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## EXECUTIVE SUMMARY

*Enclose a brief summary, not more than two pages, of the five-year strategic local plan that gives a general overview of the proposed local workforce investment system. Include a description of how the system looks today, and how it will change over the five-year plan period. Include a discussion of the Local Workforce Investment Board's (LWIB) economic and workforce investment goals and how the local system will support these goals.*

The Sacramento Employment and Training Agency (SETA) submitted the initial Workforce Investment Area strategic Five-Year Plan in December, 1999, effective July 1, 2000, for Fiscal Year 2000-2001. This document addresses significant changes that have been implemented and those planned for implementation during the current Fiscal Year (FY 2009-2010).

Economic reports and research agree that Sacramento will face significant challenges and changes over the next several years, and that these changes will have a direct impact on the provisions of services to customers. Through strategic planning and a rigorous practice of measuring, modifying and aligning our goals and priorities with the needs of the local workforce, SETA/Sacramento Works, in partnership with the Employment Development Department (EDD) and 40 other representatives of public and private sector business, education and labor, will continue to meet the growing demand for services, and to improve and provide more flexibility in how services are accessed.

### Local Economic Conditions:

Third quarter (2009) data of the Sacramento Region Business Forecast indicated that regional job loss would "bottom-out," and that the annual rate of loss would begin to improve over the next year. Over the 12 month period ending September 2009, the Sacramento Region experienced annual job growth at an average -4.5 percent, a rate that is expected to improve slightly by the end of September 2010, and which reflects an annual average loss of approximately 39,000 jobs. Data further indicates that the rate of job losses will ease gradually through the third quarter of 2010 with job growth moving upward to - 3.6 percent.

According to Economy Watch (December 2009), job growth in the region improved slightly in November 2009, and while the nation and state continued to see upticks in job growth, the region remained below these two benchmarks in November 2009. The unemployment rate in Sacramento County peaked at 13.1 percent in March 2010 (according to EDD Labor Market Information), with 90,100 unemployed in a labor force of 688,500. Transportation/Utilities and Leisure/Hospitality industries are in a better position than they were in at the beginning of 2009, but are still posting significant rates of loss. Education & Health Services sectors have seen slow job growth in recent months but continues to add jobs on an annual basis. Both Government and Professional & Business Services posed much lower job growth in November 2009 compared to the previous year.

While the current economic decline has 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.

*The Workforce Investment Act Local Plan Modification PY 2009 – 2010 will discuss and describe several policy and programmatic changes including:*

1. The identification of viable critical occupation clusters through analysis of current workforce intelligence and labor market information.
2. 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. Partnerships with employers, training providers, community organizations, labor and other stakeholders that address the needs of local business and commerce and anticipate the demand for qualified workers in Green Building, Clean Energy, and Alternative and Renewable Fuel and Vehicle Technology industries.
3. The California New Start Project which establishes a partnership between the Sacramento Works One-Stop Career Centers and the CA State Department of Corrections and Rehabilitation (CDCR), to eliminate recidivism while improving opportunities for the reintegration of parolees.
4. Performance measures including the development of Sacramento Works Goals, Strategies and Success Metrics, and follow-up and continuous improvement through the quarterly reviews.
5. Transfers of Adult and Dislocated Worker Formula Funds, Workforce Investment Act (WIA) and American Recovery and Reinvestment Act (ARRA) Funding.
6. Youth Programs and Services:
  - \* Summer Youth Program Procurement - The waiver granted by DOL, which allowed California Local Workforce Investment Boards to select providers for the Summer Youth Employment Program on a non-competitive basis did not affect SETA. SETA released a Request for Proposals (RFP) for Recovery Act youth funding on February 9, 2009. Provider applicants were required to submit proposals by March 17, 2009. The final selection of providers was approved by Sacramento Works, Inc. on April 15, 2009 with concurrence by the SETA Governing Board on April 30, 2009. The RFP covered the period from PY 2009 through PY 2011. The competitive selection process had already been completed by the time the waiver was granted on June 15, 2009.
  - \* Work Readiness Waiver (for ARRA Summer Youth) – The waiver of common measures for out-of-school youth also did not affect SETA. All participants in SETA’s Recovery Act summer youth employment programs were exited by September 30, 2009. Several of SETA’s summer youth employment program providers were selected to provide year-round services; however, these providers are serving only in-school youth.
  - \* Through the California Green Jobs Corps, SETA received a grant of \$937,890.00 to serve 132 participants in the Sacramento region. The Sacramento Regional Green Jobs Corps will engage at-risk youth living in the six counties of the Sacramento Economic Region. As a part of this program youth will be engaged in training and employment in the green jobs sector, learn about environmental stewardship, and participate in community service projects.
7. Integrated Service Delivery/One Stop Career Center - As a learning lab, SETA continues to streamline services through the integration of multiple employment and training programs through the Sacramento Works One-Stop Career Center system with a focus on services that are skills-based and universally accessible to all customers; and to meet the demands of the job seekers as well as employers who depend on the availability of a competitive, skilled workforce. SETA was one of twelve local learning labs that began implementing the integrated service delivery system in PY 2008-09 and submitted a local integration plan in 2008. This document will reference this plan in the narrative forms where modifications are appropriate.
8. This modification also includes newly implemented and updated policy/directives.

## I. PLAN DEVELOPMENT PROCESS

*The WIA gives states and LWIAs a unique opportunity to develop employment and training systems tailored specifically to state and LWIA needs. The local plan is only as effective as the partnership that implements it. The plan should represent a collaborative process among the Chief Elected Official and the local system partners. This collaboration will create a shared understanding of the LWIA's workforce investment needs, a shared vision of how the local workforce investment system can be designed to meet those needs, and agreement on the key strategies to achieve this vision. This collaborative planning at all stages should drive local system development, create strategies for improvement, and provide the opportunity for stakeholder and public participation, review and comment.*

*In this section, describe the plan development process, including comments received during the public comment period that were incorporated within the plan.*

*[WIA Section 118(a) and (c)(1)]*

- \* Notifications were published in the local newspaper on two consecutive Sundays; an announcement was placed in the lobby of SETA's administrative offices and on SETA's website. The modification is presented to the Workforce Investment Board and Governing Board. Public comment is requested to be put in writing for inclusion in the modification and consideration for future planning. SETA staff has also invited to view and provide feedback. (Attachment F)

*How were comments considered in developing the local WIA plan? [State Planning Guidance I B., and WIA Section 112(b)(9)]*

- \* Information about the WIA plan and subsequent modifications are made available to the general public through the use of public notices in the local newspapers, on SETA's Website, and at County and City offices. Additionally, both the Sacramento Works Board and SETA's Governing Board meetings are public noticed, the agendas are available to the general public and public comment is requested. If public comment is received, it will be documented and incorporated into plan modifications and considered in future planning.

## II. LOCAL VISION and GOALS

*The federal Planning Guidance and Instructions for Submission of the State's Strategic Five-Year Plan indicates that "a vision creates organizational alignment around a picture of a transformed future. It propels the organization toward achieving difficult but attainable strategic goals. Vision drives systematic improvements and produces outcomes. It is dynamic, not static."*

### SECTION A

1. How will your local system integrate services over the next five years? [WIA Section 117(d)(1) and 118(a)]

- \* Sacramento Works, Inc. is the Local Workforce Investment Board (LWIB). It is a 41-member board charged with providing policy, planning and oversight for local workforce development initiatives.

Vision of Sacramento Works, Inc.:

*Building a dynamic workforce for the Sacramento Region.*

Mission of Sacramento Works, Inc.:

*Sacramento partners with the workforce community to serve regional employment needs.*

Goals & Strategies:

*Each of the three sub-committees of the board developed the following goals and strategies:*

#### Employer Outreach Committee:

Goal: Engage and Support Regional Employers

Strategies:

- Target employer services to promote economic recovery
- Communicate availability and value of Sacramento Works services
- Enhance Sacramento Works delivery of employer services

#### Planning/Oversight Committee:

Goal: Prepare workers for high wage, high demand, critical occupational clusters that provide self-sufficiency wages, employer paid benefits, and career advancement/career ladders.

Strategies:

- Utilize American Recovery and Reinvestment Act (ARRA) funding for programs to mitigate the effects of the recession.
- Target services to viable career pathways in critical occupations.
- Enhance One-Stop Career Center system service delivery

#### Youth Council:

Goal: Prepare youth to succeed and thrive in the regional workforce

Strategies:

- Enhance youth employability through soft skills and work readiness training

- Engage employers and academia to create employment opportunities for youth
- Target youth services to viable career pathways

2. *What programs and funding streams will support service delivery through the One-Stop system? [WIA Section 121(b)(1)(B)]*

\* SETA offers a multiplicity of employment/training services through a network of twelve Sacramento Works Career Centers; programs and services are supported through the following funding streams:

- Workforce Investment Act (WIA), Adult
- Workforce Investment Act (WIA), Youth
- WIA 15% Discretionary Grants, Adult (Includes VEAP, Talent Transfer 1 and 2)
- WIA 15% Discretionary Grants, Youth (Includes Green Job Corps, Talent Transfer 1 and 2)
- American Recovery and Reinvestment Act (ARRA) Adult and Dislocated Worker
- ARRA Youth/Summer Youth
- Job Corps
- Temporary Assistance for Needy Families Emergency Contingency Fund (TANF ECF)
- Wagner-Peyser - TAA
- Community Service Block Grant (CSBG)
- CalWorks
- California Department of Corrections
- California Department of Rehabilitation
- Sacramento County Department of Health and Human Services
- Senior CSEP

4. *How will Wagner-Peyser Act and unemployment insurance services are integrated into the local system? [WIA Section 121(b)(1)(B)(xii)]*

\* SETA has a very close working relationship with the local EDD staff through the co-location of staff at the career centers as well as acting as host of the Sacramento Works Career Center at the Mark Sanders-Employment Development Department office. To better assist potential UI claimants who are using career center services, EDD has purchased televisions for each of the Sacramento Works career centers which run UI informational DVD's on a continuous basis throughout the day. Additionally, EDD staff working at the Mark Sanders Career Center is taking the lead working with both the Sacramento Works Career Centers and EDD Unemployment Insurance staff to develop procedures to streamline the process by which UI claimants can get their Employment Plans developed through the career centers and the California Training Benefits approved. This process is being developed in a joint effort to insure that all three entities are communicating and partnering in a positive and efficient manner.

5. *How will the youth programs be enhanced to expand youth access to the resources and skills they need to succeed in the State's economy? [WIA Section 111(d)(2) and 112(a)]*

\* The goal of the Sacramento Works, Inc. Youth Council is to prepare youth to thrive and succeed in the regional workforce by providing relevant work readiness and employment programs, and by engaging regional employers and academia. The strategies of SETA/Sacramento Works and local partners to serve youth most in need are consistent

with State Board's goals to serve people who have multiple barriers to employment through the provision of comprehensive services, while identifying strategies to meet industry needs. These strategies continue to evolve in order to better meet the needs of foster youth, youth offenders, youth with disabilities, and other youth at-risk through various programs and initiatives. The Youth Council's mission is to support the positive development of youth to become productive, caring and civic-minded adults by creating a seamless system for youth in the community.

The Sacramento WIA program serves both in-school and out-of-school youth ages 16 to 21 and focuses on three primary goals:

- Improving Academic Achievement
- Preparing for and Succeeding in Employment
- Supporting Youth Development

The principles that guide the work of the Youth Council and the WIA Youth program include:

- Asset-based - Youth Development approach
- Focus on the identified critical occupational groups for training and placement
- Focus on soft skills to attain and retain employment and academic achievement
- Promote academic achievement and lifelong learning
- Universal services to all youth through Youth Specialists co-located at Sacramento Works One Stop Career Centers
- Services to high-risk populations, including probation youth and juvenile offenders, youth at risk of criminal involvement, and current and emancipating foster youth
- Continually reach out to the community, youth and employers to enhance and increase the services to Sacramento youth

Sacramento Works Youth Council provides funding to school districts, community based organizations and governmental entities to provide youth with employment and academic assistance, vocational training, leadership development, work experience and support services. In addition, the Sacramento Works Youth Council has funded Universal Youth Specialists, who work in the Sacramento Works Career Centers connecting youth to educational opportunities, job search assistance, and career and academic counseling. Annually, over 5,000 youth receive services at the Sacramento Works Career Centers.

Partnership & Collaboration: SETA currently partners with community-based organizations and school districts to provide a collaborative approach to service delivery. This approach enhances the program funding, resources and services available to the community. Youth Collaboratives are required to include active membership and participation from:

- Educational institutions,
- Community based organizations, and
- The Sacramento Works One-Stop Career Centers

The Youth Collaboratives provide access to required WIA program elements:

- Improving Academic Enrichment
- Preparing for and Succeeding in Employment
- Supporting Youth Development

## SECTION B

*Describe how your local vision and workforce development strategy is consistent with the Governor's workforce development priorities. [WIA Section 118(a)]*

- \* SETA has implemented several initiatives that are consistent with the Governor's workforce development priorities. Five of these initiatives – California New Start, Cal Grip, California Green Job Corp, Elevate America, and The California Clean Energy Workforce Training Program are discussed below:

### The California New Start Initiative

Holding a job is one of the best predictors of parole success. Numerous statistical studies demonstrate that a parolee who finds and maintains a steady job—and who also has stable housing and avoids substance abuse—is more likely to avoid subsequent offenses and to successfully complete his term on parole. Therefore, the link between in-prison rehabilitation programs and employment is critical.

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, we bolster an offender's chance of success and reduce crime.

SETA's New Start Program is a partnership between the California Department of Corrections and Rehabilitation (CDCR), along with four Sacramento Works Career Centers (Lemon Hill Career Center, South County Career Center, Mark Sanders Career Center 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 will 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 and pre-employment/job retention services.

Career Center staff from Lemon Hill, South County, Mark Sanders and Broadway will attend the Parole and Community Team (PACT) local meetings coordinated by CDCR Division of Adult and Parole Operations (DAPO) and provide targeted outreach and special one-on-one orientations, as needed.

To address issues and concerns revealed during Employer Stakeholder meetings regarding the hiring of ex-offenders, SETA will continue to move forward in a positive campaign to market parolees to the local employer community. Through a grant from CDCR, SETA worked with Los Rios Community College District to develop a curriculum that is currently being utilized and replicated in other New Start programs in the State.

Sacramento Works, Inc. board members from the employer community have committed to working with SETA staff in doing so and in helping to alleviate some of the stigmas attached to hiring ex-offenders. Additionally, the Work Opportunity Tax Credit (WOTC) and the Enterprise

Zone Tax Credit (EXTC) will be marketed to employers to incentivize the hiring of parolees. Finally, employers will be informed of the Federal Bonding Program, which protects private employers against “employee dishonesty” such as theft, forgery, larceny, or embezzlement of money or property.

#### Cal Grip Program

In 2007, Governor Schwarzenegger created the Governor’s Gang Reduction Intervention and Prevention (CalGRIP) Initiative. SETA, along with the City of Sacramento Office of Youth Development and Police Department and Area Congregations Together (ACT), is one of the primary partners engaged in the development of the City of Sacramento’s Safe Community Partnership strategy using the Operation Ceasefire model.

Under the CalGRIP initiative, funding was allocated in two funding streams – one focusing on local municipalities and one focusing on local workforce areas. In 2007 SETA accepted funding, including California general, Department of Justice and Department of Corrections and Rehabilitation funds, to focus on high risk youth. SETA currently operates a WIA 15% CalGRIP program providing academic, vocational training and employment services to youth at risk of or involved in gangs.

In November 2008, City of Sacramento applied for and received separate CalGRIP funding with the Sacramento City Unified School District as the lead partner. The City’s CalGRIP program became operational in November 2009 targeting youth released from local probation facilities (such as the Boys Ranch) and will provide “re-entry” services to re-engage youth prevention and intervention strategies including job training, supportive services, education and employment services. The City CalGRIP program is targeting youth ages 14 to 17 residing in the target school areas surrounding McClatchy, Hiram Johnson and Burbank High Schools. SETA was included in the City’s grant to provide employment services and access to social services. The new funding will provide the work experience and support services with SETA leveraging other funding to provide the case management.

SETA’s strategy of providing wrap-around employment and education services coupled with mental health and substance abuse counseling has proven very successful. The overwhelming response from these target youth when asked “what do you want/need” is “JOBS”. Currently SETA operates several programs targeting this very high-risk youth population ages 16 to 24. This new funding would increase the opportunities to serve younger youth.

#### Sacramento Green Job Corps

Through the California Green Jobs Corps, the Governor planned to place at least 1,000 at-risk youth ages 16 to 24, into “green” jobs over the next 20 months. SETA received a grant of \$937,890.00 to serve 132 participants in the Sacramento region. The Sacramento Regional Green Jobs Corps will engage at-risk youth living in the six counties of the Sacramento Economic Region. As a part of this program youth will be engaged in training and employment in the green jobs sector, learn about environmental stewardship, and participate in community service projects.

#### Elevate America

Elevate America, a national program in which the Microsoft Corporation will provide 1 million training vouchers to states for no-cost access to Microsoft E-Learning courses and selected Microsoft Certificate exams, has entered into a voucher donation agreement with the California Employment Development Department (EDD). EDD’s Workforce Services Division will make 6,031 vouchers available to SETA for residents of Sacramento County. They will be

distributed through the Sacramento Works One-Stop Career Centers and SETA is collaborating with education and training providers to ensure that computers are available to job seekers who receive vouchers.

### Green Initiatives – Programs & Partnerships

#### *Background:*

The Sacramento region was selected for a Clean Energy Sector Strategy in 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.

Partnering organizations - comprised of more than thirty community development, labor, business, academic, labor and elected leaders including SETA/Sacramento Works – formed action teams and committed to incorporate the five strategies of a Cooperative Regional Business Plan that would ensure continued economic prosperity and competitiveness:

1. Business and government leaders will cooperate better to make this the best place to do business in California;
2. We will prove our innovation by growing our unique green energy sector;
3. We will ensure high school grads are ready to continue their education and join our quality workforce;
4. We will support our colleges to produce the skilled people and new initiatives that align with our regional economic needs;
5. We will invest more in civic amenities that enhance our identity and our quality of life.

#### *Focus on Green Energy Sector:*

One of the action teams formed out of the partnership was the Green Capital Alliance; their goal:

The Sacramento Region will demonstrate its commitment to innovation and sustainability by investing in training the entrepreneurs and skilled workers, and supporting the companies and jobs, that comprise our promising Clean Energy Technology industry area.

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 boost "CleanTech Sacramento." The Green Capital Alliance has accepted the increasingly important role of creating markets for local clean energy products, sources of energy cost savings and a means of protecting the environment, public health, and general well-being. Green Capital Alliance has been involved in collaborative projects such as:

- A series of roundtable discussions with local clean energy tech executives about how we can best support innovation and expand regional sustainability;

- Support for successful grant applications for clean energy workforce and economic development programs;
- Coordinated discussions about marketing and messaging, production of related collateral material, and incentive and financing models;
- An active presence on behalf of local clean tech entrepreneurs at major events like the Green California Summit, Going Green and the Clean Energy Showcase.

By sharing knowledge, advocating new policies, and promoting business development, the Alliance, 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. As a result, the number of clean energy companies doing business in the region increased from 30 in 2006-2007, to over 110 in February, 2009. Regional estimates place job growth from the clean energy industry at over ten-thousand jobs over the next ten years.

To identify the skills and abilities that workers will need to compete for these emerging "clean energy" jobs, Sacramento Works and the Golden Sierra Workforce Investment Boards funded the Green Capital Alliance to complete an assessment of emerging green jobs and develop an inventory of existing workforce training and education programs that support the clean energy industry. This research enabled the completion of a gap analysis and ability to pinpoint what would be the highest priorities for future investments in clean energy training and education programs.

*Regional Successes in Recruiting & Creating Clean Energy Jobs:*

- The Sacramento Area Commerce and Trade Organization successfully recruited six new clean technology companies to open offices in the region – most of them from Europe and Asia – resulting in 1,540 new jobs, and \$633.5 million in capital investments. These firms included Enfinity and SMA America.
- Three major utility providers in the Sacramento Region – Sacramento Municipal Utility District (SMUD), Pacific Gas & Electric (PG&E), and Roseville Electric – are on the cutting edge of clean energy development and implementation. Nationally recognized programs in hydro, solar, photovoltaic, wind and natural resources energy development are now offered by all three utilities and are helping to set the tone for the region.
- Los Rios Community College District launched its 2008 GreenForce Initiative to expand clean energy curricula on all four campuses (American River College, Cosumnes River College, Sacramento City College, and Folsom Lake College); Sierra College has developed a Photovoltaic Technician training program.
- The Centers of Excellence, in collaboration with research and industry partners, studied the energy efficiency sector in the region and produced a report of major energy efficiency sectors:
  - Utilities and energy resource management including municipal agencies
  - Design and/or construction of new buildings or residences
  - Energy retrofitting, improving energy efficiency in existing homes
  - Retro-commissioning, improving energy efficiency in existing buildings and facilities
  - Facility or building operations and maintenance

*Sacramento Works – Success in Developing Clean Energy Workforce Training:*

The Sacramento Region's Clean Energy Workforce Training Partnership targets the energy efficiency industry sector and addresses workforce needs through the development of the Green Building Pre-Apprenticeship Training Partnership.

*ARRA Investments:*

Sacramento works, Inc. has utilized Recovery Act and WIA funding to implement Clean Energy and Green Building classroom training and On-the-Job (OJT) training programs as well as Pre-Apprenticeship training and Business Innovation/Business Expansion programs to develop a pipeline of for the placement of trained and certified workers and meet the anticipated needs of employers in the industry. ARRA program and training providers are referenced in the ARRA 2009 Local Plan Narrative, Item 6: Training.

*The California Clean Energy Workforce Training Program Investments*

The California Clean Energy Workforce Training Program is a collaborative effort combining WIA, ARRA, the State Energy Program, Assembly Bill 118 Alternative and Renewable Fuel and Vehicle Technology Program, and the Governor's Discretionary 15 Percent funding. The goal of the initiative is to promote the use of industry sector strategies as a framework for addressing the need of skilled workers in energy efficiency and related jobs, renewable energy, and alternative and renewable transportation technologies. SETA/Sacramento Works, on behalf of regional partners, received funding for proposals with five objectives:

- Target Green Building, Clean Energy, and Alternative and Renewable Fuel and Vehicle Technology industries;
- Build a regional partnership of employers, training providers, community organizations, labor, and other key stakeholders;
- Address the workforce needs of employers and the training, employment, and career advancement needs of workers;
- Bolster regional economic competitiveness by aligning educational, economic, and workforce development planning and leveraging of resources; and
- Promote systematic change supporting innovation and the achievement of ongoing benefits for industries, workers, and communities.

*The three funded projects are:*

1. Sacramento Green Building Retraining Initiative (SGBR):

This partnership – targeting unemployed and underemployed workers, dislocated construction workers and veterans in the MSA and region of El Dorado, Placer, Yolo and Sacramento Counties - capitalizes on the wealth of training and emerging employment opportunities available in the region, to train and place job seekers in green force jobs. The SGBR Initiative enhances the skill-set of the talent pool and increase access to green building construction employment opportunities, increasing the number of qualified workers in green building and energy efficiency construction work. This is accomplished by:

- Increasing the number and diversity of workers entering green building retraining and employment

- Retraining and placing trainees and construction workers in green building and energy efficiency construction jobs that are stable and growing
- Increasing the retention rate of workers entering construction apprenticeships and green construction and energy efficiency employment.

SETA/Sacramento Works facilitates the coordination of partners with staff and workspace; provides training and technical assistance to partners and service providers in the areas of orientation, assessment, eligibility, case management, job placement, follow-up and retention services; provides reporting, grant administration and monitoring. Coaches will provide assistance with support services and resources designed to increase job placement and retention success.

Training is provided by partner agencies through subcontracts or our Local Training Provider List (LTPL); training services include green building principles, Building Science Fundamentals, and California State Energy Code Licensure Laws (residential and commercial).

The primary partners of this initiative include local employers, apprenticeship programs, labor unions, occupational skills training providers, and:

- SETA/Sacramento Works, Inc.
- Valley Vision/Green Capital Alliance
- American River College in partnership with Carpenters Local 42, Sacramento Valley Sheet Metal Workers, Sacramento Electrical Training Center, and Plumbers and Pipefitters JATC
- Sacramento Municipal Utility District
- Beutler Corporation
- Green Plumbers USA

Training will result in Industry-Identified Certificates in relevant fields:

Green Journey Level Training:

- Solar Technology, High Efficiency Lighting
- Solar Thermal, Green Plumbing
- HVAC & Building, Energy Efficiency
- Energy Efficiency, Green Building

Green Building Training:

- Certified Green Building Professional Training
- Green Heating, Ventilation, Air Contractors
- Certified green Plumbers, Certified solar Hot Water Installer
- HERS Raters, HERS Energy Analyst

Green Certificates:

- Build It Green
- Solar Technology
- High Efficiency Lighting
- Energy Efficiency Green Building
- Solar Thermal
- Green Plumbing
- HVAC & Building Energy Efficiency

- HERS Analyst & Rater

## 2. Green Building or Clean Energy Pre-Apprenticeship Training Partnerships, Green Building

The Sacramento Region Green Building Pre-Apprenticeship Training Partnership program will provide classroom and hands-on skill training to adults 18 years of age or older who are unemployed, underemployed and new workforce entrants in Sacramento, Yolo, Placer, and El Dorado counties. The primary partners in this initiative are:

- Sacramento Employment and Training Agency/Sacramento Works, Inc.
- American River College
- Cosumnes River College
- Los Rios Community College District/The Training Source
- Sacramento Municipal Utility District
- Community Resource Project
- Sacramento Sierra Building and Construction Trades Council (SBCTC)
- Sacramento Area Electrical Training Center (NECA-IBEW Local 340)
- Buetler Corporation
- Valley Vision

SETA/Sacramento Works facilitates the coordination of partners with staff and workspace; SETA also provides training and technical assistance to partners and service providers in the areas of orientation, assessment, eligibility, case management, job placement, follow-up and retention services. SETA also provides reporting, grant administration and monitoring. Intensive case management will provide assistance with support services and resources designed to increase job placement and retention success.

Training is provided by partner agencies through subcontracts or our Local Training Provider List (LTPL). Each of the subcontractors/training providers will be responsible for the operation of their distinct program element. SETA will work closely with the training providers to ensure the success of the various apprenticeships and upgrade training programs. SETA will be responsible for the eligibility determination, case management and reporting of the enrolled participants. Intensive case management will provide support services and resources designed to increase job placement and job retention success. As this is a regional approach, SETA will also recruit and serve participants in the Golden Sierra and Yolo workforce investment areas.

Training will result in Industry-Identified Certificates in relevant fields:

- Pre-Apprenticeship Training Certificate
- Green Building Pre-Apprenticeship Training Certificate
- Pre-Apprenticeship Training Green Building Certificate
- Weatherization Technician Certificate
- Home Energy Audit Certificate
- Pre-Apprenticeship Construction Training Certificate
- Build It Green Courses and Certification for Pre-Apprenticeship Students

## 3. Alternative and Renewable Fuel and Vehicle Technologies Workforce Development and Training Partnerships

This initiative also serves the MSA and Sacramento, Yolo, El Dorado, and Placer counties. The proposed Alternative Vehicle and Fuel Workforce Training Program implement a sector strategy to address the regions' emerging clean energy workforce needs in the area of alternative vehicles and fuel technology.

American River College (ARC), with 40,000 students, is the largest education provider in the Sacramento region, as well as one of the largest community colleges in the country. ARC has for the past three years actively developed clean and green transportation programs including the first Clean/Green Diesel program in California and the first Alternative Fuel and Vehicles program in Northern California. The developed the Sacramento Regional Transportation Center at the former Mather Air Base in partnership with the regional WIB, public and private agencies, employers, vehicle manufacturers, and the Sacramento County Office of Education.

Employers involved in the development of this center, and the college programs in alternative vehicles and fuels, include Operating Engineers Local #3, Sacramento Municipal Utility District, PG&E, Rapid Transit, the Central Valley New Car Dealers Association (representing 76 regional automotive dealers), Granite Construction, Teichert Construction, and the California Department of Transportation.

There are two categories of training services and target populations under this initiative:

Industry Training:

- Technicians participating in industry training will participate in alternative fuel and vehicle curriculum targeted for the needs of their company. The curriculum will be certified by Master Technicians from the company and taught by experienced American River College (ARC) automotive and diesel faculty who are Master Mechanics. The ARC program has received the highest level of NATEF certification.
- Technicians will improve their skills and knowledge of how to repair and maintain new clean technology and to ensure that vehicles meet the technical specifications and provide the intended environmental protection. In addition, industry technicians will strengthen their understanding of computers and computer diagnostics and; at the same time, increase their value to the company.
- Training will be provided, depending on the needs of the company, in Electric Vehicles, Hybrids, Alternative Fuels (biodiesel, CNG, hydrogen fuel cells), Lithium Ion Batteries, Regenerative Braking Systems, and Hydraulics Systems, Clean/Green Diesel, Retrofitting, Computer Diagnostics, and Environmental Impact. All instruction will be conducted by ARC faculty with extensive teaching experience and industry certification.

Entry Level:

- American River College faculty will provide training to students identified by the local WIB/One Stop Career Center System in either Clean/Green Diesel or Alternative Vehicles and Fuels. All classes will be held in facilities that have been reviewed and approved by the national accrediting agency. College instructors are Master Mechanics with extensive teaching experience. All necessary equipment, supplies and tools will be provided to support instruction.
- This initiative will contribute to the economic recovery and stability of the region by teaching students, technicians, labor organizations, and employers how to retrofit diesel technology, and how to maintain and repair alternative vehicles. These activities will pump money into the economy through equipment and vehicle sales; improve regional health and economic competitiveness through the reduction of greenhouse

gases and particulates; and establish Sacramento as a state center for transportation and energy technology.

## SECTION C

*Provide a description of your local strategies, based upon your LWIB's vision for business services, to improve the services to employers, and include in your description [WIA Section 118(b)(10)]:*

- \* The Employer Outreach Committee of the Sacramento Works, Inc. is tasked with driving the LWIB's vision for business services and to improve the services to employers, in collaboration with partners and key stakeholders that are responsive to the needs of employers. The primary goal of the Employer Outreach Committee is to support regional employers' efforts to hire, train, and transition employees by enhancing and communicating the availability and value of Sacramento Works' employer and business services.

### Strategic plan #1: Target employer services to promote economic recovery

#### Planned activities:

- Develop and distribute informational materials on newly-approved and funded short-term programs benefitting employers, and youth employment;
- Create and implement a short-term marketing and communications plan targeting industries most affected by the recession and those with immediate support service needs;
- Summarize and track performance measures agreed-upon in funded Business Retention and Expansion activities; and
- Identify occupations with labor surplus and match dislocated workers' transferrable skills to employers who are hiring.

### Strategic plan #2: Communicate availability and value of Sacramento Works services

#### Planned activities:

- Purchase media advertising to promote benefits of services;
- Produce and distribute marketing materials;
- Explore and implement strategies making use of social networking;
- Create a WIB member speaking schedule to promote Sacramento Works services for a 12-month period
- Target sponsorships to events and activities reaching employers supporting Critical Occupation clusters and small businesses; and
- Test effectiveness of communications efforts through employer feedback and adjust efforts appropriately.

### Strategic plan #3: Enhance Sacramento Works delivery of employer services

#### Planned activities:

- Implement a more comprehensive employer feedback system to gather opinions on program satisfaction, service needs, employee retention, and marketing effectiveness;

- Design and implement a more comprehensive quarterly dashboard report on employer service activity for the Committee;
- Develop an employer service improvement plan based on analysis of program activities, employer/staff feedback, and best practices.

## SECTION D

*Describe how the LWIB is addressing lifelong learning in the context of workforce development, through collaborative policy and planning. Specifically, describe how the LWIB will improve and promote access to lifelong learning in the next year. Include existing or planned efforts to leverage resources with local lifelong learning partners, including business and education.*

- \* In 2008, SETA became an Integrated Learning Lab which shifted service strategies to a skill-based system that includes opportunities for all customers to receive skills improvement. The Sacramento Works Workforce Investment Board, whose membership includes representatives of Education and Business, have been closely involved with the planning for this service delivery change and have supported the concept of lifelong learning. The Integrated Learning Lab objectives included (and continues to include) the identification of education and training opportunities and providers currently available in the region; the identification of Basic Skills and Enhancing Skills products to add to the career center's product box of services and building relationships with community Adult Education programs and other community based training providers. These actions have supported and broadened the opportunities available to customers seeking lifelong learning opportunities through the career center system.

Local efforts to plan/implement sector strategies or target industries important to both the local and regional economy's vitality and competitiveness:

Review of quarterly regional occupational data reports benchmark changes in the economy and provides information needed to update workforce forecasts. In order to evaluate progress towards attainment of the Planning/Oversight Committee's strategic goals, the committee requested that staff conduct research to identify the jobs most impacted by the recession and those jobs which are providing viable employment opportunities in the region. Staff has worked with the Los Rios Community College Center of Excellence to develop the attached occupational forecast reports.

The first report represents the 100+ occupations that have been impacted the most by the recession for the 2007-2009 forecast period (based on absolute job losses). The primary criteria used to populate this report:

- Occupations which had a median hourly wage of \$10 or higher
- Education level required was associate degree or lower
- Occupation lost 100 jobs or more for the forecast period

The second forecast report represents the 75+ occupations that are forecast to provide the best employment opportunities (based on absolute job growth). The primary criteria used to populate this report:

- Occupations which had a median hourly wage of \$10 or higher
- Education level required was associate degree or lower
- Occupations gained 250 jobs or more for the forecast period

While all of the occupations on both lists reflect positive numbers due to replacement need, this was not factored into any of the criteria based primarily on the fact that replacement jobs do not technically add to the overall economic picture as it is extremely difficult to differentiate between replacement needs based on the need for newly training individuals versus turnover within the industry. These reports are referred to in item III Labor Market Analysis, C. (Attachments G, H, I, and J)

## SECTION E

*Identify organizations involved in the development of your local vision and goals.*

- \* Sacramento Works, Inc., the local Workforce Investment Board for the County of Sacramento is a 41-member board charged with providing policy, planning oversight for the local workforce development initiatives. Over the past six months, this board has been meeting in subcommittees to develop success metrics for goals of the Sacramento Works Strategic Plan. The board is comprised of represents industry, education, labor, public assistance agencies, community-based organizations, and local government and economic development. Current Board Members:
  - Larry Booth, President, Frank M. Booth, Inc.
  - Bill Camp, Executive Secretary, Sacramento Central Labor Council
  - May Cha, Field Representative/Organizer, SEIU - United Health Workers
  - Lynn R. Conner, President, Parasec
  - Michael Dourgarian, General Manager & Franchise President, Manpower Staffing Services
  - Mike Egan, Legislative Advocate, California Teachers Association
  - Mark Erlichman, District Administrator, California Department of Rehabilitation
  - Diane Ferrari, Chief, Northern Job Service Division, Employment Development Department
  - Patrick Godwin, Superintendent, Folsom Cordova Unified School District  
David W. Gordon, Superintendent, Sacramento County Office of Education
  - Lisa Harr, Staffing Supervisor, Vision Service Plan
  - Barbara Hayes, Executive Director, SACTO
  - Mark R. Ingram, Vice President, Human Resources & Administration, Pacific Coast Companies, Inc.
  - William V. Karns, Vice Chancellor, Education & Technology, Los Rios Community College District  
Matthew Kelly, Business Manager/Financial Secretary, Sac. Sierra Building & Constructions Trades Council
  - Gary R. King, Manager, Human Resources, Sacramento Municipal Utility District
  - Kathy Kossick, Executive Director, Sacramento Employment & Training Agency
  - James Lambert, Executive Vice President, Sacramento Builder's Exchange
  - Frank Louie, Xerox Corporation
  - Matthew Mahood, President & CEO, Sacramento Metropolitan Chamber of Commerce
  - Elizabeth McClatchy, President & CEO, The Safety Center, Inc.
  - Michael Micciche, President & CEO, California Human Development Corporation
  - Dennis Morin, Director, Sacramento Area Electrical Training Center

- James R. Pardun, Economic Development Manager, County Department of Economic Development
- Kim Parker, Executive Director, California Employers Association
- Deborah Portela, Administrator, Casa Coloma Health Care Center
- Maurice Read, Consultant, Sac. Sierra Building & Constructions Trades Council
- Lorenda T. Sanchez, Executive Director, California Indian Manpower Consortium
- Anette Smith Dohring, Program Manager/Workforce Development, Sutter Health: Sacramento Sierra Region
- Michael R. Testa, Executive Vice President, Sacramento Convention and Visitors Bureau
- Dan Throgmorton, Associate Vice Chancellor, Los Rios Community College District
- Kingman Tsang, Senior Vice President/Regional President, First Bank
- Bruce Wagstaff, Director, Sacramento County Department of Human Assistance
- Terry A. Wills, Esq., Partner, Cook Brown, LLP
- David Younger, Principal/Vice-President, Lionakis Design Group

#### The Green Capital Alliance

Local government and workforce development partners are working together proactively to reduce greenhouse gas emissions, plan more sustainable communities, and support growing clean technology companies. The Green Capital Alliance has been integral in the development of the region's local vision and goals for clean energy. The Green Capital Alliance provides information and resources to help local government and workforce development partners to achieve their goals. The Green Capital Alliance has united local employers academic and research institutions, economic development and community organizations, and local government behind the purpose of making our growing clean technology sector a defining feature of our economy, and making the six-county Sacramento region a leader in sustainability.

In addition to the Sacramento Employment and Training Agency/Sacramento Works, The Green Capital Alliance partners include:

- Bank of America
- California State University, Sacramento
- Downey Brand Attorneys, LLP
- Golden Sierra Workforce Investment Boards
- Linking Education and Economic Development (LEED)
- Los Rios Community College District
- Office of Congresswoman Doris Matsui
- Pacific Gas and Electric (PG&E)
- Roseville Electric
- Sacramento Air Quality Management District
- Sacramento Area Commerce and Trade Organization (SACTO)
- Sacramento Area Council of Governments (SACOG)
- Sacramento Area Regional Technology Alliance (SARTA)
- Sacramento Asian Chamber of Commerce (SACC)
- Sacramento Metropolitan Chamber of Commerce
- Sacramento Municipal Utility District (SMUD)

- Sutter Health
- University of California, Davis
- Valley Vision

### III. LABOR MARKETING ANALYSIS

*The Planning Guidance and Instructions requests information on key trends expected to shape the economic environment during the next five years, including the implications of these trends in terms of overall employment opportunities by occupation; key occupations; the skills needed to attain local occupational opportunities; growth industries and industries expected to decline, customer demographics, and the sources of data used to gather this information. Where appropriate, identify any regional economic development needs and describe how the LWIA will be involved in them.*

#### SECTION A

*What are the workforce investment needs of businesses, job-seekers, and workers in the LWIA? [WIA Section 118(b)(1)(A)]*

- \* The needs of businesses and job seekers are met through a comprehensive range of workforce development activities and strategic partnerships. For the job seeker, these activities mean the ability to find work, job retention, livable wages and benefits, greater earning potential, and occupational skills development. At the Career Centers, customers have universal access to a variety of tools and services that help to meet these needs including assessments, career coaching, labor market information, job search assistance, education and skills training (including customized and on-the-job). Co-located partners at the Career Centers assist staff in also providing services and outreach to customers who meet Priority of Service Criteria or have distinct characteristics such as Dislocated Workers, Veterans, having a disability, low-income, at-risk youth, having a felony record, etc.

Employers in the local area need a qualified pool of workers with compatible skills sets. The Employer Services division of SETA offers a variety of services including marketing and recruitment through the Career Center system and events; assessments to determine basic skills and help employees as well as potential employees to improve their skills; direct referrals of qualified applicants; work experience/on-the-job training and apprenticeship opportunities; labor marketing, tax credit and other information. In the event that an employer needs to layoff workers, SETA's Rapid Response team can assist them and affected workers to access the services they need.

#### SECTION B

*How will the needs of employers be determined in your area? [State Planning Guidance IV.B.6]*

- \* As discussed in item II. Local Vision and Goals, Section C, the Employer Outreach Committee of the Sacramento Works, Inc. is tasked with driving the LWIB's vision for business services and to engage and support regional employers. This is accomplished through continuous efforts to survey employers and to assess their workforce needs, and their satisfaction of services offered through the system.

SETA hosted employer round tables with Green Capital Alliance to discuss and prioritize the employment needs of qualified workers in the emerging green building, energy, and technology industries.

## SECTION C

What are the current and projected employment opportunities in the LWIA? [WIA Section 118(b)(1)(B)]

- \* The Planning and Oversight Committee of the LWIB worked together with the California Community Colleges Chancellor's Office, Centers of Excellence, to conduct research resulting in a series of reports that identify occupational trends in the region. These reports identify:
  1. Industries with Greatest Decline, 2007 - 2009 (Attachment G)
  2. Occupations with Greatest Decline, 2007 - 2009 (Attachment H)
  3. Growth Occupations, 2009 - 2014 (Attachment I)
  4. Growth Occupations with Bachelor's Degree, 2009 - 2014 (Attachment J)

*Items one and two primarily represent industries and occupations with the greatest decline based on the regional economic downturn.*

Jobs in the Healthcare and Educational sectors are projected to increase. Private education and healthcare actually added jobs locally and statewide in an August-to-August comparison, while most other industries lost jobs. Combined, these industries added 14,200 jobs in California. In the Sacramento region, they gained 3,600 jobs between August 2008 and August 2009; most in health care and social assistance. Source: Economic Forecast 2010 published by the Sacramento Business Journal, October 16, 2009; and Center for Strategic Economic Research.

According to the U.S. Bureau of Labor Statistics, health care jobs are expected to make up seven of the 20 fastest-growing occupations through 2016.

### Critical Occupation Clusters:

Sacramento Works, Inc. has identified nine "Critical Occupation Clusters" in our area. These nine clusters represent those industries that are most consistent with our goal of helping job seekers, through the one-stop system find long-term, career-oriented employment. This year, the Sacramento Works, Inc. board recognized green sector jobs as an emerging industry with occupations that are represented in each of the nine existing clusters:

- o Administrative and Support Services  
The Administrative and Support Services occupational cluster is comprised of a diverse group of occupations. In addition to occupations directly related to office administration, clerical support, and finance and insurance, also included in this broad group are 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 approximately 33,400 jobs due to growth and more than 42,400 jobs due to separation are projected between 2006 and 2016.
- o 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 more than 2,600

jobs due to growth and more than 4,100 jobs due to separation are projected between 2006 and 2016.

o 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 nearly 8,800 jobs due to growth and nearly 13,400 jobs due to separation are projected between 2006 and 2016.

o Healthcare and Support Services

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 more than 20,800 jobs due to growth and nearly 11,100 jobs due to separation are projected between 2006 and 2016.

o 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 7,300 jobs due to growth and nearly 7,700 jobs due to separation are projected between 2006 and 2016.

o 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 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 more than 6,000 jobs due to growth and nearly 5,700 jobs due to separation are projected between 2006 and 2016.

o 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 4,000 jobs due to growth and more than 4,400 jobs due to separation are projected between 2006 and 2016.

o 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 21,300 jobs due to growth and nearly 38,400 jobs due to separation are projected between 2006 and 2016.

o 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 nearly 8,200 jobs due to growth and more than 19,400 jobs due to separation are projected between 2006 and 2016.

## SECTION D

*What job skills are necessary to obtain such employment opportunities? [WIA Section 118(b)(1)(C)]*

- \* In addition to industry-specific skills, training and experience, there are commonly required “soft skills” that are equally important. Reading, English, writing, mathematics, as well as workplace skills such as computer/electronics, customer relations, and clerical skills were also identified by the Sacramento Regional Resource Institute as skills sets that are in demand in the region. Customers can reference occupations and minimum experience and training requirements, and locate training providers using Career GPS.com and other online sources.

In addition to industry-specific skills, there are commonly required “soft skills” that are equally important. These skills, listed below, include O\*NET definitions:

- o Active Listening – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate and not interrupting at inappropriate times.
- o Coordination – Adjusting actions in relation to others’ actions.
- o Critical thinking – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.
- o Judgment and decision-making – Considering the relative costs and benefits of potential actions to choose the most appropriate one.
- o Mathematics – Using mathematics to solve problems.
- o Reading comprehension – Understanding written sentences and paragraphs in work-related documents.
- o Speaking – Talking to others to convey information effectively (in most cases, the ability to communicate in English is inferred).
- o Time management – Managing one’s own time and the time of others.

More broadly, five workplace competencies and three basic foundation skills and personal qualities that are needed to perform these jobs include:

- o Resource Utilization - How to allocate time, money, materials, space and staff.

- Interpersonal skills – Working on teams, teaching others, serving customers, leading, negotiating and working well with people from culturally diverse backgrounds.
- Information – Ability to acquire and evaluate data, organize and maintain files, and to interpret and communicate, and use computers to process information.
- Systems – Understanding social, organizational, and technological systems; monitoring and correcting performance and designing or improving systems.
- Technology – Selecting equipment and tools, applying technology to specific tasks, and maintaining and troubleshooting equipment.
- Basic Skills – Reading, writing, arithmetic/mathematics, speaking and listening.
- Thinking Skills – Ability to learn, to reason, think creatively, make decisions, and solve problems.
- Personal Qualities – Individual responsibility, self-esteem and self-management, sociability and integrity.

Source: The Secretary's Commission on Achieving Necessary Skills (SCANS) report, Learning a Living: A Blueprint for High Performance

**IV. LEADERSHIP**

\* No Modifications

## V. LOCAL ONE-STOP SERVICE DELIVERY SYSTEM

*The cornerstone of the new workforce investment system is One-Stop service delivery, which makes available numerous training, education and employment programs through a single customer-focused, user-friendly service delivery system at the local level. The One-Stop system must include at least one comprehensive physical center in each LWIA that must provide core services and access to programs and services of the One-Stop partners. The system may also include a network of affiliated One-Stop sites and specialized centers that address specific needs.*

### *Waivers – Transferability of Adult and Dislocated Worker Formula Funds*

- \* In May 2009, Sacramento Works, Inc. approved the request to transfer of 50% WIA Dislocated Worker funds to the Adult funding stream, and 30% of ARRA Dislocated Worker funds to Adult. Because SETA's Learning Lab service delivery system has significantly increased the numbers of customers receiving staff-assisted services, the flexibility of enrolling Dislocated Workers into the Adult funding stream has served to eliminate labor-intensive eligibility, data collection, accounting and reporting procedures.

## SECTION A

*Describe the One-Stop delivery system in your LWIA. [WIA Section 118(b) (2)] Include a list of the comprehensive One-Stop centers and the other service points in your area.*

- \* Sacramento Works One Stop Career Centers
  1. Broadway: 915 Broadway, Sacramento, CA 95818
  2. Citrus Heights: 7011 Sylvan Rd., #A, Citrus Heights, CA 95610
  3. Franklin: 7000 Franklin Blvd., Suite 540, Sacramento, CA 95823
  4. Galt: 1000 C Street #100, Galt, CA 95632
  5. Greater Sacramento Urban League: 3725 Marysville Blvd., Sacramento, CA 95838
  6. Hillsdale: 5655 Hillsdale Blvd., #8, Sacramento, CA 95820
  7. LaFamilia Counseling Center: 5523 34<sup>th</sup> St., Sacramento, CA 95820
  8. Lemon Hill: 5451 Lemon Hill Ave., Sacramento, CA 95824
  9. Mark Sanders: 2901 50<sup>th</sup> St., Sacramento, CA 95817
  10. Rancho Cordova: 10381 Old Placerville Rd., #150, Sacramento, CA 95827
  11. South County: 8401 A Gerber Rd., Sacramento, CA 95828

### Satellite Center

12. Mather: 10638 Schirra Ave., Mather, CA 95655

## SECTION E

*What is your plan for delivery of core and intensive services? [WIA Section 117(f)(2)]*

- \* In February of 2010, the State of California, Employment Development Department released an Information Notice on the Department of Labor (DOL) Data Validation requirements. The Information Bulletin stated that the DOL had raised concerns about Draft Directives posted by the State for Validation requirements. These Directives contained elements that related to the use of paperless data collection methods. The DOL has communicated their position that Local Areas must collect and store specific source documentation (paper or electronic) to enable the validation of data elements related to eligibility, services received, and outcome information used to calculate and support the validity of the performance outcomes reported to the Employment and Training Administration of the Department of Labor. The DOL stated that two data elements, Veterans Status (or those receiving intensive or training services) and Date of Birth, are the two types of demographics that must have actual documentation in file.

In an effort to correct this newly found deficiency, SETA has instituted an Electronic Scanning system to retain required documentation. Beginning March 1, 2010, this system is being rolled out by Career Center and will take approximately one month to fully implement. Until all centers obtain scanning equipment and are trained on the use of the scanning system career center staff have been instructed to make photocopies of verification documents and to retain them in a locked file cabinet. The new scan system will include:

- o Eligibility documents will be scanned prior to customers receiving staff-assisted services or prior to receiving training/supportive services;
- o Dedicated scanners will be attached to a computer at each career center;
- o Staff will scan documents verifying Right-to-Work, Birth Date and Veteran Status;
- o The scanned documents will be saved as a file to a secure server at SETA's main office with off-site backup;
- o The SMARTware Customer Tracking System will be used to identify the specific document used for verification.

### New/Updated Policy

The following policies have been updated since the Local Plan Modification 2008 - 2009 and are included. (Attachments K1 - K7)

1. OJT Policies and Procedures/Contract Document, WIA Directive #IS 4-08 (Revision #6)
2. Eligibility or Demographic Data Collection Criteria, WIA Directive #IS22-09
3. Priority of Service, WIA Directive #IS23-09
4. Workplace Training/Job Creation Work Experience (WEX), WIA Directive #IS21-09
5. OJT Carryover Guidelines, WIA Directive #IS20-09
6. Scholarship Caps, WIA Directive #IS03-08 (Revision #5)
7. Financial Assistance Award Directive, WIA Directive #IS2-08 (Revision #3)

## SECTION F

*What is your plan for administering Individual Training Accounts (ITAs) as defined in WIA Section 134(d)(4)(G), including any limitations you plan to impose on ITAs established in your area. If your LWIB is providing training services that are made as exceptions to the Individual Training Account process, describe the process you used to procure and justify these exceptions. This process must include a 30-day public comment period for interested providers. [Title 20 CFR Part 661.350(a)(5) and (10) and 663.430(a)] In addition, include the LWIB's policy addressing the amount and duration of ITAs based on market rate for local training programs. [CUIC Section 14206(h)]*

- \* ITAs or Scholarships are awarded to customers who have demonstrated the need for training to be employed or advance their occupational goals in an industry that has projected growth and stability. The process for awarding a scholarship has not changed however, the maximum dollar amount allowed for a scholarship has increased to \$5,000. Up to \$10,000 can be awarded for a scholarship if it has been determined (and supported by a financial needs assessment), that a customer is unable to secure alternative sources of educational funding. The approval of a Regional Manager or Deputy Director is required if the ITA is to exceed \$5,000. Financial Assistance Award, WIA Directive #IS2-08 (November 20, 2009), describes the policy in detail and provides guidance with regard to the average cost of training according to critical occupational cluster. (Attachment K-7)

## SECTION G

*Describe how the WIA funds will be used to leverage other federal, State, local and private resources. How will these coordinated and leveraged resources lead to a more effective local system that expands the involvement of business, employers and individuals? [State Planning Guidance IV.B.3. and WIA Section 112(b)(10) and 121(c)(2)(A)(ii)] Include a brief discussion if your LWIB has entered into an agreement with another area (including another LWIB that is a city or county within the same labor market) to pay or share the cost of educating, training, or placing individuals participating in programs assisted under Title I of WIA, including provision of supportive services, provide copy of your approved agreement. [WIA Section 195(3)(B)]*

- \* This LWIA has developed a highly effectively, integrated service delivery system. By leveraging WIA funds, access to resources and services is expanded to other federal, State, local and private resources, such as the Community Services Block Grant, Head Start and Early Head Start, Refugee Social Services and Targeted Assistance, Employment and Training Panel, Adult Education, Vocational Rehabilitation, Veterans programs, Area 4 on Aging, TANF, community colleges, labor organizations, and criminal justice programs. Through coordinating and leveraging this compendium of resources, the involvement of businesses, employers and individuals is expanded by providing a system that (1) offers employers assistance with their recruitment, training and hiring needs; (2) provides businesses with guidance on sustainability while offering upgrade training to incumbent workers; (3) provides assessment, skills development, and job search assistance to job seekers looking for high wage, high demand occupations; (4) offers a path to a multitude of community services which reduce poverty and revitalize low income communities by providing emergency and self-sufficiency programs, as well as homeless prevention programs; and, (5) offers families and their children access to education, health, dental, mental health, and social and nutritional services.

## SECTION I

*When allocated adult funds are limited, what criteria will you use to determine and ensure priority of service to recipients of public assistance and other low-income individuals for receiving intensive and training services? [WIA Section 134(d)(4)(E) and 118(b)(4)]*

- \* The Workforce Investment Act (WIA) states that if WIA funds are limited, priority for intensive and training services must be given to low-income adults. Providing priority of service to veterans and other special populations in qualified job training programs means the right to take precedence over non-covered persons in obtaining services.

The State of California policy gives authority to Local Boards to develop and implement local policy guidance, procedures, and definitions targeting services to special participant populations such as veterans, dislocated workers, older workers, low-income individuals, and others with multiple barriers to employment and training. Limitations on funding may also require that Local Boards establish policies regarding Priority of Service to specific population groups.

Sacramento Works, Inc. has determined that at this time, WIA Adult funds are not limited in Sacramento County and that instituting a “priority of service” system is unnecessary because it would restrict an already limited customer pool. Policy has been approved to implement a priority of service only when enrollments into training services have increased to a level where the demand for services exceeds the availability of services. This policy is reviewed annually.

## SECTION M

*What local policies and strategies are in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288)(38 USC 4215), priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the Department of Labor, in accordance with the provisions of TEGL 5-03 (9/16/03/)? Include in your discussion how this policy is shared with all of the One-Stop Career Center partners and if/how you conduct outreach to veterans and veteran organizations to encourage use of One-Stop Career Center services. How will you ensure that veterans receive priority in the local One-Stop system for Wagner-Peyser funded labor exchange services? [State Planning Guidance IV.B.9. and WIA Section 121(b)(1)(B)(ii)]*

- \* Since the Priority of service for Veterans and Eligible Spouses was introduced as part of the Jobs for Veterans Act and issuance of California’s WIA Title I Eligibility Technical Assistance Guide, SETA has been reviewing current policy to ensure compliance with new requirements. Priority of Service, WIA Directive #IS23-09 (October 7, 2009), describes and provides guidance to Career Center staff regarding State and Local Priority of Service policy. (Attachment K-3)

### Veterans Employment-Related Assistance Program

SETA’s Sacramento Regional Veteran Project (SRVP), funded under the Veterans Employment-Related Assistance Program (VEAP), is a partnership between SETA/Sacramento Works, Inc., and the Sacramento Veterans Resource Center, a division of Vietnam Veterans of California. The overarching goal of this project is to increase the training and employment opportunities for veterans leading to higher paying jobs in high-growth, high demand occupations.

Services will be delivered through fully integrated outreach and recruitment efforts. Eligible veterans will attend orientations at designated Sacramento Works Career Centers (SWCC) where they will be provided a brief introduction to VEAP services and receive necessary employment-related assessments, as well as a VEAP suitability determination. If a chronic or urgent medical or mental health issue is present, an immediate referral or appointment to the Veterans Administration Hospital at Mather is made. SVRC will provide workshops, peer-supported group processes, and instructor-lead discussions designed to identify veterans' skills and any additional barriers to employment. VEAP services will also include access to support services and training opportunities, job search, resume preparation, labor market information, job readiness, and life skills workshops, as well as employment networking, job referrals and job retention services. Specific occupational training will target the ten regional, critical occupational clusters as approved by Sacramento Works, Inc.

SETA's SWCC Employer Services staff will provide employer outreach, job development, pre-screening and referral services to veterans who are assessed "ready for work."

## SECTION P

*How will the LWIB coordinate workforce investment activities carried out in the LWIA with the statewide rapid response activities? [WIA Section 118(b)(5) and State Planning Guidance IV.B13.b]*

- \* One example of how Sacramento Works, Inc. coordinates workforce investment activities carried out in the region with statewide rapid response activities, is SETA's participation on The Northern California Rapid Response Roundtable (NCRRR) along with representatives of Golden Sierra Workforce Investment Area, Northern Rural Training Employment Consortium, Humboldt County Workforce Investment Board, Yolo County Workforce Investment Board, and Mendocino Workforce Investment Board. Roundtable discussions include updates on local, state and federal rapid response activities, programmatic options, policy and funding.

## SECTION S

*MEMORANDUM OF UNDERSTANDING: The WIA requires that a Memorandum of Understanding (MOU) between the LWIB and each of the One-Stop partners concerning the operation of the One-Stop delivery system be executed. A copy of each MOU must be included with the plan modification. [WIA Section 118(b)(2)(B)]*

- \* A copy of executed MOUs with all required partners are attached. (Attachment M)

#### IV. YOUTH ACTIVITIES

*As a way to connect youth to workforce investment resources, WIA requires youth programs to be connected to the One-Stop system. The WIA requires improved youth opportunities and Youth Councils to be part of local workforce investment systems. Youth councils have authority to develop the youth-related portions of the local plans, to recommend youth service providers to the LWIBs, to coordinate youth services, and to conduct oversight of local youth programs and eligible providers of youth programs.*

##### SECTION C

*Describe how coordination with Job Corps, Youth Opportunity Grants, and other youth programs in your LWIA will occur, e.g. School-to-Career. [WIA Section 112(b)(18)(C) and 117(h)(2)(vi), and State Planning Guidance, IV B. 15.]*

- \* SETA continues to partner with the Sacramento Job Corps to provide academic and vocational training to at-risk youth. Job Corps has a seat on the Sacramento Works Youth Council and is a co-located partner in the Sacramento Works Career Center system. SETA also partners with the Sacramento County Office of Education, all of the local high school districts and non-WIA funded providers to increase the vocational and employment opportunities for youth. One example is our partnership with the City of Sacramento, Sacramento City Unified School District, and Sacramento County Probation Department targeting youth at risk of gang involvement to provide employment and training.

##### SECTION D

*Describe your area's eligible youth population and needs in general. Describe and assess the type and availability of youth activities in the LWIA. Include an identification of successful providers of such activities. [WIA Section 118(b)(6)]*

- \* The primary target group includes youth that are unemployed and under-employed, youth with disabilities, emancipating and current foster youth, dropouts, youth that are basic skills deficient, and court-involved youth. This target group was identified as they often do not have the support to successfully transition into advanced education and employment. These youth have a myriad of barriers and needs. For youth between the ages of 16 and 19, the unemployment rate is estimated to be almost double the youth rate of 27%. The numbers of youth on juvenile probation in Sacramento is increasing. The Sacramento County Probation Department reports an average of 5,000 juvenile cases under their jurisdiction or participating in probation programs daily. Most probation youth have not been attending school regularly and score below grade level.

Sacramento One-Stop Career Centers have formed partnerships with area community-based organizations and school districts. These partners provide many youth with assistance in educational achievement, successful employment, and youth development. Per the Request for Proposal, local WIA providers coordinate services to:

1. Improve Academic Achievement
  - Secondary school completion and drop-out prevention strategies (ISY)
  - Alternative secondary school services (OSY)

2. Prepare for and Succeed in Employment
  - Occupational skills training
  - Work Experience/On-the-Job Training directly linked to academic and occupational learning
  
3. Support Youth Development
  - Leadership development opportunities
  - Supportive services
  - Adult mentoring
  - Comprehensive guidance and counseling including alcohol and drug abuse
  - Follow-up services for one year

These three categories incorporate the ten required WIA elements. The following is a list of providers providing WIA youth services for Sacramento County:

- Elk Grove Unified School District
- Galt Joint Union High School District
- La Familia Counseling Center
- Sacramento City Unified School District
- Asian Resource, Inc.
- Local Conservation Corps
- Sacramento Chinese Community Service Center
- Sacramento County Office of Education
- City of Sacramento

**VI. ADMINISTRATIVE REQUIREMENTS**

\* No Modifications

## VII. ASSURANCES

- A. The LWIB assures that it will comply with the uniform administrative requirements referred to in WIA Section 184(a)(3).
- B. The LWIB assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. [WIA Section 181(b)(7)]
- C. The LWIB assures that the board will comply with the nondiscrimination provisions of WIA Section 188.
- D. The LWIB assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA Section 188.
- E. The LWIB assures that there will be compliance with grant procedures of WIA Section 189(c).
- F. The LWIB assures that funds will be spent in accordance with the Workforce Investment Act, written Department of Labor guidance, and other applicable Federal and State laws and regulations.
- G. The LWIB assures that veteran workforce investment programs funded under WIA, Section 168 will be carried out in accordance with that Section.
- H. The LWIB assures it will comply with future State Workforce Investment Board policies and guidelines, legislative mandates, or other special provisions as may be required under Federal law or policy, including the Workforce Investment Act or State legislation.
- I. The LWIB assures that when allocated adult funds for employment and training activities are limited, priority shall be given to recipients of public assistance and other low-income individuals for intensive and training services. [WIA Section 134(d)(4)(E), 118(b)(4), and CUI Section 14230(a)(6)]
- J. The LWIB certifies that its One-Stop Centers will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right to access by State labor organization representatives pursuant to the Ralph Dills Act. [Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code, and CUI Section 14233]
- K. The LWIB assures that State employees who are located at the One-Stop Centers shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at One-Stop Centers shall retain existing civil service and collective bargaining protections on matters relating to employment, including but not limited to: hiring, promotion, discipline, and grievance procedures.
- L. The LWIB assures that when work-related issues arise at One-Stop Centers between State employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The One-Stop Career Center operators and partners shall cooperate in the investigation of the following matters: discrimination under the California Fair Employment and Housing Act [Part 2.8 (commencing with Section 12900) of Division 3, of Title 2 of the Government Code], threats and/or violence concerning State employees, and State employee misconduct.
- M. One-Stop Operator is responsible for administering One-Stop Center services in accord with roles to be determined by the LWIB. The LWIB assures that it will select the One-Stop Operator with the agreement of the Chief Elected Official, through one of three means:
  - 1. Through a consortium of at least three or more required One-Stop partners; or
  - 2. Through competitive process such as a Request for Proposal; or

3. It may serve as the One-Stop Operator directly but only with the consent of the Chief Elected Official and the Governor.

The only time these selection procedures are not required is in the following circumstances inclusive: the One-Stop delivery system, of which the operator is a part, existed before August 7, 1998; the existing One-Stop system includes all of the required One-Stop partners; and an MOU has been executed which is consistent with the requirements of the Act. [WIA Section 121(d)(2)(A), and Title 20 CFR Part 662.410]

**IX. PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES**

This Local Plan represents the Sacramento County Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

This Local Plan is submitted for the period of April 1, 2009 through June 30, 2010 in accordance with the provisions of WIA.

Local Workforce Investment Board Chair

Chief Elected Official

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date



**Workforce Investment Act/Wagner Peyser Act  
American Recovery and Reinvestment Act of 2009  
Local Plan**

**Local Workforce Investment Area (LWIA):**

Name of LWIA	Sacramento
Submitted on	March 2010
Contact Person	Robin Purdy, Deputy Director
Contact Person's Phone Number	916 263-3860
	AREA CODE PHONE NUMBER

July 2009

*EDD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Special requests for services, aids, and/or special formats need to be made by calling (916) 654-8055 (Voice). TTY users, please call the California Relay Service at 711.*

## ARRA PLAN QUESTIONS

### 1. Integrated Services

*Describe how your LWIA will develop close partnering relationships between Unemployment Insurance (UI) and One-Stop services to ensure UI claimants are quickly linked to a local One-Stop in the area to develop and pursue an employment plan.*

SETA has a very close working relationship with the local EDD staff through the co-location of staff at the career centers as well as acting as host of the Sacramento Works Career Center at the Mark Sanders-Employment Development Department office. To better assist potential UI claimants who are using career center services, EDD has purchased televisions for each of the Sacramento Works career centers which run UI informational DVD's on a continuous basis throughout the day. Additionally, EDD staff working at the Mark Sanders Career Center is taking the lead working with both the Sacramento Works Career Centers and EDD Unemployment Insurance staff to develop procedures to streamline the process by which UI claimants can get their Employment Plans developed through the career centers and the California Training Benefits approved. This process is being developed in a joint effort to insure that all three entities are communicating and partnering in a positive and efficient manner.

### 2. Green Jobs

*How will your LWIA recognize opportunities to prepare workers for "green jobs" related to other sources of federal funding?*

The green economy is expected to contribute to the growth and employment of California's workforce and that of the Sacramento Region. Four areas identified by the State as areas of the green economy that stand to see job growth and savings are Smart Grid, Renewable Energy, Energy Efficiency, and Weatherization. Green economy applies not only to those jobs and businesses related directed to renewable energy and clean air/water but in a broader sense, to a sustainable economy that encompasses all industry sectors that address workforce needs while promoting and preserving environmental opportunities in the future.

The Centers of Excellence, in partnership with SETA and business and industry leaders, delivers regional workforce research customized for community college decision making and resource development. Their research objectives helped to: identify and survey the firms that hire energy efficiency workers in technical occupations, identify the workforce needs and challenges of employers, identify projected job growth for eight emerging green jobs, and identify training programs related to energy efficiency occupations. The three industry groups that were identified in this research as being most likely to be connected to energy efficiency occupations are: public or private utilities or agencies, building design and construction, and building/facility operations and maintenance.

*Discussed in detail in WIA Local Plan Modification, Section II Local Vision and Goals, Item B:*

The California Clean Energy Workforce Training Program is a collaborative effort which combines Recovery Act funding from the State of California's Energy Program, Workforce Investment Act (WIA), the Governor's 15 Percent Discretionary funds, and Assembly Bill 118 Alternative and Renewable Fuel and Vehicle Technology Program funds. This initiative will promote the use of industry sector strategies as a framework for addressing the need for skilled workers in industries related to energy efficiency, water efficiency, renewable energy,

and alternative and renewable transportation technologies. SETA/Sacramento Works has joined with Golden Sierra Workforce Investment Board, the Los Rios Community College District, and Valley Vision/Green Capital Alliance in a regional partnership that will:

- target Green Building, Clean Energy, and Alternative and Renewable Fuel and Vehicle Technology industries;
- build a regional partnership of employers, training providers, community organizations, labor, and other key stakeholders;
- address the workforce needs of employers and the training, employment, and career advancement needs of workers;
- bolster regional economic competitiveness by aligning educational, economic, and workforce development planning and leveraging of resources; and
- promote systematic change that supports innovation and achieves ongoing benefits for industries, workers, and communities.

The Sacramento Green Job Corps is anticipated to serve 132 youth participants in the Sacramento Region. Participants will be engaged in training and employment activities in green jobs sector, and learn about environmental stewardship.

### 3. Collaboration and Alignment

*Describe how your LWIA will collaborate with local government agencies and employers who are creating jobs in road and bridge projects, local food production and processing, nursing and allied health, and local conservation projects and energy efficiency programs such as the Weatherization Program run by many local Community Action Agencies.*

**Health Care Initiative:** Los Rios Community College District is partnering with SETA, local hospitals and other agencies to administer the HealthForce Initiative. Advanced and specialized training in health care will be offered to 750 individuals at American River, Cosumnes, Sacramento City, and Folsom Lake colleges as a result of Recovery Act funding. The year-long training which starts this summer will provide for “nursing residencies,” and include training in specialized fields from gerontology to blood banking to critical care.

**Sacramento Works for Women Construction Apprenticeship Conference:** SETA and Sacramento Sierra Building and Construction Trades Council host a semi-annual event at apprenticeship training sites to promote women entering the construction apprenticeship programs.

**Sacramento Works Highway & Transportation Initiative:** SETA partners with CalTrans, the Teamsters, and others to train low-wage workers, women, TANF recipients, and dislocated workers for highway construction.

**Talent Transfer:** In July, 2009, grants were awarded to nine organizations in California under the Construction Talent transfer solicitation. SETA received \$450,000 for the Sacramento Regional Initiative in Construction and Transportation which addresses the increasing demand for trained workers in the infrastructure, public works and alternative energy sector to build and rebuild highways, bridges, commercial buildings, levees, dams and schools. This initiative joins partners from workforce development agencies, the construction industry, education and organized labor to train and redirect dislocated workers to meet the demand for a skilled labor force. Partners include Golden Sierra Job Training Agency, Sacramento Builders Exchange, Teichert Construction, Sacramento Municipal Utilities

District (SMUD), American River College and Sacramento Sierra Building and Construction Trades Council.

**Community Resource Project:** In addition to the training collaborations discussed in Item 6 and 9 of this modification which includes classroom training in green building and other industries, SETA is developing OJT training positions with the Community Resource Project to provide on-site training.

#### 4. Accountability and Transparency

*Describe the oversight and monitoring activities to be used to determine whether or not there is compliance with programmatic, accountability, and transparency provisions of the ARRA, as well as the regular provisions of WIA and the Wagner-Peyser Act.*

SETA has maintained a high level of accountability and transparency with the management of the ARRA funds. All ARRA funded programs are monitored by SETA staff a minimum of one time through the Program Year for both Programmatic as well as Fiscal activities. The monitoring conducted looks at both program performance and contract compliance, but also insures that the results and benefits obtained by the contractor are in line with ARRA guidelines.

Each ARRA contractor is also required to provide an Internal Program Performance Evaluation and Monitoring Plan which outlines how the Internal Monitoring will occur. Performance of each ARRA contractor is reviewed on a quarterly basis using data from both the SMARTware Customer Tracking and Case Management System as well as the State of California's Job Training Automation System (JTA).

SETA established specific reporting processes to administer programs; these include:

- Management Information Systems (MIS) reports
- Monthly Fiscal Reports
- SMARTware Case Management system
- Funded programs will also be accountable to provide information on the progress of programs in relation to other indicators of success identified by SETA.
- SETA may establish additional/supplemental reporting requirements consistent with Section 1512 of the Recovery Act.
- All programs will be monitored – both fiscally and programmatically – during the term of the contract.

#### 5. Adult Services

*The intent of the ARRA is that WIA Adult funds be used to provide necessary services to substantially increased numbers of adults to support their entry or reentry into the job market. Describe the programs and processes your LWIA will use to achieve this goal.*

The Requests for Proposals for ARRA and WIA Adult and Dislocated Worker Program were released on April 3, 2009 and two Offeror's Conferences were conducted for Phase I and Phase II.

Phase I proposals were due to SETA on May 21, 2009; staff recommendations were presented to Sacramento Works, Inc. Planning/Oversight Committee on June 17, 2009 and to SETA's Governing Board on June 22, 2009. Phase I began on August 1, 2009.

Phase II proposals were due to SETA on July 23, 2009; staff recommendations were presented to Sacramento Works, Inc. Planning/Oversight Committee on August 19, 2009 and to SETA's Governing Board on September 3, 2009. Phase II began on October 4, 2009.

Qualified agencies/organizations were solicited to plan and provide job creation and training services to adults (age 18 and over), and dislocated workers consistent with the goals of the Recovery Act to preserve and create jobs, promote the nation's economic recovery, and to assist those most impacted by the recession. All proposals met the goals established by the Recovery Act and Sacramento Works, Inc. to:

- Prepare workers for high wage, high demand, critical occupational clusters that provide self-sufficiency wages, employer paid benefits, and career advancement/career ladders;
- Engage and support regional employers through workplace training/job creation, and business development and retention services; and
- Coordinate workforce development activities with other Recovery Act investments and activities.

Proposals were accepted for the following services:

- Required Core Services:
  - Outreach, Recruitment and Orientation
  - Eligibility Determination and Registration
  - Assessment
  - Coaching
- Occupational Skills Training in Critical Occupational Clusters
- Workplace Training/Job Creation
- Business Development and Innovations

## 6. Training

*Because workers may need to learn new skills to compete for limited career opportunities, training will be a particularly vital service during the economic recovery, and overall training enrollments are expected to increase. Describe the programs and processes your LWIA will use to achieve this goal.*

### **Occupational Skills Training in Critical Occupational Clusters:**

To increase the viability of training to workforce system customers, the Recovery Act allowed contracts with Institutions of Higher Education, Community Based Organizations, and other training providers to quickly design education and training programs that fit the needs of job seekers and employers. Classroom training programs and individual scholarships are offered through the Sacramento Works One Stop system and can research training providers using the Eligible Training Provider List available on SETA's website. Through the ARRA RFP

process, SETA solicited proposals that would provide training in these Critical Occupational Clusters:

- Administrative and Support Services
- Architecture and Engineering
- Construction
- Clean Energy and Green Technology
- Healthcare and Supportive Services
- Human Services
- Information Technology
- Installation, Maintenance and Repair
- Tourism and Hospitality
- Transportation

Occupational Skills Subgrantees:

- California State University, Sacramento
- Center for Employment Training
- Galt Joint Union High School District
- Greater Sacramento Urban League
- Los Rios Community College District
- MTI College
- Northern California Teamsters Training and Education Trust Fund
- Sacramento City Unified School District Skills and Business Education Center
- Stride Center/Greater Sacramento Urban League
- Tech Skills of Sacramento

**Workplace Training/Job Creation:**

This activity combines private or public sector workplace training with related or hands-on instruction or Work Experience (WEX) and On the Job Training (OJT). Workplace Training/Job Creation provides training targeting public assistance recipients, other low-income individuals and dislocated workers, must result in a service or project that benefits the community and must train workers for jobs that are in demand in the region. Workplace Training/Job Creation jobs are at least 32 hours per week and may last from 3-6 months. Customers enrolled in the workplace learning/ job creation programs may work as teams to complete their projects and will be paid at least minimum wage during the program. The Workplace Training activity uses a combination of WIA/ARRA Adult and Dislocated Worker funds and TANF ECF Subsidized Employment funds to provide wage subsidies to employers who are willing to hire and train unemployed adults.

Workplace Training/Job Creation Subgrantees provide On-the-Job (OJT) and Work Experience (WEX):

- Asian Resources, OJT and WEX
- Bach Viet Association, Inc. (OJT)
- Crossroads Diversified Services, Inc. (WEX)
- Folsom Cordova Community Partnership (OJT)
- La Familia Counseling Center, Inc. (OJT)
- Lao Family Community Development, Inc. (OJT)
- North State Building Industry Association (OJT)
- Sacramento Chinese Community Service Center, Inc. (OJT)
- Volunteers of America of Greater Sacramento and Northern Nevada (WEX)

**Business Development and Innovations:**

The Business Development and Innovations grants were awarded to four organizations to engage and support regional employers through workplace training and business development and retention services:

- Mutual Assistance Network of Del Paso Heights
- Opening Doors, Inc.
- Sacramento Area Regional Technical Alliance (SARTA)
- Sacramento Asian Pacific Chamber of Commerce
- Tree of Hope Funding, Inc.
- Sacramento Regional Conservation Corps.

**7. Supportive Services and Needs Related Payments**

*The ARRA specifically emphasizes the authority to use these funds for supportive and needs-related payments to ensure participants have the means to pay living expenses while receiving training. Supportive services may include transportation, child care, dependent care, housing, and other services that are necessary to enable an individual who is unable to obtain the services from other programs to participate in activities authorized under WIA. Describe any new policies, programs and processes your LWIA will use to achieve this goal.*

Updated policy regarding the disbursement of Supportive Services is discussed in the Financial Assistance Award Directive #IS2-08, Revision #3 (Attachment K-7). Support Services may be combined with training funds to assist the recipient to complete their employment and/or training plan.

## 8. Priority of Service

*The WIA Adult formula funds are to be targeted on the services that most efficiently and effectively assist workers impacted by the current economy to obtain employment, with priority given to recipients of public assistance and other low-income individuals as described in WIA section 134(d)(4)(E). The LWIAs must also incorporate priority of service for veterans and eligible spouses in accordance with the Jobs for Veterans Act. This requires veterans and eligible spouses to receive service priority over recipients of public assistance and low-income individuals. Describe what programs and processes your LWIA will use to achieve these goals.*

The State of California policy gives authority to Local Boards to develop and implement local policy guidance, procedures, and definitions targeting services to special participant populations such as veterans, dislocated workers, older workers, low-income individuals, and others with multiple barriers to employment and training. Limitations on funding may also require that Local Boards establish policies regarding Priority of Service to specific population groups.

Sacramento Works, Inc. has determined that at this time, WIA Adult funds are not limited in Sacramento County and that instituting a “priority of service” system is unnecessary because it would restrict an already limited customer pool. Policy has been approved to implement a priority of service only when enrollments into training services have increased to a level where the demand for services exceeds the availability of services. This policy is reviewed annually.

Directive #IS23-09 (Attachment K-3) further describes policy as it relates to Priority of Service to Dislocated Workers and Eligible Spouses to comply with federal law that states that programs receiving any federal funding, including Recovery Act funding, are required to provide veterans priority of service.

## 9. Apprenticeship Programs

*The LWIAs are encouraged to leverage new, and existing national, state and local registered apprenticeship programs and assets as a key resource in their talent development and reemployment strategies. Describe the programs and processes your LWIA will use to achieve this goal.*

### Representation of labor and local labor unions on the Sacramento Works, Inc. Board:

Sacramento Works has reached the goals of 15% of the board to be represented by labor and has 6 members representing construction building trades, AFLCIO, teachers, and healthcare workers. SETA has established regional partnerships with educational institutions and utility districts to provide opportunities to enter apprenticeship programs, especially those in green sector jobs, trades and other sector-based initiatives. Below is a description of these programs:

#### Northern California Construction Training (NCCT)

With WIA funding, SETA has contracted with NCCT to provide Pre-Apprenticeship training that prepares adult workers, primarily low-income individuals, to enter apprenticeships as:

- Carpentry Apprenticeship Program
- Construction Craft Laborer
- Electrician Apprenticeship Program
- Ironworker Apprenticeship Program

- Operating Engineer Apprenticeship Program
- Plumber/Pipefitter Apprenticeship Program
- Sheet Metal Apprenticeship Program

Northern California Teamsters Apprenticeship Classes/Programs:

- Advanced Driving Skills, Class A
- Class A Commercial Driver
- Class B License
- DOT Regulatory Training
- Forklift Training
- Passenger Endorsement

STRIPE/CTE Community Collaborative Projects – American River College:

A Pre-Apprenticeship program that will build a pipeline to Transportation Infrastructure Apprenticeships and degree programs.

Cosumnes River College:

- Construction Pre-Apprenticeship Certificate

Sacramento Clean Energy Workforce Training Programs:

- **American River College** will prepare students for entry into apprenticeship programs with a broad understanding of green technology codes, materials, processes, and practices for efficient energy utilization; certificate programs include the: Pre-Apprenticeship Training Certificate, and Green Building Pre-Apprenticeship Training Certificate. ARC is also providing entry-level alternative vehicle and fuel system training to un/underemployed adults as well as upgrade skills training to currently employed technicians. This program includes the Alternative Vehicles and Fuel Certificate, and the Clean/Green Diesel Certificate.
- **Cosumnes River College** will prepare students for employment as Weatherization Technicians and Home Energy Auditors in the residential Green Building Industry. The programs being offered are the Pre-Apprenticeship Training Green Building Certificate, the Weatherization Technician Certificate, and the Home Energy Audit Certificate.
- **Sacramento Area Electrical Training Center** will offer a Pre-Apprenticeship Construction Training Certificate for currently employed workers who want to explore careers in this field.
- **SMUD Energy Technology Center** will offer Build It Green Courses and Certification for Pre-Apprenticeship students.

Partners include SMUD, PG&E, Regional Transit, and Operating Engineers

## 10. Regional Collaboration

*The LWIAs are encouraged to partner with each other regionally and across political jurisdictions as necessary. Describe how this will be accomplished.*

The Sacramento Employment and Training Agency continues to seek out and work with a large number of regional partners that include Local Workforce Investment Areas, Community Colleges, political jurisdictions, economic development agencies as well as K-12 School Districts. Examples of regional collaborations not yet mentioned in this modification include:

The SMARTware Customer Tracking and Case Management system was purchased through a regional consortium between SETA, Yolo and Golden Sierra Job Training. Since the initial purchase of this product additional Local Areas have become licensed to use the system including East Bay Works, Golden Sierra Job Training, Napa, and Mendocino Counties. Use of this system has afforded a very close and collaborative working relationship with each of these organizations. SETA has acted as the lead agency and provides administrative and technical support as well as training for all users.

SETA has an ongoing collaborative relationship with both Yolo and Golden Sierra Counties for jointly planning and implementing regional training opportunities for the one stop communities of each of these local areas. Examples of this include the Talent Transfer program which is retraining laid-off residential construction and financial services workers for jobs in transportation, energy efficiency, and clean energy jobs, and the Green Jobs Corps.

Through the Capital Area Investment Zone (CAIZ), a regional training survey is conducted annually asking staff about their training needs. Team members who represent SETA staff and partners including those co-located at the Sacramento Works Career Centers, work cooperatively in selecting and planning for the training offered for the coming year.

SETA has shared the lessons learned as a Learning Lab for the Integrated Service Delivery system with other Workforce Investment Areas in the region, including Golden Sierra, North Central Counties Consortium and Yolo County.

## 11. Dislocated Worker Services

*The ARRA makes available additional funding for dislocated workers. It is the intent of the law that substantially increased numbers of dislocated workers will be served with this infusion of formula funds, and that training will be a significant area of focus. Describe how your LWIA will achieve this goal.*

The Requests for Proposals for ARRA and WIA Adult and Dislocated Worker Program were released on April 3, 2009 (also discussed in item 5 of this modification). Activities funded through Recovery Act targeting adults and dislocated workers included:

- Classroom Training/Occupational Skills
- Workplace Training/Job Creation
- Business Development and Innovations

In January, 2010, SETA was awarded \$1,042,240 in Recovery Act Dislocated Worker (ARRA 25 Percent) funds by the California Employment Development Department. These funds

could be used for Rapid Response and Re-training. Because the California Workforce Investment Board policy encourages Local Areas to use the funding for increasing the number of dislocated workers trained, staff recommended that \$425,000 be used this year to augment the Scholarship Fund for Sacramento Works One Stop Career Centers that have exhausted their Dislocated Worker scholarship accounts; \$175,000 to be used to provide rapid response and re-employment services; \$200,000 to be used for scholarships in the next fiscal year. The remaining funds will be used to provide administrative and program support services and information technology infrastructure improvements.

The Recovery Act/Workforce Investment Act Title I, Adult/Dislocated Worker Program (Phase I and II), is expected to serve:

In Occupational Skills Training Programs, 754 customers

In Workplace Training/Job Creation Programs (OJT/WEX), 391 customers

In Business Development and Retention Programs:

- Beutler Corporation is developing training materials and curriculum for Consolitrades and Flash Cool Business Initiative;
- Bestco (a division of Beutler Corporation) is training 40 workers to manufacture and install Flash Cool evaporative cooling products;
- Sacramento Area Regional Technical Alliance (SARTA) is creating 12 companies and 122 jobs, serving 10 companies in Venture Lab, providing FreshStart workforce development transition services to 250 job seekers, instituting workforce development track at CleanStart and providing 15 leadership training sessions;
- Tree of Hope Funding, Inc. is providing micro enterprising support for 10 businesses and 30 jobs.
- Sacramento Regional Conservation Corps is developing a Re-Use warehouse that will retail building materials which have been deconstructed from remodeling and demolition projects; providing training in deconstruction resulting in employment and reducing the landfill debris; As of January 2010, 7 workers have been enrolled;
- Opening Doors, Inc. is operating a kitchen incubator program that will create 43 jobs;
- Sacramento Asian Pacific Chamber of Commerce is developing a website with a green jobs focus for employers, resulting in 25 jobs created;

In the first two quarters of Program Year 2009-2010, approximately 94% of scholarships were awarded for training in critical occupational clusters with the most significant increase in Construction (primarily contractor license, electrician, and clean/green related programs), Installation, Maintenance, and Repair (primarily automotive and HVAC related programs).

## **12. Wagner-Peyser Act – Coordination of Services**

*The ARRA makes available additional Wagner-Peyser Act funding. Describe how your LWIA will utilize these funds to provide services such as assessment of skill levels, career guidance, job search workshops and referral to employers, to name a few.*

As described in Section 1 (Integrated Services), SETA/Sacramento Works partners closely with the local Employment Development Department (EDD); EDD staff are co-located at the Sacramento Works Career Centers to assist customers with job search/referrals and other services including: facilitating workshops, orientations, and assessments; career coaching, referring customers to Veteran services and other resources; and assisting customers to register on CalJobs and other web-based employment/training websites. EDD is the host agency of the Mark Sanders Career Center which is located in the EDD office.

### **13. Summer Youth**

*The LWIAs are encouraged to use ARRA funds to operate an expanded summer youth employment opportunities program in 2009, and provide as many youth as possible with summer employment opportunities and work experiences throughout the year. Also, the ARRA specifies that 30 percent of Youth funds are to be spent on out-of-school youth. Finally, two waivers have been approved. One deals with procurement of youth employment providers and the other using the work readiness indicator only for youth employment outside the summer months. Describe how your LWIA will achieve the goal of providing summer employment opportunities. Further, describe how your LWIA will ensure 30 percent of Youth funds are spend on out-of-school youth. Finally, describe how your LWIA will use the waivers and publish the list of youth employment service providers.*

In the spring of 2009, Sacramento Works Inc., approved funding recommendations for the 2009 Sacramento Works for Youth Summer program (funded by ARRA). The Recovery Act stipulated that allowable activities include work readiness, summer employment and year-round youth development services. SETA contracted with 19 service/program providers and provided summer employment to 960 youth. SETA also negotiated with some of these providers to continue year-round youth services with an allocation of approximately \$500,000 in ARRA funding, with sufficient resources to also provide summer employment opportunities for approximately 900 youth in 2010. Summer program providers who were current WIA youth providers were not considered for year-round ARRA funding since youth enrolled after September 30, 2009 were subject to WIA performance criteria. Providers that were approved to transition from a summer to a year-round ARRA funded youth program, met enrollment goals, provided required activities, matched participants to appropriate worksites, provided a quality employment experience, provided additional services including leadership development and support services which would assist youth to advance toward long-term employment goals.

### **14. Economic Analysis**

*Provide a detailed analysis of the LWIA's economy, the labor pool, and the labor market context in relation to the economic downturn.*

All the economic reports and research agree that Sacramento, and the State of California will face significant challenges and changes over the next several years, and that these changes will affect the way we provide programs and services to our customers. Through strategic planning and by rigorously measuring, modifying and aligning our goals and priorities with the needs of the local workforce, SETA/Sacramento Works, Inc. will meet the growing demand for services and more flexibility in how services are accessed, in partnership with the Employment Development Department (EDD), and other representatives of public and private sector business, education and labor.

Third quarter (2009) data of the Sacramento Region Business Forecast indicated that job loss in the region would bottom-out and the annual rate of loss would begin to improve over the next

year. Over the 12 month period ending September 2009, the Sacramento Region experienced annual average job growth of - 4.5 percent, a rate that is expected to improve slightly in the forecasted 12 months ending September 2010, reflecting an annual average loss of approximately 39,000 jobs. Data further indicates that the rate of job losses will ease gradually through the third quarter of 2010 with job growth moving upward to - 3.6 percent. According to Economy Watch (December 2009), Job growth in the region moved up slightly in November 2009, and that while the nation and state continue to see upticks in job growth, the region remained below these two benchmarks in November 2009. The unemployment rate in Sacramento County peaked at 13.1 percent in March 2010 according to EDD Labor Market Information with 90,100 unemployed in a labor force of 688,500.

Transportation & Utilities and Leisure & Hospitality are both in better positions than they were at the beginning of 2009, but are still posting significant rates of loss. Education & Health Services has seen job growth slow in recent months but continues to add jobs on an annual basis. Both Government and Professional & Business Services pose much lower job growth in November 2009 than the same time in the previous year.

For the first half of the 2009-2010 Fiscal Year, the Sacramento Works Career Center system reported record numbers of job seekers being served; a total of nearly 40,000 customers were served, representing an increase of 104% of the overall planned goals for the entire Fiscal Year. These numbers reflect visits to multiple Career Centers by individual customers however, a total of 32,495 distinct customers were served during this reporting period.

Demographics and the employment characteristics which include services to ex-offenders, seasonal farm workers and veterans have not deviated significantly between quarter one and two of 2009 however, there has been an increase in the number of job seekers who are on public assistance and dislocated workers. More training scholarships are being awarded to train/re-train and upgrade the skills of workers to be competitive in demand occupations with Recovery Act funding being invested in training programs.

In light of the current economic decline resulting in layoffs and closures of businesses, budget cuts, housing foreclosures, SETA is working to create new opportunities for job seekers and innovative business strategies to prepare the local workforce for the future. Together with businesses, labor, educators, 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.

**15. The Governor has identified key priorities for the workforce system in *California's Strategic Vision for Implementation of Employment and Training Provisions of the American Recovery and Reinvestment Act (ARRA)*. How will your local plan modification implement the Governor's priorities?**

Sacramento Works, Inc. has developed local plans and strategies discussed throughout this modification, that are consistent with The Governor's four key priorities for California's public workforce system of:

- Understanding and Meeting the Workforce Needs of Business and Industry in order to prepare Workers for 21st Century Jobs: SETA/Sacramento Works, Inc. continues to create and cultivate strong linkages between economic and workforce development as demonstrated in the numerous partnerships and their involvement in the development of local/regional strategic goals and plans.

- Targeting Limited Resources to Areas Where They Can Have the Greatest Economic Impact: In addition to SETA's policy for Priority of Service and ongoing efforts to evaluate levels and access to services by those individuals who are most in need, SETA/Sacramento Works will continue to focus resources on regional industry sectors that demonstrate the greatest potential for dislocated and low-income workers.
- Collaborating to Improve California's Educational System At All Levels: SETA/Sacramento Works is integrally involved in numerous initiatives that are described in this modification that are focused on targeting emerging sectors of the economy and educational opportunities.
- Ensuring the Accountability of Public and Private Workforce Investments: Policies and procedures are in place to regularly monitoring WIA/ARRA funds and to track performance, reporting procedures provide mechanisms that not only ensure accountability but also information and trends used to track progress toward meeting strategic goals.

## 16. Educational Opportunities

*Describe how your LWIA will align itself with local educational institutions and other training providers to maximize opportunities for education and training for adult and dislocated workers.*

SETA/Sacramento Works is well aligned with local educational institutions including California State University, Sacramento, and the Los Rios Community College District (American River, Cosumnes, Folsom Lake, and Sacramento City Colleges); as well as numerous technical and vocational training providers and/or partners. Training providers represented on the Local Training Provider List offer a variety of classes, and certificate and degree programs which improve opportunities for education for all participants, especially adult and dislocated workers. Recovery Act funded programs prepare workers for employment in high-demand or critical occupation clusters within industries that demonstrate future growth and stability in the local labor market. Refer to Item 6 (Training) and the Local Training Provider List (Attachment L).

## 17. One-Stop Staffing

*Describe the additional staffing which will be provided at local One-Stops to ensure the provision of expanded staff assisted services to customers.*

Staffing at the Career Centers have not increased utilizing Recovery Act funding; staff and co-located partners continue to serve the increased number of customers within the Learning Lab and integrated service delivery flow to ensure universal access to services.

## 18. Levels of Service

*Describe the adjustments being made in One-Stop Career Centers in order to provide increased levels of service. Do One-Stop Career Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop? What approaches will be used to ensure funds are targeted to those most in need, including low-income, public assistance recipients, persons with disabilities, etc.? How will One-Stops streamline the sequence of service to facilitate individual access to needed services and training?*

In 2007, SETA began the process of planning an Integrated Service Delivery Learning Lab. A shift to an integrated system is an attempt to find more effective means to deploy resources to customers while improving the quality of the services delivered in the One Stop Career Center System. The primary goal is to shift the One-Stop system to a skill based system which offers opportunities too all customers to receive skill improvements.

Through a process of subtraction, staff has identified processes to be eliminated, that are no longer necessary or that kept career center staff from serving customers. A part of this process included the identification of educational and training opportunities currently available in the region; reviewing Basic Skills and Enhancing Skills products; building relationships with community Adult Education programs and other community based training providers; developing a definition of "Coaching" , and identifying staff development and capacity building options for staff with regards to coaching methods. In essence the shift to an integrated system has broadened the range of services offered by the system and ensures that customers will find what they need to become skilled and qualified applicants that will meet the needs of local area employers.

Business customers are provided uniform Job Getting/Talent Marketing services including job placement, coaching, job retention and support services to adults and dislocated workers that will empower them to be skilled, qualified applicants.

A standardized critical assessment tool is used to determine possible actions or assignments for customers. The Key Train QuickGuide Skills Review, a short on-line skills review/skill assessment is offered to each customer. The QuickGuide will assist them in selecting an employment goal, allow them to easily identify career readiness skills and assist them in more readily obtaining their employment goal.

Through the development of the Integrated Learning Lab, staff has strived to identify and eliminate barriers that may have prevented services getting to those most in need. These include the subtraction of unnecessary paperwork, the switch to "Coaching" vs. Case Management (which allows staff to work with more people, less intensively), and the removal of onus eligibility requirements.

## **19. Public Comment**

*Describe the process used to ensure transparency and to obtain public comment on the ARRA local plan modification. What were the outcomes of the public comments?*

The public notice process has maintained transparency by insuring that information about the modification content is available to the general public through the use of public notices in the local newspapers, put on SETA's Website, and posted in County and City offices. Additionally, both the Sacramento Works Board and SETA's Governing Board meetings are public noticed, the agendas are available to the general public and public comment is requested. If public comment is received, it will be documented and incorporated into the plan modification. (Attachment F)

## **20. Performance Measures**

*Describe the measures which will be used to gauge performance for use of ARRA and WIA funds.*

The anticipated outcomes of the activities funded in the Request for Proposals for ARRA and WIA Adult and Dislocated Worker Program, is the creation of jobs in the Sacramento region and

preparation of unemployed residents to successfully compete for and retain employment. Performance Measures for the program are the U.S. Department of Labor Common Measures:

- Entered Employment - the number of customers who are employed in the first quarter after completion
- Employment Retention - the number of customers who are employed in quarters 1,2, and 3 after completion
- Average Earnings - the average earnings of those customers who were employed in quarters 1, 2 and 3 after completion.

The Common Measures Anticipated Outcomes:

<b>WIA/ARRA Adult and Dislocated Worker Common Measures</b>	Entered Employment Rate		Employment Retention Rate		Average Earnings	
	Adult	Dislocated Worker	Adult	Dislocated Worker	Adult	Dislocated Worker
	48%	72%	79.5%	85%	\$22,000 annually \$10.58/hr.	\$31,000 annually \$14.90/hr.
<b>WIA/ARRA Youth Common Measures</b>	Placement in Employment and Education		Attainment of Degree or Certificate		Literacy or Numeracy Gains	
	Youth (14-21)					
	65%		45%		15%	
<b>ARRA Summer Youth Employment Measure</b>			Work Readiness Skills Goal			
			75%			

**21. Expenditures Monitoring**

*Describe the processes which will be adopted to track and monitor expenditure of ARRA funds.*

The automated fiscal system used by SETA is part of the Comprehensive Online Management Personnel and Accounting System for Sacramento (COMPASS). Expenditures are accounted for in the COMPASS system. This system allows for individual I accounts for each funding source, thus ensuring that funds will not be commingled. COMPASS allows for multiple levels of cost centers that have been assigned to track administration, training and support services costs as well as differentiate expenditures where appropriate. Cost centers for both direct and indirect

costs have been established. Indirect costs are allocated on a periodic basis with worksheets providing an audit trail to journal entry allocations made.

Complete accounting reports are prepared on a monthly basis and interim reports are available daily/weekly. All expenditures are reported on an accrual basis and are input directly into EDD's Job Training Automation System.

**Subgrantee Tracking and Monitoring**

Subgrantees invoice SETA monthly, with claims due by the 10<sup>th</sup> day of the following month. SETA's Accounting Technician processes all subgrantee claims through the County of Sacramento, Department of Finance. All claims are entered into COMPASS and reviewed and authorized by SETA's Fiscal Manager or Fiscal Chief prior to submission to the County for payment.

Subgrantees expenditures are reviewed by a Fiscal Monitor during annual field reviews. The reviews include a detailed examination of audit reports, internal controls, payroll, disbursements, cost allocation, procurement files, cash management and property management.