

**WORKFORCE DEVELOPMENT  
BOARD MEMBERS**

**STACI ANDERSON**  
PRO Youth and Families

**EDWARD W. BAKER**  
Alto Ingredients, Inc.

**AMANDA BLACKWOOD**  
Sacramento Metro Chamber of Commerce

**N. LISA CLAWSON – Secretary/Treasurer**  
Kaiser Permanente

**LYNN R. CONNER**  
Better Business Bureau

**RONALD J. ELLIS**  
2SS.com

**KEVIN FERREIRA**  
Sacramento Sierra's Building & Construction  
Trades Council

**KRISTIN GIBBONS**  
Department of Human Assistance

**TROY GIVANS**  
County of Sacramento, Economic  
Development

**DAVID W. GORDON**  
Sacramento County Office of Education

**MANDI HIGLEY**  
Tri-Tool, Inc.

**LYNN HOSOKAWA**  
Villara Building Systems

**LISA M. HUTCHINSON**  
DigiStream Investigations

**MICHAEL JASSO**  
City of Sacramento

**DENISE LEE**  
Sacramento Employment & Training Agency

**MATT LEGE**  
SEIU – United Healthcare Workers

**FRANK A. LOUIE**  
Sacramento Asian Chamber of Commerce

**JANET NEITZEL**  
Employment Development Department

**DR. JAMEY NYE**  
Los Rios Community College District

**RONALD R. ORR, JR. – Vice Chair**  
VSP, Inc.

**SHARON O'SULLIVAN**  
California Department of Rehabilitation

**JOHNNY PEREZ**  
Clutch Contracts & Consulting

**KARL PINEO**  
Ironworkers Local 118

**FABRIZIO SASSO**  
Sacramento Central Labor Council

**ANETTE SMITH – Chair**  
Roth Staffing Companies, L.P.



**SACRAMENTOWORKS**

**SACRAMENTO WORKS, INC.**  
**Executive Committee**

**Date:** Monday, April 25, 2022

**Time:** 4:00 p.m.

**Location:**

<https://us02web.zoom.us/j/86790088304?pwd=a3N2OGhreG1WcXI3YUhEb3RIbWs4QT09>

In response to the AB361 (Brown Act Section 54953) relating to the COVID-19 Pandemic, the Sacramento Works Executive Committee is conducting this meeting on Zoom at <https://us02web.zoom.us/j/86790088304?pwd=a3N2OGhreG1WcXI3YUhEb3RIbWs4QT09> Meeting ID: 867 9008 8304; Passcode: 267784. Members of the public may join the meeting by clicking the link above or typing the meeting address above into their web browser, or listen to the meeting by telephone by dialing (for higher quality, dial a number based on your current location): One tap mobile: + 16699006833,86790088304# US (San Jose). Dial by your location + 1 669 900 6833 US (San Jose). Find your local number: <https://us02web.zoom.us/j/kcJ5Te1MZR>. Members of the public are encouraged to participate in the meeting by submitting written comments by email to: [Monica.Newton@seta.net](mailto:Monica.Newton@seta.net). Any member of the public who wishes to speak directly to the board regarding any item on the agenda may contact Monica Newton at (916) 263-3753, or [Monica.Newton@seta.net](mailto:Monica.Newton@seta.net). Please include in your request which item you would like to participate on. Additionally, during the meeting any questions or comments may be submitted via the Q&A or chat features on Zoom. Public comments will be accepted until the adjournment of the meeting, distributed to the Executive Committee and included in the record.

In the event of disruption which prevents broadcasting of the meeting to members of the public using the call-in or internet-based service options, or in the event of a disruption which prevents members of the public from offering public comments, the Board shall take no further action on items appearing on the meeting agenda until public access to the meeting is restored.

Closed captioning will be available. This document and other Board meeting information may be accessed through the Internet by accessing the SETA home page: [www.seta.net](http://www.seta.net).

**AGENDA**

1. Call to Order/Roll Call
2. Approval of Findings and Authorization to Extend Use of Teleconferencing Procedures for Board Meetings During Declared State of Emergency and/or While State or Local Officials Continue to Impose or Recommend Measures to Promote Social Distancing (Legal Counsel)
3. Approval of Minutes of the March 21, 2022 Meeting

4. Approval of an Appointment to the Sacramento Works Board
5. Discussion of Sacramento Works Board Action Plan
6. Adjournment

**COMMITTEE MEMBERS:** Lisa Clawson, Ron Ellis, David Gordon, Denise Lee, Dr. Jamey Nye, Ron Orr, Anette Smith

**DISTRIBUTION DATE: Monday, April 18, 2022**

Sacramento Works Executive Committee meeting hosted by:  
Anette Smith (Chair), Ron Orr (Vice Chair), Lisa Clawson (Secretary/Treasurer)

## ITEM 2- ACTION

### APPROVAL OF FINDINGS AND AUTHORIZATION TO EXTEND USE OF TELECONFERENCING PROCEDURES FOR COMMITTEE MEETINGS DURING DECLARED STATE OF EMERGENCY AND/OR WHILE STATE OR LOCAL OFFICIALS CONTINUE TO IMPOSE OR RECOMMEND MEASURES TO PROMOTE SOCIAL DISTANCING

#### BACKGROUND:

California Governor Gavin Newsom has issued a long-existing state of emergency related to COVID-19, which remains in effect. Governor Newsom had previously authorized local agencies, by Executive Order, to conduct meetings under the Brown Act utilizing Zoom or other remote procedures to conduct meeting by modified teleconference procedures. In September 2021, the legislature signed and passed into law AB 361, which amended Section 54953 of the Brown Act to similarly authorize teleconferencing of Committee Meetings, provided necessary procedures are followed.

Under AB 361, in the event of disruption which prevents broadcasting of the meeting to members of the public using the call-in or internet-based service options, or in the event of a disruption which prevents members of the public from offering public comments, the legislative body shall take no further action on items appearing on the meeting agenda until public access to the meeting is restored.

AB 361 also authorizes public agencies to continue to hold subsequent meetings via teleconference procedures during any state of emergency that directly impacts the ability of the members to meet safely in person or while State or local officials continue to impose or recommend measures to promote social distancing. The Governor's declared continuing state of emergency remains active and continues to serve to protect members of the public from unnecessary risk and exposure to COVID-19. In addition, Sacramento County continues to follow recommendations of the federal CDC promoting social distancing outside of the home and especially indoors. Given these circumstances, in order to allow for the next Board meeting to be held by teleconference procedures consistent with AB 361, the Board must make the following findings no later than 30 days after the first teleconferencing meeting and every 30 days thereafter by majority vote:

- The legislative body has reconsidered the circumstances of the state of emergency.
- Any of the following circumstances exists:
  - The state of emergency continues to directly impact the ability of the members to meet safely in-person.
  - State or local officials continue to impose or recommend measures to promote social distancing.

RECOMMENDATION:

Authorize the continued use of teleconferencing for Sacramento Works Executive Committee meetings under AB 361, occasioned by the continuing state of emergency issued by Governor Newsom and the continuation of local and federal recommendations promoting social distancing outside of the home and especially indoors and, based thereon, make the following findings in support of this action:

- a. The Board has reconsidered the circumstances of the state of emergency.
- b. The following circumstances exist:
  - i. The state of emergency continues to directly impact the ability of the members to meet safely in-person.
  - i. State or local officials continue to impose or recommend measures to promote social distancing.

PRESENTER: Legal Counsel

ITEM 3 – ACTION/DISCUSSION

APPROVAL OF MINUTES OF THE MARCH 21, 2022 REGULAR MEETING

BACKGROUND:

Attached are the minutes of the March 21 regular meeting for review.

RECOMMENDATION:

The Committee review, modify if necessary, and approve the attached minutes.

**SACRAMENTO WORKS, INC.**

Executive Committee

Minutes

*(The minutes reflect the actual progression of the meeting.)*

**Location:** Meeting held electronically

Monday, March 21, 2022  
4:00 p.m.

**1. Call to Order/Roll Call**

Ms. Smith called the meeting to order at 4:02 p.m. The roll was called and a quorum was established.

Members Present: Lisa Clawson, Dr. Jamey Nye, Ron Orr, Anette Smith, Ron Ellis *(joined at 4:16)*

Member Absent: David Gordon

Others Present: Phil Cunningham, Roy Kim, William Walker, Denise Lee, Terri Carpenter, Julie Davis-Jaffe, Michelle O’Camb

**2. Approval of Findings and Authorization to Extend Use of Teleconferencing Procedures for Committee Meetings During Declared State of Emergency and/or While State or Local Officials Continue to Impose or Recommend Measures to Promote Social Distancing**

Ms. Smith reviewed this item.

Mr. Cunningham commented the Committee should continue with this action item, as it appears some of the emergency orders will continue.

Moved/Smith, second/Clawson, to approve the Approval of Findings and Authorization to Extend Use of Teleconferencing Procedures for Committee Meetings During Declared State of Emergency and/or While State or Local Officials Continue to Impose or Recommend Measures to Promote Social Distancing

Roll call vote:

Aye: 4 (Clawson, Nye, Orr, Smith)

Nay: 0

Abstention: 0

Absent: 2 (Gordon, Ellis)

**3. Approval of Minutes of the February 28, 2022 Regular Meeting**

Minutes were reviewed; no questions or corrections.

Moved/Clawson, second/Smith, to approve the February 28 minutes as written.

Roll call vote:

Aye: 4 (Clawson, Nye, Orr, Smith)

Nay: 0

Abstention: 0

Absent: 2 (Gordon, Ellis)

#### **4. Discussion of Sacramento Works Board Action Plan**

Mr. Kim commented on the Board agenda; there is more demographic information as requested. The other Sacramento Works committees have been discussing.

Ms. Smith reviewed there were interviews on March 18, 2022 for Executive Director position via Zoom. The next step is the top candidates will meet with Mr. Howard Chan and Ms. Ann Edwards, then the decision will be announced. Mr. Gary King from SMUD will be retiring, he is looking within SMUD if the Chief Human Resources Officer would be interested in stepping into a Board position. The March 23, 2022 meeting will be his last Board Meeting.

#### **5. Review the March 23, 2022 Sacramento Works Board Agenda**

Ms. Smith reviewed the agenda packet for the Board meeting. She asked if the data included can be shown on screen. We separated the Hawaiian Pacific Islander?

Mr. Kim replied that is how the federal government structures it for reporting purposes, so we kept with the format.

Ms. Smith commented this is great data and insight to who our clients are.

Mr. Nye asked if Mr. Kim is going to walk us through the data.

Mr. Kim replied he was planning to highlight points of data. 90 percent of our customers have one or more barrier.

Ms. Clawson asked what is SNAP.

Mr. Kim said it is CalFresh in California and the federal Supplemental Nutrition Assistance Program (SNAP). Temporary Assistance for Needy Families (TANF) is CalWORKs.

Ms. Smith asked if this data could help with creating a bootcamp. It is showing they are not making enough money; that is why they need SNAP.

Mr. Kim replied to some degree yes, and to some degree we already do. The number one partner is the County Human Assistance Department. CalWORKs is the largest employment program in terms of budget for California. This information can be useful for information, activities and services.

Ms. Smith asked could a matrix be created to help move clients into programs.

Mr. Kim commented the percentage of ethnicity for Hispanic is slightly lower than actual numbers. There is a tendency for it to be underreported. The average wage is expected to jump for the next year.

Ms. Smith asked for those at the highest end of the wage scale, do we have information on what their demographics are.

Mr. Kim replied we can check; we might have difficulty drilling down to that level.

Ms. Smith commented, traditionally we try to serve everyone. We could find what the most successful candidate profiles are and look for those in cohorts where we could do intensive training and wrap around services to get them to \$23 per hour.

Mr. Nye asked what the average exit wage means, and the percentages for quarters one and two.

Mr. Kim replied, the wages that occur in the first quarter after the customer exits the program is what is represented. The numbers for each quarter are the number of people employed at those points.

Mr. Orr asked the training related at exit means the customer is still in training when they exited or exited because training was completed.

Mr. Kim responded it means how many clients' employment directly correlated with their training after exit.

Ms. Smith thanked Mr. Kim for providing the data the Board asked for.

Mr. Orr asked training related at exit, means they go the job due to training. Those numbers seem low compared to the total numbers.

Mr. Kim responded yes, they code this by occupation code. So, the specificity of it can skew it, or it is a little narrower.

Ms. O'Camb commented it takes the cohorts of individuals of those who participated in training that entered employment from the vocational training.



Mr. Kim commented it still should be a higher number.

Ms. O'Camb commented that for the subsidized employment activity, the total training number might not be included. The training numbers have been low over the last few years due to COVID-19.

Ms. Clawson said we will talk about Board development on Wednesday, and the market targets we are looking at. We will need someone to replace Mr. King with SMUD.

Mr. Cunningham commented the member from Siemens stepped down due to a busy schedule.

Ms. Smith stated we should have someone from Regional Transit.

Ms. Clawson said we need SMUD or Regional Transit. We also need representation from financial services or hospitality.

Mr. Kim said we tried to get a representative from the Sacramento Kings in the past.

Ms. Clawson said we do have some targeted industries that we can talk to.

Ms. Smith asked Mr. Ellis if his company is tech related.

Mr. Ellis said yes, IT support.

Ms. Clawson said she can show or just walk through it.

Ms. Smith said there is a required composition per bylaws.

Mr. Cunningham said we need 50 percent plus one for business sector. The rest are designated under WIOA.

Ms. Smith asked if there is a Department of Labor percent?

Mr. Cunningham said he does not believe so.

Ms. Smith stated they are the representation, not the hiring entity.

Mr. Cunningham said the state is looking more closely at what qualifies as business sector. We have had a member of Chamber of Commerce representative; the question is if it is truly business sector. Regional Transit and SMUD are quasi government agencies.

Mr. Kim commented the WIOA regulations specifically show Chambers of Commerce as business sector examples.

Ms. Clawson shared the composition analysis of the Sacramento Works Board. Trade could be moved under labor; it is represented per the WIOA regulations.

Mr. Ellis commented there is another dimension of medium and small size companies; we are poorly represented by the smaller category.

Ms. Smith said this has come up before. The challenge is they do not have the bandwidth to provide a consistent representative.

Mr. Ellis said there is a potential new committee member for Employer Outreach from Society for the Blind and Five Star Bank.

Ms. Smith said Five Star Bank is very community forward. They are required to do community engagement because they are FDIC. Ms. Amanda Blackwood had asked why she was on the Board. If there is another person from the Chamber that could be a good fit. Would prefer more employers than employment representatives.

Mr. Kim said the Metro Chamber and Asian Chamber have been on the Board in order to make sure small business have representation.

Mr. Cunningham said Ms. Blackwood does not have to be on the Board; someone else could represent in her place.

Ms. Smith said they are a small business.

6. **Adjournment:** The meeting was adjourned at 4:42 p.m.

## ITEM 4- ACTION

### APPROVAL OF AN APPOINTMENT TO THE SACRAMENTO WORKS BOARD

#### BACKGROUND:

Fifteen of the twenty-seven seats on the Sacramento Works Board are reserved for Private Business members. One vacancy exists due to the resignation of Ms. Christine Laster, Siemens.

Ms. Shelly Valenton, Sacramento Regional Transit's Vice President of Integrated Services & Strategic Initiatives and Chief of Staff, has submitted an application to fill the Private Business seat. Her application is being sent under separate cover.

Historically, the Sacramento Works Executive Committee has recommended the names of individual applicants for appointment to the Sacramento Works Board's Private Business seats by the SETA Governing Board.

#### RECOMMENDATION:

Review the application and provide the SETA Governing Board the name of the applicant recommended to fill the Private Business seat.

ITEM 5 – ACTION/DISCUSSION  
DISCUSSION OF SACRAMENTO WORKS BOARD ACTION PLAN

BACKGROUND:

In late June, a survey was sent out to all Sacramento Works Board members requesting input on the top priority areas for the Sacramento Works Board to focus on in the coming year. Using the results of the survey, the Board engaged in two separate retreat sessions on October 6, 2021 and November 5, 2021.

At the November 17, 2021 Board Meeting, the Board approved the attached Sacramento Works Board Action Plan for 2022, and selected the following categories as the Board's priorities for 2022:

- Review Board structure and processes to enable our organization to be creative, agile, dynamic, and equitable
- Develop and define quality jobs and livable wages in partnership with the business community

The Executive Committee met on January 24, 2022, and assigned specific action plan tasks to Committees. The assignments were approved by the full Board on January 26, 2022, and each Committee was asked to review the specific action plan tasks and provide feedback on tasks that fall within their respective areas.

In addition, the Board adopted as its top priority - ***develop a standardized definition of quality jobs and employers***, and requested that Committees discuss and respond with potential definitions. To help inform the discussion, a one-page state document defining job quality is attached.

This item allows the Executive Committee to continue to discuss the Sacramento Works Board Action Plan and take appropriate action.

RECOMMENDATION:

Discuss the Sacramento Works Board Action Plan and take appropriate action.

## Sacramento Works Board Action Plan 2022

Develop a roadmap of programs to ensure equity and lead to quality jobs	Review Board structure and processes to enable our organization to be creative, agile, dynamic, and equitable.	Develop and define quality jobs and livable wages in partnership with the business community.	Define set of data, goals, outcomes, and success stories that will consistently show ROI to the community	Seek strategic partnerships that provide targeted populations opportunities to quality jobs and expand and enhance Sac Works capacity.
Adopt Strategies for job readiness curriculum	Recruit members from high demand industries (BD)	Create a business support network (EO)	Research and develop Sacramento Works outcome dashboard	Connect with Sac County homeless leadership
Develop and deploy digital literacy training and tools	Increase program awareness of board members (EX/BD)	Explore possibility of investing in CRM or other tech to support business (PO/EO)	Improve our story telling capability	Implement an Aggie Square partnership
Replicate GSEC Coding Bootcamp	Initiate and complete board member composition review (BD)	Support COVID vaccine mandate deployment – Tabled	Develop and focus on job retention measurements	Coordinate strategic outreach to small and medium size businesses
Increase funding and access to OJT programs	Research and ID key industries for pipeline development (EX)	Pair Board members to program areas to leverage individual networks (ALL)	Develop and publish entry level job index	Create award program with Board initiative funds.
Develop and implement a turnkey internship program	Bring youth voice on the Board (YTH/EX/BD)	Adopt standard toolbox for wants and needs of employers (EO)		Build partnerships around specific projects.
ID and articulate career pathways specifically for youth	Hold summit of select public and private industries (EO)	Develop a standardized definition of “quality” jobs and employers (ALL) – Priority #1		
Coordinate internships leading to employment	Develop and complete entry level job index report (EO)	Develop a SETA Virtual Bootcamp for employers (EO)		
		Conduct and publish a private sector wage and benefit survey (EX/EO)		

NOTE: All Committees to review and provide feedback on tasks that fall within their respective areas.

California's economy is the fifth-largest in the world and generates tremendous wealth and prosperity. At the same time, income inequality continues to rise, and people of color are overrepresented in low-wage, dead-end jobs. In 2017, the median wage was \$11.05 per hour, and one in three California workers earned less than \$15 per hour. The decline in economic opportunity and upward mobility exacerbates income inequalities that prevent workers—especially people of color and those who are historically marginalized—from thriving and achieving economic prosperity.

For these workers, simply connecting to a job is not enough. English-language proficiency, immigration status, criminal background, transportation, and childcare challenges prevent workers of color from accessing training and quality employment opportunities. Furthermore, systemic barriers, such as geographic segregation, discrimination, and hiring bias limit opportunities for people of color to achieve economic prosperity. Employers also use practices such as misclassification and subcontracting to increase profits, resulting in an increase in the number of working poor—those who work full-time but cannot earn enough to make ends meet.

High road training partnerships (HRTPs) are raising industry standards by building partnerships that connect workers and communities to safer, healthier, and more highly skilled jobs and a supportive workforce development infrastructure to reach socio-economic success. HRTPs increase the capacity of firms and workers to adapt and compete by addressing industry challenges like mass retirement and the effects of technological advances on the fundamental nature of work.

## WHAT IS A QUALITY JOB?

Quality jobs provide family-sustaining wages, health benefits, a pension, worker advancement opportunities, and collective worker input and are stable, predictable, safe and free of discrimination. Quality jobs have the potential to transform workers' lives and create resilient, thriving firms and communities and a more just and equitable economy.

Compared to the total California workforce, low-wage workers are:

- *twice* as likely to work part-time;
- *less* likely to be members of a union;
- *less* likely to receive employer-provided health insurance or retirement benefits;
- *more* likely to live in households with incomes below the federal poverty line; and
- *more* likely to experience high blood pressure, obesity, other chronic illnesses, and premature death.

Source: Low-Wage Work in California Data Explorer

## CREATING A WORKFORCE DEVELOPMENT SYSTEM THAT ENSURES JOB QUALITY

### Family-Sustaining Wages

Family-supporting wages include healthcare, a pension, and paid sick leave and ensure that workers can procure basic necessities such as housing and food for themselves and their families in any location.

### Career Pathways

Clearly defined career ladder opportunities lead to family-sustaining wages for workers. Workers must have access to quality education, training, and support services that provide the skills to access opportunities to enter and advance within a specific occupation.

### Stable and Predictable Schedules

Work schedules are reliable, predictable, and stable and include enough hours to ensure a family-sustaining income. Workers receive reasonable advance notice of their schedules, clearly defined shifts, and a consistent number of hours.

### Worker Voice and Agency

Worker knowledge and expertise is valued and respected. Worker expertise is necessary to the development, design, and implementation of training programs to adequately address industry demand and workforce needs. Workers should also have the right to organize and join unions and other organizations to protect their interests.

### Healthy Work Environment

A safe and healthy work environment is key to improving worker relations, morale, job satisfaction and productivity. Adequate training and protection reduce the risk of on-the-job injuries, prevent fatalities, and lessen the impact of long-term health conditions. Socially conscious training that incorporates racial equity practices in a community context helps employers make workplaces safer and meet environmental sustainability standards that improve public health.

Job quality has significant social and economic benefits. Quality jobs can lead to economic stability and better physical and mental health outcomes for workers. A worker with a quality job is less likely to experience stress and anxiety, scheduling instability, or economic insecurity and more likely to experience job and overall life satisfaction, and good physical and mental health.

## THE H RTP APPROACH CREATES AN ECOSYSTEM OF ECONOMIC PROSPERITY

### Workers

Quality jobs would lead to economic mobility and positively affect workers' and their families' physical and mental health and well-being, relationships, and social and household lives.

### Employers

Quality jobs would reduce absenteeism, lower turnover rates, and increase productivity and profits, resulting in the ability to thrive and compete in a high road economy.

### Worker Organizations

Quality jobs would improve worker satisfaction, increase membership, strengthen worker power in the workplace, and create a more competitive workforce that lifts industry standards.

### Communities

Quality jobs would increase the spending power of workers and help circulate money through local economies to support businesses, increase the number of jobs, create healthy, environmentally sustainable, thriving communities, and grow the economy.