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(916) 676-2540

FRANKLIN

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

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

GREATER SACRAMENTO URBAN LEAGUE

3725 Marysville Blvd.
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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

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

MATHER

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

RANCHO CORDOVA

10665 Coloma Rd., Suite 200
Rancho Cordova, CA 95670
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SOUTH COUNTY

8401 - A Gerber Road
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Administrative Offices & Employer Services

925 Del Paso Blvd.
Sacramento, CA 95815
(916) 263-3800

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



SACRAMENTO WORKS, INC. EMPLOYER OUTREACH COMMITTEE

Date: Thursday, January 13, 2005

Time: 8:30 a.m.

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

AGENDA

1. Call to Order/Roll Call
2. **ACTION ITEM:** Approval of the December 9, 2004 Minutes
3. **ACTION ITEM:** Approval of Proposal for Regional Workforce Study
4. **INFORMATION ITEM:** Employer Outreach Committee Accomplishments
5. Adjournment

Committee Members: Mark Ingram (Chairperson), Walter DiMantova, Diane Ferrari, Barbara Hayes, Matt Mahood, James Pardun, Kim Parker, Maurice Read.

This meeting is open to all members of the Sacramento Works, Inc. board and the public.

DISTRIBUTION DATE: MONDAY, JANUARY 10, 2005

SACRAMENTO WORKS, INC.
EMPLOYER OUTREACH COMMITTEE
Minutes/Synopsis

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

Thursday, December 9, 2004
8:30 a.m.

1. **Call to Order/Roll Call:** The meeting was called to order at 8:38 a.m.

Members Present: Mark Ingram, Walter DiMantova, Barbara Hayes, Matt Mahood, Jim Pardun, Kim Parker, Maurice Read

Members Absent: Diane Ferrari

Others Present: Terri Carpenter, Lin Morgan, William Walker, Robin Purdy.

2. **ACTION ITEM:** Approval of the November 22, 2004 Minutes

The minutes were reviewed; no questions or comments.

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

3. **ACTION ITEM:** Recommendation to Procure Public Relations and Marketing Services for Sacramento Works, Inc.

Public Relations Agency Capabilities Presentations

8:30 a.m. Bouchard-McElroy Communications Group

Ms. Terri Carpenter introduced Ann Bouchard, President of Bouchard McElroy Communications. This is one of the only agencies in Sacramento that is a full service public relations, marketing and advertising firm. Others introduced included: Cathy Shafer, Mary Towne, Angela Bailey, and Lisa Bouchard.

The primary market will be the employers in the Sacramento region. The secondary market is the unemployed, community resources and referral organizations. The Campaign components were reviewed with the committee members.

Ms. Cathy Shafer stated that the goal of public relations is to establish Sacramento Works as the experts in the fields of employment and the Sacramento job market. She reviewed the various ways in which this firm will get the Sacramento Works name out.

They spoke of an Employers Fair that will be specific to local employers. This will be a way in which to communicate information about where to access services. She spoke with the Sacramento Business Journal that expressed interest in this.

Ms. Kim Parker asked who would be the project manager. Ann Bouchard would be the project manager and Angela would be the day-to-day supervisor. Some of their clients include: River City Bank, Kovar's Karate studio, Pacific Staffing, and the California Department of Forestry.

9:00 a.m. MMC Communications

MMC was founded in 1991 and have expertise in strategic communications. MMC staff introduced themselves: Michelle McCormick, Carlos Quiroz, Jennifer Tencati, and Alicia Contreras.

Mr. Quiroz stated that he visited the one stop career centers and saw a lot of people looking for work. He stated that they found that there are plenty of people using the career centers but need more employers working with Sacramento Works.

Ms. Tencati stated that they want to put together stories of individuals seeking employment, employers and even staff working at the career centers. They want to develop two PSAs showcasing "Picture Your Success" Employee Story, Employer story. They have an existing relationship with Channel 10.

Ms. McCormick stated that they have linkages with the Chamber, SACTO, LEED and industry-specific organizations. The success will be tracked throughout the year as opposed to at the end of the year. She reviewed various reasons why the committee should select their firm.

Ms. Parker inquired if the radio advertising was free. Ms. McCormick stated that the PSAs are free and will be submitted to all of the area radio stations. There are no longer a certain number of PSAs required these days. Some dollars will be put into the radio advertising to make it more effective. Fifteen-second spots will be produced to create awareness of the Sacramento Works name.

In response to a question from Mr. Ingram, it was explained that in media buying there is one set of rules and it is the media's set of rules. We have to know ahead of time what the media wants and tailor the information for them.

Mr. Pardun expressed concern with the poster campaign. He stated that when he was a sales person, he found that if he didn't put the poster up himself, it wouldn't be done. Is there any way to ensure that the posters would have impact? Ms. McCormick wants to have the poster in the form of a calendar.

Ms. Parker inquired about the amount of money required for meetings and staffing. Ms. McCormick stated that they would need to meet at least once per month to determine where the energies would be focused. Carlos and Jennifer would be the people that we would be working with. They visited Hillsdale and Lemon Hill Career Centers and spoke with staff.

9:30 a.m. Desmond McLeish, Inc.

The firm staff included: Louis Desmond, Jessica McLeish, cofounder of the firm, and Mike Garcia, who manages the Sacramento office. Louis is involved in strategy, Mike public relations, Jessica in planning.

Ms. McLeish stated that they have a flat organizational structure. She and Louis are owners but also account executives. Their specialty is economic development.

The Economic Development Council in Shasta County has been their longest-running client. They are accustomed to working with large boards and government situations. Their experience is very relevant to the RFP and one of the only PR firms doing work with workforce development organizations. Some of their major current clients include: the Contra Costa County WIB, California Association of Employers, Location Management Services, Guardian Air Services, and Empire Commercial Real Estate.

Ms. McLeish stated that they reduced their billable rate to \$100 per hour. Because they are all at the same level, same experience, they are a small agency and have a lot of relevant experience, they are willing to lower their rate to stretch their budget

Ms. McLeish stated that she and Louis come up to Northern California once a month to meet with clients. They are able to work very well although not in the area. Mr. Desmond stated that reporters rarely leave their offices these days; most of their work is done via phone or e-mail.

Deliberation:

Ms. Hayes wanted to take Bouchard-McElroy out of the group to be considered and explained her reasoning. On the media outreach, they missed two of the stations that have the highest listenership. Mr. Read stated that it is his opinion that they cannot put on a job fair with only a \$5,000 budget.

Mr. Mahood stated that Michelle McCormick is joining their board of directors. Ms. Parker also came into the same category as Matt. Mr. Mahood stated that Ms. McCormick continues to serve their marketing committee and assisted to put together a strategic plan for the Chamber. The plan would not have been done

without her. Mr. Mahood stated that he feels that Desmond McLeish does not have enough people in Sacramento.

Mr. Pardun stated that he feels that MMC was a very professional organization but was very impressed by Desmond McLeish. They're smaller and would have more personal contact; he feels very comfortable with Desmond McLeish.

Mr. Mahood stated that he feels that we cannot engage employers by putting quotes in ads. We are at the mercy of the Sacramento Bee and Sacramento Business Journal. These ads can create awareness but cannot create a call to action that is focused on employers.

Mr. Ingram stated that he likes Louis because he is highly creative. The testimonials and advertising will not get people 'hooked'. He liked Desmond/McLeish because they support the employer community.

Ms. Hayes stated that she likes MMC because of the success stories. She likes the fact that MMC has a specific goal for our proposal.

Mr. Read reported that twice, Ms. McCormick has worked with the Youth Council and worked on the women's nontraditional event. She did a fantastic job.

Mr. Mahood said that preparation and presentation style is crucial when making a pitch. It is important to have a visual presentation. He liked the presentation with MMC.

Ms. Parker stated that while she brought Desmond/McLeish to the table, she understands that MMC made a better presentation.

Moved/Mahood, second/Read, to approve MMC for public relations and marketing services and forward this recommendation to the Executive Committee for consideration.

Show of hands Vote:

Aye: Read, Ingram, DiMantova, Mahood, Hayes

Nay: Pardun, Parker

Abstentions: None

4. **Adjournment:** 10:53 a.m.

ITEM 3 - 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.

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 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.

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 structure, characteristics and advantages of the Sacramento Region’s workforce, as defined by its job categories.
- ✓ Study the Sacramento Region’s job make-up overtime 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.
- ✓ Assess the overall 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 SRRRI studies and identify knowledge and skill 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.
- ✓ Assist Sacramento Works in implementation activities related to the SRRRI studies.

OUTCOME: Information to use in marketing efforts to target employers with employees in the largest and fastest growing job categories.

OUTCOME: Information to provide to Career Center staff that will assist jobseekers in accessing training that will prepare them for jobs that are growing in the region and to identify "portable" skills...skills that may be transferable to other industries.

OUTCOME: Information that educational and training providers can use in curriculum development and course offerings.

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 skills 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 SRRRI 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

SRRRI’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

SRRRI’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 First Phase 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 in a series of phases with the objective of 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 for the first phase (base analysis) 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

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

More Proposal Details

Sacramento Works has expressed the desire to obtain information from the first phase in the shortest possible timeframe. While the normal response time for this volume of work would be within six months of initial funding, SRRI can accommodate an expedited delivery of this research project by completing the draft report within three months of initial funding. After 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 first phase of the research project is \$45,000. This cost includes a presentation of the report as well as all overhead, direct and indirect costs, transportation expenses, and other items. Additional meetings, presentations, hearings, and other public information activities are not included but can be provided at additional

negotiated cost. A payment and deliverable schedule will be negotiated at the time of contract execution.

ITEM 4 - INFORMATION

EMPLOYER OUTREACH COMMITTEE ACCOMPLISHMENTS

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 Quotes 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.