

## CAREER CENTERS

### **BROADWAY**

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

### **CITRUS HEIGHTS**

7011 Sylvan Rd, Suite A  
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) 286-8623

### **HILLSDALE**

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

### **LA FAMILIA**

5523 34th Street  
Sacramento, CA 95820  
(916) 452-3601

### **LEMON HILL**

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

### **MARK SANDERS**

2901 50th Street  
Sacramento, CA 95817  
(916) 227-0301

### **MATHER**

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

### **RANCHO CORDOVA**

10381 Old Placerville Rd.,  
Suite 150  
Sacramento, CA 95827  
(916) 255-3255

### **SOUTH COUNTY**

8401 - A Gerber Road  
Sacramento, CA 95828  
(916) 525-4717

## Administrative Offices & Employer Services

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

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



## **SACRAMENTO WORKS, INC. PLANNING/OVERSIGHT COMMITTEE**

**Date:** Wednesday, May 19, 2010

**Time:** 8:30 a.m.

**Location:** SETA Board Room  
925 Del Paso Blvd., Suite 100  
Sacramento, CA 95815

### **AGENDA**

1. Call to Order/Roll Call
2. Approval of the March 17, 2010 Meeting Minutes
3. **Action Item:** Approval of the Workforce Investment Act Sacramento Works One Stop Career Center Resource Allocation Plan 2010-2011 (Robin Purdy)
4. **Discussion Item:** Update on Committee Strategic Planning Goal, Strategies, Indicators and Outcomes (Robin Purdy and Ed Proctor)
5. **Discussion Item:** Review of Third Quarter One Stop Performance Reports
6. **Information Item:** New Funding for the Region (Robin Purdy)
  - a. One-Stop Share of Cost
  - b. National Emergency Grants
7. Input from the public
8. Adjournment

**Committee Members:** Lynn Conner (Chair), Pat Godwin, Matt Kelly, Kathy Kossick, Jim Lambert, Frank Louie, James Pardun, Dan Throgmorton.

**DISTRIBUTION DATE: THURSDAY, MAY 6, 2010**

**Sacramento Works, Inc.**  
**Planning/Oversight Committee**  
Minutes/Synopsis

SETA Board Room  
925 Del Paso Blvd., Suite 100  
Sacramento, CA 95815

Wednesday, March 17, 2010  
8:30 a.m.

1. **Call to Order/Roll Call:** Ms. Conner called the meeting to order at 8:34 a.m.

**Members Present:** Lynn Conner, Pat Godwin, Kathy Kossick, Jim Lambert, James Pardun, and Dan Throgmorton.

**Members Absent:** Matt Kelly, Frank Louie, and Bruce Wagstaff.

**Others Present:** Robin Purdy, Phil Cunningham, Melissa Noteboom, Sandra Kinsey, Bette Blanchard, Ed Procter, Terri Carpenter, Michelle O'Camb, Ralph Giddings, John Harden.

2. **Action Item:** Approval of the January 20, 2010 Meeting Minutes

Minutes were reviewed; no questions or corrections.

Moved/Lambert, second/Throgmorton, to approve the January 20 minutes.  
Voice Vote: Unanimous approval.

3. **Discussion Item:** Update on Committee Strategic Planning Goals, Strategies, Indicators and Outcomes

Ms. Purdy stated that staff is presenting information on the dashboard. In the packet are some reports put together on the Recovery Act investments. At the last meeting, the Committee talked about jobs most impacted and occupations expected to grow over the next year. Committee members inquired whether the people going into our career centers being trained in the critical occupations targeted. Ms. Purdy stated that 80% of the people in training and 85% of people in OJT are going into jobs that are expected to grow within the next five years.

The Planned activity indicator was the number of viewers of external communication. Ms. Terri Carpenter has been tracking the media and external communications. There has been really good media coverage and 55,720 hits on the website from July to March 1. The indicators and the number of people being seen at the career centers is testimony to the media coverage.

Committee members also asked to set up a monitoring system to ensure the regulations were being adhered to. Staff have monitored all summer youth providers from last year; they were extended to provide services this summer. Staff will have a report back on accountability measures.

A portion of Recovery Act funding is aligned to provide services to employees affected by the recession. Staff has had trouble tracking people by the industry from which they came.

There was discussion of the proportion of customers having UI claims. Staff utilizes the information provided on the customers' SMARTware application with regard to their UI status. Currently 14% of adults are receiving UI, and 52% of dislocated workers are receiving UI. There are 82,900 people in Sacramento County on UI; SETA career centers are seeing 4% of those people.

Ms. Purdy stated that the career centers are very busy; there are a lot of people needing services.

Mr. Ed Proctor stated that the goal is to take all of the raw data and turn it into meaningful information. There are three data sources utilized: 1) SMARTware system which is core data base, 2) the State JTA system, and 3) the base wage file, which is nine months old and too old to pertain to our needs. Staff will be sending out a survey from SMARTware to people that have exited the program and have jobs. The survey will ask three or four questions. Information sent back will be correlated into a data base.

Mr. Proctor stated that staff would like to move forward to have all of the reporting into a consistent format. SMARTware data is loaded into TABLEAU, which he explained is a "spreadsheet on steroids", and then presented in a chart format. The data can be broken down into several areas. Mr. Proctor showed how information can be shown in chart format.

SMARTware will be tracking people through grant codes; staff will be working on this issue so more refined data can be presented. The key is to have this data available to the committee in a platform that is easily accessible. If the committee has any data that they want staff to capture, staff will determine a way to present the data.

A question was asked as to what percent of people visiting career centers have internet access so they can be sent an e-mail. Mr. Proctor replied that SETA has e-mail addresses for 90% of customers. Ms. Purdy stated that one of the services available through the career centers is that customers can establish one at the center and come into the career centers to check their e-mail.

4. **Action Item:** Approval of Workforce Investment Act/American Recovery and Reinvestment Act (WIA/ARRA) Annual Plan Modification

Ms. Melissa Noteboom reviewed modifications to the strategic plan. The original WIA plan was written in 1999 and the Agency is required to modify this plan every year. The state has added the local ARRA plan modification into the WIA plan modification.

The plan is not a forward-thinking document. The plan modification describes the funding and programs that have been done in the past year. There is a 90-

day period during which public comments are collected; these public comments are then reported to the State.

Ms. Sandra Kinsey stated that SETA is working a lot with the Green Initiatives (CalGRIP). Mr. John Harden reviewed the labor market information as it relates to the critical occupation clusters; there is still a lot of work to be done to figure out what jobs are considered 'green'.

Staff tracks dislocated workers through SMARTware. Scanners will be provided at the career centers so people coming into the career centers can have their documents scanned. The server will be backed up nightly and there will be limited staff access to that information. Scholarships have been raised to \$5,000 so higher-level training can be done.

Dr. Throgmorton asked if there were a way to track information on companies that are hiring. Secondly, is there a way to hear from Barbara Hayes of companies that are sitting on the horizon so we can align our efforts accordingly. Ms. Purdy replied that the information is available and will be reported. Staff will also include information on employers that staff are recruiting for and include it in the dashboard.

Moved/Throgmorton, second/Pardun, to approve the Modifications to the 2009-2010 Sacramento Local Workforce Investment Act and Local American Recovery and Reinvestment Act Strategic Five Year Plan.

Voice Vote: Unanimous approval.

5. **Action Item:** Approval to Recommend Funding for the Northern California Center of Excellence to Conduct Labor Market Research on the Information and Communications Technologies Sector

Ms. Purdy stated that staff have been seeking out sectors expected to grow and what training is needed for people to move into those jobs. SETA received \$200,000 specifically targeting green jobs. There is new emerging digital technology that is expected to transform the IT and communications sectors; staff would like to do research to find out what the skills and training will be for those jobs. Staff has talked with the Centers of Excellence regarding a study. SETA, Golden Sierra and Los Rios will all share in the expense of this report: Golden Sierra \$10,000, Los Rios \$18,000, and SETA \$20,000.

Mr. Godwin stated that a lot of jobs in the IT field are moving into analytics; he does not see analytics clearly identified as a possible job source. Ms. Purdy stated that this will be added to the study.

Dr. Throgmorton stated that he has a conflict on this item.

Mr. Lambert asked how the information will be distributed. Ms. Purdy stated that the research will be done on employers in the region and the results will be presented to the WIB board. Results will also be used in the Los Rios campuses to develop curriculum. Results will be used in the career centers to get workers “skilled up” for the changes. The report can also be shared with other educational systems to help them gear up and understand technology.

Moved/Godwin, second/Pardun, to recommend to the Sacramento Works Board that \$20,000 in Board Initiative funds be allocated to the Northern California Center of Excellence to survey employers to identify IT job functions and identify the necessary skills to succeed in jobs in the ICT sector.

Voice vote: Unanimous approval with one abstention (Throgmorton)

6. **Information Item:** New Funding for the Region
  - a. Regional Industry Clusters of Opportunity - \$200,000
  - b. Department of Labor HealthForce funding - \$5,000,000

Ms. Purdy reported that Los Rios was successful in receiving \$5 million for health care training. These funds will assist nurses in earning their clinical hours and develop ultrasound training at Cosumnes River College. All of the local hospitals are partners in this.

Dr. Throgmorton stated that Kaiser, U.C Davis, and Blood Source are working with LEED, Los Rios and SETA to analyze significant industry clusters. There is an upcoming LEED event that will focus on green technology. The nursing residency allows the recent graduates to go into a residence training program so they can go into specialty areas. It will help to prepare a workforce that is highly competitive across the region.

7. **Input from the public:** No comments.
8. **Adjournment:** Meeting was adjourned at 9:37 a.m.

### ITEM 3 - ACTION

#### APPROVAL OF THE WORKFORCE INVESTMENT ACT SACRAMENTO WORKS ONE STOP CAREER CENTER RESOURCE ALLOCATION PLAN 2010-2011

##### BACKGROUND:

The Resource Allocation Plan determines what activities and services are offered through the Sacramento Works One Stop Career Center system. On an annual basis, the Sacramento Works Workforce Investment Board reviews the plan determines the percentage of funds that will be allocated to each activity in the next fiscal year.

The final allocation for Fiscal Year 2010-2011 for the Workforce Investment Act Adult and Dislocated Worker programs is \$8,429,394, an 8.5% (or \$784,184) decrease from last fiscal year. The decrease is due to a decreased allocation to the state of California, based on high unemployment in other states in the nation.

The Planning/Oversight Committee revised the Resource Allocation Plan last year to support the redesign of the one-stop system as an integrated service delivery system. Staff is requesting approval to allocate funds to the following activities/functions in the one-stop system:

27%	Talent Engagement (skills assessment, review, and identification),
35%	Talent Development (skills enhancement and skills certification)
18%	Talent Marketing (skills marketing to employers).
2%	Board Initiatives
10.5%	One-Stop Support
<u>7.5%</u>	<u>Administration</u>
<b>100%</b>	<b>Total</b>

The decrease in funding will be managed by leveraging discretionary grant funding, decreasing subcontracts, and using sector initiatives to provide additional talent development and skills training.

Attachment 1 is the recommendation for One Stop Resource Allocation Plan, which includes definitions of activities/functions included in the plan, recommended percentages for Fiscal Year 2010-2011, dollars allocated to each activity.

##### RECOMMENDATION:

Approve the Resource Allocation Plan for Fiscal Year 2010-2011, allocating \$8,429,394 of Workforce Investment Act (Adult and Dislocated Worker) funding to support the Sacramento Works One Stop Career Center system.

**Attachment 1**  
**Recommended Resource Allocation Plan for FY 2010-2011**

One-Stop Services Activities and Functions	Proposed Allocation % for Fiscal Year 2010 2011	WIA Adult and Dislocated Worker Funding 2009-2010	WIA Adult and Dislocated Worker Funding 2010-2011	Decrease from last year
<b>Talent Engagement:</b> Staffing, infrastructure, and equipment associated with welcoming customers, providing orientation, registration, skill review, initial assessments, career coaching, counseling, referral to social services, talent development or talent marketing.	27%	\$ 2,487,666	\$ 2,275,936	\$ (211,730)
<b>Talent Development:</b> Staffing, infrastructure, and equipment associated with vocational skills assessment, career planning, coaching, workshops, on-site skills development classes, scholarships and occupational skills training provided by training providers and educational institutions, employed worker training, English-language training and support services.	35%	\$ 3,224,752	\$ 2,950,288	\$ (274,464)
<b>Talent Marketing:</b> Staffing, infrastructure, and equipment associated with employer outreach, job development, resume and interview assistance, pre-screening and referral, job advancement and job retention	18%	\$ 1,658,444	\$ 1,517,291	\$ (141,153)
<b>One Stop Support:</b> Program Monitoring, SMARTware support, Client tracking, reporting and follow-up	10.5%	\$ 967,426	\$ 885,086	\$ (82,339)
<b>Administration:</b> General Administration, Personnel, Payroll, Information Systems, Fiscal and Contracts staff	7.5%	\$ 691,018	\$ 632,205	\$ (58,813)
<b>Board Initiatives:</b> Funds Sacramento Works Board initiatives, including employer outreach, labor market research, participating in regional workforce plans and initiatives	2%	\$ 184,272	\$ 168,588	\$ (15,684)
<b>Total</b>	<b>100.00%</b>	<b>\$ 9,213,578</b>	<b>\$ 8,429,394</b>	<b>\$ (784,184)</b>

Attachment 2  
Resource Allocation Plan  
**Summary of One Stop Services**

<b>One Stop Services Activities/Services</b>	<b>Proposed Allocation</b>	<b>\$ Allocated</b>
<b>WIA Adult and Dislocated Worker Program</b>		
<b>Talent Engagement:</b> Staffing, infrastructure, and equipment associated with welcoming customers, providing orientation, registration, skill review, initial assessments, career coaching, counseling, referral to social services, talent development or talent marketing.	27% of Total Funds	<b>\$ 2,275,936</b>
<b>Staffing and infrastructure for Talent Engagement</b>	100%	\$ 2,275,936
<b>Talent Development:</b> Staffing, infrastructure, and equipment associated with vocational skills assessment, career planning, coaching, workshops, on-site skills development classes, scholarships and occupational skills training provided by training providers and educational institutions, employed worker training, English-language training and support services.	35% of Total Funds	<b>\$ 2,950,288</b>
<b>Scholarships (Tuition/Support services)</b>	57%	\$ 1,681,664
<b>Skill Development Pilot (On-line classes, Distance/E Learning)</b>	8%	\$ 236,023
<b>Vendor Services (financial literacy, job search workshops, job retention services)</b>	5%	\$ 147,514
<b>Staff and infrastructure for Talent Development</b>	30%	\$ 885,086
<b>Talent Marketing:</b> Staffing, infrastructure, and equipment associated with employer outreach, job development, resume and interview assistance, pre-screening and referral, On-the-Job Training, job advancement and job retention	18% of Total Funds	<b>\$ 1,517,291</b>
<b>Staffing and Infrastructure for Talent Marketing</b>	100%	\$ 1,517,291



## ITEM 4 - DISCUSSION

### UPDATE ON COMMITTEE STRATEGIC PLANNING GOAL, STRATEGIES, INDICATORS AND OUTCOMES

#### BACKGROUND:

Attached are the defined outcomes and outputs developed for the three strategies defined for the Planning/Oversight Committee goal of preparing customers for viable employment opportunities.

Staff will provide an oral report on updates since the last committee meeting.

**Goal:** Prepare customers for viable employment opportunities and career pathways in the region by improving the One-Stop Career Center system.

**Strategy #1**

**Utilize ARRA funding for programs to mitigate effects of recession**

**Planned Activities**

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|---|--|
| <ul style="list-style-type: none"> <li>*Analyze labor market information to identify industries and occupations <i>most affected</i> by the recession and those with <i>immediate</i> support service needs</li> <li>*Analyze labor market information to identify high growth/high wage and emerging occupations --mine findings along with Critical Occupation Clusters for <i>viable immediate employment opportunities</i></li> <li>*Target ARRA funding to re-employment services for employees in industries and occupations most affected by the recession and training and employment services for viable immediate employment opportunities</li> <li>*Summarize and track performance measures agreed-upon in ARRA-funded organizations and activities</li> <li>*Implement an internal and external transparency, audit, and reporting systems for ARRA funding and results</li> <li>*Realign resources to ensure investments result in jobs and employment opportunities</li> </ul> | <ul style="list-style-type: none"> <li>*Report of occupations most affected by recession presented to Planning/Oversight Committee 1/2010</li> <li>*Report of viable immediate employment opportunities presented to Planning/Oversight Committee 1/2010</li> <li>*Funding decisions of ARRA focused on critical occupations, primarily health care &amp; clean energy</li> <li>*Quarterly reports-12/31/09</li> <li>*Reobligation/deobligation-1/2010</li> <li>*Monitoring-Spring 2010</li> <li>*Reobligation/Deobligation recommendations made 2/2010</li> </ul> |
|---|--|

**Outputs**

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| <ul style="list-style-type: none"> <li>*List of industries and occupations most affected by the recession those with immediate support service needs by November 30, 2009</li> <li>*Summary of viable immediate employment opportunities by December 30, 2009</li> <li>*Creation of internal reports and audit procedures for ARRA funding by November 30, 2009</li> <li>*Development of external communication tools to report on ARRA funding and related results by January 31, 2010</li> </ul> | <ul style="list-style-type: none"> <li>* January, 2010 Completed</li> <li>* January, 2010 Completed</li> <li>* March 2010 Monitors provide schedule tools &amp; monitoring log for ARRA subrecipient, documenting performance &amp; corrective action</li> <li>* Performance dashboard presented to Planning/Oversight 3/2010 &amp; 1/2010</li> </ul> |
|--|---|

**Indicators**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>*Proportion of ARRA funding aligned with transitional services for employees in industries most affected by the recession --measured monthly</li> <li>*Proportion of ARRA funding aligned with employment and training activities in viable immediate employment opportunities --measured monthly</li> <li>*Number of viewers of external communications (e.g. recipients of reports and web site hits) on ARRA funding and results --measured quarterly</li> <li>*Proportion of ARRA-funded activities reviewed through internal audit procedure --measured quarterly</li> <li>*Proportion of participants served by ARRA-funded activities with initial and transitional unemployment claims</li> </ul> | <ul style="list-style-type: none"> <li>*\$19,033,818 received, 35% of funds allocated to training for employees in industries affected by the recession, 36% of funds allocated to youth employment activities, 29% of funds allocated to training for unemployed adults</li> <li>*March, 2010----John Harden Customer Enrollment Report. 80% enrolled in training associated with growth occupations. 85% of OJT's in occupations with growth</li> <li>*March 2010---Terri Carpenter 22 articles in print media, 6 stories in TV/radio, 55,720 website visits</li> <li>*March 2010---Bette Blanchard # of ARRA programs reviewed:20 # of ARRA reviews scheduled:29</li> <li>*March 2010 WIA Adult-9,580 enrolled, 14% unemployment insurance. WIA Dislocated Worker-3,578 enrolled, 52% on unemployment insurance</li> </ul> |
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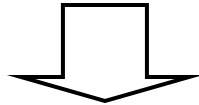
**Outcomes**

- \* Jobs in viable immediate employment opportunities
- \* Easing of labor market deterioration
- \* Execution of agreed-upon ARRA-funded activities

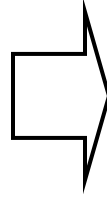
**Indicators**

- \* Number of initial unemployment claims among participants served by ARRA-funded activities--slowing in number of claims for participants over a 12-month period
- \* Entered employment rates--achieve a rate of at least 50% in a 12-month period
- \* Proportion of jobs in viable immediate employment opportunities--direct at least 50% of participants entering employment to jobs in immediate viable opportunities in a 12-month period
- \* Proportion of ARRA-funded providers meeting agreed-upon performance measures--oversee recipients to achieve performance in at least 85% of funded activities over the duration of the contracts
- \* Financial investment in ARRA-funded provider programs per job created--establish a baseline for quarterly analysis and adjust investments

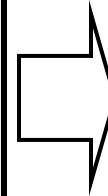
**Strategy #2**  
**Target services to viable career pathways in critical occupations**



<b>Planned Activities</b>	
*Analyze labor market information to identify high growth/high wage and emerging occupations --mine findings along with Critical Occupation Clusters for viable career pathways that provide self-sufficiency wages, employer paid benefits, and career advancement	*Spring 2010 Regional clusters of opportunity-Clean Energy. ICT Information &
*Align adult and dislocated worker employment programs with Critical Occupation Clusters, high growth/high wage jobs, and emerging career pathways	*Spring 2010
*Develop a plan to update regional industry and occupation forecasts, CareerGPS.com information, and Critical Occupation Clusters	*Spring 2010
*Ensure adult and dislocated worker programs are appropriately serving a diverse range of residents and those with multiple barriers/at-risk	*SMARTware dashboard Spring 2010
*Develop a targeted marketing and communication plan based on analysis of program participant diversity	
*Work with Sacramento State to revise the work-force development professionals assessment to capture understanding of viable career pathways	*Summer 2010



<b>Outputs</b>	
*List of viable career pathways and dissemination with briefings to key staff by November 30, 2009	*February, 2010 All staff meeting-Clean Energy Careers
*Creation of occupational data update plan by March 31, 2010	
*Comparisons of participant diversity with regional diversity -- ongoing	
*Completion of targeted marketing and communication plan by May 31, 2010	
*Revision of workforce development professionals assessment by August 31, 2010	
<b>Indicators</b>	
*Participant demographics compared to the general population and services in the prior year--measure quarterly	
*Proportion of key staff that understand viable career pathways --measured biannually	

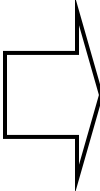


<b>Outcomes</b>
* Training and employment in viable career pathways
* Customer job success
<b>Indicators</b>
* Proportion of training and employment services in viable career pathways— provide training and employment services in viable career pathways to at least 75% of participants in a 12-month period
* Comparison of entered employment or advanced training/education rates in viable career pathways to other opportunities—rates more than 10% higher for those in viable career pathways in the 12-month period following completion
* Comparison of earnings increase rates in viable career pathways to other opportunities—rates more than 10% higher for those in viable career pathways in the 12-month period following completion

**Strategy #3**  
**Enhance One Stop Career Center system service delivery**

**Planned Activities**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>*Design and implement a brief quarterly dashboard report on One Stop service activity for the Committee (i.e. one-page data/graphic-graphic focused report summarizing key information)</li> <li>*Implement a more comprehensive participant, employer (in collaboration with Employer Outreach Committee), and staff feedback system to gather opinions on program effectiveness, capacity building needs, and service gaps</li> <li>*Develop a One Stop program improvement plan based on analysis of program activities; participant, employer, and staff feedback; identified needs; and state/national Learning Lab best practices</li> <li>*Create a summary reference guide of workforce development partners that defines roles and services</li> <li>*Distribute workforce development partners information to One Stop staff for referrals and among partners for external outreach</li> </ul> | <ul style="list-style-type: none"> <li>*January 2010-committee review &amp; discussion<br/>March 2010-Presentation of draft dashboard</li> <li>*March 2010-Committee review &amp; discussion</li> </ul> |
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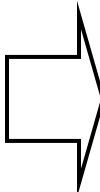


**Outputs**

- \*Development of quarterly dashboard report by March 31, 2010 (should contain additional performance measures)
- \*Creation and implementation of feedback system by November 30, 2009 --invite all participants and employers to participate at conclusion of service and staff to participate on a quarterly basis
- \*List of potential One Stop program improvements and related best practices by August 31, 2010
- \*Completion of program improvement plan by February 28, 2011
- \*Production and distribution of workforce development partner compendium by February 28, 2010
- \*One Stop staff and resource development --ongoing based on feedback and identified needs

**Indicators**

- \*Number of workforce partner reference guides delivered to partners --measured annually
- \*Proportion of key staff that are aware of work-force development partners reference guide -- measured biannually
- \*Proportion of employers that participate in feedback system -- measured biannually
- \*Proportion of participants that participate in feedback system -- measured biannually
- \*Proportion of staff that participate in feedback system --measured biannually



**Outcomes**

- \* One Stop service improvement
- \* Participant and employer satisfaction

**Indicators**

- \* Results of participant feedback— establish baseline measures for annual analysis
- \* Results of employer feedback— establish baseline measures for annual analysis
- \* Results of staff feedback—establish baseline measures for annual analysis
- \* Entered employment or advanced training/education rates—hold rates at least constant over a 12-month period
- \* Job retention rates—hold rates at least constant over a 12-month period
- \* Earnings increase rates—hold rates at least constant over a 12-month period