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(916) 262-3200

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

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Mather, CA 95655
(916) 228-3127

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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
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SACRAMENTO WORKS, INC. JOINT MEETING OF THE EMPLOYER OUTREACH AND PLANNING/OVERSIGHT COMMITTEES

Date: Tuesday, November 15, 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. **INFORMATION ITEM:** SRRRI Presentation
3. **ACTION ITEM:** Approval of Regional Workforce Strategy Recommendations Based on Findings of the Sacramento Regional Research Institute Regional Workforce Study
4. **INFORMATION ITEM:** Ad Hoc Education Committee Draft Policy Statement
5. Adjournment

Employer Outreach Committee Members: Mark Ingram (Chair), Walter DiMantova, Diane Ferrari, Barbara Hayes, Matt Mahood, James Pardun, Kim Parker, Maurice Read, Anette Smith-Dohring.

Planning/Oversight Committee Members: Mike Dourgarian (Chair), Rick Dibble, Dr. Jim Hernandez, Matt Kelly, Kathy Kossick, Jim Lambert, James Pardun, Joan Polster.

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

DISTRIBUTION DATE: WEDNESDAY, NOVEMBER 9, 2005

REGIONAL WORKFORCE STUDY

Prepared for

Sacramento Employment and Training Agency (SETA)

Sacramento Works, Inc.

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Prepared by

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A Joint Venture of SACTO and Sacramento State**

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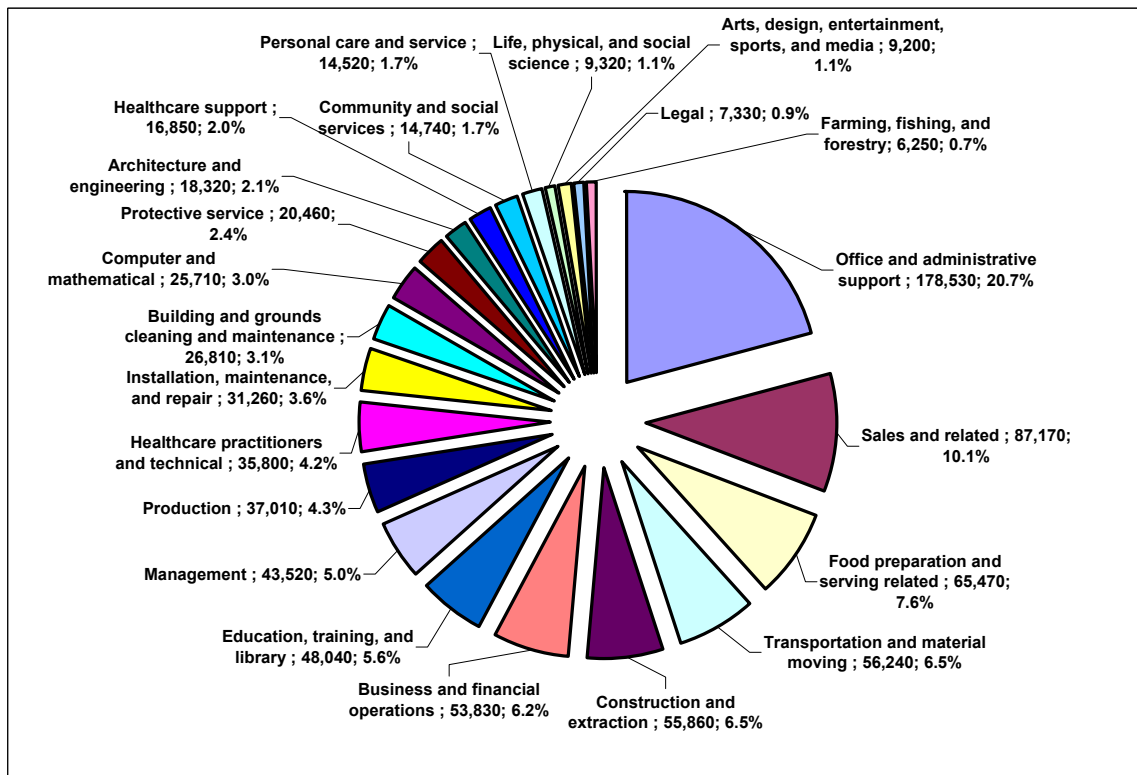
Ryan Sharp, Director
Helen Schaubmayer, Deputy Director
Chad Angaretis, Research Analyst
Jesse Catlin, Research Analyst
Marcia Cosgrove, Research Analyst
Libby Lyon, Research Analyst
Leeann Paquette, Research Analyst

Executive Summary

The findings from this study can be used for four primary purposes: educating the business, economic development, and workforce communities about the Sacramento Region’s workforce; directing workforce development programs to assure that qualified workers are available to meet the needs of the Region’s economy; identifying Sacramento’s strengths so that they can be fostered, enhanced, and marketed; and pinpointing opportunities that, if addressed, could make the workforce stronger and the Region more competitive. A wealth of information is presented throughout this report that provides a greater understanding of the Region’s workforce and SRRI encourages readers who are affected by or directly interact with Sacramento’s workforce to examine the entire report.

The pie chart below shows the Sacramento Region’s occupational composition along with the 2003 employment levels in each major occupational category. Over one-fifth of the Region’s workforce is in the Office & Administrative Support category. Two other major categories make up a relatively large amount of the workforce—Sales & Related and Food Preparation & Serving Related each contain close to 10 percent of the total occupational employment. Together, these three occupational categories encompass almost 40 percent of Sacramento’s workforce. Nearly all occupational categories in the Sacramento Region experienced healthier employment growth than the state and nation.

SACRAMENTO REGION OCCUPATIONAL COMPOSITION IN 2003



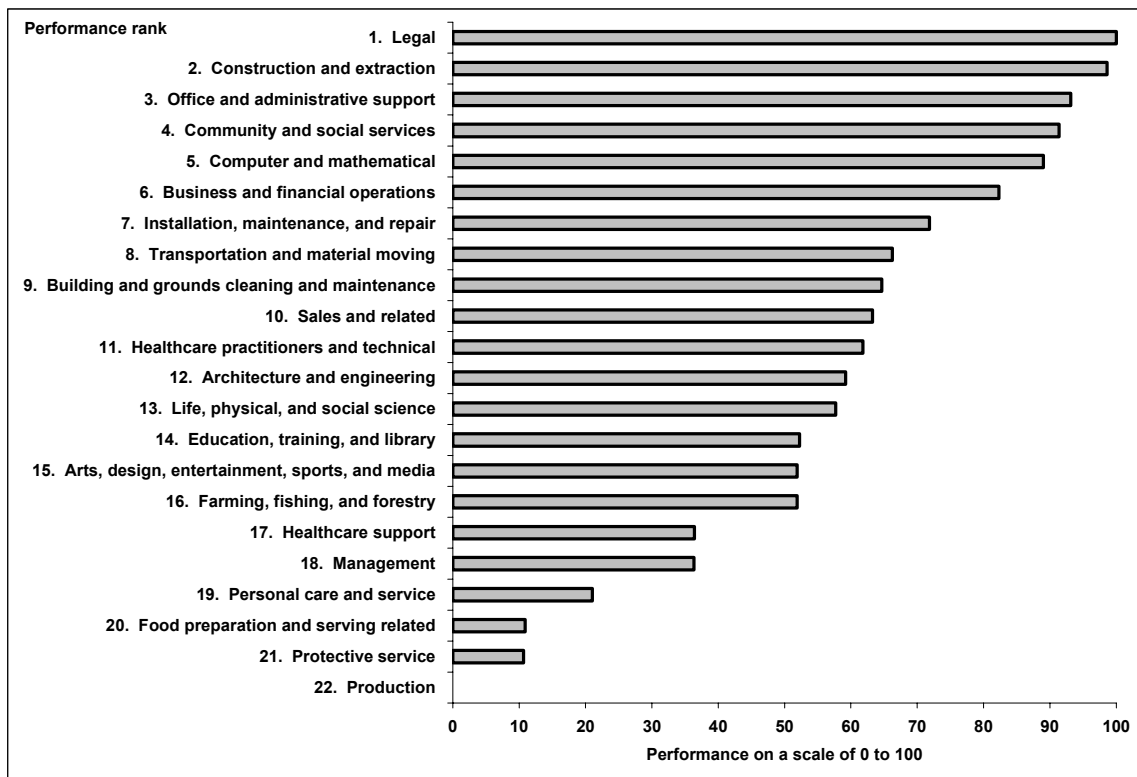
Sacramento Regional Research Institute, May 2005
 Data Source: Bureau of Labor Statistics, Occupational Employment Statistics

EXECUTIVE SUMMARY

Major employers in the Sacramento Region make use of a large number of jobs that fall within many of the Region’s biggest occupational categories. In addition, many of the key occupations that arose from SRRI’s previous study, *Analysis of Workforce Skills Sets* (which focused on industry sectors presenting the greatest economic development potential), are grouped within some of Sacramento’s largest occupational categories.

Each of the Region’s major occupational categories demonstrate unique patterns in terms of composition, historical shift in composition, specialization, historical change in specialization, historical growth, and projected growth. The figure below displays a rank and an index score, on a 0 to 100 range, that accounts for overall performance across all measured indicators. Categories ranked 1 through 5, all with scores above 85, can be seen as the Region’s strongest or best-performing—Legal; Construction & Extraction; Office & Administrative Support; Community & Social Services; and Computer & Mathematical.

SACRAMENTO REGION OVERALL OCCUPATIONAL PERFORMANCE



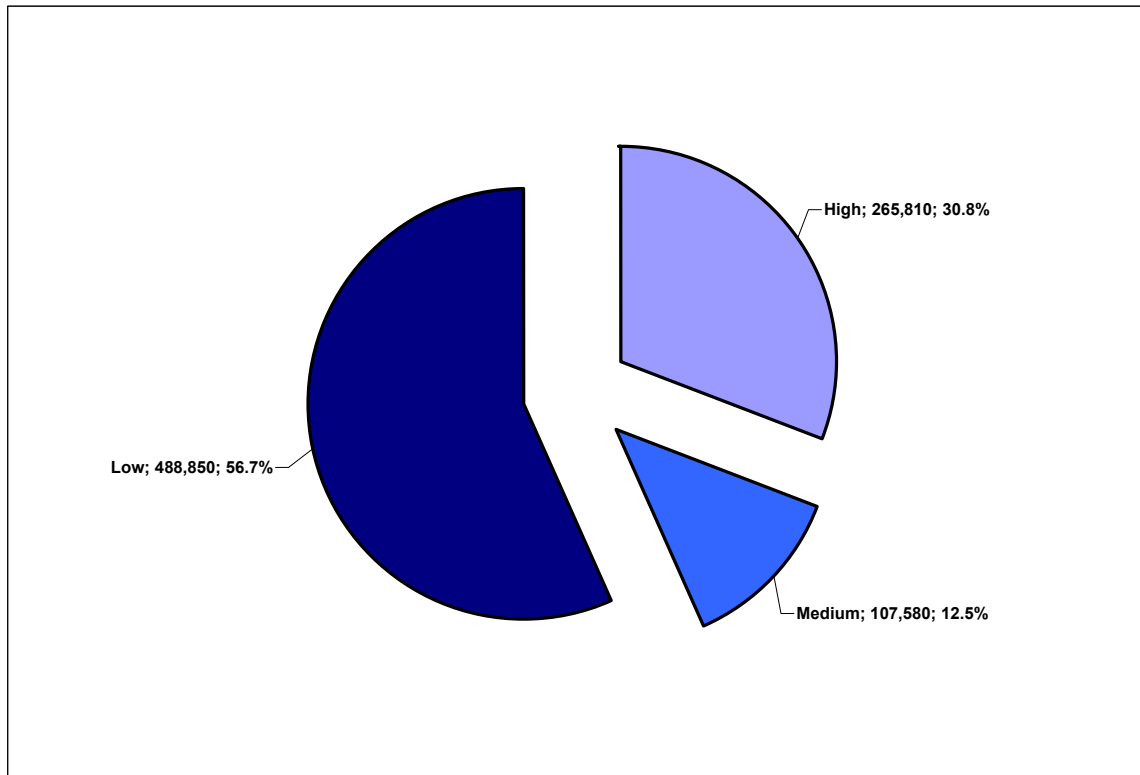
Sacramento Regional Research Institute, May 2005
 Data Sources: Bureau of Labor Statistics, Occupational Employment Statistics and
 Employment Development Department, Employment Projections by Occupation

Jobs within the Region’s workforce can be grouped into three level of preparation categories, reflecting the training requirements demanded by most employers: low (some on-the-job training and high-school level education), medium (considerable on-the-job

EXECUTIVE SUMMARY

training, vocational education, and a two-year degree), and high (a four-year degree or above plus work experience). The pie chart below shows Sacramento's level of preparation composition and related 2003 employment levels. Nearly 57 percent of the Region's workforce is employed in jobs requiring a low level of preparation. This is particularly important for workforce development organizations since it demonstrates that one of their primary target markets is considerably large in the Sacramento Region. The high level of preparation category also encompasses a notable proportion of the Region's workforce with close to one-third of the total. At less than half the size of the high level of preparation category and about a quarter of the size of the low level of preparation category, jobs requiring a medium level of preparation make up a little more than one-tenth of the workforce (this category is also notably more concentrated in other competitive regions). The majority of the Region's major employers characterize the workforce training composition in a similar manner. While all three categories have seen healthy growth, the high and medium level of preparation categories have been slightly more robust—these trends are projected to continue in the future.

SACRAMENTO REGION LEVEL OF PREPARATION COMPOSITION IN 2003



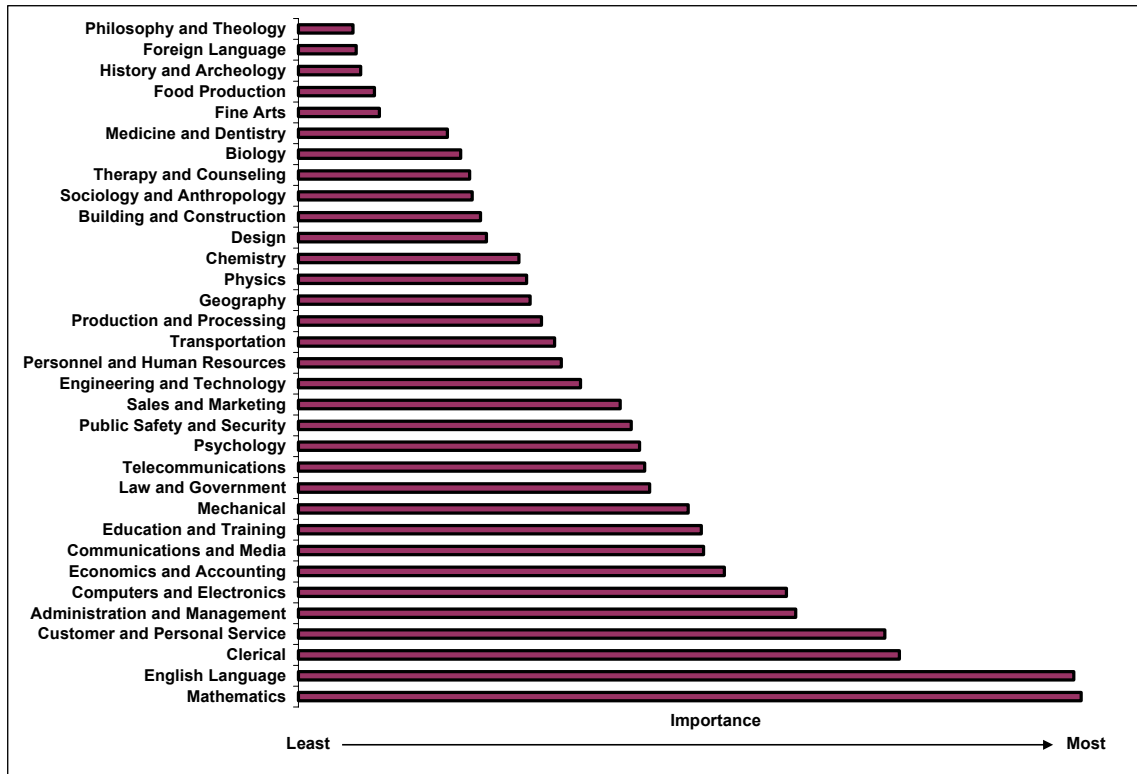
Sacramento Regional Research Institute, June 2005

Data Sources: Bureau of Labor Statistics, Occupational Employment Statistics and O*Net

EXECUTIVE SUMMARY

There are two important aspects in the overall concept of job competencies—knowledge (the application of organized sets of principles and facts) and skill (developed capacities that facilitate learning or the more rapid acquisition of knowledge). Categories showing the highest importance levels in the following two bar charts can be viewed as unique traits of the Sacramento Region’s workforce as well as the most important set of competencies for the average worker to maintain, regardless of training level or occupation. Over the past few years, there have been limited shifts in the importance rankings of these competencies.

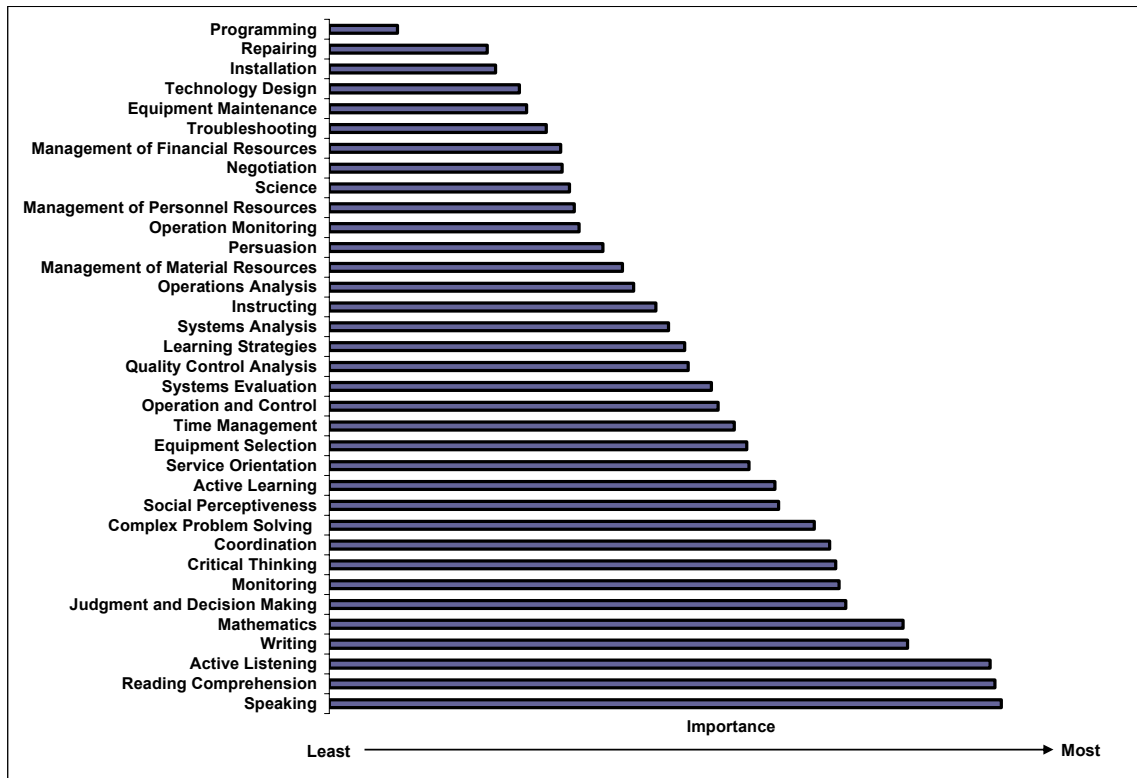
OVERALL KNOWLEDGE CATEGORY IMPORTANCE IN 2003



Sacramento Regional Research Institute, June 2005

Data Sources: Bureau of Labor Statistics, Occupational Employment Statistics and O*Net

OVERALL SKILL CATEGORY IMPORTANCE IN 2003



Sacramento Regional Research Institute, June 2005
 Data Sources: Bureau of Labor Statistics, Occupational Employment Statistics and O*Net

Major employers indicate a strong need for a similar core set of knowledge and skill, but stress the importance of “soft skills” (work ethic, interpersonal skills, etc.) as well as the growing need for basic computer skills. In addition, SRRI’s *Analysis of Workforce Skills Sets* study showed a like set of competencies as being the most important to successful job performance for occupations within industries demonstrating the greatest potential for economic development.

There are a number of aspects that can be considered strengths of the Region’s workforce. These aspects can be marketed to prospective and existing companies and workforce and economic development efforts should focus on fostering and ensuring the longevity of these advantages.

- ✓ The Legal; Construction & Extraction; Office & Administrative Support; Community & Social Services; Computer & Mathematical; and Business & Financial occupational categories have demonstrated strong economic performance.
- ✓ The portion of the workforce with jobs requiring a low level of preparation makes up nearly 60 percent of the Region’s workforce and is critical to Sacramento’s economic success.

EXECUTIVE SUMMARY

- ✓ Being one of the healthiest economies in California and the United States not only creates a positive perception of the Sacramento Region overall, but also points to the quality of the workforce and the nexus between economic and workforce development.

There are also a number of opportunities for the Sacramento Region. If effectively addressed, these aspects could make the workforce stronger and more competitive.

- The Education, Training, & Library; Management; Building & Grounds Cleaning & Maintenance; Protective Service; Healthcare Support; and Personal Care & Services occupational categories are underspecialized and are projected to see relatively strong employment growth and an increase in concentration.
- Combined, the portion of the Region's workforce with jobs requiring medium and high levels of preparation account for a little over 40 percent of the total—both categories have grown and are projected to continue to grow at a faster rate than the low level of preparation category, and, as such, will become slightly more concentrated than they currently are.
- In addition to critical need for “soft skills” and computer skills, the most widely applicable competencies for Sacramento workers include Mathematics, English Language, Clerical, Customer & Personal Service; Administration & Management; Speaking, Reading Comprehension, Active Listening, and Writing.
- The Region's major employers feel there are a few workforce-related aspects that need to be addressed including a shortage of entry-level Office & Administrative support workers, nurses, specialty health practitioners, and math, science, and special education teachers; relatively low compensation levels; and the overall availability and scope of all education and training programs.

Each of these strengths and opportunities are expanded upon in the concluding section of this report and are supported by a wide variety of information presented in the occupational, training and skills, and comparative analyses.

Conclusion

The primary objective of this report is to provide a better understanding of the Sacramento Region's workforce since limited research has addressed this aspect of the economy. Information from this report, however, can also be used to address Sacramento Works' goal of assuring that qualified and trained workers are available to meet the needs of the Region's economy. There are a number of aspects that can be considered strengths of the Region's workforce, which can be marketed both internally and externally to prospective and existing companies. Workforce and economic development efforts should not simply accept these strengths and focus efforts elsewhere—programs should concentrate on fostering and ensuring the longevity of the advantages in order to help existing businesses succeed and allow the Region to maintain its competitive position. While preserving strengths is important, there are also a number of opportunities that, if effectively addressed through workforce development efforts, could make the workforce even stronger and the Region more competitive.

Strengths

- ✓ Several occupational categories, including **Legal; Construction & Extraction; Office & Administrative Support; Community & Social Services; Computer & Mathematical; and Business & Financial**, have demonstrated strong economic performance. All of these categories received high marks across a combination of concentration, historical shift in concentration, historical growth, projected growth, specialization, and historical change in specialization. Office & Administrative Support is undoubtedly the Region's strongest occupational category—in addition to posting healthy economic performance across a number of indicators, it is more concentrated than most comparative and competitive regions; many of the Region's major employers provide jobs housed in this category; and jobs in the category support growth in industry sectors with the greatest potential for economic development. Three of the six best-performing categories also posted the highest growth among the Region's comparative and competitive regions and demonstrated the largest shift in composition—Legal; Community & Social Services; and Computer & Mathematical. Further, three of the categories including Business & Financial; Community & Social Services; and Construction & Extraction, show a high degree of specialization in the Sacramento Region.
- ✓ The portion of the workforce with jobs requiring a **low level of preparation** (some on-the-job training and high school-level education) makes up nearly 60 percent of the Region's total workforce. While this level of preparation category has seen slight declines in concentration (and is expected to see minimal declines in the future) and somewhat lower growth than the medium and high level of preparation categories, due to its size, it still remains a critical component of the Region's economic success. Many of Sacramento's major employers predominantly provide low-skilled jobs and the low-skilled aspect is important to

CONCLUSION

- support growth in industry sectors showing the greatest economic development potential. Additionally, this category has experienced stronger growth and is more concentrated than most of the comparative and competitive regions.
- ✓ Across nearly all occupational categories, the Sacramento Region has seen healthier growth than the statewide and national averages. Being **one of the healthiest economies** in California and the United States not only creates a positive perception of the Region overall, but also points to the quality of the workforce and the nexus between economic and workforce development. The Sacramento Region's major employers praise the quality and diversity of the workforce; the Region's growth potential; and the high-quality training and education programs. Additionally, in most cases, it appears that the existing workforce can complement growth in industry sectors presenting the highest economic development potential for the Sacramento Region.

Opportunities

- A handful of the Sacramento Region's underspecialized occupational categories are projected to see relatively strong employment growth and an increase in concentration including **Education, Training, & Library; Management; Building & Grounds Cleaning & Maintenance; Protective Service; Healthcare Support; and Personal Care & Services**. Major employers in the Region make use of jobs in the Education, Training, & Library; Management; and Protective Service occupational categories. Two of the categories, Protective Service and Healthcare Support, contain jobs that are important to the industry sectors showing the greatest potential for economic development, demonstrating that, in these cases, there is a gap between workforce and economic development. Both the Protective Service and Personal Care & Service occupational categories posted large employment losses relative to the comparative and competitive regions. While most of the other occupational categories are still competitive among the comparative and competitive regions, they all present room for improvement. With the exception of Education, Training, & Library and Management, all of these categories are either classified as requiring low or medium levels of preparation and workforce development programs are uniquely positioned to build capacity in these areas.
- Combined, the portion of the Region's workforce with **jobs requiring medium and high levels of preparation** account for a little over 40 percent of the total—13 percent for medium and 31 percent for high. The high level of preparation category has seen more robust growth and is more concentrated than most comparative and competitive areas as well as the statewide and national averages. The medium level of preparation category, on the other hand, is underspecialized in the Sacramento Region and has grown at a notably slower rate than all comparative and competitive regions. Both the medium and high level of preparation categories have grown and are projected to continue to grow at a

CONCLUSION

faster rate than the low level of preparation category, and, as such, will become slightly more concentrated than they currently are. There is room to strengthen the high level of preparation category, but the jobs requiring a medium level of preparation present a higher priority. Since efforts in workforce development and community college programs are focused on this portion of the workforce, they are clearly in a position to address one of the Region's most notable competitive weaknesses and future needs.

- Knowledge and skill data for the Sacramento Region as well as major employer opinions and jobs supporting growth in the industry sectors with the greatest economic development potential point to the likely benefit of equipping the Region's workforce with a **set of transferable skills** that can help ensure job success across a wide range of occupations, industries, and training levels. The most widely applicable competencies for Sacramento workers include Mathematics, English Language, Clerical, Customer & Personal Service; Administration & Management; Speaking, Reading Comprehension, Active Listening, and Writing. In addition to these core competencies, both "soft skills" and computer proficiency should be added to the list since many employers note a lack of such skills as well as the growing need for computer abilities. In order to ensure that members of the workforce have the core set of skills that are applicable in the broadest range of occupational opportunities, education and training providers serving all skill levels could build programs that help to provide a set of transferable skills.
- Despite the advantages the Region's major employers feel Sacramento possesses, there are a few workforce-related aspects that they believe need to be addressed. First, they note a **shortage of workers** in some of Sacramento's largest occupational categories including Office & Administrative Support (high-quality entry-level workers); Healthcare Practitioners & Technical (nurses and specialty health practitioners) and Education, Training, & Library (math, science, and special education teachers). Education and training providers could mitigate this issue by building capacity in programs that train these types of occupations as well as developing industry-education linkages and feedback loops. Second, major employers highlighted the issue of **relatively low compensation** levels and wage growth that allow other regions offering higher salaries to pull high-quality workers out of the Sacramento Region. Programs that increase the quality of the Region's workforce and enhance its competitiveness could have indirect effects on worker compensation. Finally, major employers believe that the **availability and scope of all education and training programs** need to be expanded. This suggestion is generally self-explanatory, but data and interviews for this report as well as the *Analysis of Workforce Skills Sets* project imply that in planning for increased workforce development efforts, there is a need to dig deeper and conduct further research into characteristics, trends, and requirements for specific occupations.

ITEM 3 - ACTION

APPROVAL OF REGIONAL WORKFORCE STRATEGY RECOMMENDATIONS BASED ON FINDINGS OF THE SACRAMENTO REGIONAL RESEARCH INSTITUTE REGIONAL WORKFORCE STUDY

BACKGROUND:

In March 2005, Sacramento Works, Inc. and Los Rios Community College commissioned the Sacramento Regional Research Institute (SRRI) to conduct a Regional Workforce Study. The project included the following deliverables:

1. **Occupational Analysis:** An analysis of employment growth and trends in this region's major occupational categories, including examining employment level, growth, composition, specialization and available projections for the purpose of identifying the region's major occupational categories.
2. **Training and Skills Analysis:** Analysis of training and education requirements for the region's major occupational categories, analysis of the knowledge and skill demand, and identification of skills sets which occur across occupational categories.
3. **Comparative Analysis:** Comparisons of employment growth and trends between this region and selected comparison areas, including employment level, growth, composition and specialization.
4. **Major employer Interviews and Finding Analysis:** Completion of employer interviews to gather opinions on this region's occupational categories, training and education requirements, knowledge and skill demand, and workforce strengths and weaknesses and comparison of findings from SRRI's Analysis of Workforce Skills Sets project.

Dr. Suzanne O'Keefe and Ryan Sharp of SRRI, will be presenting the findings and conclusions of the study at a joint meeting of the Employer Outreach and Planning/Oversight Committees scheduled for November 15, 2005 and to the full Sacramento Works, Inc. board on November 30, 2005.

Staff representing Sacramento Works, Inc. and Los Rios Community College met with Mr. Sharp to review the report and are making the following recommendations based on the conclusions in the report.

Recommendations:

Recommendation #1: Revise the approved critical industries

In 2001 Sacramento Works identified industries that were critical to the Sacramento economy and developed a policy to seek funding and target resources towards meeting their hiring and training needs. The industries have been reviewed and revised on an

annual basis. SRRI's latest report conducts an analysis of the occupational composition, specialization, and growth, which identifies some key areas of opportunity for workforce development organizations. Based on the findings identified in the report, staff is recommending some changes and additions to the critical industries.

2004-2005 Critical Industries	2005-2006 Critical Occupations and Industries
Construction	Construction
Healthcare and Biotechnology	Healthcare and Support Services
Financial/Customer Service	Administrative and Support Services
Information Technology and Telecommunications	Information Technology and Telecommunications
Tourism/Hospitality	Tourism/Hospitality
Advanced Manufacturing & Production	Transportation and Production
Maintenance & Repair	Installation, Maintenance and Repair

The critical industries and occupations list is used by the Sacramento Works Career Center staff to educate job seekers on the jobs that are in demand by employers in the Sacramento region. In 2003, Sacramento Works, Inc. established a policy that required career centers to give priority to critical occupations and industries when approving training scholarships. In 2003-2004 57% of the scholarships were in critical industries. Last year the percentage increased to 87%.

The Sacramento Works, Inc. board also set maximum scholarship caps. Staff is recommending that the board set maximum scholarship caps for Installation, Maintenance and Repair and Transportation and Production, Business and Financial Operations, and Administrative and Support Services.

2005-2006 Critical Occupations and Industries	Maximum Tuition Cap
Construction	\$6,000
Healthcare and Support Services	\$10,000
Administrative and Support Services	\$5,000
Information Technology and Telecommunications	\$7,000
Tourism/Hospitality	\$3,000
Transportation and Production	\$5,000
Installation, Maintenance and Repair	\$6,000
Non-Critical Industries	\$5,000

Recommendation #2: Work closely with Los Rios Community College and apprenticeship programs to prepare workers for the growth of jobs requiring a medium level of preparation.

The SRRI report grouped the jobs within the region in three "level of preparation" categories that reflect the training requirements demanded by most employers:

Level of Preparation	Definition	% of jobs in Sacramento
Low	High school diploma and OJT	56.7%
Medium	Considerable OJT + vocational education up to an AA degree	12.5%
High	4-year degree + work experience	30.8%

SRRRI identified that the medium level of preparation category is underspecialized in the Sacramento region (the region has a lower percentage of total employment in the category compared to California). Jobs in both the medium and high level of preparation categories are projected to grow at a faster rate than the low level of preparation over the next seven years. SRRRI has identified an opportunity for Sacramento Works to work more closely with Los Rios Community College and apprenticeship programs to:

- 1) Prepare workers currently unemployed or under-employed in jobs requiring a low level of preparation, for the job growth in the medium level of preparation category and
- 2) Build capacity in programs that train for occupations that are projected to have a shortage of workers or are projected to see strong growth and take up a greater proportion of jobs (construction; installation, maintenance and repair; administrative and support, including protective services; and healthcare and support, including healthcare practitioners and technical workers).

Recommendation 3: Equip the Region’s workforce with a set of transferable skills that can help ensure job success across a wide range of occupations.

In February, 2004 SRRRI completed a study for Sacramento Works that analyzed the skills necessary for 15 key industries in the region. In the Regional Workforce Study, SRRRI examined occupations in the whole economy to identify a set of transferable skills that can help ensure job success across a wide range of occupations, industries and training levels. SRRRI identified the most widely applicable competencies for Sacramento workers to include mathematics, English language, clerical, customer and personal service, administration and management, speaking, reading comprehension, active listening, writing, and computer proficiency. Once again, regional employers identified soft skills (interpersonal and conflict management skills, enhanced work ethic, critical thinking and problem-solving (both individually and in teams) and a positive and responsible attitude toward work) as key core competencies.

This finding by SRRRI supports the decision made at the Sacramento Works, Inc. Board Retreat to develop a Success Skills Institute that will:

- ⊙ Bring together business, industry, labor, education and government to address the emerging issues focused on the work success skills;

- ⊙ Coordinate the resources and efforts of organizations such as non-profit educational providers and employer associations;
- ⊙ Create a system of certification in which current and potential employees may complete a series of courses and receive official recognition
- ⊙ Identify locations where workers can assess their success skills and identify areas for improvement;
- ⊙ Develop, offer, evaluate and continuously improve credit and not-for-credit courses in critical work success skills;
- ⊙ Develop new, for-credit courses and programs
- ⊙ Provide a single point of contact for employers looking for courses for new employees and current employees who need to upgrade their skills;
- ⊙ Create web-based sites, courses and other supporting offerings to help people identify and improve their skills.

ITEM 4 - INFORMATION

Ad Hoc Education Committee Draft Policy Statement Revised October 25, 2005

As the local workforce investment board for Sacramento County, Sacramento Works developed the following mission statement: "Sacramento Works unites business, labor, education and public agencies to assure qualified and trained workers are available to meet the needs of the region's economy."

The Board engages leaders in business, *labor* and education to better prepare the workforce for careers identified by critical industries. The Board facilitates efforts of the business and education communities to reduce the gaps between the skill needs identified by employers and the skills taught by existing education/training programs.

It is the policy of the Board to support training programs *in critical industries* by developing partnerships with business *and labor* that train workers for careers that exist in the region. The Board recognizes *that all students will require programs teaching to standards whether they pursue higher education or emerging careers*. The Board will work to support curricula *and the development of essential employability skills that produce young people educated to rigorous and relevant standards*.

Plan of Action:

1. Meet with area superintendents to seek input on how the workforce system can support their efforts to prepare youth for success in further education, work and life. (County Superintendent of School October 14, 2005)
2. Request that private sector representatives of the Sacramento Works Board review the draft policy statement regarding education to ensure that it meets the needs of business. (Scheduled for next Employer Outreach Committee meeting for discussion November 10, 2005)
3. Seek approval of Policy Statement and Action Plan by Sacramento Works, Inc. board (November 30, 2005)
4. Identify major collaborators in business, labor, education, and workforce development and conduct a Convergence to identify educational strategies that will result in workers prepared to meet the hiring demands of critical industries in the region (Los Rios Community College, January, 2006).
5. Create and support a regional business plan that integrates career technical preparation into the rigorous academic curriculum in elementary and secondary schools. (March 2005)
 - ⇒ Conduct an environment scan
 - ⇒ Focus on industries/occupations critical to the region
 - ⇒ Align supply and demand
 - ⇒ Focus on return on investment
 - ⇒ Identify a regional approach to fund and coordinate resources to promote career technical education in the schools.