

## CAREER CENTERS

### **BROADWAY**

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

### **CITRUS HEIGHTS**

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

### **FRANKLIN**

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

### **GALT**

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

### **GREATER SACRAMENTO URBAN LEAGUE**

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

### **HILLSDALE**

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

### **LA FAMILIA COUNSELING CENTER**

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

### **LEMON HILL**

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

### **MARK SANDERS COMPLEX**

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

### **MATHER**

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

### **RANCHO CORDOVA**

10665 Coloma Rd., Suite 200  
Rancho Cordova, CA 95670  
(916) 942-2165

### **SOUTH COUNTY**

8401 - A Gerber Road  
Sacramento, CA 95828  
(916) 689-3560

### **Administrative Offices & Employer Services**

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

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



## **REGULAR MEETING OF THE SACRAMENTO WORKS, INC. YOUTH COUNCIL**

Date: Tuesday, December 6, 2005

Time: **3:30 p.m.**

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

While the Sacramento Works, Inc. Youth Council welcomes and encourages participation in the Sacramento Works, Inc. meetings, it would be appreciated if you would limit your comments to five minutes so that everyone may be heard. Matters under the jurisdiction of the Youth Council and not on the posted agenda may be addressed by the general public following completion of the regular agenda. The Youth Council limits testimony on matters not on the agenda to five minutes per person and not more than fifteen minutes for a particular subject. Meeting facilities are accessible to persons with disabilities. Requests for Assisted Listening Devices or other considerations should be made through the Clerk's office at (916) 263-3827. This document and other Board meeting information may be accessed through the Internet by accessing the SETA home page: [www.seta.net](http://www.seta.net).

## **A G E N D A**

### 1. Call to Order/Roll Call

#### **Category #1: Organize/Optimize**

### 2. Consent Item: Approval of May 16, 2005, September 7, 2005, October 12, 2005, and November 9, 2005 Minutes

#### **Category #2: Youth Voice – No report.**

#### **Category #3: Engaging, Educating & Coordinating – Youth, Community & Projects**

### 3. Action item: Approval of planning process for the WIA Youth program funding beginning in July 2006

- Review Calendar
- Younger youth/older youth – changes in target group
- Program design

4. Other business

5. Public Input

**Members:** Yolette Barnes, Mike Brunelle, Patricia Espinosa, Brittany Hall, Matt Kelly, John Koogle, Rick Larkey, Gerry Lawrence, Bina Lefkowitz, Maurice Read, Larry Sinor.

**DISTRIBUTION DATE: WEDNESDAY, NOVEMBER 30, 2005**

**SPECIAL MEETING OF THE  
SACRAMENTO WORKS, INC. YOUTH COUNCIL**

Minutes/Synopsis

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

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

Monday, May 16, 2005  
3:00 p.m.

1. Call to Order/Roll Call: Mr. Read called the meeting to order at 3:07 p.m.

Members Present: Yolette Barnes, Mike Brunelle, Patricia Espinosa, Brittany Hall, Gerry Lawrence, Bina Lefkowitz, Maurice Read, William Warwick.

Members Absent: Matthew Avery, Deanna Hanson, Matt Kelly, John Koogle, Rick Larkey, Anthony Simpson, Larry Sinor, Kamika Whetstone.

Others Present: Robin Purdy, Phil Cunningham, Julie Davis-Jaffe.

2. Consent Item: Approval of March 3, 2005 Minutes

The minutes were reviewed; there were no questions or corrections.

Moved/Lawrence, second/Brunelle, to approve the March 5, 2005 minutes.

Voice Vote: Unanimous approval.

6. Approval of Funding Extension Recommendations for the WIA, Title I, Youth Program, for FY 2005-2006

Mr. Mike Brunelle provided a report on this workgroup. Among many things agendized, this workgroup also looked at the WIA reauthorization.

Other priorities were reviewed by Ms. Welsch such as: 1) continue YPDC, 2) work scholarship initiative, 3) youth services provider network, and 4) concept of the youth specialists. There has been overwhelming support for the addition of Youth Specialists in the career centers. The good news is that a lot of youth are being served annually; 5,000 have come into the career centers this past year. Staff is working on making the career centers more youth-friendly.

Ms. Welsch reviewed the youth funding recommendations.

Moved/Brunelle, second/Lawrence, to approve staff recommendation funding for the WIA, Title I, Youth Program, FY 2005-2006. Funding extension recommendations are subject to satisfactory program performance reviews. The Youth Council retains the right to augment or modify contracts based on the performance review by August 2005.

Roll Call: Aye: 5, Nay: 0, Abstentions: 2

3. Action Item: Nomination of New Chair for the Sacramento Works Youth Council (Continued from the 3/5/05 meeting)

Mr. Read asked that the WIB bylaws be changed to allow anyone on the Youth Council to be the chair. No action was taken on this item.

4. Action Item: Approval of Committee Plan in Response to the Sacramento Works, Inc. Board Retreat

Ms. Purdy stated that a committee plan was developed for the Youth Council after the 4/20/95 retreat. Staff tried to take the goals of Sacramento Works, Inc. and the characters of competitive advantage and assign them out by committees.

Ms. Purdy asked for clarification on "recruit a pool of qualified Youth Workers" to mean that staff would have a pool of youth to refer out to employers.

Moved/Espinosa, second/Lawrence, to accept the recommended action plan to present to the full WIB board at the June 1 meeting.

Voice Vote: Unanimous approval.

## **Category #2 Youth Voice**

5. Youth Friendly Binders

Ms. Julie Davis-Jaffe stated that binders were developed to make the career centers more youth friendly. A binder will be passed out to the site supervisors to and will be available at the front desk at each career center. There is information in this binder for the youth that come into the centers. It is important that the information is available quickly so that the youth do not become frustrated. The binders will be provided to the site supervisors on Thursday. Changes will be made to the binders as needed.

7. Public Input: Next meeting is scheduled for June 2.
8. Adjournment: The meeting adjourned at 3:46 p.m.

**Committee of the Whole**  
**REGULAR MEETING OF THE**  
**SACRAMENTO WORKS, INC. YOUTH COUNCIL**  
Minutes/Synopsis

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

Wednesday, September 7, 2005  
3:00 p.m.

1. Call to Order/Roll Call: Mr. Lawrence called the meeting to order at 3:40 p.m. There was no quorum.

Members Present: Yolette Barnes, Patricia Espinosa, Brittany Hall, Deanna Hanson, Matt Kelly, Rick Larkey, Gerry Lawrence, Bina Lefkowitz.

Members Absent: Matthew Avery, Mike Brunelle, John Koogle, Maurice Read, Anthony Simpson, Larry Sinor, William Warwick, Kamika Whetstone.

Others Present: Phil Cunningham, Cheryl Rose, Cheryl Powell, Julie Davis-Jaffe, Marty Araiza, Bette Blanchard, Mark Snaer.

Mr. Lawrence welcomed everyone back from summer hiatus. A youth RFP must be developed this fiscal year since there are no more extension options.

**Category #1: Organize/Optimize**

2. Consent Item: Approval of May 16, 2005 Minutes: No action was taken.

**Category #2: Youth Voice**

3. Update on Youth Friendly Career Centers

Ms. Julie Davis-Jaffe distributed binders of youth-friendly material being utilized at the front desk of the career centers. She received feedback that the binders are working well to assist youth in receiving assistance. The career centers are becoming more youth friendly and staff orientations will include information available to youth. Youth oriented posters are being ordered for all 12 career centers.

Ms. Welsch stated that a master calendar will be developed for youth-oriented workshops that will be available for all career centers. She and Ms. Davis-Jaffe met with the youth supervisors recently to discuss the workshops.

Ms. Lefkowitz inquired what is considered 'youth friendly'; Ms. Welsch stated that a survey was completed by the Casey Great Start team.

Ms. Hall inquired whether the information for all youth is available to foster youth. Ms. Davis-Jaffe stated that all youth have the information to all of the services.

### **Category #3: Engaging, Educating & Coordinating – Youth, Community & Projects**

#### 4. Review of Review Performance Reports

Ms. Bette Blanchard distributed updated performance reports and reviewed them with Youth Council members. Ms. Welsch acknowledged the monitoring staff and thanked them for their work.

#### 5. Update on WIA Reauthorization

- New Common Measures

Ms. Welsch stated that there will be some common measures to minimize the reporting; she reviewed the potential updates.

#### 6. Discussion Item - Options for Program Design for Program Year 2006

- Review Demographic: Ms. Welsch showed by City Council district where the young people eligible for our programs live. We currently serve around 600 youth in our programs; however, thousands of youth are eligible.
- Review Guiding Principles, Sacramento Works Inc. Goals, and WIA Program Elements to determine congruency. Ms. Welsch reviewed the guiding principles that were agreed upon many years ago. There was a great deal of discussion regarding the Youth Council working with the Ad Hoc Education Committee.

Ms. Welsch reviewed the draft RFP calendar for FY 2006. This is subject to change and due to meeting changes, the calendar may be pushed back by two to three weeks. Mr. Lawrence would like to discuss the demographics in preparation of the RFP.

Mr. Larkey stated that he would like to have some sort of discussion on the issue of summer youth employment. We should be working with the employer community to get jobs for summer youth. Now is the time to start planning for that.

#### 7. Public Input

#### 8. The meeting was adjourned at 5:13 p.m.

**COMMITTEE OF THE WHOLE**  
**SACRAMENTO WORKS, INC. YOUTH COUNCIL**  
Minutes/Synopsis

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

Wednesday, October 12, 2005  
3:30 p.m.

1. Call to Order/Roll Call: Mr. Lawrence called the Committee of the Whole meeting to order at 3:41 p.m. There was no quorum,

Members Present: Patricia Espinosa, Brittany Hall, John Koogle, Rick Larkey, Gerry Lawrence, William Warwick.

Members Absent: Yolette Barnes, Matthew Avery, Mike Brunelle, Matt Kelly, Bina Lefkowitz, Maurice Read, Anthony Simpson, Larry Sinor, Kamika Whetstone.

Others Present: Phil Cunningham, Julie Davis-Jaffe.

Mr. Lawrence stated that the Youth Council welcomes input from members of the public. He requested speaker cards from those wishing to speak before the Youth Council.

**Category #1: Organize/Optimize**

2. Consent Item: Approval of May 16, 2005 and September 7, 2005  
Minutes: No action taken.

**Category #2: Youth Voice**

3. Report from Work Scholarship Project

Ms. Julie Davis-Jaffe provided an update on this item.

**Category #3: Engaging, Educating & Coordinating – Youth, Community & Projects**

4. Report from Planning and Indicator workgroup: No report. Mr. Brunelle not present.
5. Discussion item: Planning process for the WIA Youth program funding beginning in 2006.
  - Review Calendar: The calendar was reviewed. In January, the Youth Council will approve the release of an RFP. Some of the meeting dates that are included on the calendar may need to be moved to accommodate WIB

and Sacramento Works Executive Committee meeting. At the November 9 meeting, the calendar will be presented for approval. Members will be asked to show up at the meeting to make sure that there is a quorum.

Ms. Welsch distributed minutes from the Planning Indicator Workgroup and provided an overview of the proposed service delivery concept. Ms. Welsch reviewed a list of various ideas that came out of the workgroup meetings. Meeting attendance has included Youth Council members, youth providers and staff.

SMARTware reports are reviewed during this workgroup. There has been improvement in the documentation of services to youth in the SMARTware system.

Younger youth/older youth – changes in target group: Ms. Welsch stated that the new change in the funding puts emphasis on out-of school youth. Currently, 60% is younger youth, 40% is older youth. Mr. Larkey asked if WorkKeys would be included and Ms. Welsch stated that it would.

The Governing Board will be shown the demographics where most of the impacted youth reside. A chart of the city and county of Sacramento will be provided showing the demographics.

Speakers before the Youth Council:

- ✓ **Cheryl Rose, City of Sacramento:** Spoke of concerns regarding the vendor process, their risk management and the specific type of insurance needed. She stated that there may be a difficulty with the liability insurance. Mr. Cunningham asked Ms. Rose to get the insurance requirements from the city attorney's office and forward it to staff. Ms. Rose agreed to get staff the information.
  - ✓ **Jennifer Peterson, La Familia:** Spoke of the difficulty in contracting with a partner in their program. She urged OJT for older youth, with a stipend, eventually moving to a full time job. She strongly disagrees with the vendor 'daisywheel'.
  - ✓ **Gretchen Hatfield, San Juan Unified School District:** Asked about the area that they serve and how that will be determined. They service more than just one particular zip code.
6. Public Input: Lauren Miller from Sacramento Chinese Community Services Center asked a question about YDCP and if the proposed concept is similar to how the YDCP team accessed services. Ms. Welsch responded that it was similar to that process.

Meeting adjourned at 4:55 p.m.



**COMMITTEE OF THE WHOLE OF THE  
SACRAMENTO WORKS, INC. YOUTH COUNCIL**  
Minutes/Synopsis

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

Wednesday, November 9, 2005  
3:30 p.m.

1. Call to Order/Roll Call: Mr. Read called the meeting to order at 3:39 p.m.

Members Present: Yolette Barnes, Mike Brunelle, Patricia Espinosa, Rick Larkey, Gerry Lawrence, William Warwick.

Members Absent: Brittany Hall, Matt Kelly, John Koogle, Bina Lefkovitz, Maurice Read, Larry Sinor.

Others Present: Phil Cunningham, Andy Jones, Cheryl Powell, Robin Purdy, Julie Davis-Jaffe.

**Category #1: Organize/Optimize**

2. Consent Item: Approval of May 16, 2005, September 7, 2005 and October 12, 2005 Minutes: No action taken.

**Category #2: Youth Voice** – No report.

**Category #3: Engaging, Educating & Coordinating – Youth, Community & Projects**

3. Discussion Item: Approve planning process for the WIA Youth program funding beginning in 2006.
- Review Calendar: Ms. Welsch reviewed the planning calendar for the RFP funding process.
  - Younger youth/older youth – The changes in target group were reviewed.
  - Program design: Ms. Welsch reviewed the information received from many public hearings and Youth Council meetings. The youth breakdown according to supervisorial districts was reviewed as well as the risk factors for youth.

Mr. Larkey requested clarification regarding the collaborative approach for lead agencies. Ms. Welsch stated that the collaboratives must be documented. It was suggested that proposers identify the ZIP codes that their program would serve.

Ms. Welsch asked for consensus on this planning process. Staff will continue the planning process and prepare the request for proposals. The geographic

distribution can be dealt with at a later date when more Youth Council members are present.

4. Other business

Ms. Welsch stated that an e-mail will go out to find out another date/time to meet. There is one youth member left, Brittany Hall. It was suggested that perhaps the third Wednesday of each month would be a good day.

5. Public Input: No public comments.

The meeting adjourned at 4:40 p.m.

## ITEM 3 – ACTION

### APPROVAL OF PLANNING PROCESS FOR THE WIA YOUTH PROGRAM FUNDING BEGINNING IN JULY 2006

#### BACKGROUND:

#### **Recommendations on proposed WIA Youth program design for PY2006-2007**

The Workforce Investment Act Youth program seeks to create opportunities for youth in employment and training, academic enrichment, leadership development, connections with the local job market, linkages between academic and occupational learning and infusion of services into the One Stop Career Center system.

It is anticipated that the Sacramento Works Youth Council will release the WIA Youth Program Request for Proposals for program year 2006-2007 in January 2006. The following are policy questions and staff recommendations to consider for this delivery system.

**Currently Sacramento Works Youth services are offered in a two-tiered model – Universal services and Individualized.** Universal youth services are similar to Core Services offered at the Sacramento Works Career Centers (SWCC) in that services are available to all youth that visit the SWCC sites. Individualized youth program services are similar to the Adult Intensive and Training services as youth are enrolled into the WIA program.

#### **1. Current WIA Universal Services**

**Universal services are available to all youth that come to the Sacramento Works Career Centers (SWCC).** The WIA Universal Youth Specialists coordinate the following services:

- ◆ Provide outreach, intake, and orientation to services available through the One-Stop delivery system including assistance on the use of One-Stop Center resources and equipment;
- ◆ Provide labor market information, job search and placement assistance;
- ◆ Provide information on the availability of supportive services, including child care and transportation and referral to services, as appropriate;
- ◆ Market the SWCC to youth, employers and organizations;
- ◆ Provide career and education planning information to parents and guardians.

#### RECOMMENDATION #1:

Continue providing Universal services in the SWCC system with Universal Youth Specialists

2. **Regional Collaboratives – Currently WIA Youth program funds are allocated by regional collaboratives offering the required ten elements for Individualized services to enrolled youth in that region.**

Regions are defined as geographic areas or neighborhoods of the Sacramento community. Each collaborative includes an education entity or local school, a Sacramento Works Career Center, and a community based organization. The intent is that collaboratives integrate and coordinate youth services including WIA and other appropriate youth services. Each collaborative must provide case management and the WIA Program Elements to enrolled youth in that region.

RECOMMENDATION #2:

Approve the continued Regional Collaborative approach with the additional of the following enhancements to the current system:

3. **Enhancements to current Collaborative approach**

A. Vendorized Services

RECOMMENDATION #3:

Approve a vendorized approach for the delivery of the WIA program elements. Services will continue to be provided by the collaborative and coordinated by a lead agency.

The **Lead Agency** must assume responsibility to provide the following services:

- Intake/Eligibility
- Objective Assessment
- Individual Employment Plan (IEP)
- Case Management
- Referrals to appropriate WIA elements
- Documentation of services into SMARTware case management system
- Work Experience
- Support Services
- Follow-up services

**All youth must be provided** the following services:

- Case management
- Work Experience
- Leadership Skills
- Employment Opportunities directly linking to academic and occupational learning

**Youth Workforce Skills Preparation List:** The Sacramento Employment and Training Agency and Sacramento Works, Inc. established a Workforce Skills Preparation Vendor List that provides work readiness skills to adults. This list will be expanded to include the appropriate WIA youth program elements. Based on the needs of the youth, the

following services will be accessible via the **Youth Workforce Skills Preparation Vendor List**:

- Tutoring, study skills training and instruction leading to completion of secondary school
- Drop out prevention
- Alternative secondary school services
- Leadership Development opportunities
- Adult Mentoring
- Comprehensive Guidance and Counseling

Additionally, California has established an Eligible Training Provider List for occupational skills training. It is proposed that WIA **Youth Occupational Skills Training** services will be accessed through the ETPL or by leveraged resources such as Regional Occupation program or average daily attendance funds.

#### B. Critical Industries

Sacramento Works, Inc., the local Workforce Investment Board, has taken on the role of engaging the business community by assessing the regional labor market, identifying critical industries, and developing a plan to train workers for critical industries. The Sacramento Works, Inc. Planning Committee has identified seven industries in our area as "Critical Industries". These seven industries represent those industries that are most consistent with our goal of helping job seekers, through the one-stop system, to find long term, career oriented employment. The current critical industries that are approved by Sacramento Works are:

- Construction
- Healthcare and Support Services
- Administrative and Support Services
- Information Technology and Telecommunications
- Tourism/Hospitality
- Transportation and Production
- Installation, Maintenance and Repair

Policy statement: The Sacramento Works Youth Council promotes appropriate and timely occupational skills training to better prepare youth for success. As such, 75% of occupational skills training for youth will be for occupations in the critical industries.

#### C. **Soft Skills / Work Success Skills**

In May 2004, Sacramento Works commissioned the Sacramento's Regional Research Institute (SRRRI) to conduct a research study of the Occupational and Educational Trends in the Sacramento region. This study of fifteen critical industries and interviews with thirty chief executives from companies representing over 40,000 employees concluded that:

“...”Soft skills” are becoming increasingly important, as opposed to professional skills and knowledge. In particular, good work ethic, interpersonal skills, critical thinking, and analytical and problem-solving skills are considered the hardest one to meet and represent areas of concerns for many employers. Aspects of “soft skills” competencies appear to demonstrate a necessary component for all...workforce training services...” (Fountain, et al., 2004, pg. V)

The research indicated that 38.6% identified “soft skills” as a priority for current and future employment. The report concludes, “many employers mentioned that “soft skills” were becoming a more important hiring criterion, often taking precedence over vocational training and previous work experience”.

In a follow-up study by SRRRI published in October 2005, SRRRI identified the most important skills for the nine occupations in which there is the highest growth. The majority of the skills identified by SRRRI that will be needed for these jobs are considered work success skills:

- ⊙ Judgment and decision making
- ⊙ Writing
- ⊙ Active listening
- ⊙ Critical thinking
- ⊙ Speaking
- ⊙ Reading comprehension
- ⊙ Service orientation (customer service)

Policy Statement: To adequately prepare youth for success in employment and academic life, the inclusion of a soft skills curriculum or component must be infused into the individual youth plan and provider WIA program design.

### **Rationale for the Enhancements to current collaborative approach:**

- Participant centered
- More flexibility in service delivery and resource utilization
- Builds on collaboration, rather than awarding contract dollars for services
- Emphasizes more geographic inclusion – can access resources and services from throughout system
- Services provided by “experts” – vendors provide what they are good at!
- Open-ended procurement for ETPL and Workforce Skills Preparation
- Individual service delivery is well documented
- Inclusion of critical industries and soft skills components will better prepare youth for success.

## **2. Geographic distribution of WIA resources**

The Youth Council is considering allocating a portion of the WIA youth funds geographically. Possible options include:

**OPTION A:**

- Allocating a percentage of the available funds by County Supervisory districts to serve at-risk youth in their neighborhoods. The remaining funds would be allocated based on the demonstrated need.

**OPTION B:**

- Allocate funds based on challenged communities. An analysis of challenged communities was conducted by the Community Services Planning Council. The Youth Council extensively reviewed demographic information that identified various risk factors including teen pregnancy, dropout rate, poverty, probationers, and mental health and substance abuse issues.

The Sacramento Works WIA Youth Collaboratives currently serve 564 youth in Sacramento County. Youth are served in neighborhoods throughout the County including the City of Sacramento, Rancho Cordova, Galt, Citrus Heights, Del Paso Heights, North Highlands, and unincorporated portions Of Sacramento County. All five County Supervisor Districts contain “Challenged Communities” as identified by the Community Services Planning Council.

Of the 564 WIA youth enrolled in Sacramento County:

- **74% of the youth (418) reside in “challenged communities”**
- **43% reside in the top ten challenged communities**
- **26% reside in the second ten challenged communities**
- **5% reside in the next five challenged communities**

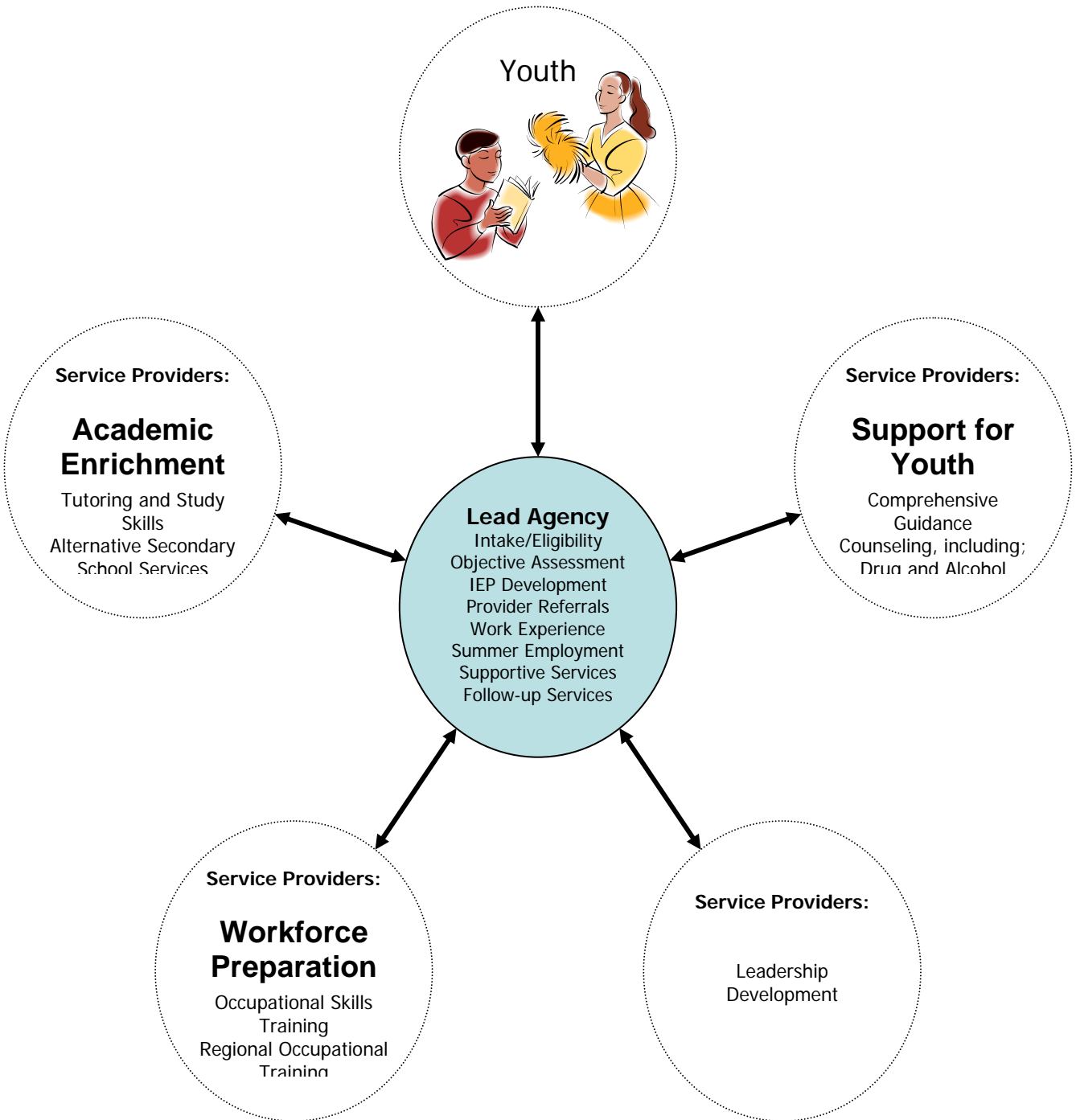
Other areas with significant WIA Youth enrollments not in top 25

- 95632 – Galt – 33 enrollments (rank 32)
- 95826 – Florin-Perkins – 15 enrollments (rank 28)

The following illustrates the daisy wheel design and an example of a vendorized collaborative.

## 2005 – 2006 DAISY MODEL FOR SACRAMENTO

### WIA YOUTH SERVICES





## Example of delivery of services and funding allocation in a Daisy Wheel Collaborative

ABC, a community-based organization has been designated a lead agency to serve In-School Youth. Their proposed partners include: a Sacramento Works Career Center, a local high school – ROP, and Big Brothers/Big Sisters. Both ABC and Big Brothers/Big Sisters are on the Youth Workforce Skills Preparation list. ROP is listed on the Eligible Training Provider List.

ABC has received an allocation of \$50,000 to act as the lead agency and provide the requisite “lead” agency services. An additional \$10,000 has been designated to this collaborative for Youth Workforce Skills Preparation. Based on the needs of the youth, ABC will partner with other organizations to provide the remaining elements with leveraged or vendorized services. *(This funding allocation example should be viewed as an example only and not construed as actual proposed or recommended services. Final decisions of the proposed allocations have not been determined.)*

| <b>Required Services</b>   | <b>Lead Agency</b><br>\$50,000 | <b>Vendor or Leveraged Services</b> | <b>Vendor provider or leveraged partner</b> (\$10,000 in WSP pool designated for this collaborative) |
|--|--------------------------------|-------------------------------------|--|
| • Case Management  | Case Management                |                                     |  |
| • Leadership Development   |                                | Leadership Development              | ABC (Vendor – WIA)   |
| • Employment Opportunities linked to academic & Occupational learning / Work Experience or OJT | Work Experience                |                                     |  |
|  |                                | Occupational Skills Training        | ROP or Adult Education (leveraged)   |
| • Support Services   | Support Services               |                                     |  |
|  | Mentoring                      |                                     | Big Brothers (leveraged)   |
|  |                                | Tutoring and study skills           | Big Brothers (vendor – WIA )   |
| • Follow-up Services   | Follow-up Services             |                                     |  |