

DRAFT
SACRAMENTO WORKS INVESTMENT BOARD
2011-12 WIA PLAN MODIFICATION SUMMARY

Background:

The Sacramento Employment and Training Agency (SETA) submitted the initial Workforce Investment Area Strategic Plan in December, 1999, effective July 1, 2000 for Fiscal Year 2000-2001. The plan has been updated annually for the past eleven years. This summary of next PY's WIA Plan Modification addresses the significant changes that have been implemented or are planned for implementation during the Program Year 2011-2012.

The Draft PY 2010-11 WIA Plan Modification summary includes:

- Local economic conditions, workforce intelligence, and green jobs forecast.
- A summary of the Sacramento Works, Inc. Strategic Plan goals, objectives and outcomes
- The identification of viable critical occupation clusters through analysis of current workforce intelligence and labor market information.
- Green Workforce Initiatives and partnerships focused on providing un/underemployed individuals (and other targeted populations), with entry-level or advanced training that will prepare them for competitive Green jobs.
- The California New Start Project, which establishes a partnership between the Sacramento Works One-Stop Career Centers (SWCCs) and the CA State Department of Corrections and Rehabilitation (CDCR), to eliminate recidivism while improving opportunities for the reintegration of parolees.
- The Veterans' Employment-Related Assistance Program (VEAP), which establishes a partnership between SETA, PG&E's Power Pathways program and the Los Rios Community College District to create a training and employment pathway for recently separated veterans, leading to jobs at PG&E and other utility companies.
- The National Emergency Grant (NEG), a one-time ARRA-funded program that provides OJT opportunities for "prolonged unemployed" dislocated workers.
- CalWORKs funding, continuing a partnership between SETA and Sacramento County Department of Human Assistance (DHA) to provide OJT opportunities to eligible CalWORKs recipients.
- The Disability Program Navigator (DPN) Initiative, wherein SETA continues to focus on cultivating partners and strengthening the staff capacity at the SWCCs in providing services and support to job seekers with disabilities.
- Healthcare Initiatives, continuing the partnership between SETA and the Los Rios Community College District in providing customers the necessary skills to help them pursue careers in high growth healthcare sector jobs.

- Strategic changes implemented by SETA to its Integrated Service Delivery model.
- Plans for implementation of Waivers to the Workforce Investment Act which have been approved by the U.S. Department of Labor, including
 - Increase in Employer Reimbursement for On-the-Job Training
 - Incumbent Worker Training
 - Description of pre-existing statewide waivers
- New and/or Updated Policies
 - OJT Policies and Procedures/Contract Document/Reimbursement Percentage to Employers
 - Virtual OneStop System (VOS) Staff-Assisted Employer Registration Process
 - Financial Assistance Award
 - Eligibility and Data Collection
 - Guidelines for Scanning Right-to-Work (RTW) Documents
 - Virtual OneStop System (VOS) Staff-Assisted Client Registration Process
- Service delivery changes replacing SMARTware, the automated tracking system used by the SWCC system, with Geographic Solutions Virtual One-Stop (VOS), a state-of-the-art internet-based, electronic one-stop career center system.
- Youth Programs and Services
 - Sacramento Regional Green Jobs Corps
 - CalGRIP and the Sacramento Safe Community Partnership (SSCP)
 - Youth Program Procurement
 - New and/or Updated Policies

I. LOCAL ECONOMIC CONDITIONS, WORKFORCE INTELLIGENCE, AND GREEN JOBS FORECAST -

Data from the Employment Development Department (EDD) demonstrates that Sacramento County's unemployment rate peaked at 13.1 percent in March 2010 with 90,100 unemployed in a labor force of 688,500. EDD's most recent data shows that Sacramento County had an unemployment rate of 12.6 percent as of March 2011. The County's average job growth rates have trailed national and state averages, and the County continues to experience negative job growth in major labor sectors. However, forecasts for 2011 indicate that the local workforce will continue to improve and 4 of the largest sectors will reach positive job growth in the 2011 third quarter.

Third quarter (2010) data from the Center for Strategic Economic Research (CSER) indicates that the regional job loss rate will continue to improve during 2011. The most

significant gains will occur in the third quarter of 2011. CSER's Sacramento Region Business Forecast shows the Sacramento area experiencing an average annual job growth rate of -2 percent over the 12 month period ending in September 2011. Although this growth rate reflects an average loss of 17,000 jobs, it constitutes an improvement over the past 12 months. Between December 2009 and November 2010, the region experienced an annual job growth rate of -2.7 percent, constituting 22,900 lost jobs.

The forecast also indicates that job growth will improve for 8 of Sacramento County's 11 largest job sectors. The data shows that the Manufacturing, Construction, Financial Activities, and Education and Health Services sectors will reach positive job growth in the 2011 4th Quarter. Construction, Manufacturing and Business and Professional sectors will experience the most significant gains in 2011. Despite these short-term gains, long-term workforce conditions remain uncertain for Sacramento County because government job growth continues to recover at a low rate. As the region's largest employer, public sector employment is strongly linked to overall economic improvement. Broader economic growth would benefit the sectors with slower job growth.

Although recent economic conditions resulted in layoffs and business closures, budget cuts, and housing foreclosures, SETA is working to create new opportunities for job seekers and innovative business strategies that will prepare a strong workforce and a promising future for the Sacramento region. Together with business, labor, education, and community-based organizations, SETA is making significant investments in training and employment services to develop and match the skills of the workforce to meet the demand for jobs with a positive outlook.

Green Jobs Forecast:

Sacramento consistently led California in green job growth for the last decade. State and local policies and a focused effort by leaders in business, labor, education, and government will lead to greater investment in green jobs in the future. By adopting green growth policies and investing in infrastructure to implement those policies early, Sacramento remains well-positioned to lead California's future green economy.

Between 1995 and 2008, green jobs grew by 87 percent in Sacramento. During the same period, the region increased its air and environmental quality jobs by 157 percent. Sacramento also experienced a 141 percent growth in energy production jobs

In addition to increasing its green workforce, the region also invested in green infrastructure and served as a hub for environmentally-friendly consumerism. In 2009, the Natural Resources Defense Council (NRDC) ranked Sacramento in its top ten for green building, energy production and conservation and environmental standards and participation. The Nielsen Company ranked Sacramento in its top ten markets with residents most likely to participate in green energy programs.

AB 32 (California's Global Warming Solutions Act of 2006) requires the state to reduce its greenhouse emissions by 30 percent before 2020. In 2010, the California Air Resources Board (CARB) estimated that AB 32 will create 10,000 new jobs in California over the next

decade. AB 32 implementation will require significant local investment in green technology to ensure that the Sacramento continues to meet mandates included in the measure.

Sacramento's public private and non-profit entities are taking steps to ensure that the region's green job market maintains its competitive edge. The Sacramento Municipal Utility District (SMUD) is in the process of installing digital smart meters. The meters automatically transmit energy use information wirelessly and will allow consumers to observe and control their energy use on an hourly, daily and monthly basis. SMUD anticipates that this new Smart Grid will encourage the growth of energy-efficient manufacturing and consumerism. Smart meter installation will support job growth by creating an energy infrastructure that requires green-tech trained utility workers. In January, 2011, SETA recruited and screened applicants for Utility Partners of America (UPA), the company that SMUD selected to install SMARTmeters and is funding a combination of classroom and on-the-job-training for up to 30 new hires at UPA.

Sacramento's green-tech workers will also benefit from the region's growing reputation as a global destination for green manufacturing. Several companies have announced plans to open new plants in the Sacramento area. Japanese machine-tool maker Mori Seiki has plans to open a plant in Davis employing 150 people. The German solar energy company, Mounting Systems, established its North American headquarters in West Sacramento. ErgSol is scouting locations for a thermal collection plant in Sacramento, and is projecting to employ 800 workers at peak production. Sacramento Works has provide recruitment, screening and training incentives to a wide range of clean energy technology employers in the last year, including Beutler Corporation, N Solar, Inc., Siemens Corporation, OPDE, Solar Power, Inc., and ZETA Homes, PG&E, Utility Partners of America, SMA, and WestTec Construction.

II. UPDATE ON SACRAMENTO WORKS STRATEGIC PLAN

The Sacramento Works, Inc. Board is in the process of developing strategic goals and related indicators for PY 2011-12. Each of the Sacramento Work's, Inc. Committees (Employer Outreach, Planning/ Oversight, and Youth Council) are in the process of reviewing and approving the goals, strategies, planned activities, outputs and outcomes developed by their committees. Preliminary results indicate that the strategic goals adopted for the current PY (2010-11) will continue with changes in goal indicators. Current strategic goals for PY 2010-11 are as follows:

1. Support regional employers' efforts to hire, train and transition employees by enhancing and communicating the availability and value of Sacramento Work Business Services.
2. To prepare customers for viable employment and career pathways in the region by improving and enhancing the services provided through the Sacramento Works Career Center system.
3. Prepare youth to thrive and succeed in the regional workforce by providing relevant work readiness and employment programs and engaging regional employers and academia.

Although SETA has not received WIA funding allocations for PY 2011-12, preliminary estimates indicate a 10.5 percent reduction in funding for Adult, Dislocated Worker, and Youth programs. If necessary, once final 2011-12 allocations have been received, SETA staff will recommend funding adjustments accordingly.

Moving forward into PY 2011-12, the SWCC system of the Sacramento Works, Inc. will continue to target the most at-risk and vulnerable adult and youth populations, which include, but are not limited to, individuals who are homeless or facing homelessness, ex-offenders, veterans, low-income/underemployed individuals, and individuals who have laid off.

III. CRITICAL OCCUPATIONAL CLUSTERS -

Each year the Sacramento Works, Inc. (SWI) Board reviews the labor market projections of employment provided by the Employment Development Department's Labor Market Information Division, the Center of Excellence at Los Rios Community College District, EMSI, Inc., and the Center for Strategic Economic Research to update the occupational content of the regional Critical Occupational Clusters list. This list provides guidance to job seekers and customers utilizing the SWCC system in their search for long-term, career oriented employment in the region. In addition, it provides education and training agencies, as well as local employers with information on occupations that will provide the best employment opportunities in the region. The list also assists SWCC staff in identifying relevant training programs for those demand occupations that will, in turn, provide customers with scholarship training opportunities. Labor Market forecast information is made available to the public through CareerGPS.com, a website developed by Sacramento Works and LEED Sacramento, which includes current, detailed information about which jobs are in high demand in the Sacramento Region, how much they pay, what type of education or training is recommended, and where you can go to get it.

In FY 2009-10, the SWI recognized nine critical occupational clusters. In addition, the Board recognized that the clean energy/green jobs cluster is growing in the region and approved prioritizing training for green jobs in the workforce plan. At this point in time, Green occupations are not separated out into a separate occupational cluster, but are represented in each of the following nine identified clusters recommended for approval for FY 2011-12:

Administrative and Support Services

The Administrative and Support Services occupational cluster is comprised occupations directly related to office administration, clerical support, and finance and insurance, occupations that provide a wide variety of support-related activities and services, including firefighting and investigation and security related occupations,

- Locally, for the occupations included in this cluster, an increase of more than 44,800 jobs due to absolute job growth and more than 36,000 jobs due to replacement need are projected between 2010 and 2015.

Architecture and Engineering

The Architecture and Engineering occupational cluster is comprised of occupations involved primarily in planning and designing residential, institutional, leisure, commercial, and industrial buildings and structures by applying knowledge of design, construction procedures, zoning regulations, building codes, and building materials.

- Locally, for the occupations included in this cluster, an increase of approximately 1,345 jobs due to absolute job growth and approximately 1,000 jobs due to replacement need are projected between 2010 and 2015.

Construction

The Construction occupational cluster is primarily comprised of occupations involved in the construction of buildings. Also included in this group are specialty trade contractors (e.g. Electricians, Painters, Carpet Installers, etc.), Cabinetmakers, Construction and Building Inspectors, Cost Estimators, and Welders.

- Locally, for the occupations included in this cluster, an increase of more than 8,400 jobs due to absolute job growth and nearly 4,400 jobs due to replacement need are projected between 2010 and 2015.

Healthcare and Supports

The Healthcare and Support Services occupational cluster is comprised of occupations employed by hospitals, nursing and residential care facilities, physician's offices, dental offices, outpatient care centers, and medical/diagnostic laboratories. This group also includes biomedical and health related businesses.

- Locally, for the occupations included in this cluster, an increase of approximately 11,380 jobs due to absolute job growth and more than 5,225 jobs due to replacement need are projected between 2010 and 2015.

Human Services

The Human Services occupational cluster is primarily supportive, developmental, or educational related occupations that are designed to enhance the quality of life and well-being of people and communities. Needs addressed by Human Services related occupations include, but are not limited to: personal health (both physical and mental), social relations, and maintaining or growing personal or community capacity (such as child care, education, disabilities, aging, etc). This group also includes recreation related occupations.

- Locally, for the occupations included in this cluster, an increase of more than 1,775 jobs due to absolute job growth and more than 1,500 jobs due to replacement need are projected between 2010 and 2015.

Information Technology

The Information Technology occupational cluster is comprised of occupations involved in the design, production, and administration of computer hardware and software systems and

networks. As with Administrative and Support Services and Clean Energy Technology related occupations, many of the occupations in this category are employed, to some degree, across most industries.

- Locally, for the occupations included in this cluster, an increase of approximately 4,330 jobs due to absolute job growth and more than 2,800 jobs due to replacement need are projected between 2010 and 2015.

Installation, Maintenance, and Repair

The Installation, Maintenance, and Repair occupational cluster is primarily comprised of occupations involved in restoring machinery, equipment, and other products to working order as well as occupations that typically provide general or routine maintenance or service on products to ensure that they work efficiently and to prevent breakdown and unnecessary repairs.

- Locally, for the occupations included in this cluster, an increase of more than 2,225 jobs due to absolute job growth and more than 2,135 jobs due to replacement need are projected between 2010 and 2015.

Tourism and Hospitality

The Tourism and Hospitality occupational cluster is primarily comprised of occupations involved in providing accommodations and food service related activities as well as occupations providing customer service, recreation, and entertainment related activities.

- Locally, for the occupations included in this cluster, an increase of more than 2,640 jobs due to absolute job growth and more than 2,300 jobs due to replacement need are projected between 2010 and 2015.

Transportation and Production

The Transportation and Production occupational cluster is comprised of a diverse group of occupations directly related to the actual manufacturing and/or production of goods, as well as the manufacturing of industrial machinery, recycling, and green energy manufacturing efforts. Also included in this category are occupations related to the storage, distribution, and transportation of manufactured goods.

- Locally, for the occupations included in this cluster, an increase of more than 7,990 jobs due to absolute job growth and approximately 9,690 jobs due to replacement need are projected between 2010 and 2015.

IV. STRATEGIC CHANGES -

Green Initiatives – Partnerships and Planning Initiatives focusing on the Growth of Clean Energy Technology

The Sacramento region has been developing a Clean Energy Sector Strategy since 2006, when the Sacramento Metropolitan Chamber of Commerce, Valley Vision, and the Sacramento Area Commerce and Trade Organization initiated Partnerships for Prosperity (PFP). PFP's mission to unite organizations and jurisdictions in the creation of a new and shared economic development strategy for the region was launched by establishing a foundation for coordinated research and action by which the Partnership could evaluate progress on existing initiatives and discuss how to maximize efforts moving forward for the good of the Sacramento Region.

One of the action teams formed out of the Partnership for Prosperity was the Green Capital Alliance. The Green Capital Alliance includes utilities, education, employers, government, workforce and economic development organizations and other community leaders who meet regularly to identify and act on tactics to support the growth of clean energy and green jobs in the region. The Green Capital Alliance acts as the Green Employer Council for SETA's Clean Energy Workforce Training Programs and has accepted the increasingly important role of creating markets for local clean energy products, and identifying sources of energy cost savings.

By sharing knowledge, advocating new policies, and promoting business development, the GCA, on behalf of the Sacramento region, has been able to leverage the vast capabilities and resources of the region's clean energy intelligence and expertise. Because of the work of the GCA and the partnership between SETA/Sacramento Works, Valley Vision, SACTO's Center for Strategic Economic Research and Los Rios Community College District's Center of Excellence, SETA was awarded a Regional Industry Cluster of Opportunity Planning grant for the clean energy technology sector. The grant awarded funds for research and planning which resulted in a broad-based community planning effort supported by Congresswoman Doris Matsui and Mayor Kevin Johnson and an action plan for continuing to support growth of the sector in the region, make Sacramento's growing technology sector a defining feature of the economy, and make the six-county region a leader in sustainability.

The Center for Strategic Economic Research and the Center for Excellence conducted extensive background research of the clean energy technology sector to assess the nature and economic conditions relevant to the Sacramento Region. As the convener of the Green Capital Alliance, Valley Vision facilitated the priority setting process, facilitated a series of stakeholder meetings, CEO Rountables, focus groups and individual meetings with clean energy employers to develop prioritized strategies and an action plan.

As a result of research funded by the grant, the Center for Strategic Economic Research reports that between 2008 and December of 2010, the clean energy cluster grew 121%, and the number of clean energy technology companies increased to 206 with a reported \$846 million in sales.

Sacramento Works – Success in Developing Clean Energy Workforce Training

State Energy Sector Partnership and Training Grant and other Clean Energy Discretionary Grants

The State Energy Sector Partnership and Training Grant expands and continues the partnerships established under the Clean Energy Workforce Training Program (CEWTP). Through this initiative, the following training opportunities will be available to customers:

- **Cosumnes River College (CRC)** will train 50 students in Home Energy Auditing and Weatherization and for HERS Rater and Building Performance Institute (BPI) certification. The courses will prepare students for employment as Weatherization Technicians and Home Energy Auditors in the residential Green Building industry.
- **American River College (ARC)** will train 50 students in Solar Technology (installer), Solar System Design, Estimation, and Sales. This program will prepare students for employment as Solar Installers, Solar Technicians and Solar Sales.
- **Sacramento Area Electrical Training Center (NECA-IBEW Local 340)** offers a Pre-Apprenticeship Construction Training (PACT) focuses on emerging work in clean energy such as photovoltaic (PV), solar energy, geo-thermal energy, wind power and sustainability.

Additional components of this sector initiative are:

- A partnership with the Sacramento Municipal District's (SMUD) Energy and Technology Center (E&TC), which promotes energy efficiency, renewable energy, and safe energy usage, products and processes. The E&TC will provide training that will lead to a Certified Green Building Professional (CGBP) certificate and BPI certifications.
- A partnership with Build It Green, CalCERTS and the California Building Performance Contractors Association (CBPCA) to provide upgrade training to allow current HERS raters to attain the new HERS II level certification. Build It Green, CalCERTS and CBPCA adhere to the California Energy Commission's process for certifying HERS raters who perform third-party inspections. SETA has contracted with the following organizations for job creation/business development efforts in the clean energy sector:
 - **Sacramento Area Regional Technology Alliance (SARTA)** provides early-stage and emerging-growth clean tech companies in the Sacramento region with mentoring and service support to guide their program development; create a directory of clean tech companies; and, facilitate regular CEO-level meetings among the clean tech companies for confidential peer-to-peer support and guidance.
 - **Valley Vision and the Green Capital Alliance** will research existing standards for PV modules and how they were adopted, research studies that have already been conducted to support the adoption of those standards, conduct an analysis of what is still necessary, and develop recommendations on a process and the resources needed to adopt performance and life standards for solar PV modules.

SETA has applied for several discretionary grants to continue focusing on the clean energy sector workforce training and anticipates continued funding for this initiative in PY 2011-12.

The California New Start Initiative

In 2007, the Public Safety and Offender Rehabilitation Services Act of 2007 (Assembly Bill 900) was enacted to reform California's prison system by reducing prison overcrowding and increasing rehabilitative programming. Among its provisions, AB 900 required CDCR to develop an Inmate Treatment and Prison-to-Employment Plan. Developing a successful transition from prison to employment and expanding educational and vocational programs for inmates are a high priority of correctional system reform envisioned under AB 900. By focusing on the needs of offenders both in prison and as they transition back to the community, SETA/Sacramento Works is improving each offender's chance of success.

SETA's New Start Program is a partnership between the California Department of Corrections and Rehabilitation (CDCR), along with five Sacramento Works Career Centers (Lemon Hill Career Center, South County Career Center, Mark Sanders Career Center, Greater Sacramento Urban League and Broadway Career Center). The goal of SETA's New Start Program is to assist CDCR with reducing prisoner recidivism and improving the reintegration of parolees in their home communities. This is achieved by enhancing the employability of parolees and their access to local employment opportunities upon release from prison. Services offered consist of in-depth, employment-related assessments, access to support services and training opportunities, job search, resume preparation, labor market information, and life skills workshops, as well as employment networking, job referrals, tax credits, employment incentives, bonding, and pre-employment/job retention services.

In addition to the New Start program, which targets parolees to the Sacramento region, SETA has received funding from CDCR and EDD to provide transitional employment services to inmates of Folsom Prison prior to release. SETA has assigned two staff to provide job search workshops and transition services to inmates who are within 90 days of their release date.

Veterans' Employment-Related Assistance Program (VEAP)

In June, 2010 the Fresno County Workforce Investment Board (WIB), on behalf of a collaborative which includes Fresno City College, SETA, American River College (ARC) and PG&E, submitted a proposal to EDD for the Veterans Employment Assistance Program (VEAP) to create a training and employment pathway for veterans to focus on recently separated vets, which lead to jobs at PG&E and other utilities. The target job is Electric Power-Line Installer and Repairers, or utility line workers.

Under this initiative, SETA recruits, assesses, pre-screens, and enrolls 25 students for the PG&E Power Pathways program. SETA provides case management, supportive services, follow-up and retention services for the students while they participate in American River College's Utility Line Worker certificate program, a college-credited course offered at ARC. Successful graduates will receive a PG&E Power Pathways Utility Line Worker Certificate upon completion of training. PG&E will hire qualified program graduates.

National Emergency Grant (NEG)

In June 2010, SETA participated in a statewide application for National Emergency Grant (NEG) funds offered by the U.S. Department of Labor to provide 103 on-the-job training (OJT) opportunities to long-term unemployed dislocated workers. The funds are intended to temporarily expand employment-related service capacity at the state and local levels by providing time-limited funding assistance in response to significant dislocation events. The NEG funds were awarded to those areas of the country most severely impacted by the recession, with a focus on creating OJT opportunities for dislocated workers. Sacramento was one of twenty local areas to receive this funding.

Program participation requires that an individual meet the definition of a dislocated worker as defined by the WIA, have been laid off after January 1, 2008, and meet the definition of “prolonged unemployed.” For the purposes of California’s OJT NEG Project, “prolonged unemployed” refers to those dislocated workers who have been unemployed beyond 21.5 weeks. Under the NEG, local areas must grant priority of service to OJT NEG eligible participants as follows:

- First priority – Individuals not covered by Unemployment Insurance (UI) and unemployed for 99 weeks or longer after January 1, 2008. Individuals with the greatest barriers to employment receive priority of service.
- Second priority – Individuals who have been unemployed and/or receiving UI benefits and meet the definition of prolonged unemployed.
- Priority Exception - Veterans are to receive the highest priority of service among all OJT NEG eligible individuals regardless of length of unemployment due to dislocation.

Under the NEG, SETA is implementing the U.S. DOL approved Waiver of Section 101(31)(B) of the WIA, which permits up to 90 percent wage reimbursement to OJT employers. Reimbursement will be based on a sliding scale according to employer size.

CalWORKs

The Workforce Investment Act requires that One-Stop partners contribute a share of the costs of the One-Stop System proportionate to the use of the system by individuals attributable to the partner program. Since 2003, SETA has entered into an agreement with the County of Sacramento, Department of Human Assistance (DHA) to provide One-Stop Services to CalWORKs customers. In the current fiscal year, DHA has contracted with SETA for \$3,700,000, based on the percentage of the customers served that receive CalWORKs and the total cost of the system.

In addition to providing core and intensive services to CalWORKs customers, the DHA one-stop share of cost contract has been used to provide wage subsidies and on-the-job training to CalWORKs recipients. In September 2010, the SETA Governing Board approved funding extensions for OJT providers, which included \$1,200,000 in funding from the Sacramento County Department of Human Assistance (DHA) to provide OJT opportunities to eligible CalWORKs recipients. These funds were added to WIA Adult funds in the amount of \$400,000 to extend OJT services through June 30, 2010. These funds will provide wage subsidies and on-the-job-training to over 300 customers.

SETA has been negotiating with Sacramento County Department of Human Assistance for a three year agreement in the amount of \$7,288,500 to provide subsidized employment and OJT opportunities to eligible CalWORKs clients for Fiscal Years 2011-2012, 2012-2013 and 2013-2014. These funds will provide wage subsidies and on-the-job training opportunities to 1,500 CalWORKs over the course of the contract. Clients enrolled in the program will obtain economic self-sufficiency and reduced dependency on public assistance, as well as increase their job skills that will prepare them for career advancement, higher wages, and long-term employment.

Disability Program Navigator (DPN) Initiative

The DPN Initiative was established by the Social Security Administration and the Department of Labor to assist individuals with disabilities “navigate” through the challenges of seeking work and to better inform beneficiaries and others with disabilities about the work support programs available at the One-Stop Career Centers. This program allows SETA to focus on cultivating partners and strengthening the capacity of Career Center staff in providing services and support to job seekers with disabilities. As an approved Employment Network of the Social Security Administration’s Ticket to Work program, SETA offers employment and training services through the Sacramento Works Career Center (SWCC) system in collaboration with Crossroads Diversified’s Employment Services, EDD, the California Department of Rehabilitation, the Veterans Resource Center, the California Foundation for Independent Living Centers, and the Traumatic Brain Injury Network.

HealthForce Project and Nurse Education Initiative

SETA will continue its partnership with the Los Rios Community College District in the administration of two healthcare training programs, the HealthForce project and the Nurse Education Initiative.

The HealthForce project provides customers the necessary skills to help them pursue careers in high growth healthcare sector jobs. The project builds on strong partnerships between regional healthcare providers, SETA, and the Los Rios organization. Special attention is focused on nursing, long-term care, high demand allied health jobs in ultrasound technology and medical laboratory technology, and assistance for incumbent workers to transition to computerized medical records.

The Nurse Education Initiative, also a partnership between SETA, Los Rios Community College District and major health care providers in the Sacramento region, expands the nursing programs at American River College and Sacramento City College by providing over 300 additional slots for nursing students. For the past five years, the Los Rios Community College District has contracted with SETA to ensure retention and success of the nursing students through conducting client eligibility, enrollment, case management, follow-up and JTA tracking services. These services will continue for the 2011 program year.

Strategic Changes to Meet Performance Goals

SETA was one of twelve local Learning Labs that began implementation of the Integrated Service Delivery system in PY 2008-09 and submitted a local integration plan in 2008. As a Learning Lab, SETA continues to work to streamline services through the integration of multiple employment and training programs through the Sacramento Works One Stop Career Center system. These programs focus on providing services that are skill-based, universally accessible to all customers and meet the demands of the workforce as well as employers who depend on the availability of a competitive and skilled workforce.

One of the early concepts that staff addressed in developing the Sacramento Works Learning Lab model was that of “All Means All” in making determinations of who should be enrolled into the JTA system. Although not fully embraced by SETA, this policy issue did drive the new integrated service delivery model in that an effort was made to enroll any customer who seemed engaged in career center activities and who was actively seeking employment. As the economic conditions began to falter in late 2008, the career center system continued to see greater numbers of job seekers than ever before. In FY 2009-10 Sacramento Works career centers saw a 65% increase (from 12,755 to 19,622) in the numbers of customers who completed an initial assessment and participated in a coaching session. All of these customers were enrolled into the JTA system. While the 2009-2010 Performance Measures for adults and dislocated workers were met, a new service strategy is currently being developed that will provide additional criteria for enrollment into staff-assisted services. While services will continue to be provided to all career center customers, efforts will be focused on those who visit a career center and receive services two or more times within a 30 day time period. Only those customers will be enrolled in staff assisted services. In addition, a more systematic approach to customer follow-up is being initiated to insure that customers continue to be engaged in the system, get the assistance they need and are successful in their job seeking efforts.

An additional challenge with the Learning Lab Model has been the documentation of Right to Work for eligibility determination. With the numbers of people that are being seen at the centers, SETA has moved to a document scanning system which electronically attaches scanned Right to Work documentation to the customer record within our tracking system. This system satisfies eligibility documentation requirements and does not require onerous workload increases for career center staff.

V. WAIVERS

On June 30, 2010, the DOL granted California approval of its request to extend its pre-existing statewide waivers and two new waivers through June 30, 2011. Continuing all pre-existing statewide waivers, SETA has implemented the following two new DOL approved waivers:

Increase in Employer Reimbursement for On-the-Job Training

This approved waiver of Section 101(31)(B) of the WIA permits up to 90 percent wage reimbursement to OJT employers. Reimbursement will be based on a sliding scale according to the following employer size:

- Up to 90 percent of a participant's wage rate for an employer with 50 or fewer employees
- Up to 75 percent of a participant's wage rate for an employer with 51-250 employees
- Up to 50 percent of a participant's wage rate for an employer with more than 250 employees.

Use of Rapid Response Funds to Conduct Incumbent Worker Training (IWT) Activities

This approved waiver of Section 134(a)(1)(A) of the WIA permits a portion of Rapid Response (RR) funds to be used for IWT activities. Under this waiver SETA will use up to 20 percent of its RR funds for IWT only as part of a lay-off strategy. Training delivered under this waiver will be restricted to skill attainment activities.

Pre-existing Statewide Waivers -

The pre-existing statewide waivers include:

- **Eligibility of Training Providers** - The waiver of the time limit on the period of initial eligibility for the State's Eligible Training Provider List (ETPL) of vocational training providers. This waiver encourages broader participation on the ETPL and minimizes the management burden for the local areas.
- **Common Measures** - The waiver to permit the State to replace the 17 performance measures under WIA Section 136(b) with Department of Labor (DOL) Common Measures.
- **Incumbent Worker Training (IWT)** - The waiver to permit local areas to use up to 10% of their adult and dislocated worker funds for IWT as part of a lay-off aversion strategy. Training delivered under this waiver is restricted to skill attainment activities.
- **Customized Training** - The waiver of the required 50% employer contribution for customized training. This waiver permits the use of a sliding scale for the employer contribution based on the size of the business.
- **Transferability of Adult and Dislocated Worker Formula Funds** - The waiver to limit the allowable transfer amount between adult and dislocated worker funding streams to 50 percent.
- **Individual Training Accounts** - The waiver of the prohibition to use Individual Training Accounts (ITA) for older and out-of-school youth. This waiver offers youth who are determined not to follow an academic track, and are instead focused on employment, to have the same advantages of ITAs as adults and dislocated workers.

- **Work Readiness Waiver for ARRA Summer Youth** – The waiver to permit the use of the work readiness indicator as the sole indicator of performance for youth co-enrolled in Temporary Assistance for Needy Families (TANF) Emergency Contingency Funds (ECF) and WIA funded summer employment activities. *This waiver was effective May 1, 2010 through September 30, 2010.*
- **Waiver to Provide Program Design Flexibility** – The waiver of the requirement to provide a minimum of 12 months follow-up services, to allow local areas to provide follow-up services as deemed appropriate for participants co-enrolled in TANF ECF and WIA funded youth programs. It also waives the requirement to provide objective assessment, and the requirement to develop an Individual Service Strategy (ISS), to allow local areas to provide an assessment or ISS as deemed appropriate for co-enrolled TANF ECF and WIA youth program participants. *This waiver was effective May 1, 2010 through September 30, 2010.*

VI. NEW/UPDATED POLICIES – ADULT

SETA has implemented the following, management-approved, new or updated policies/directives:

OJT Policies and Procedures/Contract Document/Reimbursement/Percentage to Employers - Revised

The revision of this directive was issued to inform SWCC and OJT provider staff of changes implemented as a result of the DOL approved waiver allowing for sliding scale employer reimbursements, as well as defining eligibility criteria for the NEG and CalWORKs OJT programs.

Virtual OneStop System (VOS) Staff-Assisted Employer Registration Process - New

This directive was issued to provide step-by-step instructions on the newly developed Sacramento Works Staff-Assisted Employer Registration Process that has been developed for use in conjunction with the VOS. The directive also provides instruction to staff on how to enter a job order for employers.

Financial Assistance Award - Revised

This revised directive consolidates procedures for the provision of training, support services and incentives in a single policy document. The revision includes a summary of the types of financial assistance available, required documents, and established limits.

Eligibility or Demographic Data Collection and Criteria - Revised

The revision of this directive was issued to provide SWCC and provider staff additional eligibility, data collection, and documentation verification guidance for adults and dislocated enrolled in the NEG and CalWORKs OJT programs.

Guidelines for Scanning Right-to-Work (RTW) Documents - New

This directive was issued in response to the State Directive #WSD09-18 dated June 17, 2010. The intent of the State's Directive was to provide guidance regarding the scanning of Right-to-Work (RTW) documents to all Learning Labs to ensure that they are retaining hard or scanned electronic copies of all required RTW documentation. SETA's directive reiterates and refines the scanning processes followed by SWCC and provider staff to ensure the following:

- Protection of customers' personal information
- RTW documents are scanned to the correct customer files
- Ease of locating scanned electronic RTW documents in the event of an audit
- Reduction of wait time for customers at intake
- Reduction of unnecessary scanning of RTW documents

SETA is in the process of developing the following new policies for adoption and implementation:

Virtual OneStop System (VOS) Staff-Assisted Client Registration Process - New

This directive is currently in development and once issued will provide step-by-step instructions on the Sacramento Works Staff-Assisted Client Registration Process that has been developed for use in conjunction with the VOS.

SETA is in the process of updating all applicable directives to incorporate Virtual OneStop System (VOS).

VII. SERVICE DELIVERY CHANGES

In early 2010, SETA and Sacramento Works, Inc purchased the Virtual OneStop System (VOS) which is an internet based, electronic one stop career center system. This system will replace SMARTware, the current tracking system used by the Sacramento Works system. The VOS system will be rolled out in two phases. Phase I began in October of 2010 with the launch of Jobs.sacramentoworks.org. This website allows both job seekers the ability to log into the system, register, assistance with identifying their skills and abilities, and complete a customized resume. With the assistance of Employer Services staff, employers can list their open job orders and access resumes from qualified job seekers. The system also offers the capability of "spidering" national job banks, employer websites and public and private sector job boards and making this information available to our customers in one location. Phase II of the VOS system began in February. This phase includes all customer tracking and case management modules. Staff training will continue through full implementation of this phase.

VIII. YOUTH PROGRAM SERVICES

CalGRIP Program

In 2007, SETA was funded to implement the Governor’s Gang Reduction Intervention and Prevention (CalGRIP) Initiative. Under the CalGRIP initiative, funding was allocated in two funding streams – one focusing on local municipalities and one focusing on local workforce areas. The City of Sacramento applied for and received CalGRIP funding, partnering with SETA to provide employment services and access to social services. The City’s CalGRIP program became operational in November 2009 targeting youth released from local probation facilities providing “re-entry” services to re-engage youth prevention and intervention strategies including job training, supportive services, education and employment services. SETA provides wrap-around employment and education services coupled with mental health and substance abuse counseling to the youth enrolled in the CalGRIP program.

Sacramento Safe Community Partnership (SSCP)

In October 2010, SETA received WIA 15% CalGRIP funds to partner with the City of Sacramento Police Department and Area Congregations Together (ACT) to develop and implement the City of Sacramento’s Safe Community Partnership strategy using the City of Boston’s Operation Ceasefire model. The SSCP is an evidenced-based community and law-enforcement driven concept that encourages youth to step away from violence by providing successful alternatives. SETA coordinates the procurement and delivery of most of the direct services of the initiative including training, employment services and case management; Street Outreach; mentoring and life coaching; and substance abuse and mental health counseling.

Youth Program Procurement

The Sacramento Works Youth Council began the public planning process for the procurement of the next 5-year contracting cycle of WIA Youth services in the fall of 2010. The meetings have included overviews of various Youth Council initiatives, options for new strategies, and input from the community on what could be incorporated into the WIA youth program service model:

- **Youth-related Green Strategies** – Continuation of the Green Job Corps model, which expands youths’ awareness of the green economy and provides training in appropriate technical, construction and other skilled jobs in eco-friendly industries.
- **Career Pathways** – Integration of career pathways into the WIA Youth program. During the summer programs of 2009 and 2010, SETA, in partnership with Sacramento City U.S.D., San Juan U.S.D., Sacramento City College and American River College implemented a very successful Career Pathways pilot program. High school juniors and seniors participated in a six-week summer community college “camp” focusing on several career pathways including human services/teaching, culinary, construction, and administrative career pathways. Students participated in community college classroom instruction and work experience in the targeted career

pathway. The goal was to prepare youth for part-time employment while attending college or other advanced training pursuing a targeted career pathway.

- **Service Learning:** Integration of service learning into the WIA Youth program. Service learning is a teaching strategy that integrates meaningful community service with instruction and reflection to enrich the learning experience, teach civic responsibility, and strengthen communities. To further explore this concept, SETA sponsored a training of WIA youth providers and SETA staff in Service Learning. For the next WIA youth procurement, SETA staff is proposing to integrate the Service Learning concept into the WIA Youth Program design. The key elements in service learning, which are complimentary to the WIA program elements are:
 1. Integrated Learning
 2. High Quality Service
 3. Collaboration
 4. Youth Voice
 5. Civic Responsibility
 6. Reflection
 7. Evaluation and Celebration
- **Targeting Services to high risk youth** – SETA and the Youth Council currently partner with the City of Sacramento in the implementation of the Safe Community Partnership targeting services to youth engaged in violence and gang lifestyles. This initiative is currently being supported by three grants from the State of California and the U.S. Department of Justice. Recent data reviewed by the Youth Council indicates an ongoing need to address services to “higher-risk” youth including court-involved youth, youth offenders, homeless youth and former foster youth.

The planning process concluded in December 2010. A Request Proposals for WIA Youth Services was released in February 2011. SETA is currently evaluating proposals and is scheduled to present funding recommendations to the Sacramento Works Youth Council and the Sacramento Works, Inc. Board in May. The Governing Board is scheduled to receive and review funding recommendations from the Sacramento Works Youth Council and Board for concurrence in early June.

IX. NEW POLICIES/DIRECTIVES - YOUTH

Youth Services – Administration and Documentation of Basic Skills Assessment

This directive identifies the appropriate administration and documentation of basic skills assessments for youth services. The directive defines the following approved assessment process:

- The same assessment tool is used for pre- and post-tests
- Appraisal tests may not be used as a pre-test
- A separate post-test must be administered within one year of the first program service
- Appropriate documentation of the pre- and post-test is entered into the JTA system complying with the correct data fields as identified in the JTA handbook.