

## CAREER CENTERS

### **BROADWAY**

915 Broadway  
Sacramento, CA 95818  
(916) 324-6202

### **CITRUS HEIGHTS**

7640 Greenback Lane  
Citrus Heights, CA 95610  
(916) 676-2540

### **FRANKLIN**

7000 Franklin Blvd., Suite 540  
Sacramento, CA 95823  
(916) 262-3200

### **GALT**

1000 C Street, Suite 100  
Galt, CA 95632  
(209) 744-7702

### **GREATER SACRAMENTO URBAN LEAGUE**

3725 Marysville Blvd.  
Sacramento, CA 95838  
(916) 286-8600

### **HILLSDALE**

5655 Hillside Blvd., Suite 8  
Sacramento, CA 95842  
(916) 263-4100

### **LA FAMILIA COUNSELING CENTER**

5523 34th Street  
Sacramento, CA 95820  
(916) 227-2577

### **LEMON HILL**

5451 Lemon Hill Avenue  
Sacramento, CA 95824  
(916) 433-2620

### **MARK SANDERS COMPLEX**

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

### **MATHER**

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

### **RANCHO CORDOVA**

10665 Coloma Rd., Suite 200  
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  
(916) 263-3800

Website: <http://www.seta.net>



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

**DATE:** Wednesday, June 1, 2005

**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 (Walter DiMantova and Bruce Wagstaff)
  - David Gordon, Sacramento County Office of Education:  
**Perspective on Workforce Issues**
- II. **Consent Items**
  - A. Approval of Minutes of the January 26, 2005 and April 20, 2005 Meetings
- III. **Action Items**
  - A. Approval of Funding Extension Recommendations for the WIA, Title I, Youth Program, for FY 2005-2006 (Gerry Lawrence/Christine Welsch)

- B. Approval of Performance Incentive Award Policy (Larry Suddjian/Bette Blanchard)
- C. Approval of Committee Plans in Response to Sacramento Works, Inc. Board Retreat (Committee Chairs)

**IV. Information Items**

- 1. Partnership For Prosperity Update (Barbara Hayes/Matt Mahood)
- 2. Update on Employer Outreach and Public Relations (Mark Ingram/Terri Carpenter)
- 3. Third Quarter One Stop Career Center Performance Reports, Fiscal Year 2004-2005 (Jack Padley/Robin Purdy)
- 4. Committee Updates
  - Youth Council
  - Planning/Oversight Committee
  - Employer Outreach Committee

**V. Other Reports**

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

**VI. Adjournment**

**DISTRIBUTION DATE: THURSDAY, MAY 26, 2005**

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

Sacramento Works, Inc., the local Workforce Investment Board is a 36-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.

ITEM II-A – CONSENT

APPROVAL OF MINUTES OF THE JANUARY 26, 2005 AND APRIL 20, 2005  
MEETINGS

BACKGROUND:

Attached are the minutes of the January 26, 2005 and April 20, 2005 meetings for your review.

RECOMMENDATION:

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

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

### Minutes/Synopsis

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

SETA Board Room  
925 Del Paso Blvd.  
Sacramento, California

Wednesday, January 26, 2005  
8:00 a.m.

I. **Call to Order/Roll Call:** Mr. Dourgarian called the meeting to order at 8:07 a.m.

**Members Present:** Bill Camp, Rick Dibble, Michael Dourgarian, Frank Hurtarte, Mark Ingram, Matt Kelly, Randall King, John Koogle, Kathy Kossick, James Lambert, Gerry Lawrence, Elizabeth McClatchy, Anne Moore, Jack Padley, James Pardun, Kim Parker, Bruce Parks, Joan Polster, Maurice Read, Francisco Rodriguez, Larry Suddjian, Kingman Tsang.

**Members Absent:** Sharon Anderson, Dr. Larry Buchanan, Toni Curtis, Mark Erlichman, Peter Gregerson, Barbara Hayes, Matt Mahood, Joanne McDermott, Dave Miller, Deborah Portela, Jane Rasmussen, Lorenda Sanchez, Anette Smith-Dohring, William Warwick.

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

II. **Consent Item**

B. Approval of Minutes of the December 1, 2004 Special Meeting

Moved/Camp, second/Tsang, to approve the minutes as distributed.  
Voice Vote: Unanimous approval

Ms. Rachel Osterman, a reporter for the Sacramento Bee, was introduced. Mr. Dourgarian reported that he accepted the resignation of Dr. Hernandez from the Youth Council. Dr. Hernandez was presented with a certificate of appreciation and a picture.

III. **Action Item**

A. Approval of Proposal for Regional Workforce Study

This issue has been discussed at great length at both the Employer Outreach and the Executive Committees. Mr. Ingram provided a historical accounting.

The Employer Outreach and Executive Committees are asking the board to approve the expenditure of funds on the third study entitled "existing workforce attributes", which will define workforce strengths and weaknesses.

Moved/Read, second/Lambert, to approve the Sacramento Regional Research Institute (SRRI) conduct a study that will define the regional workforce strengths and weaknesses based on comparisons to other areas, ability to support economic development and growth, and ability to contribute to the Region's overall employment environment.

It was announced that Los Rios Community College District has agreed to participate financially in this study.

Ms. Parker stated that this is a snapshot of the workforce today and we need to identify the skills sets necessary now in case they change drastically.

Ms. Purdy stated that Study #3 will be compared and analyzed with studies #1 and #2. It is hoped that the studies will determine what will be needed in 10 years to ensure that the workforce will be properly prepared. Ms. Purdy stated that staff will come back to the board with the implementation plan after all of the studies have been analyzed.

Mr. King stated that recruiting management level staff is difficult and people have to be brought in from out-of-state because there is no training at the management level.

Mr. Tsang stated that part of the motion is that staff will be allowed to negotiate with SRRI. He wants some sort of retainer to ensure that the implementation takes place.

Voice Vote: Unanimous approval.

B. Appointment of Sacramento Works Representative on the Partnership for Prosperity Leadership Council

At the last meeting, the board approved participation in Partnership for Prosperity. This item requests the designation of a person on the leadership council. Ms. Hayes indicated that this leadership council will meet about four times per year, two hours per meeting.

Moved/Camp, second/McClatchy, to nominate Kingman Tsang to the Partnership for Prosperity Leadership Council.

Voice Vote: Unanimous approval.

**IV. Information Items**

1. Committee Updates

- Youth Council: Dr. Hernandez reported that there are a number of new youth members. The Council has spent a lot of time going over demographic data to determine where the funds will be spent in the next

funding cycle. There has been a lot of input from the agencies involved. Mr. Lambert asked if it is possible to dedicate money to train and/or educate high school counselors about the world of work. He stated that schools tend to educate kids to go to schools but not to go to work. Someone has to educate counselors about other vocations.

Mr. Kelly stated that a lot of kids 'float' into the server/restaurant jobs and other unskilled employment. The kids are not taking advantage of the resources that are available at the school counselor's office.

Ms. Polster stated that we have to have the business community involved to develop programs, provide funds and start at a VERY early age to help educate kids.

Mr. Hurtarte stated that Kaiser provides a career mobility program to the youth and counselors at local schools.

Mr. Clifton Tucker, a Parent Advisory Committee member, spoke about kids at junior high school and that are just looking for attention. They are screaming out for help which is why the kids act up and join gangs.

- Planning/Oversight Committee: Mr. Suddjian reported that the Committee recently reviewed the 15% proposals. The committee members heard presentations from 7 of 8 of the proposers. Proposals reviewed were from: CET, Crossroads, Elk Grove, LEED, Sacramento Chinese Community Center, SETA, and Vietnam Veterans of America. The committee gave approval to all of the overall goals for these programs. Ms. Kossick stated that the State is in the first stage of proposal review. Staff is hoping to have the process completed by March, 2005.

The Committee agreed to establish a regular meeting date and time. The retreat agenda will be discussing the upcoming retreat agenda.

- Employer Outreach Committee: Mr. Ingram reported that the Committee has secured a public relations firm to assist us in our expansion to the employer community.

## 2. Presentation of the 2004/2005 Occupational Outlook & Training Directory

Mr. John Harden distributed the most current version of the occupational outlook and training directory. This report profiles more than 100 occupations and contain program detail information on 200 training providers, public and private, in the region. The high school career centers have a copy of this directory. Mr. Read suggested that a couple of sentences be added to explain what each of the providers does.

Mr. Harden stated that these directories are distributed to anyone who is interested: all public libraries, school districts, one stop staff, and private vocational rehabilitation counselors. The majority of the directories are given away to our partners as a resource.

Mr. Camp stated that Mr. Harden spoke before their executive board and they said that this is useful information. This is good information for all of using the workforce investment field.

3. Report on Employer/Employee Dislocations

Mr. Walker reported that Ralph's grocery stores will be having a dislocation of employees but they are hoping to absorb their dislocated employees.

4. Accomplishments of the Sacramento Works, Inc. Employer Outreach Committee Achievements

Mr. Ingram reviewed the most recent accomplishments from this committee. The Board will be hearing from Michele McCormick from MMC PR firm. The Committee is developing partnerships with SACTO and the metro chamber.

5. Career and Technical Education Highlights

Ms. Purdy stated that there are not a lot of dollars being allocated to upgrade and strengthen career and technical education. Mr. Walter DiMantova from Los Rios Community College District was introduced. Mr. DiMantova stated that 1 ½ years ago, people were brought together to talk about the most important issues in workforce development. The first Convergence dealt with IT careers. The second Convergence dealt with the broadest economic development issues in the area. The third Convergence dealt with health care. Another Convergence is planned for May 11 at Cosumnes River College.

**V. Other Reports**

1. Chair:

➤ Introduction of Public Relations Firm: Mr. Dourgarian introduced Michele McCormick of MMC, principal, and Carlos Quiroz senior account executive. This firm works with groups that benefit the community. They sit on the board of many local chambers of commerce.

Mr. Quiroz reported that he went out to visit some of the career centers which helped to develop the initial plan. They plan to set up a process of capturing success stories at the career centers.

Ms. McCormick stated that they will develop and refine a plan, and define a budget. Mr. Camp inquired if there is going to be an emphasis on unionized employers. He suggested that perhaps unionized employers would be identified and link them with the career centers.



Mr. Padley inquired about plans to report on progress and updates to the board. Mr. Walker that will be established by the Employer Outreach Committee and if any major issues come up it will be brought up. Mr. Padley wants to have a report at every meeting on what has been going on and any feedback.

Mr. Read stated that it is important that all of the money is not spent on reports to our committees...they have to spend the money to do the work. He suggested that the reports be one page bullet point report from MMC.

2. Counsel: No report.
  3. Public Participation: Next meeting will be April 13, 2005, 8:00 a.m. Staff will be sending out an e-mail regarding a date for the upcoming retreat.
- VI. Adjournment: Meeting adjourned at 9:42 a.m.

# Sacramento Works Board Retreat

## Minutes/Synopsis

Radisson Hotel  
500 Leisure Lane, Room 303  
Sacramento, CA 95815

Wednesday, April 20, 2005  
8:45 a.m.

**Welcome:** Mr. Randall King and Mr. Mike Dourgarian welcomed board members. Mr. Dourgarian introduced Virginia Hamilton, Executive Director of the California Workforce Association.

**Members Present:** Walt DiMantova, Maurice Read, Jim Pardun, Kathy Kossick, Francisco Rodriguez, Larry Suddjian, Kingman Tsang, Peter Gregerson, Bruce Parks, Gerry Lawrence, Jack Padley, Joan Polster, John Koogle, Mark Ingram, Kim Parker, Larry Buchanan, Anne Moore, Mike Dourgarian, Rick Dibble, Deborah Portela, Joanne McDermott, Barbara Hayes, Anette Smith-Dohring, Mark Erlichman.

**Youth Council Members Present:** Kamika Whetstone, Bina Lefkovitz, Rick Larkey, Mike Brunelle, Pattie Espinosa, Anthony Simpson, Jr., Yolette Barnes.

**Others Present:** Virginia Hamilton, Judy Branaman, Mike Micciche, Robin Purdy.

Ms. Virginia Hamilton reported on the status of the Workforce Investment Act reauthorization. She also discussed potential state legislation.

### Local WIB Accomplishments:

- x Increased private sector involvement
- x Outreach to employers
- x Quality of board members and meetings
- x Fantastic public/private partnerships in nursing and construction
- x Identified critical industries
- x Streamlined board meetings/agendas
- x Alignment with the goals that were set up two years ago.
- x More clarity regarding board purpose/customer services
- x Better relationships among board members and service providers
- x Quality of one-stop presentations

The board discussed where it has spent the most energy, and what members have learned over the last two years.

Break: 10:00 – 10:10 a.m.

### **Strategic Directions**

Ms. Hamilton inquired what is the business of the WIB. What would a community with a competitive workforce advantage look like? The seven characteristics were reviewed.

1. **Forward thinking community leaders.**
2. **Business investment in human capital.**
3. **Strong and diverse economy.**
4. **Each community has an infrastructure for employers and workers.**
5. **Effective and articulate education system.**
6. **Clearly defined and accessible work paths.**
7. **Ready willing and able workforce.**

Board members broke into groups. Each group took one goal, talked about whether the goal still makes sense, is there some tweaking to be done, something missing, something that needs to be added? Each group modified existing goals as follows:

#### **GOAL 1 – Facilitate Workforce Development 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 facilitating plans to train *and retain* workers for critical industries.

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

The Board will increase employer *interest*, 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 – Coordinate the development of A Workforce system that Creates, Attracts, and Sustains Higher paying Careers/Professions**

By engaging the business community, labor, educators and workforce professionals by focusing *strategic* attention and *aligning* 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 *careers/professions*.

#### **GOAL 4 – Ensure Youth are Prepared to Compete in the Local Economy**

The Board will ensure that local youth are prepared to compete in the local economy by supporting *the workforce development system*, 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 and Processes**

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

Board members agreed on these revisions.

Lunch from 12:00 – 12:40 p.m.

**Strengths of this board:**

- Good at goal setting/results oriented.
- Positive participation from the private sector
- Good staff support.
- Experience; this board has really matured in the last four years.
- Strong one-stop system.
- Combination of partners and private business that can influence the results.
- Growing education partnership; the education members are getting more active.
- The people are all nice!
- There's a lot of respect between board members. There is trust between/among board members.
- A lot of diversity.
- Good track record.
- We host the capitol.

**Weaknesses of the Board:**

- Funding is continually shrinking.
- Restrictions on funding misalign with the goals of the WIA.
- Over-regulated, which curbs creativity and responsiveness.
- No marketing.
- No good accountability system in place dealing with employer needs
- Distractions/uncertainty in Washington, D. C.
- Most of the partners in this area are regional in scope. The WIBs are more local. There could be a lot more efficient way to work as a regional area. We have to work together with the other workforce development areas.
- Our public perception is still weak; the public still does not know who we are.
- Continuity of identify problem. Have to be consistent throughout the country so that there is name recognition.
- Struggle with miscommunications between committee and the board.
- Disconnected integrated systems.
- Still need to engage our local political people.

**Opportunities:**

- Engage more elected officials on our board.
- Integration of services.
- Expectation to continue job growth.
- Opportunity to fill all of the jobs from retiring staff.

Business community has identified that economic development is the number one priority.

Reducing duplication between organizations. There should not be competition but collaboration.

System redesign in a lot of other systems so this would be a good way to be integrated.

Have an opportunity to be a model region.

Partnership for Prosperity: the WIB is also involved in this so it's an opportunity for economic development.

Utilizing the resources of our youth in ensuring that they are involved in decision making at all levels in our community.

**Threats:**

Washington, D. C./Sacramento

The economy/housing

Ongoing changes

Retirement of staff in all of the critical industries.

Shortage of skilled labor pool.

The youth of today have an entirely different set of values so we have to learn how to deal with it.

People are still not accessing our services.

Need to be better organized.

Turf issues.

Threat of large employers leaving the region unless the business community is more hospitable.

Ms. Hamilton asked board members to consider underlying contradictions in Sacramento County.

**Underlying contradictions:**

What is standing in the way?

1. There are resources but there is no authority.
2. We don't know how to implement big. We don't know how to implement the resources that are available on a large scale.
3. There is no real connection between the WIBs in the region. A lot of the initiatives are regional.
4. Sacramento has/had a good economy
5. Belief that Sacramento has it all together so that we don't need extra funds/assistance.
6. The people that need us the most are not accessing the system or the services.
7. A lot of the resources are being utilized by people who are not employable and would be better served with social services dollars.
8. There is no collaboration of partners at the state or federal level.
9. The goals are long term but we are driven by short-term expectations and measurements.

10. There are two systems for youth: WIA eligible and non-WIA eligible.
11. There are not a lot of services available for youth as there are for adults.

The board members broke into six groups and were asked to answer the following question:

*What are innovative practical actions that will move us toward our goals and address the contradictions?*

Action items were developed and are summarized in an attached matrix.

Analogies for what the board has done today

- 1) An ant colony
- 2) Elephant with an enormous memory
- 3) Beehive
- 4) Lots of feathers stuck together
- 5) A mountain climber taking it step by step.

Board members were asked to summarize today's board retreat in one word. Some of the final thoughts include:

productive	open communication	enlightening
affirmation	reconnecting	potential
wealth of knowledge	informative	work in progress
enlightened	purpose	helpful
energetic priority	reenergized	trust
focused	encouraged	very informative
fun	teamwork	strategic
daunting	HELP!!!	ready for next year
Afraid to leave the room since her committee has the bulk of the work!		

Ms. Parker asked board members to provide the names of business owners/decision makers to bring to the employer focus group on May 8. She wants to target 60 people and would like to have them in the critical industries but it's important that employers that currently do not utilize the career centers.

The meeting was adjourned at 2:35 p.m.

## ITEM III-A- ACTION

### APPROVAL OF FUNDING EXTENSION RECOMMENDATIONS FOR THE WIA, TITLE I, YOUTH PROGRAM, FOR FY 2005-2006

#### BACKGROUND:

In 2003 the Sacramento Works Youth Council implemented a collaborative approach to youth service delivery. The intent of the collaborative approach is to enhance the program funding, resources and services available to the community. The WIA Youth Collaboratives are required to include active membership and participation from:

- Educational Institutions
- Sacramento Works One Stop Career Centers (SWCC) and,
- Community Based Organizations

The Youth Council also required that Youth Collaboratives adhere to Youth Development Principles and include the following required WIA program elements:

- ✓ Universal services for all youth through Youth Specialists co-located at Sacramento Works One Stop Career Centers;
- ✓ Summer employment opportunities that directly link to academic and occupational learning;
- ✓ Paid and unpaid work experience including internships and job shadowing;
- ✓ Occupational skills training;
- ✓ Leadership development opportunities;
- ✓ Support services;
- ✓ Adult mentoring for one (1) year or more;
- ✓ Follow-up services for one (1) year or more after program completion, and
- ✓ Comprehensive guidance and counseling including alcohol and drug abuse.

#### **Current Collaborative System**

The Youth Council elected to continue the current collaborative delivery system design based on the following:

- ➔ In fall 2004, the Youth Council Planning and Indicator Workgroup held public hearings to gather input on the gaps in the current youth system and the available resources. Based on the data and testimony collected and the available resources, it was determined that the WIA Youth program is serving the most appropriate neighborhoods and targeting those youth most in need of WIA services.
- ➔ The WIA Reauthorization was pending throughout most of 2004. WIA Reauthorization was approved by the House of Representatives in March, 2005 and should be acted on in the Senate HELP Committee on May 18, 2005. Once it is reauthorized by both bodies, a congressional conference committee will finalized the language affecting the youth allocations and target populations.

There is language in both bills that would change the target population to focus more on out of school youth and limit the amount of funds that can be used to serve younger youth. It is expected that the conference committee will resolve these issues over the next few months. Any changes to the target population would occur in the 2006-2007 fiscal funding.

The Youth Council elected to continue current programs based on their performance. Over the six months, the Youth Council will continue to work with local youth providers to design a new service delivery system that will meet both the WIA requirements and the needs of Sacramento's youth.

### **Performance**

The Planning and Indicator Workgroup of the Youth Council reviewed the WIA Youth program performance by:

- ✦ Reviewing the agency's quarterly program monitoring reports.
- ✦ Reviewing the SMARTware data for youth served in both the Universal services at the career centers and those that are case managed through the Individualized program delivery system.

### **Additional Priorities and Gaps in current system**

The Youth Council also elected to integrate three priorities into the current collaborative service delivery system:

- ❶ Youth Development and Crime Prevention program serving youth at risk of criminal behavior.
- ❷ Work Scholarship Initiative designed to provide structured after-school academic enrichment, mentoring and employment with a major Sacramento employer.
- ❸ Youth Service Provider Network (YSPN) providing training to staff and subgrantees funded with WIA Youth funds on Youth Development principles.
- ❹ During the public hearing process, the Youth Council received considerable positive feedback on the value of the Universal Youth Specialists. Two of the larger career centers – Franklin and Hillsdale - do not have Universal Youth Specialists. The Youth Council made it a high priority to fill this gap.

### **The good news:**

- Over 600 youth are served annually in the WIA Individualized program
- Over 5,000 youth received "Universal" services at the Sacramento Works Career Centers by the WIA Youth Specialists and other career center staff
- The Sacramento Works Career Centers are working to become more "youth friendly"
- Through our partnership with outstanding youth providers, the Sacramento Works WIA Youth program met and/or exceeded the WIA Performance Standards
- The concept of collaboration and coordination of a youth delivery system increased the amount and quality of services to youth in the community.
- The YDCP program was awarded U. S. Department of Justice funding beginning in October 2005.



The current WIA program year ends June 30, 2005. Annual performance reports will be completed and ready for review by August 2005. Given the funding approval process to both the Workforce Investment Board and the SETA Governing Board, staff is recommending the continuation of program services subject to the fourth quarter performance review.

This funding recommendation is based on an estimate that \$2,230,913 will be available for subgrants in FY 2005-2006. Staff is recommending the following allocation:

Older Youth	\$ 873,028
Younger Youth	\$1,332,885
Other Priorities	\$ 25,000

The staff funding recommendation is attached. The Youth Council approved these recommendations on May 16, 2005.

RECOMMENDATION:

Approve staff recommendation funding for the WIA, Title I, Youth Program, FY 2005-2006. Funding extension recommendations are subject to satisfactory program performance reviews. The Youth Council retains the right to augment or modify contracts based on the performance review by August 2005, with concurrence by the Governing Board.

Sacramento Employment and Training Agency						
Workforce Investment Act Title I, Youth Program 2005-2006						
<b>Older Youth</b>			<b>\$ 873,028</b>			
Youth Council Recommendation for Funding Year						
Collaborative Name	One Stop	Lead Agency	\$ Amount	Universal	Individualized	# of Slots
<b>EMPOWER - Employment-Mentoring-Peer Support-Occupational Skills-WEX-Resource</b>	Lemon Hill	Sacramento City U.S.D.	\$ 179,800	\$ 55,000	\$ 124,800	26
<b>Older Youth Collaboration For Success</b>	La Familia	La Familia Counseling Center, Inc.	\$ 148,318	\$ 23,567	\$ 124,751	26
<b>Together We Succeed</b>	Broadway	Asian Resources, Inc.	\$ 207,495	\$ 17,477	\$ 190,018	48
<b>WRAP group</b>	Citrus Heights	San Juan Unified School District	\$ 144,632	\$ 30,000	\$ 114,632	29
<b>**Rancho Cordova Youth Collaborative</b>	Rancho Cordova	Sacramento Chinese Community Service Center	\$ 94,282	\$ 51,000	\$ 43,282	10
Universal Youth Specialist	Franklin	Sacramento Chinese Community Service Center	\$ 48,500	\$ 48,500		
Universal Youth Specialist	Hillsdale	San Juan Unified School District	\$ 50,000	\$ 50,000		
			<b>\$ 873,028</b>	<b>\$ 275,544</b>	<b>\$ 554,202</b>	<b>139</b>

\*\* Funding only from 7/1/05 to 9/30/05 when it will transition to Dept. of Justice funding

Sacramento Employment and Training Agency Workforce Investment Act Title I, Youth Program 2005-2006						
<b>Younger Youth</b>		<b>\$ 1,332,885</b>				
Youth Council Recommendation for Funding						
Collaborative Name	One Stop	Lead Agency	\$ Amount	Universal	Individualized	# of Slots
<b>City of Sacramento, WIA Youth Program</b>	La Familia	City of Sacramento/Dept. of Parks and Rec.	\$ 126,305	\$ -	\$ 126,305	31
<b>GRADs Collaborative</b>	Citrus Heights	San Juan Unified School District	\$ 255,787	\$ 33,000	\$ 222,787	56
<b>Grant</b>	Urban League	Grant Joint Union High School District	\$ 159,990	\$ 39,990	\$ 120,000	25
<b>Path To Success</b>	Galt	Galt Joint Union High School District	\$ 191,883	\$ 33,483	\$ 158,400	33
<b>South County Youth Works</b>	South County	Elk Grove U.S.D./Adult Education	\$ 211,557	\$ 55,000	\$ 156,557	46
<b>Together We Succeed</b>	Broadway	Asian Resources, Inc.	\$ 96,651	\$ 17,477	\$ 79,174	25
<b>Younger Youth Collaboration for Success</b>	La Familia	La Familia Counseling Center, Inc.	\$ 181,770	\$ 23,566	\$ 158,204	49
<b>**Youth Development &amp; Crime Prevention</b>	Franklin	Sacramento Chinese Community Service Center	\$ 28,343	\$ -	\$ 28,343	6
<b>**Youth Development &amp; Crime Prevention</b>	Hillsdale	SETA	\$ 30,600		\$ 30,600	6
<b>Work Scholarship Initiative</b>	Burbank H.S.	SETA	\$ 50,000		\$ 50,000	20
		<b>Total</b>	<b>\$ 1,332,885</b>	<b>\$ 202,516</b>	<b>\$ 1,130,369</b>	<b>297</b>
** Funding only from 7/1/05 to 9/30/05 when it will transition to Dept. of Justice funding						
<b>Other Priorities</b>			\$ Amount			
Youth Services Provider Network			\$ 15,000			
Youth Council Initiative			\$ 10,000			

**Total Recommendation \$ 2,230,913**

ITEM III-B - ACTION

APPROVAL OF PERFORMANCE AWARD INCENTIVE POLICY

BACKGROUND:

Each year, the State of California sets aside funds to provide incentives to local areas that exceed performance benchmarks. A financial incentive for exceeding performance goals has the effect of focusing efforts on outcomes and program performance. Including language in the WIA contracts that allows providers to earn an incentive award for exceptional performance would encourage programs to move more customers into high-wage jobs with benefits that offer career ladders and advancement opportunities.

- Why institute a performance incentive policy?
  - Encourages/Rewards successful performance
  - Formalize our emphasis on performance
  
- What is the basis for the incentive policy?
  - Based on measurable outcomes/benchmarks
  - Measures are Concrete, Clear, and Visual

**Performance Targets**

	Corrective Action Level	Performance Target	Incentive Target
<b>Adult</b>			
New enrollments	Below 85% of target		Above 110% of target
Entered Employment Rate	59.8%	71.3%	78.4%
Employment Credential Rate	42%	50%	55%
Adult Earnings Change	\$3,024	\$3,600	\$3,960
<b>Dislocated Worker</b>			
New Enrollments	Below 85% of target		Above 110% of target
Entered Employment Rate	67%	78.8%	87%
Employment Credential Rate	48%	58%	64%
Wage Replacement Rate	77%	91.7%	101%

**Determining Incentives/Corrective Action**

- At the end of each quarter, performance on each measure is assessed
- Performance is cumulative throughout the year.
- Performing at or below the corrective action level on any measure will result in corrective action.

**Determining Incentives**

- Performing at or above the incentive level on all measures will result in an incentive for that quarter.

Consecutive Quarters of Incentive Level Performance	Incentive for each measure (amount increases each quarter)	Consecutive Quarters of Incentive Level Performance	Incentive for each measure (amount increases each quarter)
<b>ADULT</b>		<b>DISLOCATED WORKER</b>	
1st Quarter	\$100	1st Quarter	\$100
2nd Quarter	\$250	2nd Quarter	\$250
3rd Quarter	\$400	3rd Quarter	\$400
4th Quarter	\$500	4th Quarter	\$500

**Cost of Incentive Policy**

Currently there are 10 career centers providing intensive and training services and five on-the-job training providers. If all career centers and OJT providers exceeded the benchmarks that are proposed, the incentive award would be \$2,500 for each career center and \$1,250 for each OJT provider, for a total of \$31,250.

**RECOMMENDATION:**

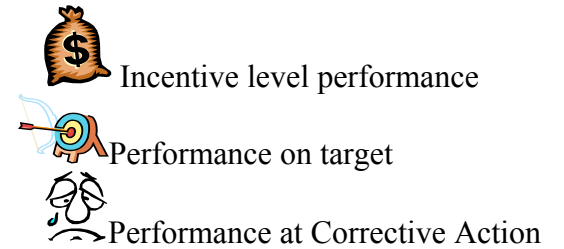
Approve the Planning/Oversight Committee recommendation to implement the Performance Award Incentive Policy.

# Example









































Note: 1<sup>st</sup> and 2<sup>nd</sup> quarter incentive level performance = \$1,300.

1<sup>st</sup> and 2<sup>nd</sup> quarter target level and above performance = \$3,950.

If all exceed incentive level in the 3<sup>rd</sup> and 4<sup>th</sup> quarter, an additional \$11,900. could be awarded.



## OJT PERFORMANCE INCENTIVE MEASURE SUMMARY

Subgrantees	Urban League				Asian Resources				Sac Lao Family				Sac Chinese				La Familia			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
New Enrollments																				
Entered Employment Rate																				
Employment Credential Rate																				
Adult Earnings Change																				

### Banked Incentive Amounts

Quarter 1			\$100.	\$100.	\$100.
Quarter 2		\$250	\$250.	\$250.	
Quarter 3					
Quarter 4					

# SWCC PERFORMANCE INCENTIVE MEASURE SUMMARY

Region: North City/County	Citrus Heights				Hillsdale			
Quarters	1	2	3	4	1	2	3	4
<b>New Enrollments</b>								
Adult								
DW								
<b>Entered Employment Rate</b>								
Adult								
DW								
<b>Employment Credential Rate</b>								
Adult								
DW								
Adult Earnings Change								
DW Wage Replacement Rate								

### Banked Incentive Amounts

Quarter 1	A		
	DW		
Quarter 2	A		
	DW		
Quarter 3	A		
	DW		
Quarter 4	A		
	DW		
Total			

Region: South City	Broadway				Franklin				Mark Sanders				South County			
Quarters	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>New Enrollments</b>																
Adult																
DW																
<b>Entered Employment Rate</b>																
Adult																
DW																
<b>Employment Credential Rate</b>																
Adult																
DW																
Adult Earnings Change																
DW Wage Replacement Rate																

Banked Incentive Amounts

Quarter 1	A				
	DW				
Quarter 2	A			\$250.	
	DW				
Quarter 3	A				
	DW				
Quarter 4	A				
	DW				
Total					



Region: South/East County	Galt				La Familia				Lemon Hill				Mather				Rancho Cordova			
Quarters	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>New Enrollments</b>																				
<b>Adult</b>																				
<b>DW</b>																				
<b>Entered Employment Rate</b>																				
<b>Adult</b>																				
<b>DW</b>																				
<b>Employment Credential Rate</b>																				
<b>Adult</b>																				
<b>DW</b>																				
<b>Adult Earnings Change</b>																				
<b>DW Wage Replacement Rate</b>																				

Banked Incentive Amounts

Quarter 1 <b>A</b>																				
<b>DW</b>																				
Quarter 2 <b>A</b>																				
<b>DW</b>																				
Quarter 3 <b>A</b>																				
<b>DW</b>																				
Quarter 4 <b>A</b>																				
<b>DW</b>																				
Total																				

ITEM III-C- ACTION

APPROVAL OF COMMITTEE PLAN IN RESPONSE TO SACRAMENTO WORKS, INC.  
BOARD RETREAT

BACKGROUND:

Sacramento Works, Inc., the local workforce investment board for Sacramento County held a strategic planning retreat on April 20, 2005. The updated goals for Sacramento Works, Inc for 2005-2006, the committee action plan and the notes from the retreat are attached for your review.

**RETREAT THEME:            **Becoming Sacramento's Workforce Resource****

- ➔ 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?

Each of the Sacramento Works, Inc. committees has reviewed and approved the attached goals and action plan.

Staff will be available to answer questions.

RECOMMENDATION:

Approve the goals and action plan as attached.

# Sacramento Works, Inc.

## Sacramento Works Committees

Executive Committee	Youth Council	Employer Outreach Committee	Planning and Oversight Committee	Ad Hoc Committee
<b>Committee works on developing "Characteristics of a Community with a Competitive Workforce Advantage":</b>				
* Forward Thinking Community Leaders * Strong and Diverse Economy	* Effective, Articulated Education System	* Business Investment in Human Capital * Clearly Defined and Accessible Career Pathways	* Integrated Infrastructure * Ready, Willing and Able Workforce	* Support Development of an Effective, Articulated Education System
<b>Committee works on Sacramento Works, Inc. Goals:</b>				
Coordinate the development of a workforce system that creates, attracts and sustains higher paying careers and professions	Ensure youth are prepared to compete in the local economy	Develop a private sector initiative to increase employer involvement and satisfaction	Evaluate and improve the one-stop system and processes	Facilitate workforce development for critical industries
<b>Sacramento Works Committee Action Plans</b>				
Regional Workforce Investment Board Summit focused on economic and workforce development (component of Partnership for Prosperity?)	Develop continuum of activities to engage more youth in the workforce system	Quantify and promote our success	Develop integrated database of job seekers that connects people to jobs	Educational Summit
Establish strategic agreements with neighboring Workforce Investment Boards	Ensure that career centers are more youth friendly	Outreach to employers	Catalog existing career training and support programs	Engage school superintendents with the board
Engage and educate local elected officials. Improve perception by elected officials of the workforce system	Showcase positive, successful youth to show models, promote image, "tell our story"	<del>Employability</del> <i>Work Success</i> Skills Institute: Identify the <del>employability</del> <i>work success</i> skills needed by employers & develop programs to teach them	Implement new soft skills programs in the Career Centers to prepare and certify unskilled job seekers for jobs (use with WorkKeys)	Connect with school superintendents
Systematically engage appropriate stakeholders and leverage 501 ©3 status for fund development	Recruit a pool of qualified youth workers	Support efforts to coordinate Employer symposiums/ summits for Critical Industries (Convergence – Los Rios Community College)	Create a team to develop/pursue more regional collaborative funding opportunities	Include non-traditional educators/trainers in the process
Joint Meeting of WIB and Youth Council	Prepare youth workers for jobs		Be aggressive in pursuing new resources <i>and partnerships</i>	

- Encourage one-stop visits by board members

ITEM IV-1 – INFORMATION

UPDATE ON PARTNERSHIP FOR PROSPERITY

BACKGROUND:

Attached is some information outlining the most recent advances of Partnership for Prosperity.

Staff will be available to answer questions.

ITEM IV-2 - INFORMATION

UPDATE ON EMPLOYER OUTREACH AND PUBLIC RELATIONS

BACKGROUND:

A copy of the public relations coverage for April and May, 2005 will be distributed at the June 1 meeting.

Staff will be available to answer questions.

ITEM IV-3 – INFORMATION

THIRD QUARTER ONE STOP CAREER CENTER PERFORMANCE REPORTS,  
FISCAL YEAR 2004-2005

BACKGROUND:

Enclosed under separate cover is a copy of the WIA 3<sup>rd</sup> quarter Sacramento Works One Stop Career Center performance reports.

## ITEM IV-4 - INFORMATION

### COMMITTEE UPDATE

#### BACKGROUND:

This item provides an opportunity for a report from the following committees:

- Youth Council
- Planning/Oversight Committee
- Employer Outreach Committee

## 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.