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Sacramento, CA 95815
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SACRAMENTO WORKS, INC. BOARD RETREAT

DATE:	Wednesday, April 20, 2005
TIME:	8:30 – 3:30 (Breakfast starting at 7:45 Lunch will also be served)
PLACE:	Radisson Hotel 500 Leisure Lane, Room 303 Sacramento, CA 95815
FACILITATOR:	Virginia Hamilton, Executive Director, California Workforce Association
THEME:	<i>Becoming Sacramento's Workforce Resource</i>

AGENDA

Welcome (Randall King and Mike Dourgarian)

- Review of Accomplishments, Successes, Challenges and Goals
- Strengths, Weaknesses, Opportunities, Threats
- Strategic Directions
- Outcomes

Retreat Questions:

- How do we connect workforce development to economic development and regional planning?
- Is the system driven by employer demand?
- Will the supply of workers be able to meet the demands of employers?

HANDOUTS:

- ✓ Goals from Strategic Business Plan developed in 2000 and update in 2002
- ✓ Summary of critical industries
- ✓ Competitive Advantage

Strategic Business Plan

Sacramento Works, Inc.

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

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.

Sacramento Works, Inc. -- 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.

Committee	Task/Assignment
Planning Committee	<ol style="list-style-type: none"> 1. Proactively identify employment needs in critical industries 2. Conduct Industry cluster needs assessment and identify specific skills needed by employers
Employer Outreach Committee	<ol style="list-style-type: none"> 1. Develop collaborations with critical industry employers
Youth Council	<ol style="list-style-type: none"> 1. Encourage public schools to increase vocational education classes 2. Coordinate training efforts with education entities
One Stop Committee	<ol style="list-style-type: none"> 1. Connect critical industry employers and employment seekers
Executive Committee	<ol style="list-style-type: none"> 1. Pull major employers representing critical industries into the WIB

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

Committee	Task/Assignment
Planning Committee	<ol style="list-style-type: none"> 1. Determine needs of employers 2. Ensure that job seekers know what employers want
Employer Outreach Committee	<ol style="list-style-type: none"> 1. Identify and develop a private sector-led training initiative 2. Coordinate better with local workforce organizations 3. Change perception as government agency. Merge public and private sectors 4. Develop strategic partnerships with employers 5. Develop a strong regional marketing program for Sacramento Works 6. Market SWI as vehicle for employment solutions 7. Educate employers and job seekers through marketing efforts 8. Introduce hiring managers to one stop managers 9. Increase visibility in the business community
Youth Council	<ol style="list-style-type: none"> 1. Improve interaction between employers and education, especially the K-12 school system

One Stop Committee	1. Improve customer satisfaction with one-stop services
Executive Committee	1. Conduct focus groups of board members to assess success of effort and follow-up

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.

Committee	Task/Assignment
Planning Committee	Improve our system for determining the needs of our customers—both employers and job seekers
Employer Outreach Committee	1. Cultivate career ladder resources for workers 2. Develop strategic partnerships with employers
Youth Council	1. Act as a catalyst to bring together educators and youth community based training programs.
One Stop Committee	1. Reach out through one-stops to the non-English communities for training purposes
Executive Committee	1. Evaluate success of efforts to minimize barriers to employment and promote career ladders

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.

Committee	Task/Assignment
Planning Committee	1. Improve our system for determining the needs of our customers—both employers and job seekers 2. Ensure that youth know what employers want
Employer Outreach Committee	1. Strategic alliances with key organizations
Youth Council	1. Act as a catalyst to bring together educators and youth community based training programs. 2. Increase involvement of secondary educational institutions
One Stop Committee	1. Increase efficiency utilization and recognition of one stops by youth
Resource Development	1. Look for alternative funding sources

Committee	2. Develop a private fundraising effort
Executive Committee	1. Support staff to ensure that youth goals and performance measures are met and exceeded.

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.

Committee	Task/Assignment
Planning Committee	<ol style="list-style-type: none"> 1. Improve our system for determining the needs of our customers—both employers and job seekers 2. Determine how resources will be used in the one stop system 3. Identify services to be offered in the one stop system to meet the needs of customers
Employer Outreach Committee	<ol style="list-style-type: none"> 1. Strategic alliances with key organizations 2. Re-create the one-stop system to meet the needs of employers. 3. Ensure that system is recognized and utilized by business and public agencies
Youth Council	<ol style="list-style-type: none"> 1. Increase involvement of secondary educational institutions
One Stop Committee	<ol style="list-style-type: none"> 1. Increase efficiency utilization and recognition of one stops 2. Improve customer satisfaction with one stop services 3. Reach out through the one stops to the non-English communities for training purposes 4. Connect employers and employment seekers
Resource Development Committee	<ol style="list-style-type: none"> 3. Look for alternative funding sources 4. Develop a private fundraising effort
Executive Committee	<ol style="list-style-type: none"> 2. Support staff to ensure that one stop system goals and performance measures are met and exceeded.

Sacramento Works, Inc. Critical Industry List

Sacramento Works, Inc., the local Workforce Investment Board, has taken on the role of engaging the business community by assessing the regional labor market, identifying critical industries, and developing a plan to train workers for critical industries.

The Sacramento Works, Inc. Planning Committee has identified seven industries in our area as “Critical Industries.” These seven industries represent those industries that are most consistent with our goal of helping job seekers, through the one-stop system, find long term, career oriented employment. The following information provides a brief description of the “Critical Industries.”

ADVANCED MANUFACTURING AND PRODUCTION

- The Manufacturing and Production industry category is comprised of a diverse group of occupations directly related to the actual manufacturing and/or production of goods. Also included in this category are occupations related to the storage, distribution, and transportation of manufactured goods. SACTO reports that a large number of manufacturing firms and retail distribution centers are expressing a strong interest in the Sacramento region.
- Locally, for the occupations included in this industry, an increase of nearly 8,500 jobs due to growth and 7,500 jobs due to separation are projected between 2001 and 2008.

CONSTRUCTION

- The Construction industry category is primarily comprised of occupations involved in the construction of buildings. Also included in this group are specialty trade contractors (e.g. Electricians, Painters, Carpet Installers, etc.), Cost Estimators, Building Inspectors, and landscape construction related occupations. EDD indicates that the construction industry posted 3,300 new jobs between February 2003 and February 2004.
- Locally, for the occupations included in this industry, an increase of more than 7,000 jobs due to growth and nearly 5,000 jobs due to separation are projected between 2001 and 2008.

FINANCIAL AND CUSTOMER SERVICE

- The Financial and Customer Service industry category is comprised of a diverse group of occupations. In addition to occupations directly related to financial, customer service, and call center activities, also included in this group are insurance related occupations (e.g. Claims Examiners, Policy Processing Clerks, and Insurance Agents). Customer Service Reps (including Call Center Workers) and Insurance Claims Adjusters and Policy Processing Clerks combined are projected to represent nearly 3,800 of the projected new jobs between 2001 and 2008.
- Locally, for the occupations included in this industry, an increase of more than 13,500 jobs due to growth and more than 14,000 jobs due to separation are projected between 2001 and 2008.

HEALTHCARE AND BIOTECHNOLOGY

- The Healthcare and Biotechnology industry category is comprised of occupations employed by Hospitals, Nursing and Residential Care, Physician’s Offices, Dental Offices, Outpatient Care Centers, and Medical/Diagnostic laboratories as well as

Biological Technicians employed by a variety of employers performing a variety of biological research activities. Nationally, it is predicted that between 2000 and 2010, 13 percent of all new wage and salary jobs will be in Health Services. Also, in that same period, 9 of the 20 fastest growing jobs will be in Health Services.

- Locally, for the occupations included in this industry, an increase of approximately 6,850 jobs due to growth and more than 4,750 jobs due to separation are projected between 2001 and 2008.

INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

- The Information Technology and Telecommunications industry category is comprised of occupations that involve the design, production, installation, and/or maintenance of computer hardware and software systems and networks as well as cable and telephone communications systems. As with Office and Administration Support related occupations, a large number of the occupations in this category are employed, to some degree, across most other industries. Nationally, between 2000 and 2010, 8 of 10 fastest growing occupations will be IT related.

- Locally, for the occupations included in this industry, an increase of more than 6,500 jobs due to growth and nearly 1,100 jobs due to separation are projected between 2001 and 2008.

MAINTENANCE AND REPAIR

- The Maintenance and Repair industry category is primarily comprised of occupations involved in restoring machinery, equipment, and other products to working order as well as occupations that typically provide general or routine maintenance or service on products to ensure they work efficiently and to prevent breakdown and unnecessary repairs. Automotive Service Technicians will account for nearly 2 out of every 10 new jobs in this industry between 2001 and 2008.

- Locally, for the occupations included in this industry, an increase of nearly 3,800 jobs due to growth and more than 3,200 jobs due to separation are projected between 2001 and 2008.

TOURISM AND HOSPITALITY

- The Tourism and Hospitality industry category is primarily comprised of occupations involved in providing accommodations and food service related activities as well as occupations providing customer service, recreation, and entertainment related activities. Nearly 75 percent of the jobs in this industry are in the Food Service sector.

- Locally, for the occupations included in this industry, an increase of nearly 8,400 jobs due to growth and more than 13,800 jobs due to separation are projected between 2001 and 2008.

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Bruce Stenslie

Ventura County Workforce Investment Board

Christiana Smith

Yolo County Workforce Investment Board



January 2004

INTRODUCTION

California Workforce Association Building Communities with a Competitive Workforce Advantage

Draft Policy Framework

The California Workforce Association is a statewide non-profit membership organization that develops public policy strategies and local capacity to address workforce issues in California. The Association's unique composition of private-sector volunteer boards, governmental agencies, and community-based organizations allows it to represent and serve both the public interest and California employers.

The current workforce development system can and should be improved. What we think has been missing, however, is a vision of the "end game." Efforts to streamline systems and coordinate agencies and services are taking place at every level of government, and these efforts are needed. Streamlined systems are good government. More recent initiatives have centered on ways to realign workforce development agencies to respond to the demands of businesses. Better more relevant services to employers will definitely improve their bottom line. But what outcomes will serve the broadest interests of the community and assure California's economic vitality?

With a grant from the James Irvine Foundation, CWA has convened hundreds of stakeholders and private sector business leaders to develop a new framework with which to think about the role of Workforce Investment Boards and the purpose of workforce development entities. This framework shifts attention away from workforce agencies and delivery systems, broadening the vision instead to the overall competitiveness of communities and regions. The end game is best played when we focus on the overall competitiveness of the labor force in our local communities and regions. Participants in CWA's initiative have constructed a framework that describes communities with a competitive workforce advantage. We believe that Workforce Investment Boards should see their role as stewards of this framework, ensuring that each characteristic of such a community has active champions and players. The Board's role is to catalyze attention and action in each arena, and to seek data and information with which community leaders in all domains can make better public policy decisions.

This paper describes our thinking about the characteristics of a community with a competitive workforce advantage. We have described the ideal community, in which all of the seven characteristics are in place. We use the term community, but this could refer to a region, a group of cities or counties, or one city. To help stimulate thinking, we have included examples of the kinds of roles WIBs are currently playing in each of the arenas. This is still a work in progress, and we are interested in continued dialogue and feedback about this framework.

Seven Characteristics of a Community with a Competitive Workforce Advantage

Forward Thinking Community Leaders

Each community with a competitive workforce advantage has a set of community leaders who care about and are engaged in workforce issues. This leadership includes local elected officials, business, non-profit and faith-based leaders, and “civic entrepreneurs,” all of whom understand that the needs of business and the skills of its workers are critically important to the economic health of the region. There is strategic rather than reactive political leadership. Community planning is based on data, and leaders have a deep understanding of the demographics of its workforce and the present and future skill requirements of its key industries.

What WIBs do:

- Engage and inform County Boards of Supervisors, Mayors and City Councils
- Convene summits about workforce issues
- Publish “State of the Workforce” reports
- Invite elected officials to WIB meetings and One-Stop tours
- Convene focus groups with key industry clusters
- Participate in community planning efforts

Business Investment in Human Capital

Each community with a competitive workforce advantage has businesses in which workers are viewed as assets. Employers invest in training workers to meet present and future needs. Employers work with others in their industry -- both other companies and organized labor -- to anticipate training and skills development needs. Employees are aware of opportunities for advancement and are given incentives to improve their skills.

What WIBs do:

- Convene employers in the same industry to discuss skills needs
- Connect employers to public resources for skills upgrade training
- Act as a broker with community colleges/higher education and University Extensions for curriculum design
- Provide data about prevailing wages, occupations, future trends
- Act as human resource departments for small business

Strong and Diverse Economy

Each community with a competitive workforce advantage uses workforce as part of their economic development strategy. The community has both a business retention and a growth strategy, as well as the more traditional business attraction approach. There are multiple sectors represented in the region. There is “life cycle” diversity within the region -- a mix of older established industries, growing sectors, and new and emerging industries. Investments in economic development are strategic and focus on employers with high wage jobs in addition to businesses with high sales tax revenue.

What WIBs do:

- Have cross representation on WIBs and Economic Development corporations and agencies
- Participate in overall economic development planning
- Cross-train front line staff in One-Stops and economic development organizations
- Collect and provide information about the community’s workers and their skills
- Participate in co-developed employer retention surveys with economic development

Integrated Infrastructure

Each community with a competitive workforce advantage has an infrastructure for both employers and workers. In addition to physical infrastructure for businesses -- such as roads, water, and electricity -- it includes a diverse housing supply, access to affordable quality childcare, health care and adequate regional transportation. Residents have access to a One-Stop career center system that helps them find and keep jobs. There are sufficient cultural and recreational opportunities and other “quality of life” assets.

What WIBs do:

- Participate in a broad range of regional and community planning efforts
- Include a broad range of partners and services in One-Stops
- Advocate for changes in public policy and administrative procedures
- Engage local elected officials in problem solving
- Have cross representation on WIB and community boards and agencies

Effective, Articulated Education System

Each community with a competitive workforce advantage has a K-12 system that works. High school graduates have the requisite skills to enter the labor force or go on to college. The education system is responsive to employer needs. The system is well articulated from high school to community college and higher education programs. Residents have easy access to higher education and non-degree occupational training that prepares them well for jobs in the community. All students have access to the supportive services they need, career guidance, caring adults, leadership opportunities and academic excellence.

What WIBs do:

- Establish and nurture strong youth councils that work for all youth
- Catalyze dialogue between employers and education
- Collect and provide information about skills needs
- Include youth in One-Stop system services
- Provide accessible information about careers
- Provide accessible information about performance of job training programs and providers

Clearly Defined and Accessible Career Pathways

Each community with a competitive workforce advantage has ongoing communication between industry and education/training entities. Education & training programs are designed with a deep understanding of how people move within occupational clusters. Students, job seekers and workers see clear career pathways within occupational groupings and understand how skills build upon one another to meet the needs of business. There are strong connections to union apprenticeship programs. Employers within an industry understand their career pathways and encourage skill development within the worker pipeline.

What WIBs do:

- Convene employers within an industry to study career pathways
- Collect and disseminate information about career pathways and occupation requirements
- Partner with labor unions
- Train career guidance counselors and others in career information

Ready, Willing, and Able Workforce

Each community with a competitive workforce advantage has employers who can recruit local residents for available jobs. The labor pool has the knowledge, skills and ability needed by employers. Job training programs produce workers who meet employers’ needs. Job applicants have minimally acceptable soft skills. People have the willingness to perform jobs. Economic Development uses information about the available labor pool as a key component of their business attraction strategy.

What WIBs do:

- Develop measures to evaluate the quality of job training programs
- Ensure quality in One-Stop career centers
- Develop customized training to meet employer needs
- Partner with community colleges and other education programs to deliver quality training
- Reach into all communities and constituencies to connect people to jobs and training
- Find funding to meet community needs for training



california workforce association

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