

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



REGULAR MEETING OF THE SACRAMENTO WORKS, INC. BOARD

DATE: Wednesday, May 24, 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 March 22, 2006 Meeting
- III. **Action Item**
 - A. Approval of Youth Funding Recommendations for FY 2006-2007 (Christine Welsch) (*GOAL 4 – Ensure Youth are Prepared to Compete in the Local Economy.*)
 - B. Approval of Plan to Allocate Sacramento Works Board Initiative Funds for FY 2006-2007 (Robin Purdy) (*GOAL 2 – Develop Private-sector Driven Initiatives to Increase Employer Involvement and Satisfaction.*)

IV. Information Items

1. Regional Prosperity Index (Barbara Hayes)
2. Final Report on the Volunteer Income Tax Assistance (VITA)/Earned Income Tax Credit (EITC) Project (Robin Purdy)
3. Presentation: Construction Career Awareness Day and Design Build Competition (Jim Lambert)
4. Sacramento's Nurse Workforce Initiative Selected for National Department of Labor Excellence Award (Cindy Sherwood-Green)
5. Nursing Initiatives Article in the Sacramento Business Journal (Cindy Sherwood-Green)
6. Sacramento Works/News 10 Partnership Campaign (William Walker)
7. Employer Outreach Activity Report (William Walker)
8. Update on Regional Toll Free Phone Number (William Walker)
9. Dislocated Worker Update (William Walker)
10. Committee Updates
 - Youth Council
 - Planning/Oversight Committee
 - Employer Outreach Committee
 - Skills Success Institute

V. Other Reports

1. Chair
2. Counsel
3. Public Participation

VI. Adjournment

DISTRIBUTION DATE: THURSDAY, MAY 18, 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 MARCH 22, 2006 MEETING

BACKGROUND:

Attached are the minutes of the March 22, 2006 meeting for your review.

RECOMMENDATION:

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

REGULAR MEETING OF THE SACRAMENTO WORKS, INC. BOARD

Minutes/Synopsis

SETA Board Room
925 Del Paso Blvd.
Sacramento, California

Wednesday, March 22, 2006
8:00 a.m.

I. Call to Order/Roll Call: Mr. Tsang called the meeting to order at 8:05 a.m.

- Introduction of New Board Members: Ms. Terry Wills and Ms. Lynn Conner were introduced as new Private Business sector members. Mr. Tsang stated that he has worked with both Ms. Wills and Ms. Conner in the past and is very pleased to have them on the board.

Members Present: Nancy Bernardi, Bill Camp, Lynn Conner, Walter DiMantova, Mark Erlichman, Diane Ferrari, Matt Kelly, Gary King, Kathy Kossick, James Lambert, Gerry Lawrence, Matt Mahood, Elizabeth McClatchy, James Pardun, Kim Parker, Bruce Parks, Joan Polster, Tim Ray, Francisco Rodriguez, Lorenda Sanchez, Anette Smith-Dohring, Kingman Tsang, Bruce Wagstaff, Terry Wills.

Members Absent: Sharon Anderson, Dr. Larry Buchanan, Michael Dourgarian, Barbara Hayes, Mark Ingram, John Koogle, Michael Micciche, Anne Moore, Deborah Portela, Maurice Read.

Ms. Verlene Kelly was recognized and it was announced that she will be retiring from SETA. Ms. Kossick invited board members to a large potluck to be held in her honor. Ms. Stephany Murphy, Ms. Kossick's new secretary, was introduced.

II. Consent Item

B. Approval of Minutes of the January 25, 2006 Meeting

There were no questions or comments.

Moved/Camp, second/Kelly, to approve the January 25, 2006 minutes as distributed.

Voice Vote: Unanimous approval

III. Action Items

A. Approval of the Resource Allocation Plan for Fiscal Year 2006/2007

Ms. Purdy reviewed this item which specifies the funding for the one stop career centers. The Planning/Oversight Committee reviewed and approved this item. Around 60,000 customers per year are served throughout the career center

system. The OJT program is provided for customers needing some specialized/extra training in order to become employable.

The board initiative provides services for innovative ideas to allow change on how we do business. Over the last couple of years, this has funded Partnership for Prosperity and the construction programs.

The decrease in the participation of the collaborating partners is creating a stressor since there are fewer people to provide services to the customer. The equipment at the career centers is in need of replacement due to over use. There is a recommendation to change the computer access system to provide high speed internet service. The equipment will be purchased over the course of a year.

Staff will be analyzing the usage of the various career centers to determine which of the centers are cost effective. There is a need to find out the types of services that are provided to determine cost effectiveness. A recommendation will be brought forward and presented to the Planning/Oversight Committee.

Moved/Camp, second/Lambert, to approve the Resource Allocation Plan as outlined in the board packet.

Roll Call Vote: Aye: 24, Nay: 0, Abstentions: 0

Mr. Camp asked if it could be determined if health benefits are part of the wages for the dislocated workers. Ms. Purdy stated that staff is tracking this data on the health benefits provided to dislocated workers. A report will be provided.

B. Approval of a Regional Toll Free Number for Employer Outreach

Ms. Purdy reported that this item comes out of the Employer Outreach Committee and the Regional Workforce Investment Board Collaborative. This is a toll free number to be utilized by all of the regional workforce investment boards. This is a statewide number, not a national number. For cell phones and outside of the area, calls will be sent to Sacramento and forwarded. The cost is \$100 per month and 3 cents per call. SETA will receive the bill and will bill the other workforce areas.

Mr. Tsang reported that we have been granted \$70,000 from the California State Workforce Investment Board for the collaborative group to utilize. This is one area in which the \$70,000 can be used.

Mr. Ray indicated that he will not participate in the discussion and would abstain on the vote due to a potential conflict of interest.

Moved/Camp, second/DiMantova, to approve of the proposal to the full board. In addition, the Employer Outreach Committee suggested that the Business/

Employer Services staff from each of the regional workforce boards meet on a regular basis to share information and coordinate business services.

Roll Call Vote: Aye: 23, Nay: 0, Abstentions 1 (Ray)

IV. Information Items

1. Update on Partnership for Prosperity

Mr. Matt Mahood provided an overview of the Partnership for Prosperity. Over 30 organizations are involved and over \$270,000 has been raised. Mr. Camp asked if the construction industry would be involved. Mr. Mahood stated that the construction industry needs to be involved in the action items that are developing.

2. Report Back on Sacramento Works Education Policy from the Planning/Oversight Committee

Ms. Kossick reviewed this policy which has been discussed many times. There was discussion at the last meeting as to how this would fit into the Partnership for Prosperity. We are still working with the document to make it a document that will fit into Partnership for Prosperity. No action was taken at the meeting but members continue to work on the document.

Each of the action teams is responsible for developing the goals and action. All of the input received from the Planning/Oversight Committee was sent to the group that is refocusing the LEED Sacramento board.

Mr. Lambert offered some modifications to the Policy which will be sent to the Planning/Oversight Committee for review and input. Mr. Rodriguez asked that the community college system be included.

3. Regional Prosperity Index: Will be presented in May.

4. Update on the Volunteer Income Tax Assistance (VITA)/Earned Income Tax Credit (EITC) Project

One of the services offered through the Career Centers is income tax assistance. This program was started by the IRS and the Department of Human Assistance, and tax preparation assistance to people. Ms. Purdy read off the most current numbers of people provided with assistance.

Mr. Wagstaff reported that this program is a huge benefit to low-income people and has the potential to assist even more families if it were publicized. Over the past five years, the amount of refunds are huge and notable. These services are available when staff volunteer to do it and the offices can be open in the evening. For the next meeting a full report will be provided. This will be included in the

services provided at the career centers. Services are also provided to non-English speaking customers.

Ms. Parker inquired how this program is marketed to the public. Mr. Wagstaff replied that DHA sends out flyers to their customers and it is publicized in the media somewhat. The job clubs are also aware. Ms. Parker said that it would be worth spending extra marketing money to publicize this program since the refunds are getting plowed back into the local economy.

Mr. Mahood reported that the chamber, in partnership with Assemblyman Dave Jones, have been promoting this program on their web site. There is a challenge that the other chambers promote this program to their employers.

5. Dislocated Worker Update

Mr. Walker reported that staff has visited all Ralph's stores. There were 80 employees expected to attend a job fair held at SETA, which will include Safeway, Raley's, Bel Air, and WinCo. Mr. Camp asked if there was a way to know whether we should prepare for dislocations at Albertson's; Mr. Walker said that the new Albertson's CEO stated that they will not be laying people off.

Mr. Rodriguez asked what kinds of jobs were lost at Standard Parking. Mr. Walker responded that most of the dislocations were management; other dislocated employees were transitioned into other jobs.

6. Update on the Reauthorization of the Workforce Investment Act and the President's 2007 Budget

Ms. Kossick reported that the Senate recently approved a budget resolution. This will go to the House in April for review. Staff cannot predict where it is going. There is a lot of support to increase the level of funding that will help the system work.

Mr. Wagstaff reported that Congress reauthorized TANF funding since our last meeting. Included in that packet are stronger expectations from the state on participation.

Mr. Camp asked to what degree are we preparing the Capitol to Capitol participants. Do we have a way to communicate that if we eliminate the critical industries and core services, how can we ensure people will be helped? Mr. Tsang replied that he will be traveling to Los Angeles to meet with the Department of Labor where this will be discussed.

7. Committee Updates

- Youth Council: Mr. Lawrence the Youth Council is heavily involved in the funding recommendations for the Youth program. Proposals have just

been received and staff are reviewing them. The next meeting the funding recommendations will be brought forward.

- Planning/Oversight Committee: No report.
- Employer Outreach Committee: Ms. Parker reviewed additional information from this committee.
- Ad Hoc Education Committee: No report.
- Success Skills Institute: Mr. DiMantova reported that they received a \$450,000 grant (over two years) from the chancellor's office to kick off the Success Skills Institute.

VII. **Other Reports**

3. Chair: Representative Dan Lungren will be visiting the Rancho Cordova One stop center, March 23, 11:00 a.m.; all board members are invited to attend.
4. Counsel: No report.
3. Public Participation

Mr. Lambert spoke of the upcoming Construction Career Awareness program planned for 18 high schools participating in building a school project. It is expected that 315 high school students, architects, general contractors, suppliers, and city officials will participate in this program. This is the 19th year.

Mr. Kelly reported that the students involved are given a list of materials and they have to design and build something. Over 1,000 students will be involved in the construction awareness day. In addition to the students, 38 vendors/subcontractors/contractors will be involved. Firefighters will be there cooking lunch for the participants.

- VIII. **Adjournment:** Meeting adjourned at 9:27 a.m.

ITEM III-A - ACTION

APPROVAL OF FUNDING RECOMMENDATIONS FOR THE WORKFORCE INVESTMENT ACT, TITLE I, YOUTH PROGRAM, FOR PROGRAM YEAR 2006-2007

BACKGROUND

In 2003 the Sacramento Works Youth Council implemented a collaborative approach to youth service delivery. The collaborative approach enhances the program funding, resources and services available to the community. The WIA Youth Collaboratives are required to include active membership and participation from:

- Educational Institutions
- Sacramento Works One Stop Career Centers (SWCC) and,
- Community Based Organizations

The Youth Council also required that Youth Collaboratives adhere to Youth Development Principles and provide the following required WIA program elements:

1. Universal services for all youth through Youth Specialists co-located at Sacramento Works One Stop Career Centers;
2. Summer employment opportunities that directly link to academic and occupational learning;
3. Paid and unpaid work experience including internships and job shadowing;
4. Occupational skills training;
5. Leadership development opportunities;
6. Support services;
7. Adult mentoring;
8. Comprehensive guidance and counseling including alcohol and drug abuse;
9. Follow-up services.

Over the past two years, the Youth Council engaged in an extensive youth planning process which included:

- Review of demographic information on high risk factors;
- Review and analysis of challenged communities and the associated youth risk factors;
- Public hearings and planning meetings with youth service providers, Sacramento County Probation, school district personnel and community members;
- Proposed changes in the WIA reauthorization.

Currently, 74% of the WIA youth funding serves youth residing in the identified challenged communities. As a result of this planning process, the Youth Council adopted the following policies to adequately serve the youth in Sacramento:

- Target services towards challenged communities throughout Sacramento County;

- Focus on the identified critical industries to train and place youth in employment with greater likelihood of success;
- Adopt a vendorized approach with Workforce Skills Preparation services to encourage collaboration and partnerships;
- Focus on soft skills necessary to attain and retain employment and academic achievement;
- Require that all out-of-school youth without a high school diploma participate in GED preparation activities;
- Require that all in-school youth participate in occupational skills training;
- Focus more services toward out-of-school youth (in keeping with the WIA reauthorization requirements).

Funding challenges and Available Funding

The current WIA program year ends June 30, 2006. Annual performance reports will be completed and ready for review by August 2006. SETA has received information from the State of California that due to changes in the federal allocation formula, there will be an 11% reduction in the Workforce Investment Act allocations this year. Therefore, this funding recommendation is based on an estimate that \$2,128,850 will be available for subgrants in program year 2006-2007. The proposed allocation for program year 2006-2007 is:

Individualized Services	
Out-of-School Youth	\$977,485
In-School Youth	\$651,365
Universal Services	\$500,000
Total	<u>\$2,128,850</u>

WIA changes include a focus to serve more out-of-school youth, rather than in-school youth. Historically, 60% of Sacramento's funds have been directed to in-school youth. With this funding cycle, 40% of the funds will be for in-school youth and 60% for out-of-school youth services.

Evaluation Process

In response to the RFP SETA received twenty-four proposals requesting \$3,086,918:

- Fourteen proposals for Individualized Services – for a total of \$2,485,182
 - eight for In-School youth and
 - six for Out-of-School youth services
- Ten proposals for Universal Services for a total of \$601,736

The proposals were evaluated by a team representing the Sacramento Works Career Center system, youth planning, fiscal, contracts and monitoring. The funding recommendations are based on the following:

- Whether the proposing agency responded thoroughly and completely to all required sections of the RFP;
- The proposing agency's ability to affect and document progress towards youth success;

- Understanding and adherence to the WIA Youth Council's program design and performance requirements;
- The proposing agency's past performance, or, if not previously funded by WIA, their potential for success and understanding of WIA;
- Ensuring that the targeted challenged communities were served;
- The proposed agency's and partner's commitment to youth development and a collaborative approach to service delivery.

Because of the limited amount of funding available, the Youth Council also considered:

- The impact the requested funding would have on the program's target group;
- The level of proposed administrative costs compared to direct service costs;
- Staffing infrastructure – ensuring that funded agencies had an adequate staff to participant ratio;
- Ability to implement all component elements.

In addition to the Universal and Individualized WIA Youth Programs, there are two **Youth Council Initiatives:**

Work Scholarship Program

Staff is also recommending that the Youth Council allocate \$30,000 to continue the program that SETA/Sacramento Works currently operate in partnership with LEED, Sacramento and Raley's Grocery Stores. This program, which began two years ago, provides sophomores and juniors at Luther Burbank High School work readiness, leadership development and academic counseling services. Students who successfully complete the program are offered employment by Raley's.

Youth Services Provider Network – Linking Education and Economic Development

Staff is also recommending an extension for an additional year for the Youth Services Provider Network (YSPN). Staff is recommending \$15,000 to provide training and technical assistance to WIA Youth program agencies and staff.

On May 10, 2006, the Sacramento Works Youth Council approved the attached WIA Youth Funding Recommendations. Immediately following the recommendation tables is the chart of the Sacramento challenged communities with proposed WIA service providers.

RECOMMENDATION:

Review and approve the Youth Council recommendation funding for the WIA, Title I, Youth Program, PY 2006-2007. Funding recommendations are subject to satisfactory year-end program performance reviews. Funding recommendations are also subject to contract and program stipulations. Sacramento Works, Inc. and the Youth Council retains the right to augment or modify contracts based on the performance review, revised allocation from the State of California and implementation of Youth Council program priorities by August 2006.

WIA YOUTH FUNDING PY 2006-2007

WIA Youth Funding PY 2006-2007 OUT-of-SCHOOL								
Provider	WIA Funds Requested	Cost per Participant	2005-6 Allocation	Staff Recommendation				Neighborhood Served
				Case Mgmt & WEX	WSP	Total	Number of Youth	
San Juan Unified School District	\$198,308	\$3,966	\$ 114,632	\$ 178,100	\$ 20,000	\$ 198,100	50	4, 9, 13, 16, 19
Elk Grove Unified School District	\$148,214	\$3,222	Funded in Younger Youth only	\$ 128,100	\$ 20,000	\$ 148,100	46	5, 6, 22
Sacramento City Unified School District	\$275,000	\$5,500	\$ 124,800	\$ 160,000	\$ 20,000	\$ 180,000	33	1,2,5,6,12,26
Grant Joint Union High School District	\$193,763	\$3,875	Funded in Younger Youth only	\$ 143,500	\$ 20,000	\$ 163,500	42	3,4,9,21
La Familia Counseling Center	\$275,472	\$4,591	\$ 124,751	\$ 137,700	\$ 20,000	\$ 157,700	34	1,2,5,6,17
Asian Resources, Inc.	\$140,748	\$ 4,021	\$ 190,018	\$ 110,085	\$ 20,000	\$ 130,085	32	1,2,5,6,12
Total Requested	\$1,231,505							
Total Available	\$977,485		\$ 554,201	\$ 857,485	\$ 120,000	\$ 977,485	238	

WIA YOUTH FUNDING PY 2006-2007

WIA Youth Funding PY 2006-2007								
IN-SCHOOL								
Provider	WIA Funds Requested	Cost per Participant	2005-6 Allocation	Staff Recommendation				Neighborhood Served
				Case Mgmt & WEX	WSP	Total	Number of Youth	
San Juan Unified School District	\$116,692	\$4,024	\$ 222,787	\$ 96,600	\$ 20,000	\$ 116,600	29	4,9,13,16,19
Elk Grove Unified School District	\$107,265	\$2,980	\$ 156,557	\$ 87,265	\$ 20,000	\$ 107,265	36	5,6,22
Sacramento Chinese Community Service Center	\$285,150	\$4,753	\$ 228,168	\$ 124,500	\$ 20,000	\$ 144,500	28	2,6,14
City of Sacramento	\$134,110	\$2,682	\$ 126,305	\$ 110,000	\$ 20,000	\$ 130,000	48	1,2,5,6,12,26
Sacramento County Office of Education for Galt	\$196,816	\$3,280	\$ -	\$ 103,000	\$ 20,000	\$ 123,000	38	27
LaFamilia Counseling Center	\$183,648	\$3,465	\$ 158,204			\$ -		
Asian Resources Inc.	\$125,839	\$5,033	\$ 79,174			\$ -		
Dept. of Health & Human Services	\$104,157	\$1,416	\$ -			\$ -		
Total Requested		\$1,253,677						
Total Available		\$651,365		\$ 521,365	\$ 100,000	\$ 621,365	178	

Other Youth Council Initiatives

SETA Work Scholarship Program (In-School funds)	\$ 30,000		\$ 30,000	25
Youth Services Provider Network			\$ 15,000	

WIA YOUTH FUNDING PY 2006-2007

WIA Youth Funding PY 2006-2007 UNIVERSAL SERVICES						
Provider	WIA Funds Requested	Number of Youth	2005-6 Allocation	Staff Recommendation	SWCC	Previous Provider (if different)
Asian Resources, Inc.	\$ 108,967	150	\$ 34,954	\$ 50,000	Broadway	
Crossroads	\$ 50,000	150	\$ 50,000	\$ 50,000	Rancho	SCCSC
Crossroads	\$ 50,000	150	\$ 63,000	\$ 50,000	Citrus Heights	
Elk Grove Unified School District	\$ 77,769	150	\$ 55,000	\$ 50,000	South County	
Greater Sacramento Urban League	\$ 65,000	150	\$ 39,900	\$ 50,000	GSUL	Grant JUHSD
La Familia Counseling Center	\$ 50,000	150	\$ 47,132	\$ 50,000	LFCC	
Sacramento Chinese Community Service Center	\$ 50,000	150	\$ 48,500	\$ 50,000	Franklin	
Sacramento City Unified School District	\$ 50,000	150	\$ 55,000	\$ 50,000	Lemon Hill	
San Juan Unified School District	\$ 50,000	150	\$ 50,000	\$ 50,000	Hillsdale	
Employment & Training Agency		150	\$ 50,000	\$ 50,000	Galt	Galt JUHSD
Crossroads	\$ 50,000		\$ -	\$ -	Mark Sanders	
Total	\$ 551,736		\$ 493,486	\$ 500,000		

Total Available	\$ 2,128,850
Universal	\$ 500,000
Out-of-School	\$ 977,485
In-School	\$ 651,365

WIA Youth Funding Stipulations

For All Proposals

- Budgets must include both paid & un-paid Work Experience wages (including leveraged wages)
- Mentors are not WEX employers nor case managers. (Employers may act as mentors but WEX does not qualify as a mentoring activity.)
- Workforce Skills Preparation – The intention of YWSP is to encourage collaboration, partnership and enhancing resources to youth. Therefore, a minimum of 50% of WSP funds must be allocated to partner (non-lead agency).
- Current procurement does not permit subcontracting for services (YWSP is not subcontracting).

Universal Services

- Services are for all youth – there is no age category nor eligibility
- Youth Specialists are not case managers
- Youth Specialists are not job developers for Individualized Youth programs

Out of School Youth

- It is expected that the majority of Out-of-School services would be provided at the Sacramento Works Career Center site. Therefore, staff should be co-located at the SWCC site on a regular basis (if not full-time).
- All out-of-school youth that do not have a GED or high school diploma must enroll in services to attain either the GED or high school diploma.

In-School Youth

- Occupational Skills Training is a required activity for all In-School Youth

WIA ELIGIBLE YOUTH BY ZIPCODE

Neighborhood / Community	Zip Code	Composite Index Overall Ranking by CSPC*	WIA Eligible Youth (CalWORKs)	Recommended Providers
Sacramento	95817	1	633	SCUSD, LFCC, ARI
Sacramento	95820	2	1,400	SCUSD, LFCC, ARI SCCSC
Del Paso Heights	95838	3	1,773	Grant, GSUL
North Sacramento	95815	4	1,071	SJUSD, Grant, City
Sacramento	95824	5	1,524	EGUSD, SCUSD, LFCC
Sacramento	95823	6	2,519	EGUSD, SCUSD, LFCC, SCCSC
Freeport	95832	7	524	SCCSC
North Sacramento	95834	8	284	Grant, GSUL
North Highlands	95660	9	1,060	Grant, SJUSD
Natomas	95835	10	38	GSUL
Mill /Walsh	95827	11	402	Crossroads
Florin	95828	12	1,523	ARI, SCUSD, ARI
Sacramento	95821	13	835	City, SJUSD
South Sacramento	95822	14	1,292	SCUSD, LFCC, ARI, City, SCCSC
Arden/Arcade	95825	16	528	SJUSD
Downtown Sac	95814	17	264	LFCC, ARI, City
Gardenland/N.Sac	95833	18	647	Grant, SJUSD, GSUL
Foothill Farms	95841	19	545	Grant, SJUSD
North Highlands	95842	21	738	SJUSD, Grant
Rancho Cordova	95670	24	1,180	Crossroads
Citrus Heights	95610	25*	576	SJUSD
Florin Perkins	95826	25*	493	City, SCUSD
Galt	95632	32	259	SCOE, SETA

- Composite Index indicates ranking by Community Services Planning Council using the following indicators:
 - Percent of Children under 18
 - Percent of Families with Children under 18
 - Rate of Teen Births
 - Rate of Mental Health Services for Youth
 - Rate of CalWORKs cases
 - Rate of Foster Youth
 - Rate of Juveniles on Probation
 - Rate of Incarcerated Youth
 - Rate of CPS Referrals
 - High School Drop-out Rate
 - Percentage Enrolled in Free/Reduced Lunch program

ITEM III-B – ACTION

APPROVAL OF PLAN TO ALLOCATE SACRAMENTO WORKS BOARD INITIATIVE FUNDS FOR FY 2006-2007

BACKGROUND

At the March 22, 2006 Sacramento Works, Inc. Board meeting, the Board approved the Resource Allocation Plan for the One Stop Career Center system for Fiscal Year 2006-2007. The board approved reserving 3% of the Workforce Investment Act funds, or \$203,283, for Board Initiatives. In addition to these funds, there is currently \$120,418 in the current year's Board Initiative fund that is either unspent or available for Board Initiatives.

Staff is recommending that \$165,000 be set aside for public relations and outreach to employers, which would leave \$93,701 for other initiatives throughout the year. Staff has received two requests for sponsorship/partnership from Partnership for Prosperity to continue work on the implementation of the regional business plan and from the Capital Region Education Work collaborative to co-sponsor a Convergence on Math Preparedness and Achievement. The chart below indicates the amount available for Board Initiatives in Fiscal Year 2006-2007.

Total Board Initiative Allocation for 2006-07	\$ 203,283
Total Unspent Board Initiative from 2005-06	120,418
Total Amount Available in 2006-2007	\$ 323,701
Approved WIB Initiatives	
LEED - Youth Service Provider Network	15,000
Success Skills Institute	50,000
Recommended amount for Employer Outreach/Public Relations	165,000
Total remaining for other WIB Initiatives	\$ 93,701

Proposals submitted to Executive Committee	Request
Partnership for Prosperity - Phase 2	\$10,000
Co-sponsor Region-wide Convergence on Mathematics Preparedness and Achievement for business, education and labor	\$ 6,000

RECOMMENDATION:

Approve utilization of \$165,000 of Sacramento Works Board Initiative funds for employer outreach and public relations. Authorize the Employer Outreach Committee to develop a budget and plan for use of these funds.

ITEM IV-1 - INFORMATION

REGIONAL PROSPERITY INDEX

BACKGROUND:

On February 2006, the Sacramento Regional Research Institute (SRRI), a joint venture of SACTO and California State University, Sacramento, published a regional Prosperity Index and released its 2005 results analyzing critical prosperity indicators that affect the region's long-term prosperity and competitiveness around the categories of Business, People and Place.

The Prosperity Index was developed as part of SACTO's five-year business attraction and marketing plan entitled Building a First-Tier Economy, and as an outcome of Partnership for Prosperity's regional economic development strategic planning process. It will provide business and community leaders a valuable tool to measure regional economic prosperity and track the region's performance against competitors in order to evaluate the competition and identify opportunities for improvement. The Index reveals how well the Sacramento Region stacks up against its competitors - where it excels and where it falls short.

Summary of Results:

- Sacramento Region falls in the middle of the pack overall, while Region's People Rank #1
- The Sacramento Region ranked fifth overall out of ten competitor regions on the inaugural Prosperity Index, receiving a score of 8.4 out of a possible 10, presenting about average economic prosperity and a moderate competitive position compared to its main competitors. The Sacramento Region received the best score in the People category, but lower scores for Business and Place. Among the regions in California, Sacramento ranked second, behind the Bay Area (which received one of the best scores on the Index) and ahead of San Diego. Salt Lake City obtained the highest overall score while Los Angeles placed last.
- Strong scores in the Sacramento Region's college enrollment, household income spread and graduation rate, along with middle-of-the-road performance in all other People indicators, gave it a first place ranking in this area.

"The Index demonstrates that our strength is our people, and we should be very proud of that. But a region must achieve high marks in all three categories to sustain its competitiveness. The report demonstrates there is always room for improvement," said SRRI Economist and Assistant Professor of Economics at California State University, Sacramento Dr. Suzanne O Keefe. SRRI will update the Prosperity Index on an annual basis, with the Business component evaluated on a quarterly basis throughout the year in its "Quarterly Economic Report."

Regional Prosperity Index Launched

Report by Sacramento Regional Research Institute (SRRI) ranks region's economic prosperity and competitiveness

Sacramento, Calif., February 10, 2006 ---The Sacramento Regional Research Institute (SRRI), a joint venture of SACTO and California State University, Sacramento, announced today the creation of a regional Prosperity Index and released its 2005 results analyzing critical prosperity indicators that affect the region's long-term prosperity and competitiveness around the categories of *Business, People and Place*.

The Prosperity Index was developed as part of SACTO's five-year business attraction and marketing plan entitled *Building a First-Tier Economy*, and as an outcome of Partnership for Prosperity's regional economic development strategic planning process. It will provide business and community leaders a valuable tool to measure regional economic prosperity and track the region's performance against competitors in order to evaluate the competition and identify opportunities for improvement. The Index reveals how well the Sacramento Region stacks up against its competitors - where it excels and where it falls short.

2005 Report: Sacramento Region Falls in the Middle of the Pack Overall, while Region's People Rank #1

The Sacramento Region ranked fifth overall out of ten competitor regions on the inaugural Prosperity Index, receiving a score of 8.4 out of a possible 10, presenting about average economic prosperity and a moderate competitive position compared to its main competitors. The Sacramento Region received the best score in the People category, but lower scores for Business and Place. Among the regions in California, Sacramento ranked second, behind the Bay Area (which received one of the best scores on the Index) and ahead of San Diego. Salt Lake City obtained the highest overall score while Los Angeles placed last.

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Strong scores in the Sacramento Region's college enrollment, household income spread and graduation rate, along with middle-of-the-road performance in all other People indicators, gave it a first place ranking in this area.

"The Index demonstrates that our strength is our people, and we should be very proud of that. But a region must achieve high marks in all three categories to sustain its competitiveness. The report demonstrates there is always room for improvement," said SRRI Economist and Assistant Professor of Economics at California State University, Sacramento Dr. Suzanne O Keefe.

"While in the past organizations have benchmarked the region in areas like job growth, unemployment or income, this contemporary barometer of economic prosperity is the first effort of its kind for the region. Moving forward, the Prosperity Index will be a valuable tool to help guide and evaluate the region's economic development efforts and competitiveness," said Gary Orr, Senior Vice President of Wells Fargo & Company and SACTO's Chair.

SRRI will update the Prosperity Index on an annual basis, with the Business component evaluated on a quarterly basis throughout the year in its "Quarterly Economic Report." For future updates, please visit SRRI's web site at www.srri.net. The Prosperity Index is sponsored by Downey Brand Attorneys LLP, GenCorp and Wells Fargo & Company.

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About the SRRI Prosperity Index:

Indicators or "characteristics" within three main categories are analyzed, measured and assigned a score from 0 to 10. They include **Business** (measured indicators: job growth, establishment growth, office vacancy rate, payroll growth, unemployment rate, venture capital investment); **People** (measured indicators: college enrollment, educational attainment, graduation rate, median household income, household income spread, population growth); and **Place** (measured indicators: air quality, charitable contributions, commute time, crime rate, fair market rent growth, housing affordability). The three categories are aggregated to create the Prosperity Index. All indicators used in the project reflect a balance of historical, current and future

performance and relate to aspects that regional organizations can be influenced or directly affected by the actions and/or efforts of the regional communities.

Criteria for indicators include the following: they must be a key characteristic in describing Business, People or Place overall; comparative data must be available nationally from sources that provide consistent methodology across regions and over time; and indicators must have a relation to aspects that regional communities can influence or directly affect.

About the Selection of Competitor Regions:

In addition to the national average, ten competitor regions were chosen as benchmarks. The competitor regions are those that the Sacramento Region most often competes with for corporate site locations. Half of the regions are located in California and the other half are scattered throughout the western United States. They include **Austin, TX; San Francisco Bay Area, CA; Denver, CO; Inland Empire (Riverside/San Bernardino), CA; Los Angeles, CA; Phoenix, AZ; Portland, OR-WA; Reno, NV; Salt Lake City, UT; and San Diego, CA.**

ITEM IV-2 - INFORMATION

FINAL REPORT ON THE VOLUNTEER INCOME TAX ASSISTANCE (VITA)/EARNED INCOME TAX CREDIT (EITC) PROJECT

BACKGROUND:

The EITC is a refundable tax credit available to qualifying individuals and families. Millions of dollars go unclaimed each year simply because eligible taxpayers don't apply. The County Department of Human Assistance (DHA) and the Internal Revenue Service (IRS) formed a partnership to increase awareness of the EITC among DHA clients. The project provides free tax preparation services to working families and wage earners, helping to reduce taxes, supplement wages, and make work more attractive than welfare.

For tax year 2005, the Sacramento Employment and Training Agency, through the Sacramento Works Career Center System (SWCC), continues to participate in the EITC Project with the IRS, DHA and other partners. Staff have been trained and certified by the IRS in tax preparation, so centers can offer free income tax preparation services to SWCC customers.

Attached is the final report for tax year 2005.

Staff will be available to answer questions.

**SACRAMENTO EMPLOYMENT AND TRAINING AGENCY
DATA COLLECTION VITA PROJECT 2005 TAX RETURN**

SITE	RETURNS	EITC	FEDERAL	STATE	NET REFUND
Del Paso S 71-01-0356	87	\$ 45,420	\$ 118,336	\$ 9,081	\$ 127,417
Franklin S 71-01-0117	61	33,372	73,003	7,216	80,219
Hillsdale S 71-01-0320	132	69,303	143,621	18,015	161,636
Rancho Cordova S 71-01-0091	90	48,886	84,957	7,435	92,392
SETA Total	370	\$ 196,981	\$ 419,917	\$ 41,747	\$ 461,664
ASIAN RESOURCES, INC.	311	N/A	\$ 395,216	\$ 30,682	\$ 425,898
MARK SANDERS SWCC	59	\$ 21,341	\$ 52,551	\$ 8,384	\$ 60,935
SACRAMENTO COUNTY	2,711	\$ 2,483,196	N/A	N/A	\$ 4,678,817
GRAND TOTAL	3,451	<u>\$ 2,701,518</u>	N/A	N/A	<u>\$ 5,627,314</u>

ITEM IV-3 – INFORMATION

PRESENTATION: CONSTRUCTION CAREER AWARENESS DAY AND DESIGN
BUILD COMPETITION

BACKGROUND:

Mr. James Lambert, Sacramento Builder's Exchange, will provide an oral report on this competition.

ITEM IV– 4- INFORMATION

SACRAMENTO'S NURSE WORKFORCE INITIATIVE SELECTED FOR NATIONAL DEPARTMENT OF LABOR RECOGNITION OF EXCELLENCE AWARD

BACKGROUND:

In February, 2006, the Department of Labor Employment Training Administration (DOL/ETA) announced the third annual Recognition of Excellence initiative to recognize high levels of success by entities managing and partnering with ETA-funded programs that would also facilitate the replication of promising practices throughout the workforce investment system. For the five separate categories of recognition, one winner and two honorable mentions will be selected.

SETA submitted an application in the category entitled, **Building an Industry/Business Driven Workforce Investment System**. This award category recognizes public workforce systems that have built the capability to respond effectively to the needs of all of its customers: business, employers, workers and job seekers, by maintaining a market-driven focus. Applications were reviewed and scored on a 100 point scale in accordance with the criteria in each recognition category.

SETA's application described the successes of the Nurse Workforce Initiative, a \$2.1 million, eight county project that SETA administered from 2002 until 2005. It also described the project's innovative strategies to meet its goals, the development of strong collaboration with the healthcare industry, education, and labor partners, its excellent performance outcomes, how its training programs produced job-ready graduates in an extremely high demand occupation, the community benefits of the training, and its replication.

As the highest ranking applicant in its award category, SETA was recently notified that it was selected to receive the Recognition of Excellence 2006 award. SETA and the other honorees will be recognized and showcased at the 2006 Workforce Innovations Conference on July 11-13 in Anaheim sponsored by the DOL/ETA. As a winner, SETA will receive three complimentary registrations to the conference and an engraved commemorative symbol.

A copy of the application is attached.

INTRODUCTION

Regional Nurse Support (RNs) The Sacramento Employment and Training Agency (SETA) applied for and received a three-year, \$2.1 million Workforce Investment Act (WIA) grant in 2002 to increase the supply of licensed nurses in our region. As part of the Governor of California's Aging with Dignity Initiative, the purpose of the project was to recruit, train and retain sufficient numbers of licensed nurses to reduce the critical nursing shortage in local health facilities. In order to meet the nursing workforce needs in the region, 657 new nurses would need to graduate each year. The capacity at local nursing schools is seriously inadequate and only half of that amount is produced.

The project was implemented through a strong eight-county regional partnership consisting of four Workforce Investment Areas, five healthcare providers, six educational entities, and a labor organization. The project's service delivery system was based in the One Stop Career Centers where incumbent healthcare workers who wanted to increase their skills, returning nurses, graduates of earlier WIA projects, low-income workers and the unemployed were the focus of recruitment. Partners representing Workforce Development provided administrative oversight of the project, one-stop based recruitment and case management, support services, and placement. Education partners expanded their capacity to add nursing slots through contract education. Healthcare partners provided referral of incumbent workers, training facilities, clinical instructors, tuition support, and a commitment to hire graduates. The labor organization provided healthcare career counseling and support to members who were program participants. The local planning efforts of the Healthcare Workforce Collaborative (HWC), a partnership that includes representatives of Sutter Health,

Catholic Healthcare West, Kaiser Permanente, University of California at Davis Medical Center, Los Rios Community College, California State University Sacramento, and SETA were integrated into the planning process for the RNs program.

By the end of the project period, the following planned outcome goals were met:

1. To recruit, train and retain qualified licensed nurses to reduce the critical labor shortages in health facilities throughout the region.
2. To develop relationships throughout the region between educators, employers, labor and workforce development professionals and pursue long-term partnerships.
3. To integrate and sustain promising and best practices developed and implemented during the grant.
4. To develop strategies for recruiting incumbent healthcare workers and workers who have left the nursing profession.
5. To provide career paths that will enable workers to advance in the healthcare industry.

INNOVATION

The RNs program innovations begin with a broad and inclusive **collaboration** that made the project possible and the regional nature of the community in which it was proposed. The project was built on existing regional infrastructure and relationships that were established over seven years ago to develop community solutions to mitigate the shortage in nursing and other healthcare occupations. The desperate need for workers in the region, a common thread that initially brought the partners together, was effectively addressed through close collaboration and the unique contribution each partner provided. All partners came to the table with ideas for what

would become the RNs system design. An attitude of “whatever we do has to serve us all in the long term” became apparent as the separate partners became one team with a common goal that they supported in their own way. Recognizing that meeting the nurse staffing mandates of 1 nurse to 5 patients would require many innovative strategies, the collaborative decided that the RNs project would have as a primary component a new strategy that would allow the major hospitals to recruit from their own labor pool of incumbent workers, typically Medical or Nurse Assistants, who would be supported as they moved up the career ladder. The workers would occupy new nurse education slots that were created through this program and be case managed and provided guidance and support services to ensure their successful completion. This strategy proved to be remarkably successful because, unlike nursing students without the support, the dropout rate was minimal. It is this innovation of process and attitude of partner equality that has brought this collaborative success, sustainability and the potential of replication.

A second innovation that evolved out of the RNs program was the development of the **Sacramento Works Healthcare Career Centers**. Recognizing the long term commitment necessary to mitigate the statewide nursing shortage, two specialized career centers were established to meet the needs of individuals seeking healthcare career information and employment profiles, healthcare students seeking case management and other supports necessary to graduate and become employed, and re-entry workers from both the U.S. and abroad. By leveraging the existing One-Stop infrastructure, SETA and its RNs industry and education partners were able to blend existing core services with specialized medical training to develop qualified and culturally diverse staff to fill the employers’ job openings and provide skill upgrades for current staff.

COLLABORATION

Local Workforce Investment Boards (WIBs) of the Capital Area Investment Zone (CAIZ), including the counties of Sacramento, Yolo, El Dorado, Placer, Alpine, Sierra and Nevada, had been active partners for six years when they began to meet to address the regional healthcare needs in 2001. This healthcare collaboration built on the existing partnership and became inclusive of healthcare employers, education entities, faith-based organizations, labor and professional organizations. The partners developed a solid relationship and worked together on this region's first large healthcare employment project, the Caregiver Training Initiative, for which \$2.6 million was received to train entry-level healthcare workers. The partnership continued to meet on a regular basis on local workforce issues, one of which was to address the shortage of nurses in hospitals region-wide, and came together again to prepare for the region's next healthcare project, the Nurse Workforce Initiative, that resulted in successfully obtaining funding for the RNs project. The collaborative's local WIB representatives contacted and met with their existing local education and employer partners to plan strategies most likely to increase the supply of licensed nurses in their area and best meet the needs of their target population. The addition of the local WIBs' resources was welcomed by existing nurse education programs as a way to strengthen support for employment and training programs to benefit the nursing profession.

The Sacramento region has a sustainable leadership collaborative, the Health Workforce Collaborative (HWC), which has been setting policy and developing healthcare training and education infrastructure for the past 4 years. The members of the HWC have a clear commitment to work together to achieve the primary goals of the RNs program: increasing the number of Registered Nurses in the region and decreasing the vacancy rates for healthcare workers. Members of the Healthcare Workforce Collaborative met with the Regional Nurse

Support (RNs) planning team and shared best practices learned from their recent planning meeting with the Annie E. Casey Foundation in Washington, D.C. After a series of meetings, key concepts of the regional project were developed by the partners in cooperation with major local employers, employee associations and nursing schools. It became clear that all partners and sectors represented at the table clearly had the same goal of a career ladder mobility support system by which they would all benefit if they succeeded. The needed or missing supports for a truly collaborative effort were proposed and put in place without duplication of service among partners.

Partner Contributions -The following list is a description of leveraged resources for the project and each partner's specific performance expectation:

- Sacramento Employment and Training Agency - \$503,915 - Unfunded cost of providing RNs administrative support, case management, support services and ancillary staffing. SETA served as the project's fiscal and administrative agent and provided recruitment, assessment, supportive services and case management to 93 nursing students.
- San Joaquin County Employment and Economic Development Department - \$93,616 - Staff costs associated with case management and support services for participants. San Joaquin County provided intake, assessment, support services, and case management to 45 nursing students.
- Golden Sierra Job Training Agency - \$18,137 - 10% of ancillary staff salaries not funded by the RNs proposal. Golden Sierra conducted marketing and outreach and provided assessment, support services and case management to 45 RN students.

- Yolo County Department of Employment and Social Services – Yolo County provided recruitment, intake, assessment, case management, support service, training, job search and placement, and follow-up services to 19 RN students.
- California State University, Sacramento - \$17,500 - Approximately 45% of the cost of hiring faculty and a student assistant. CSUS expanded the existing LVN to RN training program by 10 students.
- Grant Adult Education Center - \$242,167 - Remainder of non-WIA project component costs not covered. Grant Adult provided LVN training to 30 participants.
- Los Rios Community College District - \$30,000 – Student coordination, facilities for student orientations, 600 hours of individual student assessment and counseling, counseling offices and supervision. Los Rios expanded its Nurse Education program by 40 additional students.
- San Joaquin Delta College - \$450,000 - Staff and support for LVN to RN training. Delta College provided skills upgrade training for 25 LVNs to become RNs.
- Sierra Community College - \$49,500 - Training costs for 15 RN students.
- Catholic Healthcare West - \$486,000 - Donated hospital clinical training facilities. CHW supported, hired and/or promoted project graduates, and provided training facilities.
- Healthy Community Forum (a collaboration of Sutter Health, UC Davis Medical Center, CHW, and Kaiser Permanente) - \$600,000 - Cost of clinical educators. Member hospitals committed to support, hire and/or promote project graduates.
- San Joaquin General Hospital - \$135,558 - Clinical training facility and faculty for participant training and support. San Joaquin General Hospital hired or promoted project graduates and provided a clinical training site.

- Kaiser Permanente- \$297,400 – Paid time off for incumbent workers to attend nursing courses and 30% of fringe benefits. Kaiser was a clinical training site and promoted project graduates.
- SEIU United Healthcare West/Shirley Ware Education Center - \$39,000 – Office space, utilities, supplies and staff time to recruit, assess, and counsel 20 Kaiser nursing students.

PERFORMANCE OUTCOMES

The project ended on December 31, 2005 with successful results. Its **Goal 1** was to recruit, train and retain qualified licensed nurses to reduce the critical labor shortages in health facilities throughout the region.

Performance Outcome 1: The project created new nursing slots, successfully graduated a high percentage of nursing students, and placed or upgraded new nurses in long term employment. In addition, the following accomplishments were achieved:

- **A total of 214 participants were enrolled.** Most of the students would not have otherwise been able to attend nursing school due to the limited number of slots available in the region.
- **Ninety-five (95) new nursing slots were developed through this project.**
- **One hundred eighty-five (185) participants have graduated to date and are now either employed as nurses or are in the process of passing their nursing exams.** The remaining participants are scheduled to graduate this spring or fall.
- **The project's entered employment rate is at 98% verses a planned 80%.**
- **Wage gains dramatically exceeded the proposed rate.** The average wage of graduates is 96% higher compared to wages at the time of enrollment. The project's proposed earnings change goal was \$3,700. The average wage of all the students at the time of

enrollment was \$31,200. The average wage at the first quarter after exit was \$61,318, exceeding the proposed earnings change by \$28,100. Based on a cost per participant of less than \$10,000, this result demonstrates that the return on investment in this project is a remarkable 196%.

- **High retention rate.** The project has already made a significant impact on reducing the nursing school attrition rate in the region. Innovative strategies for retention have paid off – the project has seen a final dropout rate of 7% during the program’s 3 years, compared to a typical 30% or more attrition rate in nursing schools locally and statewide. This incredibly low attrition rate has been attributed to careful assessment and comprehensive services by the case managers who employed intensive WIA case management strategies and supports to reduce the risk of negative outcomes.

The impact that these performance outcomes have had on jobseekers, employers and local economic development is a significant reduction in the existing regional shortage of skilled nurses in only three years. During this period, 98% of exited participants completed training and found immediate employment or substantive career growth as a nurse with local health industry employers. These results exceeded planned expectations. Other planned project goals and positive outcomes are as follows:

Goal 2: To develop relationships throughout the region between educators, employers, labor and workforce development professionals to pursue long-term partnerships.

Performance Outcome 2: RNs partners continue to meet and develop strategies to ensure the region has an adequate healthcare labor pool to continue providing the high quality of services to which the region has become accustomed. This is best demonstrated by the willingness of

partners to collaborate on subsequent projects representing significant healthcare industry cash matches to achieve projected labor pool gains.

Goal 3: To integrate and sustain promising and best practices developed and implemented during the grant.

Performance Outcome 3: The most promising best practices developed have been implemented. Chief among them is the development of an assessment and case management tool that carefully evaluates a client's potential to succeed in the project and identifies needed resources and supports to overcome any barriers encountered during training. Additionally, the implementation of two Healthcare Career Centers, centralized locations where job seekers and students obtain resources and information on healthcare opportunities and career ladders, provided an increased ability to recruit incumbent healthcare workers and workers from underrepresented groups (Hispanic, Russian/Ukraine, Southeast Asian immigrants).

Goal 4: To develop strategies for recruiting incumbent healthcare workers and workers who have left the nursing profession.

Performance Outcome 4: For incumbent workers seeking career ladder growth, the largest barriers were time away from their job for training and loss of income for classes scheduled during normal working hours. To overcome these barriers, industry partners agreed to compensate incumbent workers for a limited period each week during which they could attend scheduled classes. While not enough to fully compensate the incumbent worker participants, it was enough to result in all training slots being filled for this component and a higher than average retention rate. Registered Nurses not actively working the nursing profession were assisted in transitioning back into the acute care environment and nursing workforce through the project's Registered Nurse Refresher Course that was developed specifically for this population.

Goal 5: Provide career paths that will enable workers to advance in the healthcare industry.

Performance Outcome 5: Project health system partners referred qualified incumbent workers for enrollment and offered generous support as the incumbent workers gained new skills and advancement on the job. Specific career ladders were developed that included Medical Assistant/Certified Nurse Assistant to Licensed Vocational Nurse, Medical Assistant/Certified Nurse Assistant to Registered Nurse, and Licensed Vocational Nurse to Registered Nurse.

**LINKING SERVICES TO DEMAND OCCUPATIONS, ECONOMIC DEVELOPMENT
AND COMMUNITY BENEFIT**

A high percentage of matching funds was contributed by project partners. As identified in Criteria b: Collaboration, project partners representing education, healthcare industry employers, workforce development, and labor organizations have contributed both cash and in-kind matching funds equivalent to 141% of the initial grant. The collaborative partners have been successful in establishing a team structure, developing three nursing cohorts of incumbent workers, consolidating the recruitment orientation for healthcare workers in community college classes, increasing the number of nurses being trained, providing input on the curriculum for community college and K-12 healthcare programs, and developing closer linkages with school-to-career and workforce development agencies.

The use of labor market information to identify high demand occupations. Working in conjunction with the State of California Labor Market Information Division of the Employment Development Department and with information supplied in the Occupational Outlook and Training Directory for the Sacramento region, the local WIB developed a list of the most critical labor market industries for the Sacramento region. High on the list was the current and projected nursing and allied healthcare worker shortage which was shown to have the highest growth rate

in our region. It has a strong career path for incumbent workers, the highest wages of all other industries, and its trainees or workers are supported unsparingly by the employers through cash incentives, paid time off and reimbursement for training costs. Current healthcare provider training capacity has been identified by the healthcare industry and education partners as inadequate to meet immediate and long term needs. There are currently more than 1,000 openings for Registered Nurses at local hospitals, but local nursing schools graduate just 259 Registered Nurses annually.

Prospective candidates are thoroughly informed of the benefits of choosing a career in healthcare, specifically nursing. Career guidance is offered to those who are highly motivated to participate in training to increase their skills and move up the healthcare career ladder into higher paying nursing positions. The average beginning nursing wage in this region is \$30 per hour and placement of licensed nurses is assured.

REPLICABILITY

Retention Model - Because this project has had such an impressive impact on reducing the attrition rate of nursing students, the unique tools and resources the project's staff used for recruitment of qualified incumbent workers and new students, assessment to determine each candidate's potential for success, comprehensive case management to ensure participant progress and success, and provision of support services to overcome unforeseen barriers to completion was easily replicable. SETA is currently operating another WIA 15% nursing project and is using the RNs case management model with equally successful results. The local community college partner, Los Rios Community College District, recently received expansion funding and is using the RNs model of assessment, case management and the provision of support services to ensure student retention. The goal of the Los Rios project is to reduce its attrition rate to 10%.

Los Rios staff are convinced that the RNs model of assessment and case management is the key to achieve this goal.

Sacramento Works Healthcare Career Centers - The establishment of two centralized healthcare resource/career centers allows job seekers interested in the nursing profession or other healthcare occupations to obtain a variety of information at single locations. The centers offer standard one-stop core, intensive and training services, and extended opportunities for recruiting qualified staff to fill the employers' job openings, and provide skill upgrades for current staff. The centers leverage the ongoing recruitment efforts of healthcare industry partners to meet immediate staffing needs, and create a unique field trip destination for local school to work entities. The centers are key sites to recruit immigrants with training and experience in the healthcare field from their countries of origin but without the resources or guidance to establish the same career in the U.S. The centers are stable, sustainable foundations for future collaborations and are highly replicable models for initiatives targeting other demand occupations in the future.

ITEM IV-5 – INFORMATION

NURSING INITIATIVES ARTICLE IN THE SACRAMENTO BUSINESS JOURNAL

BACKGROUND:

Attached for your information is an article on the nursing initiatives operated by Sacramento Works that appeared in the Sacramento Business Journal on April 28, 2006.

ITEM IV-6 - INFORMATION

SACRAMENTO WORKS/NEWS10 PARTNERSHIP CAMPAIGN

BACKGROUND:

On April 13, staff representing ABC affiliate News10 and MMC Communications provided a presentation to the Employer Outreach Committee on a proposed partnership with Sacramento Works. MMC will facilitate the partnership and will address three goals:

- Increase visibility and awareness for Sacramento Works
- Showcase employers and their workforce needs
- Recruit job seekers

Currently, MMC Communications and News10 are partnering on a similar project with the Sacramento River Watershed Program to share messages about how to help protect and preserve the watershed, as well as information about the good things other organizations are doing to achieve those goals. This successful partnership has been in place for five years, increasing the number of underwriters each year.

The proposed partnership with Sacramento Works will be modeled after the Sacramento River Watershed Program. Sacramento Works, with the assistance of MMC Communications, will identify and secure employer underwriters (sponsorships) to participate in the campaign. The campaign will function as a marketing and recruitment tool for the employers as well as Sacramento Works.

The elements of the campaign include:

- A 5 to 7 minute live, in-studio interview on Sacramento & Company for each underwriter
- 45 30-second commercials during strategic programming
- Strong online presence on News10.net, including banner advertising and a program-specific page showcasing Sacramento Works and its underwriters
- Additional 30-second commercials exclusively featuring Sacramento Works

Those underwriting the campaign will experience the benefit of having an awareness of the total campaign and easy access to detailed information about fellow underwriters through the News10 web site. The value for the each underwriting is \$15,500.

There is no cost to Sacramento Works; all cost will be paid by underwriting the campaign. News10 staff will provide a presentation and are available for any questions.

On April 25, 2006, the Executive Committee approved the recommendation of the Employer Outreach Committee to have Sacramento Works staff work with MMC to identify and secure employer underwriters to participate in the campaign.

ITEM IV-7 - INFORMATION

EMPLOYER OUTREACH ACTIVITY REPORT

BACKGROUND:

The Employer Outreach Committee requires a monthly staff report on the outcomes of the services provided to employers.

The report provides a comparison of activity to the prior fiscal year for:

- Total Hires (through employer recruitments and job order placements)
- Average Wage
- Total Recruitment Events
- Total Job Orders

The increases in each area have been substantial and can be attributed to the following factors:

- Implementation of employer tracking system and better follow-up by staff
- Increased employer outreach activities such as marketing and public relations
- Increased number of employers using our services

Attached is the most recent report for the period of July 2005- April 2006.

**Employer Outreach Activity
Sacramento Works Employer Services
July 2005 – April 2006**

July 2005 – April 2006 Total Hires - 621 Total Increase- 196%	July 2004 – April 2005 Total Hires - 210
July 2005 – April 2006 Average Wage - \$12.18/hr Total Increase 25%	July 2004 – April 2005 Average Wage - \$9.77/hr
July 2005 – April 2006 Total Recruitment Events - 110 Total increase 156%	July 2004 – April 2005 Total Recruitment Events - 43
July 2005 – April 2006 Total Job Orders – 843 Total Increase 402%	July 2004 – April 2005 Total Job Orders- 168

HIRES – The total increase in hires is due to the following factors:

- Implementation of employer tracking system and better follow-up by staff
- Increased employer outreach activities such as marketing and public relations
- Increased number of employers using our services

JOB ORDERS - The total increase in job orders is due the following factors:

- Implementation of employer tracking system and better follow-up by staff
- Increased employer outreach activities such as marketing and public relations
- Increased number of employers using our services

BENEFITS – Less than 1% of the employers served did not offer any type of benefits.

UNIQUE EMPLOYERS - Employer activities generated through job orders and employer recruitments reflect the following numbers of “unique” employers:

- 843 Job Orders– 280 Unique Employers Served
- 110 Employer Recruitment Events- 31 Unique Employers Served

ITEM IV-8 – INFORMATION

UPDATE ON REGIONAL TOLL FREE PHONE NUMBER

BACKGROUND:

Representatives from Golden Sierra, Yolo County and Sacramento WIBs met to review the marketing plan for the regional toll free phone number. An oral report will be provided at the meeting.

ITEM IV- 9 – 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 up date of information as of May 15, 2006 on the Worker Adjustment and Retraining Notification (WARN) notices and Non WARN notifications in Sacramento County

WARN Status	Month Receive 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	8/11/5
Unofficial	7/11/05	The Holiday Inn Sacramento Capital Plaza Hotel And Convention Center 300 J. Street Sacramento, CA 95814	9/15/05	N/A	N/A
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, CA	9/30/05	51	Delivered Material
Official	8/03/05	Cingular Wireless 10000 Goethe Rd. Sacramento, CA 95670	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, CA 95670	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	1/06/06	74	12/06/05
Official	10/19/05	Cingular Wireless 2729 Prospect Park Drive, Suite 200 Rancho Cordova, CA 95670	12/06/05	2	12/15/06
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 Mailed Material
Official	11/21/05	Sun Microsystems (Sacramento Site) 8880 Cal Center Drive, Suite 2000, 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	1/19/06
Official	12/06/05	AMC Mortgage Services 10600 White Rock Road, Suite 200 Rancho Cordova, CA 95670	1/20/06	2	1/20/06
Official	12/07/05	Digital Insight 1860 Howe Ave., Suite 161 Sacramento, CA 95825	3/31/06	88	3/28/06
Official	12/22/06	Cingular Wireless 2729 Prospect Park Drive, Suite 200 Rancho Cordova, CA 95670	1/31/06	1	Mailed 1/31/06
Unofficial	10/5/06	Port of Sacramento 3251 Beacon Blvd., Suite 210 West Sacramento, CA 95798	3/06/06 through 3/20/06	24	Mailed
Official	1/09/06	Sun Microsystems, Inc. (Sacramento site) 8880 Cal Center Drive, Suite 200 Sacramento, CA 95826	3/11/06	1	Mailed
Official	1/13/06	Sprint/Nextel			

		3075 Prospect Park Rancho Cordova, CA 95670	3/01/06	60	1/26/06
Official	2/01/06	Cingular Wireless 2729 Prospect Park Drive, Suite 200 Rancho Cordova, CA 95670	3/28/06	1	Mailed
Official	2/01/06	Ralph's Grocery Company (#983) 5025 Marconi Ave. Carmichael, CA 95808-4205	3/27/06 through 4/10/06	68	3/13/06
Official	2/01/06	Ralph's Grocery Company (#966) 3615 Bradshaw Rd. Sacramento, CA 95827-3258	3/27/06 through 4/10/06	64	3/14/06
Official	2/01/06	Ralph's Grocery Company (#962) 9522 Greenback Lane Folsom, CA 95630-2044	3/27/06 through 4/10/06	57	3/15/06
Official	2/01/06	Ralph's Grocery Company (#988) 25000 Blue Ravine Rd. Folsom, CA 95630-5279	3/27/06 through 4/10/06	82	3/16/06
Official	2/01/06	Ralph's Grocery Company 7101 Elk Grove Blvd. Elk Grove, CA 95758	3/27/06	74	3/17/06
Official CA. WARN	2/08/06	Fischer Imaging Corporation 12300 North Grant Street Denver, Colorado 80241	4/07/06	1	Mailed
Official	3/27/06	Defense Commissary Agency (DeCA) 3401 Acacia St, Suite 115 McClellan , CA 95652-1002	9/30/06	50	Pending
Official	4/06/06	Sun Microsystems, Inc. 1545 River Park Dr. Point, Suite 400 Sacramento, CA 95815	8/21/06	1	Pending
Official	4/11/06	Nationwide Health Plans 1651 Exposition Blvd., #100 Sacramento, CA 95815	6/01/06	46	Pending
Official	5/10/06	Northstar Plumbing and Construction 4280 Pinell St. Sacramento, CA 95838	7/10/06	60	Pending
Official	5/10/06	Sum Microsystems, Inc. 1545 River Park Dr. Point, Suite 400 Sacramento, CA 95815	7/09/06	1	Pending

			Total # of Affected Workers	1481	
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ITEM IV-10 - INFORMATION

COMMITTEE UPDATE

BACKGROUND:

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

- Youth Council
- Planning/Oversight Committee
- Employer Outreach Committee
- Success Skills Institute

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.