

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 Hillsdale 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>



SACRAMENTO WORKS, INC. Executive Committee

Date: Monday, April 4, 2005
Time: 4:00 p.m.
Place: Sacramento Employment & Training Agency
Board Room
925 Del Paso Blvd.
Sacramento, CA 95815

A G E N D A

1. Call to Order/Roll Call
2. Approval of Minutes of the January 24, 2005 Meeting
3. **ACTION ITEM:** Approval of Sacramento Works, Inc. Board Retreat Agenda (Larry Suddjian)
4. **ACTION ITEM:** Approval of Resource Allocation Plan for FY 2006 (Larry Suddjian/Roy Kim)
5. **ACTION ITEM:** Approval of Request for Quote (RFQ) for WIA Youth Work Scholarship Program (Christine Welsch)
6. **ACTION ITEM:** Endorsement of Partnership for Prosperity: An Economic Development Strategy for the Greater Sacramento Area (Phil Cunningham and William Walker)
7. **ACTION ITEM:** Approval to Support Culinary Arts/Hospitality Management Training Program at CSU Sacramento (William Walker)
8. **INFORMATION ITEM:** Update on WIA Governor's Discretionary Grant Applications (Cindy Sherwood-Green and Christine Welsch)

9. **INFORMATION ITEM:** Sacramento Works Public Relations and Marketing (William Walker and Terri Carpenter)
10. Input from the public
11. Next meeting: Monday, April 25, 2005, 4:00 p.m.
12. Adjournment

Committee Members: Michael Dourgarian, Bill Camp, Mark Ingram, Kathy Kossick, Gerry Lawrence, Elizabeth McClatchy, Jack Padley, Larry Suddjian, Kingman Tsang.

**This meeting is open to all members of the Sacramento Works, Inc.
Board & the public.**

DISTRIBUTION DATE: THURSDAY, MARCH 31, 2005

SACRAMENTO WORKS, INC.

Executive Committee

Minutes/Synopsis

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

Monday, January 24, 2005
4:00 p.m.

1. Call to Order/Roll Call: Mr. Dourgarian called the meeting to order at 4:01 p.m.

Members Present: Michael Dourgarian, Bill Camp, Dr. Jim Hernandez, Mark Ingram, Kathy Kossick, Gerry Lawrence, Elizabeth McClatchy, Jack Padley, Larry Suddjian, Kingman Tsang.

Others Present: Phil Cunningham, Larry Larsen, Walter DiMantova, Ryan Sharp.

Mr. Dave Campbell, lead researcher at U.C. Davis was introduced. Mr. Campbell was hired by the State WIB. SETA is one of ten workforce areas being reviewed.

2. **ACTION ITEM**: Recommendation to the Governing Board for Economic Development Sector Appointment to the Sacramento Works, Inc. Board

Ms. Kossick reviewed this item. Mr. DiMantova has been a participant of the Employer Outreach Committee. There is an opening on the board in the economic development sector and his appointment is highly recommended.

Moved/Camp, second/McClatchy, to recommend Mr. DiMantova's appointment to the Sacramento Works, Inc. board.

Voice Vote: Unanimous approval.

3. **ACTION ITEM**: Appointment of Youth Council Members

Ms. Robin Purdy reviewed the three youth applicants and answered questions.

Moved/Camp, second/Padley, to recommend appointment of three youth representatives to the Sacramento Works, Inc. Youth Council.

Voice vote: Unanimous approval.

4. **ACTION ITEM**: Approval of Proposal for Regional Workforce Study

This study has been reviewed thoroughly by the Employer Outreach Committee. Mr. Mark Ingram provided an oral report on the various reports that will be available for use by SETA and regional partners.

Moved/Kossick, second/Hernandez, to approve the Sacramento Regional Research Institute (SRRRI) to 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.

Ms. Purdy reviewed the report and assisted in answering questions. Mr. Tsang asked how current the data would be. He also asked how crucial this study is to the program.

Mr. Padley inquired whether Los Rios would be willing to put in any money. Mr. DiMantova stated this report would be very valuable to Los Rios and other education institution and that Los Rios would contribute financially to the report. This information will make a very big impact on the customers that we serve.

Mr. Lawrence requested that a list of measurable outcomes is developed. Mr. Cunningham stated that the outcomes can be included during the contract negotiations.

From the committee's perspective, this completes the 'trilogy'. Mr. Padley stated that there may be updates periodically to the report. Ms. McClatchy stated that perhaps SACTO could investigate whether they can put in any money toward this study.

The action today will be carried to the full board on Wednesday for approval. Pending the board approval, legal counsel and staff will negotiate the contract. Measurable outcomes will be added and other sponsors will be sought to contribute money for the study.

In response to a question from Mr. Camp, Mr. Dourgarian stated that this looks at common skill requirements and it will assist people training for critical industries to acquire the skills that are needed.

Mr. Dourgarian stated that this board relies heavily on the committee process and thanked the Employer Outreach Committee for their work on this item. Mr. Ingram stated that the Executive Committee initiated the very deep work on this item and it was good. This initiated some deep thought and assisted to determine our outcomes.

Vote on the Motion: Voice Vote: Unanimous approval

5. **ACTION ITEM**: Approval to Procure the Service of MMC Communications to Provide Public Relations and Marketing Services

Moved/Lawrence, second/Camp, to select MMC Communication to provide PR and Marketing Services.

Mr. Tsang stated that we need to create a document that board members can take when they go to public meetings.

Mr. Camp left the meeting at 4:55 p.m.

Mr. Ingram reviewed the process by which MMC was selected. Ms. Terri Carpenter reviewed the process and stated that MMC will be coming to the WIB board meeting on Wednesday to provide a brief overview.

Voice Vote: Unanimous approval.

6. **INFORMATION ITEM:** Accomplishments of the Employer Outreach Committee

Ms. Purdy stated that this item provides a listing of accomplishments of the Employer Outreach Committee. Ms. Kossick acknowledged the Employer Outreach Committee for their hard work.

7. Review of Board Packet for the January 26, 2005 Meeting

No comments.

8. Discussion of Board Retreat

It was stated that the retreat is expected to be a day long.

At Wednesday's Sacramento Works Board meeting, there will be an item before the board to appoint someone to the leadership council of the Partnership for Prosperity. It should either be the chair or vice chair of the Board.

9. Adjournment: Meeting adjourned at 5:04 p.m.

ITEM 3 - ACTION

APPROVAL OF SACRAMENTO WORKS, INC. BOARD RETREAT AGENDA

BACKGROUND:

Sacramento Works, Inc., the local workforce investment board for Sacramento County has held bi-annual strategic planning retreats since it 's inception to

- ✓ Define who and what we are
- ✓ Analyze our strengths, weaknesses, threats, and opportunities
- ✓ Identify our strategic direction
- ✓ Develop the business plan

The Planning Committee accepted responsibility for planning the retreat and developing the theme and agenda.

DATE: Wednesday, April 20, 2005
PLACE: Radisson Hotel in Sacramento.
FACILITATOR: Virginia Hamilton, Executive Director, California Workforce Association.

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

AGENDA: Welcome (Randall King and Mike Dourgarian)
▪ Review of Accomplishments, Successes, Challenges
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
One page summary of critical industries

RECOMMENDATION:

Approve the Retreat Plan.

Strategic Business Plan

March, 2001

Sacramento Works, Inc.

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.

Guiding Principles:

**PARTNERING TO GROW
PEOPLE, BUSINESS, AND
COMMUNITY**

Promote a thriving local economy by

- Creating, attracting, and sustaining higher wage jobs in the region,
- Preparing the local workforce to compete for higher paying jobs,
- Identifying resources and income-supports for workers in low-wage jobs,
- Preparing local youth to compete in the workforce of today and tomorrow

Engage the business community educators, labor and workforce development professionals, in creating a Sacramento area workforce that creates, attracts and sustains higher paying jobs by

- Connecting and integrating public sector workforce development resources and systems
- Understanding, and fulfilling the employment needs of the business community.
- Engaging the local under-skilled workforce and connecting them to training which results in skilled jobs and better pay.
- Identifying the skills sets necessary and important to the business community and engaging educators to create curriculum that meets those needs.
- Restructuring workforce development systems to meet the needs of the business community.

Create partnership opportunities with providers of ancillary services to provide supports for workers, including

- Child care/After-school care
- Housing
- Transportation
- Life-long Career Development
- Career Counseling
- Legal Assistance
- Adaptive Services
- Mentors

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.

Strategic Business Plan Update

Priority Goals and Committee Tasks
December 23, 2002

Sacramento Works, Inc.



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/Oversight 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/Oversight 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 Committee	1. Look for alternative funding sources 2. Develop a private fundraising effort

Executive Committee	1. Support staff to ensure that youth goals and performance measures are met and exceeded.
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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/Oversight 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 INDUSTRIES

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, to 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 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 performs 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 4,759 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.

ITEM 4- ACTION

APPROVAL OF RESOURCE ALLOCATION PLAN FOR FY 2006 STAFFING AND EXPENDITURE REPORTS

BACKGROUND:

At the February meeting, the Planning/Oversight Committee approved the Resource Allocation Plan for next fiscal year. The resource allocation recommendation is a determination of what activities and services should be offered through the one stop career center system and how much money, or what percent of next years funds, should be allocated to each activity.

The Committee requested a report back at the March Planning/Oversight Committee meeting providing additional information on staffing and expenditures for the current year. In addition, because no public comments were received, the Planning/Oversight Committee requested that additional opportunities be provided for public input on the plan. Staff released a public notice in mid-February seeking public input.

After reviewing the Infrastructure needs for FY2006, Performance Reports for One Stop Career Centers and Training Providers, and the Report on Scholarships Approved by Critical Industry, the Planning/Oversight Committee recommended no change to the resource allocation plan. The following Workforce Investment Act activities and resource allocation plan was approved by the Planning Committee:

ACTIVITIES:

1. **One-Stop Services (39% of funds):** This activity includes the infrastructure, operating and staffing costs for 11 Sacramento Works One Stop Career Centers which provide:
 - Access to information, computers, faxes, copiers, and telephones to assist customers with core job search activities;
 - Intensive case management services for all customers who are enrolled or receive scholarship funds;
 - Job development, job placement, job retention and follow-up services to customers seeking employment after training.
2. **On-the-Job Training (OJT) (13% of funds):** This activity provides wage subsidies to employers willing to train workers on-the-job. OJT is an effective workplace activity because it provides a commitment to hire by the employer, reimburses wages at 50% or less, and results in wage gain and job retention.
3. **Scholarships/Workforce Skills Preparation (26% of funds):** This activity can be used for tuition or for supportive services while a customer receives training or to provide workforce skills preparation services on-site at career centers.
 - **Scholarships** are the costs associated with training customers in critical industries selected by Sacramento Works, Inc. (Tuition, supportive services, and incentive payments).

- **Workforce Skills Preparation** are individualized services purchased “off-the-shelf” from approved vendors. Workforce Skills Preparation services include Vocational Assessment, Small Business Development, Financial Literacy, Interpretation/Translation and Job Retention/Life Skills Workshops.
4. **Board Initiatives (3% of funds):** This activity sets aside funding for Initiatives developed by Sacramento Works, Inc. The Current Board initiatives include collaborative business outreach, marketing services to the employer community, researching newly emerging industry clusters and critical industries in the region, developing Workforce Skills Certification systems for the critical industries selected by the Board, and training staff and providers.
 5. **One Stop Support (11.4% of funds):** This activity is provided by SETA staff and includes program monitoring, technical assistance and training; SMARTware automated case management system support, client tracking, client follow-up, and developing monthly and quarterly performance reports.
 6. **Administration (7.6% of funds):** This activity is provided by SETA staff and includes personnel, payroll, fiscal monitoring, purchasing, contracting, board staffing and support, and information technology.

Last year, the allocation for the adult and dislocated worker programs of the Workforce Investment Act was \$5,711,406. Using last year’s funding allocation, the resources would be allocated as follows:

Activity	% of Total Allocated to Activity	Total Staff (FTE's) Allocated to Activity	WIA Formula Funds
One Stop Services	39%	29.5	\$2,227,448
On-the-Job Training	13%	0	742,483
Scholarships/Workforce Skills Preparation	26%	0	1,484,965
One Stop Support: Program Monitoring, SmartWare support, Client tracking, reporting and follow-up	11.4%	8.35	652,692
Administration: General Administration, Personnel, Payroll, Information Systems, Fiscal and Contracts staff	7.6%	6.33	432,475
Board Initiatives	3%	0	171,342
	100.00%	44.18	\$5,711,405.00

IMPACT OF RESOURCE ALLOCATION PLAN ON SYSTEM: HIGH PRIORITIES FOR FISCAL YEAR 2005-2006

Career center managers, supervisors, staff and partners were surveyed about the workload, the needs of the customers, and what needed to be done to improve services to customers. The results of the surveys indicate that the priorities which offer the greatest promise of achieving success in the next year are:

1. **Emphasis on high quality Customer services.** The Centers must have staff who are customer friendly and all customers, including special populations (disabled, limited-English speaking, offenders, veterans, etc.) must have access to the services they need.
2. **Investment in Technology.** The Centers must have the latest technology and software for job seekers and the equipment must be kept up to date and working properly.
3. **Emphasis on meeting the needs of Employers.** The Centers must be able to meet the needs of employers by providing recruiting, screening and referral services, serving small business through the Business Information Centers, providing upward mobility and job retention services, and integrating employers as career center system partners.
4. **Incentives for exceeding performance measures.** Each year, the State of California sets aside funds to provide an incentive to local areas that exceed their performance measures. A financial reward for meeting performance goals has the effect of focusing efforts on meeting goals. Including language in the WIA contracts that allows providers to earn an incentive award for exceptional performance would result in more people entering employment, retaining their jobs and increasing their wages.

ONE STOP CAREER CENTER PERFORMANCE

Core Services Outcomes:

In the first six months of Fiscal Year 2005 (July to December, 2004) 25,810 job seekers received 75,879 services. This represents an overall increase in activity from last year (26% increase in job seekers and 5.2% decrease in number of services). More individuals are being served, but the number of services per individual has decreased. The core services cost per job seeker decreased by 9.7% (from \$122.50 per job seeker in 2004 to \$110.64 in 2005) and the cost per core service increased by 20% (from \$31.33 per core service in 2004 to \$37.64 in 2005).

Intensive and Training Services Outcomes:

For the first six months of Fiscal Year 2005, 84% of adults and 91% of dislocated workers enrolled in intensive training are employed in the quarter after they exit services. 83% of adults and 91% of dislocated workers retain their jobs after completing intensive and training services and the wage gain and wage replacement averages are \$5,689 per six months for adults and 107% for dislocated workers. Customers taking part in the intensive and training programs remain employed longer and earn higher wage jobs.

Programmatic Changes that affect the Resource Allocation Plan:

1. Sacramento Works and SETA invested in computer technology when the Sacramento Works One Stop Career Center system was developed in Fiscal Year 1999-2000. In the Resource Allocation Plan approved in 2005, funding was approved to replace 100 obsolete computers. SETA invested in a Citrix/Metaframe system which will extend the life of the computers from 5 to 8 years and has installed this at each of the career centers. This year, staff is recommending that the servers in 10 of the one stop career centers be replaced, which is the final step in upgrading the information technology equipment. The amount requested for this upgrade is \$57,000.
2. Sacramento Works, Inc. implemented a cap on scholarships and tuition at the following levels:
 - High Tech: \$7,000
 - Construction: \$6,000
 - Call Center/Customer Service: \$5,000
 - Hospitality/Tourism: \$3,000
 - Healthcare: \$10,000
 - Manufacturing: \$5,000
 - Mechanic: \$5,000
 - Other Industries: \$5,000
3. A maximum supportive service allowance of \$2,500 per job seeker was approved by Sacramento Works, Inc.
4. By the end of January 2005, over 75% of the ITA/Scholarship funds had been obligated. To increase the amount of funds available for training and scholarships, SETA is negotiating with the County Department of Human Assistance (DHA) to provide funding to the one-stop career center system to increase training in the health care and construction industries.
5. The Board Initiative set aside for FY2005 included the following components:
 - Marketing of Sacramento Works, Inc.,
 - Economic Reports and LMI Research
 - Staff support for the Youth Service Provider Network
 - Development of a Construction Business Plan for the region
 - Sponsorship of Partnership for Prosperity

At its February 15 meeting, the Planning Committee requested information on the actual expenditures for each of the components in the resource allocation plan. The chart below includes information on the expenditures for each component in the resource allocation plan. In addition, the Planning Committee requested a breakout of expenditures for tuition/scholarships, supportive services and workforce skills

preparation services. The chart attached to this item includes the expenditure information by critical industry.

Activity	FY2006 Resource Allocation Approved Plan	\$ Based on FY2005 Allocation	FY2005 Expenditures (thru 2/28/05)
One Stop Services	39%	\$2,227,448	\$1,849,706
On-the-Job Training	13%	742,483	409,492
Scholarships/ Workforce Skills Preparation	26%	1,484,965	861,443
One Stop Support: Program Monitoring, SmartWare support, Client tracking, reporting and follow-up	11.4%	652,692	375,923
Administration: General Administration, Personnel, Payroll, Information Systems, Fiscal and Contracts staff	7.6%	432,475	341,683
Board Initiatives	3%	171,342	82,900
	100%	\$5,711,405	3,903,147

Scholarships and Supportive Services Authorized by Critical Industry July 2004 - January 2005			
Critical Industry	Scholarship Amounts Authorized	Number of Scholarships	Supportive Services Amounts Authorized
High Technology	\$174,917	31	\$3,952
Construction	\$18,773	17	6,691
Financial Service/Customer Service	\$47,396	12	8,238
Hospitality/Tourism	\$3,000	1	0
Healthcare	\$372,478	83	48,786
Maintenance & Repair	\$7,816	5	515
Manufacturing/Production	\$149,574	46	17,040
Other	\$112,777	36	305,973
Total	\$886,730	231	\$391,195

Total Workshops Authorized = \$29,143

RECOMMENDATION:

- 1) Approve the resource allocation plan recommended by the Planning/Oversight Committee for program year 2006, and
- 2) Schedule an action item on the next Executive Committee agenda to decide on the priority areas for the Board Initiative funds for program year 2006.

Training Provider Performance Report 7/1/03 – 12/31/04

Provider	Total	Exits	Jobs	EER	AWP	Positive Completions	Total Completions	Completion Rate
ABC School/Tech Skills	108	30	23	77%	\$20.00	25	28	89%
Alameda Computer Center	3	0	0	0%	\$0.00	1	1	100%
Allied Business Schools, Inc.	14	7	4	57%	\$17.00	9	11	82%
California Alarm & Lock Institute	3	2	1	50%	\$10.00	1	1	100%
California Institute of Jewelry Training	5	3	1	33%	\$10.00	2	2	100%
California State University	15	8	5	63%	\$18.00	7	8	88%
Center for Employment Training	22	12	9	75%	\$11.00	8	9	89%
Contractors State License Schools	1	0	0	0%	\$0.00	0	0	0%
Federico College of Hairstyling	7	2	2	100%	\$13.00	3	3	100%
Global Travel Academy	0	0	0	0%	\$0.00	0	0	0%
High-Tech Institute	13	4	4	100%	\$14.00	5	5	100%
Institute of Technology	11	3	3	100%	\$14.00	2	3	67%
M.T.I. College	20	9	8	89%	\$13.00	8	10	80%
Modoc Railroad Academy	6	1	1	100%	\$22.00	3	3	100%
National Career Education	29	11	8	73%	\$11.00	14	15	93%
National Training Institute	0	0	0	0.00%	\$0.00	0	0	0.00%
New Horizons Computer Learning Center, Inc.	6	5	4	80%	\$19.00	3	3	100%
No. Ca. Barber & Cosmetologist Apprenticeship Program	7	3	2	67%	\$9.00	1	1	100%
Northern California Teamsters	1	0	0	0%	\$0.00	0	0	0%
Northwestern Technical College	7	7	2	29%	\$23.00	1	1	100%
Oxman College	0	0	0	0%	\$0.00	0	0	0%
Sacramento City USD-Old Marshall Adult Education Center	73	15	12	80%	\$11.00	21	25	84%
Sacramento Office Skills Center	4	3	3	100%	\$13.00	2	2	100%

SATI	50	32	27	84%	\$15.00	23	23	100%
Truck Driving Academy	16	12	8	67%	\$12.00	9	11	82%
Vocational Evaluation Services	0	0	0	0%	0.00	0	0	0%
Western Career College	6	1	0	0%	\$0.00	0	0	0%
Western Pacific Truck School	24	9	6	67%	\$13.00	14	17	82%
Western Truck School	19	5	5	100%	\$18.00	15	15	100%
Williams Hair Academy	0	0	0	0%	0.00	0	0	0%
TOTALS	523	209	158	76%	14.54	201	223	90%

ITEM 5 - ACTION

APPROVAL TO RELEASE A REQUEST FOR QUOTES TO PROVIDE WIA YOUTH SERVICES FOR THE WORK SCHOLARSHIP INITIATIVE PROGRAM

BACKGROUND:

In the fall of 2004, the Sacramento Works Youth Council, in partnership with SETA, LEED, and the Sacramento City Unified School District began the planning and implementation process of a pilot program – the Work Scholarship Initiative (WSI). The mission of WSI is to:

- ➔ To increase rate of graduation and numbers of at-risk students prepared for higher education and/or employment; and
- ➔ To provide employment opportunities for youth.

Youth are enrolled into WSI beginning in 9th grade with long-term support continuing during their high school years to insure success in school and careers. After two to three semesters of intervention, youth are offered part-time employment with local Raley's stores. Raley's has committed to hiring and mentoring youth at two local stores and, if successful, expanding the concept throughout their service area.

The pilot phase of WSI is conducted at Luther Burbank High School. Partners include Sacramento Employment and Training Agency, LEED-Sacramento, Sacramento City Unified School District, and staff from Sacramento Chinese Community Services Center and Galt Joint Union High School District.

Current funding: Beginning in the summer of 2004, a .5 FTE SETA staff was allocated to provide the daily coordination of the WSI. LEED has secured partial funding from the Sutter Health Foundation to augment the WIA funding. SCUSD also contributes Average Daily Attendance to the program. With this proposed action, SETA will relinquish the daily coordination of program activities but will remain involved as a partner.

The Sacramento Works Youth Council is interested in testing this concept as a service delivery model for the younger and in-school youth population. The Request for Quote is attached under separate cover.

RECOMMENDATION:

Approve the release of Request for Quotes to provide WIA youth services for the Work Scholarship Initiative program.

ITEM 6 - ACTION

ENDORSEMENT OF PARTNERSHIP FOR PROSPERITY: AN ECONOMIC DEVELOPMENT STRATEGY FOR THE GREATER SACRAMENTO AREA

BACKGROUND:

The Sacramento Area Commerce and Trade Organization, Valley Vision 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.

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.

At the December 1, 2004 Sacramento Works Inc. board meeting, the board approved the endorsement in concept and asked legal counsel to research the structure of the partnership. The board deferred the final decision on the endorsement to the Executive Committee. Legal Counsel has researched the structure of the partnership and has approved moving forward with the endorsement.

Staff and legal counsel will provide an oral report.

RECOMMENDATION:

Staff is recommending that the Executive Committee approve the following:

- 1) Endorse Partnership in Prosperity, an Economic Development Strategy for the Greater Sacramento Area.
2. Approve Sacramento Works, Inc as a regional collaborator and sponsor.
- 3) Identify the Vice Chair (Kingman Tsang) to act as the board's representative on the Leadership Coalition.
- 4) Authorize \$10,000 of the Sacramento Works, Inc. marketing budget to be used to plan, implement, and publicize the economic and workforce development plan.

ITEM 7 - ACTION

APPROVAL TO SUPPORT CULINARY ARTS/HOSPITALITY MANAGEMENT TRAINING PROGRAM AT CSU SACRAMENTO

BACKGROUND:

In October of 2004, staff from California State University-Sacramento (CSUS) College of Continuing Education and Bruce Parks, owner of Tarts & Truffles convened a focus group consisting of the food services industry, local workforce development staff, community college and university and K-12 educational partners. The purpose was to discuss the viability of developing a culinary arts/hospitality management certificate program at CSUS-Sacramento to support workforce professionals in the growing Sacramento hospitality industry.

The group discussion highlighted the following points:

- There is a great deal of industry support for an advanced certificate program.
- The program should build on the community college associate degree program and lead to the development of a bachelor's degree completion program.
- Area employers should serve as an advisory board to build and oversee the program. They should also provide paid externships for students and tuition reimbursement for employees.
- A certificated program that teaches the foundations and applies them to real world situations would meet the demands for culinary/hospitality professionals in the region.
- Trends indicate that in the next 5 to 10 years, the grocery industry will become a "food destination." Raley's/Bel Air and Nugget Markets are already planning a central commissary to accommodate this new trend.

Recently, CSUS College of Continuing Education staff received the "green light" to move forward with the development of a credit-bearing certificate program in Culinary Arts/Hospitality Management. They are developing a proposal to submit to the CSU Commission on Extended University. In order to secure funding, they must demonstrate a significant community partnership. Therefore, they are requesting that SETA/Sacramento Works:

- (1) be a part of a consortium that builds this program, and
- (2) is willing to prepare and sign a letter of support.

This effort is consistent with Sacramento Work's Strategic Plan, which identifies Tourism/Hospitality as one of the Sacramento region's critical industries.

RECOMMENDATION

Approve staff recommendation for SETA/Sacramento Works become part of the consortium to build the Culinary Arts/Hospitality Management program, authorize the Executive Director to provide a letter of support for the project, to sign a Memorandum of Understanding (MOU) with California State University College of Continuing Education (CCE), and assign staff to represent the board on the Sacramento State Culinary/Hospitality Consortium (SSC/HC) advisory board.

A Consortium Response to Workforce Development Needs: Establishing a Culinary Arts/Hospitality Management Program

Project Abstract

Sacramento State University seeks to collaborate with the Los Rios Community College District and the regional culinary/hospitality industry to develop upper-division credit-bearing certificate programs in Culinary Arts and Hospitality Management to meet pressing regional workforce needs.

The local culinary/hospitality industry is growing exponentially, and the standard for professional staff development is rising. There is a great need for a local university source of well-educated and experienced managers to succeed in an increasingly competitive marketplace. However, in lean budgetary times, with record numbers of degree-seeking students to serve, the state-supported CSU system is hard-pressed to respond to these market-driven program development needs.

We propose to use the self-support extended education model to serve this workforce development goal while minimizing costs and risks to the university. Our plan is to build a self-support degree-completion program to in a modular, stepwise fashion. As a first step toward creating an undergraduate degree in this field, we will establish a consortium of community college and business partners to plan and implement programs that combine hands-on classroom instruction, campus internships, and externships in the field. This consortium will develop two upper-division credit-bearing certificate programs: One in Advanced Culinary Arts; the other, in Hospitality Management. These certificates will be chunked into one-credit course units, to provide the scheduling flexibility necessary to accommodate both degree-seekers and industry professionals interested in advancing their careers.

The potential impact of this project is multi-tiered. The programs we build will not only provide a stream of well-educated entry-level professionals for the regional culinary/hospitality industry, but also will provide career development opportunities for individuals currently employed in the field. On a broader level, our consortium-based, modular approach will position the university as a responsive and valuable partner in the development of the professional workforce, and provide a shared-risk model for future development projects to benefit the region.



CALIFORNIA STATE UNIVERSITY, SACRAMENTO
COLLEGE OF CONTINUING EDUCATION

Memorandum of Understanding

The Sacramento State Culinary/Hospitality Consortium (SSC/HC) is a group of public, private, and not-for-profit employers who partner with the CSUS College of Continuing Education (CCE) to build professional development programs to benefit both their individual organizations and the Sacramento regional hospitality industry.

Membership is limited to twenty organizations. Members agree to support the consortium by:

- Assigning a senior manager or executive to represent the organization on the consortium to assist in designing, implementing, and evaluating professional development programs. This representative must:
 - o Understand the professional development needs of his/her organization
 - o Demonstrate a commitment to developing professionals for his/her organization and to building a professional talent pool for the Sacramento region
 - o Be able to make a financial commitment for his/her organization.
- Supporting employees who enroll in SSC/HC programs through tuition reimbursement, training funds, and/or release time for class attendance
- Considering SSC/HC program completion as one of a number of criteria when making hiring decisions.

Member organization consortium representatives serve by:

- Recruiting and enrolling employees in SSC/HC professional development programs
- Actively participating in regular planning and review meetings
- Actively participating in sub-committee meetings, as appropriate
- Maintaining ongoing e-mail and telephone contact with CCE and other consortium members
- Marketing programs through personal contacts and direct marketing efforts (e.g. telephone calls, personal letters)
- Providing internship sites and supervisors for programs developed
- Providing speakers and demonstrations for the classroom portion of programs, as needed.

In return, member organizations receive benefits:

- A well-educated, highly-skilled professional workforce
- An active voice in the design and implementation of all SSC/HC professional development programs, which provides
 - Alignment of organizational and program values and goals
 - Tight quality controls
 - Programs tied directly to key individual and organizational outcomes

- Shared resources to build excellent and innovative programs
- Shared costs to keep offerings affordable
- Committed seats in consortium-sponsored programs: Consortium members may reserve a maximum of 4 seats per organization, per program offering, before the program is advertised publicly throughout the Sacramento region
- Their organization names will be featured on marketing materials for the programs, with permission.

To formalize your consortium membership, please complete the following:

I, _____, of _____
 Your name Your organization's name

confirm my organization's participation as a member of the Sacramento State Hospitality Consortium, and accept the responsibilities and benefits outlined above.

Please DO DO NOT list my organization's name as a Sacramento State Hospitality Consortium member in marketing materials.

 Signature Date

Please return this form by fax (916/278-7776) or mail to Elizabeth Hough, CSUS College of Continuing Education, 3000 State University Drive East, Sacramento, CA 95819

ITEM 8 - INFORMATION

UPDATE ON WIA GOVERNOR'S DISCRETIONARY GRANT APPLICATIONS

BACKGROUND:

Veterans Employment Assistance Program (VEAP) funding:
On March 3, 2005, grants were awarded to twelve organizations for VEAP. The Sacramento Works Planning Committee supported a proposal from Vietnam Veterans of California. The proposal was not recommended for funding. Projects funded and award amounts are provided below.

Awardees	Award Amount
Asian American Drug Abuse Program	\$500,000
Fresno Area Workforce Investment Corporation	\$500,000
Imperial Valley Regional Occupation	\$434,230
New Directions, Incorporated	\$498,934
North Bay Resource Center	\$500,000
North Coast Veterans Resource Center	\$500,000
Northern Santa Clara Valley Job Training Consortium	\$500,000
Quality Care Health Foundation	\$500,000
San Diego Workforce Partnership	\$499,518
Stanislaus County	\$486,375
Swords to Plowshares	\$450,000
Vietnam Veterans of San Diego	\$500,000
TOTAL	\$5,869,057

Nursing Job Training and Education Initiatives:

On March 18, 2005, the Governor announced that he is using \$13 million of the WIA Governor's 15% Discretionary funds to support statewide nursing job-training and education initiatives. As one of the successful proposers, SETA will be receiving

\$800,000 for an 18-24 month program. SETA's program provides career ladders and incumbent worker training, and includes:

1. Training incumbent healthcare workers and Licensed Vocational Nurses (LVNs) from under represented linguistic and cultural groups to become Associate Degreed Nurses through Los Rios Community College District and LVNs or ADNs to become Bachelor of Science Nurses through California State University, Sacramento for a total of sixty new or upgraded RNs.
2. Train 20 immigrant candidates with healthcare training and experience in their countries-of-origin for re-entry into the regional healthcare profession as nurses or other allied health professionals.

Other areas funded by the Governor are:

Awardees	WIA 15 Percent Amount	Wagner Peyser Amount	Award Amount
<u>Archdiocesan Youth Employment Services of Catholic Charities of Los Angeles, Inc.</u>	\$720,000	\$80,000	\$800,000
<u>Cedars Sinai Medical Center</u>	\$635,570	\$163,016	\$798,586
<u>Fresno County</u>	\$628,584	\$171,416	\$800,000
<u>Humboldt County</u>	\$728,084	\$71,916	\$800,000
<u>Imperial Valley Regional Occupation</u>	\$722,740	\$77,260	\$800,000
<u>Long Beach City</u>	\$654,426	\$145,574	\$800,000
<u>Los Angeles City College</u>	\$720,000	\$80,000	\$800,000
<u>Merced County</u>	\$683,616	\$0	\$683,616
<u>Mount San Antonio College</u>	\$606,108	\$193,892	\$800,000
<u>Northern Rural Training and Employment Consortium</u>	\$785,000	\$15,000	\$800,000
<u>Orange County</u>	\$775,000	\$25,000	\$800,000
<u>Rural Human Services Incorporated</u>	\$450,000	\$50,000	\$500,000

Sacramento Employment Training Agency	\$720,000	\$80,000	\$800,000
Solano County	\$660,000	\$140,000	\$800,000
Stanislaus County	\$412,500	\$44,000	\$456,500
Verdugo Consortium	\$400,200	\$22,500	\$422,700
West Hills Community College District	\$720,000	\$80,000	\$800,000
Youth Policy Institute	\$720,000	\$80,000	\$800,000
Total	\$11,741,828	\$1,519,574	\$13,261,402

**High Wage, High Skill Job Training
Removing Barriers to Special Needs Populations**

The Sacramento region also submitted a Governor's Discretionary Grant for the Construction industry, with LEED Sacramento as the lead agency. A press release for those funds was released March 22, 2005 and LEED Sacramento was funded for \$800,000.

The proposal will support the Construction Consortium and will build upon the Construction Business Plan, resulting in a seamless system to deliver an increased number of knowledgeable, skilled and enthusiastic employees into the construction workforce. LEED-Sacramento will bring together the construction employer community and regional training programs to address the shortage of skilled labor within our region. SETA/Sacramento Works is a subcontractor to LEED in this effort, and will recruit and case manage youth and adults enrolled in training programs leading to high paying careers in the construction trades. Other partners in this grant include Northern California Construction & Training (NCCT), California Association of Employers (CAE) and Cosumnes River College.

Other areas funded by the Governor are:

Governor's Award Announcement

Growth Industries - High Wage, High Skill Job Training

San Diego Imperial Counties Labor Council Training, San Diego	\$800,000
Long Beach City College, Los Angeles	\$799,636
Linking Education and Economic Development (LEED)	
Sacramento	\$800,000
Managed Career Solutions, Inc., Los Angeles	\$760,000
City College of San Francisco, San Francisco	\$779,067

Removing Barriers for Special Needs Populations

Central Valley Opportunity Center, Merced	\$161,290
Chrysalis, Los Angeles	\$400,000
Fresno County Economic Opportunities Commission, Fresno	\$800,000
Farmworker Institute for Education & Leadership Development, Kern	\$400,000
Jewish Vocational Service San Francisco, San Francisco	\$800,000
Lao Family Community Development, Incorporated, Alameda	\$800,000
Positive Resource Center, San Francisco	\$322,727
Santa Ana City, Orange	\$800,000

Total **\$8,422,720**

ITEM 9 - INFORMATION

SACRAMENTO WORKS PUBLIC RELATIONS AND MARKETING UPDATE

BACKGROUND:

The Employer Outreach Committee of Sacramento Works, Inc. finalized the work plan for MMC, the public relations firm hired by Sacramento Works, Inc. MMC has been working with the committee and board members as well as staff to increase the visibility of Sacramento Works to the employer community.

A joint meeting with the Employer Outreach Committee and the Planning/Overview Committee is being scheduled in April to ensure that as employers begin to use the system, the One-Stop Career Centers can provide the ready to work job seekers to meet the needs of employers.

Staff will present an update to the Executive Committee on the joint Employer Outreach and Planning/Oversight Committee meeting and any public relations and marketing activities.



mmc | communications

Update from MMC Communications Sacramento Works Public Relations and Marketing

March 10, 2005

News Coverage Opportunities/Events

MMC Communications will identify and pitch one SacWorks story to the media a month. Potential stories include:

- Opening of Health Care Career Center
- General story of what SacWorks does and trends in the critical industries
- Construction Apprenticeship Program
- Expo Job Fair
- Workforce Employment Day—Tied to Labor Day
- Business Information Center
- News stories based on SacWorks studies and data

Early success: March 5th story in *The Sacramento Bee* regarding Norwegian Cruiseline utilizing SacWorks.

Quarterly Employee Focus Groups

MMC will organize and facilitate a series of Quarterly Employer Focus Groups to assess the awareness of SacWorks among potential employers and test upcoming advertising/messaging concepts.

Radio Advertising

MMC will work with radio stations to evaluate options for radio commercials. MMC will create and place radio commercial.

Collateral Materials/Print Ads

MMC will work with SacWorks and their current design firm to enhance their print ads and collateral materials and ensure that they work in concert with other media relations and radio advertising efforts and messages.

Success Stories/Testimonials

MMC will work with SacWorks to capture success stories of both employees and employers using SacWorks' services. We will secure testimonials from employers and incorporate them into print and radio ads, brochures, website and other collateral materials.