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915 Broadway
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7000 Franklin Blvd., Ste. 540
Sacramento, CA 95823
(916) 262-3200

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

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(916) 263-4100

LA FAMILIA COUNSELING CENTER

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(916) 227-2577

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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., Ste. 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, January 24, 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. **ACTION ITEM:** Recommendation to the Governing Board for Economic Development Sector Appointment to the Sacramento Works, Inc. Board (Kathy Kossick) (GOAL 2 – Develop a Private-sector Driven Initiative to Increase Employer Involvement and Satisfaction)
3. **ACTION ITEM:** Appointment of Youth Council Members (Christine Welsch) (GOAL 4 – Prepare Youth to Compete in the Local Economy)
4. **ACTION ITEM:** Approval of Proposal for Regional Workforce Study (William Walker) (GOAL 1 – Train Workers for Critical Industries)
5. **ACTION ITEM:** Approval to Procure the Service of MMC Communications to Provide Public Relations and Marketing Services (William Walker)(GOAL 3 – A Workforce that Creates, Attracts, and Sustains Higher paying Jobs)
6. **INFORMATION ITEM:** Accomplishments of the Employer Outreach Committee (Mark Ingram)
7. Review of Board Packet for the January 26, 2005 Meeting
8. Discussion of Board Retreat
9. Adjournment

Committee Members: Michael Dourgarian, Bill Camp, Dr. Jim Hernandez, 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: FRIDAY, JANUARY 14, 2005

Priority Goals

GOAL 1 – Train Workers for Critical Industries

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



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

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

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

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

GOAL 4 – Prepare Youth to Compete in the Local Economy

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

GOAL 5 – Evaluate and Improve the One-Stop System

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

ITEM 2– ACTION

RECOMMENDATION TO THE GOVERNING BOARD FOR ECONOMIC DEVELOPMENT SECTOR APPOINTMENT TO THE SACRAMENTO WORKS, INC. BOARD

BACKGROUND:

There is one Economic Development sector seat vacant on the Sacramento Works, Inc. Board of Directors due to the resignation of Dennis Trinidad.

Enclosed under separate cover is a copy of the application of Walter DiMantova, Los Rios Community College District, for the Economic Development sector seat. Legal counsel has reviewed this application.

The Governing Board is requesting that the Executive Committee review the applicants for all Sacramento Works board members and forward a recommendation to their board.

Staff will be available to answer questions.

RECOMMENDATION:

Review the staff report, review the application, and make one Economic Development sector recommendation to be forwarded to the SETA Governing Board.

ITEM 3 - ACTION

APPOINTMENT OF YOUTH COUNCIL MEMBERS

BACKGROUND:

The Sacramento Works Youth Council has been actively recruiting more “youth” representation on the Youth Council. The Workforce Investment Act requires no minimum or maximum number of representatives on the Youth Council. The WIA states that there are six categories of membership on the Youth Council.

Youth Council Membership Categories

- Members of the local board with special interest or expertise in youth policy;
- Representatives of Youth Service Agencies, including juvenile justice and local law enforcement agencies;
- Representatives of local Public Housing Authorities;
- Parents of local youth seeking assistance under WIA;
- Youth, including former participants and representatives of organizations that have experience relating to youth activities; and
- Representatives of the Job Corp

Staff has encouraged program operators, youth service organizations and community partners to recommend youth applicants. Several members of the Youth Council interviewed three applicants and join staff in recommending the following three applicants:

- ➔ Brittany Hall, Sacramento City College and Office of Foster Care Ombudsman
- ➔ Kamika Whetstone, Sacramento City College and volunteer at Franklin Career Center
- ➔ Matthew Avery, Elk Grove Unified School District youth participant

Copies of the three applications are sent under separate cover. Staff will provide an oral report on this item.

RECOMMENDATION:

Review and appoint the above individuals to the Sacramento Works Youth Council.

ITEM 4 - ACTION

APPROVAL OF PROPOSAL FOR REGIONAL WORKFORCE STUDY

BACKGROUND:

Sacramento Works, Inc. has procured two regional research projects from the Sacramento Regional Research Institute (SRRI) in the past two years. In April 2003, SRRI presented “**The Changing Structure of the Sacramento Region Economy**”, a study that identified changes in the region’s industry composition over time for the purpose of better understanding the changes in industry sectors required to support the region’s economic development.

In February, 2004, SRRI presented the “**Analysis of Workforce Skills Sets**”, a comprehensive analysis of industry employment in the Sacramento region that identified 15 industries that demonstrated the greatest potential for economic development in the region and ten (10) workforce skills sets or competencies that were critical for successful job performance in these 15 industries.

The accomplishments/return on investment of the two completed studies is included in the Information Item on Accomplishments of the Employer Outreach Committee, included in this packet.

SRRI is proposing a **third research project that will identify existing workforce attributes and conduct an analysis of the structure, characteristics, and advantages of the Sacramento Region’s workforce, as defined by its occupational categories**. The SRRI proposal is attached for review.

The Employer Outreach Committee met on January 13, 2005 to review the proposal from the Sacramento Regional Research Institute. The committee members discussed the following questions raised by both committee members and members of the Sacramento Works Executive Committee:

Is the information referred to in this study already out there? Are we getting new information out of this study? Is the data used in the study dated? How is this study different from the other studies we have done and seen?

The proposed study is different from the other studies in two ways: first it focuses on job categories instead of industries, and second, it focuses on what the region looks like now...it is not making projections into the future. The data SRRI will use is all existing data (census, LMI, O Net, Other states data) but SRRI will pull it all together into one database and develop new analyses from the data, and make recommendations. The study will look at what the region looks like today, will compare the region to other areas of comparable size and make-up, will identify the gaps between the future and where

we are now, and will make recommendations for implementation to the Sacramento Works board.

Does the study focus on economic development rather than workforce development?

One of the primary focuses of the study is to assess the regional labor market so that training programs can be developed to fill in the gaps of what skills the workforce currently offers and what skills will be in demand in the future. While this will assist economic development efforts, it will meet the objectives of the Sacramento Works business plan by attracting higher wage jobs, creating a better trained workforce to meet the needs of the business community.

How does this study relate to marketing to employers?

One primary outcome of the study is to develop information and implementation recommendations for the public relations firm to use in marketing Sacramento Works to employers in the largest and fastest growing job categories. The study proposes to compare the region to other communities that are comparable in size and make-up, information that can be used in marketing and in securing grants to expand the efforts to prepare the workforce for high-wage jobs. The gap analysis and the implementation recommendations will become the basis of grant proposals, including the Governor's Discretionary training funds.

Do we have staff that can do this work?

No. While EDD, SETA, and Los Rios Community College have staff assigned to labor market information analysis, all of them are working at full capacity. The primary focus of local labor market staff is collecting local data, developing projections, presenting the information in a user friendly format, developing tools that can be used to educate staff, employers, and the public about the occupational outlook and labor market trends, packaging the information for grant proposals and reports, and training staff. None of our agencies have staff dedicated to performing a thorough compilation and analysis of all labor market data, or the ability to compare it to other areas. In order to perform the study proposed by SRRI, we would need to add several staff dedicated to the project.

Are we paying for a study that others will use and shouldn't others share in the cost?

As the local Workforce Investment Board, it is the role of Sacramento Works to build partnerships and collaboration in the community regarding workforce development planning issues. Los Rios Community College has funded one SRRI study that complements the studies completed by SRRI for the Sacramento Works Board, and Los Rios has expressed an interest in contributing financially to this study. Partnership for Prosperity will also be contributing to future workforce studies for the region. The sharing of the information with economic development and workforce development

agencies will move us all towards focusing information and action and aligning our resources to achieve shared goals.

RECOMMENDATION:

The Sacramento Works, Inc. Employer Outreach Committee is recommending that 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.

SRRI will

- ➔ Identify regional workforce specialization by analyzing the characteristics and advantages of the Sacramento Region's workforce, as defined by its job categories.
- ➔ Study the Sacramento Region's job make-up over time and compare to other areas in order to identify the jobs and skills sets in which the Region has an advantage.
- ➔ Identify high growth job categories that occur across sectors (for example: Computer Software Support Technician, Administrative Assistant, Manager, Clerical Support staff).
- ➔ Examine the training and educational requirements in Sacramento's job structure to assess the workforce training and educational levels and the "knowledge and skill" demand for the Region's major job categories.
- ➔ Explore the concept of skills portability between occupations and industries that may lead to job security and upward mobility.
- ➔ Compare the findings to the analysis conducted in the previous SRRI studies and identify areas that the Sacramento Region may need to develop in order to meet future job demands.
- ➔ Compare workforce advantages of the region to other areas/regions of comparable size and make-up to identify regional workforce specialization.
- Identify attributes of the workforce that can be marketed to employers.
- ➔ Survey local employers to validate the data locally
- Assist Sacramento Works in implementation activities related to the SRRI studies.

OUTCOME: Recommendations and information that can be used by the public relations firm to market Sacramento Works to employers in the largest and fastest growing job categories.

OUTCOME: Recommendations on actions that will insure that jobseekers can access training that will prepare them for jobs that are in demand in the region and can identify "portable" skills...skills that may be transferable to other industries.

OUTCOME: Gap analysis, identification of priority skills sets, and recommendations on use of WIA resources to ensure that education and training providers teach high priority skills.

Assessing the Regional Workforce

Introduction

A highly-skilled workforce is an important asset to a region's business community. The skills of the workforce must be applicable to current local business demands and must also be transferable to new employment opportunities created by anticipated shifts of the region's economy. The skill level of a local workforce is a major characteristic considered by businesses that are interested in relocating, expanding, or starting up in a region. Previously, businesses were concerned with benefiting from lower cost labor, at the sacrifice of higher or more appropriate skill levels. Businesses today are more focused on obtaining quality employees, rather than lower cost. This makes developing and training the local labor force a critical part of attracting businesses to the Sacramento Region.

Sacramento Works, Inc. is tasked with preparing the Sacramento Region's workforce for employment in the local business community, as defined in the organization's mission statement: "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." Not only must Sacramento Works address current job opportunities, but the organization must also be aware of the changes taking place in the economy. Sacramento Works' business plan provides strategies in how the organization will succeed in this goal and its overall mission. As identified in its business plan, Sacramento Works, with the involvement of the business community, educators, and labor and workforce development professionals, aims to develop the workforce in order to create more job opportunities and to attract higher paying jobs to the Sacramento Region. The employment needs of the regional business community and necessary skill sets within the community guide Sacramento Works in restructuring its workforce development programs to meet its job attraction goals.

One strategy important to accomplish this goal includes assessing the regional labor market and developing programs to train and develop the workforce accordingly. A second goal set by Sacramento Works in its business plan relates to increasing "employer involvement and satisfaction through a business led initiative." This initiative, according to the plan, includes "developing regional strategies and partnerships and building an organized regional constituency to respond to the needs of employers." This goal shows how Sacramento Works' contribution to the community is aimed to be a group effort to ensure that the organization's training program meets the current and most likely future demands of local businesses.

Two studies conducted by the Sacramento Regional Research Institute (SRRI) have provided knowledge and information to assist Sacramento Works in achieving its overall mission and goals outlined in its business plan. These studies explored potential scenarios of the Sacramento Region's future development and key skills that are expected to be in demand in the future. A third report proposes to analyze current workforce characteristics and define the Region's workforce strengths and weaknesses. In addition to addressing the goals in Sacramento Works' business plan, the studies conducted by SRRI also provided (and will further provide) a greater understanding of the Sacramento Region's workforce—a key outcome that is important to the staff of organizations focused on workforce development. Knowledge of how the regional

economy may develop in the future, which skills will be in demand, and what skill sets the Region currently possesses, are vital to successfully create training programs that will meet the current and future demands of the regional business community.

Economic and Workforce Development

The Sacramento Region is expected to continue to grow at a strong pace. Growth includes an increase in residents and businesses within a region, which ultimately can stimulate job growth. Although growth can bring vitality to a region, it is important that this growth improves the quality of life within a community. For example, a new company that brings in low-wage jobs to a region does not necessarily improve the economy, even though it is increasing employment opportunities. This is where economic development comes into play. Economic development is a process with a focus on increasing employment opportunities and attracting companies with higher wage jobs to a region, which is also a major objective of a workforce development organization such as Sacramento Works. In addition to increased employment opportunities and higher wage jobs, other quality of life factors, such as a better education system, emerge with successful economic development efforts.

There is a difference in what economic development planners and workforce development leaders are interested in when assessing employment opportunities. Planners in economic development organizations primarily focus on what industries are found within a region and which ones show strong economic potential in the region's future. These planners' also must assess the types of jobs, occupations, and skills that exist to support industry growth. The primary focus of organizations involved in employment training (like Sacramento Works), however, is job skills. While economic and workforce development interact, they are most appropriately seen as complimentary programs—one which focuses on creating more and better jobs opportunities (economic development) and the other that addresses the skills necessary to fill and obtain these employment opportunities (workforce development).

To clarify, industries, jobs, and skills can be viewed on three different levels. An industry is a major header, describing the main focus of a particular firm. For example, a company that builds houses would be included in the construction industry. Jobs, or occupations, can be linked to many industries and entail the responsibilities of a particular position. Skills are what are required to successfully perform a job. An example of a low-skilled occupation is a human resource assistant (except payroll and timekeeping). General job skills for this position are compiling and typing reports from employment records, filing, and having a knowledge of personnel recruitment. This occupation can be found in a large range of industries (such as construction, insurance carriers, and retail trade). An example of a low to moderate-skilled job that is included in all industries is a general maintenance and repair worker. Skills involved for this position include knowledge of materials, methods, and the tools involved in the construction or repair of buildings, such as pipe fitting, boiler making, insulating, and welding.

In the past, there has been only a moderate level of connection between the region's economic development goals (the types of firms and industries being sought to enhance economic growth and development) and the workforce and educational planning processes (both those of public

agencies and educational institutions). Workforce planning and training basically supports economic development. Both points of views have a primary goal of creating more job opportunities and attracting higher wage jobs for the region's workforce. The important factor in this is that local workforce's skills must match the job opportunities offered by local companies and those companies that are being attracted to the region through economic development efforts. If the local workforce does not possess the required skills, these businesses may move or expand elsewhere. For this reason, it is imperative that business attraction efforts go hand-in-hand with workforce development to ensure that a region's workforce has the skills the meet current business demand. In addition, the workforce sills must also meet the most likely future demands that arise from new companies moving into the region and the way in which jobs are performed. These objectives, increasing job demand, attracting higher wage jobs in the region, and preparing the workforce to fulfill the demands of the business community, are primary objectives of Sacramento Works, as stated in its business plan. It is important for Sacramento Works to keep abreast of structural changes in the Sacramento Region's economy to ensure that the workforce possesses competitive skill sets that will continue to be demanded in the future.

Changing Workforce Planning Environment

The economic and employment structure within the Sacramento Region is in a state of rapid change. Economic structural change means that some of the major industries previously represented within the Region are losing their dominance to emerging industries. This change in industry structure naturally leads to changes in the types of jobs in demand and, ultimately, employee skills required to support new jobs (change in employment structure).

There are several reasons for the rapid change in the demand for specific job categories. One reason is the rapid restructuring (changes in industry types) experienced by the Sacramento Region economy. The most noted shift involves a change in focus from manufacturing and goods distribution to a more services-based economy. A second reason for the rapid changes is that business processes are changing within industries, producing a shift in the job categories and the related skills used to create specific goods and services. One of the most prevalent trends in changing business processes is the substitution of digital processing and technology for processes that were formally more labor intensive. As a result, the mix of job categories within specific industries is significantly changing. Simultaneously, qualified employees have become more mobile between job categories, as many of the basic job skills can be used in a variety of jobs. Industries are also becoming more dependent on and linked to each other. This concept relates to the effect observed when an employment increase in one industry creates large increases in employment in other linked industries. Finally, within specific job categories, the levels and ranges of skills and training required for success are increasing. One such shift is occurring in the move from manual skills to digital technology skills.

Rapid shifts in employment structure are forcing workforce planning processes to change. As shifts in job types occur, the response time for workforce training is becoming longer than the rate of change in job requirements (i.e., workforce training is not keeping up with job demand). Workforce planning processes have traditionally relied on the analysis of current supply and demand within specific job categories. A new approach to workforce planning, focusing on skill

sets and future demand, will better meet the needs of the rapidly changing structure of the Sacramento Region's economy.

The Need for a Job Skill Set Focus

An appropriate response to the economic changes in the Sacramento Region may be to shift to a more fundamental approach focused on skill sets and jobs, rather industry types. This new approach requires coordination between economic development planners and workforce development leaders. There are currently several areas of disconnect between economic development and workforce planning. While there are many highly successful industry-specific or job-specific training programs designed to fill the immediate needs of specific new industries, there is a lack of long-range integration in the two processes. Because of the rapid changes in industry and job categories, the increasing mobility of skilled employees, and the linkages between industry sectors, the traditional analysis of job supply and demand is becoming harder to perform and less likely to accurately create long-range projections. These projections are necessary to determine appropriate employment training programs. Coordinated efforts between leaders focused on economic development and workforce development would help in preparing these long-range projections to increase the knowledge base of the Sacramento Region's workforce. The knowledge base can be established for a wide range of skill levels even when it cannot be linked to specific jobs or industries. It is evident that this knowledge base is increasingly portable between industries and jobs; therefore, the change of focus would benefit a wide range of jobs and industries. Overall, this skill-set approach would put regional workforce training in a proactive mode, rather than a reactive mode, allowing Sacramento Works to meet its objective of understanding and fulfilling the employment needs of the business community.

The skill set approach links the economic development and workforce development processes in a way that meets the needs of both viewpoints. The linkage could potentially translate into a workforce that can adapt quickly to unpredicted changes in economic or job trends, avoid job obsolescence, and stimulate the ability of the Sacramento Region to accommodate innovation—all of which are key economic development objectives. This approach also allows Sacramento Works' to meet its objectives of "identifying the skill sets necessary and important to the business community" and "improv[ing] skills to achieve upward mobility and increased wages."

Studies previously conducted by SRRI address these changes in the Sacramento Region's economy and provide detailed analysis of skill sets that will be in demand in the Region's future. A further study proposes to assess the Region's current job skills and tie this assessment into the previous studies. Combined, these three studies provide a current and future outlook of the regional workforce skills and identify any knowledge gaps that should be addressed by Sacramento Works. They provide the organization with knowledge to restructure its workforce development programs to meet the needs of the business community. A summary of each study is provided below.

Study #1: The Changing Structure of the Sacramento Region Economy

SRRI's first study identified changes which have occurred in the Sacramento Region's economic composition (types of industries in the Region), and changes which are likely to occur in the coming decades. The report created a better understanding of the changes in industry sectors, job categories, and education or skill levels of employees required to support the Region's economic development. An understanding of why the regional economy has changed and why it will continue to change is important in developing workforce development programs. This information enables workforce development leaders to keep current with how the structure of the Region's economy affects employment training efforts—a major focus in Sacramento Works' business plan. The idea of linkages between industries was also introduced in this study. These linkages may induce a large number of jobs in apparently unrelated industry sectors, many of which have moderate or lower skill requirements. Another point discussed in this study was the possibility of missed opportunities in linking economic development and workforce development to create a better view of the Region's workforce and training needs.

Three potential scenarios of the Sacramento Region's future development were discussed in the first study. The first scenario related to absorption into the San Francisco Bay Area where high housing costs and transportation problems have led those residents to move into the Sacramento and Central Valley Regions. The second scenario, central city of the Central Valley, discusses how Sacramento will continue to serve the ever-increasing population of the Central Valley. In the final scenario, the Sacramento Region generates its own economic niche by combining its potential for high technology manufacturing, biotechnology manufacturing, and information technology into a multi-technology cluster with the sectors linked by a workforce that shares similar skills.

Study #2: Analysis of Workforce Skill Sets

SRRI's second study provided a forward-looking view and focused on the skills sets that the Region's workforce must possess to meet the demands of jobs within industries that have the greatest potential for growth and development in the future. Based on a comprehensive analysis of industry employment in the Sacramento Region and interviews with employers, 15 industries sectors were identified that demonstrate the greatest potential for economic development in the Region. These 15 emerging industry sectors house over 350 low-skilled and close to 50 moderate-skilled jobs that are projected to either maintain current employment levels or see increases by 2010. Feedback from workers within the jobs that are part of the 15 emerging industries in the Sacramento Region was requested to determine the most important skills for successful job performance. These skills included, but were not limited to, reading comprehension, customer and personal service, mathematics, clerical, and computer and electronics. Major employers in the emerging industries also stressed a similar overall set of knowledge and skills, but highlighted the need for "soft skills" that they viewed as becoming more important than previous work experience or related training.

This set of knowledge and skills represent the overall workforce training needs in the Sacramento Region that are directly related to the industries with the greatest economic

development potential and are transferable across a wide range of jobs and industries. Understanding what skill sets will be in demand for emerging industries within the Sacramento Region will allow economic development and workforce training planners to work together in ensuring that the workforce is ready for jobs in these emerging industries. This strategy is in line with Sacramento Works' business plan in that it allows the organization to work with planners to ensure that the workforce is appropriately skilled to fulfill increased job demand and to attract businesses with higher wage jobs. This study also provided Sacramento Works guidance in how its training programs can be restructured to meet the demands of current and future employers in the Sacramento Region.

Proposed Analysis of Study #3

The third study related to workforce development that SRRI is proposing will provide a current-based view on existing workforce attributes in order to link the current environment (study #3) to the forward-looking analysis (studies #1 and #2) with Sacramento Works' goals. The third study assesses the regional labor market so that training programs can be developed to fill in the gaps of what skills the workforce currently offers (study #3) and what skills will be in demand in the future (studies #1 and #2). A region with a competitive and skilled workforce has an advantage in attracting more companies for greater employment opportunities and higher wage jobs. All of these deliverables align with Sacramento Works' business plan primary objectives of creating job demand, attracting higher wage jobs and meeting the needs of the business community.

While there is a wide array of information and studies examining the Region's economy, the focus is typically on industry information. Existing research examining the job aspects of the Region's economy is limited in scope and availability. Comprehensive research related to the Region's workforce and how job information can be incorporated into Sacramento Works' efforts is best completed by providing information to effectively connect workforce development to the current and future workforce needs.

The third study proposes an analysis of the structure, characteristics, and advantages of the Sacramento Region's workforce, as defined by its job categories. Overall, the analysis will define the workforce strengths and weaknesses based on comparisons to other areas, ability to support economic development and growth, and contribution to the Region's overall employment environment.

Major task areas of the research project will include:

- Study the Sacramento Region's job make-up (types of jobs in the region) over time and compare this make-up to other areas in order to see in which jobs and skill sets the Region has an advantage.
- Examine the training and educational requirements in Sacramento's job structure to assess the general make-up of the workforce training and education levels
- Assess the overall knowledge and skill demand for the Region's major job categories

- Compare the findings to the analysis conducted in SRRI's previous study—find knowledge and skill areas in which the Sacramento Region may need to develop in order to meet future job demands
- Identify general workforce advantages and opportunities
- Assist Sacramento Works in implementation activities related to this project and the past two projects

More Proposal Details

The normal response time for this volume of work is six months of initial funding. After Sacramento Works' review and approval of the draft report, SRRI will make necessary changes and provide a final reproduction-ready report within 30 days.

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

ITEM 5 - ACTION

APPROVAL TO PROCURE THE SERVICE OF MMC COMMUNICATIONS TO PROVIDE PUBLIC RELATIONS AND MARKETING SERVICES

BACKGROUND:

On December 9, 2004, the Employer Outreach Committee held a special meeting to review the capabilities of three Public Relation Agencies to determine their ability to provide Public Relations and Marketing Services for Sacramento Works, Inc.

- Bouchard-McElroy Communications Groups
- MMC Communications
- Desmond McLeish, Inc.

The Committee heard presentations and reviewed information provided by each agency in order to determine which agency could meet the needs of increasing the visibility and expanding the awareness of the programs and services offered to the employer community by Sacramento Works, Inc.

The finalists presented information on the following:

- ☑ The effectiveness of their agency in delivering comparable related services to employers based on demonstrated performance.
- ☑ The Agency responses to the RFQ questions relating to the scope of work.
- ☑ Unique strategies proposed for a media/public relations program addressed in the RFQ Responses.
- ☑ Current client list and specific areas of expertise provide by the agency.
- ☑ Cost of overall quote, which included overhead, production costs, attendance at meetings and hourly rate.

Each agency addressed the above areas and the Committee members asked for clarification on answers that were not clearly addressed. The Committee eliminated Bouchard-McElroy Communications Group from consideration because Bouchard-McElroy proposed a focus on an Employer Fair as a signature event and proposed a radio media outreach that omitted two major stations—KST and KFBK. The Committee felt that the proposed Employer Fair duplicated the existing “Business Expo” event.

The Committee discussed the merits of the other finalists Desmond McLeish, Inc. and MMC Communications. Below are the key strengths and concerns derived from that discussion.

Desmond McLeish, Inc.

Strengths:

- ◆ Experience with the California Association of Employers and Contra Costa County
- ◆ Workforce Development Board.
- ◆ Focus on Public Relations
- ◆ Strong Relationships with local media

- ♦ Linkage to ethnic media
- ♦ Specialized in Economic Development
- ♦ Visited a One Stop Career Center
- ♦ Proposed building name recognition by solving employer problems.

Concerns:

- Two of three key staff people are not local
- Outcomes were based on number of media stories
- No prepared presentation.

MMC Communications

Strengths

- ♦ Professional presentation materials
- ♦ Strong relationships with local employers
- ♦ Locally based business that is involved in the community
- ♦ Focus on employers in critical industries
- ♦ Visited several One Stop Career Centers
- ♦ Measured success by an increase in the numbers of businesses using the services and numbers of job seekers hired
- ♦ Proposed building name recognition by profiling success stories—"Picture Our Success"

RECOMMENDATION:

While all finalists could provide Public Relations and Marketing Services, the Committee selected MMC Communication because of their professional presentation and because they are a locally based business with relevant regional experience with private and public sector businesses.

ITEM 6-INFORMATION

ACCOMPLISHMENTS OF THE EMPLOYER OUTREACH COMMITTEE

BACKGROUND:

At the Strategic Planning Retreat in 2003, the Employer Outreach Committee was charged with implementing the following strategic goal of Sacramento Works, Inc.:

GOAL – 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.

Actions/Objectives included:

Develop strategic alliances with key organizations to identify private sector workforce needs
Coordinate better with local workforce organizations
Change perception as government agency. Merge public and private sectors
Develop strategic partnerships with employers
Develop a strong regional marketing program for Sacramento Works
Market SWI as vehicle for employment solutions
Educate employers and job seekers through marketing efforts
Introduce hiring managers to one stop managers
Increase visibility in the business community

ACCOMPLISHMENT: DEVELOP STRATEGIC ALLIANCES WITH KEY ORGANIZATIONS TO IDENTIFY PRIVATE SECTOR WORKFORCE NEEDS

The Employer Outreach Committee recommended that Sacramento Works, Inc. collaborate with the Sacramento Regional Research Institute (SRRI) to conduct two studies to identify private sector workforce needs. SRRI is a joint venture of the Sacramento Area Commerce and Trade Organization (SACTO) and California State University, Sacramento (CSUS), two key economic development and education partners in the region. SRRI provides a full range of economic and demographic research services to government entities, business, and non-profit organizations. The results and return on investment of the Regional Workforce Studies are summarized below:

Study 1

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

Outcomes/Uses of Study 1 - The Changing Structure of the Sacramento Region Economy

Provided Sacramento Works, Inc. board and staff with an historical perspective of the Region's development.

Introduced the "economic multipliers" tool, which can be used to project the total impact of adding new firms or expanding the number of employees at existing firms on the supplier and consumer sectors of the workforce.

For example, the economic multiplier of hiring 1 residential construction worker is 2.4.

This means that for every 1 residential construction worker that is hired there is another 1.4 new jobs created in the supplier and consumer sectors.

Provided information used by Sacramento Works, Inc. to select critical industries that will continue to grow in the region. Scholarships and training funds in the region are now targeted towards training workers in critical industries.

Identified the possibilities for the region in the coming decades:

Absorption into the San Francisco Bay Area

Center City of the Central Valley

Multi-Technology Cluster that specializes in Technology Manufacturing, Biotechnology and Information Technology

Study 2:

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

Outcomes/Uses of Study 2- Analysis of Workforce Skills Sets

Identified the 15 emerging industries in the region with the greatest potential for economic development.

Identified 350 low-skilled and 50 moderate skilled occupations that are projected to maintain or increase current employment levels by 2020.

Identified ten skills sets that are common to the 400 low-skilled and moderate skilled occupations projected to grow.

Validated results with local employers, who confirmed the findings and added "soft skills" or employment readiness skills to the list.

Served as the basis for selection of the WorkKeys as Workplace Skills Assessment and Certification system for the region.

Specific Regional Industry and Workforce Skills Sets Comparison

15 Industries with Greatest Potential for Economic Development	Corresponding Sacramento Works Critical Industry
Administrative, Support, & Waste Services	Financial and Customer Service
Ambulatory Health Care Services	Healthcare and Biotechnology
Computer & Peripheral Equipment Manufacturing	Advanced Manufacturing
Computer Systems Design & Related Services	Information Technology and Telecommunication
Construction of Buildings	Construction
Educational Services	
Heavy & Civil Engineering Construction	Construction
Information	Information Technology
Insurance Carriers and Related	Financial and Customer Service
Non-depository Credit Intermediation	Financial and Customer Services
Retail Trade	
Semiconductor and Electronic Component Manufacturing	Advanced Manufacturing
Social Assistance	
Specialty Trade Contractors	Construction
State and local Government	
	Hospitality/Tourism
	Maintenance and Repair

10 Workforce Skills Sets Identified by SRRI	Corresponding WorkKeys Skills Sets Identified by ACT
Reading Comprehension	Reading for Information
Active Listening	Listening
Speaking	
Writing	Writing
Mathematics	Applied Mathematics
English Language	
Clerical	Locating Information
Computer and Electronics	Applied Technology
Customer and Personal Service	
Soft Skills/Employability Skills	Observation Teamwork

ACCOMPLISHMENT: IMPLEMENTATION OF MARKETING PLAN AND PROCUREMENT OF PUBLIC RELATIONS FIRM

In 2004, The Employer Outreach Committee presented a Marketing Plan to the Sacramento Workforce Investment Board for the purpose of:

Increasing the visibility of Sacramento Works, Inc. in the community such that the organization is recognized and utilized by business,

More effectively develop and coordinate strategic alliances among local workforce development organizations,

Developing strategic partnerships with employers, and

Benchmarking employer customer satisfaction with Sacramento Works, Inc.

The plan includes the following components:

A. Critical Industry Advisory Boards

B. Marketing Materials

C. Community Events & Job Fairs

D. Community Partnerships

E. Public Relations Programs

F. Employer Outreach Surveys

G. Research Programs

The marketing plan includes measurable outcomes that are utilized to determine progress towards accomplishing the objectives in the marketing plan. The plan included a cost schedule which set aside \$164,990 to implement the marketing plan.

In September, 2004 the Employer Outreach Committee released a Request for Quote for a public relations/marketing firm to implement the Marketing Plan. Three finalists were interviewed by the committee and the committee is recommending approval of MMC Communications.

ACCOMPLISHMENT: SURVEYING EMPLOYER CUSTOMER SATISFACTION AND FACILITATING EMPLOYER FOCUS GROUPS

A system to collect employer data from career centers on an ongoing basis and survey employers for customer satisfaction was implemented in 2004. The employers included in the survey are those who have received a "substantial service" from staff in the Sacramento Works One Stop Career Center System. This telephone survey is conducted by SETA's Sacramento Work's staff and consists of eleven (11) questions. Survey data collection is continuous and SETA staff surveys every employer within 90 days after receipt of services. The survey results are shared with regional planners, SETA partners and staff and are used to continually improve the services targeted for the employer customer.

In September, 2004, the California Association of Employers volunteered to facilitate focus groups to determine how career centers can better serve employers. These focus groups are information gathering focus groups. Three focus groups have been facilitated. CAE found it difficult to get employers to attend the focus groups and is reassessing the format and process of the focus groups for the future.