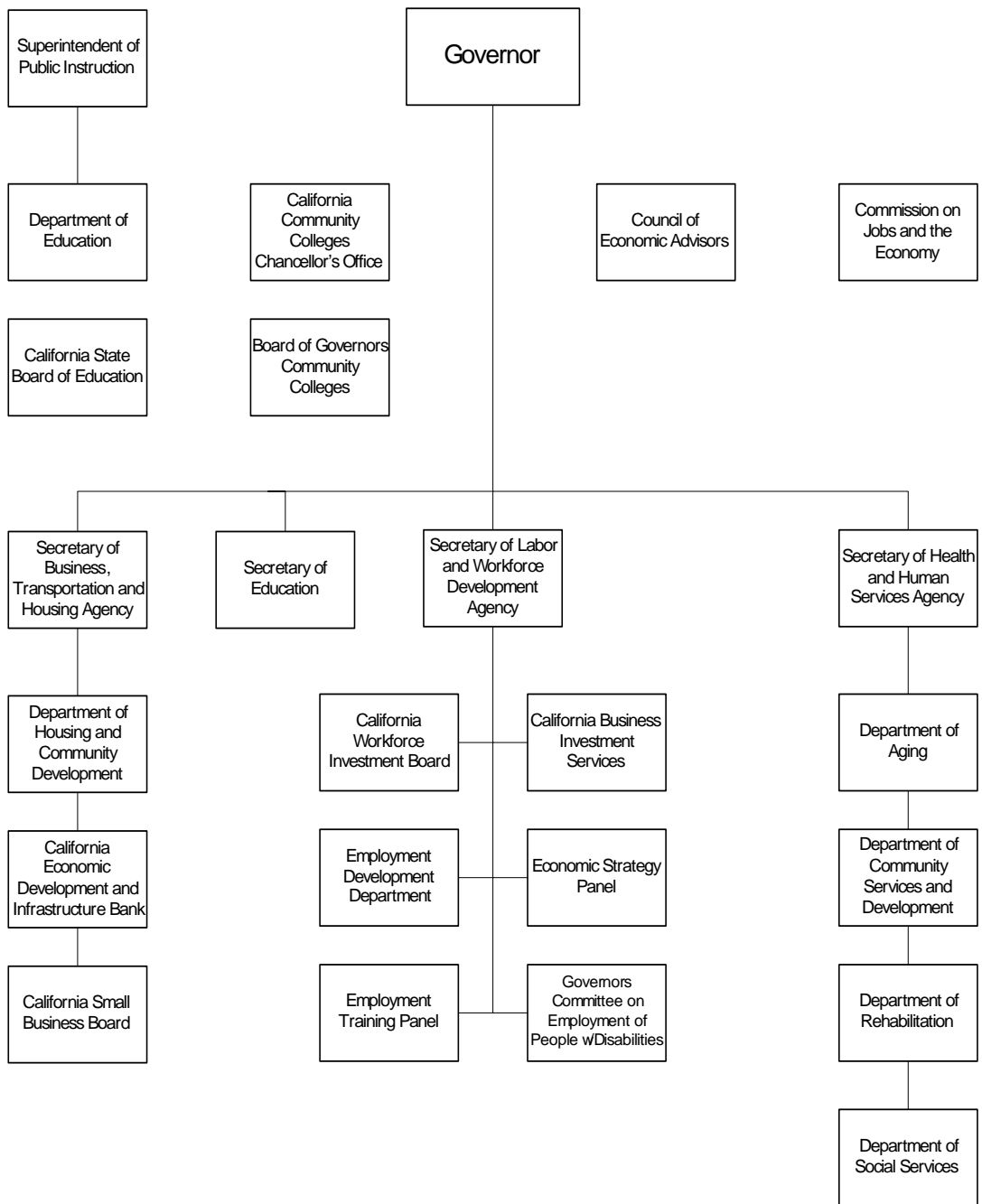
- The requirement that the State Board develop and submit a new Strategic Two-Year Plan for developing a demand-driven workforce system in California.

The Agency and the State Board responded materially and positively to these factors and took steps to address challenges, such as a full membership, with the State Board itself; forge new and stronger partnerships for planning and improving the workforce system; build a new vision and direction for workforce investment in support of economic development; and develop and complete a WIA Strategic Two-Year Plan that would not only successfully address federal requirements, but provide a strategic policy framework for system leadership. Many of the State

and local activities and successes during PY 2004-05 underscore this new framework as presented in California's Strategic Two-Year Plan, available at www.calwia.org. These activities reflect the continuing refinement of the system and its evolution as a contributor to the growth, health, and prosperity of California's economy, communities, and citizens.

Following is an organization chart that reflects California's State-level governance of the workforce system.

It should be noted, finally, that the performance data tables for the 50 Local Areas are available on the State Board website at www.calwia.org.



Local Workforce Investment Areas

California is divided, for the purpose of delivering workforce investment services, into 50 Local Workforce Investment Areas (Local Area).

California's Local Areas range in size from single units of local government (cities and counties) to large consortia of cities and counties. Each Local Area supports a Local Board that is comprised of representatives of business, industry, organized labor, education, and other key partners in the local workforce and economic development community.

Local Boards oversee the workforce investment and One-Stop service delivery systems in their respective Local Areas, and receive 85 percent of the federal WIA allocations that California receives for serving both adults and youth.

California's 50 Local Areas face many challenges – some shared, others unique – arising from their economic, demographic, geographic, and political diversity. Local Boards continue to enjoy maximum flexibility and autonomy over their workforce investment systems, which naturally

results in a multitude of differences in service delivery, policy, and infrastructure among Local Areas.

The California Workforce Association (CWA), which represents all 50 Local Areas and their Local Boards, continues to be a strong partner with the State Board. Some CWA members sit on the State board and on its special committees, and other CWA members actively engage in meetings and workgroups. This partnership was especially evident during the development of California's Strategic Two-Year Plan and the new policy agenda and structure the State Board will use in implementing the plan.

The CWA and the Local Areas and Local Boards they represent are key collaborators with the State Board in California's locally driven system. A sampling of successes realized through this collaboration are identified in Chapters 3, 4, and 5 of this report.

Annual Report Content and Structure

This year's report is comprised of six chapters, beginning with this

introduction and concluding with a chapter on program performance, which presents statewide tables of PY 2004-05 performance data. Following this introduction, Chapter 2 presents a general overview of the State Board and its direction and successes for PY 2004-05. The next three chapters each present local stories of promising practices and successes that relate to one of the three workforce investment priorities introduced by the Governor and adopted by the State Board near the close of PY 2003-04. Performance data tables for the 50 Local Areas are provided in the Appendix. The full report, including the Appendix is available at www.calwia.org.

Chapter 2

The California Workforce Investment Board

As the Governor's advisory body for workforce policy, the State Board plays an important role in guiding and continuously improving the workforce system. As supported by numerous studies, workforce programs help develop and maintain a trained and skilled workforce, which is one of the chief requirements cited by business and industry for sustained economic growth. Workforce programs also assist California youth in moving from school to careers, welfare recipients in moving from public assistance to independence, persons with disabilities in moving from dependence to self-sufficiency, laid-off workers in returning to comparable or better jobs, and businesses in coping with changing markets and periodic downturns in the economy.

New Directions

As described in last year's Annual Report, Governor Schwarzenegger took two actions during PY 2003-04 that

would have a profound influence on both the State Board and California's workforce system during PY 2004-05. The first of these was to order a review of State government, with an eye towards improving intergovernmental relations and achieving administrative efficiencies that could result in expanded services to the citizens of California.

The second was to provide the State Board and the workforce system with three priorities for the investment of statewide workforce funds. These priorities, identified through ongoing economic and labor market analysis performed by the Governor's Economic Strategy Panel and the California Regional Economies Project (CREP), both accessible at www.labor.ca.gov, and the EDD's Labor Market Information Division (LMID), accessible at www.labormarketinfo.edd.ca.gov, include:

- Identifying and serving high-wage, high-skill growth industries;
- Serving populations with barriers to entering and advancing in employment; and

- Identifying and serving business sectors and industries with statewide need.

The WIA Solicitation for Proposals (SFP)

The State Board formally adopted the three investment priorities during the PY 2004-05 period in an effort to enhance demand-driven aspects of the workforce system. They were also used as the foundation for forming three special committees, initially for the purpose of developing elements of the Strategic Two-Year Plan.

The EDD also incorporated the three investment priorities as project priorities for over \$20 million in statewide WIA funds. The EDD made these funds available, on behalf of the Governor, through a PY 2004-05 SFP to Local Boards and community-based organizations for innovative workforce projects.

The SFPs generated a strong demand for these targeted investments and resulted in a multitude of exceptional proposals. Of the projects eventually awarded, five

were funded under the high-wage, high-growth priority for some \$4 million; eight were funded under the advancing workers priority for some \$4.5 million; and eighteen were funded under the industries with statewide needs priority for some \$13 million (See Attachment 1). The Governor identified the focus of this third priority as the healthcare industry in general, and the nursing shortage in particular.

Additionally the Governor made available up to \$6 million in WIA 15 Percent Discretionary funds to serve the needs of targeted veterans. The SFP application process was for the Veterans Employment-Related Assistance Program (VEAP). This program is conducted in accordance with WIA Section 168, Veterans Workforce Investment Program (VWIP) and Veterans' Priority Provisions of the "Jobs for Veterans Act," Public Law (PL) 107-288.

The SFP targets those programs that provide veteran's services and assists those programs in integrating veterans with significant barriers into meaningful employment within the labor force.

The Nurse Education Initiative

In April of 2005, Governor Schwarzenegger announced a \$90 million Nurse Education Initiative in addition to the \$13 million already awarded to local programs through statewide WIA funding. This five-year initiative targets the healthcare industry and its nursing shortage, which were identified by the Economic Strategy Panel and the CREP as presenting the most critical statewide need for skilled workers, across all nine Economic Strategy Panel regions.

The \$90 million cost of the initiative is being shared equally between the California Community Colleges, the Labor and Workforce Development Agency (Agency), and private industry and/or foundations.

“With this new initiative we are going to improve the quality of healthcare everywhere in our state. We are going to provide more classes, more teachers and more resources to expand the ranks of nurses in California.”

**Governor Arnold Schwarzenegger,
April 13, 2005**

The four goals of the initiative are to:

- Create more classroom space in nursing programs;
- Provide more clinical education opportunities;
- Reduce student attrition rates; and
- Recruit additional nursing instructors.

The Governor has also instituted numerous other activities associated with the \$90 million initiative. Of this amount, \$30 million (over five years) of the Governor’s initiative was made available for community college associate degree nursing – RN programs. On April 28, 2005 the Community Colleges Chancellor’s Office issued a request for applications for long term projects to address the shortage of registered nurses by expanding community college enrollment capacity and providing support services students need to be successful in the rigorous nursing program.

The funds available over the next five years (2005-2010) will include up to \$6 million each year from the WIA statewide funding. Additionally, for the

first year, the Chancellor's Office made available an additional \$4 million. On September 22, 2005 the Governor announced the community colleges that were approved by the California Community College's Board of Governors to be awarded by the Chancellor's Office (see Attachment 2).

Additional activities generated by the Governor's initiative include:

- Allocating \$750,000 to support the creation of regional clinical simulators;
- Establishing the foundation for a \$2.5 million loan forgiveness program for Master of Science in Nursing (MSN) and PhD nursing students;
- Allocating \$2.5 million in Employment Training Panel funding to support nurse education programs;
- Allocating \$2.85 million to expand statutory authority under the Song-Brown act to provide resources for educating nurses; and
- Allocating \$560,000 to increase enrollment slots in nursing programs in the California State University system.

A key element in the Nurse Education Initiative is support that the State Board can provide through its committee structure. The State Board will be able to identify ways to provide current and future workers with the skills that industries, including healthcare, require; develop policy that alleviates workforce labor shortages in vital business and industry sectors, including healthcare; determine how to provide better career education opportunities that prepare young people for occupations in industries with strong labor demands, including nursing; and work to ensure effective use of public and private workforce investments, including investments in nursing workforce development.

State WIA Evaluation Reports

In PY 2003-04, the State Board contracted with an independent research team from the University of California at Davis to conduct California's first State WIA evaluation. This comprehensive evaluation of the first years of WIA implementation in California is being conducted in four phases and in

conjunction with the EDD and a technical advisory group.

The first two phases of the evaluation were completed in the fall of 2004 and the spring of 2005. Two interim reports were issued:

- *Opportunities for Leadership: Stakeholder Assessments of State-Level WIA Implementation* (December, 2004)
- *Survey of Local Workforce Investment Board Executive Directors* (April, 2005)

Both reports are available through the State Board's website at www.calwia.org, and both contain various implications for California's workforce system. The *Opportunities for Leadership* report, in particular, provided impetus for both the Agency and the State Board to collaboratively explore ways the board might be more effectively structured to provide the leadership and policy necessary to continuously improve the State's workforce system. The State Board incorporated findings and recommendations from the first interim

report in the inclusive public planning process the board instituted to develop California's Strategic Two-Year Plan.

The Two-Year Plan Process

In January of 2005, the U.S. Department of Labor (DOL) issued guidance to states regarding the development and submission of new two-year plans for the WIA and the Wagner-Peyser Act. The State Board embraced this planning challenge as a perfect opportunity to engage both members and a wide range of State and local partners and stakeholders in a collaborative effort to develop a planning document that would reflect a statewide consensus on workforce goals. As a result, the State Board, at its February 2005 meeting, formed three new special committees based on the Governor's three WIA investment priorities:

- High-wage, high-growth industries;
- Advancing workers with barriers to employment; and
- Shortages in vital industries with statewide need.

The three special committees were charged with discussing and developing certain strategic elements for the new two-year plan. As such, the three special committees and the board members who joined them became integral parts of the larger inclusive planning process the board set in motion. In addition to public meetings conducted by each of the special committees, the process included a special State Board forum on the draft plan, a 30-day public comment period, special meetings with State and local partners and stakeholders, and a May 2005 meeting for final plan discussion and approval. As part of the planning process the State Board also solicited system issues and suggestions for potential WIA waivers.

California's Strategic Two-Year Plan

California's new Strategic Two-Year Plan for the WIA and Wagner-Peyser Act was approved by the Governor and submitted to the DOL at the end of May 2005. The State Board received the DOL's unconditional approval of the plan on June 29, 2005. The plan provides a new vision and policy

framework for California's workforce system, as well as four broad policy priorities:

- *Understanding and meeting the workforce needs of business and industry in order to prepare workers for 21st century jobs;*
- *Targeting limited resources to areas where they can have the greatest economic impact;*
- *Collaborating to improve California's educational system at all levels; and*
- *Ensuring the accountability of public and private workforce investments.*

The plan also includes an extensive analysis of California's economy and labor market that was prepared by the EDD's LMID, in conjunction with the Economic Strategy Panel. Their ongoing activities to understand and describe California's economy and the factors that underlie its expansion and growth provide critical information to the State Board, the Agency, and State and local workforce partners in their efforts to continuously prepare California's workers with the skills that the new economy requires.

The State's broad system of public workforce programs will prepare future and current workers for the new economy in order to create stable, reliable, higher-wage jobs that will assist in improving the quality of life for all Californians and their communities.

Vision statement, California's Strategic Two-Year Plan

In order to implement the plan, the State Board has established four new special committees, each of which will focus generally on one of the four broad policy priorities. These committees replace the three special committees that the board used during the two-year plan process, but the board's three statewide investment priorities, as described earlier, will remain important policy directions for the system. The four new committees are:

- *The Special Committee on Business and Industry;*
- *The Special Committee on Targeting Resources;*
- *The Special Committee on Lifelong Learning; and*

- *The Special Committee on Accountability in Workforce Investments.*

Each of the four special committees will establish a policy agenda for achieving its corresponding policy priority. Their agendas will include the issues, themes, and goals that emerged from the planning process, and will become the foundation of the State Board's leadership over the two years of the strategic plan.

The following three chapters of this report describe a sampling of local success stories during the PY 2004-05 period. These chapters array the local stories under the three workforce investment priorities that were adopted by the State Board in May of 2004.

Chapter 3

Growth Industries – High-Wage, High-Skill Jobs

This workforce investment priority, *developing a workforce ready, willing, and able to assume positions in sectors that are creating and maintaining high-wage, high-skill jobs*, focuses in part on how the workforce system can better serve business and industry and how that can translate into improved occupational and career opportunities for future and current workers. Following are examples of local activities during PY 2004-05 that support this priority.

Linking Education and Economic

Development (LEED):

The Sacramento Construction Workforce

Development Initiative

The State has awarded Governor's 15 Percent Discretionary funds to Linking Education and Economic Development (LEED) to implement a program designed to prepare both youth and adults for high-wage, high-skill construction occupations. LEED partnered with the Sacramento

Employment and Training Agency (SETA) in the development of the proposal and created a collaboration with Northern California Construction Training, Cosumnes River College, and the California Employer's Association to help carry out the Sacramento Construction Workforce Development Initiative.

The initiative is creating a construction training and employment network and a system to increase the number of knowledgeable and skilled workers in the construction workforce. LEED is bringing together the construction employer community and regional training programs to address the shortage of skilled labor within the region, and developing a marketing campaign to recruit youth and adults for enrollment in training options that lead to high-wage careers in the construction trades. The objective of the initiative is to narrow the workforce shortage gap and strengthen the economy as unemployed and low-income workers make significant income gains.

The consortium membership offers a wide range of expertise, including the

Sacramento-Sierra Building and Construction Trades Council, the Building Industry Association of Superior California, the Sacramento Builders' Exchange, the SETA, the Sacramento Works Career Centers, the Sacramento County Office of Education, various school districts in the region, Teichert Construction, McCarthy Construction, Granite Construction, and many other industry leaders.

This initiative is expanding and enhancing the access to construction employment opportunities for unemployed and low-income youth and adults. Program components are promoting and marketing construction careers to youth and adults, developing a pipeline into construction training opportunities and employment, and increasing the retention rate of those entering construction apprenticeship training and employment.

“This is a really exciting opportunity for the construction industry to contribute to the development of their own workforce,” stated the LEED’s Chief Executive Officer. “LEED is proud to be the intermediary organization working

together with these great partners and we are all dedicated to the enhancement of the economic prosperity of this region.”

The EDD’s LMID indicates that construction is one of the largest growing industries in the Sacramento region, with growth of more than 5,500 jobs between July 2003 and July 2004.

City College of San Francisco
Stem Cell Certificate Training Program

The City of San Francisco and the City College of San Francisco were awarded \$780,000 in Governor’s 15 Percent Discretionary funds to create a Stem Cell Certificate training program. This program is designed to provide the first technical certificate that equips students with the latest in stem cell research techniques and the scientific background and laboratory experience needed to find jobs in this emerging industry.

“This is another example of our efforts to ensure that curriculum is on the cutting edge,” said the City College Chancellor. “We can now provide students with a level of education and training required to get jobs in this rapidly growing field.”

Building on relationships with local private industry and academic institutions, including the University of California San Francisco, Gladstone Institutes, Stanford University, Geron, the Lawrence Berkeley National Laboratory, and others is a critical element of the Stem Cell Certificate program. City College provides summer research training to its instructors at stem cell research institutions throughout the Bay Area in order to ensure the highest quality of instruction in cutting-edge techniques.

City College's strong relationships with research institutions and life sciences companies is creating both internship and employment opportunities for Stem Cell Certificate recipients. The grant is funding training for at least 85 students, with priority access given to students who are in the City College programs "On-Ramp to Biotech" and "Bridge to Biotech," both of which serve students of low socioeconomic status who have traditionally been underrepresented in the sciences.

San Bernardino County Workforce Needs Survey

In March 2005, a collaborative of local partners conducted the San Bernardino County Workforce Needs Survey. The collaborative consisted of the Jobs and Employment Services Department, the County of San Bernardino, Crafton Hills College, and Chaffey College. The purpose of the survey was to interview businesses with high-demand occupations to determine:

- What skills the workforce is lacking
- What employers feel the reasons are for the gaps in their workforce
- What training requirements are not being met

The survey found that across all industries the most difficult problem was finding the right candidates for entry-level positions (39 percent of respondents). Secondly, employers reported having difficulties in finding skilled workers (27 percent). The industries having difficulty hiring qualified employees were:

- Healthcare,
- Construction,
- Transportation,
- Manufacturing, and
- Retail Trade.

Among the conclusions reached by the collaborative analyzing the survey were that:

- Businesses need additional assistance in their recruiting and screening of employees. (37 percent of businesses surveyed are interested in recruiting and screening assistance),
- There is a need for increased worker training to be conducted either at educational institutions or at the job site. (24 percent of respondents are interested in workforce training), and
- The language barriers with a large number of immigrant workers, particularly for entry-level jobs, is a significant problem.

The collaborative concluded that the survey demonstrated that if San Bernardino County is to see its employers stay and expand, there is definite need for expanded efforts to

improve the delivery of educational services to the local workforce in basic skills training, professional development, adult education, and retraining.

San Diego: Project Destination Success Stories

The San Diego Imperial Counties Labor Council (Council) was awarded Governor’s 15 Percent Discretionary funding for Project Destination, which provides a wide variety of high-wage occupational opportunities for low income or unemployed Californians. The Council partnered with key employers, labor unions, One-Stop Career Centers, community and faith-based organizations, the Heartland Foundation, the San Diego Building and Construction Trades Council, and the Vietnam Veterans of San Diego to develop programs for advancing low-income and unemployed workers into high-wage careers. This partnership has created a number of high-wage job programs that transform disadvantaged workers with barriers to employment into vibrant, consumer minded, contributing members of their

communities, with good jobs, employment benefits, and the ability to advance in their chosen careers.

The success of the project has resulted in scores of personal successes with a single common thread – economic and personal self-sufficiency for the workers and meeting the needs of employers. The graduates trained through Project Destination have matriculated into careers that sustain families, transforming them from tax expenses to tax payers. A small sample indicates the diverse backgrounds and successes of these graduates.

For example, a Somali refugee who formally worked only sporadically as a temporary worker now has a steady job as a structural ironworker. Others, unemployed when they entered the project, are now full time union pipe-fitters. Two ex-felons graduated from the program and are currently sheet metal apprentices with Sheet Metal Local 206. A former substance abuser who came to the program from a homeless shelter is also now working as a sheet metal apprentice. Finally, the very first graduate of the program, and

first placement in June 2004, has recently been promoted to a full-fledged Electrical Training Teacher.

Los Angeles: Managed Career Solutions, Inc.

Due to Los Angeles's aging population and homeland security needs, emergency medical transportation is a high-wage, high-growth, high-skill industry that is suffering a continuous shortage of licensed Emergency Medical Technicians. This shortage has implications not only for the healthcare industry but also for homeland security, since many companies are first responders in the event of a catastrophic occurrence such as a terrorist attack, fire, or earthquake.

Managed Career Solutions, Inc. was awarded Governor's 15 Percent Discretionary funds to train 220 disadvantaged young adults to become licensed Emergency Medical Technicians in order to address the shortage. The program has successfully implemented an employer-driven, high-wage, high-growth job training initiative that is providing 220 young adults, ages

18-24, with employment at a starting hourly wage of \$13.00. This program has made Los Angeles safer; promoted growth of a critically important industry; and provided disadvantaged, minority young adults with a career ladder that links directly to employment as a paramedic, firefighter, or LVN, all of which are high-wage, high-growth occupations.

Chapter 4

Advancing Workers with Barriers to Employment

This workforce investment priority, *assisting individuals with barriers to employment enter and advance in careers*, focuses on collaborating with public and private education and training providers to improve workforce-related lifelong learning and to expand training resources and services within California's communities. Following are examples of local activities during PY 2004-05 that support this priority.

Mendocino County: Youth Philanthropy Board

The Mendocino County Local Board's Youth Council formed a Youth Philanthropy Board (YPB) comprised of eight teenagers and young adults. The YPB received a start-up grant from the S.H. Cowell Foundation and funds for youth projects from the Mendocino County Department of Social Services to fund projects. The project includes recruiting youth from throughout the county to participate in grant-making

training, application design, project development, evaluation, and fundraising. The initial funding of \$1,500 allowed the group to fund three projects – a student-run coffee cart business, a digital video project about Native American culture, and an outdoor education program for teens. These community-based projects were developed by youth, for youth in Mendocino County.

In addition, the YPB is overseeing a number of existing youth projects funded by the Local Youth Council. The YPB now finds itself in the position of seeking financial support both to sustain the board and to fund additional youth projects. They hope to use donations from individuals and businesses throughout the county to fund projects left pending due to lack of funds. Aside from the important funding function of the YPB, it is important to the county because it gives youth with a vision for change a chance to actually bring change about in their communities.

Contra Costa County: Partnering to Advance Training and Hiring Workers in After school Youth Services (Pathways)

The Contra Costa County Local Board and the local community college district implemented a program developed by the California School-Age Consortium that includes private foundations, Local Boards, community colleges, and after-school employers. Known as the Pathways program, it links job training, continuing education, and work experience to WIA eligible youth and young adults ages 18-24. Youth are recruited and screened, then participate in a “bridge” program at a local community college that provides skills remediation, skills-specific training for after school work, post-secondary counseling to support their transition to post-secondary education, and work and development of an individualized education plan that will lead to a career. Participants may continue into a career pathway program at community colleges that provides support in earning degrees and/or certificates in education, social services, or other fields. The goal for these employment opportunities is to

provide a gateway job in fields that can benefit from the skills developed by working in an after school program, such as nursing or hospitality.

The Contra Costa County Local Board has enrolled 30 students into this Pathways program at two separate community colleges. A number of other counties and Local Boards, including San Francisco, San Mateo, Santa Clara, City of Los Angeles, San Diego, and Fresno have expressed interest in replicating the program.

Los Angeles City: Workforce Literacy Project

The Los Angeles City Local Board identified, as a priority, the need to raise the quality of the local labor force as one of the key factors in helping clients obtain jobs. Low levels of education and literacy prevent city residents from finding adequate employment and upgrading their skills. Los Angeles increasingly is a city where a large and growing population faces limited employment prospects due to poor training and skills. The City of Los Angeles, as a result, took the lead in an effort to increase adult literacy. Core

partners in this effort include: the mayor and council of the City of Los Angeles, the Los Angeles City Local Board, the Literacy Network of Greater Los Angeles, the Los Angeles Area Chamber of Commerce, United Way of Greater Los Angeles, the Los Angeles Community College District, the Los Angeles Unified School District, the University of Southern California, and the local public library systems. The project has three main components:

- Conduct a needs assessment report on the state of adult literacy in Los Angeles, including race, gender, age, and native language;
- Develop an action plan for Workforce Literacy in Los Angeles with assistance from business and labor leaders; and
- Market the program to local businesses and the community at large.

Los Angeles County: Occupational Therapy Training Program (OTTP)

The OTTP serves at-risk, economically disadvantaged, minority youth throughout the county. The OTTP provides young people, ages 14-21, with

the skills needed to function as successful adults. Funding for this program comes from several sources including the Los Angeles County Department of Mental Health, the County Children and Family Services Department, the Independent Living Program, and the Los Angeles County Local Board.

The Local Board, for instance, supports a drop-in Youth Center. The OTTP Youth Center offers training classes, special community outings, support groups, and leisure activities after school, in the evenings, and on the weekends. A fully equipped computer lab is available, as well as three private counseling rooms, a recreation room and two classrooms. Ultimately, the OTTP Youth Center functions as a safe haven for the youth. Youth who graduate from the OTTP 10 Week Life Skills/Work Readiness training curriculum engage in an intensive program focused on work-specific skills. The goal of the program is to provide youth with the skills they need to obtain and succeed in entry-level work in the community.

Kern, Inyo, and Mono: Navigator Program

The Kern, Inyo, Mono Local Board's One-Stop system, known locally as the Career Services Center, installed accessibility tools to assist clients with limited manual and visual ability. The Local Board used a Disability Program Navigator grant awarded for the Career Services Center staff to provide training and instruction on how to improve and coordinate service to clients with disabilities. The Employers' Training Resource, a Kern County One Stop Center, also provided internships for two Workplace Accommodation students from the San Diego State University Foundation at the request of the Kern County Mental Health Department – a One-Stop partner.

Orange County: Disability Program Navigator (DPN)

The Orange County Local Board used a DPN grant to support training of One-Stop staff about disability related topics including providing community outreach and working with clients with disabilities to obtain employment and/or understand disability benefits at each of

its One-Stop Centers. The Local Board conducted two-day, six-hour training sessions at both One-Stop Centers. The training focused on barriers to services and employment, disability law, customer service etiquette, customer inquiries, One-Stop accessibility strategies, workplace accommodations and reasonable accommodation requirements, and availability to One-Stop staff.

The Local Board also conducted training on disability benefits for all WIA caseworkers. The training explained the basics of Supplemental Security Income, Social Security Disability Insurance, the Ticket-to-Work/Plan to Achieve Self Support, Impairment Related Work Expenses, and the 250 percent Working Disabled Medi-Cal program. One of the goals of the DPN is to train WIA caseworkers on a plethora of disability benefit-related topics because it is critical to have staff understand how disability benefits interact with employment earnings for individuals with disabilities as they move into the labor force. Finally, the Local Board used some of its DPN funds to install and train staff on a variety of assistive

devices and software such as voice recognition word processing programs in the core services area of both Orange County One-Stop Centers.

Tulare County Federal and Local Partnership to Expand Services – Development of An Agribusiness Center

In early 2005, the Tulare County Local Board was invited by the DOL, Employment and Training Administration to develop a demonstration project dealing with the agricultural business sector and seasonal farm workers, many of whom theoretically want to remain in the agricultural employment arena. The Federal Inter-Agency Taskforce for the Economic Development of the Central San Joaquin Valley, established by Executive Order, has also identified seasonal farm worker needs in reports to the President.

With the technical assistance of DOL, the Tulare Local Board developed a project to serve the farmer, the seasonal farm worker, labor contractors, and counter-cyclical industries (that could provide work during crop off-seasons).

During the planning phase of this project the Tulare Local Board researched the agri-business industry looking for new ways of meeting the needs of the stakeholders, and made connections with the agricultural community at new levels of partnership. The planning process required the Tulare Local Board to assess growing industries and occupations in sectors that could absorb the off-season farm worker.

Working to add a needed dimension to the Local Board, the Tulare County Board of Supervisors appointed new representatives from the field of agriculture, including the president of the Tulare County Farm Bureau. The Farm Bureau invited the Local Board to become a sustaining member of their Board, and the Farm Bureau, in turn, became a member of the Tulare County Employment Connection One-Stop system.

It is anticipated that the project will be composed of complementary/networked elements. Working through the establishment of an Agribusiness Resource Center, the project seeks to

provide:

- Outreach to agricultural community businesses and workers;
- Employment in industries counter-cyclical to agricultural seasons;
- Career growth for the workers in the Agriculture Industry;
- Greater self-sufficiency for farm workers; and
- Replication for other areas.

The Tulare County Local Board also partnered with the agribusiness sector, seasonal farm workers, labor contractors, and counter-cyclical industries. Some of the intended direct services include:

- Increasing skills in the workforce for agricultural related jobs;
- Strengthening the collaboration and partnership with industries that are counter cyclical to a farmer's crops;
- Decreasing the dollars paid to unemployed workers during the off season through improved coordination and partnership of the Job Service and Unemployment Insurance programs through the Workforce Investment System; and

- Enhancing services to agricultural workers via outreach, information, and referral.

These services are intended to enhance the sufficiency of the agricultural worker by providing them with the skills, resources, and tools to successfully secure employment for twelve months of the year, working in a combination of agricultural work and counter industry employment. Planning goals include cross-training and counter-industry skill sets that build a bridge to greater employability. The comprehensive array of services and resources will be provided in an easily accessible, safe, and supportive atmosphere.

The Local Board has projected outcomes that go beyond the traditional agricultural program goals and objectives. A summary of the anticipated outcomes includes:

- Establishment of an Agribusiness Resource Center;
- Counter industry identification, assessment, and recruitment;
- Information dissemination and marketing of the project to farmers

- Fostering of partnerships and collaboration;
- Job assessments and skills analysis;
- Outreach;
- Assessment of growing industries and occupations;
- Skills analysis of the agricultural jobs and counter industry jobs; and
- Skill building and job placement (in counter industry positions).

The DOL provided encouragement and technical assistance that was invaluable to the development of this project. The project is a direct result of the DOL's dedication in producing projects and the tools that are replicable and beneficial nationally. They guided the Local Board in crafting a demonstration project that perfectly fits the needs of the agricultural industry.

Chapter 5

Serving Industries with Statewide Shortages

This workforce investment priority, *increasing occupational skill training for vital industries in which significant worker shortages exist or are likely to exist in the future*, focuses in part on preparing workers for both available and future job opportunities and on using workforce resources in ways that will best support economic growth in the State. Following are examples of local activities during PY 2004-05 that support this priority.

The City of Long Beach Local Board: Construction Apprenticeship Pathways (CAP) Program

The Long Beach Local Board targeted construction as a vital industry with worker shortages and, using the Governor's 15 Percent Discretionary funding, brought together two partner organizations (the Long Beach City College and Women In Non-traditional Employment Roles) to meet specific employment needs within that industry.

The CAP program will prepare 250 young "at-risk" adults (18-24 years old) for employment in the City of Long Beach as construction worker apprentices. This training supports the need for new construction workers to fill an expected job growth of 17 percent by 2008.

Port of Oakland – Oakland Local Board: Collaborative Apprenticeship Project

Targeting the construction industry in general, and the Port of Oakland's need for trained construction workers in particular, the Oakland Local Board formed a collaborative apprenticeship project to increase opportunities for local residents to receive training in the building trades and to obtain employment with Port of Oakland construction projects. The Bay Area Construction Sector Intervention Collaborative and the Port's Employment Resources Development Program operate the program and provide services. The initiative matches qualified job seekers with employment opportunities outside the building trades or in a non-construction capacity with Port tenants. The One-Stop system

assesses potential candidates to identify qualifications at intake, assists applicants in overcoming barriers to employment, and refers clients to pre-apprenticeship programs.

Nearly 75 percent of all applicants come to the Collaborative in need of services to overcome employment barriers before they can begin actual pre-apprenticeship work. Recent results show 53 job placements, 37 of which were with unionized building trades, all with full benefits, and an average wage of nearly \$20 per hour.

Los Angeles County Local Board: Local Industry Cluster Study

The City of Paramount, which is within Los Angeles County, wanted to better understand the industry clusters that made up the base industries for their city so that they could better target their limited resources. The city worked with the Los Angeles County Local Board and the EDD's LMID to identify the three largest industries measured by employment and their associated industry clusters. This project resulted in products and knowledge for the city that included a match of occupational

skills in the target clusters with other industries using the same skills. This analysis included the knowledge and abilities needed for the occupations identified, the ability to identify occupations offering higher wages and better working conditions, and the types of training needed. To date, this has been one of the most successful projects in which the Los Angeles County Local Board/City of Paramount partnership has engaged. It enabled the city planning and economic development teams to better understand their business and economic base. The project also allowed the city to develop relationships with industry leaders based on data driven knowledge.

North Bay Employment Connection: Registered Nurse Regional Training Collaborative

A partnership of the Marin, Napa, Solano, and Sonoma Local Boards, known as the "North Bay Employment Connection" (NBEC), administers a Nursing regional training collaborative. The project provides individualized case management services, financial support and other supportive services to assist a planned 250 students in obtaining

licenses as Registered Nurses (RN), Licensed Vocational Nurses (LVN), and Psychiatric Technicians. The program focuses on the retention of nursing students, primarily in community colleges, who were identified as at risk of not completing the program because of personal, familial, financial, and/or academic challenges. The program provides additional support to prepare and pass the necessary licensing exams. The NBEC partnership has produced 265 licensed nursing professionals. Participating colleges also reported significant declines in attrition rates, such as 48 percent down to 13 percent, in their RN programs since the program began.

The success of this project extends beyond reaching the goal for new licensed nursing professionals. The project was the predicate for an on-going collaboration between the NBEC, healthcare employers, the community colleges, and other stakeholders to cooperate and solve problems on a regional basis. The area's Hospital Councils formed special workforce task forces which meet monthly to discuss opportunities and challenges in the area

of building the "pipeline" of healthcare professionals. The efforts of this collaboration included a successful application for additional discretionary funding to continue building staff capacity in the region's healthcare industry.

The Riverside Local Board: Healthcare Education and Workforce Preparation Partnership

The Riverside County Local Board, the Riverside County Economic Development Agency, and the Riverside Community College, in consultation with regional employers, developed a proposal for an H-1B Technical Skills Training grant for a Healthcare Education and Workforce Preparation Partnership. This education and training project prepares workers for a broad range of occupations along a nursing career ladder ranging from Certified Nursing Assistants (CNA) to Bachelor of Science-prepared RNs. The grant application stemmed from an estimate of the future regional workforce need for 2,400 nurses. The partner hospitals – Parkview Community Hospital, Riverside County Regional Medical Center, Riverside Community Hospital,

Corona Regional Medical Center, Kaiser Permanente La Sierra Medical Center, and Loma Linda University Medical Center – conducted recruitment for all levels of the career ladder. Through the grant, students competed for slots in a variety of programs that ranged from pre-requisite classes to entrance into nursing and baccalaureate programs.

In addition to healthcare worker training, a major outcome of the partnership was the formation of the Riverside County Health Sciences Industry Council (RCHSIC), an association that articulated a need for content and performance-based skill standards. RCHSIC developed a subgrant with the Desert Consortia to validate healthcare industry skill standards originally developed by West Ed and validated at the national level. The standards provide a clearly defined set of expectations and curriculum development tools for healthcare workers from entry level to highly skilled positions as defined by local business needs.

Tulare-Kern LVN-RN Bridge program

The shortage of nurses is greater in rural and high poverty areas – such as Tulare and Kern counties, than it is in other areas of the State. The Governor’s Nurse Education Initiative is assisting these areas in responding to this shortage.

The Tulare County Local Board, in collaboration with Kern County’s Employer’s Training Resource Department, and area hospitals and community colleges, is successfully operating such a nurse-training program. The project design offers career upgrading to incumbent healthcare workers as well as career opportunities to college students pursuing positions in the health profession.

A unique program feature is that incumbent LVN’s have an opportunity to upgrade to RN positions. Bridge participant employers provide training time and a reduced hour work shift, but participants receive their regular full-time paycheck. Many of these employers also offer their facilities as training sites for externship/practicum. The project has trained 19 psychiatric

technicians and 26 LVNs, with average earnings increases for incumbent trainees of 53 percent, and 350 percent for those specifically entering as psychiatric technicians.

Chapter 6

Putting Californians Back to Work (Program Performance)

As provided in Chapter 2, regarding “New Directions”, among the Governor’s initial actions to influence California’s workforce development system was to examine, in part, administrative efficiencies. The primary objective of this effort is to expand the workforce development system’s capacity to serve the State’s workforce. California’s WIA program continues to perform in accordance with Federal standards and experience funding reductions. Due to these two factors, administrative efficiency will be increasingly vital to California’s WIA program’s ability to be responsive to California’s industries and workforce.

Verdugo Workforce Investment Board

Local Boards, such as the Verdugo Local Board, are responding to the Governor’s direction to minimize administrative cost and increase training services. The Verdugo Local Board has

given the direction to increase the training budget and the following actions took place to accomplish this goal:

- The Local Board took an internal look at operations at the administrative level, to see if any additional funds could be put into programs, and then developed a strategy to accomplish this redirection of resources. As part of the strategy, the local administration assessed their own rents (and available real estate space) and overhead, which resulted in relocating to a One-Stop center that had available space.
- In order to diversify resources, they reactivated a non-profit 501 C-3 corporation status and aggressively sought non-WIA funds. This strategy resulted in the successful acquisition of a grant from the City of Glendale called LIFERAP, which offsets the participant’s rent while they are in training. This grant to serve the underemployed is for \$1.7 million over a three period.
- The Local Board also received increased funding from the Governor’s 15 Percent Discretionary

funds and the competitive component of the Rapid Response funding. Their success in acquiring funding through these competitive processes was due to a strategic focus on regional industry sectors and developing relationships with these sectors, and the development of plans that focus as much of the funds as possible into training, which entails very little overhead, and covering as much of the other cost through their formula allocations.

- The Local Board decreased costs of subcontractors' overhead by analyzing the cost of doing business and assuring that they are utilizing other non-WIA resources to offset their operations. They also re-designed their competitive grant process to ensure that when funding decisions are made, both the cost per enrollment and leveraged funds are considered.
- For the Individual Training Accounts (ITA), One-Stop operators now co-enroll customers in related programs and seek training providers, such as community colleges, who can maximize other resources like Pell grants. This strategy has increased

the number of customers using ITAs by 84 percent and brought the ITA cost down from approximately \$6,000 per enrollment to just around \$1,500.

The Local Board's efforts have resulted in an overall increase in their training budget. Their budget went from \$722, 979 in PY 2004-05, to a projected \$1,338,235 in PY 2005-06 – a 46 percent increase in training dollars.

Program Performance

California's WIA program continues to assist adults and youth, particularly those with barriers to employment, enter and return to work and improve their employability. During PY 2004 the Local Boards, utilizing their WIA allocated funding and Governor's 15 Percent Discretionary funds, provided intensive staff assistance to 114,000 clients. This is about a 16 percent decrease over last year, due to reductions in federal program funding levels. Local One-Stop staff found employment for over 34,000 unemployed workers, and assisted more than 3,000 young people obtain their high school diplomas or

education equivalents, with the percent of those achieving their high school diplomas increasing slightly from 62 percent to 63 percent.

Compared to the DOL's expectations, California achieved 13 of 15 performance goals. The State did not meet its goals for replacement of Dislocated Worker wages or attainment of employment related credentials for Adult program clients. California's WIA program outcomes for PY 2004-05 are presented in Tables A to M.

Despite continuing reductions in federal funding, local programs continue to serve individuals with barriers to employment. As presented in Table 1, compared to the national average for PY 2003 (the most recent national data available), California served a higher percentage of older workers, workers that had exhausted their unemployment insurance benefits, economically disadvantaged, and people with limited English skills. Also, a large percentage of the total Youth served were receiving assistance through the California Work Opportunity and Responsibility to Kids (CalWORKs) program and more than

three-quarters of these clients were basic skills deficient.

The majority of adult Californians receiving services re-entered employment without additional training. Only about 30 percent of Adult program clients required training services, compared to 48 percent nationally. Among Dislocated Workers, about 40 percent receive training compared to over 50 percent nationally. Conversely, a higher than average share of California's Older Youth clients received training services, about eight percent versus three percent nationally.

Are we getting people jobs?

As shown in Table 2, California has been successful in obtaining employment for seven out of ten Adult program clients and eight out of ten Dislocated Workers served. In both of these program areas, California's performance is only slightly below the national Government Performance and Results Act (GPRA) goals of 75 percent and 82 percent, respectively. Among Older Youth, California is placing 72

percent of clients and exceeding the national GPRA standard of 68 percent. The State's job placement services for special populations are not far behind the performance for the total population, 74 percent among veterans, 65 percent among individuals with disabilities, and 67 percent for older workers.

Are clients retaining employment?

Among those clients placed in jobs, over 80 percent are still employed six months later. Among Dislocated Workers, who traditionally have a strong attachment to the labor market, the retention rates are almost 90 percent. Again, California's performance is in line with the national expectations for job retention, 85 percent for the Adult program and 91 percent for the Dislocated Worker program.

Are we improving people's wages?

Along with the improving economic environment, California was very successful in meeting the DOL's goal for improving wages among the Adult client group. Adult program clients increased their wages an average of \$4,235 for the six-month period after services

compared to earnings prior to entering the program. Replacing the wages for Dislocated Workers continues to be a greater challenge. The pre- to post-program wage replacement for Dislocated Workers improved from 81 percent last program year to 86 percent this year.

As shown in Table 2, a review of average hourly wages one year after program participation clearly demonstrates that the economic self-sufficiency of our clients is improving. Average hourly wages for California's WIA clients consistently increases 12 months after program participation compared to hourly wages at job placement. For PY 2004, Adult and Dislocated Workers showed an increase of over \$2.00 per hour or \$4,000 per year for full-time workers. Older youth experienced an increase of about \$1.50 per hour or an additional \$3,000 per year for full-time workers. Across all client groups the 12-month wage increase was at least 20 percent. As noted in the table, these average hourly wages assume that all individuals are working full-time – an assumption likely to understate these results. Also, this

explains why the Older Youth starting average hourly wage calculates to below the minimum wage.

Are we meeting our client's expectations? (Measures of Customer Satisfaction)

California is committed to the continuous improvement of the services provided to WIA customers. Toward this end, California had four separate customer satisfaction studies in effect this year. Both job seekers and employers were surveyed statewide. Also, studies were completed for job seekers and employers at the local level. The results of all four efforts indicate that job seekers and employers are satisfied with the services they received.

The statewide study, based on the American Customer Satisfaction Index methodology, showed job seeker satisfaction with services at 73.4 and employer satisfaction with services received at 69.9. The State goal was a satisfaction index of 75 for both client groups. Although there have been improvements, these outcomes are based on a lower than desired response rate, 35

percent for job seekers and 29 percent for employers. Table 2 provides a four-year look at the State's customer satisfaction index.

Understanding that often the most accurate measurement of customer satisfaction is determined at the time of service, the State developed its own customer satisfaction measurement instrument and methodology for local WIA programs. Job seeker customer satisfaction information was collected from Local Areas based on the following guidelines:

- Responses were collected through telephone interviews;
- Evaluation was done based on job seekers that left the WIA program between January 2004 and December 2004; and
- Job seekers were asked to rate their overall satisfaction with the services they received on a scale of 1-10 (1 = "very dissatisfied" and 10 = "very satisfied").

The local employer services study included those employers who received a substantial service between January 2004 and December 2004. Employers

were asked the same questions as job seekers regarding overall satisfaction with the services they received. This survey was completed through the mail. Table 3 presents the local customer satisfaction results. Because some Local Areas had small numbers of respondents, results are combined into regions. The score reported is the average of all the responses for that region.

Statewide Tables

TABLE 1. DEMOGRAPHICS FOR ENROLLED CLIENTS IN THE WIA PROGRAM (excludes Governor's Discretionary Grants)

	California				National Average
	2004-05		2003-04		2003-04
	Number	% of Total	Number	% of Total	% of Total
Adults					
Total Clients Served	26,698		29,865		
Female	15,367	58%	16,751	56%	56%
Male	11,331	42%	13,114	44%	44%
Older Workers (>= 55)	2,250	8%	2,380	8%	6%
Veterans	1,610	6%	2,115	7%	7%
High School Dropout	4,194	16%	4,925	16%	16%
Unemployment Insurance (UI) Exhaustee	1,594	6%	1,726	6%	4%
Disabled	1,755	7%	2,003	7%	6%
Limited English	2,531	9%	2,798	9%	4%
Receiving Training Services	8,424	32%	10,396	35%	48%
CalWORKs	2,543	10%	2,993	10%	6%
Dislocated Workers					
Total Clients Served	18,382		22,215		
Female	10,164	55%	11,692	53%	50%
Male	8,218	45%	10,523	47%	50%
Older Workers (>= 55)	2,679	15%	2,941	13%	11%
Veterans	1,374	7%	1,737	8%	10%
High School Dropout	2,451	13%	2,969	13%	10%
UI Exhaustee	1,887	10%	1,687	8%	5%
Disabled	764	4%	993	4%	4%
Limited English	2,178	12%	2,462	11%	5%
Receiving Intensive Services	14,924	81%	18,604	84%	32%
Receiving Training Services	6,265	34%	8,055	36%	54%

Older Youth					
Total Clients Served	7,494		6,945		
Female	4,298	57%	3,910	56%	60%
Male	3,196	43%	3,035	44%	40%
Veterans	17	0%	19	0%	0%
High School Dropout	2,275	30%	2,187	31%	39%
Disabled	607	8%	619	9%	10%
Limited English	257	3%	277	4%	4%
Receiving Training Services	575	8%	558	8%	3%
CalWORKS / TANF	1,114	15%	1,077	16%	12%
Single Parent	1,405	19%	1,353	19%	23%
Basic Literacy Skills Deficient	5,583	75%	5,162	74%	56%
Low Income	7,328	98%	6,704	97%	92%
Pregnant/Parenting youth	1,965	26%	1,874	27%	31%
Younger Youth					
Total Clients Served	21,433		23,900		
Female	11,475	54%	12,564	53%	51%
Male	9,958	46%	11,336	47%	49%
High School Dropout	2,352	11%	2,215	9%	15%
Disabled	3,170	15%	3,555	15%	18%
Limited English	1,013	5%	1,377	6%	9%
CalWORKS	5,701	27%	6,784	28%	11%
Basic Literacy Skills Deficient	17,575	82%	19,648	82%	66%
Low Income	20,868	97%	23,183	97%	92%
Pregnant/Parenting youth	1,232	6%	1,236	5%	6%
Offender	1,851	9%	2,159	9%	8%

TABLE 2. CALIFORNIA PERFORMANCE TRENDS

Do our clients get jobs?				
	2004	2003	2002	2001
% of Adult clients who got jobs	72.3%	72.1%	73.2%	76.7%
Total Number	17189	20721	21012	10044
% of Dislocated Worker clients who got Jobs	80.2%	80.1%	82.8%	82.6%
Total Number	14692	16362	13717	7068
% of Older Youth clients who got jobs	72.4%	71.5%	70.9%	70.6%
Total Number	2572	2484	1935	1013
% on Public Assistance who got jobs	61.3%	63.8%	63.1%	70.6%
Total Number	2264	2977	2843	1653
% of Veterans who got jobs	74.1%	72.9%	73.9%	76.3%
Total Number	3450	4068	4120	2166
% of Disabled who got jobs	64.7%	65.4%	68.6%	74.3%
Total Number	2338	2707	2928	1814
% of Older Individuals who got jobs	67.1%	68.8%	69.7%	72.6%
Total Number	3065	3459	2831	1679
What is their average hourly starting wage? ^{1/}				
	2004	2003	2002	2001
The average starting wage of Adult clients	\$9.35	\$8.81	\$9.01	\$8.67
The average starting wage of Dislocated Worker clients	\$13.55	\$12.65	\$13.19	\$13.06
The average starting wage of Older Youth clients	\$5.70	\$5.47	\$5.58	\$5.22
Do our clients remain employed 6 months after getting jobs?				
	2004	2003	2002	2001
% of Adult clients who remained employed	83.7%	82.7%	80.8%	81.9%
Total Number	21103	22101	20036	9205
% of Dislocated Worker clients who remained employed	89.4%	88.3%	87.9%	88.1%
Total Number	14217	14439	12061	6229
% of Older Youth clients who remained employed	79.8%	78.3%	80.4%	79.2%
Total Number	2306	2049	1688	859
% on Public Assistance who remained employed	80.2%	76.8%	73.2%	83.2%
Total Number	2565	2806	2532	2709
% of Veterans who remained employed	79.0%	80.7%	80.6%	79.7%
Total Number	3363	3591	3531	1818
% of Disabled who remained employed	78.4%	81.2%	78.7%	81.3%
Total Number	2534	2464	2535	1579
% of Older Individuals who remained employed	83.3%	83.5%	82.0%	82.7%
Total Number	3003	3041	2489	1438

What is their average hourly wage one year after exiting the WIA program?^{/1}				
	2004	2003	2002	2001
Adult average hourly wage one year after exit	\$11.50	\$11.22	\$10.68	\$10.33
Dislocated Worker average hourly wage one year after exit	\$16.23	\$15.54	\$15.34	\$15.11
Older Youth average hourly wage one year after exit	\$7.28	\$7.52	\$7.52	\$5.30
Are we helping our Younger Youth (14 - 18) clients?				
	2004	2003	2002	2001
% of clients who attained their diploma or GED	63.2%	61.5%	64.1%	52.9%
Total Number	3471	4969	5710	3668
% on Public Assistance who attained diploma or GED	63.6%	59.6%	60.9%	50.0%
Total Number	1046	1598	1859	1119
% Disabled who attained diploma or GED	66.2%	70.3%	70.8%	54.1%
Total Number	518	913	1058	699
% Out-of-School who attained diploma or GED	31.4%	25.2%	30.5%	25.7%
Total Number	222	238	293	195
Customer Satisfaction - How satisfied are our clients?^{/2}				
	2004	2003	2002	2001
Satisfaction rating for employers who received services	69.9	67.9	73.2	78.8
Satisfaction rating for job seekers who received services	73.4	74.6	76.1	79.5
^{/1} Based on the average wage per employed client working full-time 172 hours per month				
^{/2} Scores are based on the American Customer Satisfaction Index (ACSI), which is a 0 - 100 scale. The average Department of Labor goal over 5 years was 69.6				
Source: Employment Development Department; Job Training Automation System, August 15, 2005				

TABLE 3. REGIONAL CUSTOMER SATISFACTION

REGION	JOB SEEKERS	EMPLOYERS
Humboldt, Mendocino, Northern Rural Training & Employment Consortium	8.2	8.6
Golden Sierra, North Central Counties, Sacramento, Yolo	7.6	8.3
Marin, Napa, Solano, Sonoma	8.4	7.5
Alameda, Contra Costa, Oakland, Richmond, San Francisco, San Mateo	8.2	6.8
Monterey, North Valley Job Training Consortium, San Benito, San Jose, Santa Cruz	8.1	5.8
Fresno, Kern/Inyo/Mono, Kings, Madera, Merced, Mother Lode, San Joaquin, Stanislaus, Tulare, Imperial	7.9	8.0
Santa Barbara, San Luis Obispo, Ventura	8.2	No results
Carson/Lomita/Torrance, Foothill, Long Beach, LA City, LA County, South Bay, Southeast LA County, Verdugo	7.9	7.5
Anaheim, Orange, Riverside, Santa Ana, San Bernardino City, San Bernardino County, San Diego	8.2	7.3

**Table A
Customer Satisfaction Results**

Customer Satisfaction	Negotiated Performance Level	Actual Performance ACSI	Number of Customers Surveyed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Program Participants	75	73.4	553	112042	1599	35%
Employers	75	69.9	503	336648	1730	29%

Table B - Adult Program Results At-A-Glance

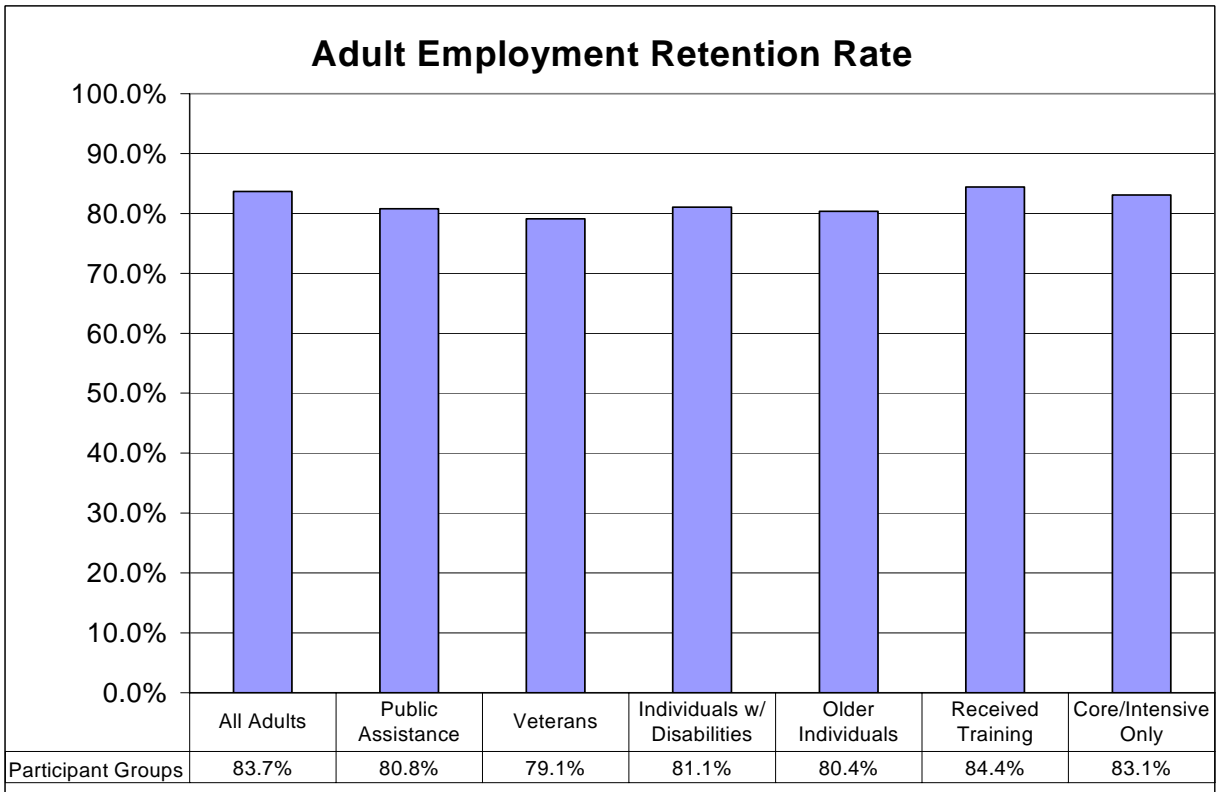
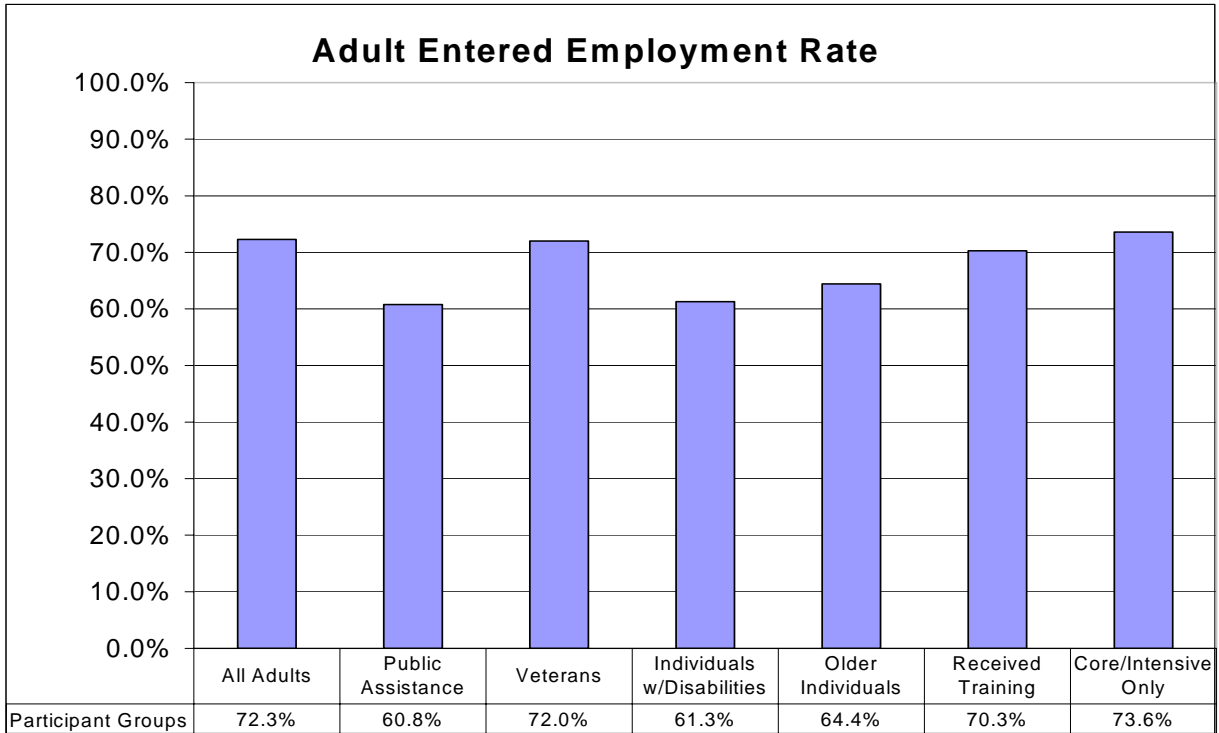
	Negotiated Performance Level	Actual Performance Level	numerator denominator
Entered Employment Rate	72.0%	72.3%	17,189
			23,776
Employment Retention Rate	82.0%	83.7%	21,103
			25,220
Earnings Change in Six Months	\$3,450	\$4,235	\$102,627,401
			24,234
Employment And Credential Rate	55.0%	49.8%	5,873
			11,800

Table C - Outcomes for Adult Special Populations

	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	60.8%	1,813	72.0%	2,275	61.3%	1,434	64.4%	1367
		2,982		3,160		2,339		2,122
Employment Retention Rate	80.8%	2,148	79.1%	2,183	81.1%	1,685	80.4%	1511
		2,659		2,760		2,079		1880
Earnings Change in Six Months	\$4,703	\$11,960,579	\$3,484	\$9,027,558	\$4,329	\$8,605,903	\$2,738	\$4,825,062
		2,543		2,591		1,988		1762
Employment And Credential Rate	43.2%	699	41.5%	838	26.6%	333	39.6%	354
		1,618		2,019		1,254		894

Table D - Other Outcome Information for the Adult Program

	Individuals Who Received Training Services		Individuals Who Received Only Core & Intensive Services	
Entered Employment Rate	70.3%	6,569	73.6%	10,620
		9,348		14,428
Employment Retention Rate	84.4%	9,672	83.1%	11,431
		11,460		13,760
Earnings Change in Six Months	\$4,584	\$49,997,310	\$3,949	\$52,630,091
		10,906		13,328
Employment And Credential Rate	49.8%	5,873		
		11,800		



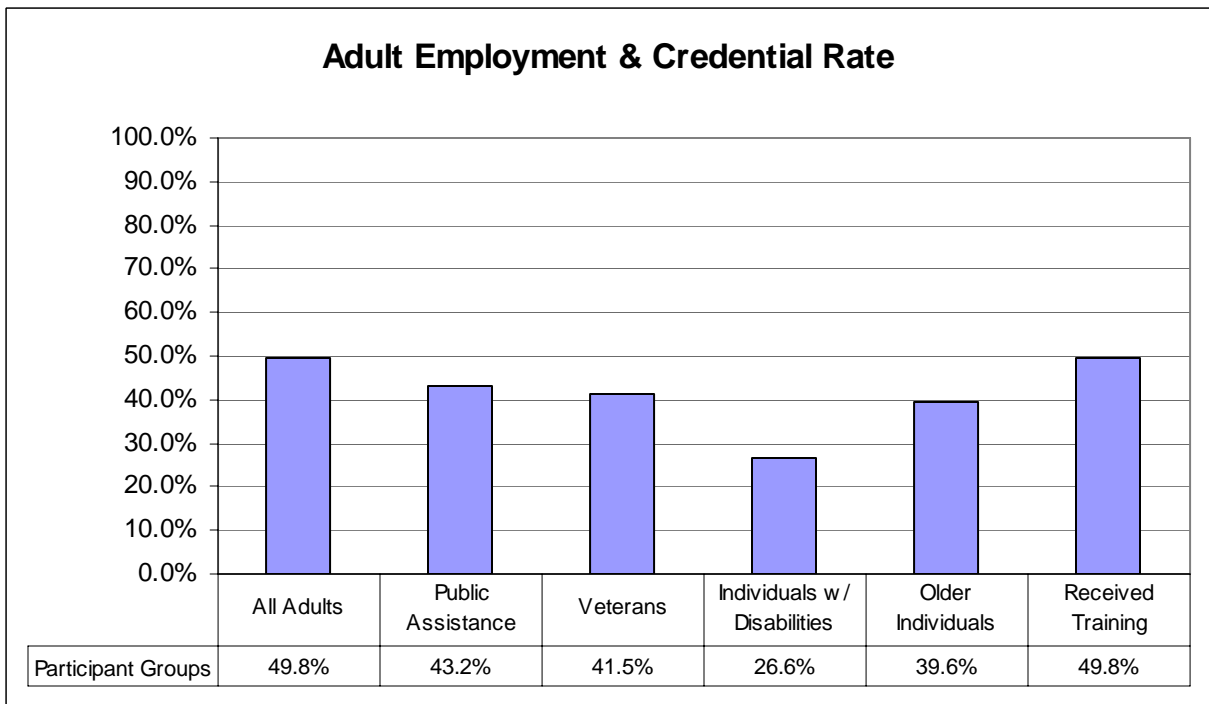
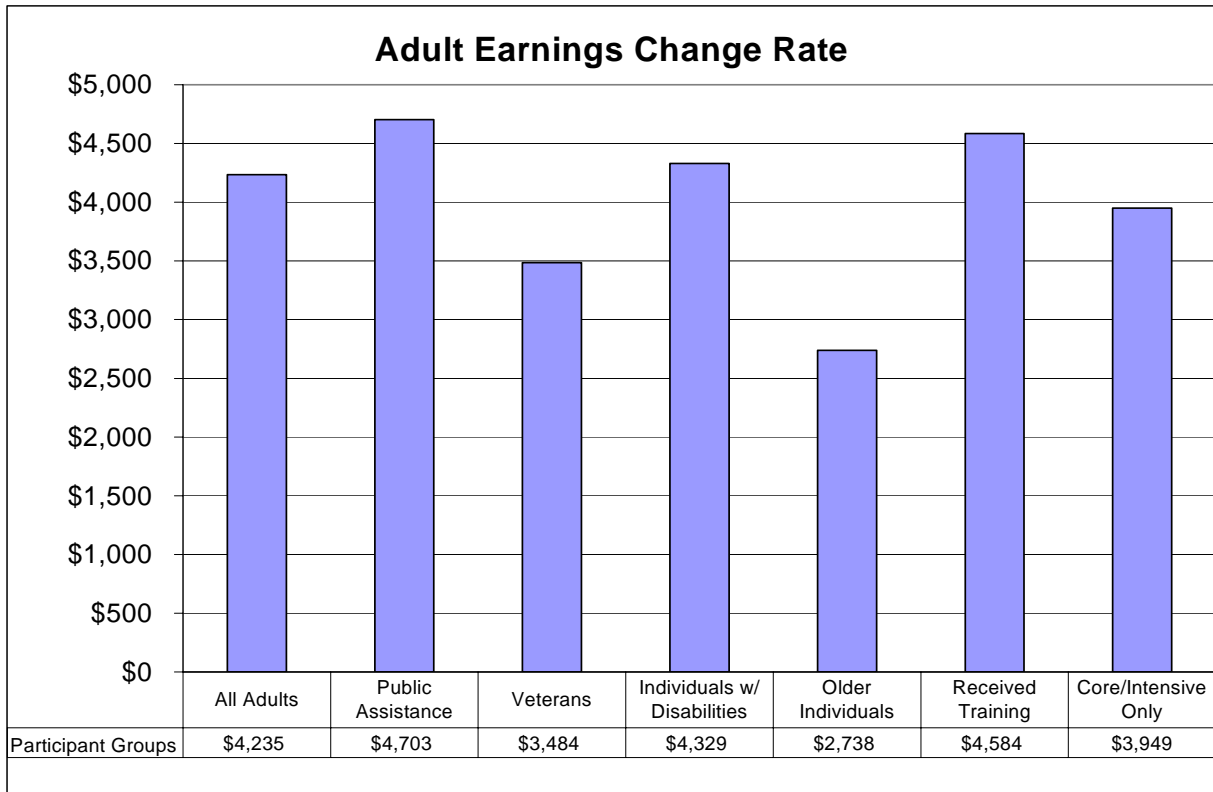
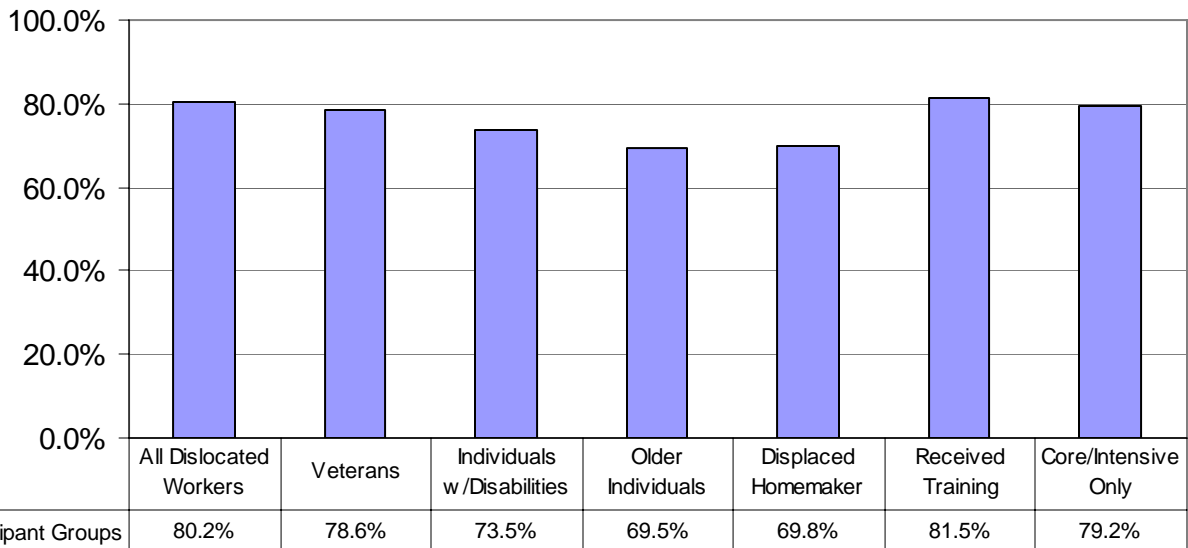


Table E - Dislocated Worker Program Results At-A-Glance			
	Negotiated Performance Level	Actual Performance Level	numerator denominator
Entered Employment Rate	79.5%	80.2%	14,692
			18,320
Employment Retention Rate	88.0%	89.4%	14,217
			15,912
Earnings Replacement in Six Months	96.0%	86.0%	\$205,158,770
			\$238,703,138
Employment and Credential Rate	58.0%	65.9%	5,642
			8,557

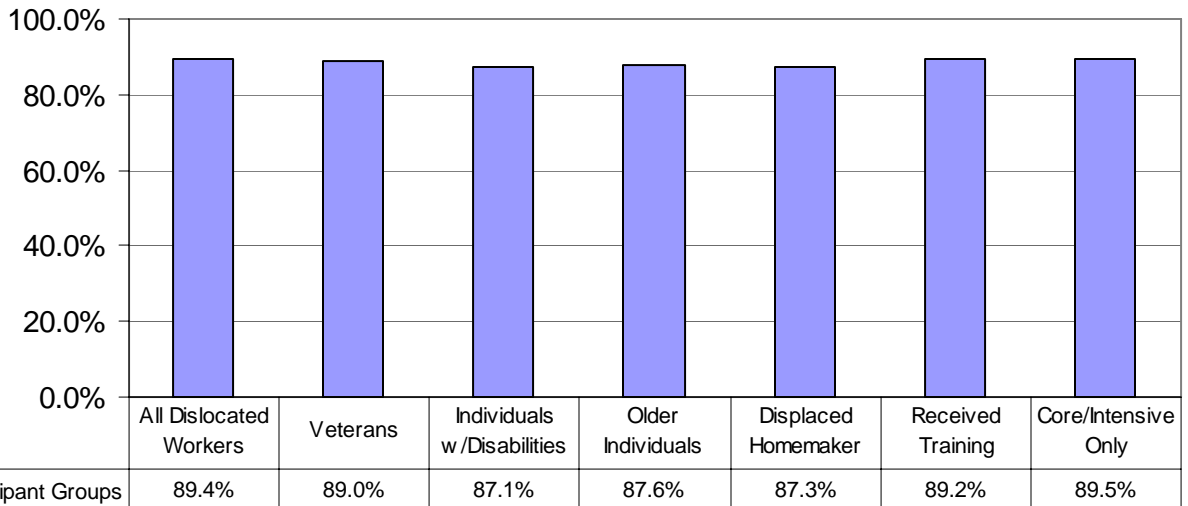
Table F - Outcomes for Dislocated Worker Special Populations								
	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	78.6%	1,168	73.5%	697	69.5%	1,698	69.8%	120
		1,487		948		2,444		172
Employment Retention Rate	89.0%	1,221	87.1%	673	87.6%	1,492	87.3%	151
		1,372		773		1,703		173
Earnings Replacement Rate	79.2%	\$19,244,944	88.6%	\$8,093,917	70.2%	\$20,436,956	366.1%	\$1,491,793
		\$24,289,977		\$9,135,516		\$29,126,214		\$407,519
Employment and Credential Rate	65.2%	452	46.3%	238	59.7%	500	62.6%	62
		693		514		838		99

Table G - Other Outcome Information for the Dislocated Worker Program				
	Individuals Who Received Training Services		Individuals Who Received Only Core & Intensive Services	
Entered Employment Rate	81.5%	6,667	79.2%	8,025
		8,183		10,137
Employment Retention Rate	89.2%	6,620	89.5%	7,597
		7,425		8,487
Earnings Replacement Rate	84.4%	\$88,459,961	87.2%	\$116,698,809
		\$104,816,922		\$133,886,216
Employment and Credential Rate	65.9%	5,642		
		8,557		

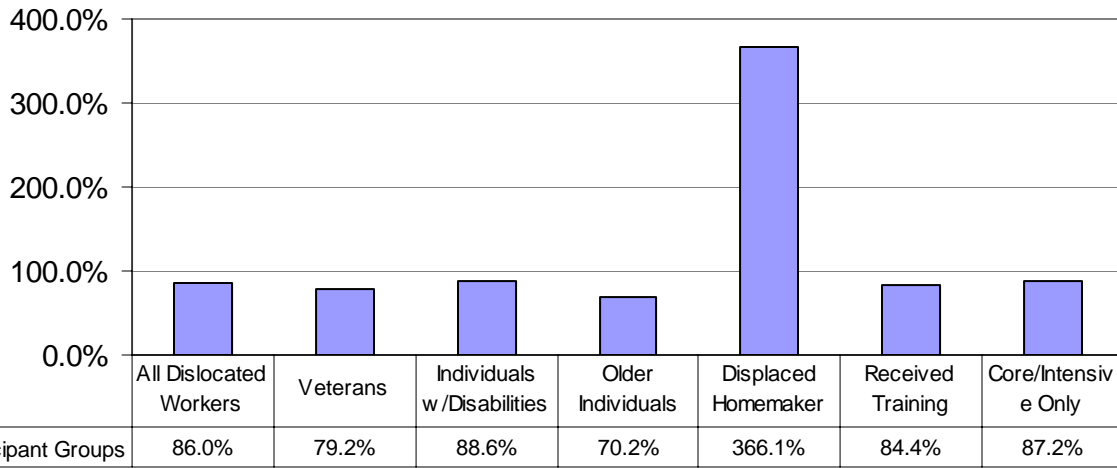
Dislocated Worker Entered Employment Rate



Dislocated Worker Employment Retention Rate



Dislocated Worker Earnings Replacement Rate



Dislocated Worker Employment & Credential Rate

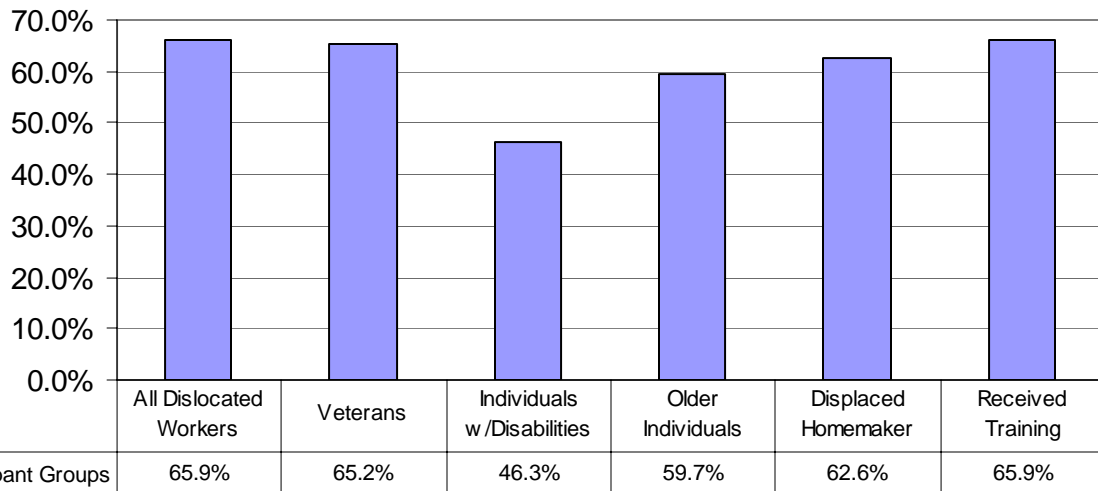


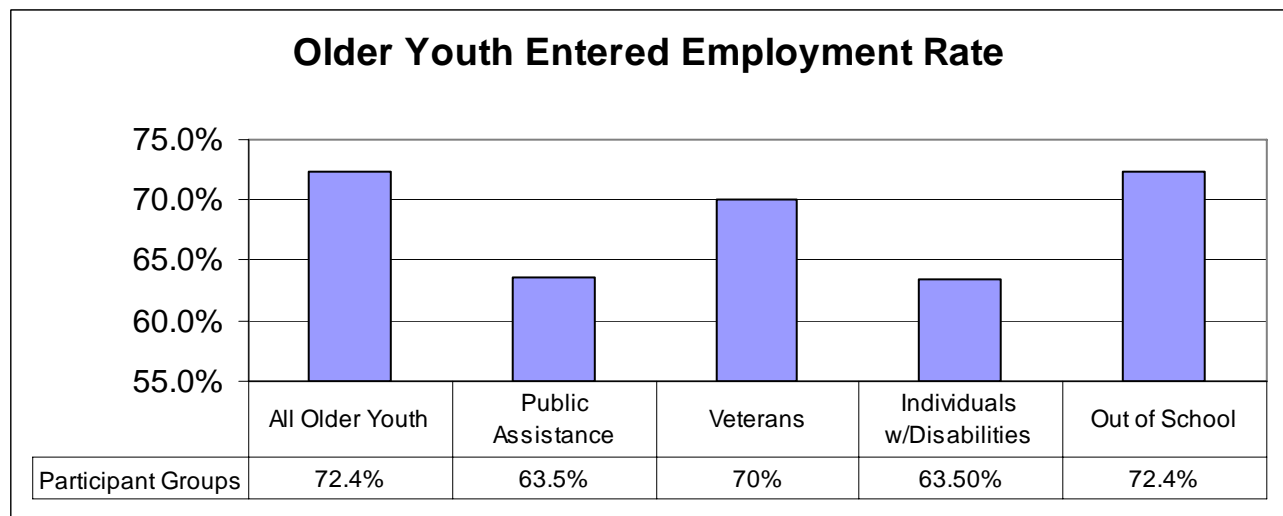
Table H - Older Youth Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	numerator denominator
Entered Employment Rate	67.0%	72.4%	2,572 3,551
Employment Retention Rate	78.0%	79.8%	2,306 2,891
Earnings Change in Six Months	\$3,000	\$3,748	\$9,898,601 2,641
Employment and Credential Rate	30.0%	39.0%	1,645 4,222

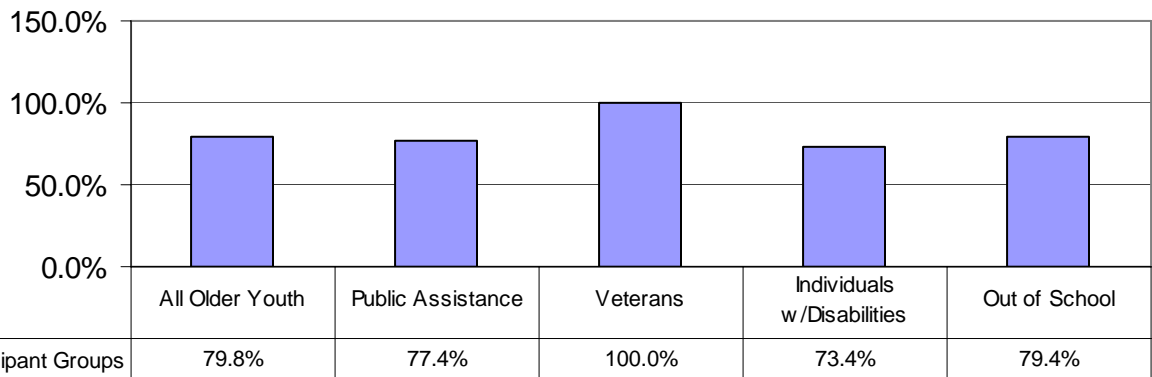
Table I - Outcomes for Older Youth Special Populations

	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	63.5%	451 710	70%	7 10	63.50%	207 326	72.4%	2,273 3,139
Employment Retention Rate	77.4%	417 539	100.0%	12 12	73.4%	152 207	79.4%	2007 2527
Earnings Change in Six Months	\$4,049	\$2,044,795 505	\$1,727	\$18,995 11	\$3,215	\$607,626 189	\$3,703	\$8,550,515 2309
Credential Rate	37.8%	312 826	30.8%	4 13	36.1%	145 402	39.2%	1458 3,717

Older Youth Entered Employment Rate



Older Youth Employment Retention Rate



Older Youth Earnings Change Rate

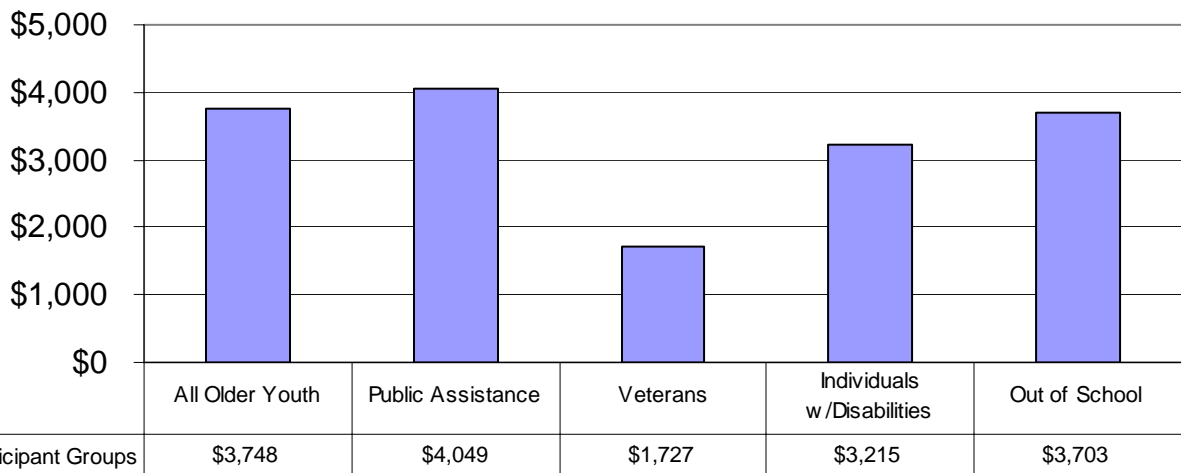


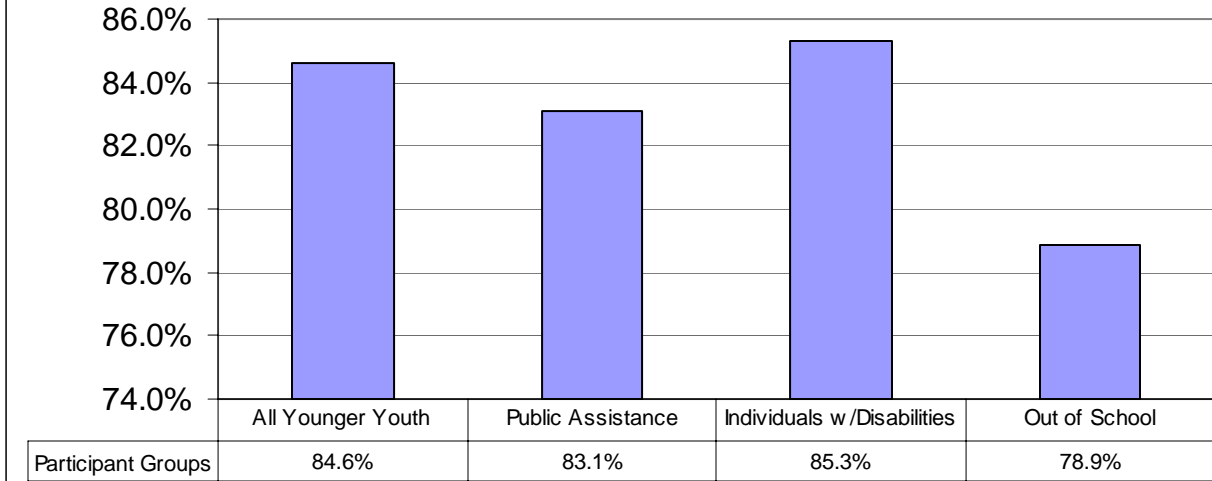
Table J - Younger Youth Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	numerator denominator
Skill Attainment Rate	76.5%	84.6%	21,824
			25,792
Diploma or Equivalent Rate	55.5%	63.2%	3,471
			5,494
Retention Rate	53.0%	62.0%	5,882
			9,493

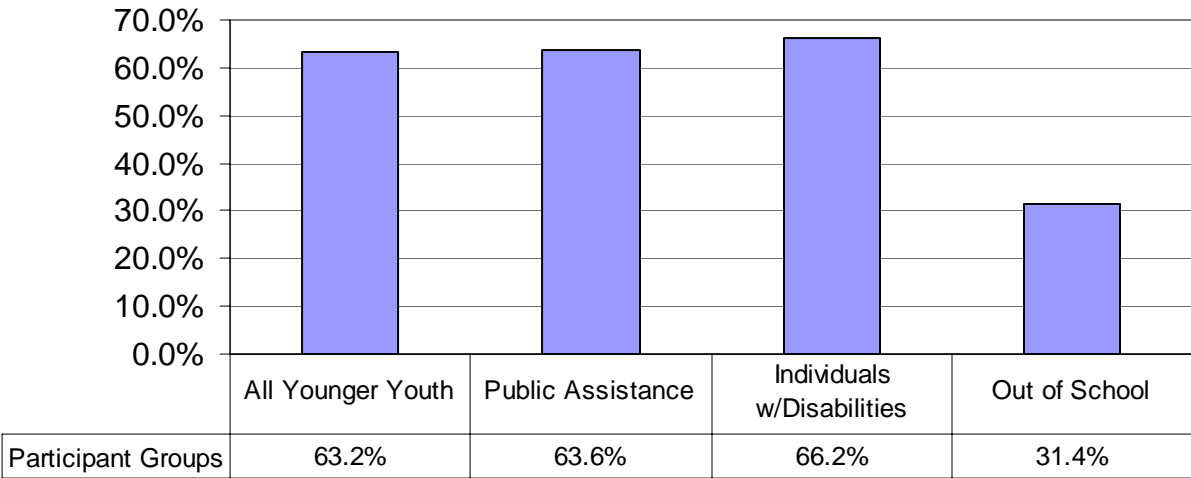
Table K - Outcomes for Younger Youth Special Populations

	Public Assistance Recipients	Individuals with Disabilities	Out-of-School Youth	
Skill Attainment Rate	83.1%	85.3%	78.9%	
	$\frac{6,803}{8,188}$	$\frac{3,204}{3,755}$	$\frac{2,742}{3,476}$	
Diploma or Equivalent Rate	63.6%	66.2%	31.4%	
	$\frac{1,046}{1,646}$	$\frac{518}{783}$	$\frac{222}{706}$	
Retention Rate	58.9%	60.0%	60.0%	
	$\frac{1,793}{3,046}$	$\frac{877}{1,461}$	$\frac{1,244}{2,072}$	

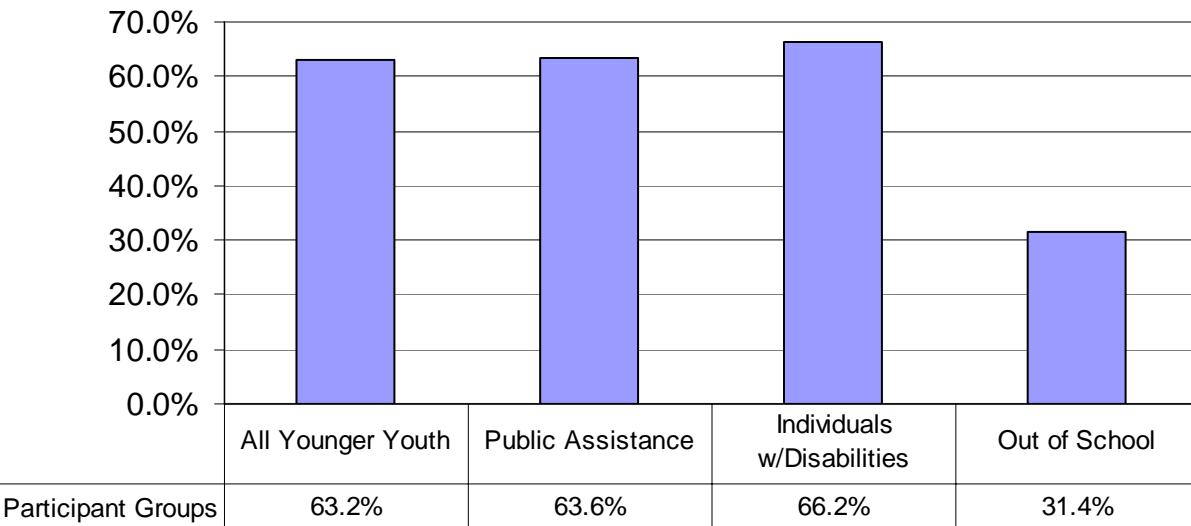
Younger Youth Skill Attainment Rate



Younger Youth Retention Rate



Younger Youth Diploma Rate



Other Information

Table L - Other Reported Information										
	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) Or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment	Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services		
	Adults	75.3%	20,145 26,750	\$3,590		\$91,826,458 25,576	2.8%	475 17,086	\$4,825	\$80,284,525 16,639
Dislocated Workers	81.2%	13,428 16,541	90.6%	\$224,917,792 \$248,344,608	2.0%	248 12,440	\$6,994	\$99,732,174 14,259	36.5%	4,537 12,440
Older Youth	73.2%	2,028 2,769	\$4,157	\$10,309,672 2,480	2.1%	46 2,169	\$2,940	\$7,180,412 2,442		

Table M - Participation Levels		
	Total Participants Served	Total Exiters
Adults	53,031	31,682
Dislocated Workers	30,466	18,683
Older Youth	7,680	4,279
Younger Youth	22,531	12,933

WIA Federal Allocations to California for PY 2004-2005

Program Activity	Total Federal Spending		
Local Adults	\$111,843,634		
Local Dislocated Workers	\$90,282,082		
Local Youth	\$118,541,923		
Rapid Response	\$40,548,718		
Statewide Required Activities	\$1,562,466		
Statewide Allowable Activities	Program Activity Description	Removing Barriers	\$18,463,911
		Statewide Need	\$12,387,481
		Growth Industries	\$625,102
		Miscellaneous	\$18,405,439
Total of All Federal Spending		\$412,660,756	

**Governor's Discretionary Fund
Solicitation for Proposals Awards**

In November 2004, the Employment Development Department in coordination with the State Board announced the availability of WIA funds through a Solicitation for Proposals. The following tables identify the organizations and award amounts for the three funding priorities adopted by the State Board. Additionally, the last table displays the awardees for the Veterans Program.

Funding Priority: Growth Industries – High Wage, High Skill Job Training –

On March 22, 2005, grants were awarded to five organizations as outlined below under the Governor's Funding Category Growth Industries – High Wage, High Skill Job Training.

Awardees	WIA 15 Percent Amount	Wagner Peyser Amount	Award Amount
City College of San Francisco (p.13)	\$779,067	\$0	\$779,067
Linking Education and Economic Development of Sacramento (LEED) (p.12)	\$720,000	\$80,000	\$800,000
Long Beach City College (p.25)	\$721,844	\$77,792	\$799,636
Managed Career Solutions, Inc (p.16)	\$684,000	\$76,000	\$760,000
San Diego Imperial Counties Labor Council Training (p.15)	\$700,000	\$100,000	\$800,000
TOTAL	\$3,604,911	\$333,792	\$3,938,703

Note: Page numbers are provided to reference local stories included in the main document.

Funding Priority: Removing Barriers for Special Needs Populations

On March 22, 2005, grants were awarded to eight organizations as outlined below under the Governor’s Funding Category Removing Barriers for Special Needs Populations.

Awardees	WIA 15 Percent Amount	Wagner Peysen Amount	Award Amount
Central Valley Opportunity Center	\$106,500	\$54,790	\$161,290
Chrysalis	\$249,444	\$150,556	\$400,000
Farmworker Institute for Education & Leadership Development	\$328,000	\$72,000	\$400,000
Fresno County Economic Opportunities Commission	\$668,682	\$131,318	\$800,000
Jewish Vocational Service San Francisco	\$732,530	\$67,470	\$800,000
Lao Family Community Development, Incorporated	\$720,000	\$80,000	\$800,000
Positive Resource Center	\$312,227	\$10,500	\$322,727
Santa Ana City	\$720,000	\$80,000	\$800,000
TOTAL	\$3,837,383	\$646,634	\$4,484,017

Funding Priority: Industries with a Statewide Need – Nurses and Other Health Related Industries

On March 18, 2005, grants were awarded to 18 organizations as outlined below under the Governor’s Funding Category Industries with a Statewide Need – Nurses and other health related industries.

Awardees	WIA 15 Percent Amount	Wagner Peyser Amount	Award Amount
Archdiocesan Youth Employment Services of Catholic Charities of Los Angeles, Inc.	\$720,000	\$80,000	\$800,000
Cedars Sinai Medical Center	\$635,570	\$163,016	\$798,586
Fresno County	\$628,584	\$171,416	\$800,000
Humboldt County	\$728,084	\$71,916	\$800,000
Imperial Valley Regional Occupation	\$722,740	\$77,260	\$800,000
Long Beach City	\$654,426	\$145,574	\$800,000
Los Angeles City College	\$720,000	\$80,000	\$800,000
Merced County	\$683,616	\$0	\$683,616
Mount San Antonio College	\$606,108	\$193,892	\$800,000
Northern Rural Training and Employment Consortium	\$785,000	\$15,000	\$800,000
Orange County	\$775,000	\$25,000	\$800,000
Rural Human Services Incorporated	\$450,000	\$50,000	\$500,000
Sacramento Employment Training Agency	\$720,000	\$80,000	\$800,000
Solano County	\$660,000	\$140,000	\$800,000
Stanislaus County	\$412,500	\$44,000	\$456,500
Verdugo Consortium	\$400,200	\$22,500	\$422,700
West Hills Community College District	\$720,000	\$80,000	\$800,000
Youth Policy Institute	\$720,000	\$80,000	\$800,000
Total	\$11,741,828	\$1,519,574	\$13,261,402

Workforce Investment Act Veterans' Employment-Related Assistance Program (VEAP)

On March 3, 2005, grants were awarded to 12 organizations as outlined below for VEAP.

Awardees	Award Amount
Asian American Drug Abuse Program	\$500,000
Fresno Area Workforce Investment Corporation	\$500,000
Imperial Valley Regional Occupation	\$434,230
New Directions, Incorporated	\$498,934
North Bay Resource Center	\$500,000
North Coast Veterans Resource Center	\$500,000
Northern Santa Clara Valley Job Training Consortium	\$500,000
Quality Care Health Foundation	\$500,000
San Diego Workforce Partnership	\$499,518
Stanislaus County	\$486,375
Swords to Plowshares	\$450,000
Vietnam Veterans of San Diego	\$500,000
TOTAL	\$5,869,057

**Governor Nurse Education Initiative Funds for
Associate Degree Nursing - Registered Nurse (RN) Programs**

In April 2005, the Governor announced a \$90 million Nurse Education Initiative to begin in Fiscal Year 2005-06. \$30 million (over five years) of the Governor's initiative was made available for the community college associate degree nursing – RN programs. On April 28, 2005, the Community Colleges Chancellor's Office solicited applications for long term projects to address the shortage of registered nurses. The following tables identify the community colleges awarded grants and their respective funding. These grants will be used to foster meaningful partnerships with the healthcare industry and workforce development entities to address the nursing shortage. The Chancellor's Office funded projects based on the following three innovative models:

- 1) Fostering Student Success,
- 2) Center for Nursing Expansion/Innovation, and
- 3) Healthy Community Forum

1. Fostering Student Success – Associate Degree Nursing – Registered Nurse (RN) Programs

Funding Source: Workforce Investment Act

Purpose: In order to address the nursing shortage, this project will entail a multi-faceted approach to increasing the efficiency of the existing nursing programs to increase graduates by reducing attrition and fostering student success.

Projected Funding:

Grantee College	1 st Year Award	2 nd Year Award Not to Exceed	3 rd Year Award Not to Exceed	4 th Year Award Not to Exceed	5 th Year Award Not to Exceed	Total Funding Not to Exceed
Long Beach	\$217,130	\$219,634	\$219,926	\$219,964	\$219,909	\$1,096,563
Santa Monica	\$219,702	\$217,990	\$219,209	\$217,051	\$217,990	\$1,091,942
College of the Desert	\$220,000	\$228,800	\$237,952	\$247,470	\$257,369	\$1,191,591
San Joaquin Delta	\$189,222	\$220,000	\$220,000	\$220,000	\$220,000	\$1,069,222
Saddleback	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$675,000
Mt. San Antonio	\$196,785	\$197,044	\$174,024	\$174,367	\$170,903	\$913,123
Pasadena	\$135,000	\$135,000	\$135,000	\$118,848	\$135,000	\$658,848

2. Center for Nursing Expansion/Innovation – Associate Degree Nursing – Registered Nurse (RN) Programs

Funding Source: Workforce Investment Act (WIA)
Economic Development – Enrollment Growth for Nursing Funds (EGN)

Purpose: The purpose of these grants is to:

1. Provide for the growth of enrollment opportunities for students,
2. Provide services to assist them to be successful,
3. Address faculty recruitment and retention, and
4. Assist individuals who have failed the National Council Licensure Exam (NCLEX) to be successful.

Projected Funding:

Grantee College	1 st Year Award WIA Funds	1 st Year Award EGN Funds	2 nd Year Award WIA Funds	3 rd Year Award WIA Funds	4 th Year Award WIA Funds	5 th Year Award WIA Funds	Total Funding Not to Exceed
American River/Sacramento City	\$549,989	\$364,000	\$549,720	\$549,986	\$549,907	\$549,989	\$3,113,591
Santa Barbara	\$550,000	\$650,000	\$550,000	\$550,000	\$550,000	\$550,000	\$3,400,000
Napa Valley	\$500,455	\$649,950	\$550,000	\$550,000	\$550,000	\$550,000	\$3,350,405
Golden West	\$402,000	\$260,765	\$402,000	\$402,000	\$402,000	\$402,000	\$2,270,765
San Francisco	\$512,952	0	\$405,819	\$509,216	\$579,992	\$547,773	\$2,555,752
Santa Ana	\$290,759	\$400,452	\$451,402	\$430,628	\$455,577	\$425,717	\$2,454,535

3. Community Forum – Associate Degree Nursing – Registered Nurse (RN) Programs

Funding Source: Workforce Investment Act

Purpose: The purpose of these grants is to provide for the expansion of existing ADN (RN) programs by increasing the number of clinical groups taught by the faculty at the community colleges. In addition, these projects are to provide services to identify students at risk of failing the nursing program and assist them to be successful. Colleges are encouraged to design innovative programs and instructional methodologies.

Projected Funding:

Grantee College	1 st Year Award	2 nd Year Award	3 rd Year Award	4 th Year Award	5 th Year Award	Total Funding Not to Exceed
American River	\$315,322	\$319,944	\$319,751	\$319,779	\$319,983	\$1,594,779
Butte	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$1,600,000
Sequoias	\$126,190	\$239,562	\$259,912	\$313,859	\$320,000	\$1,259,523
Mt. San Jacinto	\$270,694	\$306,467	\$306,710	\$306,186	\$306,469	\$1,496,526
LA Harbor/LA Southwest	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$1,600,000