

## 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 Hillsdale 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, January 19, 2011

**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 December 15, 2010 Meeting Minutes
3. Approval of 2010-11 Workforce Investment Area Plan Summary
4. Approval of the Workforce Investment Act Sacramento Works One Stop Career Center Resource Allocation Plan 2011-2012
5. Input from the public
6. Adjournment

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

**DISTRIBUTION DATE: THURSDAY, JANUARY 13, 2011**

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

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

Wednesday, December 15, 2010  
8:30 a.m.

1. **Call to Order/Roll Call:** Ms. Conner called the meeting to order at 8:00 a.m.

**Members Present:** Lynn Conner, Frank Louie, Jim Lambert, Kathy Kossick, Dan Throgmorton.

**Members Absent:** Matt Kelly

**Others Present:** Robin Purdy, Phil Cunningham, Ed Procter, Cindy Sherwood-Green, William Walker, John Harden, Terri Carpenter, Rick Wylie, Michelle O'Camb, Bette Blanchard, Christine Welsch, and Sarah Smith.

2. **Approval of the September 15, 2010 Meeting Minutes**

No corrections to the minutes.

Moved/Throgmorton, second/Kossick, to approve the September 15, 2010 minutes.

Voice Vote: Unanimous approval.

3. **Discussion:** Resource Allocation Plan and Plan Modification for Fiscal Year 2011-2012

Ms. Purdy stated that there has been a 76% entered employment placement rate for OJTs. Staff expect good outcome data to be brought before the committee in January where staff will be recommending targeting scholarship funds to the critical clusters.

The Sacramento Safe Community Partnership (SSCP), was modeled after Operation Ceasefire. This initiative partners the City of Sacramento Police Department, the Area Congregations Together (ACT), and the WIND Youth Services. This targets youth that are attempting to get out of gangs and will provide the youth with educational services to assist them to get out of gangs. This has been a successful program so far.

Mr. Louie stated that Xerox has experienced some hiring; they are hiring people not through attrition. Some people need to be averted to other technical areas, not let go. The economy is improving, revenues are up, but employers are not backfilling their people.

There was discussion of the SmartMeter installation jobs at SMUD. Mr. Walker stated that the hourly wages start at \$21.00 and tops out at \$35.00. This program would be ideal for incumbent worker training.

Committee members asked staff to check to make sure customers completing training then go to a job. If the training provided by a school does not result in employment, perhaps move the customers away from those schools.

Ms. Purdy stated that when the learning labs were established in 2008, staff did not conduct follow-up with customers but relied on EDD's wage base data; staff had to wait 1 ½ years to find the data which did not help staff to plan well. Right now staff are calling customers in the evening to see if people are employed.

Ms. Purdy stated that the new system requires an e-mail address. Staff have been collecting e-mail addresses and have sent some e-mail blasts to the customers and have found that when an e-mail blast goes out, it goes into peoples' spam.

Dr. Throgmorton would be interested to hear from the One Stops to see what industry clusters are hiring. He inquired whether there were enough prospective employees to fill slots needed by employers and whether the regions discuss work plans with each other. Ms. Purdy replied that there are regional communications on work plans. There used to be meetings of the executive committees of the regional WIBs.

Mr. Louie stated that he was at Convoy of Hope. The people that get the jobs are the people that are trained and taught how to interview and how to earn a job. People need to learn how to compete successfully for jobs. There were more people at the booth looking for information on interview techniques than what jobs are available.

Ms. Purdy stated that coaches are assigned to customers. Customers are also provided incentives/benchmark payments for completion of activities and getting a job. The incentive is scrip or gas cards.

Mr. Lambert stated that for the past years, the committee has heard a lot about clean jobs/energy. He has been involved and he sees nothing in the green jobs area. He sees entrepreneurs but not jobs. We are spending a lot of money to train people in green jobs and are not working with people that are already trained in construction trades. He has seen nothing that shows that green jobs/energy has resulted in a change in the economy. When looking at the future, look at the total future rather than just green jobs/training, etc.

Ms. Purdy stated that if staff can use waivers to provide some retraining/wage subsidies to current employers, she hopes it will take care of his concerns. Mr. Louie inquired whether there was anything that can be done to reinvigorate an industry or have employees trained to create new jobs. Mr. Louie thinks that there should be a condition for employers utilizing the local employees and not bring their own people in. People trained here may need to move elsewhere to actually be employed.

Ms. Purdy stated that a draft of the proposed plan modification will be presented in January; a summary of the highlights was distributed.

**4. Demonstration of the Jobs.SacWorks.org**

Mr. Proctor stated that the first phase was implemented in October which fills the void in employer services. The rest of the system will be implemented to provide a full slate of services to employers at the career centers. This is for employers and clients to utilize the services remotely.

Josh Woodson reviewed the external job order reports. Mr. Woodson stated that the nice thing about this is that the employer or staff can go into the Jobs.SacWorks.org to screen employees for employers. The Virtual Recruiter can seek different areas to meet different criteria and the rankings can be set so employers do not have to go through 300 resumes. Approximately 83,000 individuals from SMARTware were being imported into Jobs.SacWorks.org; staff is in the process of sending out a targeted e-mail to the customers asking them to log in and update their skills set.

The Committee inquired about the difference between Monster and this web site. Mr. Proctor stated that the Jobs.SacWorks.org web site has Career Builder, EDD, and Monster.com job listings and employers can recruit through us free and still recruit through Monster.

Dr. Throgmorton asked how the word could be spread out to the business community. Ms. Carpenter stated that there will be a full media launch in January to notify the media/industries. There will be marketing to with the partners and the Metro Chamber of Commerce has already done a link on the web site. Staff will be distributing postcards to the libraries and community colleges to maximize the information. There will be an aggressive marketing campaign.

It is hoped that this web site will be fully operational by February 1; career center, youth and internal staff are being trained. Ms. Carpenter stated that there is a cover letter template and videos that the customers can watch so that they can learn about the system.

**5. Input from the public: None.**

**6. Adjournment: The meeting was adjourned at 9:19 a.m.**

## ITEM 2 - ACTION

### APPROVAL OF 2010-11 WORKFORCE INVESTMENT AREA PLAN SUMMARY

#### BACKGROUND:

The Sacramento Employment and Training Agency (SETA) submitted the initial Workforce Investment Area Strategic Plan in December, 1999, effective July 1, 2000 for Fiscal Year 2000-2001. The plan has been updated annually for the past eleven years. This year the State's Employment Development Department (EDD) issued a Draft Directive informing Local Workforce Investment Areas that they have the option to either extend PY 2009-10 local plan modifications through PY 2010-11 or to submit a summary to EDD of any significant changes to the previous year's plan. SETA has opted to submit a plan summary. The 2010-11 Sacramento Workforce Investment Area's Plan Summary addresses significant changes that have been implemented or are planned for implementation during the current Fiscal Year (FY 2010-2011) and an update on the Strategic Plan developed by Sacramento Works, Inc. in 2009.

#### RECOMMENDATION:

Approve the 2010-2011 Sacramento Local Workforce Investment Area's Plan Summary.

## 2010-11 WIA PLAN SUMMARY

### **Background:**

The Sacramento Employment and Training Agency (SETA) submitted the initial Workforce Investment Area Strategic Plan in December, 1999, effective July 1, 2000 for Fiscal Year 2000-2001. The plan has been updated annually for the past eleven years. This year's WIA Plan Summary addresses significant changes that have been implemented or are planned for implementation during the current Fiscal Year (FY 2010-2011).

*The WIA PY 2010-11 Plan Summary includes:*

- Local economic conditions, workforce intelligence, and green jobs forecast.
- A summary of the Sacramento Works, Inc. Strategic Plan goals, objectives and outcomes
- The identification of viable critical occupation clusters through analysis of current workforce intelligence and labor market information.
- Clean Energy Workforce Training Program and Green Workforce Initiatives and partnerships focused on providing un/underemployed individuals (and other targeted populations), with entry-level or advanced training that will prepare them for competitive Green Jobs.
- The California New Start Project, which establishes a partnership between the Sacramento Works One-Stop Career Centers (SWCCs) and the CA State Department of Corrections and Rehabilitation (CDCR), to eliminate recidivism while improving opportunities for the reintegration of parolees.
- The Veterans' Employment-Related Assistance Program (VEAP), which establishes a partnership between SETA, PG&E's Power Pathways program and the Los Rios Community College District to create a training and employment pathway for recently separated veterans, leading to jobs at PG&E and other utility companies.
- The National Emergency Grant (NEG), a one-time ARRA-funded program that provides OJT opportunities for "prolonged unemployed" dislocated workers.
- CalWORKs funding, continuing a partnership between SETA and Sacramento County Department of Human Assistance (DHA) to provide OJT opportunities to eligible CalWORKs recipients.
- The Disability Program Navigator (DPN) Initiative, wherein SETA continues to focus on cultivating partners and strengthening the staff capacity at the SWCCs in providing services and support to job seekers with disabilities.
- Healthcare Initiatives, continuing the partnership between SETA and the Los Rios Community College District in providing customers the necessary skills to help them pursue careers in high growth healthcare sector jobs.

- Talent Transfer Construction Initiatives, continuing the partnership between SETA, the Sacramento Sierra Building and Construction Trades Council and their members, Los Rios Community College District to provide retraining and employment services to dislocated construction workers.
- Strategic changes implemented by SETA to its Integrated Service Delivery model.
- Plans for implementation of Waivers to the Workforce Investment Act which have been approved by the U.S. Department of Labor, including
  - Increase in Employer Reimbursement for On-the-Job Training
  - Incumbent Worker Training
  - Description of pre-existing statewide waivers
- New and/or Updated Policies
  - OJT Policies and Procedures/Contract Document/Reimbursement Percentage to Employers
  - Virtual One Stop System (VOS) Staff-Assisted Employer Registration Process
  - Financial Assistance Award
  - Eligibility and Data Collection
  - Guidelines for Scanning Right-to-Work (RTW) Documents
- Service delivery changes replacing SMARTware, the automated tracking system used by the SWCC system, with Geographic Solutions Virtual One-Stop (VOS), a state-of-the-art internet-based, electronic one-stop career center system.
- Youth Programs and Services
  - Sacramento Regional Green Jobs Corps
  - CalGRIP and the Sacramento Safe Community Partnership (SSCP)
  - Youth Program Procurement
  - New and/or Updated Policies

**I. LOCAL ECONOMIC CONDITIONS, WORKFORCE INTELLIGENCE, AND GREEN JOBS FORECAST -**

Data from the Employment Development Department (EDD) demonstrates that Sacramento County's unemployment rate peaked at 13.1 percent in March 2010 with 90,100 unemployed in a labor force of 688,500. EDD's most recent data shows that Sacramento County had an unemployment rate of 12.8 percent as of November 2010. The County's average job growth rates have trailed national and state averages, and the County continues to experience negative job growth in major labor sectors. However, forecasts for 2011 indicate that the local workforce will continue to improve and 4 of the largest sectors will reach positive job growth in the 2011 third quarter.

Third quarter (2010) data from the Center for Strategic Economic Research (CSER) indicates that the regional job loss rate will continue to improve during 2011. The most significant gains will occur in the third quarter of 2011. CSER's Sacramento Region Business Forecast shows the Sacramento area experiencing an average annual job growth rate of -2 percent over the 12 month period ending in September 2011. Although this growth rate reflects an average loss of 17,000 jobs, it constitutes an improvement over the past 12 months. Between December 2009 and November 2010, the region experienced an annual job growth rate of -2.7 percent, constituting 22,900 lost jobs.

The forecast also indicates that job growth will improve for 8 of Sacramento County's 11 largest job sectors. The data shows that the Manufacturing, Construction, Financial Activities, and Education and Health Services sectors will reach positive job growth in the 2011 4<sup>th</sup> Quarter. Construction, Manufacturing and Business and Professional sectors will experience the most significant gains in 2011. Despite these short-term gains, long-term workforce conditions remain uncertain for Sacramento County because government job growth continues to recover at a low rate. As the region's largest employer, public sector employment is strongly linked to overall economic improvement. Broader economic growth would benefit the sectors with slower job growth.

Although recent economic conditions resulted in layoffs and business closures, budget cuts, and housing foreclosures, SETA is working to create new opportunities for job seekers and innovative business strategies that will prepare a strong workforce and a promising future for the Sacramento region. Together with business, labor, education, and community-based organizations, SETA is making significant investments in training and employment services to develop and match the skills of the workforce to meet the demand for jobs with a positive outlook.

#### **Green Jobs Forecast:**

Sacramento consistently led California in green job growth for the last decade. State and local policies and a focused effort by leaders in business, labor, education, and government will lead to greater investment in green jobs in the future. By adopting green growth policies and investing in infrastructure to implement those policies early, Sacramento remains well-positioned to lead California's future green economy.

Between 1995 and 2008, green jobs grew by 87 percent in Sacramento. During the same period, the region increased its air and environmental quality jobs by 157 percent. Sacramento also experienced a 141 percent growth in energy production jobs

In addition to increasing its green workforce, the region also invested in green infrastructure and served as a hub for environmentally-friendly consumerism. In 2009, the Natural Resources Defense Council (NRDC) ranked Sacramento in its top ten for green building, energy production and conservation and environmental standards and participation. The Nielsen Company ranked Sacramento in its top ten markets with residents most likely to participate in green energy programs.



AB 32 (California's Global Warming Solutions Act of 2006) requires the state to reduce its greenhouse emissions by 30 percent before 2020. In 2010, the California Air Resources Board (CARB) estimated that AB 32 will create 10,000 new jobs in California over the next decade. AB 32 implementation will require significant local investment in green technology to ensure that the Sacramento continues to meet mandates included in the measure.

Sacramento's public private and non-profit entities are taking steps to ensure that the region's green job market maintains its competitive edge. The Sacramento Municipal Utility District (SMUD) is in the process of installing digital smart meters. The meters automatically transmit energy use information wirelessly and will allow consumers to observe and control their energy use on an hourly, daily and monthly basis. SMUD anticipates that this new Smart Grid will encourage the growth of energy-efficient manufacturing and consumerism. Smart meter installation will support job growth by creating an energy infrastructure that requires green-tech trained utility workers. In January, 2011, SETA recruited and screened applicants for Utility Partners of America (UPA), the company that SMUD selected to install SMARTmeters and is funding a combination of classroom and on-the-job-training for up to 30 new hires at UPA.

Sacramento's green-tech workers will also benefit from the region's growing reputation as a global destination for green manufacturing. Several companies have announced plans to open new plants in the Sacramento area. Japanese machine-tool maker Mori Seiki has plans to open a plant in Davis employing 150 people. The German solar energy company, Mounting Systems, is establishing its North American headquarters in West Sacramento in January and will employ at least 100 workers. ErgSol is scouting locations for a thermal collection plant in Sacramento, and is projecting to employ 800 workers at peak production. Sacramento Works has provide recruitment, screening and training incentives to a wide range of clean energy technology employers in the last year, including Beutler Corporation, N Solar, Inc., Siemens Corporation, OPDE, Solar Power, Inc., and ZETA Homes.

## **II. UPDATE ON SACRAMENTO WORKS STRATEGIC PLAN**

At the Sacramento Works, Inc. Board retreat, the board developed three strategic goals:

1. Support regional employers' efforts to hire, train and transition employees by enhancing and communicating the availability and value of Sacramento Work Business Services.
2. To prepare customers for viable employment and career pathways in the region by improving and enhancing the services provided through the Sacramento Works Career Center system.
3. Prepare youth to thrive and succeed in the regional workforce by providing relevant work readiness and employment programs and engaging regional employers and academia.

Each of the Sacramento Work's, Inc. Committees (Employer Outreach, Planning/ Oversight, and Youth Council) reviewed and approved the goal, strategies, planned activities, outputs and outcomes developed by their committees. The detail on the strategies, activities, outputs and outcomes is attached to the plan summary.

### III. CRITICAL OCCUPATIONAL CLUSTERS -

Each year the Sacramento Works, Inc. (SWI) Board reviews the labor market projections of employment provided by the Employment Development Department's Labor Market Information Division, the Center of Excellence at Los Rios Community College District, EMSI, Inc., and the Center for Strategic Economic Research to update the occupational content of the regional Critical Occupational Clusters list. This list provides guidance to job seekers and customers utilizing the SWCC system in their search for long-term, career oriented employment in the region. In addition, it provides education and training agencies, as well as local employers with information on occupations that will provide the best employment opportunities in the region. The list also assists SWCC staff in identifying relevant training programs for those demand occupations that will, in turn, provide customers with scholarship training opportunities. Labor Market forecast information is made available to the public through CareerGPS.com, a website developed by Sacramento Works and LEED Sacramento, which includes current, detailed information about which jobs are in high demand in the Sacramento Region, how much they pay, what type of education or training is recommended, and where you can go to get it.

In FY 2009-10, the SWI recognized nine critical occupational clusters. In addition, the Board recognized that the clean energy/green jobs cluster is growing in the region and approved prioritizing training for green jobs in the workforce plan. At this point in time, Green occupations are not separated out into a separate occupational cluster, but are represented in each of the following nine identified clusters recommended for approval for FY 2010-11:

#### **Administrative and Support Services**

The Administrative and Support Services occupational cluster is comprised occupations directly related to office administration, clerical support, and finance and insurance, occupations that provide a wide variety of support-related activities and services, including firefighting and investigation and security related occupations,

- Locally, for the occupations included in this cluster, an increase of more than 44,800 jobs due to absolute job growth and more than 36,000 jobs due to replacement need are projected between 2010 and 2015.

#### **Architecture and Engineering**

The Architecture and Engineering occupational cluster is comprised of occupations involved primarily in planning and designing residential, institutional, leisure, commercial, and industrial buildings and structures by applying knowledge of design, construction procedures, zoning regulations, building codes, and building materials.

- Locally, for the occupations included in this cluster, an increase of approximately 1,345 jobs due to absolute job growth and approximately 1,000 jobs due to replacement need are projected between 2010 and 2015.

## **Construction**

The Construction occupational cluster is primarily comprised of occupations involved in the construction of buildings. Also included in this group are specialty trade contractors (e.g. Electricians, Painters, Carpet Installers, etc.), Cabinetmakers, Construction and Building Inspectors, Cost Estimators, and Welders.

- Locally, for the occupations included in this cluster, an increase of more than 8,400 jobs due to absolute job growth and nearly 4,400 jobs due to replacement need are projected between 2010 and 2015.

## **Healthcare and Supports**

The Healthcare and Support Services occupational cluster is comprised of occupations employed by hospitals, nursing and residential care facilities, physician's offices, dental offices, outpatient care centers, and medical/diagnostic laboratories. This group also includes biomedical and health related businesses.

- Locally, for the occupations included in this cluster, an increase of approximately 11,380 jobs due to absolute job growth and more than 5,225 jobs due to replacement need are projected between 2010 and 2015.

## **Human Services**

The Human Services occupational cluster is primarily supportive, developmental, or educational related occupations that are designed to enhance the quality of life and well-being of people and communities. Needs addressed by Human Services related occupations include, but are not limited to: personal health (both physical and mental), social relations, and maintaining or growing personal or community capacity (such as child care, education, disabilities, aging, etc). This group also includes recreation related occupations.

- Locally, for the occupations included in this cluster, an increase of more than 1,775 jobs due to absolute job growth and more than 1,500 jobs due to replacement need are projected between 2010 and 2015.

## **Information Technology**

The Information Technology occupational cluster is comprised of occupations involved in the design, production, and administration of computer hardware and software systems and networks. As with Administrative and Support Services and Clean Energy Technology related occupations, many of the occupations in this category are employed, to some degree, across most industries.

- Locally, for the occupations included in this cluster, an increase of approximately 4,330 jobs due to absolute job growth and more than 2,800 jobs due to replacement need are projected between 2010 and 2015.

## **Installation, Maintenance, and Repair**

The Installation, Maintenance, and Repair occupational cluster is primarily comprised of occupations involved in restoring machinery, equipment, and other products to working order as well as occupations that typically provide general or routine maintenance or service

on products to ensure that they work efficiently and to prevent breakdown and unnecessary repairs.

- Locally, for the occupations included in this cluster, an increase of more than 2,225 jobs due to absolute job growth and more than 2,135 jobs due to replacement need are projected between 2010 and 2015.

### **Tourism and Hospitality**

The Tourism and Hospitality occupational cluster is primarily comprised of occupations involved in providing accommodations and food service related activities as well as occupations providing customer service, recreation, and entertainment related activities.

- Locally, for the occupations included in this cluster, an increase of more than 2,640 jobs due to absolute job growth and more than 2,300 jobs due to replacement need are projected between 2010 and 2015.

### **Transportation and Production**

The Transportation and Production occupational cluster is comprised of a diverse group of occupations directly related to the actual manufacturing and/or production of goods, as well as the manufacturing of industrial machinery, recycling, and green energy manufacturing efforts. Also included in this category are occupations related to the storage, distribution, and transportation of manufactured goods.

- Locally, for the occupations included in this cluster, an increase of more than 7,990 jobs due to absolute job growth and approximately 9,690 jobs due to replacement need are projected between 2010 and 2015.

## **III. STRATEGIC CHANGES -**

### **Green Initiatives – Partnerships and Planning Initiatives focusing on the Growth of Clean Energy Technology**

The Sacramento region has been developing a Clean Energy Sector Strategy since 2006, when the Sacramento Metropolitan Chamber of Commerce, Valley Vision, and the Sacramento Area Commerce and Trade Organization initiated Partnerships for Prosperity (PFP). PFP's mission to unite organizations and jurisdictions in the creation of a new and shared economic development strategy for the region was launched by establishing a foundation for coordinated research and action by which the Partnership could evaluate progress on existing initiatives and discuss how to maximize efforts moving forward for the good of the Sacramento Region.

One of the action teams formed out of the Partnership for Prosperity was the Green Capital Alliance. The Green Capital Alliance includes utilities, education, employers, government, workforce and economic development organizations and other community leaders who meet regularly to identify and act on tactics to support the growth of clean energy and green jobs in the region. The Green Capital Alliance acts as the Green Employer Council for SETA's Clean Energy Workforce Training Programs and has accepted the increasingly important

role of creating markets for local clean energy products, and identifying sources of energy cost savings.

By sharing knowledge, advocating new policies, and promoting business development, the GCA, on behalf of the Sacramento region, has been able to leverage the vast capabilities and resources of the region's clean energy intelligence and expertise. Because of the work of the GCA and the partnership between SETA/Sacramento Works, Valley Vision, SACTO's Center for Strategic Economic Research and Los Rios Community College District's Center of Excellence, SETA was awarded a Regional Industry Cluster of Opportunity Planning grant for the clean energy technology sector. The grant awarded funds for research and planning which resulted in a broad-based community planning effort supported by Congresswoman Doris Matsui and Mayor Kevin Johnson and an action plan for continuing to support growth of the sector in the region, make Sacramento's growing technology sector a defining feature of the economy, and make the six-county region a leader in sustainability.

The Center for Strategic Economic Research and the Center for Excellence conducted extensive background research of the clean energy technology sector to assess the nature and economic conditions relevant to the Sacramento Region. As the convener of the Green Capital Alliance, Valley Vision facilitated the priority setting process, facilitated a series of stakeholder meetings, CEO Roundtables, focus groups and individual meetings with clean energy employers to develop prioritized strategies and an action plan.

As a result research funded by the grant, the Center for Strategic Economic Research reports that between 2008 and December of 2010, the clean energy cluster grew 121%, and the number of clean energy technology increased to 206 with a reported \$846 million in sales.

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

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

- target Green Building, Clean Energy, and Alternative and Renewable Fuel and Vehicle Technology industries;
- build a regional partnership of employers, training providers, community organizations, labor, and other key stakeholders;
- address the workforce needs of employers and the training, employment, and career advancement needs of workers;
- bolster regional economic competitiveness by aligning educational, economic, and workforce development planning and leveraging of resources; and

- promote systematic change supporting innovation and the achievement of ongoing benefits for industries, workers, and communities.

### **Summary of Clean Energy Workforce Training Programs**

#### **1. Sacramento Green Building Retraining Initiative (SGBR) -**

This partnership – targeting 200 unemployed workers, dislocated construction workers and veterans in El Dorado, Placer, Yolo and Sacramento Counties and retrains them with green building skills. Training partners include the Sacramento Area Electrical Training Center, the Sacramento Valley Sheet Metal Workers Apprenticeship Training program, American River College and Build It Green.

This Initiative enhances the skill-set increase access to green building construction employment opportunities, increasing the number of qualified workers in green building and energy efficiency construction work.

#### **2. Sacramento Region Green Building Pre-Apprenticeship Training Partnership -**

The Sacramento Region Green Building Pre-Apprenticeship Training Partnership program provides classroom and hands-on skill training to 200 adults 18 years of age or older who are unemployed, underemployed and new workforce entrants in Sacramento, Yolo, Placer, and El Dorado counties. SETA’s primary training partners in this initiative are:

- American River College
- Cosumnes River College
- Sacramento Area Electrical Training Center (NECA-IBEW Local 340)
- Beutler Corporation

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

- Pre-Apprenticeship Training Certificate
- Green Building Pre-Apprenticeship Training Certificate
- Pre-Apprenticeship Training Green Building Certificate
- Weatherization Technician Certificate
- Home Energy Audit Certificate
- Pre-Apprenticeship Construction Training Certificate

#### **3. Alternative Vehicle and Fuels Clean Energy Workforce Training -**

The Alternative Vehicle and Fuel Workforce Training Program implemented a sector strategy to address the regions’ emerging clean energy workforce needs in the area of alternative vehicles and fuel technology. Training is provided by American River College (ARC. ARC has for the past three years actively developed clean and green transportation programs including the first Clean/Green Diesel program in California and the first Alternative Fuel and Vehicles program in Northern California, Located the Sacramento Regional Transportation Center at the former Mather Air Base in partnership with the SETA, public and private agencies, employers, vehicle manufacturers, and the Sacramento County Office of Education. Training will be provided to 96 incumbent workers and 50 unemployed adults and dislocated workers.

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

#### 4. **State Energy Sector Partnership and Training Grant**

The State Energy Sector Partnership and Training Grant expands and continues the partnerships established under the Clean Energy Workforce Training Program (CEWTP). Through this initiative, the following training opportunities will be available to customers:

- **Cosumnes River College (CRC)** will train 50 students in Home Energy Auditing and Weatherization and for HERS Rater and Building Performance Institute (BPI) certification. The courses will prepare students for employment as Weatherization Technicians and Home Energy Auditors in the residential Green Building industry.
- **American River College (ARC)** will train 50 students in Solar Technology (installer), Solar System Design, Estimation, and Sales. This program will prepare students for employment as Solar Installers, Solar Technicians and Solar Sales.
- **Sacramento Area Electrical Training Center (NECA-IBEW Local 340)** offers a Pre-Apprenticeship Construction Training (PACT) focuses on emerging work in clean energy such as photovoltaic (PV), solar energy, geo-thermal energy, wind power and sustainability.

Additional components of this sector initiative are:

- A partnership with the Sacramento Municipal District's (SMUD) Energy and Technology Center (E&TC), which promotes energy efficiency, renewable energy, and safe energy usage, products and processes. The E&TC will provide training that will lead to a Certified Green Building Professional (CGBP) certificate and BPI certifications.
- A partnership with Build It Green, CalCERTS and CBPCA to provide upgrade training to allow current HERS raters to attain the new HERS II level certification. Build It Green, CalCERTS and CBPCA adhere to the California Energy Commission's process for certifying HERS raters who perform third-party inspections.

SETA has contracted with the following organizations for job creation/business development efforts in the clean energy sector:

- **Sacramento Area Regional Technology Alliance (SARTA)** provides early-stage and emerging-growth clean tech companies in the Sacramento region with mentoring and service support to guide their program development; create a directory of clean tech companies; and, facilitate regular CEO-level meetings among the clean tech companies for confidential peer-to-peer support and guidance. .

- **Valley Vision and the Green Capital Alliance** will research existing standards for PV modules and how they were adopted, research studies that have already been conducted to support the adoption of those standards, conduct an analysis of what is still necessary, and develop recommendations on a process and the resources needed to adopt performance and life standards for solar PV modules.

### **The California New Start Initiative**

In 2007, the Public Safety and Offender Rehabilitation Services Act of 2007 (Assembly Bill 900) was enacted to reform California's prison system by reducing prison overcrowding and increasing rehabilitative programming. Among its provisions, AB 900 required CDCR to develop an Inmate Treatment and Prison-to-Employment Plan. Developing a successful transition from prison to employment and expanding educational and vocational programs for inmates are a high priority of correctional system reform envisioned under AB 900. By focusing on the needs of offenders both in prison and as they transition back to the community, SETA/Sacramento Works is improving each offender's chance of success.

SETA's New Start Program is a partnership between the California Department of Corrections and Rehabilitation (CDCR), along with five Sacramento Works Career Centers (Lemon Hill Career Center, South County Career Center, Mark Sanders Career Center, Greater Sacramento Urban League and Broadway Career Center). The goal of SETA's New Start Program is to assist CDCR with reducing prisoner recidivism and improving the reintegration of parolees in their home communities. This is achieved by enhancing the employability of parolees and their access to local employment opportunities upon release from prison. Services offered consist of in-depth, employment-related assessments, access to support services and training opportunities, job search, resume preparation, labor market information, and life skills workshops, as well as employment networking, job referrals, tax credits, employment incentives, bonding, and pre-employment/job retention services.

In addition to the New Start program, which targets parolees to the Sacramento region, SETA has received funding from CDCR and EDD to provide transitional employment services to inmates of Folsom Prison prior to release. SETA has assigned two staff to provide job search workshops and transition services to inmates who are within 90 days of their release date.

### **Veterans' Employment-Related Assistance Program (VEAP)**

In June, 2010 the Fresno County Workforce Investment Board (WIB), on behalf of a collaborative which includes Fresno City College, SETA, American River College (ARC) and PG&E, submitted a proposal to EDD for the Veterans Employment Assistance Program (VEAP) to create a training and employment pathway for veterans to focus on recently separated vets, which lead to jobs at PG&E and other utilities. The target job is Electric Power-Line Installer and Repairers, or utility line workers.

Under this initiative, SETA recruits, assesses, pre-screens, and enrolls 25 students for the PG&E Power Pathways program. SETA provides case management, supportive services, follow-up and retention services for the students while they participate in American River College's Utility Line Worker certificate program, a college-credited course offered at ARC.



Successful graduates will receive a PG&E Power Pathways Utility Line Worker Certificate upon completion of training. PG&E will hire qualified program graduates.

### **National Emergency Grant (NEG)**

In June 2010, SETA participated in a statewide application for National Emergency Grant (NEG) funds offered by the U.S. Department of Labor to provide 103 on-the-job training (OJT) opportunities to long-term unemployed dislocated workers. The funds are intended to temporarily expand employment-related service capacity at the state and local levels by providing time-limited funding assistance in response to significant dislocation events. The NEG funds were awarded to those areas of the country most severely impacted by the recession, with a focus on creating OJT opportunities for dislocated workers. Sacramento was one of twenty local areas to receive this funding.

Program participation requires that an individual meet the definition of a dislocated worker as defined by the WIA, have been laid off after January 1, 2008, and meet the definition of “prolonged unemployed.” For the purposes of California’s OJT NEG Project, “prolonged unemployed” refers to those dislocated workers who have been unemployed beyond 21.5 weeks. Under the NEG, local areas must grant priority of service to OJT NEG eligible participants as follows:

- First priority – Individuals not covered by Unemployment Insurance (UI) and unemployed for 99 weeks or longer after January 1, 2008. Individuals with the greatest barriers to employment receive priority of service.
- Second priority – Individuals who have been unemployed and/or receiving UI benefits and meet the definition of prolonged unemployed.
- Priority Exception - Veterans are to receive the highest priority of service among all OJT NEG eligible individuals regardless of length of unemployment due to dislocation.

Under the NEG, SETA is implementing the U.S. DOL approved Waiver of Section 101(31)(B) of the WIA, which permits up to 90 percent wage reimbursement to OJT employers. Reimbursement will be based on a sliding scale according to employer size.

### **CalWORKs**

The Workforce Investment Act requires that One-Stop partners contribute a share of the costs of the One-Stop System proportionate to the use of the system by individuals attributable to the partner program. Since 2003, SETA has entered into an agreement with the County of Sacramento, Department of Human Assistance (DHA) to provide One-Stop Services to CalWORKs customers. In the current fiscal year, DHA has contracted with SETA for \$3,700,000, based on the percentage of the customers served that receive CalWORKs and the total cost of the system.

In addition to providing core and intensive services to CalWORKs customers, the DHA one-stop share of cost contract has been used to provide wage subsidies and on-the-job training to CalWORKs recipients. In September 2010, the SETA Governing Board approved funding extensions for OJT providers, which included \$1,200,000 in funding from the Sacramento County Department of Human Assistance (DHA) to provide OJT opportunities to eligible CalWORKs recipients. These funds were added to WIA Adult

funds in the amount of \$400,000 to extend OJT services through June 30, 2010. These funds will provide wage subsidies and on-the-job-training to over 300 customers.

### **Disability Program Navigator (DPN) Initiative**

The DPN Initiative was established by the Social Security Administration and the Department of Labor to assist individuals with disabilities “navigate” through the challenges of seeking work and to better inform beneficiaries and others with disabilities about the work support programs available at the One-Stop Career Centers. This program allows SETA to focus on cultivating partners and strengthening the capacity of Career Center staff in providing services and support to job seekers with disabilities. As an approved Employment Network of the Social Security Administration’s Ticket to Work program, SETA offers employment and training services through the Sacramento Works Career Center (SWCC) system in collaboration with Crossroads Diversified’s Employment Services, EDD, the California Department of Rehabilitation, the Veterans Resource Center, the California Foundation for Independent Living Centers, and the Traumatic Brain Injury Network.

### **HealthForce Project and Nurse Education Initiative**

SETA will continue its partnership with the Los Rios Community College District in the administration of two healthcare training programs, the HealthForce project and the Nurse Education Initiative.

The HealthForce project provides customers the necessary skills to help them pursue careers in high growth healthcare sector jobs. The project builds on strong partnerships between regional healthcare providers, SETA, and the Los Rios organization. Special attention is focused on nursing, long-term care, high demand allied health jobs in ultrasound technology and medical laboratory technology, and assistance for incumbent workers to transition to computerized medical records.

The Nurse Education Initiative, also a partnership between SETA, Los Rios Community College District and major health care providers in the Sacramento region, expands the nursing programs at American River College and Sacramento City College by providing over 300 additional slots for nursing students. For the past five years, the Los Rios Community College District has contracted with SETA to ensure retention and success of the nursing students through conducting client eligibility, enrollment, case management, follow-up and JTA tracking services. These services will continue for the 2011 program year.

### **Talent Transfer Initiative**

SETA will continue its partnership with the Sacramento Sierra Building and Construction Trades Council and member organizations, Los Rios Community College District and other local training providers.

The Talent Transfer Initiative provides dislocated construction workers retraining and employment services to upgrade their skills and return to work in the construction or other related fields. Many of the identified participants required upgrade skills training to meet

the industry needs due to requirements of new energy efficiency legislation. Therefore, attention was focused on the attainment of energy efficiency certifications including Green Building Construction, Solar Photovoltaic, and water efficiency. The Talent Transfer Initiative continues until Spring 2011 to serve 70 participants.

### **Strategic Changes to Meet Performance Goals**

SETA was one of twelve local Learning labs that began implementation of the Integrated Service Delivery system in PY 2008-09 and submitted a local integration plan in 2008. As a Learning Lab, SETA continues to work to streamline services through the integration of multiple employment and training programs through the Sacramento Works One Stop Career Center system. These programs focus on providing services that are skill-based, universally accessible to all customers and meet the demands of the workforce as well as employers who depend on the availability of a competitive and skills workforce.

One of the early concepts that staff addressed in developing the Sacramento Works Learning Lab model was that of “All Means All” in making determinations of who should be enrolled into the JTA system. Although not fully embraced by SETA, this policy issue did drive the new integrated service delivery model in that an effort was made to enroll any customer who seemed engaged in career center activities and who was actively seeking employment. As the economic conditions began to falter in late 2008, the career center system continued to see greater numbers of job seekers than ever before. In FY 2009-10 Sacramento Works career centers saw a 65% increase (from 12,755 to 19,622) in the numbers of customers who completed an initial assessment and participated in a coaching session, all of these customers were enrolled into the JTA system. While the 2009-2010 Performance Measures for adults and dislocated workers were met, a new service strategy is currently being developed that will provide additional criteria for enrollment into staff-assisted services. While services will continue to be provided to all career center customers, efforts will be focused on those who visit a career center and receive services two or more times within a 30 day time period. Only those customers will be enrolled in staff assisted services. In addition, a more systematic approach to customer follow-up is being initiated to insure that customers continue to be engaged in the system, get the assistance they need and are successful in their job seeking efforts.

An additional challenge with the Learning Lab Model has been the documentation of Right to Work for eligibility determination. With the numbers of people that are being seen at the centers, SETA has moved to a document scanning system which electronically attaches scanned Right to Work documentation to the customer record within our tracking system. This system satisfies eligibility documentation requirements and does not require onerous workload increases for career center staff.

## **IV. WAIVERS**

On June 30, 2010, the DOL granted California approval of its request to extend its pre-existing statewide waivers and two new waivers through June 30, 2011. Continuing all pre-existing statewide waivers, SETA has implemented the following two new DOL approved waivers:

### **Increase in Employer Reimbursement for On-the-Job Training**

This approved waiver of Section 101(31)(B) of the WIA permits up to 90 percent wage reimbursement to OJT employers. Reimbursement will be based on a sliding scale according to the following employer size:

- Up to 90 percent of a participant's wage rate for an employer with 50 or fewer employees
- Up to 75 percent of a participant's wage rate for an employer with 51-250 employees
- Up to 50 percent of a participant's wage rate for an employer with more than 250 employees.

### **Use of Rapid Response Funds to Conduct Incumbent Worker Training (IWT) Activities**

This approved waiver of Section 134(a)(1)(A) of the WIA permits a portion of Rapid Response (RR) funds to be used for IWT activities. Under this waiver SETA will use up to 20 percent of its RR funds for IWT only as part of a lay-off strategy. Training delivered under this waiver will be restricted to skill attainment activities.

### **Pre-existing Statewide Waivers -**

The pre-existing statewide waivers include:

- **Eligibility of Training Providers** - The waiver of the time limit on the period of initial eligibility for the State's Eligible Training Provider List (ETPL) of vocational training providers. This waiver encourages broader participation on the ETPL and minimizes the management burden for the local areas.
- **Common Measures** - The waiver to permit the State to replace the 17 performance measures under WIA Section 136(b) with Department of Labor (DOL) Common Measures.
- **Incumbent Worker Training (IWT)** - The waiver to permit local areas to use up to 10% of their adult and dislocated worker funds for IWT as part of a lay-off aversion strategy. Training delivered under this waiver is restricted to skill attainment activities.
- **Customized Training** - The waiver of the required 50% employer contribution for customized training. This waiver permits the use of a sliding scale for the employer contribution based on the size of the business.
- **Transferability of Adult and Dislocated Worker Formula Funds** - The waiver to limit the allowable transfer amount between adult and dislocated worker funding streams to 50 percent.
- **Individual Training Accounts** - The waiver of the prohibition to use Individual Training Accounts (ITA) for older and out-of-school youth. This waiver offers youth

who are determined not to follow an academic track, and are instead focused on employment, to have the same advantages of ITAs as adults and dislocated workers.

- **Work Readiness Waiver for ARRA Summer Youth** – The waiver to permit the use of the work readiness indicator as the sole indicator of performance for youth co-enrolled in Temporary Assistance for Needy Families (TANF) Emergency Contingency Funds (ECF) and WIA funded summer employment activities. *This waiver was effective May 1, 2010 through September 30, 2010.*
- **Waiver to Provide Program Design Flexibility** – The waiver of the requirement to provide a minimum of 12 months follow-up services, to allow local areas to provide follow-up services as deemed appropriate for participants co-enrolled in TANF ECF and WIA funded youth programs. It also waives the requirement to provide objective assessment, and the requirement to develop an Individual Service Strategy (ISS), to allow local areas to provide an assessment or ISS as deemed appropriate for co-enrolled TANF ECF and WIA youth program participants. *This waiver was effective May 1, 2010 through September 30, 2010.*

## V. NEW/UPDATED POLICIES – ADULT

SETA has implemented the following, management-approved, new or updated policies/directives:

### **OJT Policies and Procedures/Contract Document/Reimbursement/Percentage to Employers – Revised**

The revision of this directive was issued to inform SWCC and OJT provider staff of changes implemented as a result of the DOL approved waiver allowing for sliding scale employer reimbursements, as well as defining eligibility criteria for the NEG and CalWORKs OJT programs.

### **Virtual One Stop System (VOS) Staff-Assisted Employer Registration Process - New**

This directive was issued to provide step-by-step instructions on the newly developed Sacramento Works Staff-Assisted Employer Registration Process that has been developed for use in conjunction with the VOS. The directive also provides instruction to staff on how to enter a job order for employers.

### **Financial Assistance Award - Revised**

This revised directive consolidates procedures for the provision of training, support services and incentives in a single policy document. The revision includes a summary of the types of financial assistance available, required documents, and established limits.

### **Eligibility or Demographic Data Collection and Criteria - Revised**

The revision of this directive was issued to provide SWCC and provider staff additional eligibility, data collection, and documentation verification guidance for adults and dislocated enrolled in the NEG and CalWORKs OJT programs.

### **Guidelines for Scanning Right-to-Work (RTW) Documents - New**

This directive was issued in response to the State Directive #WSD09-18 dated June 17, 2010. The intent of the State's Directive was to provide guidance regarding the scanning of Right-to-Work (RTW) documents to all Learning Labs to ensure that they are retaining hard or scanned electronic copies of all required RTW documentation. SETA's directive reiterates and refines the scanning processes followed by SWCC and provider staff to ensure the following:

- Projection of customers' personal information
- RTW documents are scanned to the correct customer files
- Ease of locating scanned electronic RTW documents in the event of an audit
- Reduction of wait time for customers at intake
- Reduction of unnecessary scanning of RTW documents

## **VI. SERVICE DELIVERY CHANGES**

In early 2010, SETA and Sacramento Works, Inc purchased the Virtual One Stop System (VOS) which is an internet based, electronic one stop career center system. This system will replace SMARTware, the current tracking system used by the Sacramento Works system. The VOS system will be rolled out in two phases. Phase I began in October of 2010 with the launch of Jobs.sacramentoworks.org. This website allows both job seekers the ability to log into the system, register, assistance with identifying their skills and abilities, and complete a customized resume. With the assistance of Employer Services staff, Employers can list their open job orders and access resumes from qualified job seekers. The system also offers the capability of "spidering" national job banks, employer websites and public and private sector job boards and making this information available to our customers in one location! Phase II of the VOS system will begin in early February with staff training being conducted through the month of January. This phase will include all customer tracking and case management modules.

## **VII. YOUTH PROGRAM SERVICES**

### **Sacramento Regional Green Job Corps**

In July 2009 SETA received funding to coordinate the Sacramento Regional Green Jobs Corps throughout the Sacramento region. As a part of this program at-risk youth were engaged in training and employment in the green jobs sector, learned about environmental stewardship, and participated in community service projects. SETA and the regional LWIA partners exceeded the goals and provided Green Jobs Corps services to 160 youth in the Sacramento region.

### **CalGRIP Program**

In 2007, Governor Schwarzenegger created the Governor's Gang Reduction Intervention and Prevention (CalGRIP) Initiative. Under the CalGRIP initiative, funding was allocated in two funding streams – one focusing on local municipalities and one focusing on local workforce areas. The City of Sacramento applied for and received CalGRIP funding, partnering with SETA to provide employment services and access to social services. The

City's CalGRIP program became operational in November 2009 targeting youth released from local probation facilities providing "re-entry" services to re-engage youth prevention and intervention strategies including job training, supportive services, education and employment services. SETA provides wrap-around employment and education services coupled with mental health and substance abuse counseling to the youth enrolled in the CalGRIP program.

### **Sacramento Safe Community Partnership (SSCP)**

In October 2010, SETA received WIA 15% CalGRIP funds to partner with the City of Sacramento Police Department and Area Congregations Together (ACT) to develop and implement the City of Sacramento's Safe Community Partnership strategy using the City of Boston's Operation Ceasefire model. The SSCP is an evidenced-based community and law-enforcement driven concept that encourages youth to step away from violence by providing successful alternatives. SETA coordinates the procurement and delivery of most of the direct services of the initiative including training, employment services and case management; Street Outreach; mentoring and life coaching; and substance abuse and mental health counseling.

### **Youth Program Procurement**

The Sacramento Works Youth Council began the public planning process for the procurement of the next 5-year contracting cycle of WIA Youth services in the fall of 2010. The meetings have included overviews of various Youth Council initiatives, options for new strategies, and input from the community on what could be incorporated into the WIA youth program service model:

- **Youth-related Green Strategies** – Continuation of the Green Job Corps model, which expands youths' awareness of the green economy and provides training in appropriate technical, construction and other skilled jobs in eco-friendly industries.
- **Career Pathways** – Integration of career pathways into the WIA Youth program. During the summer programs of 2009 and 2010, SETA, in partnership with Sacramento City U.S.D., San Juan U.S.D., Sacramento City College and American River College implemented a very successful Career Pathways pilot program. High school juniors and seniors participated in a six-week summer community college "camp" focusing on several career pathways including human services/teaching, culinary, construction, and administrative career pathways. Students participated in community college classroom instruction and work experience in the targeted career pathway. The goal was to prepare youth for part-time employment while attending college or other advanced training pursuing a targeted career pathway.
- **Service Learning:** Integration of service learning into the WIA Youth program. Service learning is a teaching strategy that integrates meaningful community service with instruction and reflection to enrich the learning experience, teach civic responsibility, and strengthen communities. To further explore this concept, SETA sponsored a training of WIA youth providers and SETA staff in Service Learning. For the next WIA youth procurement, SETA staff is proposing to integrate the Service

Learning concept into the WIA Youth Program design. The key elements in service learning, which are complimentary to the WIA program elements are:

1. Integrated Learning
  2. High Quality Service
  3. Collaboration
  4. Youth Voice
  5. Civic Responsibility
  6. Reflection
  7. Evaluation and Celebration
- **Targeting Services to high risk youth** – SETA and the Youth Council currently partner with the City of Sacramento in the implantation of the Safe Community Partnership targeting services to youth engaged in violence and gang lifestyles. This initiative is currently being supported by three grants from the State of California and the U.S. Department of Justice. Recent data reviewed by the Youth Council indicates an ongoing need to address services to “higher-risk” youth including court-involved youth, youth offenders, homeless youth and former foster youth.

The planning process concluded in December 2010 with an expected Release of Proposals for WIA Youth Services in February 2011.

## **VIII. NEW POLICIES/DIRECTIVES - YOUTH**

### **Youth Services – Administration and Documentation of Basic Skills Assessment**

This directive identifies the appropriate administration and documentation of basic skills assessments for youth services. The directive defines the following approved assessment process:

- The same assessment tool is used for pre- and post-tests
- Appraisal tests may not be used as a pre-test
- A separate post-test must be administered within one year of the first program service
- Appropriate documentation of the pre- and post-test is entered into the JTA system complying with the correct data fields as identified in the JTA handbook.



## 2010-11 WIA PLAN SUMMARY

### **Background:**

The Sacramento Employment and Training Agency (SETA) submitted the initial Workforce Investment Area Strategic Plan in December, 1999, effective July 1, 2000 for Fiscal Year 2000-2001. The plan has been updated annually for the past eleven years. This year's WIA Plan Summary addresses significant changes that have been implemented or are planned for implementation during the current Fiscal Year (FY 2010-2011).

*The WIA PY 2010-11 Plan Summary includes:*

- Local economic conditions, workforce intelligence, and green jobs forecast.
- A summary of the Sacramento Works, Inc. Strategic Plan goals, objectives and outcomes
- The identification of viable critical occupation clusters through analysis of current workforce intelligence and labor market information.
- Green Workforce Initiatives and partnerships focused on providing un/underemployed individuals (and other targeted populations), with entry-level or advanced training that will prepare them for competitive Green Jobs.
- The California New Start Project, which establishes a partnership between the Sacramento Works One-Stop Career Centers (SWCCs) and the CA State Department of Corrections and Rehabilitation (CDCR), to eliminate recidivism while improving opportunities for the reintegration of parolees.
- The Veterans' Employment-Related Assistance Program (VEAP), which establishes a partnership between SETA, PG&E's Power Pathways program and the Los Rios Community College District to create a training and employment pathway for recently separated veterans, leading to jobs at PG&E and other utility companies.
- The National Emergency Grant (NEG), a one-time ARRA-funded program that provides OJT opportunities for "prolonged unemployed" dislocated workers.
- CalWORKs funding, continuing a partnership between SETA and Sacramento County Department of Human Assistance (DHA) to provide OJT opportunities to eligible CalWORKs recipients.
- The Disability Program Navigator (DPN) Initiative, wherein SETA continues to focus on cultivating partners and strengthening the staff capacity at the SWCCs in providing services and support to job seekers with disabilities.
- Healthcare Initiatives, continuing the partnership between SETA and the Los Rios Community College District in providing customers the necessary skills to help them pursue careers in high growth healthcare sector jobs.
- Strategic changes implemented by SETA to its Integrated Service Delivery model.

- Plans for implementation of Waivers to the Workforce Investment Act which have been approved by the U.S. Department of Labor, including
  - Increase in Employer Reimbursement for On-the-Job Training
  - Incumbent Worker Training
  - Description of pre-existing statewide waivers
- New and/or Updated Policies
  - OJT Policies and Procedures/Contract Document/Reimbursement Percentage to Employers
  - Virtual One-Stop System (VOS) Staff-Assisted Employer Registration Process
  - Financial Assistance Award
  - Eligibility and Data Collection
  - Guidelines for Scanning Right-to-Work (RTW) Documents
- Service delivery changes replacing SMARTware, the automated tracking system used by the SWCC system, with Geographic Solutions Virtual One-Stop (VOS), a state-of-the-art internet-based, electronic one-stop career center system.
- Youth Programs and Services
  - Sacramento Regional Green Jobs Corps
  - CalGRIP and the Sacramento Safe Community Partnership (SSCP)
  - Youth Program Procurement
  - New and/or Updated Policies

**I. LOCAL ECONOMIC CONDITIONS, WORKFORCE INTELLIGENCE, AND GREEN JOBS FORECAST -**

Data from the Employment Development Department (EDD) demonstrates that Sacramento County's unemployment rate peaked at 13.1 percent in March 2010 with 90,100 unemployed in a labor force of 688,500. EDD's most recent data shows that Sacramento County had an unemployment rate of 12.8 percent as of November 2010. The County's average job growth rates have trailed national and state averages, and the County continues to experience negative job growth in major labor sectors. However, forecasts for 2011 indicate that the local workforce will continue to improve and 4 of the largest sectors will reach positive job growth in the 2011 third quarter.

Third quarter (2010) data from the Center for Strategic Economic Research (CSER) indicates that the regional job loss rate will continue to improve during 2011. The most significant gains will occur in the third quarter of 2011. CSER's Sacramento Region Business Forecast shows the Sacramento area experiencing an average annual job growth rate of -2 percent over the 12 month period ending in September 2011. Although this growth

rate reflects an average loss of 17,000 jobs, it constitutes an improvement over the past 12 months. Between December 2009 and November 2010, the region experienced an annual job growth rate of -2.7 percent, constituting 22,900 lost jobs.

The forecast also indicates that job growth will improve for 8 of Sacramento County's 11 largest job sectors. The data shows that the Manufacturing, Construction, Financial Activities, and Education and Health Services sectors will reach positive job growth in the 2011 4<sup>th</sup> Quarter. Construction, Manufacturing and Business and Professional sectors will experience the most significant gains in 2011. Despite these short-term gains, long-term workforce conditions remain uncertain for Sacramento County because government job growth continues to recover at a low rate. As the region's largest employer, public sector employment is strongly linked to overall economic improvement. Broader economic growth would benefit the sectors with slower job growth.

Although recent economic conditions resulted in layoffs and business closures, budget cuts, and housing foreclosures, SETA is working to create new opportunities for job seekers and innovative business strategies that will prepare a strong workforce and a promising future for the Sacramento region. Together with business, labor, education, and community-based organizations, SETA is making significant investments in training and employment services to develop and match the skills of the workforce to meet the demand for jobs with a positive outlook.

**Green Jobs Forecast:**

Sacramento consistently led California in green job growth for the last decade. State and local policies and a focused effort by leaders in business, labor, education, and government will lead to greater investment in green jobs in the future. By adopting green growth policies and investing in infrastructure to implement those policies early, Sacramento remains well-positioned to lead California's future green economy.

Between 1995 and 2008, green jobs grew by 87 percent in Sacramento. During the same period, the region increased its air and environmental quality jobs by 157 percent. Sacramento also experienced a 141 percent growth in energy production jobs

In addition to increasing its green workforce, the region also invested in green infrastructure and served as a hub for environmentally-friendly consumerism. In 2009, the Natural Resources Defense Council (NRDC) ranked Sacramento in its top ten for green building, energy production and conservation and environmental standards and participation. The Nielsen Company ranked Sacramento in its top ten markets with residents most likely to participate in green energy programs.

AB 32 (California's Global Warming Solutions Act of 2006) requires the state to reduce its greenhouse emissions by 30 percent before 2020. In 2010, the California Air Resources Board (CARB) estimated that AB 32 will create 10,000 new jobs in California over the next decade. AB 32 implementation will require significant local investment in green technology to ensure that the Sacramento continues to meet mandates included in the measure.

Sacramento's public private and non-profit entities are taking steps to ensure that the region's green job market maintains its competitive edge. The Sacramento Municipal Utility District (SMUD) is in the process of installing digital smart meters. The meters automatically transmit energy use information wirelessly and will allow consumers to observe and control their energy use on an hourly, daily and monthly basis. SMUD anticipates that this new Smart Grid will encourage the growth of energy-efficient manufacturing and consumerism. Smart meter installation will support job growth by creating an energy infrastructure that requires green-tech trained utility workers. In January, 2011, SETA recruited and screened applicants for Utility Partners of America (UPA), the company that SMUD selected to install SMARTmeters and is funding a combination of classroom and on-the-job-training for up to 30 new hires at UPA.

Sacramento's green-tech workers will also benefit from the region's growing reputation as a global destination for green manufacturing. Several companies have announced plans to open new plants in the Sacramento area. Japanese machine-tool maker Mori Seiki has plans to open a plant in Davis employing 150 people. The German solar energy company, Mounting Systems, is establishing its North American headquarters in West Sacramento in January and will employ at least 100 workers. ErgSol is scouting locations for a thermal collection plant in Sacramento, and is projecting to employ 800 workers at peak production. Sacramento Works has provide recruitment, screening and training incentives to a wide range of clean energy technology employers in the last year, including Beutler Corporation, N Solar, Inc., Siemans Corporation, OPDE, Solar Power, Inc., and ZETA Homes.

## **II. UPDATE ON SACRAMENTO WORKS STRATEGIC PLAN**

At the Sacramento Works, Inc. Board Retreat, the board developed three strategic goals:

1. Support regional employers' efforts to hire, train and transition employees by enhancing and communicating the availability and value of Sacramento Work Business Services.
2. To prepare customers for viable employment and career pathways in the region by improving and enhancing the services provided through the Sacramento Works Career Center system.
3. Prepare youth to thrive and succeed in the regional workforce by providing relevant work readiness and employment programs and engaging regional employers and academia.

Each of the Sacramento Work's, Inc. Committees (Employer Outreach, Planning/ Oversight, and Youth Council) reviewed and approved the goal, strategies, planned activities, outputs and outcomes developed by their committees. The detail on the strategies, activities, outputs and outcomes is attached to the plan summary.

## **III. CRITICAL OCCUPATIONAL CLUSTERS -**

Each year the Sacramento Works, Inc. (SWI) Board reviews the labor market projections of employment provided by the Employment Development Department's Labor Market Information Division, the Center of Excellence at Los Rios Community College District,

EMSI, Inc., and the Center for Strategic Economic Research to update the occupational content of the regional Critical Occupational Clusters list. This list provides guidance to job seekers and customers utilizing the SWCC system in their search for long-term, career oriented employment in the region. In addition, it provides education and training agencies, as well as local employers with information on occupations that will provide the best employment opportunities in the region. The list also assists SWCC staff in identifying relevant training programs for those demand occupations that will, in turn, provide customers with scholarship training opportunities. Labor Market forecast information is made available to the public through CareerGPS.com, a website developed by Sacramento Works and LEED Sacramento, which includes current, detailed information about which jobs are in high demand in the Sacramento Region, how much they pay, what type of education or training is recommended, and where you can go to get it.

In FY 2009-10, the SWI recognized nine critical occupational clusters. In addition, the Board recognized that the clean energy/green jobs cluster is growing in the region and approved prioritizing training for green jobs in the workforce plan. At this point in time, Green occupations are not separated out into a separate occupational cluster, but are represented in each of the following nine identified clusters recommended for approval for FY 2010-11:

#### **Administrative and Support Services**

The Administrative and Support Services occupational cluster is comprised occupations directly related to office administration, clerical support, and finance and insurance, occupations that provide a wide variety of support-related activities and services, including firefighting and investigation and security related occupations,

- Locally, for the occupations included in this cluster, an increase of more than 44,800 jobs due to absolute job growth and more than 36,000 jobs due to replacement need are projected between 2010 and 2015.

#### **Architecture and Engineering**

The Architecture and Engineering occupational cluster is comprised of occupations involved primarily in planning and designing residential, institutional, leisure, commercial, and industrial buildings and structures by applying knowledge of design, construction procedures, zoning regulations, building codes, and building materials.

- Locally, for the occupations included in this cluster, an increase of approximately 1,345 jobs due to absolute job growth and approximately 1,000 jobs due to replacement need are projected between 2010 and 2015.

#### **Construction**

The Construction occupational cluster is primarily comprised of occupations involved in the construction of buildings. Also included in this group are specialty trade contractors (e.g. Electricians, Painters, Carpet Installers, etc.), Cabinetmakers, Construction and Building Inspectors, Cost Estimators, and Welders.

- Locally, for the occupations included in this cluster, an increase of more than 8,400 jobs due to absolute job growth and nearly 4,400 jobs due to replacement need are projected between 2010 and 2015.

### **Healthcare and Supports**

The Healthcare and Support Services occupational cluster is comprised of occupations employed by hospitals, nursing and residential care facilities, physician's offices, dental offices, outpatient care centers, and medical/diagnostic laboratories. This group also includes biomedical and health related businesses.

- Locally, for the occupations included in this cluster, an increase of approximately 11,380 jobs due to absolute job growth and more than 5,225 jobs due to replacement need are projected between 2010 and 2015.

### **Human Services**

The Human Services occupational cluster is primarily supportive, developmental, or educational related occupations that are designed to enhance the quality of life and well-being of people and communities. Needs addressed by Human Services related occupations include, but are not limited to: personal health (both physical and mental), social relations, and maintaining or growing personal or community capacity (such as child care, education, disabilities, aging, etc). This group also includes recreation related occupations.

- Locally, for the occupations included in this cluster, an increase of more than 1,775 jobs due to absolute job growth and more than 1,500 jobs due to replacement need are projected between 2010 and 2015.

### **Information Technology**

The Information Technology occupational cluster is comprised of occupations involved in the design, production, and administration of computer hardware and software systems and networks. As with Administrative and Support Services and Clean Energy Technology related occupations, many of the occupations in this category are employed, to some degree, across most industries.

- Locally, for the occupations included in this cluster, an increase of approximately 4,330 jobs due to absolute job growth and more than 2,800 jobs due to replacement need are projected between 2010 and 2015.

### **Installation, Maintenance, and Repair**

The Installation, Maintenance, and Repair occupational cluster is primarily comprised of occupations involved in restoring machinery, equipment, and other products to working order as well as occupations that typically provide general or routine maintenance or service on products to ensure that they work efficiently and to prevent breakdown and unnecessary repairs.

- Locally, for the occupations included in this cluster, an increase of more than 2,225 jobs due to absolute job growth and more than 2,135 jobs due to replacement need are projected between 2010 and 2015.

### **Tourism and Hospitality**

The Tourism and Hospitality occupational cluster is primarily comprised of occupations involved in providing accommodations and food service related activities as well as occupations providing customer service, recreation, and entertainment related activities.

- Locally, for the occupations included in this cluster, an increase of more than 2,640 jobs due to absolute job growth and more than 2,300 jobs due to replacement need are projected between 2010 and 2015.

### **Transportation and Production**

The Transportation and Production occupational cluster is comprised of a diverse group of occupations directly related to the actual manufacturing and/or production of goods, as well as the manufacturing of industrial machinery, recycling, and green energy manufacturing efforts. Also included in this category are occupations related to the storage, distribution, and transportation of manufactured goods.

- Locally, for the occupations included in this cluster, an increase of more than 7,990 jobs due to absolute job growth and approximately 9,690 jobs due to replacement need are projected between 2010 and 2015.

## **IV. STRATEGIC CHANGES -**

### **Green Initiatives – Partnerships and Planning Initiatives focusing on the Growth of Clean Energy Technology**

The Sacramento region has been developing a Clean Energy Sector Strategy since 2006, when the Sacramento Metropolitan Chamber of Commerce, Valley Vision, and the Sacramento Area Commerce and Trade Organization initiated Partnerships for Prosperity (PFP). PFP's mission to unite organizations and jurisdictions in the creation of a new and shared economic development strategy for the region was launched by establishing a foundation for coordinated research and action by which the Partnership could evaluate progress on existing initiatives and discuss how to maximize efforts moving forward for the good of the Sacramento Region.

One of the action teams formed out of the Partnership for Prosperity was the Green Capital Alliance. The Green Capital Alliance includes utilities, education, employers, government, workforce and economic development organizations and other community leaders who meet regularly to identify and act on tactics to support the growth of clean energy and green jobs in the region. The Green Capital Alliance acts as the Green Employer Council for SETA's Clean Energy Workforce Training Programs and has accepted the increasingly important role of creating markets for local clean energy products, and identifying sources of energy cost savings.

By sharing knowledge, advocating new policies, and promoting business development, the GCA, on behalf of the Sacramento region, has been able to leverage the vast capabilities and resources of the region's clean energy intelligence and expertise. Because of the work of the

GCA and the partnership between SETA/Sacramento Works, Valley Vision, SACTO's Center for Strategic Economic Research and Los Rios Community College District's Center of Excellence, SETA was awarded a Regional Industry Cluster of Opportunity Planning grant for the clean energy technology sector. The grant awarded funds for research and planning which resulted in a broad-based community planning effort supported by Congresswoman Doris Matsui and Mayor Kevin Johnson and an action plan for continuing to support growth of the sector in the region, make Sacramento's growing technology sector a defining feature of the economy, and make the six-county region a leader in sustainability.

The Center for Strategic Economic Research and the Center for Excellence conducted extensive background research of the clean energy technology sector to assess the nature and economic conditions relevant to the Sacramento Region. As the convener of the Green Capital Alliance, Valley Vision facilitated the priority setting process, facilitated a series of stakeholder meetings, CEO Roundtables, focus groups and individual meetings with clean energy employers to develop prioritized strategies and an action plan.

As a result research funded by the grant, the Center for Strategic Economic Research reports that between 2008 and December of 2010, the clean energy cluster grew 121%, and the number of clean energy technology increased to 206 with a reported \$846 million in sales.

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

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

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

#### **Summary of Clean Energy Workforce Training Programs**

##### **1. Sacramento Green Building Retraining Initiative (SGBR) -**



This partnership – targeting 200 unemployed and underemployed workers, dislocated construction workers and veterans in El Dorado, Placer, Yolo and Sacramento Counties and retrains them with green building skills. Training partners include the Sacramento Area Electrical Training Center, the Sacramento Valley Sheet Metal Workers Apprenticeship Training program, American River College and Build It Green.

This Initiative enhances the skill-set increase access to green building construction employment opportunities, increasing the number of qualified workers in green building and energy efficiency construction work.

- 2. Sacramento Region Green Building Pre-Apprenticeship Training Partnership -** The Sacramento Region Green Building Pre-Apprenticeship Training Partnership program provides classroom and hands-on skill training to 200 adults 18 years of age or older who are unemployed, underemployed and new workforce entrants in Sacramento, Yolo, Placer, and El Dorado counties. SETA’s primary training partners in this initiative are:

- American River College
- Cosumnes River College
- Sacramento Area Electrical Training Center (NECA-IBEW Local 340)
- Beutler Corporation

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

- Pre-Apprenticeship Training Certificate
- Green Building Pre-Apprenticeship Training Certificate
- Pre-Apprenticeship Training Green Building Certificate
- Weatherization Technician Certificate
- Home Energy Audit Certificate
- Pre-Apprenticeship Construction Training Certificate

- 3. Alternative Vehicle and Fuels Clean Energy Workforce Training -**

The Alternative Vehicle and Fuel Workforce Training Program implemented a sector strategy to address the regions’ emerging clean energy workforce needs in the area of alternative vehicles and fuel technology. Training is provided by American River College (ARC). ARC has for the past three years actively developed clean and green transportation programs including the first Clean/Green Diesel program in California and the first Alternative Fuel and Vehicles program in Northern California, Located the Sacramento Regional Transportation Center at the former Mather Air Base in partnership with the SETA, public and private agencies, employers, vehicle manufacturers, and the Sacramento County Office of Education. Training will be provided to 96 incumbent workers and 50 unemployed adults and dislocated workers.

Employers involved in the development of this center, and the college programs in alternative vehicles and fuels, include Operating Engineers Local #3, Sacramento

Municipal Utility District, PG&E, Rapid Transit, the Central Valley New Car Dealers Association (representing 76 regional automotive dealers), Granite Construction, Teichert Construction, and the California Department of Transportation.

**4. State Energy Sector Partnership and Training Grant**

The State Energy Sector Partnership and Training Grant expands and continues the partnerships established under the Clean Energy Workforce Training Program (CEWTP). Through this initiative, the following training opportunities will be available to customers:

- **Cosumnes River College (CRC)** will train 50 students in Home Energy Auditing and Weatherization and for HERS Rater and Building Performance Institute (BPI) certification. The courses will prepare students for employment as Weatherization Technicians and Home Energy Auditors in the residential Green Building industry.
- **American River College (ARC)** will train 50 students in Solar Technology (installer), Solar System Design, Estimation, and Sales. This program will prepare students for employment as Solar Installers, Solar Technicians and Solar Sales.
- **Sacramento Area Electrical Training Center (NECA-IBEW Local 340)** offers a Pre-Apprenticeship Construction Training (PACT) focuses on emerging work in clean energy such as photovoltaic (PV), solar energy, geo-thermal energy, wind power and sustainability.

Additional components of this sector initiative are:

- A partnership with the Sacramento Municipal District's (SMUD) Energy and Technology Center (E&TC), which promotes energy efficiency, renewable energy, and safe energy usage, products and processes. The E&TC will provide training that will lead to a Certified Green Building Professional (CGBP) certificate and BPI certifications.
- A partnership with Build It Green, CalCERTS and CBPCA to provide upgrade training to allow current HERS raters to attain the new HERS II level certification. Build It Green, CalCERTS and CBPCA adhere to the California Energy Commission's process for certifying HERS raters who perform third-party inspections.

SETA has contracted with the following organizations for job creation/business development efforts in the clean energy sector:

- **Sacramento Area Regional Technology Alliance (SARTA)** provides early-stage and emerging-growth clean tech companies in the Sacramento region with mentoring and service support to guide their program development; create a directory of clean tech companies; and, facilitate regular CEO-level meetings among the clean tech companies for confidential peer-to-peer support and guidance. .
- **Valley Vision and the Green Capital Alliance** will research existing standards for PV modules and how they were adopted, research studies that have already been conducted to support the adoption of those standards, conduct an analysis of what is

still necessary, and develop recommendations on a process and the resources needed to adopt performance and life standards for solar PV modules.

### **The California New Start Initiative**

In 2007, the Public Safety and Offender Rehabilitation Services Act of 2007 (Assembly Bill 900) was enacted to reform California's prison system by reducing prison overcrowding and increasing rehabilitative programming. Among its provisions, AB 900 required CDCR to develop an Inmate Treatment and Prison-to-Employment Plan. Developing a successful transition from prison to employment and expanding educational and vocational programs for inmates are a high priority of correctional system reform envisioned under AB 900. By focusing on the needs of offenders both in prison and as they transition back to the community, SETA/Sacramento Works is improving each offender's chance of success.

SETA's New Start Program is a partnership between the California Department of Corrections and Rehabilitation (CDCR), along with five Sacramento Works Career Centers (Lemon Hill Career Center, South County Career Center, Mark Sanders Career Center, Greater Sacramento Urban League and Broadway Career Center). The goal of SETA's New Start Program is to assist CDCR with reducing prisoner recidivism and improving the reintegration of parolees in their home communities. This is achieved by enhancing the employability of parolees and their access to local employment opportunities upon release from prison. Services offered consist of in-depth, employment-related assessments, access to support services and training opportunities, job search, resume preparation, labor market information, and life skills workshops, as well as employment networking, job referrals, tax credits, employment incentives, bonding, and pre-employment/job retention services.

In addition to the New Start program, which targets parolees to the Sacramento region, SETA has received funding from CDCR and EDD to provide transitional employment services to inmates of Folsom Prison prior to release. SETA has assigned two staff to provide job search workshops and transition services to inmates who are within 90 days of their release date.

### **Veterans' Employment-Related Assistance Program (VEAP)**

In June, 2010 the Fresno County Workforce Investment Board (WIB), on behalf of a collaborative which includes Fresno City College, SETA, American River College (ARC) and PG&E, submitted a proposal to EDD for the Veterans Employment Assistance Program (VEAP) to create a training and employment pathway for veterans to focus on recently separated vets, which lead to jobs at PG&E and other utilities. The target job is Electric Power-Line Installer and Repairers, or utility line workers.

Under this initiative, SETA recruits, assesses, pre-screens, and enrolls 25 students for the PG&E Power Pathways program. SETA provides case management, supportive services, follow-up and retention services for the students while they participate in American River College's Utility Line Worker certificate program, a college-credited course offered at ARC. Successful graduates will receive a PG&E Power Pathways Utility Line Worker Certificate upon completion of training. PG&E will hire qualified program graduates.

### **National Emergency Grant (NEG)**

In June 2010, SETA participated in a statewide application for National Emergency Grant (NEG) funds offered by the U.S. Department of Labor to provide 103 on-the-job training (OJT) opportunities to long-term unemployed dislocated workers. The funds are intended to temporarily expand employment-related service capacity at the state and local levels by providing time-limited funding assistance in response to significant dislocation events. The NEG funds were awarded to those areas of the country most severely impacted by the recession, with a focus on creating OJT opportunities for dislocated workers. Sacramento was one of twenty local areas to receive this funding.

Program participation requires that an individual meet the definition of a dislocated worker as defined by the WIA, have been laid off after January 1, 2008, and meet the definition of “prolonged unemployed.” For the purposes of California’s OJT NEG Project, “prolonged unemployed” refers to those dislocated workers who have been unemployed beyond 21.5 weeks. Under the NEG, local areas must grant priority of service to OJT NEG eligible participants as follows:

- First priority – Individuals not covered by Unemployment Insurance (UI) and unemployed for 99 weeks or longer after January 1, 2008. Individuals with the greatest barriers to employment receive priority of service.
- Second priority – Individuals who have been unemployed and/or receiving UI benefits and meet the definition of prolonged unemployed.
- Priority Exception - Veterans are to receive the highest priority of service among all OJT NEG eligible individuals regardless of length of unemployment due to dislocation.

Under the NEG, SETA is implementing the U.S. DOL approved Waiver of Section 101(31)(B) of the WIA, which permits up to 90 percent wage reimbursement to OJT employers. Reimbursement will be based on a sliding scale according to employer size.

### **CalWORKs**

The Workforce Investment Act requires that One-Stop partners contribute a share of the costs of the One-Stop System proportionate to the use of the system by individuals attributable to the partner program. Since 2003, SETA has entered into an agreement with the County of Sacramento, Department of Human Assistance (DHA) to provide One-Stop Services to CalWORKs customers. In the current fiscal year, DHA has contracted with SETA for \$3,700,000, based on the percentage of the customers served that receive CalWORKs and the total cost of the system.

In addition to providing core and intensive services to CalWORKs customers, the DHA one-stop share of cost contract has been used to provide wage subsidies and on-the-job training to CalWORKs recipients. In September 2010, the SETA Governing Board approved funding extensions for OJT providers, which included \$1,200,000 in funding from the Sacramento County Department of Human Assistance (DHA) to provide OJT opportunities to eligible CalWORKs recipients. These funds were added to WIA Adult

funds in the amount of \$400,000 to extend OJT services through June 30, 2010. These funds will provide wage subsidies and on-the-job-training to over 300 customers.

### **Disability Program Navigator (DPN) Initiative**

The DPN Initiative was established by the Social Security Administration and the Department of Labor to assist individuals with disabilities “navigate” through the challenges of seeking work and to better inform beneficiaries and others with disabilities about the work support programs available at the One-Stop Career Centers. This program allows SETA to focus on cultivating partners and strengthening the capacity of Career Center staff in providing services and support to job seekers with disabilities. As an approved Employment Network of the Social Security Administration’s Ticket to Work program, SETA offers employment and training services through the Sacramento Works Career Center (SWCC) system in collaboration with Crossroads Diversified’s Employment Services, EDD, the California Department of Rehabilitation, the Veterans Resource Center, the California Foundation for Independent Living Centers, and the Traumatic Brain Injury Network.

### **HealthForce Project and Nurse Education Initiative**

SETA will continue its partnership with the Los Rios Community College District in the administration of two healthcare training programs, the HealthForce project and the Nurse Education Initiative.

The HealthForce project provides customers the necessary skills to help them pursue careers in high growth healthcare sector jobs. The project builds on strong partnerships between regional healthcare providers, SETA, and the Los Rios organization. Special attention is focused on nursing, long-term care, high demand allied health jobs in ultrasound technology and medical laboratory technology, and assistance for incumbent workers to transition to computerized medical records.

The Nurse Education Initiative, also a partnership between SETA, Los Rios Community College District and major health care providers in the Sacramento region, expands the nursing programs at American River College and Sacramento City College by providing over 300 additional slots for nursing students. For the past five years, the Los Rios Community College District has contracted with SETA to ensure retention and success of the nursing students through conducting client eligibility, enrollment, case management, follow-up and JTA tracking services. These services will continue for the 2011 program year.

### **Strategic Changes to Meet Performance Goals**

SETA was one of twelve local Learning labs that began implementation of the Integrated Service Delivery system in PY 2008-09 and submitted a local integration plan in 2008. As a Learning Lab, SETA continues to work to streamline services through the integration of multiple employment and training programs through the Sacramento Works One Stop Career Center system. These programs focus on providing services that are skill-based, universally accessible to all customers and meet the demands of the workforce as well as employers who depend on the availability of a competitive and skills workforce.

One of the early concepts that staff addressed in developing the Sacramento Works Learning Lab model was that of “All Means All” in making determinations of who should be enrolled into the JTA system. Although not fully embraced by SETA, this policy issue did drive the new integrated service delivery model in that an effort was made to enroll any customer who seemed engaged in career center activities and who was actively seeking employment. As the economic conditions began to falter in late 2008, the career center system continued to see greater numbers of job seekers than ever before. In FY 2009-10 Sacramento Works career centers saw a 65% increase (from 12,755 to 19,622) in the numbers of customers who completed an initial assessment and participated in a coaching session, all of these customers were enrolled into the JTA system. While the 2009-2010 Performance Measures for adults and dislocated workers were met, a new service strategy is currently being developed that will provide additional criteria for enrollment into staff-assisted services. While services will continue to be provided to all career center customers, efforts will be focused on those who visit a career center and receive services two or more times within a 30 day time period. Only those customers will be enrolled in staff assisted services. In addition, a more systematic approach to customer follow-up is being initiated to insure that customers continue to be engaged in the system, get the assistance they need and are successful in their job seeking efforts.

An additional challenge with the Learning Lab Model has been the documentation of Right to Work for eligibility determination. With the numbers of people that are being seen at the centers, SETA has moved to a document scanning system which electronically attaches scanned Right to Work documentation to the customer record within our tracking system. This system satisfies eligibility documentation requirements and does not require onerous workload increases for career center staff.

#### **IV. WAIVERS**

On June 30, 2010, the DOL granted California approval of its request to extend its pre-existing statewide waivers and two new waivers through June 30, 2011. Continuing all pre-existing statewide waivers, SETA has implemented the following two new DOL approved waivers:

##### **Increase in Employer Reimbursement for On-the-Job Training**

This approved waiver of Section 101(31)(B) of the WIA permits up to 90 percent wage reimbursement to OJT employers. Reimbursement will be based on a sliding scale according to the following employer size:

- Up to 90 percent of a participant’s wage rate for an employer with 50 or fewer employees
- Up to 75 percent of a participant’s wage rate for an employer with 51-250 employees
- Up to 50 percent of a participant’s wage rate for an employer with more than 250 employees.

## **Use of Rapid Response Funds to Conduct Incumbent Worker Training (IWT) Activities**

This approved waiver of Section 134(a)(1)(A) of the WIA permits a portion of Rapid Response (RR) funds to be used for IWT activities. Under this waiver SETA will use up to 20 percent of its RR funds for IWT only as part of a lay-off strategy. Training delivered under this waiver will be restricted to skill attainment activities.

## **Pre-existing Statewide Waivers**

The pre-existing statewide waivers include:

- **Eligibility of Training Providers** - The waiver of the time limit on the period of initial eligibility for the State's Eligible Training Provider List (ETPL) of vocational training providers. This waiver encourages broader participation on the ETPL and minimizes the management burden for the local areas.
- **Common Measures** - The waiver to permit the State to replace the 17 performance measures under WIA Section 136(b) with Department of Labor (DOL) Common Measures.
- **Incumbent Worker Training (IWT)** - The waiver to permit local areas to use up to 10% of their adult and dislocated worker funds for IWT as part of a lay-off aversion strategy. Training delivered under this waiver is restricted to skill attainment activities.
- **Customized Training** - The waiver of the required 50% employer contribution for customized training. This waiver permits the use of a sliding scale for the employer contribution based on the size of the business.
- **Transferability of Adult and Dislocated Worker Formula Funds** - The waiver to limit the allowable transfer amount between adult and dislocated worker funding streams to 50 percent.
- **Individual Training Accounts** - The waiver of the prohibition to use Individual Training Accounts (ITA) for older and out-of-school youth. This waiver offers youth who are determined not to follow an academic track, and are instead focused on employment, to have the same advantages of ITAs as adults and dislocated workers.
- **Work Readiness Waiver for ARRA Summer Youth** – The waiver to permit the use of the work readiness indicator as the sole indicator of performance for youth co-enrolled in Temporary Assistance for Needy Families (TANF) Emergency Contingency Funds (ECF) and WIA funded summer employment activities. *This waiver was effective May 1, 2010 through September 30, 2010.*
- **Waiver to Provide Program Design Flexibility** – The waiver of the requirement to provide a minimum of 12 months follow-up services, to allow local areas to provide

follow-up services as deemed appropriate for participants co-enrolled in TANF ECF and WIA funded youth programs. It also waives the requirement to provide objective assessment, and the requirement to develop an Individual Service Strategy (ISS), to allow local areas to provide an assessment or ISS as deemed appropriate for co-enrolled TANF ECF and WIA youth program participants. *This waiver was effective May 1, 2010 through September 30, 2010.*

## V. NEW/UPDATED POLICIES – ADULT

SETA has implemented the following, management-approved, new or updated policies/directives:

### **OJT Policies and Procedures/Contract Document/Reimbursement/Percentage to Employers - Revised**

The revision of this directive was issued to inform SWCC and OJT provider staff of changes implemented as a result of the DOL approved waiver allowing for sliding scale employer reimbursements, as well as defining eligibility criteria for the NEG and CalWORKs OJT programs.

### **Virtual One-Stop System (VOS) Staff-Assisted Employer Registration Process - New**

This directive was issued to provide step-by-step instructions on the newly developed Sacramento Works Staff-Assisted Employer Registration Process that has been developed for use in conjunction with the VOS. The directive also provides instruction to staff on how to enter a job order for employers.

### **Financial Assistance Award - Revised**

This revised directive consolidates procedures for the provision of training, support services and incentives in a single policy document. The revision includes a summary of the types of financial assistance available, required documents, and established limits.

### **Eligibility or Demographic Data Collection and Criteria - Revised**

The revision of this directive was issued to provide SWCC and provider staff additional eligibility, data collection, and documentation verification guidance for adults and dislocated enrolled in the NEG and CalWORKs OJT programs.

### **Guidelines for Scanning Right-to-Work (RTW) Documents - New**

This directive was issued in response to the State Directive #WSD09-18 dated June 17, 2010. The intent of the State's Directive was to provide guidance regarding the scanning of Right-to-Work (RTW) documents to all Learning Labs to ensure that they are retaining hard or scanned electronic copies of all required RTW documentation. SETA's directive reiterates and refines the scanning processes followed by SWCC and provider staff to ensure the following:

- Projection of customers' personal information
- RTW documents are scanned to the correct customer files
- Ease of locating scanned electronic RTW documents in the event of an audit
- Reduction of wait time for customers at intake
- Reduction of unnecessary scanning of RTW documents



## **VI. SERVICE DELIVERY CHANGES**

In early 2010, SETA and Sacramento Works, Inc purchased the Virtual One-Stop System (VOS) which is an internet based, electronic one stop career center system. This system will replace SMARTware, the current tracking system used by the Sacramento Works system. The VOS system will be rolled out in two phases. Phase I began in October of 2010 with the launch of Jobs.sacramentoworks.org. This website allows both job seekers the ability to log into the system, register, assistance with identifying their skills and abilities, and complete a customized resume. With the assistance of Employer Services staff, Employers can list their open job orders and access resumes from qualified job seekers. The system also offers the capability of “spidering” national job banks, employer websites and public and private sector job boards and making this information available to our customers in one location! Phase II of the VOS system will begin in early February with staff training being conducted through the month of January. This phase will include all customer tracking and case management modules.

## **VII. YOUTH PROGRAM SERVICES**

### **Sacramento Regional Green Job Corps**

In July 2009 SETA received funding to coordinate the Sacramento Regional Green Jobs Corps throughout the Sacramento region. As a part of this program at-risk youth were engaged in training and employment in the green jobs sector, learned about environmental stewardship, and participated in community service projects. SETA and the regional LWIA partners exceeded the goals and provided Green Jobs Corps services to 160 youth in the Sacramento region.

### **CalGRIP Program**

In 2007, Governor Schwarzenegger created the Governor’s Gang Reduction Intervention and Prevention (CalGRIP) Initiative. Under the CalGRIP initiative, funding was allocated in two funding streams – one focusing on local municipalities and one focusing on local workforce areas. The City of Sacramento applied for and received CalGRIP funding, partnering with SETA to provide employment services and access to social services. The City’s CalGRIP program became operational in November 2009 targeting youth released from local probation facilities providing “re-entry” services to re-engage youth prevention and intervention strategies including job training, supportive services, education and employment services. SETA provides wrap-around employment and education services coupled with mental health and substance abuse counseling to the youth enrolled in the CalGRIP program.

### **Sacramento Safe Community Partnership (SSCP)**

In October 2010, SETA received WIA 15% CalGRIP funds to partner with the City of Sacramento Police Department and Area Congregations Together (ACT) to develop and implement the City of Sacramento’s Safe Community Partnership strategy using the City of Boston’s Operation Ceasefire model. The SSCP is an evidenced-based community and law-enforcement driven concept that encourages youth to step away from violence by providing

successful alternatives. SETA coordinates the procurement and delivery of most of the direct services of the initiative including training, employment services and case management; Street Outreach; mentoring and life coaching; and substance abuse and mental health counseling.

### **Youth Program Procurement**

The Sacramento Works Youth Council began the public planning process for the procurement of the next 5-year contracting cycle of WIA Youth services in the fall of 2010. The meetings have included overviews of various Youth Council initiatives, options for new strategies, and input from the community on what could be incorporated into the WIA youth program service model:

- **Youth-related Green Strategies** – Continuation of the Green Job Corps model, which expands youths’ awareness of the green economy and provides training in appropriate technical, construction and other skilled jobs in eco-friendly industries.
- **Career Pathways** – Integration of career pathways into the WIA Youth program. During the summer programs of 2009 and 2010, SETA, in partnership with Sacramento City U.S.D., San Juan U.S.D., Sacramento City College and American River College implemented a very successful Career Pathways pilot program. High school juniors and seniors participated in a six-week summer community college “camp” focusing on several career pathways including human services/teaching, culinary, construction, and administrative career pathways. Students participated in community college classroom instruction and work experience in the targeted career pathway. The goal was to prepare youth for part-time employment while attending college or other advanced training pursuing a targeted career pathway.
- **Service Learning:** Integration of service learning into the WIA Youth program. Service learning is a teaching strategy that integrates meaningful community service with instruction and reflection to enrich the learning experience, teach civic responsibility, and strengthen communities. To further explore this concept, SETA sponsored a training of WIA youth providers and SETA staff in Service Learning. For the next WIA youth procurement, SETA staff is proposing to integrate the Service Learning concept into the WIA Youth Program design. The key elements in service learning, which are complimentary to the WIA program elements are:
  1. Integrated Learning
  2. High Quality Service
  3. Collaboration
  4. Youth Voice
  5. Civic Responsibility
  6. Reflection
  7. Evaluation and Celebration
- **Targeting Services to high risk youth** – SETA and the Youth Council currently partner with the City of Sacramento in the implantation of the Safe Community Partnership targeting services to youth engaged in violence and gang lifestyles. This initiative is currently being supported by three grants from the State of California and the U.S. Department of Justice. Recent data reviewed by the Youth Council indicates

an ongoing need to address services to “higher-risk” youth including court-involved youth, youth offenders, homeless youth and former foster youth.

The planning process concluded in December 2010 with an expected Release of Proposals for WIA Youth Services in February 2011.

## **VIII. NEW POLICIES/DIRECTIVES - YOUTH**

### **Youth Services – Administration and Documentation of Basic Skills Assessment**

This directive identifies the appropriate administration and documentation of basic skills assessments for youth services. The directive defines the following approved assessment process:

- The same assessment tool is used for pre- and post-tests
- Appraisal tests may not be used as a pre-test
- A separate post-test must be administered within one year of the first program service
- Appropriate documentation of the pre- and post-test is entered into the JTA system complying with the correct data fields as identified in the JTA handbook.

ITEM 3 – ACTION

APPROVAL OF THE WORKFORCE INVESTMENT ACT SACRAMENTO WORKS  
ONE STOP CAREER CENTER RESOURCE ALLOCATION PLAN 2011-2012

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 allocation for Fiscal Year 2011-2012 for the Workforce Investment Act Adult and Dislocated Worker programs is estimated to be the same as last fiscal year, or \$8,429,394.

The Resource Allocation Plan that was reviewed by the Planning/Oversight Committee and approved by Sacramento Works last year reflected the following allocation plan for 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>

Based on an evaluation of the outcomes from the activities provided to customers in the career centers from July, 2009 through December, 2010, staff is recommending changes in the allocation plan to increase the Talent Marketing allocation by 10% in order to provide more funding for on-the-job-training wage subsidies to employers, with a corresponding decrease in Talent Development. The Talent Marketing has provided more positive outcomes. Staff is also recommending a slight decrease (1.5%) in the allocation for one stop support due to efficiencies created by transitioning to Jobs.Sacramentoworks.org, a virtual one-stop career center system which will host information on all job openings in the region, create customer resumes, provide on-line job matching, track customers progress and services, and provide reports to use in evaluating and managing the program. Staff is recommending a corresponding increase in the Talent Engagement allocation due to the large numbers of job seekers visiting the career centers.

ITEM 3 – ACTION (continued)  
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Although SETA has not yet received a planning allocation from EDD, staff is requesting approval of the Resource Allocation Plan using the allocations from last year in order to begin planning the programmatic changes for next fiscal year. If the staff recommendation is approved, staff will begin to develop a Request for Proposals to solicit qualified applicant agencies to fund for the Talent Marketing/On-the-job-training activity. If the allocation changes, or there are significant changes in the economy that might alter the WIA plan for next year, staff will return to the committee in May, 2011 and request a modification to the Resource Allocation Plan. Attached is the One Stop Resource Allocation Plan, which includes definitions of activities/functions included in the plan, approved percentages for Fiscal Year 2010-2011 and recommended percentages for 2011-2012, and dollars allocated to each activity.

RECOMMENDATION:

Review the recommendation, make appropriate changes to the plan, and approve a Resource Allocation Plan to be presented to Sacramento Works, Inc.

**Attachment 1**  
**Recommended Resource Allocation Plan for FY 2011-2012**

One-Stop Services Activities and Functions	Approved Allocation % for Fiscal Year 2010-2011	Proposed Allocation % for Fiscal Year 2011-2012	WIA Adult and Dislocated Worker Funding 2010-2011	Proposed WIA Adult and Dislocated Worker Funding 2011-2012	Increase/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%	29%	\$ 2,275,936	\$ 2,402,377	\$ 126,441
<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%	25%	\$ 2,950,288	\$ 2,107,349	\$ (842,939)
<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 and wage subsidies, job advancement and job retention	18%	28%	\$ 1,517,291	\$ 2,360,230	\$ 842,939
<b>One Stop Support:</b> Program Monitoring, SMARTware support, Client tracking, reporting and follow-up	10.5%	9.0%	\$ 885,086	\$ 758,645	\$ (126,441)
<b>Administration:</b> General Administration, Personnel, Payroll, Information Systems, Fiscal and Contracts staff	7.5%	7.5%	\$ 632,205	\$ 632,205	\$ -
<b>Board Initiatives:</b> Funds Sacramento Works Board initiatives, including employer outreach, labor market research, participating in regional workforce plans and initiatives	2%	2%	\$ 168,588	\$ 168,588	\$ -
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$ 8,429,394</b>	<b>\$ 8,429,394</b>	<b>\$ -</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>82%</b>	<b>\$ 6,869,956</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.	29% of Total Funds	<b>\$ 2,402,377</b>
<b>Staffing and infrastructure for Talent Engagement</b>	100%	<b>\$ 2,402,377</b>
<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.	25% of Total Funds	<b>\$ 2,107,349</b>
<b>Scholarships (Tuition/Support services)</b>	57%	<b>\$ 1,201,189</b>
<b>Skill Development Pilot (On-line classes, Distance/E Learning)</b>	8%	<b>\$ 168,588</b>
<b>Vendor Services (financial literacy, job search workshops, job retention services)</b>	5%	<b>\$ 105,367</b>
<b>Staff and infrastructure for Talent Development</b>	30%	<b>\$ 632,205</b>
<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	28% of Total Funds	<b>\$ 2,360,230</b>
<b>OJT Wage Subsidies</b>	53%	<b>\$ 1,250,922</b>
<b>Staffing and Infrastructure for Talent Marketing</b>	47%	<b>\$ 1,109,308</b>

**Board Initiative - Employer Outreach Allocation**

<b>Total Board Initiative Funds 2010-2011</b>	<b>168,588</b>		
<b>Carryover from prior year</b>	<b>25,295</b>		
<b>Total Available for Allocation 2010-2011</b>	<b>\$ 193,883</b>		
<b>Approved Board Initiatives 2010-2011</b>	<b>Budget</b>	<b>Obligated</b>	<b>Remaining funds</b>
Employer Outreach/Public Relations	\$ 133,733	\$ 133,733	
Event (KK will take to Exec 9/10)	\$ 2,500	\$ 2,500	
SACTO Higher Education Gap Analysis	\$ 15,000	\$ 15,000	
Los Rios ICT Labor Market Scan	10,000	10,000	
<b>Total</b>	<b>\$ 161,233</b>	<b>\$ 161,233</b>	<b>\$ 32,650</b>

**Employer Outreach/Public Relations Budget FY2010-2011**

Activity	Budget	Spent	Remaining
SACTO Economic Profile	\$ 7,500		
Event Sponsorships	25,500		
Marketing items for employer/job fair events	2,000		
Job Fair/Business Events	10,233		
Mailing Lists/Employer Outreach	1,000		
Print Advertising	20,000		
Broadcast Advertising	21,500		
Website Maintenance	3,000		
Public Relations	40,000		
Business Retention & Expansion Program (BizPuls	2,000		
Direct Mail	1,000		
<b>TOTAL BUDGET</b>	<b>\$ 133,733</b>		