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Sacramento, CA 95823  
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2901 50th Street  
Sacramento, CA 95817  
(916) 227-1395

### **MATHER**

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

### **RANCHO CORDOVA**

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Rancho Cordova, CA 95670  
(916) 942-2165

### **SOUTH COUNTY**

8401 - A Gerber Road  
Sacramento, CA 95828  
(916) 689-3560

## Administrative Offices & Employer Services

925 Del Paso Blvd.  
Sacramento, CA 95815  
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Website: <http://www.seta.net>



## **SPECIAL MEETING OF THE SACRAMENTO WORKS, INC. BOARD**

**DATE:** Wednesday, December 1, 2004

**TIME:** 8:00 a.m.

**LOCATION:** SETA Board Room  
925 Del Paso Blvd.  
Sacramento, California

While the Sacramento Works, Inc. Board welcomes and encourages participation in the Sacramento Works, Inc. meetings, it would be appreciated if you would limit your comments to five minutes so that everyone may be heard. Matters under the jurisdiction of the Sacramento Works, Inc. Board and not on the posted agenda may be addressed by the general public following completion of the regular agenda. The Sacramento Works, Inc. Board limits testimony on matters not on the agenda to five minutes per person and not more than fifteen minutes for a particular subject. Meeting facilities are accessible to persons with disabilities. Requests for Assisted Listening Devices or other considerations should be made through the Clerk's office at (916) 263-3827. This document and other Board meeting information may be accessed through the Internet by accessing the SETA home page: [www.seta.net](http://www.seta.net).

## **A G E N D A**

- I. **Call to Order/Roll Call**
  - Introduction of New Board Members: Randall King and Anette Smith Dohring
- II. **Consent Item**
  - A. Approval of Minutes of the July 28, 2004 Regular Meeting
- III. **Action Items**
  - A. **TIMED ITEM: 8:00 A.M. AND PUBLIC HEARING:** Approval of Amendments to the Sacramento Works, Inc. Bylaws (*GOAL 2: Develop a Private-sector Driven Initiative to Increase Employer Involvement and Satisfaction*)
  - B. Approval of Updated Self-Sufficiency Standards for the Sacramento Workforce Investment Area (*GOAL 3: A Workforce that Creates, Attracts, and Sustains Higher paying Jobs*)

- C. Ratification of Submission of a Healthcare Industry Grant Application to the Department Of Labor, Employment and Training Administration (*GOAL 3: A Workforce that Creates, Attracts, and Sustains Higher paying Jobs*)
- D. Approval of Proposal for Regional Workforce Study (*GOAL 3: A Workforce that Creates, Attracts, and Sustains Higher paying Jobs*)
- E. Approval to Endorse Partnership for Prosperity: An Economic Development Strategy for the Greater Sacramento Area (*GOAL 2: Develop a Private-sector Driven Initiative to Increase Employer Involvement and Satisfaction*)
- F. Authorize the Planning/Oversight Committee to Review and Approve the Governor's 15% Workforce Investment Act Proposals from Sacramento County (*GOAL 3: A Workforce that Creates, Attracts, and Sustains Higher paying Jobs*)
- G. Review and Approve Sacramento Works Youth Council's Current and Proposed Workforce Investment Act Youth Service Delivery System (*GOAL 4 – Prepare Youth to Compete in the Local Economy*)

**IV. Information Items**

- 1. Presentation of the 2004/2005 Regional Construction Careers Study (John Harden)
- 2. Letter from Graduate of the Nurse Workforce Initiative Program (Robin Purdy)
- 3. WorkKeys Skills Certification System (Robin Purdy)

**V. Other Reports**

- 1. Chair
- 2. Counsel
- 3. Public Participation

**VI. Adjournment**

**DISTRIBUTION DATE: TUESDAY, NOVEMBER 23, 2004**

## Role of Sacramento Works, Inc., the Local Workforce Investment Board

Sacramento Works, Inc., the local Workforce Investment Board is a 37-member board charged with providing policy, planning and oversight for local workforce development initiatives.

**Vision:**

Jobs for People and People for Jobs

**Mission:**

Sacramento Works unites business, education and public agencies to assure qualified and trained workers are available to meet the needs of the region's economy.



## Priority Goals

### **GOAL 1 – Train Workers for Critical Industries**

The Board will take a proactive role in engaging the business community by assessing the regional labor market, identifying critical industries, and developing a plan to train workers for critical industries.

### **GOAL 2 – Develop a Private-sector Driven Initiative to Increase Employer Involvement and Satisfaction**

The Board will increase employer involvement and satisfaction with the workforce system by developing a comprehensive business led employer outreach and marketing plan and measuring employer customer satisfaction coordinated by engaging the business community, labor, educators and workforce professionals by focusing attention and resources on minimizing barriers to employment (literacy, childcare, transportation, and housing), promoting career ladders, and preparing a workforce that creates, attracts, and sustains higher paying jobs.

### **GOAL 3 – A Workforce that Creates, Attracts, and Sustains Higher paying Jobs**

The workforce system will become more visible, accessible and better coordinated by engaging the business community, labor, educators and workforce professionals by focusing attention and resources on minimizing barriers to employment (literacy, childcare, transportation, and housing), promoting career ladders, and preparing a workforce that creates, attracts, and sustains higher paying jobs.

### **GOAL 4 – Prepare Youth to Compete in the Local Economy**

The Board will ensure that local youth are prepared to compete in the local economy by supporting education, employer and community partners to ensure that all K-12 students have a quality education and an introduction to the world of work.

### **GOAL 5 – Evaluate and Improve the One-Stop System**

The Board will evaluate the one stop system and make recommendations to continuously improve the system to make it more effective, efficient and relevant to current and future needs of employers.

ITEM II-A – CONSENT

APPROVAL OF MINUTES OF THE JULY 28, 2004 REGULAR BOARD MEETING

BACKGROUND:

Attached are the minutes of the July 28, 2004 Sacramento Works, Inc. Board meeting for your review.

RECOMMENDATION:

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

**REGULAR MEETING OF THE SACRAMENTO WORKS, INC. BOARD**  
Minutes/Synopsis

SETA Board Room  
925 Del Paso Blvd.  
Sacramento, California

Wednesday, July 28, 2004  
8:00 a.m.

- I. **Call to Order/Roll Call**: Mr. Dourgarian called the meeting to order at 8:03 a.m.

**Members Present:** Bill Camp, Joan Dailey Polster, Michael Dourgarian, Mark Erlichman, Barbara Hayes, Mark Ingram, Matt Kelly, Kathy Kossick, Jim Lambert, Gerry Lawrence, Jack Padley, James Pardun, Kim Parker, Deborah Portela, Jane Rasmussen, Maurice Read, Lorenda Sanchez, Lawrence Suddjian, Clayton Thomas, Kingman Tsang.

**Members Absent:** Sharon Anderson, Dr. Larry Buchanan, Rick Dibble, Peter Gregerson, Frank Hurtarte, John Koogle, Matthew Mahood, Elizabeth McClatchy, Dave Miller, Anne Moore, Bruce Parks, Francisco Rodriguez, William Warwick.

**Youth Council Member Present:** Dr. James Hernandez.

II. **Consent Items**

- A. Approval of Minutes of the May 26, 2004 meeting

The minutes were reviewed; no questions or corrections.

Moved/Camp, second/Kossick, to approve the minutes of the May 26, 2004 meeting as distributed.

Voice Vote: Unanimous approval.

- B. Approval of Merger of Planning/Oversight Committee and One Stop Evaluation Committee into one new Ad Hoc Committee and appointment of Chairperson of the new committee

Ms. Kossick reviewed this item. Due to a difficulty getting a quorum, it was decided to merge the two committees. Mr. Suddjian stated that he has spoken with several board members and has verbal commitments to form a committee.

Moved/Camp, second/Tsang, that the current Planning/Oversight Committee and the current One Stop Evaluation Committee be dissolved upon adoption of this motion. Further, a new ad hoc committee, to be known as the Planning/Oversight Combined Committee be formed, and that Mr. Lawrence Suddjian be appointed its first Chair, and further Mr. Suddjian be empowered to determine the size of this new committee and to appoint its first members without further Board ratification.

Voice Vote: Unanimous approval.

**III. Action Items**

**A. Approval to Endorse the Construction Business Planning Process**

Mr. Suddjian reported that the Planning Committee met on June 23 and heard a proposal regarding the Construction Business Planning process. He introduced Rick Larkey, Sacramento County Office of Education, and Mr. John Orr, Building Trades Council and member of the construction consortium.

Mr. John Orr provided an overview of this program, which will serve a nine-county region. This program addresses the problem of not enough people working in the construction industry. This encourages young people to find careers in construction.

Mr. Rick Larkey addressed the business plan aspect of this program. It was decided that a collaborative was needed in order to expand current efforts and fill in current gaps. This program will utilize the professional networks that LEED works with to get everyone involved. On the education side, we will work with all of the educational institutions to develop programs that are geared toward training in construction.

Moved/Lambert, second/Padley, to endorse the Construction and Design Consortium plan. In addition, a commitment of \$15,000 was made from Sacramento Works, Inc. for development and implementation of the Business Plan.

Roll Call Vote: Aye: 20, Nay: 0, Abstentions: 0

**B. Approval of Board Initiative Recommendations from the Employer Outreach Committee**

Mr. Mark Ingram reviewed this item. The Employer Outreach Committee reviewed the budget and recommends approval of two additional items:

- |    |  |          |
|----|--|----------|
| 1) | SACTO Economic Profile, 2004-2005          | \$12,000 |
| 2) | Youth Services Provider Network, 2004-2005 | \$15,000 |

Moved/Ingram, second/Tsang, to approve the Employer Outreach Committee recommendation to allocate \$206,950 of the Sacramento Works board initiative funds for marketing efforts, the SACTO Economic Profile, the Youth Service Provider Network and the Construction Business Plan. In addition, the Employer Outreach Committee requests that the remaining \$47,289 remain unallocated for future board initiatives.

Roll Call Vote: Aye: 20, Nay: 0, Abstentions: 0

C. Approval of Workforce Investment Act Local Plan Modification, Fiscal Year 2005

Mr. Roy Kim stated that each year, Workforce Investment Areas are required to file plan modifications. He reviewed the various modifications to the plan. A copy of the entire plan is available on SETA's web site. Staff is recommending that this draft modification be approved. The Executive Committee will review the public comments received in August.

Moved/Camp, second/Padley, to approve the WIA five-year plan modification and authorize the Executive Committee to review the comments and approve the final plan modification.

Voice Vote: Unanimous approval.

IV. **Information Items**

1. Executive Summary of the Caregiver Training Initiative Final Process and Outcome Evaluation Report

Ms. Cindy Sherwood-Green reported that this program began three years ago to address shortages in nursing and caregivers and prepare people for better jobs. A recent evaluation of this program found that the goals were exceeded. Welfare recipients comprised of 31% of the trainees. Locally, the seven-county region received \$2.6 million. 70% of the students were certified and graduated from the program.

2. Presentation of the 2004/2005 Regional Healthcare Careers Study

Mr. John Harden stated that this study was to piggyback on the CTI and Nurse Workforce Investment program. This study focused on 18 of the larger healthcare positions. The data represents surveys of 250 employers and 14,000 jobs.

Ms. Hayes requested a report to be done for a broader scope of occupations outside of healthcare. Mr. Harden stated that there are 39 occupations, and all are in the critical industry areas. The next cluster that will be studied is the construction industry with 12-13 occupations to be reviewed.

Medical Assistant and Medical Support are the two highest demand occupations. Mr. Harden stated that he would urge people to do curriculum comparison from one training facility to another and whether the school actually is involved in placing trainees.



3. Committee Update

**Youth Council:** Dr. Hernandez reported that the Youth Council recently completed a series of workshops, the purpose of which was to prepare youth for jobs. 165 youth attended the workshops and 144 graduated.

4. Exemplary Performance Award: Ms. Kossick reported that SETA received an award of \$3,487 for meeting or exceeding some core performance goals. She thanked all of the staff and program operators that worked to achieve this goal.

The board inquired whether there was a way to publish a small ad congratulating SETA for this award. Mr. Camp suggested the chamber of commerce paper or the labor papers. Mr. Dourgarian turned this task over to the Employer Outreach Committee.

5. Summary of Workers Compensation Claims Examiner's Project:

Mr. William Walker reported that in June the board approved a program to increase the number of workers comp claims examiners. Twenty-six people were enrolled and passed the test to become claims examiners. A job fair was held on July 21 and several individuals were offered employment. Mr. Padley requested an outcome report on the 26 individuals. Mr. Walker stated that he will be providing a follow-up report.

6. Outstanding Achievement Award for Mark Sanders Career Center: Ms. Pattie Espinosa, Manager of Mark Sanders EDD reported that this career center was acknowledged for exemplary services. Mark Sanders won the recognition at the local level and was then submitted at the state level where they won as well.

7. Report on Employer/Employee Dislocations: Mr. William Walker reported that Citibank will be dislocating 120 employees as they consolidate their employees and branches to San Antonio. A Job Fair is scheduled for August 6.

VII. **Other Reports**

1. Chair: Mr. Dourgarian asked for board member announcements.

Mr. Bill Camp announced that Grantland Johnson will be joining the economic development part of the Central Labor Council.

2. Counsel: No report.

3. Public Participation: No comments.

VIII. **Adjournment:** Meeting adjourned at 9:19 a.m.

ITEM III-A - ACTION

TIMED ITEM 8:00 A.M. AND PUBLIC HEARING: APPROVAL OF AMENDMENTS TO  
THE SACRAMENTO WORKS, INC. BYLAWS

BACKGROUND:

From time to time Legal Counsel will suggest to the Board Bylaw amendments designed to conform the Bylaws to the new operating requirements of the corporation in light of the Workforce Investment Act .

These bylaw amendments are applicable to the term of office of the chairperson (Article IV, Section 4.02), and the appointment of ad hoc committees (Article V, section 5.02). Legal Counsel has drafted an amendment to these two articles, which is attached.

Counsel will be available to respond to any questions the Board may have regarding the proposed bylaw amendments.

RECOMMENDATION:

Open a public hearing, take public testimony, close the public hearing and vote on the amendments to the Sacramento Works, Inc. bylaws as outlined above.

## ITEM III- B– ACTION

### APPROVAL OF UPDATED SELF-SUFFICIENCY STANDARD FOR THE SACRAMENTO WORKFORCE INVESTMENT AREA

#### BACKGROUND:

Self-sufficiency under the Workforce Investment Act (WIA) is defined by the Local Workforce Investment Board. It represents the income level at which a family can be sustained without relying on income supports or public assistance.

The Self-Sufficiency Standard for California for 2003 was published in December 2003 by the National Economic Development and Law Center ([www.nedlc.org/cfess/cfess\\_registration.htm](http://www.nedlc.org/cfess/cfess_registration.htm)) and describes the income required by California's working families to pay for the basic needs of rent, food, child care, healthcare, transportation, miscellaneous costs and taxes, on a county by county basis. Attachment 1 is the Self-Sufficiency Standard for Sacramento County, California, 2003.

SETA and Sacramento Works currently use 150% of the Lower Living Standard Income Level (LLSIL), based on the federal government standard to measure self-sufficiency. While both the Self-Sufficiency Standard and the Lower Living Standard Income Level assess income adequacy, the Self-sufficiency standard is a more meaningful measure in several important ways:

- The Self-Sufficiency standard assumes that all adults (whether married or single) work full time and includes the costs associated with employment, specifically transportation, taxes, and child care.
- The Standard takes into account that many costs differ based on family size, composition and age of children
- The Standard incorporates regional and local variations in costs, for example although housing costs throughout the state increased between 2000 and 2003, the most dramatic increase was in Sacramento County where the cost of housing increased by 51%.
- The Standard includes the net effect of taxes and tax credits.

Many families in our community do not earn self-sufficient wages. Generally, self-sufficiency is not achieved through stopgap measures or short-term solutions. Most individuals moving from welfare to work cannot achieve self-sufficiency in a single step, but require the needed assistance, guidance, transitional work supports and the time necessary to become self-sufficient. There are two basic approaches for individuals to close the income gap and become self-sufficient: 1) to reduce costs through the use of work supports or 2) to raise incomes.

1. Reducing Costs through Work Supports: There are a number of ways to reduce the amount of income required to meet family needs, thus helping low-income

families achieve self-sufficiency. The following is a list of Work Supports that are used to reduce a family's costs:

- Child Support
- Temporary Assistance for Needy families (TANF)
- Food Stamps
- Housing Choice Vouchers or Public Housing
- Child Care subsidy
- MediCal or Healthy Families
- Transportation subsidies
- Earned Income Tax Credit
- Child Tax Credit
- Child Care Tax Credit

2. **Raising Income:** Central to the effort to raise income is access to education and training and access to jobs that provide real potential for skill development and career advancement over the long term. True long-term self-sufficiency requires investments that enhance skills and adaptability. Without technologically sophisticated and broad-based education—which provides the flexibility to move into new jobs and careers—self-sufficiency is not likely to be sustainable.

Staff is recommending that the self-sufficiency standard be used in Sacramento County for the following purposes:

1. **Guideline for Determining Eligibility and Need for Services:** Data extracted from the self-sufficiency standard will be used as a criteria to determine eligibility for youth and adults who are employed, but are in need of intensive services to obtain or retain employment that leads to self-sufficiency (Staff has combined eight different self-sufficiency wage standards into two self-sufficiency standards: one-adult families with children and two-adult families with children—see attachment).
2. **Counseling Tool:** The self-sufficiency standard will assist job seekers make informed decisions about what kind of training will lead to self-sufficient wages and/or which job will provide the income they need.
3. **Tool to Select Critical Industries and Target Job Training and Education Resources:** The standard will be used to identify jobs that are in high demand by local employers that pay self-sufficient wages. Sacramento Works, Inc. scholarship funds will then be used to increase training for those high demand, high wage jobs.
4. **Evaluation and Program Improvement Tool:** The One Stop Career Center system and training providers will be evaluated on their ability to prepare job seekers for self-sufficiency.

In addition, staff is recommending that the minimum self-sufficiency wage for an individual continues to be the current minimum self-sufficiency wage of \$10.00 per hour.

The Sacramento Works, Inc. Planning/Oversight Committee reviewed and approved this item at their September 13, 2004 meeting. The Executive Committee met on September 27, 2004 and approved this item.

Staff will be available to answer questions.

RECOMMENDATION:

Approve using the Self-Sufficiency Standard for California 2003, as modified and shown in the attached chart, for the Sacramento Area. Approve the use of future self-sufficiency standards for Sacramento, as modified by this policy.

**Sacramento Workforce Investment Area**  
**Self-sufficiency Standard**

<b>Self-Sufficiency Standard</b>	<b>One-Adult</b>	<b>One-Adult + Child</b>	<b>One-Adult + 2 Children</b>	<b>One-Adult + 3 Children</b>
<b>Hourly Wage</b>	\$10.00	\$14.02	\$17.11	\$24.06
<b>Monthly Wage</b>	\$1,760	\$2,468	\$3,011	\$4,235
<b>Annual Wage</b>	\$21,120	\$29,616	\$36,132	\$50,820
	<b>Two-Adult</b>	<b>Two-Adult + Child</b>	<b>Two-Adult + 2 Children</b>	<b>Two-Adult + 3 Children</b>
<b>Hourly Wage</b>	\$10.00*	\$10.00*	\$10.05*	\$13.30*
<b>Monthly Wage</b>	\$1,760*	\$1,760*	\$3,536	\$4,681
<b>Annual Wage</b>	\$21,120*	\$21,120*	\$42,432	\$56,172

\*Per Adult

## ITEM III-C - ACTION

### RATIFICATION OF SUBMISSION OF A HEALTHCARE INDUSTRY GRANT APPLICATION TO THE DEPARTMENT OF LABOR, EMPLOYMENT AND TRAINING ADMINISTRATION

#### BACKGROUND:

On September 17, 2004 the Department of Labor, Employment and Training Administration released a Solicitation for Grant Applications for High-Growth Job Training Initiative Grants for the Healthcare and Biotechnology industries. This funding opportunity seeks innovative and unique solutions to growing the labor pool of highly skilled professionals and/or the capacity to train highly skilled professionals in these critical industries over a 24 month period. Mandatory partners include business, education and the Workforce Investment Board (WIB). The business partners must provide a 50% match to any grant award of which at least 50% must be monetary. The target area can be local or regional. The deadline for submission was November 16, 2004.

Building on the recent successes of SETA's Nurse Workforce Initiative and Caregiver Training Initiative, a responsive proposal was prepared that targets the Healthcare Industry as its focus, the Healthcare Industry – Workforce Response Project (HI-WRP). The requested grant amount will be \$1 million. Partners to this proposal include SETA as the applicant and fiscal agent, the Workforce Investment Board, Los Rios Community College District, the Healthy Community Forum, representing Sutter Health, Catholic Healthcare West, Kaiser Permanente and UC Davis Medical Center, Shriner's Hospital and the Sacramento Veterans Administration Medical Center.

Local and regional challenges faced by the Healthcare Industry include nurse training systems without the capacity to meet the industry's future hiring needs and a workforce that does not need the cultural and linguistic needs of what has been described as the most culturally diverse area in the country. Unique and innovative solutions to reversing local and regional labor pool shortages include the establishment of a Healthcare One-Stop, the recruitment and training of experienced clinical nurses to become nurse instructors, additional capacity in classroom and clinical training settings and a cultural sensitivity curriculum component provided by WIA approved contractors.

On November 8, 2004, the Planning/Oversight Committee approved the submission of this proposal. Staff will be available to answer questions.

#### RECOMMENDATION:

Ratify the submission of the HI-WRP proposal and application to the Department of Labor, Employment and Training Administration.

## ITEM III-D - ACTION

### APPROVAL OF PROPOSAL FOR REGIONAL WORKFORCE STUDY

#### BACKGROUND:

Sacramento Works, Inc. has procured two regional research projects from the Sacramento Regional Research Institute (SRRI) in the past two years.

In April 2003, SRRI presented “**The Changing Structure of the Sacramento Region Economy**”, a study that identified changes in the region’s industry composition over time for the purpose of better understanding the changes in industry sectors required to support the region’s economic development. Conclusions from this study included:

- The Sacramento region’s economy is in a state of restructuring. Shifts include changes from manufacturing and goods distribution to a more services-based economy; a rising importance of the information technology sector and a high reliance on construction and related services.
- Business processes are changing, creating a shift in the occupational categories used in creating specific goods and services. One of the most prevalent trends is the substitution of digital process and technology to processes that were formally more labor intensive. As a result, the mix of occupational categories within specific industries is changing.
- Qualified employees have become more mobile between occupational categories, as many of the basic occupational skills can be used in a variety of occupations.
- Industries are becoming more dependent on and linked to each other—the economic cluster concept.

The study also concluded that while it is possible to project the industry sectors where the region is gaining or losing relative specialization, the region is not yet able to convert that information into occupational categories and ultimately into workforce development training requirements.

In February, 2004, SRRI presented the “**Analysis of Workforce Skills Sets**”, a comprehensive analysis of industry employment in the Sacramento region that identified 15 industries that demonstrated the greatest potential for economic development in the region and ten (10) workforce skills sets or competencies that were critical for successful job performance in these 15 industries. The project was based on both data analysis and surveys of employers and attempted to look to the future rather than taking into account the current environment. The workforce skills competencies that were identified include:

- Reading Comprehension
- Active Listening
- Speaking
- Writing



- Mathematics
- English Language
- Clerical
- Computer and Electronic
- Customer and Personal Service
- Soft skills/work maturity skills

SRRI is proposing a third research project that will identify existing workforce attributes and conduct an analysis of the structure, characteristics, and advantages of the Sacramento Region's workforce, as defined by its occupational categories. This research project will

- examine the training and educational requirements in Sacramento's occupational structure,
- focus on examining the occupational structure and trends based on occupational (not industry) categories, providing an extra level of understanding to the April, 2003 study,
- assess the overall knowledge and skill demand for the region's major occupational sectors and compare the findings to the industry analysis completed in the February 2004 study,
- define the "current environment" and describe the linkage between the current environment and the forward looking view provided in the February 2004 study.

The SRRI proposal is attached for review.

The Employer Outreach Committee met several times to review and approve this proposal. An oral report will be provided.

The two completed studies are available by contacting Nancy Hogan, Clerk of the Boards at 263-3827.

RECOMMENDATION:

Approve the proposal for the Regional Workforce Study.



**Proposal for  
Regional Workforce Study—Base  
Analysis Phase**  
October 15, 2004

While there is a wide array of information and studies examining the Region's economy, the focus is typically on industry information. Existing research examining the occupational aspects of the Region's economy is limited in scope and availability. Comprehensive research related to the Region's workforce and how occupational information can be incorporated into Sacramento Works' efforts is best completed in a series of phases with the objective of providing information to effectively connect workforce development to the current and future workforce needs. SRRI has already completed a forward-looking analysis that identified overall skill sets that are associated with some of Sacramento's emerging industries and their related occupations. However, there is a need to identify existing workforce attributes in order to link the current environment to the forward-looking analysis and Sacramento Works' goals.

This proposal is for an analysis of the structure, characteristics, and advantages of the Sacramento Region's workforce, as defined by its occupational categories. Overall, the analysis will define the workforce strengths and weaknesses based on comparisons to other areas, ability to support economic development and growth, and contribution to the Region's overall employment environment. The first phase of the greater comprehensive research will allow for a base understanding of the Region's economy through an occupational lens and will be geared at answering the following question:

What are the characteristics and strengths of the Sacramento Region's workforce?

Major task areas for the first phase (base analysis) of the research project will include:

- Study the region's occupational structure over time and compared to other areas to identify regional workforce specialization
- Examine the training and educational requirements in Sacramento's occupational structure to assess the general make-up of the workforce training levels along with educational attainment
- Assess the overall knowledge and skill demand for the Region's major occupational sectors
- Compare the findings to the occupational analysis conducted in SRRI's previous study
- Identify general workforce advantages and opportunities

Subsequent research phases will permit Sacramento Works and SRRI to select information from the first phase for more detailed analysis and answer additional questions of interest.

Sacramento Works has expressed the desire to obtain information from the first phase in the shortest possible timeframe. While our normal response time for this volume of work

## **Base Analysis Phase Proposal**

would be within six months of initial funding, SRRI can accommodate an expedited delivery of this research project by completing the draft report within three months of initial funding. After your review and approval of the draft report, we will make necessary changes and provide a final reproduction-ready report within 30 days.

The proposed fixed cost for the first phase of the research project is \$45,000. This cost includes a presentation of the report as well as all overhead, direct and indirect costs, transportation expenses, and other items. Additional meetings, presentations, hearings, and other public information activities are not included but can be provided at additional negotiated cost. A payment and deliverable schedule will be negotiated at the time of contract execution.

In addition to the first phase of the research project, SRRI proposes a series of economic and workforce briefings that will allow SRRI to bring research-based information and analysis on current economic development factors to the Board, on a quarterly basis. The briefings will consist of a total of four short presentations at Board meetings and will be based on SRRI's research and the recruitment efforts of the Sacramento Area Commerce and Trade Organization. The proposed fixed cost for the four briefings is \$5,000.

## ITEM III-E - ACTION

### APPROVAL TO ENDORSE PARTNERSHIP FOR PROSPERITY:AN ECONOMIC DEVELOPMENT STRATEGY FOR THE GREATER SACRAMENTO AREA

#### BACKGROUND:

The Sacramento Area Commerce and Trade Organization and the Sacramento Metro Chamber of Commerce are recruiting workforce development and economic development stakeholders in the region to plan and implement Partnership for Prosperity, an economic development strategy. The strategy will guide economic and workforce development planning and build a collaboration of regional organizations around a clear regional vision. The Executive Summary is attached for review.

Sacramento Works, Inc. has been identified as a Key Regional Organization and invited to participate in this planning process. Key Regional Organizations provide representation on the Leadership Coalition and the Steering Committee and contribute \$10,000 to the development and implementation of the vision.

The Employer Outreach Committee voted on November 22, 2004 to endorse this strategy and provide \$10,000 from the Marketing budget.

#### RECOMMENDATION:

Endorse Partnership for Prosperity: An Economic Development Strategy for the Greater Sacramento Area.

Approve Sacramento Works, Inc. as a regional collaborator and sponsor.

Identify the Chair or Past-Chair to act as the board's representative on the Leadership Coalition.

Authorize \$10,000 of the Sacramento Works, Inc. marketing budget to be used to plan, implement, and publicize the economic and workforce development plan.

***An Economic Development Strategy  
For the  
Greater Sacramento Area***

**Executive Summary**

**The Opportunity**

For the past 10 years, the Greater Sacramento Region has experienced some of the best job and population growth numbers in the state and the nation. The region has been recognized as one of the “Most Livable Cities” and has been labeled a “Boomtown” by Business 2.0 magazine. The economic base has become more diversified and, to date, we have weathered the national and statewide economic downturn in a much stronger position than most other regions in California. Yet many public and private leaders still believe that true regional success is yet to come

There is little question that the Sacramento Region is at a turning point. As the national recession and the technology downturn are showing signs of drawing to a close, the Sacramento Region, through projects such as Valley Vision and SACOG’s *Regional Blueprint Project*, the Air Pollution Summit and SACOG’s adoption of a major transportation plan for the region, is now experiencing more regional collaboration than ever before. Taking advantage of this collaboration and the belief that individual jurisdictions cannot succeed if the region, overall, is not strong; we are faced with a choice. The Greater Sacramento Area can either continue on an economic development path that has brought about positive growth and positive results, but that has not achieved a full measure of excellence, or it can commit to building on its strengths to make substantive change to move to the next level.

Partnership for Prosperity will outline the process for a comprehensive regional economic development strategy that reaches across parochial organizational and jurisdictional boundaries, identifying a clear regional vision that organizations and jurisdictions can align themselves with.

**The Challenges**

The challenges to such an undertaking are numerous but not insurmountable. Some are specific to the region, while others are inherent in any economic development exercise. They include:

- Infrastructure constraints – All aspects of the regional infrastructure from transportation to education must be considered for improvement, where necessary. A competitive economy must be built on strong foundations that will allow business in the region to flourish
- Resistance to change – Change is not usually easy for the masses, or in this case, a region. However, for the Greater Sacramento Area to be a high-

- performance regional economy, a broad commitment to change, where necessary, is going to be required.
- Regional collaboration – Such an effort is going to require regional collaboration through the identification and prioritization of goals and efforts, on a level that has rarely been undertaken in the Sacramento area.

### **The Strategy**

*The power is in the collaboration.* An effort such as this is only as strong as the partners. And to be respected at the end of the process it must be truly regional in scope and participation. No one organization in this region can undertake such an exercise and have it result in the powerful alignment of purpose that the Greater Sacramento Area deserves.

At its conclusion, the plan will provide a comprehensive regional economic development strategy that will bring organizations and jurisdictions from the Sacramento Region together around a clear regional vision that everyone can align their talent and resources with. This vision will guide the development of the region to a high performance economy and advance the Sacramento Region to the next level of competitiveness in the global marketplace.

**Partnership for Prosperity  
An Economic Development Strategy  
For the  
Greater Sacramento Area**

**1. Establish two groups:**

Leadership Coalition – comprised of the chairs of identified key regional organizations. A separate individual, a significant business leader in the region, would be selected to chair this Coalition over a multi-year period. The Steering Committee would staff the Coalition but would not be “at the table” for their meetings. Coalition would be completely run by the private sector representatives.

Steering Committee – comprised of the Executive Directors/CEOs/Presidents of the same identified key regional organizations.

These two groups would agree on strategy process and convene the Leadership Coalition Summit.

**2. Leadership Coalition Summit**

Purpose of the Summit would be to identify a regional vision and develop suggestions to strengthen and stimulate the economy – for example, a vision statement such as – *The Greater Sacramento Area will be a first-tier global marketplace by 2020*. Then define what that means in the context of strengthening and stimulating the economy. Examples: *a) having a 24/7 urban core(s), b) having a top 20 research university, c.) an enhanced standard of living at all levels, d) an effective regional transportation system that includes global air and water linkages, etc.* Keep in mind that we want to focus on creating a future identity or “state-of-mind” for the region.

Would probably have numerous Summits around the region including representatives of the key organizations, local chambers of commerce, economic development directors and other stakeholders, as appropriate.

Leadership Coalition assigns key organizations to establish Strategic Task Forces to develop long-term strategies around broad policy areas as appropriate for organization’s strengths and resources. The broad policy areas are an outcome of the Leadership Coalition Summit.

**3. Strategic Task Forces**

Each assigned organization assembles a regional task force comprised of all appropriate representatives engaged in and adding value to the broad policy area. Long-term strategies are developed and the appropriate organizations are tapped for execution of strategies. Examples from above regional vision statement:

<b>Task Force</b>		<b>Organizational Lead</b>
<i>Tourism</i>		<i>TBD</i>
<i>Workforce Development/ Education</i>		<i>TBD</i>
<i>Global Connectivity (Includes land, water &amp; air transportation and communications infrastructure)</i>		<i>TBD</i>
<i>Business Climate</i>		<i>TBD</i>
<i>Federal Issues</i>		<i>TBD</i>
<i>Economic Development</i>		<i>TBD</i>

#### **4. Report Back**

Strategic Task Forces report out to Leadership Coalition, outlining strategies, timelines, responsibility and metrics associated with their broad policy areas. Leadership Coalition refines and approves long-term strategies

Over time, Leadership Coalition approves and monitors progress toward goals – always keeping in mind regional vision and how goals align regional organizations’ work toward regional vision.

#### **5. Implementation**

Key organizations execute approved strategies within appropriate organizations toward consistent, approved, unified regional vision.

Leadership Coalition continues to monitor and measure success towards goals. Redirect over time, if necessary. Third party involvement to manage the public involvement process – such as the role exercised by Valley Vision in the Sacramento Region Blueprint project.



## **6. Benefits**

- All regional organizations are aligned toward singular regional vision, dedicating resources and talent toward regional goals.
- In the Leadership Coalition you have a truly regional representation of all regional organizations that has ability to rally around other, as yet, undiscovered, regional issues relating to economic development. (Suggest that a series of questions be developed to identify whether issues/projects brought before this group pass the “sniff” test for economic development-related topics.)
- Utilizing regional expertise rather than paying for or buying unnecessary assistance.
- Improve dialogue, interaction and information flow between key organizations. Get key organizations in the region talking to each other.
- Involves all regional stakeholders, chambers, economic development directors, business leaders, etc.

## **7. Timing and Cost**

The entire process from the establishment of the Steering Committee and Leadership Coalition to the approval and implementation of strategies should not exceed one year.

Cost would be nominal and would include some preliminary research, much of which already exists, a part-time project manager (consultative), and defraying of costs associated with Coalition Leadership Summits (room rental, etc.)

ITEM III-F - ACTION

AUTHORIZE THE PLANNING/OVERSIGHT COMMITTEE TO REVIEW AND APPROVE GOVERNOR'S 15% WORKFORCE INVESTMENT ACT PROPOSALS FROM SACRAMENTO COUNTY

BACKGROUND:

On November 18, 2004, the California Employment Development Department announced the availability of up to \$22 million in a Solicitation For Proposals (SFP). The Governor's three funding categories for this SFP are as follows

1. Growth Industries - High Wage, High Skill Job Training,
2. Removing Barriers for Special Need Populations, and
3. Industries with a Statewide Need - Nurses and other health related industries

The eligible applicants for the solicitation include public, private non-profit and private for profit agencies. The solicitation requires that each applicant describe their linkages to the local Workforce Investment Board and Workforce Investment Area.

SETA is currently involved in two collaboratives that will be responding to the solicitation, the Health Care Collaborative and the Construction Consortium. In addition, staff is anticipating that there will be many requests from community organizations for Sacramento Works, Inc. to support their application for funding. In order to ensure that Sacramento proposals are competitive, staff is recommending that the board authorize the Planning/Oversight Committee to review the program concept of local applicant agencies, and support those that are consistent with the goals set forth by the Board in the Sacramento Works Strategic Business Plan.

RECOMMENDATION:

Authorize the Planning/Oversight Committee to review applications for WIA Governors 15% funding from Sacramento County and support those that are consistent with the goals of the Sacramento Works Strategic Business Plan.

## ITEM III-G - ACTION

### REVIEW AND APPROVE SACRAMENTO WORKS YOUTH COUNCIL'S CURRENT AND PROPOSED WORKFORCE INVESTMENT ACT YOUTH SERVICE DELIVERY SYSTEM

#### BACKGROUND:

#### **Planning process for PY2005-2006 WIA Youth Funding**

It is anticipated that the Sacramento Works Youth Council will release the WIA Youth Program Request for Proposals for program year 2005-2006 in January 2005. In August 2004, the Sacramento Works Youth Council established a Youth Council Planning and Indicator workgroup to engage the in a public planning process for the next program year. The Workgroup conducted several public meetings to engage the current and potential providers, community stakeholders, youth and parents in this process. The Community Services Planning Council provided analysis and maps identifying high-risk factors for youth in the Sacramento community. From these risk factors CSPPC identified the top 20 high-risk neighborhoods.

The following information outlines the findings of the process:

- Current delivery system
- Findings of demographic data
- Proposed concept for service delivery in program year 2005-2006
- Required program performance as mandated by the Workforce Investment Act.

#### **A. Current WIA youth service delivery system**

1. **Regional Collaborative** – Currently WIA Youth program funds are allocated by regional collaboratives offering the required ten elements for Individualized services to enrolled youth in that region. Sacramento Works Youth services are offered in a two-tiered model – Universal services and Individualized services.
2. **Universal services** are available to all youth that come to the Sacramento Works Career Centers (SWCC). The WIA Universal Youth Specialists coordinate outreach, orientation, and job developing services to all youth entering the One Stop system. In addition, the market the SWCC to youth, schools, employers and organizations.
3. **Individualized services** - Currently WIA Youth program funds are allocated to offer the required ten elements for Individualized services to enrolled youth. Youth services are provided via the regional collaboratives. Because WIA Performance Goals are based on younger youth and older youth target groups, the Sacramento WIA Youth services are allocated by younger youth and older youth collaboratives.

The WIA Youth Collaborative team develops individualized services focusing on the needs of youth in that community.

4. **Specialized Collaboratives:** Additionally, the Sacramento Works Youth Council allocates resources for two specialized collaboratives targeting higher risk youth. These collaboratives both target the younger youth population.
- Work Scholarship Initiative targets youth at risk of dropping out of high school. Partners in the initiative include SETA, LEED, Luther Burbank & Raleys.
  - Youth Development and Crime Prevention program targets youth at risk of criminal behavior. YDCP provides employment opportunities coupled with substance abuse and mental health counseling.

#### **B. Recommended geographic distribution of WIA youth resources**

To fairly allocate the resources across the community, the Youth Council is recommending allocating the WIA youth funds geographically. Options include allocating by County Supervisor districts and allocating based on the demonstrated need of under-represented youth or services.

The planning process included review of demographic and social indicators provided by the Community Services Planning Council, the County Probation Department and the California Department of Education. The Community Services Planning Council's "Challenged Communities for Youth" matrix is attached.

#### **RECOMMENDATION:**

Review and approve Sacramento Works Youth Council's current and proposed WIA Youth service delivery system recommendations.

## **CHALLENGED COMMUNITIES FOR YOUTH**

Using data from the Human Services Information system, Community Services Planning Council (CSPC) staff developed a matrix ranking Sacramento County communities by ZIP Code on nine different demographic and social indicator factors. The communities were analyzed based on the following indicators:

- Percent of Children under 18
- Percent of Families with Children under 18
- Rate of Teen Births
- Rate of Mental Health Services for Youth
- Rate of CalWORKs cases
- Rate of Foster Youth
- Rate of Juveniles on Probation
- Rate of Incarcerated Youth
- Rate of CPS Referrals

The following communities are considered among the top 20 challenged neighborhoods, based on number and intensity of the risk factors listed.

- Top Ten:
1. Sacramento (95817)
  2. Fruitridge (95820)
  3. Del Paso Heights (95838)
  4. North Sacramento (95815)
  5. Fruitridge (95824)
  6. Sacramento (95823)
  7. Freeport (95832)
  8. Sacramento (95834)
  9. North Highlands (95660)
  10. Sacramento (95835).

- Next Ten:
11. Mills/Walsh Station (95827)
  12. Florin (95828)
  13. Town & Country Village (95821)
  14. Sacramento (95822)
  15. McClellan AFB (95655)
  16. Arden/Arcade (95825)
  17. Downtown Sacramento (95814)
  18. Gardenland (95833)
  19. Foothill Farms (95841)
  20. Rio Linda/Robla (95673)

## WIA Youth Program Goals

The required program goals developed for the Workforce Investment Act are divided into two groups based on the age of the youth at the time they begin the program. Younger Youth Measures focus more on skill development. Older Youth measures focus on employment. Both recognize the value of further education. These measures are:

For youth aged 14 through 18 when they are enrolled into the program:

1. **Skill Attainment Rate.** Attainment of basic skills, and, as appropriate, work readiness or occupational skills. This measure refers to all in-school youth and appropriately assessed out-of-school youth that need basic skills, work readiness or occupational skills.
2. **Diploma / Equivalent Attainment.** Attainment of secondary school diplomas and their recognized equivalents.
3. **Retention Rate.** Placement and retention in post-secondary education, advanced training, military service, employment or qualified apprenticeships.

For youth aged 19 through 21 when they are enrolled into the program:

1. **Entered Employment Rate.** Entry into unsubsidized employment
2. **Employment Retention Rate at six months.** Retention in unsubsidized employment six months after entry into the employment
3. **Average Earnings Change in six months.** Increase in earnings received in unsubsidized employment six months after entry into the employment
4. **Credentialing Rate.** Attainment of a recognized credential related to achievement of educational skills (such as a secondary school diploma or its recognized equivalent), or occupational skills, by participants who enter post-secondary education, advanced training, or unsubsidized employment.

For all youth Customer Satisfaction

**Customer Satisfaction** applies to all programs in-school or out-of-school

- ◆ How satisfied are you with the services?
- ◆ Considering all of the expectations you may have had about the services, to what extent have the services met your expectations?
- ◆ Thinking of the ideal program for people in your circumstances, how well do you think the services you received compared with the ideal set of services?

## ITEM IV-1 – INFORMATION

### PRESENTATION OF THE 2004/2005 REGIONAL CONSTRUCTION CAREERS STUDY

#### BACKGROUND:

The special study of construction occupations in the greater Sacramento region was designed to identify a number of critical elements in the local construction industry, including occupation size and growth estimates, supply/demand assessments, and education/experience requirements. The Construction Careers report is the second in a series of Critical Industries studies (the Regional Healthcare Careers study was completed in August 2004).

ITEM IV-2- INFORMATION

LETTER FROM GRADUATE OF THE NURSE WORKFORCE INITIATIVE PROGRAM

BACKGROUND:

Attached is a copy of a letter received from a recent graduate of the Nurse Workforce Initiative Program.

Staff will be available to answer questions.



## ITEM IV-3 - INFORMATION

### WORKKEYS SKILLS CERTIFICATION SYSTEM

#### BACKGROUND:

In Fiscal Year 2003-2004, Sacramento Works, Inc. placed a high priority on identifying a workforce skills certification system that could be used by employers, educators and workforce development professionals in the region. The board directed staff to work with LEED-Sacramento (Linking Education with Economic Development) on this initiative.

Over the past ten years, LEED-Sacramento, in partnership with Comprehensive Adult Student Assessment System (CASAS), Lori Strumpf and Associates, and local employers, developed industry-specific Workforce Skills Certification systems for Finance, Healthcare and Construction Industries. LEED-Sacramento found that developing locally driven, industry-specific certification systems was very expensive and time intensive and that very few high schools were willing to implement the skills certification systems because of the implementation of academic proficiency testing.

In February 2004, the Sacramento Regional Research Institute finished a study for Sacramento Works, Inc., "An Analysis of Workforce Skill Sets", which identified 15 industries with the greatest potential for economic development in the region and ten (10) workforce skills sets or competencies that were critical for successful job performance in these 15 industries. The project was based on both data analysis and surveys of employers and attempted to look to the future rather than taking into account the current environment. The workforce skills competencies that were identified include:

- Reading Comprehension
- Active Listening
- Speaking
- Writing
- Mathematics
- English Language
- Clerical
- Computer and Electronic
- Customer and Personal Service
- Soft skills/work maturity skills

Using the SRRI study results, LEED-Sacramento and Sacramento Works staff began researching "off-the-shelf" assessment and workplace skills certification systems that would meet the needs of local employers, be fast and easy to implement in the region, and would be cost effective. Partnering with California State University, Sacramento's Regional and Continuing Education Department, staff has selected the WorkKeys system to pilot in Sacramento.

## WorkKeys Summary

WorkKeys is a job skills assessment system that measures real world skills that employers believe are critical to job success. WorkKeys was developed by ACT, an international leader in educational assessment and workforce development services.

- WorkKeys has analyzed over 6,000 occupations and developed occupational profiles
- WorkKeys identifies the skill level that students need to reach in order to meet the requirements of these occupations
- The WorkKeys skill scale can be used by individuals, educators and employers to compare an individual's skill to the skill required for a particular job or occupation.
- WorkKeys measures abilities in three key areas:
  - Problem Solving**
    - Applied Mathematics
    - Applied Technology
    - Locating Information
    - Observation
  - Interpersonal Skills**
    - Teamwork
  - Communication**
    - Listening
    - Reading for Information
    - Writing
- WorkKeys can crosswalk locally developed workplace skills certification systems to WorkKeys assessments.
- WorkKeys provides both computer based and pencil and paper assessments. Test results can be received immediately if computer based assessment are used.
- WorkKeys results in a two-tiered skills credential certificate that is easily understood by employers.
- WorkKeys includes a skill-improvement component. If a student/job seeker wants a higher score, they can access skill training through an education partner or one stop career center.
- WorkKeys Targets for Instruction booklets can be purchased to develop curriculum locally to meet the skills standards.
- WorkKeys can be used by one-stop career center business services staff and small businesses to screen applicants for employment.
- WorkKeys training can be purchased to train job profilers to work with large employers to identify skills assessments to be used in hiring
- WorkKeys is cost effective. Computer-based assessment is \$100 per site for connection and \$3.20 per assessment. Readiness assessment is \$2.00.

### WorkKeys Action Plan

1. Build Consensus to use WorkKeys as the Regional Workforce Skills Certification system.
  - a. Develop education and marketing tools for WorkKeys

- b. Identify and educate stakeholders (WIB, LEED, Chambers, school districts, Community College, DHA, SCOE)
  - c. Get commitment from stakeholders to market WorkKeys
  - d. Develop marketing plan
2. Test WorkKeys on several pilot projects
  - a. Construction pilot
  - b. Healthcare One Stop
  - c. Work Scholarship/Raley's pilot
  - d. Testing Events at One Stops or in schools

Test the three most critical assessments, Applied Mathematics, Locating Information, Reading for Information (include Teamwork and Listening for specific pilots).
3. Identify stakeholders at the State level and educate them on WorkKeys system
4. Develop marketing materials and tools to use WorkKeys as an employer or business service.

# WorkKeys

## What is WorkKeys?

WorkKeys, developed by ACT, is a job skills assessment system that measures real world skills that employers believe are critical to job success. WorkKeys is comprised of three major components – **Assessment, Job Analysis, and Training**.

The **Assessments** component measures “real world” skills important to job success, including the abilities to learn, listen, work as part of a team, and think critically in three key areas:

1. Communication
2. Problem Solving
3. Interpersonal Skills

The **Job Analysis** component helps organizations analyze the skills needed for specific jobs (known as job profiling) and describe those needs to educators, students, and job applicants. Job profiling identifies the skills and WorkKeys skill levels an individual must have to perform the job successfully.

The **Training** component enables educators, individuals, and employers to identify skill gaps and guide training decisions.

In addition to the assessments, the development of **WorkKeys Certificates** (Job Readiness Certificates) that can help students or job seekers document their skills for potential employers is also possible. The certificates validate the WorkKeys skill levels an individual has achieved. Those who score at higher levels are qualified for more jobs.

## How can WorkKeys help us?

### 1. Screen applicants

WorkKeys can be used by one-stop career center business services staff and businesses to screen applicants for employment.

### 2. Assess workplace skills levels of students and job seekers

WorkKeys identifies the skill levels that students or job seekers need to reach in order to meet the requirements of over 6,000 occupations. If a student or job seeker wants a higher score, they can access skill training through an education partner or one stop career center. The WorkKeys skill scale can be used by individuals, educators, and employers to compare an individual’s skill to the skill required for a particular job or occupation. WorkKeys categorizes the skills into 8 areas:

Applied Mathematics

Observation

Applied Technology

Reading for Information

Listening

Teamwork

Locating Information

Writing

11/23/2004

## ITEM V - OTHER REPORTS

1. CHAIR'S REPORT: The Chair of the Sacramento Works, Inc. Board, on a regular basis, receives numerous items of information concerning employment and training legislation, current programs, agency activities, and miscellaneous articles.

The important information from the material received and meetings attended will be shared with the entire Board and the method proposed by the Chair is to give a verbal report at each regular meeting. It will also allow time for the Board to provide input on items that may require future action.

2. COUNSEL REPORT: The Sacramento Works, Inc. Legal Counsel is the firm of Phillip M. Cunningham, Attorney at Law. This item provides the opportunity for Legal Counsel to provide the Sacramento Works, Inc. Board with an oral or written report on legal activities
3. PUBLIC PARTICIPATION: Participation of the general public at Sacramento Works, Inc. Board meetings is encouraged. The Sacramento Works, Inc. Board has decided to incorporate participants of the audience as part of its agenda for all meetings. Members of the audience are asked to address their requests to the Chairperson, if they wish to speak.