

CAREER CENTERS

BROADWAY

915 Broadway
Sacramento, CA 95818
(916) 324-6202

CITRUS HEIGHTS

7640 Greenback Lane
Citrus Heights, CA 95610
(916) 676-2540

FRANKLIN

7000 Franklin Blvd., Suite 540
Sacramento, CA 95823
(916) 262-3200

GALT

1000 C Street, Suite 100
Galt, CA 95632
(209) 744-7702

GREATER SACRAMENTO URBAN LEAGUE

3725 Marysville Blvd.
Sacramento, CA 95838
(916) 286-8600

HILLSDALE

5655 Hillside Blvd., Suite 8
Sacramento, CA 95842
(916) 263-4100

LA FAMILIA COUNSELING CENTER

5523 34th Street
Sacramento, CA 95820
(916) 227-2577

LEMON HILL

5451 Lemon Hill Avenue
Sacramento, CA 95824
(916) 433-2620

MARK SANDERS COMPLEX

2901 50th Street
Sacramento, CA 95817
(916) 227-1395

MATHER

10638 Schirra Avenue
Mather, CA 95655
(916) 228-3127

RANCHO CORDOVA

10665 Coloma Rd., Suite 200
Rancho Cordova, CA 95670
(916) 942-2165

SOUTH COUNTY

8401 - A Gerber Road
Sacramento, CA 95828
(916) 689-3560

Administrative Offices & Employer Services

925 Del Paso Blvd.
Sacramento, CA 95815
(916) 263-3800

Website: <http://www.seta.net>



REGULAR MEETING OF THE SACRAMENTO WORKS, INC. BOARD

DATE: Wednesday, January 25, 2006

TIME: 8:00 a.m.

LOCATION: SETA Board Room
925 Del Paso Blvd.
Sacramento, California

While the Sacramento Works, Inc. Board welcomes and encourages participation in the Sacramento Works, Inc. meetings, it would be appreciated if you would limit your comments to five minutes so that everyone may be heard. Matters under the jurisdiction of the Sacramento Works, Inc. Board and not on the posted agenda may be addressed by the general public following completion of the regular agenda. The Sacramento Works, Inc. Board limits testimony on matters not on the agenda to five minutes per person and not more than fifteen minutes for a particular subject. Meeting facilities are accessible to persons with disabilities. Requests for Assisted Listening Devices or other considerations should be made through the Clerk's office at (916) 263-3827. This document and other Board meeting information may be accessed through the Internet by accessing the SETA home page: www.seta.net.

A G E N D A

I. Call to Order/Roll Call

II. Consent Item

A. Approval of Minutes of the November 30, 2005 Meeting

III. Action Items

- A. Approval to Release a Request for Proposals for WIA Title I, Youth Program Services for Fiscal Years 2006-2011 (Gerry Lawrence/Christine Welsch) (*GOAL 4 – Ensure Youth are Prepared to Compete in the Local Economy*)
- B. Approval of Business Plan for Success Skills Institute (Walter DiMantova) (*GOAL 4 – Ensure Youth are Prepared to Compete in the Local Economy*)

- C. Approval to Transfer 20% Funds from Workforce Investment Act to Dislocated Workers Funding Stream to Adult Programs (Mike Dourgarian/Ginger Brunson) (*GOAL 5 – Evaluate and Improve the One-Stop System and Processes*)
- D. Approval to Submit an Employment Training Panel Application for Upgrade Nursing Training (Mike Dourgarian/William Walker) (*GOAL 1 – Facilitate Workforce Development for Critical Industries*)

IV. Information Items

- 1. Dislocated Worker Update (William Walker)
- 2. Women’s Empowerment Memorandum of Understanding (Ginger Brunson)
- 3. Exemplary Performance Awards (Robin Purdy)
- 4. Presentation of the 2005/2006 Occupational Outlook & Training Directory and 2006-2007 “Critical Industries and Occupations” Report (John Harden)
- 5. Update of Nurse Workforce Initiative (NWI) Graduates (Cindy Sherwood-Green)
- 6. Regional Workforce Investment Board Executive Committee Minutes (Robin Purdy)
- 7. Committee Updates
 - Youth Council
 - Planning/Oversight Committee
 - Employer Outreach Committee
 - Ad Hoc Education Committee

V. Other Reports

- 1. Chair
- 2. Counsel
- 3. Public Participation

VI. Adjournment

DISTRIBUTION DATE: THURSDAY, JANUARY 19, 2006

Role of Sacramento Works, Inc., the Local Workforce Investment Board

Sacramento Works, Inc., the local Workforce Investment Board is a 37-member board charged with providing policy, planning and oversight for local workforce development initiatives.

Vision:

Jobs for People and People for Jobs

Mission:

Sacramento Works unites business, labor, education and public agencies to assure qualified and trained workers are available to meet the needs of the region's economy.

Priority Goals

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.

As modified 6/1/05.

ITEM II-A – CONSENT

APPROVAL OF MINUTES OF THE NOVEMBER 30, 2005 MEETING

BACKGROUND:

Attached are the minutes of the November 30, 2005 meeting for your review.

RECOMMENDATION:

That your Board review, modify if necessary, and approve the attached minutes.

SPECIAL MEETING OF THE SACRAMENTO WORKS, INC. BOARD

Minutes/Synopsis

SETA Board Room
925 Del Paso Blvd.
Sacramento, California

Wednesday, November 30, 2005
8:00 a.m.

I. Call to Order/Roll Call: Mr. Tsang called the meeting to order at 8:02 a.m.

- Introduction of New Board Members: Nancy Bernardi, Tim Ray, Gary King and Diane Ferrari were introduced and welcomed to the board.

Mr. Bill Warwick, also a former PIC board member, was recognized. He was presented with a gift and thanks for his service to the board and commitment to the community. Mr. Warwick will remain on the Youth Council.

Members Present: Nancy Bernardi, Dr. Larry Buchanan, Bill Camp, Rick Dibble, Walter DiMantova, Michael Dourgarian, Mark Erlichman, Diane Ferrari, Barbara Hayes, Mark Ingram, Gary King, John Koogler, Kathy Kossick, Jim Lambert, Gerry Lawrence, Matt Mahood, Elizabeth McClatchy, Michael Micciche, James Pardun, Kim Parker, Joan Polster, Tim Ray, Maurice Read, Francisco Rodriguez, Lorenda Sanchez, Anette Smith-Dohring, Kingman Tsang, Bruce Wagstaff, William Warwick.

Members Absent: Sharon Anderson, Peter Gregerson, Joanne McDermott, Anne Moore, Matt Kelly, Bruce Parks, Deborah Portela, Terry Wills.

Youth Council Members Present: Pattie Espinosa

II. Consent Item

A. Approval of Minutes of the September 28, 2005 Meeting

Minutes were reviewed; no questions or corrections.

Moved/Ray, second/McClatchy, to approve the minutes as distributed.

Voice Vote: Unanimous approval

III. Action Item

A. Approval of the Ad Hoc Education Committee Policy Statement

Ms. Kossick stated that this policy is before this board for comments and approval by the board. Staff has met with the Metro Chamber Committee on Education and Workforce to get private sector input.

Dr. Buchanan reported that the committee met several times to review the statement and is requesting approval. The County Office of Education also reviewed the Policy Statement.

Moved/Micciche, second/Dourgarian, to approve the policy statement on Education and the action plan.

Mr. Mahood inquired how much time has been spent in conversation with LEED, Sacramento, a Chamber affiliate agency that tries to be the connection between the economic development and education community. Dr. Buchanan stated that he was on the LEED board for six years and that they did not contribute to his district's efforts to connect with business. Sacramento City USD and Grant have moved forward to embrace vocational education and work readiness programs without LEED's assistance. Mr. Mahood stated that there are some that hope that LEED will reinvent itself and try to be a connector and advocate for policies like this and partner with the WIB.

Mr. Dourgarian said that there were a lot of conversations regarding LEED and he thinks it is important for the WIB to not tell the school superintendents what to do. It is important to follow through with the board retreat results. We have to influence the way that young people are taught and face the world of work. The schools already have programs and we all have to make sure that we are training kids for jobs.

Mr. Lambert reported that business and industry was represented and listened to at each of the committee meetings. There was good dialogue and they listened to different points of view. He is comfortable with this policy statement. Ms. Purdy has taken this statement to the Metro Chamber and the Employer Outreach Committee and received input to coordinate with other regional planning efforts, including Partnership for Prosperity, the Sacramento Regional Workforce and Education Collaborative, and the SB 70 planning efforts.

Voice Vote: Unanimous approval.

B. Approval of Regional Workforce Strategy Recommendations Based on Findings of the Sacramento Regional Research Institute Regional Workforce Study

Ms. Purdy stated that last March, the board commissioned SRRI to do a study to focus on occupational analysis, training and skills analysis, and comparison of our region to other regions in the state. Dr. Suzanne O'Keefe and Ryan Sharp presented the Executive Summary to the board. The region encompasses the six county local area.

Mr. Sharp answered questions regarding the skills assessment and stated that employers provided a great deal of input regarding the soft skills education needing more work.

Mr. Read does not agree that we should train people for lower paying jobs.

Mr. David Lyons suggested perhaps consider looking at turnover rates and the reason that people leave their jobs.

Ms. Purdy stated that this report was presented to a joint meeting of the Employer Outreach Committee and the Planning/Oversight Committee in mid-November. Ms. Purdy reviewed the three recommendations that came out of this joint meeting.

Moved/McClatchy, second/Rodriguez, to approve the three recommendations as outlined in the board packet.

Mr. Camp talked about creating career ladders in the hospitality industry and whether it is viable. How does this fit in with the second recommendation. Ms. Purdy stated that there are jobs in the hospitality industry; Mr. Parks is working on getting culinary chefs prepared at a higher educational level. Hospitality should be added to section 2 of the three recommendations as well as transportation. Mr. Rodriguez inquired how far away we are from finding K-12 teachers; this might be part of a critical industry. Ms. Purdy stated that because of the length of training for most Bachelor degree programs, staff does not recommend paying scholarships beyond the AA degree level. There are exceptions to this when specialized discretionary funding is received, for example, the training for Registered Nurses. Ms. Purdy stated that customers are given the information that these high paying jobs are available and will be growing, and the career centers provide information on financial aid programs that will assist students with tuition and books.

Voice Vote: Unanimous approval.

IV. Information Items

1. Dislocated Worker Update

Mr. Walker reported on layoffs at Standard Parking due to the county eliminating the contract with Standard Parking at the airport. A new parking company will come in and hire some of the people. Good Guy mini stores will be located in Comp USA stores. Mr. Camp asked if the new parking company meets the sustainable wages/benefits. A report will be provided back at the next meeting.

2. Grant Award to the Mexican American Alcoholism Program, Inc.

Ms. Purdy reviewed this item. This organization will be working with four of our career centers to provide services to ex-offenders re-entering the workforce.

3. Success Skills Institute Concept Paper

Mr. Walter DiMantova provided an update on this. Soft skills are essential to the workforce and employers. The educational community is not providing enough training in the soft skills and there is a need to have a single organization to coordinate these soft skills training. He is working to develop a business plan which will be presented for approval at the next WIB meeting.

4. Youth Council Update on Proposed Planning Process for Program Year 2006-2007, WIA Youth Funding

Mr. Lawrence reported that the Youth Council is in the process of developing a Request for Proposals that will be released in February. The current contracts will expire on June 30. Ms. Christine Welsch reported that the Youth Council has evaluated data and risk factors for youth over the past year. Ms. Welsch reviewed the services that are provided to youth through the career centers.

V. Other Reports

1. Chair: The SACTO Economic Profile was distributed, which includes two pages of information on the One Stop Career Centers in the Region.

2. Counsel: No report.

3. Public Participation

Mr. Mahood provided an update on Partnership for Prosperity. They are developing key strategies in business, people and place. Green Energy uses will be a new industry starting up. There is a group meeting now that is brainstorming the identity of the Sacramento region. Many of the organizations that have invested in this program will have tangible areas where they can actually get results.

VI. Adjournment: Meeting adjourned 9:22 a.m.

ITEM III-A - ACTION

APPROVAL TO RELEASE A REQUEST FOR PROPOSALS FOR WIA TITLE I, YOUTH PROGRAM SERVICES FOR FISCAL YEARS 2006-2011

BACKGROUND:

For the past year, the Sacramento Works Youth Council has conducted public hearings and planning sessions to develop a plan and prepare for the WIA Youth program funding for fiscal year 2006-2011. A draft copy of the Request for Proposals (RFP) has been sent under separate cover. This document is in keeping with the goals of the Sacramento Works, Inc. and the mission of the Sacramento Works Youth Council:

The Sacramento Works 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 our community.

This RFP is in keeping with the priorities and goals developed by the Sacramento Works Youth Council and Sacramento Works, Inc. Key components of the RFP are:

- ✓ Continuation of the Youth Collaborative design of service delivery
- ✓ Continue supporting Universal services in the SWCC system
- ✓ Development of a Youth Workforce Skills Preparation list to deliver appropriate services via a vendorized service delivery similar to the WIA Adult system
- ✓ Continue to focus on youth development principles
- ✓ Increased focus on occupational skills, work success skills, and academic enrichment to better prepare youth for success.

A copy of the Request for Proposals will be sent under separate cover. The Youth Council approved this Request for Proposals on January 18, 2006.

RECOMMENDATION:

Approve the release of a Request for Proposals for WIA Title I Youth funds for Fiscal Years 2006-2011.

ITEM III-B - ACTION

APPROVAL OF BUSINESS PLAN FOR SUCCESS SKILLS INSTITUTE

BACKGROUND:

At the Sacramento Works, Inc. retreat the board members of the Sacramento Works, Inc. board assigned the following objective to the Skills Institute subcommittee:

Plan and implement a Works Success Skills Institute by identifying the work success skills needed by employers.

The subcommittee was chaired by Walter DiMantova. Subcommittee membership included:

- Walter DiMantova, Los Rios Community College District
- Mark Ingram, Pacific Coast Building Products
- Jim Pardun, County of Sacramento
- Kim Parker, California Association of Employers
- Valerie Carrigan, Los Rios Community College District
- Anette Smith-Dohring, Sutter Health Systems
- Robin Purdy, SETA
- Christine Welsch, SETA

Attached is the Work Success Skills Institute Business Plan developed by the subcommittee.

RECOMMENDATION:

Review and approve the Work Success Skills Institute Business Plan.

SUCCESS SKILLS INSTITUTE: BUSINESS PLAN DRAFT

EXECUTIVE SUMMARY

Employers throughout the Sacramento region have identified a need for enhancing the success skills of students and the workforce. While many current and potential employees may have a range of technical skills, so-called “soft skills” – renamed here as success skills – are often lacking in recent graduates, new employees or current employees who are unable to advance up the career ladder. The ability of the workforce to communicate effectively, work in teams, solve problems or deal with conflict and change are skills which allow all employers to remain competitive.

The objective of The Sacramento Regional Success Skills Institute (SSI) is to provide training, education and related support services to enhance the Success Skills of employees and soon-to-be employees. The SSI will coordinate the resources and activities of workforce training and development organizations in the region. The result of this coordination will include the creation of standardized curricula for both not-for-credit training programs and for-credit classes and certificates, a widely recognized certificate of Work Success, and range of support services and consulting for employees and employers.

MISSION

The mission of the Sacramento Regional Success Skills Institute (SSI) is to provide training and support services which enhance the success skills of current and future employees and help employers expand, increase their competitiveness and become more successful.

Success skills include the ability to effectively communicate, work in a team, solve problems in a group and deal with conflict and change as well as other skills identified by the employer community which complement technical skills and add to the ability of employees to succeed as employees.

The mission of the SSI is achieved through collaboration with business, government, labor and education and by innovation.

BACKGROUND AND NEED

The need for the improvement of “soft skills” has been documented through several quantitative and qualitative research projects and focus groups over the last two years. These are summarized in Appendix A.

The ability of employees in a wide range of organizations of all sizes to communicate, collaborate and solve problems is quickly becoming an issue for company competitiveness. In a global economy based on customer service and the effective exchange of information, “soft skills” are now “hard skills”, critical to the success of

organizations. The Success Skills Institute is a direct response to this evolving need to enhance a broad range of skills not adequately addressed by K-16 education.

PARTNERSHIPS

Much of the success of the SSI will depend on the cooperation of many organizations in the Sacramento region. Central to the SSI plan is the coordination of the efforts of the many organizations in Sacramento which offer training, education, counseling and other services related to success skills. The initial members of the SSI will include:

- ⊙ The Sacramento Employment and Training Agency (SETA)/Sacramento Works
- ⊙ The Yolo County Workforce Investment Board
- ⊙ The Golden Sierra Workforce Investment Board
- ⊙ The California Association of Employers (CAE)
- ⊙ The Los Rios Community College District Business and Economic Development Center (BEDC)
- ⊙ The North/Far North Workplace Learning Resource Center (WpLRC)
- ⊙ The Sacramento Metropolitan Chamber of Commerce (SMCC)
- ⊙ Linking Education and Economic Development (LEED)
- ⊙ Sacramento Area Commerce and Trade Organization (SACTO)
- ⊙ Sacramento County Office of Education

The *proposed* Board of the SSI will include representatives from the organizations listed above as well as the labor, education and governmental organizations such as:

- ⊙ Sacramento Central Labor Council
- ⊙ Sacramento-Sierra's Building and Construction Trade Council
- ⊙ Grant Joint Union High School District
- ⊙ Sacramento City Unified School District
- ⊙ County of Sacramento Office of Economic Development
- ⊙ City of Sacramento Office of Economic Development

The Board will also include representatives from area businesses, for example:

- ⊙ Sutter Health Systems
- ⊙ Pacific Coast Building Products
- ⊙ Home Depot
- ⊙ UPS

The Board will have an advisory role while operational and fiscal authority will be the responsibility of SETA staff assigned to this project.

PRODUCTS AND SERVICES

Assessment

The Success Skills Institute will offer a range of assessments useful in determining the current skills and opportunities for improvement for employees.

All employees or customers entering the Sacramento Works Career Center system complete a SMARTware application. A suitability assessment will be conducted to determine potential Success Skills Institute customers. Once identified, potential Success Skills Institute participants will complete the SMARTware application and begin the WIA application process. After a thorough interview, each candidate's potential for success in the project will be evaluated through the use of assessment tools, including WorkKeys. Project candidates will be assessed in the following areas:

1. Academic capacity
2. Assessment – interest, skills and ability (using Choices, Ideas, etc)
3. Family situation
4. Financial situation based on self-sufficiency standard
5. Projection of support service needs
6. Assessment of Work Success skills

WorkKeys, a nationally recognized job skills assessment system created by ACT, identifies the skill levels that students or job seekers need to reach in order to meet the requirements of over 6,000 occupations. The WorkKeys scale is used by individuals, case managers, educators, and employers to compare an individual's skills to the skill required for a particular job or occupations and develop a plan to remediate skills that do not match employer requirements. WorkKeys is categorized into eight areas: Applied Mathematics, Applied Technology, Listening, Locating Information, Observation, Reading for Information, Teamwork and Writing.

The Self-Sufficiency_Calculator will be used to assess the financial situation. The National Economic Development Law Center developed the Self Sufficiency Standard that identifies the actual living costs for families of different sizes (one adult, one adult/one infant, etc.) and established the hourly wage needed by county to pay the bills or to be "self-sufficient". NEDLC recently developed an on-line questionnaire that collects information on family size, income, and expenses and compares the information with the Sacramento County Self-Sufficiency Standard.

Training for Employees

Research is currently underway to determine what critical industries in the greater Sacramento region define as "success skills". This research will sharpen and refine the training programs offered by the SSI. As a result of this research, the SSI will develop intensive, forty to eighty hour, not-for-credit training programs focused on a range of Success Skills including:

- ⦿ Written and verbal communication
- ⦿ Critical thinking, problem-solving and decision-making
- ⦿ Working in a team
- ⦿ Managing and resolving conflict in the workplace
- ⦿ Time management
- ⦿ Work ethics, work etiquette and attitude in the workplace
- ⦿ Understanding and awareness of diversity and difference in the workplace
- ⦿ Team-building
- ⦿ Customer service skills

Train-the-Trainer Programs

The Success Skills Institute will develop a standardized Train-the-Trainer program which, when completed by a qualified trainer, will certify that the trainer may offer programs to employees and employers through the Success Skills Institute.

Training for Employers

Likewise, employers have identified that they would benefit from training and consultation in several areas in order to increase retention including:

- ⦿ Preventing absenteeism and improving retention
- ⦿ Performance reviews
- ⦿ Sexual harassment awareness for supervisors
- ⦿ Violence in the workplace
- ⦿ Creating employee handbooks
- ⦿ Establishing a customer friendly environment

One of the options for those served by the Success Skills Institute will be to complete a specified number of hours of instruction and receive a “Success Skills Certificate”, recognized and sponsored by SETA, the LRCCD BEDC and other organizations, such as the Sacramento Metropolitan Chamber of Commerce. Demonstration of skills in a work environment, through an internship and/or employment, will be necessary for being awarded a certificate. Availability of this certification will be marketed to area businesses and presented as a validation that applicants to positions have been trained in skills likely to enhance their ability to succeed in the workplace.

The SSI will also collaborate with the Los Rios Community College District, its Colleges, and other higher education providers to develop and offer for-credit courses and certificates for college and university students.

Web-based courses and resources may be developed by SSI.

The SSI will provide case management support and counseling to SSI students through the Sacramento Works Career Center system.

INTERNSHIPS

The SSI will develop a process for establishing mutually beneficial internship opportunities for customers and employers in the region as an opportunity to apply what has been learned in the training programs and as a way to secure higher levels of certification.

TARGETS

The SSI will focus its initial efforts on employees from the following critical industries:

- ⦿ Construction
- ⦿ Healthcare
- ⦿ Hospitality
- ⦿ Retail
- ⦿ High Technology
- ⦿ Administrative and Business Services

The Success Skills Institute will target several groups with barriers to advancing from entry-level low-wage jobs to jobs in high-wage, high demand occupations. These groups include:

- ⦿ low wage workers
- ⦿ emancipating foster youth
- ⦿ individuals on CalWORKs
- ⦿ individuals with disabilities
- ⦿ ex-offenders
- ⦿ entry level job seekers with limited successful work history
- ⦿ individuals currently seeking employment who might lack or need to enhance their skills to succeed in the workplace after securing technical, occupational or vocational skills
- ⦿ incumbent workers and employees whose future employment and/or promotion is threatened by a lack of success skills
- ⦿ high school students who wish to enhance their skills
- ⦿ CalWORKs recipients and other students who attend classes through any of the four colleges (American River College, Cosumnes River College, Folsom Lake College and Sacramento City College) that make-up the Los Rios Community College District
- ⦿ Employer organizations that are currently adding to their workforce or planning to up-skill current employees, especially those newly entering employment
- ⦿ Other colleges and organizations in the region that might be able to use curricula and supporting materials.

FUNDING SOURCES

The SSI will be funded from a variety of sources including but not limited to:

- ⦿ SETA and the Sacramento Workforce Investment Board (have already committed \$50,000 to SSI)
- ⦿ The State of California Community College Systems Offices (CCCOS) from its Economic and Workforce Development units such as the Workplace Learning Resource Center (the WpLRC has already committed \$25,000 to SSI)
- ⦿ LRCCD funds (\$9,000 has already been committed from Temporary Assistance for Needy Families (TANF) funds)
- ⦿ Corporate anchor members: corporations will be approached with the goal of having them provide funds for the planning and initial operation of the SSI (estimated ten initial contributions of \$10,000 each per year)
- ⦿ Grants such as Employment Training Panel grants (ongoing), the Industry Driven Regional Collaborative (IDRC) grants (available every eighteen months) or Workforce Investment Act (WIA) discretionary grants.
- ⦿ Fees paid by corporate clients for participation of employees
- ⦿ Fees paid by individuals who attend open enrollment seminars
- ⦿ State apportionment for individuals who attend for-credit courses and certificates
- ⦿ Gifts from foundations
- ⦿ In-kind contributions such as advertising on member organization websites

STAFFING AND ORGANIZATIONAL STRUCTURE

Sacramento Works will seek funding for a Project Manager for the SSI. Clerical support will be provided as match from Sacramento Works. Sacramento Works will be the fiscal agent of the SSI, which will operate under the 501 (c) 3 of Sacramento Works. LRCCD will assign 25% of the effort of the Director of the WLRC to the development of the SSI as well as 20% of the effort of the Director of Contract Education and Economic Development. The CAE will contribute 10% of the effort of the Executive Director to this project. SETA will contribute 10% of the effort of its Deputy Director and 10% of the effort of a manager.

The CAE and the LRCCD will provide development, training, and evaluation. LRCCD will provide for-credit options.

The proposed organizational structure of the SSI is included as Appendix B.

ACTIVITIES AND TIMELINES

<i>ACTIVITY</i>	<i>COMPLETION DATE</i>	<i>RESPONSIBLE ORGANIZATION</i>
1. Complete "Sacramento Model" Research	01/15/06	SETA
2. Complete First Draft Business Plan	01/20/06	SSI Subcommittee
3. Present Draft Plan to WIB	01/25/06	SSI Subcommittee
4. Identify Board Members and Clarify Expectations (Use SRRI Focus Group)	01/25/06	SSI Subcommittee
5. Begin Planned Convergence Event	01/25/06	LRCCD
6. Identify National Best Practices	02/01/06	LRCCD
7. Begin For-Credit Curriculum Development	02/01/06	LRCCD
8. Identify and Hire Part-time Project Manager	02/15/06	SETA
9. Submit Industry Driven Regional Collaborative Grant	02/15/06	LRCCD
10. Develop Marketing and Promotion Plan	02/15/06	SETA/MMC
11. Develop Prospectus for Business Anchors	02/15/06	SETA
12. Complete Critical Industry Research	02/28/06	LRCCD/WPLRC
13. Begin Curriculum Development	03/01/06	SETA, CAE AND LRCCD
14. Identify and Visit Similar Centers	03/01/06	SETA, SSI Subcommittee
15. Conduct Convergence Event	04/01/06	LRCCD
16. Conduct first Pilot Program	05/01/06	SETA/LRCCD/CAE
17. Hold First Board Meeting	05/01/06	SETA
18. Pilot first Train the Trainer Program	05/01/06	SETA/LRCCD/CAE
19. Summarize and Distribute Results of Convergence	05/01/05	LRCCD
20. Develop and Distribute Marketing Materials	05/01/06	SETA/MMC
21. Secure Ten (10) Corporate Anchors	06/01/06	SETA, SSI Board
22. Offer First Programs to Business	08/01/06	SSI

SUBMITTED BY THE SUCCESS SKILLS INSTITUTE SUB-COMMITTEE:

- ⊙ Valerie Carrigan, Los Rios Community College District
- ⊙ Walter DiMantova, Los Rios Community College District
- ⊙ Mark Ingram, Pacific Coast Building Products
- ⊙ Jim Pardun, County of Sacramento
- ⊙ Kim Parker, California Association of Employers
- ⊙ Robin Purdy, SETA
- ⊙ Anette Smith-Dohring, Sutter Health Systems
- ⊙ Christine Welsch, SETA

APPENDIX A

BACKGROUND AND NEED

The Sacramento region and Sacramento County in particular is undergoing rapid economic expansion. According to LMID and other data sources, Sacramento will continue to see a large growth in population and employment, with an increased number of high school graduates and those requiring additional training and education.

Sacramento is one of the fastest growing economies in California in terms of population, income and construction, and is projected to continue on this growth trend for the next decade. Administration and business services, healthcare, construction, high technology and the retail and financial sectors are all projected to see continued growth until 2012.

In Sacramento County, as elsewhere throughout California and the nation, employers of all sizes and in nearly every sector have identified a need to enhance the workplace success skills of potential employees, new employees and employees with the goals of promotion or continued employment.

Information from both formal research and informal discussions with employers has shown that a cluster of skills, previously called “soft skills”, is increasingly becoming critical to the work success of a wide range of employees in critical industries. A lack of these crucial skills is a barrier to entry to employee, retention and promotion and is a significant contributor to poor performance, increased retention and the inability of people to perform satisfactorily on the job and advance in their occupation.

NEED

The need for enhanced “soft skills” cuts across industry sector and occupation. For example, the US Department of Labor reports that in the case of manufacturing (<http://www.doleta.gov/BRG/Indprof/Manufacturing.cfm>), “Manufacturers experience difficulty finding and hiring workers with adequate basic skills, including: reading, writing, math, problem solving, communication, teamwork, critical thinking, computer literacy, and flexibility/adaptability.” In the information technology sector, 53 percent of CIO’s said they offer their employees training in non-IT “soft skills” areas as a way of enhancing their performance, according to a survey of 1,420 CIO’s, according to John Surmacz in *The Hard Truth: Soft Skills Matter*, (www.cio.com/archive/011505/tl_numbers.html).

Likewise, the construction industry’s research ([http://www.acce-hq.org/documents/283,11,Technical Mastery](http://www.acce-hq.org/documents/283,11,Technical%20Mastery)) through the Construction Users Roundtable (CURT), identified in 2005 that “soft skills” such as quality communication,

the ability to collaborate and work in a team, critical thinking and problem solving were the most important skills for future construction workers.

In May 2004, the Los Rios Community College District commissioned a research study of Occupational and Educational Trends in the Sacramento region from the California State University Sacramento's Sacramento Regional Research Institute (SRRRI). This quantitative and qualitative study of fifteen critical industries and through interviews with approximately thirty chief executives from companies with, cumulatively, over 40,000 employees concluded that:

“...”soft skills” are becoming increasingly important, as opposed to professional skills and knowledge. In particular, good work ethic, interpersonal skills, critical thinking, and analytical and problem-solving skills are considered the hardest one to meet and represent areas of concerns for many employers. Aspects of “soft skills” competencies appear to demonstrate a necessary component for all...workforce training services...” (Fountain, et al., 2004, pg. V)

The research (pp. 46-50) indicated that 42.3% of employers named communication skills as among the most critical skills needed by new employees, while 38.6% identified “soft skills” as a priority for current and future employment. The report concludes that “many employers mentioned that “soft skills” were become a more important hiring criterion, often taking precedence over vocational training and previous work experience”. These “soft skills” included interpersonal and conflict management skills, enhanced work ethic, critical thinking and problem-solving (both individually and in teams) and a positive and responsible attitude toward work.

A follow-up study by SRRRI was commissioned by SETA/Sacramento Works, Inc. in 2005. In this study, SRRRI conducted an analysis of the occupations and identified a shift in the occupational composition of the Sacramento region between 1999 and 2003. SRRRI identified the most important skills for the nine occupations in which there is the highest growth. The majority of the skills identified by SRRRI that will be needed for these jobs are considered work success skills and will be taught through the Work Success Institute. These skills include:

- ⊙ Judgment and decision making
- ⊙ Writing
- ⊙ Active listening
- ⊙ Critical thinking
- ⊙ Speaking
- ⊙ Reading comprehension
- ⊙ Service orientation (customer service)

The most recent research project completed by SRRRI in October, 2005 continues to identify “soft skills” as critical in a range of occupations in the most critical industries in the Sacramento area.

This quantitative research is supported by qualitative and focus-group responses from a wide range of employers in the Sacramento region. Since December 2003, the Los Rios Business and Economic Development Center has conducted eight focus-group “Convergence Events” with over 500 representatives of business, labor, government and education. These events focus on the evolving workforce, training and economic development needs of either a particular industry cluster (high technology, healthcare, manufacturing, construction and small businesses have all been the subject of Convergences) or a particular geographic location (such as West Sacramento, Folsom and Elk Grove).

Consistently, employers and labor representatives have identified the same cluster of workplace success skills as those identified in the SRRRI study as critical to the employability of the workforce now and into the foreseeable future. Employers as large as Intel and IBS and as small as five employee dry-cleaners have identified the need for a workforce that can collaborate, solve problems, come to work ready for work and accomplish tasks with others as critical to their success. As the Convergence I (2004) Summary of Observations: Curricula, Careers and Computers: Educating the New Generation of the High Technology Workforce put it:

“...Developing soft skills (such as team work, problem-solving and critical thinking) and work ethic of students earlier in the educational process (is key): “employability skills” which cut across all disciplines is a goal for the future...”

The SRRRI May 2004 Occupation and Education Study previously mentioned documents (page 22) the most important *emerging skills (skills valuable in the future workforce likely to be hired in the next five years)* in all occupations in the fifteen critical industries in the Sacramento Metropolitan Statistical region. Each of these skills was ranked in importance through a survey of 27 CEO’s or employers in Sacramento. The top ten skills were ranked on a scale of 0 to 100:

Skills Category	Average Importance Ranking
1. Reading Comprehension	67.1
2. Speaking	59.3
3. Active Listening	59.0
4. Writing	57.0
5. Mathematics	55.1
6. Coordination	53.5
7. Critical Thinking	53.1
8. Judgment and Decision-Making	51.3
9. Monitoring	49.4
10. Complex Problem-Solving	48.6

Seven of these skills (speaking, active listening, coordination, critical thinking, judgment and decision-making, monitoring, and complex problem-solving) can be enhanced through short-term training and fit within the definition of “success skills” used throughout this proposal.

References:

Fountain, Robert, et al., *Occupation and Education Study*, Sacramento Regional Research Institute, Sacramento, California, May 2004

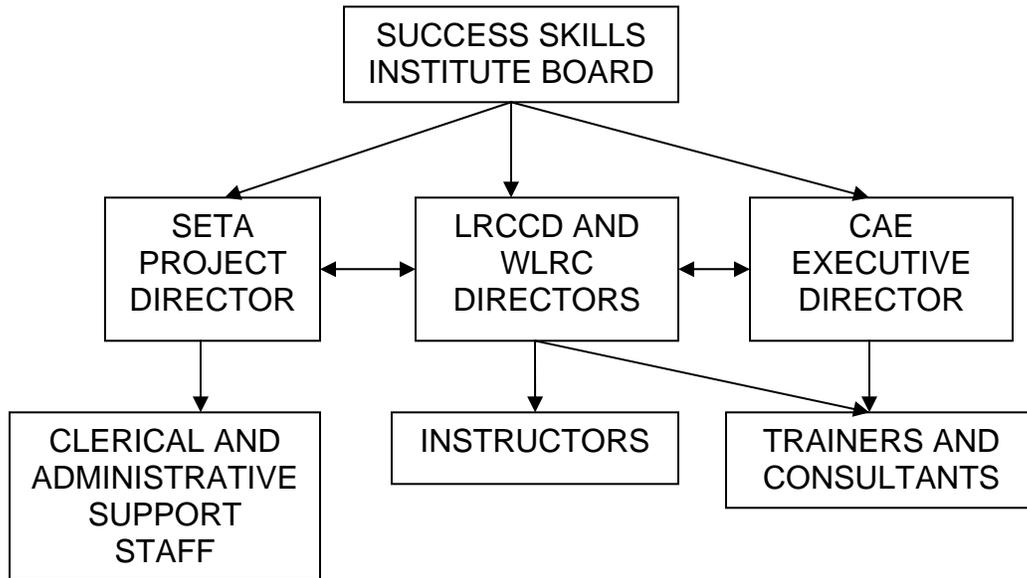
Sizemore, Gregory L., *The Construction Users Roundtable 2005*, [http://www.acce-hq.org/documents/283,11,Technical Mastery](http://www.acce-hq.org/documents/283,11,Technical%20Mastery)

Surmacz, John, *The Hard Truth: Soft Skills Matter*, CIO Magazine, June 2005, (www.cio.com/archive/011505/tl_numbers.html).

US Department of Labor, *Advanced Manufacturing: Innovative Workforce Solutions to Help the Advanced Manufacturing Industry Address Hiring, Training, and Retention Challenges*, September, 2005, <http://www.doleta.gov/BRG/Indprof/Manufacturing.cfm>

APPENDIX B

SUCCESS SKILLS INSITUTE PROPOSED ORGANIZATIONAL STRUCTURE



ITEM III-C - ACTION

APPROVAL TO TRANSFER 20% FUNDS FROM WORKFORCE INVESTMENT ACT TO DISLOCATED WORKERS FUNDING STREAM TO ADULT PROGRAMS

BACKGROUND:

Local areas are allowed to request transfers of funds from the dislocated worker to the adult funding stream. The maximum amount that may be transferred between funding streams is 30%. For the Sacramento Workforce Investment Area, staff is recommending transferring 20% (\$718,538) of PY2005-2006 dislocated worker funds to the adult funding stream because of the continuing need to sustain the adult program and provide services to special populations of adults. This will have no impact on the resource allocations recommended by the Planning Committee and approved by the WIB.

RECOMMENDATION:

Approve the submission of a transfer of funds request to move 20% (\$718,538) of Dislocated Worker program funds to the Adult program.

ITEM III-D - ACTION

APPROVAL TO SUBMIT AN EMPLOYMENT TRAINING PANEL APPLICATION FOR UPGRADE NURSING TRAINING

BACKGROUND:

The Sacramento Employment and Training Agency /SWCC staff have begun the development of a contract with the Employment Training Panel (ETP) to provide upgrade training to 80 frontline workers from Certified Nursing Assistant (CNA) to Licensed Vocational Nurse (LVN). The Agency will collaborate with the Grant Adult Education Community and Vocational Nursing Program. This Program currently works with 27 employers that are requiring skills upgrading for their existing CNA staff.

SETA is currently the grant administrator for another ETP grant, collaborating with Tech Skills to provide training to 472 incumbent workers in information technology. SETA/SWCC will establish a similar relationship with the Grant Adult Education Community and Vocational Nursing Program for 80 frontline workers currently employed as CNAs in various healthcare facilities.

The Planning/Oversight Committee reviewed and approved this item at their January 9, 2006 meeting. Staff will be available to answer questions.

RECOMMENDATION:

Approve the formal submission of an application to the Employment Training Panel for a Nurse Workforce Program and authorize the Executive Director to sign the contract with ETP.

ITEM IV-1 – INFORMATION
DISLOCATED WORKER UPDATE

BACKGROUND:

Attached is the most current dislocated worker update.

Staff will be available to answer questions.

Dislocated Worker Information PY 2005/2006

The following is an update of information as of January 12, 2006 on the Worker Adjustment and Retraining Notification (WARN) notices and Non WARN notifications in Sacramento County

WARN Status	Month Received Notice	Company and Address	Dislocation Date	# of Affected Workers	SETA's Intervention
Official	6/30/05	Qualex Inc. 125 Main Avenue Sacramento, Ca. 95838	9/18/05	93	8/11/05
Unofficial	7/12/05	Meadowview Community Action Inc 2251 Florin Road, Suite #156 Sacramento, CA 95822	8/12/05	12	8/12/05
Unofficial	6/02/05	Cintas Corporation 1231 National Drive Sacramento, CA 95834	11/15/05	30	8/25/05
Official	8/01/05	National Imaging Associates, Inc. (NIA) 11050 Olson Drive, Rancho Cordova, California	9/30/05	51	9/30/05 Delivered Material
Official	8/03/05	*Cingular Wireless 10000 Goethe Rd. Sacramento, California	9/27/05	1	9/27/05
Official	9/09/05	Sprint/Nextel 3075 Prospect Park Drive Rancho Cordova, CA. 95670	9/26/05	20	10/03/05
Official	9/15/05	*Cingular Wireless 2729 Prospect Park Drive, Suite 200 Rancho Cordova, California	10/25/05	1	10/03/05
Unofficial	9/19/05	Fidelity National Agency Sales and Posting 8801 Folsom Boulevard, Suite 230 Sacramento, CA. 95626	10/31/05	40	10/14/05
Official	10/05/05	E-Trade Financial 10951 White Rock Road Rancho Cordova CA 95670	12/16/05 through 4/30/06	106	Employer Declined Services
Official	10/11/05	Apria Healthcare 4244-A South Market Court Sacramento, CA 95834	1/06/05	74	12/06/05

Official	10/19/05	*Cingular Wireless 2729 Prospect Park Drive, Suite200 Rancho Cordova, CA 95626	12/06/05	2	Pending
Official	10/19/05	The Good Guys Store 2121 Arden Way Sacramento, CA 95825	12/03/05	33	11/01/05 Delivered Material
Official	10/11/05	The Good Guys Store 5500 Sunrise Blvd. Citrus Heights, CA	12/01/05	20	10/25/05 Delivered Material
Official	11/28/05	Sun Microsystems (Sacramento Site) 8880 Cal Center Drive, Suite 200, Sacramento, CA 95826	12/31/05	1	11/30/05 Mailed Material
Official	11/21/05	Standard Parking 6736 Earhart Drive, Sacramento, CA	12/31/05	215	12/15/05
Official	12/28/05	Metro One Telecommunications Inc. 650 Howe Avenue, Suite 300 Sacramento, CA 95825	1/31/06	101	Pending
Official	12/06/05	AMC Mortgage Services 10600 White Rock Road, Suite 200 Rancho Cordova, Ca. 95670	1/20/06	2	Pending
Official	12/07/05	Digital Insight 1860 Howe Ave., Suite #161 Sacramento, CA 95825	3/31/06	88	Pending
Official	12/22/05	Cingular Wireless 2729 Prospect Park Drive, Suite 200 Rancho Cordova, CA 95670	1/31/06	1	Pending
Unofficial	1/05/06	Port of Sacramento 3251 Beacon Blvd., Suite 210 West Sacramento, CA 95798	3/06/06 through 3/20/06	24	Pending
Official	1/09/06	Sun Microsystems, Inc. (Sacramento site) 8880 Cal Center Drive, Suite 200, Sacramento, CA 95826	3/11/06	1	Pending
			Total # of Affected Workers	916	

ITEM IV-2 - INFORMATION

WOMEN'S EMPOWERMENT MEMORANDUM OF UNDERSTANDING

BACKGROUND:

Approximately two years ago, Women's Empowerment (WE) staff began working with the Mark Sanders Career Center and EDD in an effort to provide additional resources for employment for homeless women. Because of their circumstances, many of these individuals would not access the One-Stop Career Center system on their own. Mark Sanders provides separate group orientation to one-stop services, job search and job placement assistance and WE provides case management for these individuals while they are enrolled for services.

Women's Empowerment was established as part of Loaves and Fishes three years ago to address the needs of homeless women. Shortly thereafter, WE became a non-profit organization supported by private grants and donations. The organization provides multiple resources for homeless women to assist them to break the cycle of homelessness and gain the skills necessary to obtain and maintain employment. Their services include eight-week classes focusing on in-depth job seeking skills, personal empowerment exploration, and personal issue problem solving and job retention. The program also provides mentoring, assistance with housing, childcare, reunification with children and case management. To date, over 200 homeless women have completed training.

Staff will be available to answer questions.

MEMORANDUM OF UNDERSTANDING
Between Sacramento Employment and Training Agency and
Women's Empowerment

I. Preamble

In accordance with the Workforce Investment Act of 1998, Section 121 (c), this Memorandum of Understanding ("MOU" hereafter) between Sacramento Employment and Training Agency ("SETA" hereinafter) and each of the undersigned One-Stop Partners ("OSP" hereinafter) will confirm the discussions between SETA and the OSPs over the past several months and set forth the understandings reached between SETA and the undersigned OSPs concerning the operation of the One-Stop Delivery System in the Sacramento Workforce Investment Area pursuant to the provisions of the Workforce Investment Act of 1998, Public Law 105-220, as amended from time to time.

It is our understanding that the following points accurately reflect the understanding of SETA and the OSPs concerning:

- (i) The services to be provided through the One-Stop Systems; and
- (ii) How the costs of such services and operating costs of the System will be funded; and
- (iii) Methods for referral of individuals between the One Stop Operator and the One-Stop Partners for appropriate services and activities; and
- (iv) The duration of the Memorandum and the procedures for amending the Memorandum during the term of the Memorandum; and
- (v) Other provisions consistent with the requirements of the Act, as the parties to this Memorandum determine to be appropriate.

II. Services Provided

Mark Sanders agrees to:

A. Provide the following core services:

- 1) Group orientations to information and other services available through One-Stop delivery system.
- 2) Enrollment in SMARTware web-based client tracking and case management data base.
- 3) Job search and placement assistance including:
 - Resume assistance
 - Internet access to job resources
 - Access to CalJOBS

- 4) Provide tours of the Mark Sanders Career Center.
- 5) Train one stop partner's staff in how to access information through the SMARTware automated case management system.

B. Women's Empowerment agrees to:

Provide the following intensive services:

- 1) Case management of individuals participating in the Women's Empowerment program.
- 2) Identify staff that will be trained on the SMARTware automated case management system.

Training Services as that term is defined under Section 134 (d) (4) of the Act, shall also be provided by eligible training service providers as provided under Section 122 (e) of the Act. A listing of the eligible providers of training services shall be made available through each One-Stop Center.

III. Costs

Costs of such services and operating costs of the System will be funded, in accordance with the provisions of a Local Plan, by the grant recipient. To the extent that SETA solicits or accepts grants and donations from sources other than federal funds made available under the Workforce Investment Act, such funds may from time to time be used to fund the services and operating costs of the One-Stop Delivery System in this Local Area at the discretion of SETA.

To the extent funds become available from other programs or activities as described in Section 121(b)(1)(B), which could be used to pay for the costs of such services and the operating costs of the System, such funds shall be allocated in accord with separate agreements negotiated between the participating parties at the time of the allocation.

To the extent OSPs financially participate the One-Stop Delivery System, the allocation of their costs to the provision of services or operating costs of the System shall be made pursuant to a separate written Resource Allocation Agreement negotiated between SETA and the affected OSP.

IV. Methods for Referral

The referral of individuals between One-Stop Operators and the One-Stop Partners for the appropriate services and activities shall be accomplished as follows:

The One-Stop Operator will use the Sacramento Works SMART application to assess the needs of each customer. Based on the results of this assessment, customers will be referred to either additional self-directed core services, to One-Stop partners for intensive services or directly into WIA funded intensive and training services. Referrals will be made by phone or email contact between the one stop partner and the one stop

operator. Access to the automated SMARTware case management system will be provided to one stop partners, upon completion of training on the system.

V. Duration of Memorandum

The term of this MOU shall be a period of one year, from November, 2005 to November 30, 2006. The MOU shall automatically renew for successive one-year terms, unless SETA or any OSP gives written notice of intent not to renew at least ninety (90) days prior to the expiration date of the current MOU, or any extension thereof.

This MOU may be amended by a writing signed by all parties to the MOU.

VI. No Partnership

The undersigned are not entering into a partnership by virtue of this Memorandum of Understanding. In all matters covered under this Memorandum each of the parties hereto acts as an independent contractor and is neither a partner, agent, nor employee of the other.

If the contents of this Memorandum accurately reflect your understanding, please sign in the space provided below and provide us with a copy of the executed document for our records.

**SACRAMENTO EMPLOYMENT AND
TRAINING AGENCY**
925 Del Paso Blvd.
Sacramento, CA 95815

Dated: By: _____
Its: Executive Director

WOMEN'S EMPOWERMENT
1400 North "C" Street
Sacramento, CA 95814

Dated: By: _____
Its: Executive Director

ITEM IV-3 – INFORMATION

EXEMPLARY PERFORMANCE AWARDS

BACKGROUND:

Attached is a copy of correspondence received informing SETA of an exemplary performance award.

Staff will be available to answer questions.

ITEM IV- 4 - INFORMATION

PRESENTATION OF THE 2005/2006 OCCUPATIONAL OUTLOOK & TRAINING DIRECTORY AND 2006-2007 "CRITICAL INDUSTRIES AND OCCUPATIONS" REPORT

BACKGROUND:

This annual publication is produced by Sacramento Works, Inc. and the Sacramento Employment and Training Agency (SETA) and is the only comprehensive source of local labor market and education/training provider data available. The publication is comprised of three major sections: a series of **occupational profiles** based on surveys with local/regional employers; a comprehensive multi-county directory of the region's **education and training providers**; and an **occupation/training index** (an index of occupations and the local education/training providers who offer related training for those occupations).

Sacramento Works, Inc., the local Workforce Investment Board, has taken on the role of engaging the business community by assessing the regional labor market, identifying critical industries, and developing a plan to train workers for critical industries. On November 30, 2005, the Sacramento Works, Inc. Board approved the revised "Critical Industries" list for 2006. These seven industries represent those that are most consistent with our goal of helping job seekers, through the one-stop system, to find long term, career oriented employment.

ITEM IV-5 –INFORMATION

UPDATE OF NURSE WORKFORCE INITIATIVE (NWI) GRADUATES

BACKGROUND:

In 2002, SETA was awarded \$2.1 million in Workforce Investment Act 15% funding to increase the supply of licensed nurses in our eight-county region. The project was a collaboration between Sutter Health, Kaiser, UC Davis Medical Center, Catholic Healthcare West, California State University, Sacramento, Los Rios Community College District, Service Employees International Union (SEIU), and SETA/Sacramento Works. Since the project ended on December 31, 2005, several accomplishments and successes have been noted, as follows:

- *Very low attrition rate.* The attrition rate for SETA NWI participants was less than 5% compared to the typical attrition rate of 30% at the local nursing schools.
- *Wage gains dramatically exceeded the proposed rate.* The proposed earnings change of \$3,700 represents an hourly increase of \$1.73 per hour. The actual wage gains are still being calculated, but all graduates are earning wages at an average of 43% higher than their wages at the time of enrollment. Please see the attached NWI Wage Table that represents a sample of wages earned by nurses in Sacramento hospitals.
- *Exceeded planned enrollment goals.* Two hundred fourteen students were enrolled in the project. As of January, 2006, 187 participants have completed training and 98% are employed in the field. An additional 27 participants will be graduating later in the year. Most of the students would not have been able to attend nursing school due to the limited number of slots available.
- *Establishment of Healthcare Career Centers.*
- *Ninety-five new nursing slots were created through the NWI project.*

**NURSE WORKFORCE INITIATIVE WAGE TABLE
(PRE-ENROLLMENT, EXIT AND FOLLOW-UP)
November, 2005**

Wage at Enrollment \$/Hour	Wage at Exit \$/Hour	Follow-Up Wage \$/Hour	% of Wage Increase
15.93	30.40	*	48
14.57	30.40	*	52
18.44	32.06	35.77	48
21.00	33.74	35.50	41
16.90	23.00	23.69	29
15.24	20.54	*	26
15.36	30.67	32.23	52
16.00	23.50	*	32
14.50	27.73	*	48
21.86	28.68	32.88	34
16.68	31.00	*	46
21.53	28.68	32.88	35
17.41	30.40	*	43
15.00	28.68	36.48	59
21.00	28.68	34.53	39
28.73	35.77	*	20
15.19	30.40	*	50
15.55	25.20	28.12	45
13.97	27.25	*	49
13.00	18.30	0	29
15.71	28.68	32.88	52
17.24	31.38	*	45
12.51	31.93	*	61
21.60	36.00	47.00	54
11.26	25.74	28.12	60
23.06	28.68	34.59	33
			Average Increase 43.46%

Sample of Sacramento participants who are now RNs

* Still in follow-up period

ITEM IV-6 – INFORMATION

REGIONAL WORKFORCE INVESTMENT BOARD EXECUTIVE
COMMITTEE MINUTES

BACKGROUND:

The second meeting of the Regional Workforce Investment Board Executive Committees was held on Tuesday, January 10, 2006. A copy of the minutes is attached for your review.

MINUTES
REGIONAL WORKFORCE INVESTMENT BOARD
EXECUTIVE COMMITTEE MEETING

Tuesday, January 10, 2006

Present:

Sacramento Works, Inc: Kingman Tsang, Mike Dourgarian, Bill Camp, Kathy Kossick, Gerry Lawrence, Liz McClatchy

Golden Sierra Workforce Investment Board: Chuck Harrell, Tink Miller, David DeLeonardis, George Hempe

Yolo County Workforce Investment Board: Patty Espinosa, Doug Gutaw

North Central Counties Consortium: Don Reaksecker

Staff: Robin Purdy, Christine Welsch, Melissa Noteboom, Ralph Giddings, Mike Indiveri, Roberta Paul

Kingman Tsang welcomed everyone on behalf of Sacramento Works and talked about the importance of working regionally and contributing to the economy as the region grows.

1. Discussion of "branding" issue

At the first meeting of the Executive Committees of the Regional Workforce Investment Boards, board members agreed that "branding" was an important idea to research and consider for the One-Stop system.

- Kathy Kossick reported that she contacted one of the Los Angeles consortium of Workforce Boards that was using "Work Source" as a brand. She said that all of the One Stop Career Centers had agreed to use the name, but there was little other coordination in place. An attempt at using a centralized 800 number for employer recruitment did not work.
- Chuck Harrell reported that Golden Sierra WIB has a committee that is looking at branding for name identification and to promote the career center system, not for centralizing job orders.
- Don Reaksecker shared the logo that North Central Counties Consortium currently used to brand their one-stops. The logo is the consistent brand, but the career center information contained in the logo changes based on location.
- Tink Miller stated that several years ago Placer County used a centralized telephone routing system that connected employers to the closest one stop career center.
- **Staff Action on Branding for next meeting:**
 1. Research other regional collaboratives (East Bay Works, Bay Area Works) to find out how they have approached branding.
 2. Research to see if 1-800-OneStop is a number that is available, if/how calls can be routed to the closest career center to the employer's location,

how cell phone calls are handled in a routing system, and what the cost would be.

2. Presentation on Partnership for Prosperity

- Kristine Mазzie from Valley Vision gave an overview of the Partnership for Prosperity Business Planning Process. The Business Plan Framework includes Focus on Business, Create an Outstanding Place and Develop Our People. The presentation is attached to the minutes for review.
- The Partnership for Prosperity is seeking committed volunteers to sit on action teams to develop tactics, timelines, and measures of success. There are five action teams focusing on Civic Infrastructure, Business Development, Clean Technology, High School and Post-secondary Education. The action team meetings are scheduled for January 23, February 13, and February 27. A schedule is attached for review.
- **Board Member and staff action:**
 1. Workforce Investment Boards will recruit committed volunteers and staff to sit on the Action Teams for the Business Plans
 2. Workforce Investment Boards will champion action teams for high school and post-secondary education.

3. Sharing of subcommittee charters and responsibilities of committees

- Kathy Kossick shared the committee structure and responsibilities for Sacramento Works and passed out the WIB Orientation manual used for new board members.

4. Sharing of SMARTware reports, WIB orientation packets

- Melissa Noteboom shared with members the core service reports that are available to Golden Sierra and Yolo County Workforce Investment Boards. Sacramento Works has been using these reports for several years in their career center evaluation process. Reports include information on core service usage, demographics of core service users, information on number of visits and comparisons to numbers served last year.
- **Staff Action:**
 1. The SMARTware Team will make quarterly core service reports available to the staff of Golden Sierra and Yolo County Workforce Investment Boards.

5. Linking regional Workforce Investment Boards through hyperlinks on each website.

- **Staff Action:**
 1. Workforce Investment Board staff will ensure that there are links to the home pages of each of the regional workforce investment boards on their web page.

2. Workforce Investment Board staff will ensure that there are links to the California One Stop locator on their web pages.

6. Suggestions for Future direction of the Regional WIB

- Future meetings should include the ability to attend by conference call. There are several representatives who must travel long distances. The ability to input through a conference call would allow them to participate.
- Meetings three time per year and structuring the meetings so that they take on real issues in the region and result in action plans
- Focus on regional collaboration and working together on regional issues, sharing best practices, and capitalizing on new opportunities.
- Discussion of relationships to the Capital Area Investment Zone (CAIZ) partnership of the mid 1990's. Is this a re-energizing of CAIZ or a replacement?
- Ensure report-outs from all Workforce Investment Boards on discussion items.
- Focus agenda on topics and invite WIB members that are working on these topics...suggestions included
 - Business Services/Outreach to business
 - One Stop Evaluation
 - Demand Driven Systems
 - Regional Branding
- Next Agenda should include an update from Golden Sierra on their new direction
- **Action Step for Board members and staff:**
 1. Identify priority topics (in order of priority) for future meetings

Partnership For Prosperity

SETA
January 10, 2006



Creating an Economic Development Strategy For the Sacramento Region ■ ■ ■

Project Justification:

- ✓ Despite our successes as a regional economy, our economic advantages are narrowing
 - Cost of doing business
 - Traffic congestion, air quality concerns, and growth impacts
- ✓ Sustained economic growth and job creation now require us to take deliberate steps at a regional scale, executed locally



Creating an Economic Development Strategy For the Sacramento Region ■ ■ ■

Involved Organizations

Chairs
Christopher Cabaldon, Mayor, City of West Sacramento
Roger Valline, CEO, Vision Service Plan
Jim Williams, Partner, Williams + Paddon

American Electronics Association Arts & Business Council Building Industry Association of Superior California California Alliance for Jobs California State University, Sacramento Community Service Planning Council El Dorado County Office of Education LEED-Sacramento Los Rios Community College District University of Pacific, McGeorge School of Law Nehemiah Corporation Pacific Gas and Electric Company Roseville Electric Sacramento Area Commerce and Trade Organization Sacramento Area Council of Governments Sacramento Area Human Resources Association Sacramento Area Regional Technology Alliance	Sacramento Asian Pacific Chamber of Commerce Sacramento Association of Realtors Sacramento Black Chamber of Commerce Sacramento Builders' Exchange, Inc. Sacramento Central Labor Council Sacramento Convention & Visitors Bureau Sacramento County Airport System Sacramento Employment & Training Agency Sacramento Hispanic Chamber of Commerce Sacramento Metro Chamber of Commerce Sacramento Municipal Utility District Sacramento Sports Commission Sacramento-Sierra Building & Construction Trade Council University of California Davis Urban Land Institute Valley Vision
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Creating an Economic Development Strategy For the Sacramento Region ■ ■ ■

Key Project Outcomes

1. Build support and agreement among stakeholders to implement a shared regional Business Plan
2. Create a region-wide public relations and identity campaign
3. Cultivate continued regional collaboration through increasing understanding of Partners' missions and goals
4. Develop a robust back-end strategy for monitoring and evaluating the success of implementation efforts

4



Creating an Economic Development Strategy For the Sacramento Region

Business Plan Framework



5



Creating an Economic Development Strategy For the Sacramento Region

FOCUS ON BUSINESS

Entrepreneurship & Business Development

FOUNDATION STRATEGY:
Be the best place for business in California to maximize national and global competitive advantages.

6



Creating an Economic Development Strategy For the Sacramento Region

Sample Tactics:

- Support and grow existing base industry clusters in the region
- Create a supportive environment for doing business (good policies, responsive public sector)
- Focus on retention and expansion of existing businesses.
- Develop programs to grow headquarters here and attract new businesses
- To encourage successful Blueprint implementation, support economic development in the region's rural, bedroom communities

7



Creating an Economic Development Strategy For the Sacramento Region

FOCUS ON BUSINESS
Entrepreneurship & Business Development

CATALYTIC STRATEGY:

Become a center for clean energy & transportation technologies.

8



Creating an Economic Development Strategy For the Sacramento Region

Sample Tactics:

- Local research institutions should increase the amount of resources dedicated to these fields
- Focus on attracting, retaining, and developing businesses centered on clean energy, and alternative transportation technologies
- Support alternative transportation choices within the region
- Partner with SARTA as they launch the clean technology business plan competition

9



Creating an Economic Development Strategy For the Sacramento Region

DEVELOP OUR PEOPLE
Education & Workforce Development

FOUNDATION STRATEGY:
Make sure all of the region's high school students are ready-for-school-ready-for-work.

10



Creating an Economic Development Strategy For the Sacramento Region

Sample Tactics:

- Create a region-wide internship program
- Develop career pipelines
- Ensure that all students complete a standard, "high-expectations" curriculum that prepares them for post-secondary education, work, and life
- Link education to jobs in a region-wide way – use data to connect school focus areas to business needs

11



Creating an Economic Development Strategy For the Sacramento Region

DEVELOP OUR PEOPLE
Education & Workforce Development

CATALYTIC STRATEGY:
Align the unique strengths of each post-secondary education institution in the region to match the needs of the region's economy, making higher education a focus.

12



Creating an Economic Development Strategy For the Sacramento Region

Sample tactics:

- Programs should produce the research and workers needed to support the industries highlighted in the Business strategies
- Invest in awarding a higher number of advanced degrees in the region to create a strong base of talent to lead next generation's economy
- Become known as a center for community college education – feed all universities in the state
- Make our education assets more visible and use them to create economic energy
- Support creation of new schools, universities and programs to fill special niches

13



Creating an Economic Development Strategy For the Sacramento Region

CREATE AN OUTSTANDING PLACE
Quality of Life

CATALYTIC STRATEGY:

The whole region should invest in civic infrastructure that creates an iconic downtown core and supports suburban centers.

14



Creating an Economic Development Strategy For the Sacramento Region

Sample Tactics:

- Identify how the region should fund civic infrastructure projects that benefit the broad population
- Support the creation of a new arts, cultural, sports, and/or entertainment attraction(s) that meets the demands of the local market
- Fund and sustain open spaces that contribute to the region's identity as a hotbed for outdoor recreation and unique natural resources

15



Creating an Economic Development Strategy For the Sacramento Region

Next Steps

- Action Teams: tactics, timelines, measures of success
- Regional Identity campaign

16



Creating an Economic Development Strategy For the Sacramento Region ■ ■ ■

Questions? Input?

Please visit our website!
www.valleyvision.org/partnership

17



Creating an Economic Development Strategy For the Sacramento Region ■ ■ ■



Action Team Meeting Schedule

Date: Monday, January 23, 2006

Location: Sierra Health Foundation, 1321 Garden Highway, Sacramento

Meeting Times:

- 7:30 a.m. – 9:00 a.m. *Civic Infrastructure (breakfast will be provided)*
- 9:30 a.m. – 11:00 a.m. *Business Development*
- 11:30 a.m. – 1:00 p.m. *Clean Tech (lunch will be provided)*
- 1:30 p.m. – 3:00 p.m. *High School*
- 3:30 p.m. – 5:00 p.m. *Post-Secondary Education*

Date: Monday, February 13, 2006

Location: William + Paddon, 2237 Douglas Boulevard, Suite 160, Roseville

Meeting Times:

- 7:30 a.m. – 9:00 a.m. *Post-Secondary Education (breakfast will be provided)*
- 9:30 a.m. – 11:00 a.m. *Civic Infrastructure*
- 11:30 a.m. – 1:00 p.m. *Business Development (lunch will be provided)*
- 1:30 p.m. – 3:00 p.m. *Clean Tech*
- 3:30 p.m. – 5:00 p.m. *High School*

Date: Monday, February 27, 2006

Location: Vision Service Plan, 3333 Quality Drive, Main Building, Rancho Cordova

Meeting Times:

- 9:00 a.m. – 10:30 a.m. *High School*
- 10:30 a.m. – 12:00 a.m. *Post-Secondary Education*
- 12:00 p.m. – 1:30 p.m. *Civic Infrastructure (lunch will be provided)*
- 1:30 p.m. – 3:00 p.m. *Business Development*
- 3:30 p.m. – 5:00 p.m. *Clean Tech*

ITEM IV-7 - INFORMATION

COMMITTEE UPDATE

BACKGROUND:

This item provides an opportunity for a report from the following committees:

- Youth Council
- Planning/Oversight Committee
- Employer Outreach Committee
- Ad Hoc Education Committee

ITEM V - OTHER REPORTS

1. CHAIR'S REPORT: The Chair of the Sacramento Works, Inc. Board, on a regular basis, receives numerous items of information concerning employment and training legislation, current programs, agency activities, and miscellaneous articles.

The important information from the material received and meetings attended will be shared with the entire Board and the method proposed by the Chair is to give a verbal report at each regular meeting. It will also allow time for the Board to provide input on items that may require future action.

2. COUNSEL REPORT: The Sacramento Works, Inc. Legal Counsel is the firm of Phillip M. Cunningham, Attorney at Law. This item provides the opportunity for Legal Counsel to provide the Sacramento Works, Inc. Board with an oral or written report on legal activities
3. PUBLIC PARTICIPATION: Participation of the general public at Sacramento Works, Inc. Board meetings is encouraged. The Sacramento Works, Inc. Board has decided to incorporate participants of the audience as part of its agenda for all meetings. Members of the audience are asked to address their requests to the Chair, if they wish to speak.