

## WIB BOARD MEMBERS

**LARRY BOOTH**  
Frank M. Booth, Inc.

**LESLIE BOTOS**  
Blood Source

**BRIAN BROADWAY**  
Sacramento Job Corps

**BILL CAMP**  
Sacramento Central Labor Council

**PAUL CASTRO**  
California Human Development Corporation

**LYNN R. CONNER**  
Parasec

**MICHAEL DOURGARIAN**  
MDDV, Inc.

**DIANE FERRARI**  
Employment Development Department

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

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

**JASON HANSON**  
Sierra Pacific Home and Comfort, Inc.

**LISA HARR**  
Vision Service Plan

**NOAH HARRIS**  
Veterans Business Outreach Center

**BARBARA HAYES**  
Sacramento Area Commerce & Trade  
Organization

**THOMAS P. KANDRIS**  
American River Packaging

**MATTHEW KELLY**

**GARY R. KING**  
SMUD

**DANIEL KOEN**  
California Teachers Association

**KATHY KOSSICK**  
Sacramento Employment & Training Agency

**STEVEN M. LADD, Ed.D**  
Elk Grove Unified School District

**PAUL LAKE**  
County Department of Human Assistance

**FRANK A. LOUIE**  
Xerox Corporation

**JOANNE MAHANEY-BUEHLER**  
Area 4 Agency on Aging

**SUSAN MANSFIELD**  
A. Teichert & Son, Inc.

**ELIZABETH MCCLATCHY**  
The Safety Center, Inc.

**DENNIS MORIN**  
Sacramento Area Electrical Training Center

**ROGER NIELLO**  
Sacramento Metropolitan Chamber of  
Commerce

**JAY ONASCH**  
California Department of Rehabilitation

**KIM PARKER**  
California Employers Association

**MARTHA PENRY**  
California School Employees Association

**DEBORAH PORTELA**  
Casa Coloma Health Care Center

**JONATHAN RAYMOND**  
Sacramento City Unified School District

**MAURICE READ**  
Sacramento Sierra Building & Construction  
Trades Council

**LORENDA T. SANCHEZ**  
California Indian Manpower Consortium

**ANETTE SMITH-DOHRING**  
Sutter Health – Sacramento Sierra Region

**MICHAEL R. TESTA**  
Sacramento Convention & Visitors Bureau

**DR. DAN THROGMORTON**  
Los Rios Community College District

**TERRY A. WILLS, ESQ.**  
Cook Brown, LLP

**RICK WYLIE**  
Beutler Corporation

**DAVID P. YOUNGER**  
Lionakis Beaumont Design Group



SACRAMENTOWORKS

## SACRAMENTO WORKS, INC. PLANNING/OVERSIGHT COMMITTEE

**Date:** Thursday, September 19, 2013

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

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

## AGENDA

1. Call to Order/Roll Call
2. Action: Approval of the August 21, 2013 Meeting Minutes
3. Action: Approval to Modify Deliverables for Sacramento Works, Inc. Board Initiative Support of Next Economy - Core Business Cluster Engagement and Support
4. Information: California Workforce Investment Board Additional Performance Measures
5. Input from the public
6. Adjournment

**Committee Members:** Lynn Conner (Chair), Leslie Botos, Paul Castro, Matt Kelly, Kathy Kossick, Paul Lake, Frank Louie, Anette Smith-Dohring, Dan Throgmorton

**DISTRIBUTION DATE: THURSDAY, SEPTEMBER 12, 2013**

SACRAMENTO WORKS 925 Del Paso Boulevard, Suite 100 • Sacramento, CA 95815

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## **PLANNING/OVERSIGHT COMMITTEE**

### Minutes/Synopsis

*(Minutes reflect the actual progression of the meeting.)*

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

Wednesday, August 21, 2013  
8:30 a.m.

1. **Call to Order/Roll Call:** Ms. Conner called the meeting to order at 8:32 a.m.

Present: Paul Castro, Lynn Conner, Kathy Kossick, Paul Lake, Frank Louie, Anette Smith-Dohring

Absent: Leslie Botos, Matt Kelly, Dan Throgmorton

Others Present: Robin Purdy, Christine Welsch, Edward Procter, Terri Carpenter, Michelle O'Camb

3. **Information:** Update on Next Economy Board Initiative

Ms. Purdy reported that a contract with Valley Vision has been developed where they will start off with Information and Communications Technology (ICT) and Healthcare. An update on the progress will be presented to the September WIB meeting. Work has begun on the ICT cluster and meetings have been held with VSP, Aerojet, Hewlett Packard and smaller IT employers. So far, staff is hearing there is a need for technicians and engineers and those that can work on communications. Valley Vision staff are realizing it is more important to do one-on-one outreach than do a group meeting.

Valley Vision is starting with two clusters but has requested a change in the work plan to do all of the identified industry clusters at the same time. They are concerned that by the time they finish with the first two that they would not have enough time to complete the other clusters within the time frame given (June 2014).

Ms. Purdy stated that staff may redefine the work plan scope to ensure they can work out the deliverables. We have to identify the specific things we want out of the contract.

Ms. Kossick stated that if we get the acceptable product from the first two clusters, we will continue on with the other clusters. It is important to have the surveys and identify where the gaps are. The whole contract could be shifted any way they want. Ms. Purdy stated that staff will have discussions with Valley Vision and come up with a plan.

2. **Action**: Approval of the May 15, 2013 Meeting Minutes

The minutes were reviewed; no questions or corrections.

Moved/Smith-Dohring, second/Castro to approve the May 15, 2013 minutes.  
Voice vote: Unanimous approval.

4. **Information**: Update on the SWTC Transition

Ms. Purdy stated that on July 1, the transition from 11 career centers to five career centers/affiliates and eight Sacramento Works Training Centers began. The Training Centers will work on the English language, academic skills, and job readiness for people to enter into training programs that are targeting high wage middle skills jobs. People that do not have the reading, math, or writing skills to get through a training program will be referred to the training centers.

Staff has pooled CalWorks and WIA funds to fund adult basic training and ESL, job readiness programs and linked to subsidized employment or one year of post-secondary education at one of the critical occupational clusters. Using this strategy, more money will be spent per individual but they will get all of the aspects of job readiness they need.

Transition teams are working on various aspects of the new system. Ms. Carpenter stated that the Communications Team has reached out to all partners and front line staff to deal with challenges. The team will provide tools to the system so we can move forward. The Team will be working on the new branding' "America's Job Centers". The team will be rolling out new ways to publicize the new branding.

The Team came up with a transition theme statement geared toward the customer: Success Starts Here. No matter what door you come in, you will see Success Starts Here.

Ms. Purdy thanked Mr. Lake for the investment the Department of Human Assistance has provided for the new system.

Mr. Ed Proctor stated that the Agency will continue to support all of the career centers, making sure all have computers. The Agency will be installing Wi-Fi at four of the one stops and at Mark Sanders. Wi-Fi is almost an expected utility now days.

Ms. Kossick stated the California WIB has asked Chairs and Vice Chairs to engage at a regional level. There are eight regions so the chair of the state board and elected members will be visiting in the next few weeks and engaging Yolo, Golden Sierra and SETA WIB members to determine the role board

members play in job creation. Staff has developed a short version of the SETA state plan so board members will be prepared.

5. **Information:** Negotiated Local Workforce Investment Area Performance Goals PY 2013-14

Ms. Purdy stated that the performance goals in our plan have been submitted to the state. The California Workforce Investment Board negotiated goals with each local WIB to ensure all of the goals will be met statewide. Sacramento Works has enrolled many more people in the system but not provided them with as many intensive services as many other areas; our entered employment rate has dropped. Ms. Purdy reviewed the negotiated goals that were submitted. Ms. O’Camb stated that the only goal that was increased was the placement in education or job performance rate.

Ms. Kossick stated that these goals are something we are working toward and we want to exceed the negotiated numbers so we are a high performing WIB. At the state level, there’s a lot of contention about how to meet the goals.

In September, the Sacramento Works will combine this information item and the modifications on the performance measures by the state. Staff will be working until then to identify how to track and report the new information.

6. **Information:** 2012-2013 Career Center Performance

Ms. Purdy stated that this will be last report on the 11 career centers. By the second quarter, staff will begin reporting on the new training centers. Last year, over 47,700 customers were served in the career center system, and 38,000 were distinct customers. For youth, there were 24,000 services provided to 4,800 youth in orientations, 3,800 connecting school to community linkages, 5,000 workshops, and over 10,000 ‘other services’.

The OJT subsidized training report was reviewed. Ms. Purdy stated that this is an activity that is heavily subsidized. Collectively, 587 OJT contracts were written and 525 were completed with an 87% entered employment rate at an average wage of \$12.87 per hour.

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

8. **Adjournment:** The meeting was adjourned at 9:32 a.m.

ITEM 3 – ACTION

APPROVAL TO MODIFY DELIVERABLES FOR  
SACRAMENTO WORKS, INC. BOARD INITIATIVE SUPPORT OF NEXT  
ECONOMY - CORE BUSINESS CLUSTER ENGAGEMENT AND SUPPORT

BACKGROUND:

On May 15, 2013 the Planning/Oversight Committee reviewed the scope of work for Next Economy Core Business Cluster Engagement and Support. The Committee approved investing \$28,000 for convening and oversight of the Next Economy planning process and administration (\$18,000), and developing accountability and reporting systems (\$10,000), including monthly updates to the Planning/Oversight Committee. This is considered overarching support for the Next Economy.

The Committee also approved investing up to \$60,000 for the facilitation of cluster alliance groups focused on identifying the priorities and action plans to increase jobs and drive implementation of needed growth activities. The initial allocation was for \$20,000 to be focused on conducting the first two cluster alliance groups: Information and Communications Technology and Life Sciences & Health Services.

At the August meeting of the Planning/Oversight Committee, the committee authorized staff to revise the deliverables of the cluster alliance groups to reflect functions necessary to complete all cluster alliance plans rather than deliverables for each of the clusters. Staff has met with Valley Vision and is recommending the following modification to the agreements. Valley Vision will be available to provide an update on the work completed and to answer questions.

Agreement #1 Overarching Support of Next Economy (no change)

Provide Funding for convening, coordination, and development of accountability and reporting systems and provide monthly updates to Planning/Oversight Committee of Sacramento Works.

<b>Deliverables</b>	<b>Budget</b>	<b>Due Date</b>
Convening and oversight of Next Economy planning process, administration and monthly reports to the Planning/Oversight Committee of Sacramento Works	\$18,000	June, 2014
Development of accountability and reporting systems (CSER)	\$10,000	March, 2014
Total	\$28,000	

Agreement #2: Diversify the Economy Through Growth and Support of Core Business Clusters

Invest in the facilitation of cluster alliance groups focused on identifying the priorities and action plans to increase jobs and drive implementation of needed growth activities. Fund project manager to develop sector plans for five identified industry business clusters, beginning with Information and Communications Technology.

<b><u>Core Business Clusters</u></b>
Information and Communications Technology
Life Sciences & Health Services
Advanced Manufacturing
Clean Energy Technology
Agriculture & Food

**Revised Scope of Work and Cluster Deliverables:**

<b>Cluster Planning - Scope of Work and Deliverables</b>	<b>Budget</b>	<b>Timeline</b>
<p>Complete, update, or expand database/list of the region's cluster companies and identify companies for inclusion in outreach efforts within the industry cluster. These will serve as a first set of annual benchmarks by collecting employment counts, growth prospects, identification of peers and suppliers, and an assessment of business climate.</p> <ul style="list-style-type: none"> <li>• Blend the SARTA and CSER databases of ICT companies (we expect there are about 220 companies).</li> <li>• Update contact information and gather employment data as available on websites.</li> <li>• Use Phase II outreach conversations to add detailed information on a subset of companies (growth, employment, peers &amp; suppliers)</li> </ul> <p>(Payment of 25% upon completion of lists)</p>	\$12,500	September 30, 2013

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<ul style="list-style-type: none"> <li>• Gather input from CEO/C-level industry reps for each industry cluster by identifying 60 representative companies from the list to target for 1:1 outreach. Seek information from a minimum of 25 companies for each cluster regarding:             <ul style="list-style-type: none"> <li>○ Job listings they have posted in past 12 months</li> <li>○ Projections re: future postings</li> <li>○ Identify skill requirements from job postings</li> <li>○ Identify hardest positions to find people to fill, and why</li> <li>○ Identify training gaps</li> </ul> </li> <li>• Bring findings from Phase II to applicable audiences for further review/feedback using established meetings of these partners</li> <li>• Present findings to Sacramento Works Board, Next Economy Oversight Board, Next Ed Board of Directors, Regional WIBs and work with groups to develop a "response" plan</li> </ul>	<p>\$27,500</p>	<p>ICT and Healthcare by October, 2013</p> <p>Advanced Manufacturing, Clean Energy and Agriculture and Food by March 31, 2014</p>
<p>Review input received from CEO discussions, identify priorities and develop an action plan for each industry cluster that includes Next Economy Priorities:</p> <ul style="list-style-type: none"> <li>• Identification of policy opportunities to improve the business climate</li> <li>• Identification of workforce gaps and opportunities</li> <li>• Identification of opportunities to better connect industry and education</li> <li>• Identification of opportunities and impediments for innovation</li> <li>• Identification of unforeseen challenges that impede growth</li> </ul> <p>Present report to Sacramento Works and regional Workforce Investment Boards.</p> <p>Wrap up the sector strategy by confirming a final plan and launching next steps— do this using NE Oversight Board that engages key partner organizations, along with participation from education and workforce training partners.</p>	<p>\$7,500</p>	<p>May, 2014</p>

ITEM 3 – ACTION (continued)

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When CEO Business discussions and Industry Action Plans are complete, convene regional organizations and institutions to identify and assign duties as appropriate for each entity.	\$2,500	June, 2014
Total	\$50,000	

Agreement #3 - Contract with subject matter experts to assist with cluster identification of employers and interviews with CEOs. \$10,000

**Total Initiative Amount Allocated: \$88,000**

## ITEM 4 - INFORMATION

### CALIFORNIA WORKFORCE INVESTMENT BOARD ADDITIONAL PERFORMANCE MEASURES

#### BACKGROUND:

On August 13, 2013, the California Workforce Investment Board, through the work of an ad hoc subcommittee of the Issues and Policy Committee, approved seven “additional” performance measures for use in evaluating customer and system progress. These measures complement and further define the WIA common measures that are standard for the California system (these include job placement, job retention, and income increases for adult and dislocated workers, and placement in employment or education, skills increases, and certificate or degree attainment for youth).

In selecting these measures, it was the State Board’s intention to create measurements that are directly tied to the goals of the State and local strategic plans, and tailored to reflect meaningful outcomes for jobseekers, workers, and employers. The additional performance measures are attached for your review.

Sacramento Works, Inc. Board member Bill Camp and Deputy Director Robin Purdy have participated in the development of the additional performance measures and will be working with the CWIB to implement and test the effectiveness of the measures.

What is the Policy Goal?	How Will Success Be Measured?	How is the Measure Defined?	What Are the Details?
Increase the number of Californians with the skills necessary to compete in today's economy.	Attainment of Industry-Valued Credentials	<p>Certificates and credentials that enable students to enter middle skill jobs or career pathways.</p> <p><i>Credentials/certificates recognized by employers, trade associations, and licensing entities as meeting occupational requirements and used in hiring decisions.</i></p>	<p>“Industry –Valued” are those certificates, degrees, or credentials (C/D/C) that are necessary to:</p> <ul style="list-style-type: none"> <li>• Enter into an occupation, without which the job seeker would not be allowed to practice or is at a disadvantage in the application process.</li> <li>• Enter into an occupation at a substantially higher wage rate than applicants w/o the C/D/C.</li> <li>• Advance in an occupation or along a career path, as evidenced by wage gain or job advancement (e.g. title change, scope of work change).</li> </ul>
Increase the number of Californians who earn enough to make ends meet.	Placement in Quality Jobs (living wage jobs)	<p>Jobs that meet a minimum threshold for wage and/or benefits.</p> <p><i>A living wage is a wage that is high enough to maintain a decent standard of living (adequate food, shelter, and other necessities). Living wage varies based on the area-specific cost of living.</i></p>	<p>Quality jobs are those that meet or exceed the Self Sufficiency Standard or Lower Living Standard Income Level for a single adult for the county in which the job is located. This will be measured by the hourly wage at placement.</p>
Increase the number of Californians with jobs and careers in high-demand, priority industries in the regional or State economy.	Placement in Targeted Industry Sectors	<p>Occupations in priority industry sectors as identified by the State Board or local WIBs.</p> <p><i>Sectors may be high-demand (new jobs or replacement job openings), high-wage, or represent a critical or emerging role in the State/local economy.</i></p>	<p>Defined as placement of unemployed job seeker in a job in the priority industry, transition of an employed worker (in a different industry) to a job in priority industry sector, or advancement of current industry worker into new occupation in the same priority industry sector.</p>

What is the Policy Goal?	How Will Success Be Measured?	How is the Measure Defined?	What Are the Details?
Increase the income of Californians who participate in workforce services and/or training.	Return on Investment	Expenditures for workforce services as compared against outcomes achieved.	<p>Defined as income increase for workers placed in a new job or advanced to a new occupation as a result of services delivered through the local WIB.</p> <p>Return on Investment will be measured by the ratio between workforce service cost as compared to income change.</p>
Increase the value of the workforce system to businesses/employers.	Employer Engagement & Employer Investment	Employers are active partners in and customers of workforce services, and provide meaningful contributions – financial and in-kind- to programs.	<p>Measurement of the:</p> <ul style="list-style-type: none"> <li>• Percentage of employers who are repeat customers of the local workforce system, and/or</li> <li>• Increase in the dollar value of percentage of total budget from employer contribution to training, internships, equipment, or other services.</li> </ul>
Increase the responsiveness of the workforce system to local, regional, and State-wide economic conditions.	Industry Sector Partnerships	Collaboration among workforce system providers, educational and training institutions, labor, and employers that target the supply and demand gaps (hiring, training, productivity, diversity, etc.) in targeted industries.	<p>Increase in the number and /or strength of industry sector partnerships, as measured by:</p> <ul style="list-style-type: none"> <li>• Number or percentage of workers hired from sector programs.</li> <li>• Number or percentage of credentials achieved for sector program graduates.</li> <li>• Improvement in sector employer/industry outcomes (increased productivity, decrease time to hire, etc.)</li> </ul>
Increase the impact of the workforce system and limit duplication of services.	Alignment of Funding Streams	Local and/or regional funding decisions are reflective of workforce system goals.	Funding that is dedicated to workforce system performance and outcome measures defined in the local WIB plan (including those listed here), as measured by the percentage of total LWIB budget.