

CAREER CENTERS

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CITRUS HEIGHTS

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Citrus Heights, CA 95610
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7000 Franklin Blvd., Suite 540
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GREATER SACRAMENTO URBAN LEAGUE

3725 Marysville Blvd.
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5655 Hillside Blvd., Suite 8
Sacramento, CA 95842
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LA FAMILIA COUNSELING CENTER

5523 34th Street
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SACRAMENTO WORKS, INC. EMPLOYER OUTREACH COMMITTEE

Date: Thursday, May 12, 2005

Time: 8:30 a.m.

Location: SETA – Board Room
925 Del Paso Blvd.
Sacramento, CA 95815

AGENDA

1. Call to Order/Roll Call
2. **ACTION ITEM:** Approval of the March 10, 2005 Minutes
3. **ACTION ITEM:** Approval of Committee Plan in Response to the Sacramento Works, Inc. Board Retreat
4. Update on Public Relations/Employer Outreach Activities
5. Update on Employer Focus Group
6. Discussion of Joint Employer Outreach/Planning Committee Meeting
7. Adjournment

Committee Members: Mark Ingram (Chairperson), Walter DiMantova, Diane Ferrari, Barbara Hayes, Matt Mahood, James Pardun, Kim Parker, Maurice Read.

This meeting is open to all members of the Sacramento Works, Inc. board and the public.

DISTRIBUTION DATE: THURSDAY, MAY 5, 2005

SACRAMENTO WORKS, INC.
EMPLOYER OUTREACH COMMITTEE
Minutes/Synopsis

SETA - Board Room
925 Del Paso Blvd.
Sacramento, CA 95815

Thursday, March 10, 2005
8:30 a.m.

- 1. Call to Order/Roll Call:** Mr. Ingram called the meeting to order at 8:35 a.m.

Members Present: Mark Ingram, Walter DiMantova, Diane Ferrari, Jim Pardun, Kim Parker, Maurice Read

Members Absent: Barbara Hayes, Matt Mahood.

Others Present: Dr. Larry Buchanan, Robin Purdy, William Walker, Terri Carpenter, Phil Cunningham, Michelle McCormick, Carlos Quiroz

- 2. ACTION ITEM:** Approval of the February 10, 2005 Minutes

The minutes were reviewed; no questions or comments.

Moved/Read, second/Ferrari, to approve the minutes of the February 10, 2005 meeting as distributed.

Voice Vote: Unanimous approval.

- 3. Presentation by MMC Communications - PR/Marketing Work Plan**

Ms. Michelle McCormick discussed the proposed work plan. She spoke of the article in the Sacramento Bee article regarding recruitment for Norwegian Cruise Lines. Mr. Walker stated that 19 people showed up for the recruitment and 13 were hired. The career centers will be doing recruitment for this company as well.

Mr. Walker stated that the cruise lines called the Broadway Career Center, and the job order was ultimately referred to staff in Employer Services. The entire career center system was notified and participated in the recruitment.

Ms. Carpenter stated that Norwegian Cruise Lines will be returning in April to do another recruitment and all of the career center will be involved.

Ms. McCormick stated that she wants to remain in touch with Ms. Carpenter and Ms. Morgan for information on other companies utilizing the services of the career centers. The goal is to focus on one main story each month in the Sacramento Bee.

Ms. McCormick stated that it is important to have some consistency in the printed material. Ms. McCormick has full confidence that there will be more articles in the paper.

Mr. Ingram will like to have a list of goals with the associated timeframe for completion. Ms. McCormick will have this developed.

Dr. Buchanan stated that it's important to develop relationships. He spoke about the maritime program through Grant. It is important to notify the public of what is available in the area. It is important to work both the supply side and the demand side. Dr. Buchanan stated that there needs to be more career awareness in schools to make kids aware of the aspects of things that are needed in order to hold a job.

The MMC Workplan and list of suggested activities will be taken to the Planning/Oversight Committee and Youth Council to get their feedback.

Ms. Parker stated that she can provide testimonials from people that she worked with to assist them to go to work.

Mr. Ingram would like to have a member of the Planning/Oversight Committee involved in this discussion to ensure that the supply side is included. Staff was directed to organize a joint committee meeting of the Employer Outreach Committee and the Planning/Oversight Committee.

4. **Adjournment:** Meeting adjourned at 9:16 a.m.

ITEM 3- ACTION

APPROVAL OF COMMITTEE PLAN IN RESPONSE TO SACRAMENTO WORKS, INC. BOARD RETREAT

BACKGROUND:

Sacramento Works, Inc., the local workforce investment board for Sacramento County held a strategic planning retreat on April 20, 2005. The updated goals for Sacramento Works, Inc for 2005-2006, the committee action plan and the notes from the retreat are attached for your review.

RETREAT THEME: **Becoming Sacramento's Workforce Resource**

- ➔ How do we connect workforce development to economic development and regional planning?
- ➔ Is the system driven by employer demand?
- ➔ Will the supply of workers be able to meet the demands of employers?

RECOMMENDATION:

Staff is recommending that each committee discuss the goals and action plan and develop a committee plan to present to the full board at the June 1 meeting.

Sacramento Works, Inc.

Sacramento Works Committees

Executive Committee	Youth Council	Employer Outreach Committee	Planning and Oversight Committee	Ad Hoc Committee
Committee works on developing "Characteristics of a Community with a Competitive Workforce Advantage":				
* Forward Thinking Community Leaders * Strong and Diverse Economy	* Effective, Articulated Education System	* Business Investment in Human Capital * Clearly Defined and Accessible Career Pathways	* Integrated Infrastructure * Ready, Willing and Able Workforce	* Support Development of an Effective, Articulated Education System
Committee works on Sacramento Works, Inc. Goals:				
Coordinate the development of a workforce system that creates, attracts and sustains higher paying careers and professions	Ensure youth are prepared to compete in the local economy	Develop a private sector initiative to increase employer involvement and satisfaction	Evaluate and improve the one-stop system and processes	Facilitate workforce development for critical industries
Sacramento Works Committee Action Plans				
Regional Workforce Investment Board Summit focused on economic and workforce development (component of Partnership for Prosperity?)	Develop continuum of activities to engage more youth in the workforce system	Quantify and promote our success	Develop integrated database of job seekers that connects people to jobs	Educational Summit
Establish strategic agreements with neighboring Workforce Investment Boards	Ensure that career centers are more youth friendly	Outreach to employers	Catalog existing career training and support programs	Engage school superintendents with the board
Engage and educate local elected officials. Improve perception by elected officials of the workforce system	Showcase positive, successful youth to show models, promote image, "tell our story"	Employability Skills Institute: Identify the employability skills needed by employers & develop programs to teach them	Implement new soft skills programs in the Career Centers to prepare and certify unskilled job seekers for jobs (use with WorkKeys)	Connect with school superintendents
Systematically engage appropriate stakeholders and leverage 501 ©3 status for fund development	Recruit a pool of qualified youth workers	Support efforts to coordinate Employer symposiums/ summits for Critical Industries (Convergence – Los Rios Community College)	Create a team to develop/pursue more regional collaborative funding opportunities	Include non-traditional educators/trainers in the process
Joint Meeting of WIB and Youth Council	Prepare youth workers for jobs		Be aggressive in pursuing new resources	

- Encourage one-stop visits by board members

Sacramento Works Priority Goals – 2005-2006

GOAL 1 – Coordinate the development of a workforce system that creates, attracts, and sustains higher paying careers/professions

By engaging the business community, labor, educators and workforce professionals, focusing strategic attention on the workforce, aligning resources to minimize barriers to employment (literacy, childcare, transportation, and housing), and promoting career ladders, Sacramento Works will prepare a workforce that creates, attracts, and sustains higher paying careers/professions.



GOAL 2 – Facilitate workforce development for critical industries

The Board will take a proactive role in engaging the business community by assessing the regional labor market, identifying critical industries, and facilitating plans to train and retain workers for critical industries.

GOAL 3 – Develop a private-sector driven initiative to increase employer involvement and satisfaction

The Board will increase employer interest, involvement and satisfaction with the workforce system by developing a comprehensive business led employer outreach and marketing plan and measuring employer customer satisfaction

GOAL 4 – Ensure youth are prepared to compete in the local economy

The Board will ensure that local youth are prepared to compete in the local economy by supporting the workforce development system, education, employer and community partners to ensure that all K-12 students have a quality education and an introduction to the world of work.

GOAL 5 – Evaluate and improve the One-Stop system and processes

The Board will evaluate the one stop system and make recommendations to continuously improve the process to make it more effective, efficient and relevant to current and future needs of employers and job seekers.

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Sacramento Works Board Retreat

Minutes/Synopsis

Radisson Hotel
500 Leisure Lane, Room 303
Sacramento, CA 95815

Wednesday, April 20, 2005
8:45 a.m.

Welcome: Mr. Randall King welcomed board members to his hotel. WIB chair, Mr. Mike Dourgarian, welcomed everyone and stated that the purpose of the retreat is to come out with a clear definition of where the board will go in the future. He introduced Virginia Hamilton, Executive Director of the California Workforce Association.

Members Present: Walt DiMantova, Maurice Read, Jim Pardun, Kathy Kossick, Francisco Rodriguez, Larry Suddjian, Kingman Tsang, Peter Gregerson, Bruce Parks, Gerry Lawrence, Jack Padley, Joan Polster, John Koogle, Mark Ingram, Kim Parker, Larry Buchanan, Anne Moore, Mike Dourgarian, Rick Dibble, Deborah Portela, Joanne McDermott, Barbara Hayes, Anette Smith-Dohring, Mark Erlichman.

Youth Council Members Present: Kamika Whetstone, Bina Lefkovitz, Rick Larkey, Mike Brunelle, Pattie Espinosa, Anthony Simpson, Jr., Yolette Barnes.

Others Present: Virginia Hamilton, Judy Branaman, Mike Micciche, Robin Purdy.

Ms. Virginia Hamilton reported on the status of the Workforce Investment Act reauthorization. She also discussed potential state legislation.

A bill is being introduced that would implement the WIA in California. The Governor has three priorities for WIA funding: 1) money to locals to address statewide shortages, 2) high wage, high growth areas around the state, 3) working with individuals who have barriers to employment.

Local WIB Accomplishments:

- x Increased private sector involvement
- x Outreach to employers
- x Quality of board members and meetings
- x Fantastic public/private partnerships in nursing and construction
- x Identified critical industries
- x Streamlined board meetings/agendas
- x Alignment with the goals that were set up two years ago.
- x More clarity regarding board purpose/customer services
- x Better relationships among board members and service providers
- x Quality of one-stop presentations

Where has the board spent the most energy?

- ◆ There has been an allegiance to the goals that were set. Each of the board items has been linked to the board goals. There is continuity from meeting to meeting.
- ◆ There is far more information sharing now.

Are there places that the board feels like we are losing momentum or it's just not working?

- There is a lot more clarity just by having time go by and understanding what the board members are doing.
- Two years ago there was much more focus on the one stops. A lot of the things that the board thought about have come to fruition.
- The board has identified the programs that are working and not working.

In thinking back over the years and conversations, what have you learned?

- ✦ We have to be able to change. There are a lot of changes. Always trying to identify changes and move forward. Identify the best that we can be and move forward.
- ✦ We have to be better consumers.
- ✦ It is important to tune out the noise from the federal government and stay focused on what we need to do locally.
- ✦ It is important to understand that change is imminent and what we are working on today may not be what we were working on six months ago. Don't get entrenched. We identified critical industries and job classifications. What the focus SHOULD really be on is skill sets because that is transferable.
- ✦ Spoke of strategies to provide regional solutions to growth industries. Need to figure out how to think through skill progression rather than just training for a job.
- ✦ The committee concept. How to pull so many people in and get a consensus. The committee structure is really starting to work.
- ✦ Staff prepares very good information for the committees to discuss. The staff support is part of the reason that the committees work so well.
- ✦ Spoke of collaborations. It is very difficult to work a partnership in true collaboration. There is a lot more communication regarding the frustrations and assisting to break down barriers. It's getting much better. There is a building of trust levels now.
- ✦ There is a comfort level between partners now.

Break: 10:00 – 10:10 a.m.

Strategic Directions

Ms. Hamilton inquired what is the business of the WIB. What would a community with a competitive workforce advantage look like? The seven characteristics were reviewed.

1. **Forward thinking community leaders.**
2. **Business investment in human capital.**
3. **Strong and diverse economy.**
4. **Each community has an infrastructure for employers and workers.**
5. **Effective and articulate education system.**
6. **Clearly defined and accessible work paths.**
7. **Ready willing and able workforce.**

Board members broke into groups. Each group took one goal, talked about whether the goal still makes sense, is there some tweaking to be done, something missing, something that needs to be added?

GOAL 1 – Facilitate Workforce Development for Critical Industries

The Board will take a proactive role in engaging the business community by assessing the regional labor market, identifying critical industries, and facilitating plans to train *and retain* workers for critical industries.

GOAL 2 – Develop Private-sector Driven Initiatives to Increase Employer Involvement and Satisfaction

The Board will increase employer *interest*, involvement and satisfaction with the workforce system by developing a comprehensive business led employer outreach and marketing plan and measuring employer customer satisfaction.

GOAL 3 – Coordinate the development of A Workforce system that Creates, Attracts, and Sustains Higher paying Careers/Professions

By engaging the business community, labor, educators and workforce professionals by focusing *strategic* attention and *aligning* resources on minimizing barriers to employment (literacy, childcare, transportation, and housing), promoting career ladders, and preparing a workforce that creates, attracts, and sustains higher paying *careers/professions*.

GOAL 4 – Ensure Youth are Prepared to Compete in the Local Economy

The Board will ensure that local youth are prepared to compete in the local economy by supporting *the workforce development system*, education, employer and community partners to ensure that all K-12 students have a quality education and an introduction to the world of work.

GOAL 5 – Evaluate and Improve the One-Stop System and Processes

The Board will evaluate the one stop system and make recommendations to continuously improve the *process* to make it more effective, efficient and relevant to current and future needs of employers *and job seekers*.

Lunch from 12:00 – 12:40 p.m.

Strengths of this board:

- Good at goal setting/results oriented.
- Positive participation from the private sector
- Good staff support.
- Experience; this board has really matured in the last four years.
- Strong one-stop system.
- Combination of partners and private business that can influence the results.
- Growing education partnership; the education members are getting more active.
- The people are all nice!
- There's a lot of respect between board members. There is trust between/among board members.
- A lot of diversity.
- Good track record.
- We host the capitol.

Weaknesses of the Board:

- Funding is continually shrinking.
- Restrictions on funding misalign with the goals of the WIA.
- Over-regulated, which curbs creativity and responsiveness.
- No marketing.
- No good accountability system in place dealing with employer needs
- Distractions/uncertainty in Washington, D. C.
- Most of the partners in this area are regional in scope. The WIBs are more local. There could be a lot more efficient way to work as a regional area. We have to work together with the other workforce development areas.
- Our public perception is still weak; the public still does not know who we are.
- Continuity of identify problem. Have to be consistent throughout the country so that there is name recognition.
- Struggle with miscommunications between committee and the board.
- Disconnected integrated systems.
- Still need to engage our local political people.

Opportunities:

- Engage more elected officials on our board.
- Integration of services.
- Expectation to continue job growth.
- Opportunity to fill all of the jobs from retiring staff.
- Business community has identified that economic development is the number one priority.

Reducing duplication between organizations. There should not be competition but collaboration.

System redesign in a lot of other systems so this would be a good way to be integrated.

Have an opportunity to be a model region.

Partnership for Prosperity: the WIB is also involved in this so it's an opportunity for economic development.

Utilizing the resources of our youth in ensuring that they are involved in decision making at all levels in our community.

Threats:

Washington, D. C./Sacramento

The economy/housing

Ongoing changes

Retirement of staff in all of the critical industries.

Shortage of skilled labor pool.

The youth of today have an entirely different set of values so we have to learn how to deal with it.

People are still not accessing our services.

Need to be better organized.

Turf issues.

Threat of large employers leaving the region unless the business community is more hospitable.

Ms. Hamilton asked board members to consider underlying contradictions in Sacramento County.

Underlying contradictions:

What is standing in the way?

1. There are resources but there is no authority.
2. We don't know how to implement big. We don't know how to implement the resources that are available on a large scale.
3. There is no real connection between the WIBs in the region. A lot of the initiatives are regional.
4. Sacramento has/had a good economy
5. Belief that Sacramento has it all together so that we don't need extra funds/assistance.
6. The people that need us the most are not accessing the system or the services.
7. A lot of the resources are being utilized by people who are not employable and would be better served with social services dollars.
8. There is no collaboration of partners at the state or federal level.
9. The goals are long term but we are driven by short-term expectations and measurements.

- 10. There are two systems for youth: WIA eligible and non-WIA eligible.
- 11. There are not a lot of services available for youth as there are for adults.

The board members broke into six groups and were asked to answer the following question:

What are innovative practical actions that will move us toward our goals and address the contradictions?

Action items were developed and are summarized in an attached matrix.

Analogies for what the board has done today

- 1) An ant colony
- 2) Elephant with an enormous memory
- 3) Beehive
- 4) Lots of feathers stuck together
- 5) A mountain climber taking it step by step.

Board members were asked to summarize today's board retreat in one word. Some of the final thoughts include:

productive	open communication	enlightening
affirmation	reconnecting	potential
wealth of knowledge	informative	work in progress
enlightened	purpose	helpful
energetic priority	reenergized	trust
focused	encouraged	very informative
fun	teamwork	strategic
daunting	HELP!!!	ready for next year
Afraid to leave the room since her committee has the bulk of the work!		

Ms. Parker asked board members to provide the names of business owners/decision makers to bring to the employer focus group on May 8. She wants to target 60 people and would like to have them in the critical industries but it's important that employers that currently do not utilize the career centers.

The meeting was adjourned at 2:35 p.m.

Seven Characteristics of a Community with a Competitive Workforce Advantage

Forward Thinking Community Leaders

Each community with a competitive workforce advantage has a set of community leaders who care about and are engaged in workforce issues. This leadership includes local elected officials, business, non-profit and faith-based leaders, and “civic entrepreneurs,” all of whom understand that the needs of business and the skills of its workers are critically important to the economic health of the region. There is strategic rather than reactive political leadership. Community planning is based on data, and leaders have a deep understanding of the demographics of its workforce and the present and future skill requirements of its key industries.

What WIBs do:

- Engage and inform County Boards of Supervisors, Mayors and City Councils
- Convene summits about workforce issues
- Publish “State of the Workforce” reports
- Invite elected officials to WIB meetings and One-Stop tours
- Convene focus groups with key industry clusters
- Participate in community planning efforts

Business Investment in Human Capital

Each community with a competitive workforce advantage has businesses in which workers are viewed as assets. Employers invest in training workers to meet present and future needs. Employers work with others in their industry -- both other companies and organized labor -- to anticipate training and skills development needs. Employees are aware of opportunities for advancement and are given incentives to improve their skills.

What WIBs do:

- Convene employers in the same industry to discuss skills needs
- Connect employers to public resources for skills upgrade training
- Act as a broker with community colleges/higher education and University Extensions for curriculum design
- Provide data about prevailing wages, occupations, future trends
- Act as human resource departments for small business

Strong and Diverse Economy

Each community with a competitive workforce advantage uses workforce as part of their economic development strategy. The community has both a business retention and a growth strategy, as well as the more traditional business attraction approach. There are multiple sectors represented in the region. There is “life cycle” diversity within the region -- a mix of older established industries, growing sectors, and new and emerging industries. Investments in economic development are strategic and focus on employers with high wage jobs in addition to businesses with high sales tax revenue.

What WIBs do:

- Have cross representation on WIBs and Economic Development corporations and agencies
- Participate in overall economic development planning
- Cross-train front line staff in One-Stops and economic development organizations
- Collect and provide information about the community’s workers and their skills
- Participate in co-developed employer retention surveys with economic development

Integrated Infrastructure

Each community with a competitive workforce advantage has an infrastructure for both employers and workers. In addition to physical infrastructure for businesses -- such as roads, water, and electricity -- it includes a diverse housing supply, access to affordable quality childcare, health care and adequate regional transportation. Residents have access to a One-Stop career center system that helps them find and keep jobs. There are sufficient cultural and recreational opportunities and other “quality of life” assets.

What WIBs do:

- Participate in a broad range of regional and community planning efforts
- Include a broad range of partners and services in One-Stops
- Advocate for changes in public policy and administrative procedures
- Engage local elected officials in problem solving
- Have cross representation on WIB and community boards and agencies

Effective, Articulated Education System

Each community with a competitive workforce advantage has a K-12 system that works. High school graduates have the requisite skills to enter the labor force or go on to college. The education system is responsive to employer needs. The system is well articulated from high school to community college and higher education programs. Residents have easy access to higher education and non-degree occupational training that prepares them well for jobs in the community. All students have access to the supportive services they need, career guidance, caring adults, leadership opportunities and academic excellence.

What WIBs do:

- Establish and nurture strong youth councils that work for all youth
- Catalyze dialogue between employers and education
- Collect and provide information about skills needs
- Include youth in One-Stop system services
- Provide accessible information about careers
- Provide accessible information about performance of job training programs and providers

Clearly Defined and Accessible Career Pathways

Each community with a competitive workforce advantage has ongoing communication between industry and education/training entities. Education & training programs are designed with a deep understanding of how people move within occupational clusters. Students, job seekers and workers see clear career pathways within occupational groupings and understand how skills build upon one another to meet the needs of business. There are strong connections to union apprenticeship programs. Employers within an industry understand their career pathways and encourage skill development within the worker pipeline.

What WIBs do:

- Convene employers within an industry to study career pathways
- Collect and disseminate information about career pathways and occupation requirements
- Partner with labor unions
- Train career guidance counselors and others in career information

Ready, Willing, and Able Workforce

Each community with a competitive workforce advantage has employers who can recruit local residents for available jobs. The labor pool has the knowledge, skills and ability needed by employers. Job training programs produce workers who meet employers’ needs. Job applicants have minimally acceptable soft skills. People have the willingness to perform jobs. Economic Development uses information about the available labor pool as a key component of their business attraction strategy.

What WIBs do:

- Develop measures to evaluate the quality of job training programs
- Ensure quality in One-Stop career centers
- Develop customized training to meet employer needs
- Partner with community colleges and other education programs to deliver quality training
- Reach into all communities and constituencies to connect people to jobs and training
- Find funding to meet community needs for training



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