

2013-18

SACRAMENTO STRATEGIC WORKFORCE
DEVELOPMENT PLAN

**BUILDING A DYNAMIC
WORKFORCE FOR THE
SACRAMENTO REGION**



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Sacramento Works Workforce Investment Board Strategic Plan Executive Summary

Vision: Building a Dynamic Workforce for the Sacramento Region

Workforce Goals

The Sacramento Strategic Workforce Development Plan includes the Strategic Goals for SETA and Sacramento Works, Inc. These goals, outlined below, are aligned with the Governor’s Workforce vision and the goals and policy priorities of the California Workforce Plan. In this summary of the Sacramento plan each goal is linked to strategies, action steps, performance metrics, and responsible parties.

Goal Statement 1: Meet the workforce needs of high demand sectors of the state and regional economies through growth and support of sectors/clusters with high growth potential: Health Services and Life Sciences, Transportation, Production, and Manufacturing, Installation, Maintenance and Repair, Information and Communications Technology, Construction and Clean Energy Technology, Administrative and Support Services, and Agriculture, Food, and Hospitality.

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties
Develop strategic alliances with business associations	1. Participate in Next Economy Business Cluster convening	Alignment of goals and resources	July 2013- June 2014	Sacramento Works Board Members/Workforce Management
	2. Support Sacramento Metropolitan Chamber of Commerce Business Retention and MetroPulse system	Unified planning for region		
	3. Support hiring needs of businesses attracted by SACTO to the region			
	4. Support the Regional Career Academy Initiatives, including Elk Grove USD, Sacramento City USD, and Capital Region Academies for the Next Economy (CRANE) Initiative	Increase in leveraged funding for regional initiatives		
	5. Continue support of California Employers Association Professional Edge training.			
	6. Support the Community College Chancellor’s Office in implementing <u>Doing What Matters for Jobs and the Economy.</u>			

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties
Participate in Next Economy, Capital Area Prosperity Planning process	<ol style="list-style-type: none"> 1. Participate in NEXT Economy regional planning process and align Strategic Plan with Next Economy goals. 2. Develop recommendations to support Next Economy Goals: <ul style="list-style-type: none"> • Diversify the economy through Growth and Support of Core Business Clusters • Grow and Maintain a World Class Talent Base 3. Fund employer convening/roundtables for sectors identified by Next Economy as core Business Clusters <ul style="list-style-type: none"> • Healthcare and Life Science • Information Communication Technology • Agriculture and Food • Advanced Manufacturing • Clean Energy Technology 	<p>Strengthen collaboration with regional economic development partners</p> <p>Employer Convening completed in each cluster Identification of skills gaps and emerging occupations</p>	<p>August 2013- June 2014</p> <p>September 2013 – December 2013</p>	<p>Planning/Oversight Committee Workforce Management</p> <p>Sacramento Works Board Members Planning/Oversight Committee</p>
Increase visibility in the business community and develop a public relations plan to reach out to employers	<ol style="list-style-type: none"> 1. Continually update and improve Sacramento Works website promoting regional brand and employer services 2. Increase social media presence for Sacramento Works on Facebook, Linked-in and Twitter 3. Develop a regional system advertisement for placement in business/employer focused publications 4. Development of on-going Regional WIB Employer Outreach Committee to maintain consistent regional branding 5. Regional WIB Employer Outreach Committee representatives provide updates and work with local employer services and One Stop staff to ensure that region core benefits are delivered to employers 6. Develop WIB specific employer outreach marketing efforts building on core regional services and maximizing local area services and programs 	<p>Use Google Analytics to track website traffic and unique visitors driven to WIB websites Use employer login page to capture and track employer visitors to splash page</p> <p>Develop a tiered outreach strategy</p> <p>Develop a common message and promote specific programs and services</p>	<p>July 2013- June 2014</p>	<p>Employer Outreach Committee/ Workforce Management/ SETA Public Information Officer</p>

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties
Implement America's Job Center brand for Career Center system	<ol style="list-style-type: none"> 1. Incorporate state and national branding (America's Job Centers) with regional brand. 2. Finalize a statement representing what the regional workforce development system can provide to employers 3. Develop list of core employer benefits/services provided by all WIBs 4. Conduct employer focus groups to obtain feedback on brand 	<p>Regional identity for career and training centers created</p> <p>Clear message presented to employers on value of services</p>	July 2013 – September 2013	Employer Outreach Committee/SETA Public Information Officer/ Workforce Management
Quantify and promote success of employer involvement efforts and increase employer involvement and satisfaction	<ol style="list-style-type: none"> 1. Develop and promote employer success stories 2. Utilize success stories in employer outreach campaign 3. Showcase employers who have hired great workers in high wage jobs 4. Develop on-line employer customer satisfaction survey 5. Survey employers to assess satisfaction with services. 	<p>Conduct on-line employer surveys after completion of service</p> <p>Track employer hires and wages</p> <p>Increase number of employers served</p>	July 2013 – June 2014	Employer Services/One Stop Staff/SETA Public Information Officer

Goal Statement #2a: Build and Maintain a World-Class Talent Pool by increasing the number of Sacramento residents who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, disabled individuals, and other at-risk populations.

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties
Offer universal access to employment, education and workforce services through the Sacramento Works One Stop career Center system	<ol style="list-style-type: none"> 1. Ensure high-speed internet and access to web-based job seeking tools for the Career and Training Center system 2. Provide on-line Assessments through Choices, QuickGuide and WorkKeys 3. Provide on-line Labor Market and Training 4. Provider Information through CareerGPS.com 5. Provide on-line Self-sufficiency calculator 6. Provide Virtual One stop services through 7. CalJOBS and SacWorks systems 8. Create interactive orientation workshop 9. Develop partnerships to prepare the workforce system to participate in Covered California health outreach programs and immigration reform 	<p>On-line access to virtual tools to assist in career planning and job search</p> <p>Transition to the New CalJOBS Virtual One Stop system.</p> <p>Engagement of customers with career center services</p>	<p>July 2013- June 2018</p>	<p>Planning/Oversight Committee/One-Stop staff/Workforce System Administrator/IT Chief</p> <p>One-stop staff</p>
Increase funding dedicated to training by transitioning to Sacramento Works Training Centers	<ol style="list-style-type: none"> 1. Implement Sacramento Works Training Centers 2. SWTC link academic, career-technical education and employment in critical occupational cluster 3. Recruit and train vulnerable/special populations with barriers to employment 4. Focus on middle-skills jobs 5. Pilot “affinity” group training for specific customer groups or in specific priority clusters. 	<p>Funds allocated to training increases to at least 50%</p> <p>More effective training models</p>	<p>July 2013 – June 2014</p>	<p>Planning/Oversight Committee/Workforce Management</p>
Invest in a sector approach to occupational skills training that prepares job seekers for career pathways to middle skilled jobs that ensure self-sufficiency	<ol style="list-style-type: none"> 1. Priority clusters: Health Services and Life Sciences Transportation, Production, and Manufacturing Installation, Maintenance and Repair Information and Communications Technology Construction and Clean Energy Technology Administrative and Support Services Agriculture, Food, and Hospitality 	<p>Allocate 90% Workforce Investment Act training funds to train a workforce to meet the demand of regional employers in the critical occupational clusters</p>	<p>July 2013 – June 2014</p>	<p>Planning/Oversight Committee</p>

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties
Support industry advisory roundtables to provide input on the barriers that employers face in hiring individuals as well as skill gap deficiencies in the regional workforce	<ol style="list-style-type: none"> Utilize Board Initiative funds to support convening of employers to identify skills gaps and emerging occupations in: <ul style="list-style-type: none"> Information and Communications Technology Clean Energy Technology Health Services and Life Sciences Transportation, Production and Advanced Manufacturing Agriculture, Food, and Hospitality 	<p>Employer Convening completed in each cluster</p> <p>Identification of skills gaps and emerging occupations</p>	September 2013 December 2013	Planning/Oversight Committee/Next Economy Leadership
Increase coordination with DAS approved pre-apprenticeship and apprenticeship training programs.	<ol style="list-style-type: none"> Continue partnership with American River College STRIPE and PowerPathways pre-apprenticeship programs Implement Memorandum of Understanding with Sac Valley Apprenticeship Training Coordinators. Increase Apprenticeship Training programs on ETPL Pilot co-enrollment process with Sacramento Area Electrical Training Center 	Co-enrollment policy and leveraged funding	April 2013 – June 2015 July 2013 July 2013- August 2013 August 2013	Workforce Management/One Stop staff
Leverage funding to implement Innovative training strategies to fill skills gaps	<ol style="list-style-type: none"> Implement WIA 25% Multi-sector grant to address the retraining and employment needs of workers dislocated from mass layoffs Utilize WIA NEG and CalWORKs/AB98 grant funding to provide long-term unemployed dislocated workers and CalWORKs recipients On-the-Job Training opportunities in the private sector. Utilize Special Employment Training (SET) grants funded by the State of California’s Employment Training Panel (ETP), to provide entrepreneurial training to business owners, and vocational skills training to new hires, including veterans, ex-offenders and at-risk youth Leverage Trade Adjustment Assistance Act funds with WIA to retrain workers Utilize WIA funds to contract for cohort training from community college to expand course offerings in priority clusters 	Increase in training opportunities available in the region	July 2013 – June 2018	Workforce Management/Partners and Stakeholders
Utilize layoff aversion strategies	<ol style="list-style-type: none"> Business Services/Small Business Assistance MetroPulse/Business outreach Labor Market Research Incumbent Worker Training 	Aversion of layoff through business supports and incumbent worker training		Workforce Management/Employer services and one stop staff

Goal Statement #2b: Build and maintain a world class talent pool by increasing the number of high school graduates and providing high school drop-outs and other high risk youth with the skills necessary to prepare them for postsecondary education, apprenticeship programs and/or a career.

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties
Target high risk youth for services	<ol style="list-style-type: none"> 1. Target youth 16-21 who are unemployed, dropouts, disabled, foster or former foster youth, and/or youth involved with the criminal justice system 2. Identify and share best practice strategies for serving high risk youth 3. Expand GED and high school completion opportunities 4. Create and pursue opportunities for funding and career pathways 	Expanded training opportunities for high risk youth	July 2013- June 2014	Youth Council/ Youth Services staff
Improve academic achievement, Prepare Youth to Succeed in Academics and Employment and Support Youth Development	<ol style="list-style-type: none"> 1. Improve academic achievement 2. Provide occupational skills training and career pathways 3. Support youth development through leadership, mentoring, guidance and counseling, and follow-up. 4. Implement innovative youth strategies, including youth related green strategies, career pathways, service learning. 5. Partner with K-12 districts, regional career academies post-secondary educational institutions, and employers to increase high school graduation rates and prepare students for college and/or a career. 	Increase high school completion and entrance rates to college or careers	July 2013- June 2014	Youth Council/ Youth Services staff
Provide services for juvenile justice involved youth	<ol style="list-style-type: none"> 1. Full implementation of Sacramento Ceasefire 2. Leverage WIA funding with City of Sacramento, County Probation, California Endowment and Kaiser Foundation, and Department of Justice funding. 	Decrease in gang violence and recidivism	October 2014	Youth Council/ Youth Services staff

Goal Statement #3: Support system alignment, service integration and continuous improvement using data to support evidence-based policymaking

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties
Work Regionally to ensure cooperation and leveraged funding	<ol style="list-style-type: none"> 1. Address barriers to qualifying for State's Eligible Training Provider list. 2. Develop procurement model for cohort training 3. Implement pilots and career pathways in priority clusters 4. Continue membership in the Northern California Rapid Response Roundtable 5. Support innovation and foster cooperation and system alignment between education, human services, apprenticeship programs, economic development and the workforce system 	<p>Community Colleges and Apprenticeship programs increase course listings on ETPL</p> <p>Coordinated response to layoffs Achieve better results for job seekers and employers</p>	July 2013 – February 2014	Workforce Management and One Stop Support staff
Convene and Partner with Key Stakeholders to identify gaps and develop strategies to address them	<ol style="list-style-type: none"> 1. Convene regional WIBs to refresh regional strategic plan 2. Continue support of Next Economy Capital Region Prosperity Plan and "Doing What Matters for Jobs and the Economy" 3. Build relationships with labor, education, and community based organizations. 4. Prioritize services to populations with skills deficiencies and barriers to employment 	Alignment of plans	July 2013 – February 2014	Executive Committee
Continue to compete for grants from a variety of funding sources to meet the needs of employers and jobs seekers in the region	<ol style="list-style-type: none"> 1. Continue participating in consortiums to submit grants. (Northern California and Regional WIBs and other education and Workforce partners). 2. Develop regional grant management strategy 3. Develop logic model with strategies focusing on clusters and partners 	Increase services for employers and job seekers	On-going	Workforce Managers and One Stop Support staff

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties
Improve and implement the Virtual One-Stop (VOS) technology	1. Gain better understanding of the State's functional set-up and operational features of the California Workforce Services Network (CWSN)	Continue to identify questions on CWSN for State and Geographic Solutions	On-going	IT Chief, Workforce System Administrator, Workforce Management and One-Stop Support staff
	2. Continue to identify data to be converted, identify fixes and enhancements for effective implementation	Data identification List of fixes and enhancements	On-going On-going	
	3. Continue to create plans to make required functional and operational changes in advance of CWSN conversion	Initial plan created	On-going	
	4. Continue to develop capacity of training team, staff and partners on VOS modules	Staff and partner training	On-going	
	5. Execute training plan	Staff training	Upon launch	
	6. Verify and validate data conversion to CWSN successful		Upon completion of CWSN conversion	
Develop, improve and implement system strategies to ensure optimum performance outcome results	1. Bamboo reporting system and report dashboard	Dashboard reports identified	7/1/2013	IT Chief, Workforce System Administrator, Workforce Managers and Supervisors and One-Stop Support staff
	2. Use of Bamboo reports by CWSN			
	3. Implement the use of FutureWorks performance tracking system		7/1/2013	
	4. Train staff on use of FutureWorks			
	5. Develop and update FutureWorks report dashboard	Staff training	On-going On-going	
	6. Access additional data (wage and employment)			
	7. Use of high tech and touch	Performance		
	8. Identify performance deficiencies (goal and systemic) utilizing reports	Accountability and Continuous	On-going	
	9. Develop and implement policies and procedures to improve performance deficiencies (goal and systemic)	Improvement	On-going	

Section One

VISION

Sacramento Works Inc. (SWI), the local Workforce Investment Board for Sacramento County, is a 41-member board charged with providing policy, planning and oversight for local workforce development initiatives. This five-year workforce investment plan reflects the vision, goals, strategies, initiatives and partnerships developed by SWI and the Governing Board of the Sacramento Employment and Training Agency (SETA), the Chief Local Elected Official for the Sacramento County Workforce System.

Vision:

Building a dynamic workforce for the Sacramento Region.

Mission:

SWI partners with the workforce community to serve regional employment needs.

Goals:

The Strategic Goals for the SETA and SWI are aligned with the Governor’s vision and the goals and policy priorities of the California Five Year Workforce Plan. The goals are:

1. Meet the workforce needs of high demand sectors of the state and regional economy and diversify the economy through growth and support of the following occupational sector/clusters with high growth potential.
 - Health Services (Life Sciences)
 - Transportation, Production, and Manufacturing
 - Installation, Maintenance and Repair
 - Information and Communications Technology
 - Construction/Clean Energy Technology
 - Administrative and Support Services
 - Agriculture, Food, and Hospitality

2. Build and Maintain a World-Class Talent Pool by:
 - Increasing the number of Sacramento residents who obtain a marketable and industry recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, disabled individuals, and other at-risk populations, and

- Increasing the number of high school graduates and high school drop-outs (with emphasis on at-risk individuals and those from low-income communities) who are prepared for post-secondary education, apprenticeship programs, and/or a career.
3. Support system alignment, service integration and continuous improvement using data to support evidence-based policymaking.

Strategies and Objectives:

To achieve the Strategic Goals, SETA/SWI will work regionally with workforce, economic development, education, labor and community-based partners to:

Facilitate cooperation and leveraged funding between Workforce Investment Boards, One Stop Career Centers, Sacramento Works Training Centers (SWTCs), Apprenticeships, community-based organizations, and Community Colleges to train in apprenticeship and certificate programs with career pathways to middle-skill jobs resulting in high wages and long-term job retention.

- Address administrative barriers faced by community colleges and apprenticeship programs seeking to qualify for the State's Eligible Training Provider List (ETPL),
- Develop procurement models for negotiating cohort training contracts using the State's ETPL,
- Implement innovative "pilot" programs to retrain dislocated workers for middle-skill jobs,
- Implement career pathways programs in critical occupational clusters/sectors for low-skilled job seekers with multiple barriers to employment, and
- Use technology to share success and outcome data on certificates/degrees completed, employment, and employment retention with all partners.

The blueprint and action plan for attaining the goals, which includes benchmarks, timelines, and action steps is outlined in the SWI Strategic Plan Executive Summary.

The SETA Governing Board and SWI are committed to convening and/or partnering with key stakeholders to continuously identify the workforce challenges facing the region and develop innovative strategies to address the challenges. Examples of these convenings/partnership initiatives are:

1. **Regional Workforce Investment Board Strategic Plan:** Since 2009, the Executive Committees of the four Workforce Investment Boards (Sacramento, Yolo, Golden Sierra and North Central Counties Consortium) in the region have been meeting on an annual basis to align the policies and plans of the Workforce Investment Boards. In August 2011 the Executive Committees and staff of the four Workforce Investment Boards identified five common goals and

developed a Regional WIB Strategic Plan (Exhibit 1). In the past 18 months, regional teams created and implemented actions plans for each of the following goals:

2. Conduct outreach to employers in the region
3. Provide high quality services through the One Stop Career Center system
4. Prepare youth to thrive and succeed
5. Gather and use workforce intelligence to improve outcomes to prepare for future changes in workforce development policy
6. **Northern California Innovation Strategies (NCIS) Memorandum of Understanding (MOU):** SETA/SWI facilitated the development of a Memorandum of Understanding (Exhibit 2) between seven Northern California Workforce Investment Boards (SWI, Golden Sierra, Yolo County, North Central Counties Consortium, NORTEC, Mendocino County, and Humboldt County) to establish the Northern California Innovation Strategies (NCIS) collaborative that will collaborate as a workforce development region; build better working relationships; create common policies and practices; share best practices; conduct joint procurement; align, leverage and share strategic business plans and resources, identify regional sectors and focus training funds to prepare for high-demand jobs, support regional business development, and increase discretionary funding for training Northern Californians.
7. **Next Economy Capital Region Prosperity Plan:** The Next Economy, a regional workforce and economic development network, was launched in August 2011 by SACTO, the Metropolitan Chamber of Commerce, Valley Vision, and the Sacramento Regional Technology Alliance, who joined together to work collaboratively with private and public sectors, elected officials, community leaders, workforce investment boards, educational institutions, labor, and community members across the 6-county Capital Region to chart a path to transform the economy into a long-term sustainable, growth economy. SETA's Executive Director sits on the Next Economy Steering Committee and SETA/SWI, Inc. has allocated resources to support the Initiative. The SWI Planning/Oversight Committee has reviewed the goals and strategies included in the Next Economy Plan, and have identified resources to support the goals and strategies that are consistent with the Sacramento Works Strategic Plan. These goals and strategies are included as strategies in the Sacramento Works 5 Year Workforce Investment Plan:
8. Diversify the Economy through Growth and Support of Core Business Clusters
9. Form Functional Business Networks and Establish Specific Cluster Initiatives

10. Create and Align Targeted Programs and Services to Support Clusters
11. Build Strong Economic Foundations for Sustained Cluster Growth
12. Build and Maintain a World-Class Talent Base
13. Create Mechanisms to Attract New Talent and Retain Existing Talent
14. Align Training and Education Pathways to increase Economic Prosperity for Businesses and Workers
15. The California Community College's Chancellor's Office ***Doing What Matters for Jobs and the Economy*** campaign focuses on determining labor market needs as a basis for regional capacity planning and sector priorities. SETA/SWI has worked closely with the Los Rios Community College District, the North/Far North College Consortium and the Chancellor's Office to coordinate regional meetings between Workforce Investment Boards and Colleges, to identify high priority occupations for sector initiatives, and develop sector training programs in healthcare services, information technology and clean energy technology.
16. Memorandum of Understanding (MOU) with the Sacramento Valley Apprenticeship Training Coordinators: On behalf of the Workforce Investment Boards in the region, SETA/SWI contacted the Sacramento Valley Apprenticeship Coordinators (Laborers Training and Retraining Trust Fund for Northern California, California Department of Education's CTE Leadership & Instructional Support Team, Joint Apprenticeship Committee for the Plumbing and Pipe Fitting Industry, the American River College Apprenticeship Coordinator, Ironworkers Apprenticeship and Training Program, Carpenters Training Committee, Sheet Metal Workers Apprenticeship & Training Committee, and Sacramento Area Electrical Training Center) and facilitated a meeting, which resulted in the adoption of a MOU to build better working relationships between Workforce Investment Boards and the Joint Apprenticeship Training Committees, create common policies and practices, share best practices, and focus training funds to prepare job seekers for high-demand jobs in the Construction sector (Exhibit 3).
17. Stakeholder Meetings: To receive input from community based organizations on the needs of jobs seekers and employees in the region, SETA/SWI hosted Stakeholder meetings and met bi-monthly with Site Supervisors of the One Stop Career Center System. Input was received from Asian Resources, Greater Sacramento Urban League, La Familia Counseling Center, California Human Development Corporation, Center for Employment Training, Folsom Cordova Community Partnership, Lao Family Community Development, and Crossroads Diversified Services

It is the goal of SWI to invest in occupational clusters that prepare job seekers for career pathways to middle and high skilled jobs that ensure upward mobility and self-sufficiency. SWI

places a high priority on identifying and serving vulnerable populations who have barriers to employment and providing them with contextual career technical education, inclusive of basic skills remediation, which leads to credentials and degrees in occupations critical to the growth of the region.

Since 2007, SWI has, on an annual basis, identified occupational clusters that are critical to the regional economy and has established a goal to target Workforce Investment Act funds to train a workforce to meet the demands of regional employers in the critical occupational clusters. The occupations contained in each of the clusters are selected based on a variety of criteria, including absolute growth, replacement need and/or percent growth for the forecast period. Data is provided by Economic Modeling Solutions Inc. (EMSI) and updated quarterly on www.careergps.com.

In April, 2013 the Center for Strategic Economic Research (CSER) conducted a regional economic and workforce information analysis of industry and occupational trends, Critical Occupational Cluster trends, and the Next Economy Core Business Cluster trends to identify the industry sectors and occupational clusters in the region that are high growth, high demand, projecting skills shortages, are vital to the economy, and/or have a significant impact or multiplier effect on the overall economy.

Analysis of the data provided by CSER resulted in an alignment of the SWI Critical Occupational Clusters and the Next Economy Core Business Clusters, with the result being the selection of the following sectors as high demand sectors for the Workforce Investment Act programs for 2013-14:

- Health Services (Life Sciences)
- Transportation, Production, and Manufacturing
- Installation, Maintenance and Repair
- Information and Communications Technology
- Construction/Clean Energy Technology
- Administrative and Support Services
- Agriculture, Food, and Hospitality

Section Two

ECONOMIC & WORKFORCE INFORMATION ANALYSIS

System Alignment and Accountability Goal:

Support system alignment, service integration and continuous improvement using data to support evidence-based policymaking.

State Landscape

EDD's Labor Market and Economic Analysis 2012 report reflects that, as a state, California has the nation's largest labor force and working age population. Over one-third (35.9 percent) of its labor force is Hispanic and 13.0 percent is Asian; 5.8 percent of the labor force is African American. In 2010, more than 25 percent of Californians aged 5 years and older lived in a household where Spanish was the pre dominant language spoken at home, compared to 12.5 percent of households nationally.

On average, California's workers are slightly younger than that of the nation; 58.6 percent of California's labor force was less than 45 years old in 2011, compared to 56.8 percent of the nation's labor force. At the same time, the labor force participation rates of young Californians have declined. Despite its relative youthfulness, almost one-fifth (18.9 percent) of California's labor force is 55 years of age or older.

According to the U.S. Census Bureau, American Community Survey (ACS) 2010, California has the seventh widest gap in the nation between the rich and the poor. Wage gaps have widened less in the U.S. overall, largely due to low-wage workers faring better nationally than in California. Over the last 30 years, the inflation-adjusted earnings of low-waged California workers has declined by 9.0 percent. In contrast, the inflation-adjusted hourly earnings for low-wage workers across the nation rose by 2.3 percent. A report by the California Budget Project, A Generation of Widening Inequity, November 2011, cite that the reasons for the growing wage gap include a declining demand for lower-skilled workers due to new technologies and increased international trade.

It is a consensus amongst economists that investments in education and training have the ability to lower income inequality by creating a globally competitive work force that helps generate long-term economic growth (Andrew G. Berg and Jonathan D. Ostry, Inequality and Unsustainable Growth: Two Sides of the Coin?). Over the last 30 years, the inflation-adjusted hourly wage of the typical California worker with at least a four-year degree increased by 19.9

percent. In contrast, the hourly earnings of the typical worker with only a high school diploma declined by 11.4 percent, and the wages of a worker without a high school diploma dropped by 26.5 percent. Similarly, in 2011, the unemployment rate for workers without a high school diploma was 15.5 percent compared to 12.5 percent for those who had graduated high school and 5.8 percent of those with a bachelor’s degree or higher (California Budget Project, A Generation of Widening Inequity, November 2011).

Despite the clear advantage of postsecondary education, most Californians lack the basic English and math skills to enter high-quality education and training programs. Nearly 30 percent of California’s ninth graders drop out before graduating high school; more than 4.6 million Californians age 25 or older (19.8 percent) lack a high school diploma; and nearly one out of every four California adults age 16 or older cannot read English - language newspaper. California ranks 48 out of 50 states in the share of students entering the California Community College system who lack college-level math or literacy skills at more than 80 percent (California Budget Project, A Generation of Widening Inequity, November 2011).

Local Landscape According to the Sacramento Regional Report, 2012/13, prepared by Center for Strategic Economic Research (CSER) and published by the Sacramento Area Commerce and Trade Organization (SACTO), the Sacramento region is one of the fastest-growing metropolitan areas in California with population growth attributed primarily to the migration of residents from other California and U.S. urban areas. The Sacramento Region’s population was over 2.3 million people in 2011 with over half of the population in Sacramento Counties. Of this populous and fast growing region, the report also reflects that approximately 15.4 percent of the its population lives below the poverty level, just under the statewide average of 15.8 percent and slightly higher than the nation’s average 15.3 percent.

The Sacramento region boasts a diverse ethnic make-up reflecting 17 percent of residents as foreign-born compared to state and national averages of approximately 27 percent and 13 percent, respectively.

Sacramento County’s Race Breakdown is as follows:

Race	Percent of Population*	Percent of Sacramento Works Career Center Customers**
White	65.7%(a)	37.9%
African-American/Black	10.9%(a)	28.4%
American Indian or Alaska Native	1.1%(a)	4.4%
Asian	15.0%(a)	10.5%

Sacramento Strategic Workforce Development Plan

Race	Percent of Population*	Percent of Sacramento Works Career Center Customers**
Native Hawaiian or Pacific Islander	1.1%(a)	2.6%
Hispanic or Latino	22.0%(b)	16.2%

Source: *U.S. Census Bureau, American Community Survey (ACS) 2010, ** Sacramento Works Virtual One Stop System

(a) Includes persons reporting only one race

(b) Hispanics may identify with other races, and may be included in other race categories

In 2010, more than 25 percent of Californians aged 5 and older lived in a household where Spanish was the predominant language spoken, compared to 12.5 percent nationally. According to the U.S. Census 30% of the households in Sacramento County speak in languages other than English.

Languages spoken at home in Sacramento County by persons 5 years of age and over are as follows:

Language Spoken at Home	Percent of Population	Speak English less than “very well”*
English only	69.5%	--
Spanish	13.4%	5.8%
Indo-European languages	6.7%	2.7%
Asian and Pacific Islander languages	9.8%	4.8%
Other languages	0.6%	0.2%

*Percent of total population; Source: U.S. Census Bureau, American Community Survey (ACS) 2010

As the most populous state in the nation, California has the nation's largest labor force and working-age population. Additionally, on average, California's workers are slightly younger than that of the nation; 58.6% of California's labor force was less than 45 years old in 2011, compared to 56.8 percent of the nation's labor force. The region follows the statewide dynamic of having a younger than average population. The region's average age is just under 36 years, between the statewide and national averages of 35 and 37, respectively.

Sacramento County’s age breakdown is as follows:

Age	Percent of Population
Under the age of 15 years	21.2%
15 to 19 years	7.4%
20 to 29 years	14.8%
30 to 39 years	13.7%
40 to 49 years	13.9%
50 to 59 years	12.9%
60 to 69 years	8.3%
70 to 79 years	4.6%
Over 80 years	3.2%

Source: U.S. Census Bureau, American Community Survey (ACS) 2010

Sacramento Works Career Center System age breakdown is as follows:

Age	Percent of Sacramento Works Career Center Customers*
Under the age of 19 years	6.9%
19 to 21 years	11.3%
22 to 32 years	31.6%
33 to 44 years	22.3%
45 to 54 years	16.9%
55 to 64 years	9.4%
65 years and over	1.6%

* Sacramento Works Virtual One Stop System

Sacramento County is home to over 100,000 veterans (U.S. Census Bureau, American Community Survey 2010). According to Sacramento Works Virtual One Stop System, over 1,300 veterans have visited the career system over the last 12 months, which is 4.3 percent of the system population

According to the U.S. Census Bureau, American Community Survey 2010, there are just under 95,000 individuals with disabilities residing in Sacramento County with 26.6 percent of this

population unemployed. Over the last 12 months, a little over 2,100 individuals with disabilities have visited a career center, which is 6.7 percent of the system population.

Employment related needs of the local area population include assessments of individual needs, career coaching, the provision of labor market information, as well as job search assistance. Over the course of the next five years, SETA /SWI will place a priority on academic and vocational skills development, attainment of industry-recognized credentials and degrees for, and promotion of career pathways in, high-demand/middle skill occupational clusters. First and foremost will be the focus on adult literacy. The goal is to address literacy deficiencies through the provision of Vocational English-as-a-Second Language (VESL), General Education Development (GED) Preparation/High School Completion Services, or Adult Basic Education to assist with successful transition into and completion of postsecondary education and/or a career in a high demand industry sector.

Economic and Workforce Information Analysis

SETA /SWI, Golden Sierra Work force Investment Board, and North Central Counties Consortium (NCCC) engaged the Center for Strategic Economic Research (CSER) in March 2013 to complete an Economic and Work force Information Analysis in order to assemble a set of actionable labor market information data that shows regional industry y and occupational trends and identifies job demand and related training and skill sets. In addition, information from Economy Watch, a monthly publication of the CSER, has been utilized in this plan to provide an assessment of the current economic situation and projected trends of the local economy and the Capital region.

Description of the Data and Method of Analysis and Review

The Economic and Work force Information Analysis focused primarily on five-year job demand forecasts (2012-2017) in order to inform planning for the expected work force and training needs in the region. The total job demand estimates consist of two separate factors: 1) the expected change in the number of jobs within specific occupations resulting from growth or contraction of industry sectors and 2) the anticipated replacement needs within the economy due to workers retiring or permanently leaving specific occupations.

The analysis was broken down into three main sections:

1. **Industry and Occupational Employment Trends** provides information on major industry sectors, major occupational categories, and specific occupations with the greatest anticipated demand in the region.
2. **SETA/SWI Critical Occupational Cluster Trends** looks at job demand specifically within the nine areas that SETA identified in 2007 as critical to the regional economy and targets Workforce Investment Act funds to train workers in related occupations.

3. **Next Economy Core Business Cluster Trends** examines workforce demand forecasts associated with five of the core business clusters selected in 2012 as targets for regional economic development efforts in the *Next Economy Capital Region Prosperity Plan*

CSER utilized data from the third quarter of 2012 provided directly by Economic Modeling Solutions, Inc. (EMSI), which were incorporated in the Career GPS web site and database. The EMSI data sets covered all core data on employment, wages, and training levels while CSER analysis focuses on calculating growth factors, ranking industries and occupations, and splitting wage and training levels into three groupings. CSER gathered and analyzed an additional data set from the O*Net database specifically for importance rankings of knowledge and skills associated with the measured occupations. A supplemental analysis was provided in the third section of the report using IMPLAN (Impact analysis for planning) data to assess the variation of employment multiplier effects within core business cluster activities, reflecting the additional jobs created through demand on suppliers of goods and services and employee spending. Throughout the report, low, medium, and high groupings are provided for wages, preparation, and multiplier effects. The full report is attached. (Exhibit 4)

Economic Situation and Projected Trends

According to the March, 2013 Economy Watch, a monthly report prepared by CSER that examines the health and performance of the Sacramento Region's economy, annual job growth in the Sacramento Region saw an uptick in February 2013, moving up to 1.6 percent following a downward pattern that lasted for several months. This rate of growth reflects an annual gain of 13,300 jobs. With the recent uptick, the Region moved back ahead of the national average, but remains well below the statewide average job growth of 2.2 percent.

Among the Sacramento Region's 11 major sectors, 6 added jobs between February 2012 and 2013. The three sectors posting the greatest gains were some of the Region's largest, including Professional & Business Services; Trade, Transportation, & Utilities; and Educational & Health Services. Combined, these three sectors added over 15,000 jobs in the past 12 months. Four sectors saw job losses in the last year with the large Government sector shedding 2,900 jobs. All in all, Sacramento's private sector posted a net gain of 16,200 jobs with the public sector decline pulling this down by roughly 18 percent.

Establishments in the Region held nearly 860,000 jobs on payrolls in February 2013, which reflects movement in the right direction over the low point in the recession (approximately 835,000 jobs), but is well below the 2007 peak (around 954,000 jobs) and still tracking at year 2001 levels. Nearly 119,000 residents were officially considered unemployed in the Sacramento Region based on seasonally adjusted annual average data for February 2013. This equates to an unemployment rate of 9.6 percent, which is slightly above the statewide average and considerably higher than the national average. Between February 2012 and 2013, the Region's unemployment rate dropped by 1.5 percentage points, a much more pronounced decline than at the statewide and national levels. This decline occurred at the same time that

the overall regional labor force increased slightly, drawing greater attention to the considerable increase in the number of employed residents.

Industry and Occupational Employment Trends

The SWI Board annually identifies occupational clusters that are critical to the regional economy and establishes a goal to target Work force Investment Act funds to train a work force to meet the demand of regional employers in these clusters. The SETA /SWI critical occupational clusters contained almost 611,000 jobs in 2012 and are expected to reach nearly 666,000 jobs by 2017, a growth rate of 9 percent. Administrative & Support Services is the largest cluster in the group with close to 292,000 jobs in 2012. This cluster is forecasted to add another 23,000 jobs through 2017, the largest increase among all of the clusters. The highest rate of growth between 2012 and 2017 is expected in the Healthcare & Support Services cluster, which is forecasted to see job growth exceeding 17 percent. In addition to the clusters stated below, SWI has targeted training in the Clean Energy Technology sector. These clean energy occupations are reflected within the Occupational Clusters with an * in the chart below.

Critical Occupational Clusters Totals – 3rd Quarter PY 2013

Cluster	Total Jobs	New Jobs	Replacement Jobs	Job Openings	Median Hourly Wage
Administrative and Support Services*	291,693	4,654	5,955	10,609	\$22.23
Construction*	42,178	415	815	1,231	\$22.04
Healthcare and Support Services	68,078	2,357	1,109	3,465	\$23.95
Information Technology	35,378	502	634	1,136	\$35.94
Installation, Maintenance and Repair*	18,728	231	398	630	\$22.79
Tourism and Hospitality	39,018	1,050	764	1,814	\$12.22
Transportation and Production	86,122	1,446	2,088	3,534	\$18.38

The 100+ specific occupations with the greatest five-year total job demand forecasts across all the SETA/SWI critical occupational clusters are listed in (Exhibit 5). These occupations show an anticipated total job demand of over **93,775** between 2012 and 2017 with approximately **46** percent resulting from **absolute** growth in the regional economy. The Administrative & Support Services cluster is forecasted to see the greatest five-year job demand among the group at over 53,000 while the Installation, Maintenance and Repair cluster shows the lowest demand of only

around 3,150 over the 2012 to 2017 period. The Information and Communications Technology cluster supports the highest annual wage as well as the highest required preparation levels.

Required Workforce Skills and Knowledge for Priority Sectors

In an analysis of the Sacramento Region’s Occupational Level of Preparation in 2010, CSER reported that over 54% of businesses in the region required a low level of preparation (some on-the-job training and high school level education) and 36% of the occupational employment required a high level of preparation (4 year college or above). The remaining 10% of jobs required middle skills (postsecondary education, AA degree and/or long term OJT).

Analysis of the SWI 100 Critical Occupations with the Greatest Five Year Growth in 2013 (Exhibit 5) indicates that 55 of the 100 occupations, representing 34,236 projected job openings (or 37% of all projected job openings in the targeted clusters) require medium or long term OJT, postsecondary credentials or an Associate’s Degree. These jobs are defined as middle skills jobs, those that require more than a high school education, but not necessarily a four year college degree. These jobs pay a self-sufficiency wage and are projected to average an annual salary of \$ 45,000, compared to \$36,000 per year for jobs requiring short term OJT and work experience.

The most important sets of knowledge and skills for worker success across the SETA critical occupational clusters and the Next Economy Core Business Clusters are listed below. (Definitions of the knowledge and skills categories are provided on the O*Net website.)

Knowledge	Skills
Customer and Personal Service	Active Listening
English Language	Speaking
Mathematics	Critical Thinking
Clerical	Social Perceptiveness
Administration and Management	Reading Comprehension
	Service Orientation

The five key knowledge and skills sets for the top occupations in each of the SETA occupational clusters are as follows:

Administrative & Support Services –

Knowledge	Skills
Customer and Personal Service English Language	Active Listening Speaking

Knowledge	Skills
Clerical Administration and Management Mathematics	Critical Thinking Reading Comprehension Social Perceptiveness

Construction –

Knowledge	Skills
Building and Construction Mechanical Mathematics Design Administration and Management	Active Listening Critical Thinking Speaking Coordination Time Management

Healthcare & Support Services –

Knowledge	Skills
Customer and Personal Service English Language Medicine and Dentistry Psychology Administration and Management	Active Listening Speaking Social Perceptiveness Service Orientation Critical Thinking

Information Technology –

Knowledge	Skills
Computers and Electronics English Language Customer and Personal Service Design Administration and Management	Reading Comprehension Active Listening Writing Critical Thinking Speaking

Installation, Maintenance, & Repair –

Knowledge	Skills
Mechanical Customer and Personal Care Engineering and Technology Mathematics Computers and Electronics	Troubleshooting Operation Monitoring Quality Control Analysis Repairing Critical Thinking

Tourism & Hospitality (Agriculture/Food/Hospitality) –

Knowledge	Skills
Customer and Personal Service Administration and Management Food Production English Language Education and Training	Active Listening Speaking Coordination Social Perceptiveness Monitoring

Transportation, Production, and Manufacturing –

Knowledge	Skills
Customer and Personal Service Mathematics English Language Production and Processing Public Safety and Security	Active Listening Speaking Critical Thinking Monitoring Social Perceptiveness

Skills and Education Gap Analysis

According to the Sacramento Regional Report, 2012/13, prepared by Center for Strategic Economic Research (CSER) and published by the Sacramento Area Commerce and Trade Organization (SACTO), approximately thirty-eight percent of the region's population aged 25 years and older hold an associate's degree or higher, placing the region around similar levels with Los Angeles and the state, and above the national average. The chart below shows the educational attainment status of residents of Sacramento County and the educational attainment status of the almost 30,000 jobs seekers who visited a Sacramento Works One Stop Career Center in the last year. 63% of the total population and 82% of the job seekers visiting the career center system have less than an Associate's Degree, or completion of two years of college.

Educational Attainment Level	Sacramento County Population*	Sacramento Works Career Center Customers**
Less than High School	13.5%	16%
High School Graduate	22%	36%
Some post-secondary education	26%	30%
Associate's Degree	9%	7%
Bachelor's Degree	18%	9%

Educational Attainment Level	Sacramento County Population*	Sacramento Works Career Center Customers**
Post-Graduate Degrees	9%	2%

*US Census 2010 American Community Survey

** Sacramento Works Virtual One Stop System

The Sacramento region is experiencing a skills gap in industries that are important to economic recovery, particularly in middle-skills jobs, (those that require more than a high school diploma, but less than a four-year degree). Middle-skills jobs account for 47 percent of all jobs in the state. These are local, hands-on jobs that are less likely to be outsourced.

Sacramento businesses are struggling to find qualified hires in sectors that are key to the region’s economic recovery. In May, 2011, the national nonprofit business group, America’s Edge, published Can California Compete? Reducing the Skills Gap and Creating a Skilled Work force through Linked Learning. The data was collected by the Center of Excellence/Los Rios Community College District. This report identified several shortages in the Sacramento area workforce.

- Over 60 percent of surveyed Sacramento area employers in energy efficiency occupations reported difficulty hiring in eight critical occupations.
- More than 60 percent struggled to find project managers for construction and design work.
- Seventy-eight percent of surveyed employers reported difficulty finding diagnostic medical sonographers.
- Without increased career education, healthcare workers in particular will not be available to hospitals, nursing homes, medical and dental offices and other care institutions.
- Three out of four Sacramento region employers reported difficulty hiring entry-level medical and clinical lab technologists.
- Fifty-seven percent reported problems finding entry-level registered nurses. Approximately 1,800 additional nurses are already needed every year to fill new positions and replace retiring nurses and career changers.
- Four in ten companies surveyed in the Sacramento region reported difficulty recruiting information and communication technologies workers (a job field with a predicted two -year growth rate of 16 percent).
- STEM jobs are growing at a much faster rate than other occupations (the third-fastest rate of growth nationwide), but three-quarters of the openings require postsecondary education to capitalize on the technology and the accompanying jobs.
- Manufacturing has shifted to more advanced, computer-assisted production, replacing the manual labor force. Many companies are not replacing laid-off lower skilled positions; instead, they have automated those jobs or shipped

them overseas. Manufacturing workers must now have a technical skill or trade-based skills, such as knowledge of mechanical and electrical engineering processes, the ability to work with computerized systems and read and write machine programming code, and the ability to operate automated manufacturing systems.

- Fewer and fewer workers have the technical and “soft” skills (communication, critical thinking, collaboration and creativity) needed to compete in the marketplace. Three out of four executives surveyed believe “soft skills” will become even more important due to global competition and the pace of change in the business environment.
- By 2018, three out of every five California jobs will require some postsecondary education.
- California CEO’s reported that maintaining a qualified workforce is one of the top challenges to doing business in the state and is causing companies to move out of state to a more available workforce elsewhere.
- The U.S. high school graduation rate ranks in the bottom third of developed nations.

Health care is one of the fastest growing industries in Northern California. Over the next few years, the industry is expected to add thousands of workers to meet the demand created by the Patient Protection and Affordable Care Act, a growing and aging population, and an aging work force. Health care is currently one of the largest industries in Sacramento, employing eight percent of the total work force.

A 2012 research brief prepared by the Center of Excellence (COE) identified a Sacramento region demand gap in the health care industry. Health Occupations in the Greater Sacramento Region (2012) recommends the development and expansion of health occupation training programs in the region to fill the demand for registered nurses, clinical laboratory scientists, medical laboratory technicians, radiologic technologists and diagnostic medical sonographers.

An ensuing COE study, Health Imaging Occupations Northern California Region (2013) noted that over 40% of Northern California employers reported difficulty finding qualified entry-level imaging workers (Mammography Technologists, Radiologic Technologists and MRI Technicians). Training programs for radiologic modalities and neurodiagnostic technology are non-existent in Northern California. The majority of employers in the Greater Sacramento region expressed interest for the development of local training programs for all seven imaging occupations.

Occupational skills’ training has become increasingly unavailable at traditional institutions and demand far exceeds available capacity. According to Left Out, Left Behind, California’s Widening Workforce Training Gap, a 2013 report by the Sacramento based economic consulting firm Encina Advisors, LLC, community college occupational course offerings have been cut back to 2006-07 levels. The focus has been shifted to serve students who seek to

transfer to four-year colleges. Demand for a community college education in California exceeds capacity by 591,000 full-time students. Over the next ten years, more than two million Californians will go unserved by the state's community colleges, limiting their ability to gain the career skills they need to secure employment. In addition, due to State budget short falls over the past two years and a change in categorical funding requirements, most K-12 School Districts are downsizing or discontinuing their Adult Education programs which have traditionally collaborated with the One Stop Career Center system to provide adult basic education, English as-a-Second Language and GED Preparation as well as a variety of career technical education courses.

The results of the Center of Excellence's Folsom Lake College Business Survey revealed that two-thirds of the organizations surveyed reported difficulty finding, well-trained job applicants for mid-level positions. Additionally, nearly half of the same organizations identified a lack of skills as a major hiring obstacle. A similar COE report, Information Communications Technologies, Advancing Digital Literacy in the Greater Sacramento Region, indicated that the most important skills sought by employers for new hires are interpersonal communication skills, ability to work with different groups or departments, and creative problem solving skills. The need for uniform digital literacy competencies in the form of a credential was of major importance to 60 percent of Information and Communication Technologies employers

To respond to the needs of today's employers and unemployed/underemployed workers, SETA is increasing the WIA formula funding dedicated to Training Centers. SETA has developed an employer-driven blueprint that embraces all modes of career training. The Training Center approach links academics, relevant career-technical education, support services and real-world work- based learning experiences supported by industry and community partners. A dependable pool of educated, trained and available workers is critical to the successful functioning of the local economy.

A greater investment in direct training funds will arm the local work force with the practical skills required in the marketplace. In conjunction with local employers, educational industry-themed pathways in a wide range of fields have been developed for traditional and nontraditional students to enter the work force. Intense and varied training will lead to a certificate credential or associate's degree, or the skills or competencies needed for a specific job, occupation, or occupational group in one of the region's identified critical occupational clusters. These certifications and skills are necessary to support the sectors with the largest projected job growth in the next decade. By focusing on preparing customers for middle-skills jobs in the critical occupational clusters, SETA and SWI will provide opportunities for skills training in career pathways that will remain in high demand and will pay a self-sufficiency wage. Training will include Occupational Skills, On-the-Job Training/Subsidized Employment, customized training conducted with a commitment by an employer or a group of employers to employ trainees upon successful completion of the training, apprenticeships, and job readiness training focusing on an approved sector/cluster. Examples of current career pathway programs in critical occupational sectors are the Registered Nurse II Work force Initiative, Allied Health Career Pathways, and Power Pathways Utility Line Worker career pathway program.

Over the next five years, SETA /SWI will also support the efforts of NextEd, the Sacramento County Office of Education and 21 school districts in the region to implement Capital Region Academies for the Next Economy (CRANE), one of 20 career academy pilot projects recently approved by the California Department of Education.

Section Three

BUSINESS SERVICE PLAN

Business and Industry Goal:

Meet the workforce needs of high demand sectors of the state and regional economies.

SETA and SWI established a Business Services Plan in 2003 and charged the SWI Employer Outreach Committee (EOC) with developing a private sector driven initiative to increase employer involvement and satisfaction. In 2009, the role of the Committee was expanded when the Workforce Investment Boards in the region (SWI, Golden Sierra, Yolo County and North Central Counties Consortium) joined together to develop a Regional Strategic Plan that included a goal of conducting coordinated outreach to employers. The goals of the Employer Outreach Committee form the basis for the SWI Business Plan. They are:

- Identify the needs of local employers, including demand occupations, skills gaps, and training needs
- Increase employer involvement and satisfaction
- Increase visibility in the business community
- Develop a public relations plan to reach out to employers
- Quantify and promote success of employer involvement efforts
- Support efforts to coordinate employer symposiums regionally
- Develop strategic alliances with business associations

The members of the Employer Outreach Committee include business representatives from companies in the SWI Critical Occupational clusters, business associations, the Sacramento Area Commerce and Trade Organization (SACTO), and the Employment Development Department (EDD).

Employer and Business Services

The services that are provided to employers in the region are described in the SWI Employer and Business Services brochure (Exhibit 6). Services are publicized on-line, through media purchases, through the One Stop Career Center system and through individual outreach to employers and uses quotes from employers who have successfully used the services with the

theme “Sacramento Works...it works for me, it can work for you too”. Services provided to employers include:

- Job Posting Services
- Customized Recruitment Events
- Applicant Screening Services
- Skills Assessments
- Career Fairs
- Labor Market Information
- Customized Training Programs
- Tax Credits
- Sacramento Enterprise Zone hiring credits
- On-the-job Training
- Disability Program Navigator Services
- Rapid Response Services
- Layoff Aversion Services
- Business Information Centers

Employer Needs Assessments

The SWI EOC conducts annual surveys measuring the quality of service that employers receive through the One Stop System. The survey process includes a current needs assessment to determine if the services that are being provided to employers are of value. This information provides the EOC with the ability to track the quality of the service delivered and also to determine if the system is providing services that meet the needs of the employers. Through review of quarterly employer services reports, the Committee is able to adjust the services provided based on employer demand.

Earlier this year the Regional Employer Outreach Committee conducted a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis with private sector WIB members and business/employer services line staff and management in order to develop a strategically designed plan to attract new employers to utilize the workforce development services offered by local WIBs.

One of the first action steps implemented was the development of a regional employer services advertisement (Exhibit 7) that markets a core of services offered regionally that are the most attractive to employers:

- Employee Recruitment
- Small Business Assistance
- Tax Credit Programs
- Financial Resources

Business Services Integration – One Stop Delivery System

Business and Employer Services are coordinated with EDD's Wagner Peyser program and the Trade Adjustment Assistance program and with SACTO and the City/County Economic Development departments through recruitment and pre-screening and provision of tax credits and hiring incentives.

Resources

SETA and SWI compete for grants from a variety of funding sources to meet the needs of employers and jobs seekers in the region. These grants focus on developing collaborative relationships to address skills gaps, support sector initiatives in high demand critical occupations, and encourage partnerships between business, labor, community colleges, economic development entities and workforce development agencies, and are leveraged with Workforce Investment Act funds. (See Exhibit 8 Leveraged Funding Schedule).

Barriers/Skill Gaps Hindering Job Creation

SWI, in collaboration with workforce, education and economic development partners, conducts employer roundtables focusing on priority and emerging industry sectors to determine the workforce training and educational barriers that hinder job creation in the regional economy. Sector initiatives are driven by and developed with input received directly from the employer community. These roundtables provide input on the barriers that employers face in hiring individuals as well as skill gap deficiencies in the regional work force which inhibit job creation in the regional economy. The input provides the basis for training curriculum development and the creation of industry advisory committees that support the training initiatives with an increased commitment to hire training program graduates.

Priority Sector Initiatives

SWI will continue to focus training and educational program investments in the Healthcare Services and Clean Energy Technology priority sectors. (See Exhibit 10 SETA /SWI priority sectors).

Past priority sector initiatives include, but are not limited to:

RNsII – Healthcare sector initiative supported by the regional area hospitals to address the regional Nurses and allied health workforce shortages.

CEWTP – Clean Energy Workforce Training Program supported through apprenticeship programs, the local community college district and private industry to train individuals for employment in Utility Companies as Line Workers, Green Construction, Solar Technology, Alternative Vehicle and Fuels, and Energy Efficiency.

Sector Initiatives Leading to Job Growth

Current plans include conducting industry roundtables and developing sector initiatives to overcome barriers hindering job creation in emerging sectors (See Exhibit 9 SETA /SWI emerging sectors), including:

- Information and Communications Technology – skills gap in software applications for mobile devices, iPads, project management skills and what is being called IT EQ or soft skills for the information technology sector.
- Advanced Manufacturing, Transportation and Production – skills gap in knowledge of basic math and computers and lack of soft skills. One of the most significant barriers to employment in this region is the lack of soft skills which include team building skills, interpersonal communication skills, multi-tasking, and time management across all industry sectors.

Sector Employer Collaboration – OJT/Customized Training Strategies

SWI partners with the regional chambers of commerce organizations, economic development agencies, employer associations, and industry-driven alliances to develop OJT and customized training strategies. (Exhibit 10, OJT Brochure)

In partnership with Green Capital Alliance, CEO roundtables were conducted over a three year period leading to the development and implementation of a Clean Energy Work force Training Program. The On-the-Job Training Program is packaged as part of a placement strategy to hire recently trained graduates.

Last year, in partnership with the Sacramento Regional Technology Alliance (SARTA), a series of CEO roundtables were conducted around addressing the barriers to employment growth in the Information and Communications Technology sector. This sector initiative is in the early stages of development and will include a training component to address the industry skills gap shortage and incorporates the OJT program to assist employers with wage subsidies to hire individuals who can be trained internally to perform certain industry- specific occupations.

SWI plans to partner with the Manufacturing industry bringing together key stakeholders to develop customized training and on-the-job training strategies for job creation. Efforts have already begun to engage with the Manufacturing sector. In 2011, SWI in partnership with Manex, the corporation for Manufacturing Excellence, and the California Employer Association (CEA) conducted a Lean 101 Manufacturing workshop, with over 20 manufacturing companies attending to find out how they could streamline their organizations and remain competitive. In late 2011, the Sacramento Manufacturing Summit was held sponsored by SWI, Manex, California State University, Sacramento, The Sacramento Metropolitan Chamber of Commerce and the City of Sacramento Economic Development. The event, “Making the Case for Made in America”, was attended by over 150 manufacturing professionals.

Business Partners Contributing to Demand Driven Strategies

SWI partners include:

- **CSER**, an economic research and consulting group, provides data on industry staffing patterns, workforce competitiveness, and gaps between business attraction and workforce development efforts.

- **SACTO**, the region's economic development, business relocation, and site selection organization, assists and supports employer outreach activities and programs.
- **SARTA**, a non-profit focused on the development of the technology industry, provides assistance and support for industry-led initiatives, including CleanStart, MedStart, and the Tech Flagship.
- **Los Rios Community College District**, with four local community colleges in the region, provides customized training programs and certificate programs.
- **Sacramento Metropolitan Chamber of Commerce** provides business and economic development support and assistance.
- **Valley Vision**, a regional development organization, provides support and assistance with industry led workforce development initiatives, including the Green Capital Alliance and the Regional Food Access Project.
- **NextEd**, a six county employer-education partnership provides support and assistance with youth initiatives and workforce strategy development.
- **Sacramento County Office of Education**, provides support services to over 13 K-12 public school districts in Sacramento County and supports the SWI WIA Youth programs.

Collaborative Efforts to Build Pipeline of Workers

SETA /SWI support the work force development component of the Next Economy Capital Region Prosperity Plan. Next Economy is a strategic planning initiative mobilizing private industry, government, academic and civic leadership to focus on a set of common strategies and actions to accelerate job creation and new investment in California's Capital Region with the goals of supporting innovation and entrepreneurship, diversifying the regional economy, and improving the business climate for economic growth.

SWI has adopted 7 critical occupational clusters representing high-demand, high growth jobs. Resources and funding for customers to receive occupational training is based on the board adoption of the critical occupational clusters. A regional cluster analysis conducted last year through the Next Economy initiative, revealed six core business clusters in the Capital Region as presenting the greatest opportunities for economic growth. SWI has aligned its critical occupational clusters to reflect these new core business clusters in order to maximize job and wealth creation benefits in the California Capital Region.

Community College Collaboration – Apprenticeship Programs

SWI/SETA has a long history of working with American River College, the Local Education Agency (LEA) for construction apprenticeship programs in Northern California. The Career Center System partners with American River College on the STRIPE Pre-apprenticeship program, which includes:

- **Infrastructure Course (Preap -111):** This course provides an introduction to transportation infrastructure apprenticeship. It covers tools, equipment, materials, and techniques used for building roads, bridges, levees, and rail.

Topics also include job safety, physical requirements for different job sites, employability skills for apprenticeship, and California apprenticeship laws.

- Green Technology (Preap -141): This course provides an introduction to green technology pre-apprenticeship. It covers tools, equipment, materials, and techniques used in the green fields such as electrical, plumbing, heating ventilation and air conditioning (HVAC), and carpentry. Topics include commercial and industrial building energy efficiency, building codes, sustainability, renewable energy, green building, distributed generation systems, utilities, and smart grids. Additional topics include construction drawings, safety training, construction math, and basic communication and employability skills.

In addition, SWI has a Memorandum of Understanding with the Sacramento Valley Apprenticeship Training Coordinators representing Laborers Training and Retraining Trust Fund for Northern California, California Department of Education's CTE Leadership & Instructional Support Team, Joint Apprenticeship Committee for the Plumbing and Pipe Fitting Industry, American River College Apprenticeship Coordinator, Ironworkers Apprenticeship and Training Program, Carpenters Training Committee, and Sheet Metal Workers Apprenticeship & Training Committee. This collaboration provides support and assistance with industry-led workforce development initiatives

Innovative Training Strategies Used to Fill Skill Gaps

SETA /SWI participated in a state -wide multi - sector proposal submitted by South Bay Workforce Investment Board to the U.S. Department of Labor WIA National Emergency Grant (NEG) to address the retraining and employment needs of workers dislocated from mass layoffs. SWI has implemented several innovative training strategies to fill skill gaps with these funds, including the implementation of a workshop series designed by California Employers Association (CEA) to assist laid-off professionals in upgrading their communication, decision-making, project management and networking skills, and participating in strength-finders to assess their skills and assist them in finding employment. "Professional Edge" was launched in 2011 to provide the dislocated worker with career transition assistance and resources to obtain successful employment. The 16 week series also includes assistance with developing 21st century job skills, including how to make the most of on-line job search and how to use social media.

Currently, Multi-Sector grant funding is also being used to retrain workers that were laid off from Hostess. Many Hostess employees had driving experience and Truck Drivers with a Class A license are in great demand. SWI partnered with the Northern California Teamsters Union Apprenticeship to provide the training.

To further expand upon WIA funded training opportunities through the use of innovative partnerships and leveraged funding, SWI is utilizing National Emergency Grant and CalWORKs funding to provide long-term unemployed dislocated workers On-the-Job Training opportunities in the private sector. Currently over 600 on-the-job training contracts are developed per year and 85% of them are developed in critical occupational clusters/sectors. Through the use of

OJT, many individuals are being hired as Solar Installers and Home Energy Raters, providing the incentive for the employer to provide the hands-on experience needed to be successful in a new and emerging occupation.

Under a Special Employment Training (SET) grant funded by the State of California's Employment Training Panel (ETP), SETA, in partnership with Asher College (formerly Tech Skills of Sacramento) and the Sacramento/Sierra Small Business Development Council (SBDC), is providing entrepreneurial training to 20 business owners, and vocational skills training to 113 new hires, including veterans, ex-offenders and at-risk youth.

Rapid Response

SETA and the Employment Development Department have created a Rapid Response Team which delivers services to dislocated workers to assist in the transition to new employment as quickly as possible. Employees are provided a direct link to local re-employment and training networks, and employers are linked to business services that can avert or minimize the impact of an impending layoff.

SETA's Rapid Response assistance is based on the following principles: (1) Timeliness (2) Convenience (3) Customer Choice (4) Consistency and Accurate Information (5) Leveraging Resources (6) Seamless Services Delivery (7) Active Promotion (8) Layoff Aversion (9) Measures of Success (10) Partnerships and (11) Innovation.

To ensure that dislocated workers and their families are able to overcome the devastation caused by job loss and the loss of income, direct access is provided to a UI Representative. To ensure that dislocated workers can effectively use the One Stop Career Centers and access local employment and retraining services, extensive information is shared about the Sacramento Works One Stop Career Center system, including services available through EDD's Workforce Services Branch.

While these elements are the foundation for any effective Rapid Response Orientation, each orientation is unique and geared to the needs of the employer and job seekers. Over the years, SETA /SWI has incorporated services to meet the changing economic conditions such as "Keep Your Home California" to assist homeowners; Pacific Gas and Electric Company's California Alternate Rates for Energy (CARE) and Family Electric Rate Assistance (FERA) to assist with utility bills; and, the Department of Labor's Employee Benefits Security Administration (EBSA) to address medical coverage. Other key services are also provided to assist dislocated workers with specific job search, including resume writing and interview skills geared to laid-off workers and assessment tools assisting them in identifying their talents, interests, and values.

SETA's Rapid Response Team is comprised of SWI work force professionals and the Employment Development Department's Work force Services and Unemployment Insurance Branches. The Team provides on-site orientation(s) coupled with information describing the

services and benefits available to employees affected by layoffs. Additional services and staff support are available based on employer/employee need.

SWI is a member of the Northern California Rapid Response Roundtable. The Roundtable, established in 2008, is comprised of the Regional WIBs in Northern California, EDD Workforce Services, County Economic Development Departments and regional Small Business Development Centers (SBDC). The Roundtable consists of Rapid Response coordinators, planners, and practitioners who work locally on behalf of the many Workforce Investment Boards (WIBs), to deliver timely rapid response services to employers and dislocated workers. The purpose of the Roundtable is to maintain the quality of services at a time of limited funding opportunities.

Rapid Response Services Available to Dislocated Workers

- Information about regional services to assist them in finding new jobs
- Information about training opportunities and providers
- Professional help with their job search
- Distributing information to dislocated workers on job prospects and occupational demand
- Access to one stop career centers and career coaches
- Access to various on-line job search and job matching systems including the jobs.sacramentoworks.org (Virtual One-Stop Services) system
- Job Clubs and Job Search Assistance
- Counseling
- Information on unemployment insurance, housing programs, medical insurance
- Other services to address employee and family needs

Benefits to the Employer

- Access to layoff aversion services
- Better employee morale and productivity during transition
- Confidentiality concerning business decisions
- Coordination with outplacement services that may be provided
- No red tape to handle
- On-site assistance
- Services provided at no cost

Layoff Aversion and Rapid Response

SETA attempts to avert layoffs through early intervention by referring troubled companies to local city and county economic development departments, and business associations for assistance and by providing skills upgrade training to employees through classroom or on-the-job training to prepare them for other jobs within the employer's business. SETA's goal for layoff aversion is to help companies make changes so that layoffs are reduced or completely averted.

SETA is notified of impending layoffs through WARN notices from local elected officials that are required recipients of the notices, from local media television, radio, business journals and the internet, and from employers who are seeking assistance. To attain this goal, SETA /SWI participates in the MetroPulse program, a system administered by the Sacramento Metropolitan Chamber of Commerce that matches business owners to other businesses, economic development, community-based and workforce development resources for the services they need to succeed, grow and remain in the region. This network includes the Economic Development Offices of the City and County of Sacramento along with other cities such as Rancho Cordova and Elk Grove who share information about the business climate including closure, layoffs or potential layoffs.

Additional methods used in being proactive in providing layoff aversion services are:

- Conducting Business Services Workshops – The Sacramento Works Career Center system includes Business Information Centers (BICs) which engage both start-up and established small businesses with business services provided by the SWCC system that strengthen the business services offered by SWI and add services that will assist small businesses with layoff aversion.
- Reaching out to businesses – SETA works with the County Economic Development Department, Cities of Sacramento, Elk Grove, and Rancho Cordova Economic Development Departments, and the Sacramento Metro Chamber of Commerce as a member of MetroPulse to inform employers of the services available to them, and link workforce development activities to business retention.
- Collaborating with EDD/LMID to research business activity to determine if the local employment market can absorb recent dislocated workers or to determine if skill upgrades are needed.
- Supporting the Business Retention and Layoff Assistance plans and initiatives of the Sacramento Metropolitan Chamber of Commerce and Sacramento Area Commerce and Trade Organization.
- Incumbent Worker Training (IWT) – The approved waiver of Section 134(a)(1)(A) of the WIA has permitted SETA to engage in IWT activities. SETA intends to implement this waiver in PY 2013 -14, contingent upon the U.S. Department of Labor's approval of the CWIB's request for WIA waivers. IWT is an effective layoff aversion component of SETA's local rapid response effort. Sacramento's local core industries are in constant transition driven by changing national and state policy (i.e., healthcare reform and climate change legislation), global competitiveness, and innovation. This is especially true for small and medium sized businesses, which require frequent workforce skills upgrading in order to keep competitive. Without IWT, the workforce in these industries is at risk of displacement. A layoff is averted when: 1) A worker's job is saved with an existing employer that is at risk of downsizing or closing; or, 2) A worker at risk of dislocation transitions to a different job with the same employer or a new

job with a different employer and experiences no, or a minimal spell of, unemployment.

Coordination with Targeted Adjustment Assistance

Through coordination between SETA, EDD and affected employers, SETA's Rapid Response staff provides orientations to TAA eligible customers coupled with information describing the services and benefits available to the workers affected by layoffs. Services provided to TAA eligible customers include case management and support services deemed necessary to ensure the success of the customer. All TAA customers are co-enrolled in WIA. The cost of training is covered by TAA, and the cost of supportive services is covered under WIA.

Section Four

ADULT STRATEGIES

Adults Goal:

The five year strategic work force goal for the Sacramento Adult and Dislocated Worker program is aligned with the CWIB State Strategic Workforce Plan, the Strategic Plan of the Regional Workforce Investment Boards, the Northern California Innovation Strategies plan, and the Next Economy Capital Regional Prosperity Plan developed by the regional workforce and economic development partnership. The goal is to:

Build and Maintain a World-Class Talent Pool by:

- Increasing the number of Sacramento residents who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, disabled individuals, and other at-risk populations, and
- Increasing the number of high school graduates and high school drop-outs (with emphasis on at-risk youth and those from low-income communities), who are prepared for postsecondary education and/or a career.

Priority: Training for Occupations in Critical Occupational Clusters

Since 1996, twelve (12) Sacramento Works One Stop Career Centers (SWCC) have been strategically located throughout Sacramento County, operating as neighborhood based career centers providing a “no wrong door” approach to meeting the workforce and employment needs of job seekers and employers. In the late 1990’s when this system was created, the economy was expanding, many industries faced labor shortages, and most unemployed workers only needed assistance finding new jobs in which they could use their existing skills. In today’s economy, workers are facing a much tighter labor market and there is a growing gap between the skills of unemployed workers and the skills required in available job openings. Government data on education and training requirements leads labor market experts to estimate that as many as 25 million, or 47%, of all new job openings from 2010 to 2020 will fall into the middle - skills range. (Harvard Business Review, December 2012). The skills that today’s workers most need to connect to family sustaining wages are increasingly obtained through advanced education and training resulting in industry-recognized credentials and degrees. As stated previously, 55 of the 100 occupations within the SETA /SWI critical occupational clusters, representing 34,236 projected job openings (or 37% of all projected job openings in the targeted clusters), require medium or long term OJT, postsecondary credentials or an Associate’s Degree. These jobs are defined as middle skills jobs, those that require more than

a high school education, but not necessarily a four year college degree. At the same time, the WIA allocation is shrinking and new state legislation requires a higher percentage of WIA funds to be directed towards training.

Since October 2012, SETA staff and the Planning/Oversight Committee of SWI has been holding public input meetings to solicit input from employers, job seekers, community stakeholders, education and training providers, community based organizations and other interested parties regarding the workforce needs of the region. In addition, 13,000 surveys were sent out in November, 2012 to job seekers, businesses, and partner agencies to identify the services and activities that are most important in assisting job seekers transition to employment. Input received from stakeholders and the public identified a need for:

- An increase in services targeting vulnerable and special populations in developing the academic, job readiness and occupational skills necessary to compete in the regional labor market.
- An entry point for low-skilled job seekers to the One Stop Career Center System.
- Centers that focus on the needs of job seekers in low-income, high unemployment neighborhoods and zip codes.
- An increase in the resources allocated to training activities, and
- An increase in training in occupational clusters/sectors that have high demand and/or the potential for high growth in the region.

In response to the input received from the public and in alignment with the California Workforce Investment Board Strategic Plan and the Next Economy Capital Regional Prosperity Plan, functional changes in the Sacramento Works Career Center (SWCC) system have been approved.

SETA/SWI is transitioning from the universal access model of the one-stop career center system to a model that focuses on work preparedness, and attainment of industry recognized certificates, credentials, or degrees needed for specific job, occupation, or occupational group in one of the Occupational Clusters approved by SWI/SETA will fund fewer Sacramento Works One Stop Career Centers, which will be re-branded as America's Job Centers of California (AJCCs). The funds saved by reducing the number of career centers will be reprogrammed using a Request for Proposals (RFP) for Sacramento Works Training Centers (SWTCs) to ensure that minimum expenditures for training will be met. Sacramento Works Training Centers will be geographically distributed throughout the County and will work with the career centers to prepare low-skilled job seekers with the work preparedness and occupational skills necessary for "middle skills" jobs and career pathways. Training proposed to be offered through SWTCs includes a combination of Work Preparedness Training and Occupational Skills Training.

Work Preparedness Training includes:

- Job Readiness training, which focuses on occupational clusters approved by SWI, Job Readiness training includes services that teach skills needed to be successful in the workplace rather than skills needed to get into the workplace.
- Vocational English as a Second Language and
- Adult Basic Education, GED Preparation/High School Completion Services

Occupational Skills Training includes:

- Occupational Skills Sector Initiatives in critical occupational clusters
- On-the-job training/Subsidized Employment
- Customized training conducted with a commitment by an employer or group of employers to employ, an individual upon successful completion of the training.

For customers enrolled in an adult literacy activity, there will be a special emphasis on combining/linking the activity with another training activity such as Job Readiness, OJT, Customized Training, or occupational skills training in an effort to speed the progress of students towards goals. Primary to this is improving student transition to postsecondary education coursework and achievement of vocational certificates/credentials.

To further address adult literacy, in April 2013, SETA added the Adult Literacy activity, including Vocational English-as-a-Second Language (VESL), General Education Development (GED) Preparation/High School Completion Services, and Adult Basic Education to its Vendor Services (VS) List Request for Qualifications (RFQ) to expand the availability of adult basic education in the Sacramento LWIA .

It is the intent of SETA and SWI to align the Adult and Dislocated Worker program with the CWIB, the State Workforce Plan, the California Plan for Adult Education, the Next Economy Regional Prosperity Plan, and the Community College Chancellor's Office *Doing What Matters for Jobs and the Economy Initiative*. Detailed actions that are in process or planning include:

1. Increase the number of career pathway programs in demand sectors by:
 - Offering web-based tools and Career Coaching workshops through the AJC/SW Career Centers that assist customers in identifying their skills, knowledge and abilities, utilize the self-sufficiency calculator to assess the wages they will need to earn, research the labor market for high growth/high demand/high wage jobs, and research training providers that provide training in the region. Web-based tools will include:
 - Assessments: Choices, QuickGuide, WorkKeys
 - Labor Market and Training Provider Information: Career GPS.com
 - Self-Sufficiency Calculator: <http://www.insightcced.org/calculator.html>
 - Job Placement: CalJOBS and SacramentoWorks.org

- Establishing goals requiring that 90% of the WIA funds allocated to training are used to prepare customers for high growth critical occupations in demand sectors.
- Using a sector approach to planning workforce initiatives, which is data driven and inclusive of, and responsive to employers. Currently, SETA/SWI partners with industry, education, economic development entities and workforce agencies to operate sector initiatives in clean energy technology and healthcare. These initiatives focus on the following sectors/critical occupational clusters:
 - Health Services – SETA is partnering with two of the colleges in the Los Rios Community College District, Kaiser Hospital, UC Davis Medical Center, Dignity Health, and Sutter Hospital to provide sector training for Registered Nurses, Sonographers, and Medical Lab Technicians. As part of the Next Economy Capital Regional Prosperity Plan, SETA / SWI will be participating in the development of a Health Services/Life Science Industry Advisory Committee facilitated by the Sacramento Regional Technology Alliance and Valley Vision.
 - Clean Energy Technology – SETA is currently partnering with American River College's DIR /DAS approved Pre-Apprenticeship training program (Utility Worker and Green Jobs), Pacific Gas and Electric Company, the Sacramento Municipal Utility District, and Roseville Electric to provide sector training for Utility Line Workers and Hydroelectric Welders. In addition, SETA is partnering with Valley Vision, GreenWISE, SACOG, and American River College to develop a Regional Industry Cluster of Opportunity plan for the Alternative and Renewable Vehicles and Fuels cluster. In the past two years, SETA / SWI has partnered in the following clean energy sector initiatives: Solar Technology/Solar/PV Installation; Alternative Vehicles and Fuels (AVF); Home Energy Auditor/Energy Auditor, Weatherization Specialist, Energy Efficiency/Lighting Control, Inside Wireman Apprenticeship. The Green Capital Alliance, staffed by Valley Vision, has served as the facilitator/backbone agency for the Clean Energy Sector partners.
 - Information Technology – SETA is partnering with the Sacramento Sheriff's Department, Elk Grove Adult and Community Education under the Second Chance Technology Program, funded by the U.S. Office of Justice Programs Second Chance Act Technology Careers Demonstration Project. Second Chance services provide information technology training to offenders while incarcerated. As part of the Next Economy Capital Region Prosperity Plan, SETA /SWI will be partnering in the development of an ICT Industry Advisory Committee, facilitated by the Sacramento Regional Technology Alliance and Valley Vision.

- Collaborating with partners to implement system improvements and innovations that increase cooperation across program and funding streams, and integrate successful strategies into existing programs and funding streams. System improvements will facilitate better cooperation between the regional Workforce Investment Boards, Joint Apprenticeship Training Committees, and community colleges by:
 - Addressing administrative barriers faced by community colleges and apprenticeship programs seeking to qualify for the State’s Eligible Training Provider List (ETPL).
 - Developing procurement models for negotiating cohort training contracts with community colleges, the Joint Apprenticeship Training Committee (JATC), and other post-secondary educational institutions using the ETPL.
 - Strengthening the collaboration with the DIR/DAS approved pre-apprenticeship program at American River College and local apprenticeship training programs by co-enrolling customers and approving WIA funded Individual Training Accounts (ITAs).
 - Supporting the Next Economy Leadership and NextEd, in partnership with the Los Rios Community College District, Sierra College and the Yuba Community College District, to organize regional industry advisory committees, aligned with the priority industry clusters.

The number of job seekers successfully completing education and training programs in demand industries and occupations will double through a sector approach, targeting “middle-skills jobs”, which result in career pathways and include classroom instruction, hands-on training, career coaching, supportive services and placement into jobs. This will be accomplished by:

1. Increasing the number of programs and credentials “middle-skills jobs” listed on the State’s ETPL, and increasing the number of WIA funded Individual Training Accounts (ITAs) approved to fund career pathways in high-demand, high-wage occupations;
2. Fostering cooperation and braiding WIA funds with TANF/AB98 funding received by the County of Sacramento, Department of Human Assistance (DHA) to provide subsidized employment and OJT opportunities;
3. Offering training-related subsidized employment opportunities to support classroom instruction and improve the marketability of graduates;

4. Subcontracting for training activities, including on-the-job-training, customized training, and cohort training and monitoring Individual Training Account obligations to ensure that minimum expenditures levels for training activities are met.
5. Tracking, reporting and sharing outcome data on industry-recognized certificates/degrees completed, employment gained, job retention, and earnings increases between education, workforce, and human service and economic development systems.
6. Evaluation and publication of training provider outcomes, including credentials attained and employment outcomes.

Rapid Response and Layoff Aversion

SETA averts layoffs through early intervention by referring troubled companies to local city and county economic development departments, and business associations for assistance.

SETA's goal for layoff aversion is to help companies make changes so that layoffs are reduced or completely averted.

Over the last three years, the Metro Chamber and partner agencies, through the use of the Metro Pulse system, has nearly 5,000 business visits and business walks where the Metro Pulse network, Chamber officials, and business volunteers meet directly with owners and managers of retail, commercial, service and manufacturing businesses of all sizes. This network includes the Economic Development Offices of the City and County of Sacramento along with local workforce investment boards and other cities such as Rancho Cordova and Elk Grove who share information about the business climate including closure, layoffs or potential layoffs.

In the event SETA receives a notification of permanent closure or mass layoff, SETA provides the following services/assistance to Dislocated Workers:

- Information about regional services to assist them in finding new jobs
- Information about training opportunities
- Professional help with job search
- Services provided at no cost
- Distributing information to dislocated workers on job prospects and occupational demand in the local area
- Access to one stop career centers and career coaches
- Access to various on-line job search and job matching systems including the jobs.sacramentoworks.org system
- Job Clubs and Job Search Assistance
- Counseling
- Other services to address employee and family needs

Methods used in being proactive in providing layoff aversion services are:

- Conducting Business Services Workshops
- Collaborating with EDD/LMID to research business activity to determine if the local employment market can absorb recent dislocated workers or to determine if skill upgrades are needed.
- Incumbent Worker Training

Apprenticeship/Earn and Learn

In the interest of expanding availability of and participation in “Earn and Learn” training opportunities, SETA /SWI, on behalf of the Workforce Investment Boards in the region, contacted the Sacramento Valley Apprenticeship Coordinators: (Laborers Training and Retraining Trust Fund for Northern California, the California Department of Education’s CTE Leadership & Instructional Support Team, Joint Apprenticeship Committee for the Plumbing and Pipe Fitting Industry, American River College Apprenticeship Coordinator, Ironworkers Apprenticeship and Training Program, Carpenters Training Committee, Sheet Metal Workers Apprenticeship & Training Committee, and Sacramento Area Electrical Training Center) and facilitated the adoption of a MOU to build better working relationships between Workforce Investment Boards and the Joint Apprenticeship Training Committees, create common policies and practices, share best practices, and focus training funds to prepare job seekers for high-demand jobs in the Construction sector. A follow-up meeting resulted in the development of a policy to ensure the alignment of WIA and JATC funds and to support apprentices during the first year of training and work. The alignment of funding and the coordination of support of apprentices will be accomplished through:

1. Establishing single points of contact for WIBs and JATCs;
2. Informing JATCs of WIA eligibility guidelines;
3. Identifying the point in the apprenticeship selection process where WIA co-enrollment will occur; and,
4. Listing apprenticeship programs on the State of California’s Eligible Training Provider List (ETPL).

Ongoing meetings of the regional WIBs and JATC are planned to continue to build relationships, develop and refine policies, and to identify and solve problems.

On-the-Job Training

Through WIA discretionary funding, National Emergency Grant funds, Additional Assistance 25% funds and a contract with the Sacramento County Department of Human Assistance (DHA), SETA currently operates a robust OJT program, providing eligible CalWORKs recipients, and long-term unemployed dislocated workers, with OJT opportunities, increasing their employability by connecting them with employers in demand occupations, providing a subsidized wage for the duration of training, and offering unsubsidized employment following

the completion of training. In addition, SETA /SWI is in the process of expanding earn and learn opportunities and broadening the customer base within the SWCC system by procuring additional OJT providers, as well as Customized Training providers, utilizing WIA Adult and Dislocated Worker formula funding.

SETA/SWI currently operates an OJT program for homeless individuals funded through a Community Services Block Grant. The goal is to provide entry-level employment and the opportunity for stable employment leading to greater self-sufficiency for low-income adults with low employability skills.

Section Five

YOUTH STRATEGIES

Youth Goal:

Increase the number of high school students, with emphasis on at-risk youth and those from low-income communities, who graduate prepared for postsecondary vocational training, further education and/or a career.

Vision for Increasing the Educational Attainment of Youth

The vision of the Sacramento Employment and Training Agency (Chief Local Elected Official) and SWI (local board) for the WIA Youth program is to “Build and maintain a world-class talent pool by increasing the number of high school graduates and high school drop-outs (with emphasis on at-risk individuals and those from low-income communities) who are prepared for postsecondary education, apprenticeship programs, and/or a career.”

The vision of the SWI Youth Council is to “Prepare youth to thrive and succeed in the regional workforce by providing relevant work readiness and employment programs and engaging regional employers and academia”. In 2010 the Youth Council participated in a Strategic Planning process that resulted in the following strategies:

Targeting High Risk Youth for Services

The primary target group eligible for the Sacramento Works for Youth WIA program includes youth (16-21) that are unemployed and under-employed, youth with disabilities, emancipating and current foster youth, dropouts, youth that are basic skills deficient, and court-involved youth. This target group was identified because they often do not have the support to successfully transition into advanced education and employment. These youth have a myriad of barriers and needs. For youth between the ages of 16 and 19, Bureau of Labor Statistics reported the unemployment rate is 17.1%. The numbers of court-involved youth on juvenile probation in Sacramento is increasing as reported by the Sacramento County Probation Department indicating an average of 5,000 juvenile cases under their jurisdiction or participating in probation programs daily. Most probation youth have not been attending school regularly and score below grade level.

Guiding Youth into the Workforce Pipeline through Collaborative Partnerships

The WIA Youth providers and the Sacramento One-Stop Career Centers have formed partnerships with area community-based organizations and school districts. These partners provide many youth with assistance in educational achievement, successful employment, and youth development. To enhance the partnership, expand linkages with other systems and

youth programs and guide youth into the workforce pipeline, a Universal Youth Specialist is stationed at each Sacramento Works Career Center. Their responsibility is to make the career center a “youth friendly” environment and provide youth with core/universal career center services. They also refer youth to more intensive services, help guide them to appropriate post-secondary education and employment, all in partnership with the WIA youth program. The Career Center “youth team” also includes a Youth Advocate and a WIA youth provider. The Youth Advocate is a former WIA or other youth program participant who works part-time at the career center as the assistant to the Youth Specialist. This “career pathway” concept grew from a desire by the Sacramento Works Youth Council to identify appropriate youth career pathways in the Human Services or “workforce” sectors.

Improve Academic Achievement, Prepare Youth to Succeed in Employment and Support Youth Development

The activities provided in the WIA youth programs are designed to improve academic achievement, prepare youth to succeed in employment, and support youth development. The elements required to achieve these outcomes are:

1. Improve Academic Achievement

- Secondary school completion and drop-out prevention strategies (ISY)
- Alternative secondary school services (OSY)

2. Prepare for and Succeed in Employment

- Occupational skills training
- Work Experience/On-the-Job Training directly linked to academic and occupational learning

3. Support Youth Development

- Leadership development opportunities
- Supportive services
- Adult mentoring
- Comprehensive guidance and counseling including alcohol and drug abuse
- Follow-up services for one year

Implement Innovative Youth Strategies

The Sacramento Works Youth Council approved the following strategies:

- Youth-related Green strategies
- Career Pathways
- Targeting services to very high-risk youth
- Service Learning

- Integration of WIA youth program elements in career centers and new program concepts

SETA and SWI have supported several initiatives targeting very high-risk youth and introducing youth to green career pathways. As a result of the public testimony and success of the special initiatives, the above strategies were incorporated into the WIA youth program design to be offered as Individualized Services in concert with the required WIA elements. The 2011 procurement resulted in the funding of eleven organizations (Exhibit 11) to provide services to in-school and out-of-school youth. Examples of the proposed new strategies and SETA's partners include:

Green Strategies

The Sacramento Green Jobs Corps was a successful partnership between SETA, Soil Born Farms, the Sacramento Tree Foundation, Twin Rivers Unified School District, American River College and Center for Land-based Learning. Youth were introduced to the various aspects of the "green" economy through participation in community services projects, environmental stewardship and work experience activities.

The Sacramento Municipal Utility District (SMUD) has operated a summer internship program for many years. In PY 2011-12, in an interest to expand and add a career pathway component, SMUD contracted with SETA to coordinate the summer internship program. High school youth, both juniors and seniors, were recruited from throughout Sacramento County with a focus on those youth enrolled in high school career pathway programs relevant to the green utility industry. SETA was responsible for the recruitment, screening, and assessment of the youth. Selected youth were interviewed by SMUD and were required to attend a one-week pre-employment workshop prior to internship placement at SMUD. SETA was also responsible for the coordination of the workshops, youth case management and the payroll services. The SMUD summer internship program will continue in PY 2013-14.

Career Pathways

With Recovery Act and Workforce Investment Act funds, SETA partnered with Los Rios Community College District, San Juan Unified School District, and Sacramento City Unified School District to implement a youth career pathway program. The career pathways included opportunities in the Human Services Sector, including teaching, human services, culinary, construction and early childhood development careers. Youth received both high school and community college credit and were placed in a targeted "career pathway" work experience. For program year 2012-2013, providers proposed continuing or expanding career pathways and Service Learning strategies. In addition, SETA/SWI will support NextEd, the County Office of Education and local school districts in their implementation of linked learning career academy pilot projects recently approved by the California Department of Education.

Examples of WIA Youth Service Learning Projects include:

The Sacramento Chinese Community Services Center (SCCSC) Youth team implements their WIA youth services by interweaving Service Learning concepts with the WIA program

elements. The SSCSC staff engaged the WIA youth participants in a facilitated discussion about issues affecting their local community. The youth identified the issue of bullying as an issue affecting many youth and children at school and play. The youth developed a plan of action which included: developing a presentation with printed materials, contacting local schools to arrange presentations, identifying tools and techniques youth can use to diffuse and prevent bullying and making presentations at local schools on bullying. The youth posted the information on the SSCSC Facebook page. The SSCSC youth team and one participant made a presentation of this Service Learning concept to the Sacramento Works Youth Council.

Soil Born Farms is another WIA youth program that incorporates Service Learning with the WIA youth program elements through their hands-on Green Jobs Corps program. Soil Born is a local “Urban Agriculture and Education Project ” and operates two organic farms, one along the American River park way. In partnership with SETA staff, Soil Born recruits youth that are interested in “green jobs”, environmental issues and agriculture. The program engages adult vocational and subject-matter experts with the youth to identify issues that align with Soil Born’s mission. These issues have included food access, food distribution, environmental stewardship and food production. Youth are engaged in a variety of service learning and community service projects that include gleaning fruit and distributing to seniors and local food banks, helping to design and build school gardens in low- income elementary schools and mentor youth to build and maintain the gardens and learning about agriculture while working on an inner-city organic farm.

For the past two years, SETA has participated in the Career GPS career event, an interactive, engaging career exploration program managed by NextEd that helps students in the Capital Region place their education in the context of a career and/or postsecondary pathway. Over 6,000 high school students participate in the 2-day event, learning about eleven industry clusters, and interacting with 167 exhibitors. As a companion to the Career GPS event, SETA /SWI developed and manages Career GPS.com, making career exploration in the Sacramento region easy. This unique, one of a kind website provides individuals and organizations with one central location to find current, detailed information about which jobs are in high demand in the Sacramento Region, how much they pay, what type of education or training is recommended, and where you can go to get it.

Services for Juvenile Justice-Involved and Other Disconnected Youth

For the past four years, SETA has partnered with the Sacramento Police Department and Area Congregations Together to address the increasing gang violence issue resulting in the implementation of Sacramento Ceasefire strategy. SETA and the City of Sacramento have both received funding to support the strategy from Governor ’s Discretionary CalGRIP funding, both WIA and CalEMA . Additionally SETA and the City of Sacramento receive U.S. Department of Justice and California Endowment funds targeting violence prevention services to gang-involved youth.

For the past six years SETA and the local WIA youth providers have increased services specifically to juvenile offenders. SETA youth providers participating in the planning and

implementation of services targeting this very high risk population include Sacramento Chinese Community Services Center, La Familia Counseling Center, Greater Sacramento Urban League, Sacramento City Unified School District, Elk Grove Unified School District, Soil Born Farms, Asian Resources, City of Sacramento, and Sacramento County Office of Education. For program year 2012-13 several providers continue to target “special population” youth including foster youth, probation, and disabled youth.

Earn and Learn strategies are provided by the North State Building Industry Foundation (NSBIF), a WIA funded provider that focuses on the construction industry. By partnering with the Sacramento Works Career Center at Greater Sacramento Urban League, which has a non - WIA funded GED preparation program, NSBIF recruits youth that are interested in the construction industry. Following a series of assessments and career preparation workshops, the youth are engaged in a variety of community service projects. Upon completion of their community service, they are matched with a local construction-related employer for work experience. The ultimate goal is placement into the construction industry or enrollment into an apprenticeship program.

Guiding the Youth Council's Vision

The Youth Council is well-represented by members of organized labor, private business, education, youth service organizations and youth and provides the context for the Sacramento Works for Youth WIA youth program. The Youth Council routinely revisits their vision and priorities by engaging youth and youth providers to present their ideas and program services at the Youth Council meetings. Examples include a Youth Council presentation on three distinct youth programs: a youth program serving advanced placement youth (non -WIA funded), a traditional WIA youth program serving disadvantaged youth and a WIA /CalEMA gang-intervention program serving very at-risk youth. Another presentation was on the economic forecast and emerging high-wage/high-growth careers.

The Sacramento Works Youth Council SETA youth staff participates on a variety of youth-serving agencies, community associations, and workforce development committees and organizations that serve or impact youth services. This participation includes: (YC = Youth Council member SETA = SETA staff)

- Member – Sacramento Central Labor Council (YC)
- Member - Folsom Cordova School Board (YC)
- Staff – Sacramento Jobs Corps (YC)
- Member - Sacramento County Superintendents forum (YC)
- Member & Partner NEXTEd (YC & SETA)
- Member - AFL- CIO (YC)
- Staff - CA State Teachers Union (YC)
- Member - Mayors Gang Prevention Task Force & subcommittees (YC & SETA)
- Member - Sacramento Safe Community Partnership (Ceasefire) (SETA)
- Participant – Sacramento Positive Youth Justice Initiative (SETA)
- Partner – Department of Human Assistance (social services) (SETA)

- Partner – Area Congregations Together (SETA)
- Member - Sacramento Advocates for Girls' Empowerment (YC)
- Partner – Green Capitol Alliance (SETA)
- Partner – Next Economy/ Valley Vision (SETA)

Examples of the Sacramento Works for Youth Best Practices/Continuous Quality Improvement include:

Co-location of youth services within the one stop system: The one stop system has a myriad of employment and work force training opportunities. The Sacramento Works, Inc. Youth Council strategy is to co-locate youth advocates and youth specialist within the one stop system which aligns with their goals to enhance the opportunity for all youth to develop and achieve their career goals.

Ongoing Technical Assistance: SETA staff routinely provide ongoing technical assistance to youth providers with a goal of continuous improvement. This also provides the opportunity to share best practices and keep everyone abreast of the current workforce issues. Ongoing dialogue between youth, providers, staff and Youth Council: As noted earlier, youth providers and participants often participate in round table discussions at the Youth Council meetings. This ongoing dialogue with youth providers and youth participants has provided the Youth Council and SETA the opportunity for continuous quality improvement.

Section Six

ADMINISTRATION

System Alignment and Accountability Goal:

Support system alignment, service integration and continuous improvement using data to support evidence-based policymaking.

Sacramento Works, Inc. – Local Workforce Investment Board

The SWI Board is a 41- member volunteer board of directors, comprised of regional businesses, labor and education organizations, public assistance agencies, community- based organizations, local economic development entities, and required workforce partners, and is charged with providing policy, planning and oversight for local workforce development initiatives. Fifty-one percent (51%) of the members represent the private sector, recruited from critical occupational sectors. Fifteen (15%) of the members represent labor organizations and are recruited by the Sacramento Central Labor Council and Sacramento Sierra Building Trades Council (See Board Roster, Exhibit 12) SWI unites business, labor, education and public agencies to assure qualified and trained workers are available to meet the needs of the region's economy. Through the leadership of the SWI, these united partners address the needs and issues facing the region's current and future workforce. The majority of the work is accomplished through committees, subject to ratification and approval by the full SWI Board. The SWI Board is a community leader and serves as an intermediary for workforce issues by:

- Creating and implementing a Strategic Work force and Business Services Plan that incorporates workforce development, economic development, education, labor, business and community-based stakeholders.
- Encouraging leveraging of resources among partners, and implementing joint strategies to transition eligible job seekers into permanent job placement in the workforce. An example of this is the development of the Alternative Vehicle and Fuel Certificate program at American River College using funds from the American Recovery and Reinvestment Act, California Energy Commission, Community College Chancellor's Office SB1070 funds, U.S. Department of Labor State Energy Sector Partnerships funds, Workforce Investment Act funds, facilities from the Sacramento County Office of Education, and private funds from employers to prepare technicians to maintain and repair alternative vehicles. This initiative resulted in a state-of-the-art hybrid vehicle training center at American River College which provides hybrid vehicle training to technicians employed in the regional utility industry and an AVF Certification

program for students interested in becoming technicians for the automotive industry. This program was started with grant funds and is now an approved course at American River College, funded by apportionment dollars.

- Implementing and improving comprehensive integrated approaches utilizing technology in the Sacramento Works Career Center system, including the use of the Virtual One Stop (VOS) system, CalJOBS, KeyTrain, WorkKeys, and Metrix which provide on-line job matching, assessment, and training services and programs
- Increasing the current and future employment potential of residents by integrating existing and successful programs with new strategies and connecting education and training to workplace requirements
- Ensuring that systems and procedures effectively utilize human, financial, and technological resources, and provide quality services that ensure customer satisfaction by measuring job seeker and employer customer satisfaction through an on-line survey.

The SWI Inc. Youth Council is committed to bring together key stakeholders to continuously identify the work force challenges facing youth in the region and supporting and develop innovative strategies to address the challenges. The Youth Council supports a strength-based, youth development approach to program design and has incorporated service learning, leadership development, and work experience into the WIA youth program. The Youth Council has also championed the development of “youth friendly” career centers and allocates resources to provide Youth Specialists and Youth Advocates to ensure that youth are provided with relevant information on career technical education programs and employment opportunities. Staff monitors expenditures on a monthly basis to ensure that the 30% expenditure requirement is met, and has met the 30% expenditure rate every year.

SETA engages an auditing firm to conduct an annual single audit. The most recent audit was completed in December, 2012. There were no audit findings.

SETA achieved a success rate of at least 80% for all the negotiated WIA Common Measures in the past year.

Engaging the Education and Training Pipeline and Key Partners in the Planning Process:

To ensure that the regional training and education pipeline was engaged in the local planning process, SWI invited stakeholders from the K-12 system, the community college system, and private postsecondary institutions to participate in stakeholder planning sessions. In addition, staff has engaged in the California Community College’s Chancellor’s Office Doing What Matters for Jobs and the Economy campaign, focusing on determining labor market needs as a basis for regional capacity planning and sector priorities. SETA /SWI has worked closely with the Los Rios Community College District, the North/Far North College Consortium and the Chancellor’s Office to coordinate regional meetings between Workforce Investment Boards and Colleges, to identify high priority occupations for sector initiatives, and develop sector

training programs in healthcare services, information technology and clean energy technology.

To ensure that major priority- sector employers in the regional economy were involved in the planning process, SWI Board Labor members, Bill Camp-Central Labor Council, Daniel Koen - California Teachers Association, Dennis Morin – Sacramento Area Electrical Training Center, Martha Penry – California School Employees Association, and staff participated in the Leadership of the Next Economy Capital Region Prosperity Plan, launched in August 2011 by SACTO, Metropolitan Chamber of Commerce, Valley Vision, and the Sacramento Regional Technology Alliance, who joined together to work collaboratively with private and public sectors, elected officials, community leaders, workforce investment boards, educational institutions, labor, and community members across the 6-county Capital Region to chart a path to transform the economy into a long-term sustainable, growth economy.

To ensure that organized labor was involved in the planning process, SWI Board members and staff met with the Sacramento Valley Apprenticeship Coordinators and developed a Memorandum of Understanding with the Sacramento Valley Apprenticeship Training Coordinators to build better working relationships between Workforce Investment Boards and the Joint Apprenticeship Training Committees, create common policies and practices, share best practices, and focus training funds to prepare job seekers for high-demand jobs in the Construction sector (Exhibit 3, MOU).

Local Plan Public Input Process

In October, 2012, SETA staff and the Planning/Oversight Committee of the SWI held a Public Hearing to solicit comments from employers, job seekers, community stakeholders, education and training providers, and community-based organizations and organized labor regarding the workforce needs of the region. Over 400 interested parties were invited by email to attend, and a Public Notice was posted in the Sacramento Bee. In January, 2013, all LWIA stakeholders were invited to attend the LWIA Stakeholder meeting to encourage feedback on the current delivery system and possible functional changes needed to strengthen the system. During these planning meetings, representatives discussed changes in legislation, changes in the economy and work force, changing visions of the CWIB, as well as anticipated cuts in future WIA funding.

In November, 2012, 13,000 surveys were sent out to job seekers, businesses, and partner agencies to identify the services and activities that are most important in assisting job seekers transition to employment.

Input received from the community planning meetings, as well as the survey identified a need for:

- An increase in services targeting vulnerable and special populations in developing the academic, job readiness and occupational skills necessary to compete in the regional labor market.

- An entry point for low-skilled job seekers to the One-stop Career Center System.
- Centers that focus on the needs of job seekers in low-income, high unemployment neighborhoods and zip codes.
- An increase in the resources allocated to training activities, and
- An increase in training in occupational clusters/sectors that have high demand and/or the potential for high growth in the region.

In response to the input received from the public and LWIA stakeholders, which included representatives from businesses and organized labor, the SETA /SWI Local Plan was prepared. The Plan includes SETA's/SWI's requests for State waivers. Implementation of waivers is contingent upon the U.S. Department of Labor's approval of the CWIB's requested waivers. (See Exhibit 13, Requested Waivers).

On April 22, this SETA /SWI WIA 5-Year Strategic Plan was published to solicit public comment for thirty days. On May 22, 2013 the Plan was approved by Sacramento Works, Inc. and on June 20, 2013 the SETA Governing Board approved the plan.

Disbursement of Grant Funds

SETA serves as the local grant recipient and is responsible for the disbursement of grant funds. SETA follows Procurement Policies and Procedures adopted by its SETA Governing Board to award contracts for services and activities carried out under this plan. The goal of the policies is to ensure that all SETA procurements are conducted in a manner which provides for full and open competition consistent with standards set forth in applicable local, state and federal regulations.

The process begins with the publishing of Public Notices informing the public of the releases of Requests for Proposals (RFPs). Offeror's Conferences are held to provide potential respondents an opportunity to ask questions or obtain clarification. SETA assembles evaluation teams to review and score proposals consistent with criteria outlined in the RFPs. Recommendations for approval are prepared by the evaluation teams and presented to respective boards for review and approval. SETA makes awards and enters into contracts with contractors possessing the ability to perform successfully. Consideration when entering into a contract is given to such matters as contractor integrity, compliance with public policy, record of past performance, financial stability and technical resources

Procurement records detailing each procurement are maintained for a period of three years from the date of final payment. These records include, but are not limited to, the following: 1) rationale for the method of procurement; 2) solicitation documents; 3) the basis for awards; 4) selection of contract type; 5) contractor selections or rejections; and 6) the basis for contract price.

One-Stop System

The Sacramento Works One Stop Career Center system provides for a single point of access for persons seeking employment in Sacramento County. Over the next year, the SWCC will be

redefined to include Sacramento Works Training Centers (SWTC), and will be rebranded with the Department of Labor and State Of California brand for the career center system, America's Job Centers of California. The SWCC/AJCC services are customer-driven, easily accessible, and customized to meet the specific needs of employers in the region. Services are comprehensive, customer-focused and performance-based.

The SWCC/AJCC system unites business, education, community and public agencies to meet the needs of employers and job seekers through a comprehensive range of workforce development activities and strategic partnerships. Career Center job seekers have universal access to a variety of tools and services including assessments, career coaching, labor market information, job search assistance, education and skills training (including customized and on-the-job training, and Individual Training Accounts/Scholarships). Career Center staff provides services and outreach to job seekers, including special populations, such as dislocated workers, veterans, parolees, immigrants, refugees, high-risk youth, low-income and the disabled.

To respond to the needs of today's employers and unemployed/under skilled workers, SETA /SWI is seeking to transition from the current One Stop Career Center system to a system that places a priority on academic and vocational skills development, attainment of industry-recognized credentials and degrees for, and promotion of career pathways in high - demand/middle skill occupational clusters. Over the course of the next five years, the SWCC system will implement and support this change that aligns with the CWIB's State Strategic Workforce Development Plan, promotes a regional approach to focus training on approved occupational clusters, places a priority on employer needs, coordinates, leverages and braids resources, and results in the sustainability of targeted workforce system investments.

Through Career Centers, customers will have universal access to a variety of tools and services including assessments, career coaching, labor market information, job search assistance, education and skills training accessed through the Eligible Training Provider List (ETPL), as well as referrals to the SWTCs. Co-located partners will assist staff in providing services and outreach to customers, including special populations such as dislocated workers, veterans, parolees, immigrants, refugees, high-risk youth, low-income and the disabled. The SWCC/AJCCs are located throughout Sacramento County, will coordinate non-ETPL training services with SWTCs, meet ADA requirements, and provide reasonable accommodations to those with special needs.

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services with SWTCs, meet ADA requirements, and provide reasonable accommodations to those with special needs.

Sacramento Works Training Centers (SWTCs) are designed to develop the workforce and will partner with the SWCC/AJCs to recruit and identify low-skilled job seekers and at-risk vulnerable populations, and provide them with training activities necessary for entry into career pathways in high demand or high growth industry sectors/clusters in the region. SWTCs will provide training services that will result in:

- an industry recognized credential or degree, and employment in an approved sector/cluster.
- attainment of the skills/competencies needed to successfully enter into and completion of post- secondary education, apprenticeship, or career technical education program in an approved sector/cluster.

SWTC services will prepare low-skilled adults and/or dislocated workers to successfully enter and complete postsecondary education and/or a career in an approved cluster/sector. SWTC services will integrate with One Stop Services provided at SWCC/AJCs. SWTC services include the following:

- Job Readiness Training
- On-the-Job Training/Subsidized Employment (OJT/SE)
- Customized Training
- Occupational Skills Sector Initiatives
- Vocational English-as-a-Second Language (VESL)
- General Education Development (GED) Preparation/High School Completion Services
- Adult Basic Education

The following is a list of the SWCC/AJCs in the Sacramento Workforce Investment Area, hosted by SETA and EDD that are expected to operate from PY 2014 through 2018:

SWCCs*/AJCC	Addresses	Phone #s
Franklin	7000 Franklin Blvd., Ste. 540 Sacramento CA 95823	(916) 563-5151
Galt*	1000 C Street, Ste. 100 Galt, CA 95632	(209) 744-7702
Hillsdale	5655 Hillsdale Blvd., Suite 8 Sacramento, CA 95842	(916) 263-4100
Mark Sanders	2901 - 50th Street Sacramento, CA 95817	(916) 227-0301

SWCCs*/AJCC	Addresses	Phone #s
Rancho Cordova	10381 Old Placerville Road, Ste. 150 Sacramento, CA 95827	(916) 563-5147

*See Exhibit 14 for the list of services available at each of the sites listed above.

SETA /SWI is currently in the process of procuring the SWTCs and will be developing subcontracts in June, 2013.

Critical occupational clusters will continue to be updated annually, in addition to clean energy/green jobs, to provide guidance to customers, employers, and education and training providers with forecasts on long-term, career oriented employment in the region.

SETA's Employer Services staff will continue to offer a variety of services to local businesses, including marketing and recruitment through the SWCC system and events, assessments to determine basic skills, direct referrals of qualified applicants, on-the-job training and apprenticeship opportunities, labor market information, and tax credits.

SETA's Rapid Response team will continue to assist both employers and affected workers in the event of downsizing and layoffs, insuring access to services are provided. Lay-off aversion activities includes economic development linkages and Incumbent Worker Training in small and medium sized businesses.

Business Information Centers (BICs) will continue to be located throughout the career center system and offer small business assistance, including the development of business plans, information on business loans, location analysis, and entrepreneurial training.

Strong collaboration and partnerships are central to the SWCC's foundation. MOU's are established with required and voluntary partners to insure services are provided throughout the system.

Designation and Certification of One-Stop Operator

On January 6, 2000 the SETA Governing Board approved the selection of SETA as the One Stop Operator for Sacramento's Workforce Investment Area. On January 12, 2000 the Transitional WIB concurred with the selection. On July 20, 2000 Sacramento's LWIB and the SETA Governing Board (CLEO) entered into an operating agreement (Exhibit 15) for the Sacramento Local Area, which outlines respective roles and responsibilities under the WIA and adopts certain policies and procedures allowing the taking of concurrent actions, or in the case of disagreement, provides a mechanism for resolution of any dispute between the two parties, and allows a mechanism for recommending actions for consideration. In this role, SETA manages the SWCC system, which includes the individual centers and their partners. The decision to select SETA as the One Stop Operator was consistent with the requirements of the WIA in that the local board and the LEO could certify the One Stop delivery system and One

Stop Operator that existed in the local area prior to August 7, 1998, including all existing, required One-Stop partners. The Bylaws of the SWI (Attachment 11), adopted by the LWIB in 2000, is periodically reviewed and amended as deemed necessary.

SETA has continued to ensure that the full range of employment and training opportunities are available to special populations as a result of building, strengthening, and maintaining strong partnerships with organizations that have traditionally served special populations who may have been disenfranchised in the past. The Career Centers offer universally accessible services and staff at all locations, working closely together to ensure that the special needs of all customers are met (Exhibit 16, Career Center Services Brochure). SETA has consistently maintained a cooperative working relationship with many organizations targeting services to special populations. Through established SWCC system MOUs with the Employment Development Department, Sacramento County DHA, the California Human Development Corporation (CHDC), the State of California-Department of Rehabilitation (DOR), Crossroads Diversified Services, Inc., AARP, Vietnam Veterans of California, and California Indian Manpower Consortium, SETA ensures services are targeted, coordinated and provided to individuals on public assistance, limited English proficient, immigrant, migrant and seasonal farm worker populations, individuals with disabilities, older individuals, veterans, as well as Native Americans. Many of these organizations have co-located staff throughout the SWCC system to assist with outreach efforts and to further ensure that all populations have access to employment and training opportunities available through the SWCC system. WIA Directive #IS5-08 (Exhibit 17), Nondiscrimination and Equal Opportunity Procedures, ensures all populations full and fair access to WIA employment and training opportunities.

Full Access to Employment and Training Services

To ensure full access to Career Center services for Limited English proficient customers, the SWCC system houses multilingual staff offering 15 different languages, including, Spanish, Russian, Vietnamese, Hmong, Laotian, Ukrainian, Portuguese, Thai, Chinese, French, Mandarin, Romanian, Farsi, Mien, and American Sign Language. In addition, Career Center staff has access to contractors on SETA's Vendor Services List (VSL) offering Translation and Interpretation services. SETA's Refugee Program service providers also have a robust resource of multilingual staff that offers assistance, thereby further expanding the language capacity of the SWCC system. Moreover, SETA's SWI website, www.jobs.sacramentoworks.org has a Spanish language conversion icon allowing registration in Sacramento Works to be completed in Spanish. SETA's Bilingual Services Policy (Exhibit 18) outlines reasonable steps that must be taken to ensure that persons with Limited English Proficiency (LEP) have meaningful access and equal opportunity to participate in WIA funded services.

As an approved Employment Network of the Social Security Administration's Ticket-to-Work (TTW) program, SETA offers employment and training services through the SWCC system in collaboration with Crossroads Diversified's employment services, EDD, the California Department of Rehabilitation (DOR), the Veterans Resource Center, the California Foundation for Independent Living Centers, and the Traumatic Brain Injury Network. To promote inclusion,

the Ticket to Work program is fully integrated into the SWCC system, giving beneficiaries access to the same services as all job seekers. To ensure that job seekers with disabilities can access all of these services, SSI and SSDI beneficiaries are provided with an additional orientation to familiarize them with the TTW program and SWCC services. In addition, all clients with disabilities can receive further technical assistance and support from SETA's Disability Program Navigators (DPNs). The DPNs also serve as advocates for clients with disabilities by providing information and assistance to SWCC staff regarding service provisions. The DPNs also review customer satisfaction surveys to ensure full service access and to assess the needs for assistive technology and SWCC staff training. WIA Directive #IS 24-10 (Exhibit 19), TTW Orientation and Enrollment Process, provides information and guidance on the provision of Career Center services for SSI and SSDI beneficiaries, and WIA Directive #IS 18-09 (Exhibit 20), Referral and Request for Services and Accommodations for Persons with Disabilities, ensures that all qualified, individual with a disability shall receive reasonable accommodations needed to ensure equal access to Career Center services and activities in the most integrated setting possible.

Since the Priority of Service for Veterans and Eligible Spouses was introduced as part of the Jobs for Veterans Act and issuance of California's WIA Title I Eligibility Technical Assistance Guide, SETA revisits current policy regularly to ensure compliance with all requirements. Priority of Service, WIA Directive #IS23-09 (Exhibit 21), describes and provides guidance to SWCC staff regarding the State and Local Priority of Service policy. Through this policy directive, SETA ensures priority of service to veterans and their eligible spouses. Also, SETA under the Veterans' Employment-Related Assistance Program (VEAP), and in partnership PG&E's Power Pathway program and the Los Rios Community College District, provides training and employment pathway opportunities for recently separated veterans, leading to jobs as Utility and Gas Line Workers at PG&E and other utility companies.

SETA, through OJT/SE and One-Stop Share of Cost agreements with the Sacramento County DHA ensures CalWORKs recipients access to OJT opportunities and covers the cost associated with the provision of employment, occupational training, and supportive services received by CalWORKs recipients through the Career Center system.

Support of Small Business Assistance

In the fall of 2012, the Planning/Oversight Committee of the SWI was charged with identifying the local services available for small business assistance and if additional WIA resources could support the Next Economy's Capital Region Prosperity Plan. The committee invited representatives of regional organizations that provide support to entrepreneurs and small businesses to assist the LWIA by defining "business accelerator services" and talking about their relationship to work force development. These representatives included the Sacramento Regional Technology Alliance (SARTA) North-eastern California SBDC - Greater Sacramento, and Sacramento Works Business Information Centers. The small business representatives defined business accelerators, discussed the variety of services available to entrepreneurs and small businesses and identified that the value of developing a framework of the existing resources that could be shared throughout the system.

To that end, SWI along with SARTA hosted a small business development convening and invited representatives from small business assistance programs, local and regional economic development organizations, academia, entrepreneurial “think tanks”, business incubators and accelerator services. The attendees were charged with assessing the current business development landscape, identify the gaps and, if possible, identify methods to “grow and keep our local talent in Sacramento”. Findings included:

The convening’s outcomes and results included the need and desire to continue to support small business development, jointly market the business development services, and promote the Sacramento Works Career Center system as a venue to serve business customers and reiterate that there is no wrong door for these services.

Support of Training in Priority Sectors

To ensure sufficient resources are directed to support training of individuals in priority sectors, Sacramento Works, Inc. approved a policy in 2009 that 75% of Individual Training Accounts were required to be in critical occupations clusters. In 2011, the percentage increased to 90%. On a quarterly basis, SETA staff analyze the performance of the SWCC system utilizing the following data: planned vs. actual expenditure levels; ability to meet local, state and national program performance measures; scholarship and supportive service obligations; percentage of ITA’s in critical occupational clusters, services to employers; employer and job seeker customer satisfaction; and demographics of customers served. The results of the evaluation are presented to the SWI, Planning/Oversight Committee, who use the data to establish a Resource Allocation Plan (RAP), set the Critical Occupational Training goal, and make recommendations to the SWI for improving the services provided through the SWCC system. Individual SWCCs are also formally monitored on-site no less than once a year. Staff will conduct a monitoring review of contractual, programmatic and fiscal areas, including compliance with the new WIA training expenditure requirements imposed by SB734 (see SETA WIA Training Expenditure Policy--Exhibit 22), to ensure compliance with federal and state requirements. Changes in resource allocations, strategies, goals, services, and service delivery will be reflected in subsequent year Local Plan modifications.

This LWIA has developed a highly effective, integrated service delivery system that is comprehensive. The array of services and resources offered at each of the SWCCs has generally been selected and coordinated based on the needs of customers, the partners represented at centers and the service providers located in close proximity to centers. By coordinating those services and leveraging resources, which are brought by partnering organizations, the SWCCs are able to provide a much wider variety of services that more closely meets the needs of customers. From its inception, the SWCC partnership has included all required partners, as well as other partners in the local planning process. As this system has been built, not only have services continued to expand but the clientele or customers have continued to expand to include groups that have not traditionally tapped into the services that this system offers such as veterans, individuals with disabilities, ex-offenders, migrant and seasonal farm workers, and limited English speaking individuals.

By leveraging WIA funds, access to resources and services is expanded to other federal, State, local and private resources, such as the Community Services Block Grant, Head Start and Early Head Start, Refugee Social Services and Targeted Assistance, Adult Education, Vocational Rehabilitation, Veterans programs, Area 4 Agency on Aging, TANF, community colleges, labor organizations, and criminal justice programs. Through coordinating and leveraging this compendium of resources, the involvement of businesses, employers and individuals is expanded by providing a system that (1) offers employers assistance with their recruitment, training and hiring needs; (2) provides businesses with guidance on sustainability while offering upgrade training to incumbent workers; (3) provides assessment, skills development, and job search assistance to job seekers looking for high wage, high demand occupations; (4) offers a path to a multitude of community services which reduce poverty and revitalize low income communities by providing emergency and self-sufficiency programs, as well as homeless prevention programs; and, (5) offers families and their children access to education, health, dental, mental health, and social and nutritional services.

Recent projects with SETA's local WIA formula funds include, but are not limited to the following (for more details on each leveraged program, see Exhibit 8):

- On-the-Job Training (OJT) National Emergency Grant (NEG)
- On-the-Job Training (OJT) CalWORKs
- One-Stop Share of Cost Revenue from the Sacramento County Department of Human Assistance.
- Special Employment Training Program of the Employment Training Panel
- Second Chance Program U.S. Department of Justice Second Chance Act Technology Careers Demonstration Project
- Veterans Employment Assistance Program (VEAP)
- Ticket-to-Work
- Workforce Investment Act Governors 25% Additional Assistance Funds.
- Trade Adjustment Assistance Act (TAA)
- California Energy Commission AB118 funds

The Planning/Oversight Committee of the SWI annually updates the Critical Occupational Clusters that have been determined to provide the best opportunities for employment in the Sacramento region. The occupations included on the cluster list are forecast to provide, at a minimum, 200 job openings (based on absolute growth and separations) over the 5 year forecast period. In addition, the cluster occupation(s) must also reflect a median hourly wage of \$10.00/hour or more. SETA staff regularly assesses the training providers reflected on the Eligible Training Provider List to ensure that the training programs that are being offered are representative of the nine occupational clusters identified. SETA/SWI has established a policy goal that 90% of approved Individual Training Accounts will be for training in the Critical Occupational Clusters approved by the SWI board. SETA has also implemented a process to evaluate training providers for performance outcomes, client tracking, and overall program management.

The Employer Outreach Committee of the SWI is tasked with driving the Board's vision for business services and to engage and support regional employers. This is accomplished through continuous efforts to survey employers and to assess their work force needs and their satisfaction of the services offered through the SWCC system. SETA frequently hosts employer round tables to discuss and prioritize their employment needs.

The Employment Development Department (EDD) Northern Workforce Services Division through the co-located staff at the career centers act as host of the Sacramento Works Career Center (SWCC) at the Mark Sanders- Employment Development Department Office and participates in the Integrated Service Delivery Learning Lab initiative formed to improve customer engagement, develop a common set of value added services designed to increase employability, and focus on skills development for high demand jobs. To better assist potential UI claimants who are using career center services, EDD has purchased televisions for each of the SWCCs, which run UI informational DVDs on a continuous basis throughout the day. Moreover, EDD staff working at the Mark Sanders SWCC is taking the lead working with both the SWCCs and EDD Unemployment Insurance staff to develop procedures to streamline the process by which UI claimants can develop their Employment Plans through the career centers and obtain approval on California Training Benefits. This process has been developed in a joint effort to ensure that all partners are communicating in a positive and efficient manner.

Additionally, all SWCC customers register in SETA's Sacramento Works Virtual One Stop (VOS) system which tracks those individuals who are unemployed or have exhausted their unemployment benefits. The system has the ability to run reports for any given time period to see the status of the unemployed UI applicants that register with Sacramento Works.

The Sacramento Works VOS System aids program staff in referring UI individuals to employment opportunities and special services such as On-the-Job and vocational training programs. If an individual has been laid-off and is currently on UI, the system allows staff to connect with those individuals after the initial Rapid Response orientation has occurred, as well as provides the ability to track if those individuals have visited the career center and have received services.

SWCC staff provides case management and necessary support services to TAA customers through co-enrollment in the WIA program. The cost of training, if applicable, is covered by TAA.

The Sacramento region has been developing a Clean Energy Sector Strategy since 2008, when the Green Capital Alliance (GCA) was formed. The GCA membership includes utilities, education, employers, government, work force and economic development organizations and other community leaders who meet regularly to identify and act on tactics to support the clean tech economy, the growth of clean energy and green jobs in the region, and promote regional sustainability. The GCA acts as the Green Employer Council for SETA's Clean Energy Workforce Training Programs and has accepted the increasingly important role of creating markets for local clean energy products and identifying sources of energy cost savings.

By sharing knowledge, advocating new policies, and promoting business development, the GCA, on behalf of the Sacramento region, has been able to leverage the vast capabilities and resources of the region's clean energy intelligence and expertise. Because of the work of the GCA, and the partnership between SETA /SWI, Valley Vision, SACTO's Center for Strategic Economic Research and Los Rios Community College District's Center of Excellence, SETA was awarded a Regional Industry Clusters of Opportunity (RICO) grant for the clean energy technology sector. The grant awarded funds for research and planning, which resulted in a broad-based community planning effort supported by Congresswoman Doris Matsui and Mayor Kevin Johnson and an action plan for continuing to support growth of the clean energy technology sector in the region, make Sacramento's growing technology sector a defining feature of the economy, and make the six-county region a leader in sustainability. SETA was recently notified of a second RICO award to focus on Alternative Vehicles and Fuels.

SETA is always seeking out and researching funding opportunities that focus on the clean energy sector. SETA has applied for several discretionary grants to continue its focus on workforce training in this sector, and is a partner in the following new clean/green program:

SMUD Complete Energy Solutions Efficiency Program – This initiative expands the partnership between SETA and Ecology Action developed while working together to deliver Building Performance Contractor training courses to Sacramento contractors as part of the Subsidized Contractor Training Program in 2011-2012. Through this initiative, SETA will provide outreach to contractors and recent green job training graduates who are in need of hands on training and experience-building opportunities to prepare them for energy efficiency careers.

State Energy Sector Partnership and Training Grant and other Clean Energy Discretionary Grants - The State Energy Sector Partnership and Training Grant expanded the partnerships established under the Clean Energy Workforce Training Program (CEWTP). This initiative addressed the need for skilled workers in the industries related to energy efficiency, water efficiency, renewable energy (distributed generation and utility-scale), and alternative and renewable transportation technologies. Through this initiative, SETA provided the following training opportunities to its customers:

Cosumnes River College (CRC) trained students in Home Energy Auditing and Weatherization and for HERS Rater and Building Performance Institute (BPI) certification. The courses prepared students for employment as Weatherization Technicians and Home Energy Auditors in the residential Green Building industry.

American River College (ARC) trained students in Solar Technology (installer), Solar System Design, Estimation, and Sales. This program prepares students for employment as Solar Installers, Solar Technicians and Solar Sales. Additionally, ARC offered training in Alternative Vehicle and Fuels.

Sacramento Area Electrical Training Center (NECA-IBEW Local 340) offered a Pre-Apprenticeship Construction Training (PACT) focusing on emerging work in clean energy such as photovoltaic (PV), solar energy, geo-thermal energy, wind power and sustainability.

Green Innovation Challenge Grant – Funded by a WIA 15% Governors Discretionary grant, this initiative offered pre-apprenticeship and upgrade skills training to prepare workers for commercial retrofit, energy efficiency and infrastructure sectors in the following trades: Electrician (Energy Systems Technicians, Solar Installers, and High Energy Efficiency Lightings), Plumber and Pipefitters, Carpenters, Sheet Metal Workers, and Laborers.

SETA/SWI has established a robust list of providers offering over 100 clean/green training courses/programs (see Exhibit 23, SETA's Clean/Green Local Training Provider List).

Additional components of the clean/green technology sector initiative are:

A partnership with the Sacramento Municipal Utility District's (SMUD) Energy and Technology Center (E&TC), which promotes energy efficiency, renewable energy, and safe energy usage, products and processes. The E&TC provides training that leads to a Certified Green Building Professional (CGBP) certificate and BPI certifications.

A partnership with Sacramento Regional Technology Alliance (SARTA) to provide early-stage and emerging-growth clean tech companies in the Sacramento region with mentoring and service support to guide their program development; create a directory of clean tech companies; and, facilitate regular CEO-level meetings among the clean tech companies for confidential peer-to-peer support and guidance.

Policies to promote integration of the federal and state DAS approved apprenticeship programs and the Job Corps in the local One Stop System include:

- Creation of partnerships between K-12 Adult Education, Sacramento Works Training Centers, and Job Corps to provide high school completion programs and GED Preparation and testing for high school dropouts.
- Policies promoting the addition of DAS approved apprenticeships to the State Eligible Training Provider list. Currently SETA has listed four pre-apprenticeship training programs and 5 DAS approved apprenticeship programs on the ETPL.
- Memorandum of Understanding with the Division of Apprenticeship Standards, the Sacramento Valley WIBs, and the Sacramento Valley Apprenticeship Coordinators:
- Ongoing meetings of the regional WIBs and JATC are planned to continue to build relationships, develop and refine policies, and to identify and solve problems.

Performance Outcomes and Continuous Improvement:

On a quarterly basis, SETA staff analyze the performance of the SWCC system utilizing a dashboard/report containing the following data: Career Center Universal Access Services, Youth Universal Services, WIA Common performance measures; scholarship and supportive service obligations; ETPL provider completions and employment outcomes, OJT provider completions and outcomes, Employer/Business Services; Employer and Job Seeker Customer Satisfaction; and demographics of customers served. In addition, SETA /SWI subscribed to Performance Matters Plus, a web-based performance managements system and performance dashboard developed by FutureWorks. This Web-based decision support system is designed to track, analyze and report WIA , Wagner-Peyser and TAA performance from the desktop utilizing federal data downloaded from the WIASRD.

The results of these evaluations/dashboards are presented to the SWI, Planning/Oversight Committee, who use the data to establish a Resource Allocation Plan and make recommendations to the SWI for improving the services provided through the SWCC system. Individual SWCCs are also formally monitored on-site no less than once a year. Staff conducts a monitoring review of contractual, programmatic and fiscal areas to ensure compliance with federal and state requirements. Changes in strategies, goals, services, service delivery, etc. will be reflected in subsequent year Local Plan modifications. To receive feedback from customers, SWI has implemented a web-based job seeker customer satisfaction survey. In FY11-12, Approximately 7,300 Job Seeker Surveys were completed. On 15 individual service categories and on a scale of 1 to 5, with 5 being the highest, collectively the career centers had a successful average satisfaction rating of a 4.70, which was an increase from the previous year 's average rating of 4.67.

Employer Customer Satisfaction was completed through phone surveys from 2006 to 2011, with 492 employers participating in the Employer Customer Satisfaction Survey Sampling. 98% of employers said that they would recommend Sacramento Works to another employer. Highest satisfaction ratings were staff helpfulness, satisfaction with the one stop system and likelihood of future use. Lowest ratings were candidate satisfaction. In 2013 staff began developing an on- line employer customer satisfaction survey using constant contact. Implementation of this will begin in July 2013.

Input from partners and the public are encouraged through stakeholder meetings and discussions led by the committees of SWI

To determine return on investment, SETA /SWI participated in a pilot report facilitated by the California Work force Association with Economic Modeling Specialists, Inc. (EMSI). The report is scheduled for publication in July 2013.

SETA /SWI works closely with the 4 WIBs in the region to streamline paper work processes, improve efficiencies and reduce duplication. The WIBs have developed a Strategic Plan which results in shared systems of outreach to employers, capacity building for staff, and a shared customer tracking system, Virtual One Stop.

Continuous Improvement: Integrated Service Delivery System for the One-Stop Career Centers

In the spirit of continuous improvement, SETA was one of twelve learning labs in the State that began implementing the integrated service delivery system in Program Year 2008-09. As a Learning Lab, SETA continues to work to streamline services through the integration of multiple employment and training programs through the Sacramento Works One-Stop Career Center System. These programs focus on providing services that are skills-based, universally accessible to all customers, and meet the demands of job seekers, as well as employers who depend on the availability of a competitive and skilled workforce.

One of the early concepts that staff addressed in developing the Sacramento Works Learning Lab model was that of “All Means All” in making determinations of who should be enrolled into the JTA system. This policy issue drove the integrated service delivery model to enroll any customer who seemed engaged in career center activities and who was actively seeking employment. As the economic conditions began to falter in late 2008, the career center system continued to see greater numbers of job seekers than ever before. In FY 2009 -10 Sacramento Works career centers saw a 65% increase (from 12,755 to 19,622) in the numbers of customers who completed an initial assessment and participated in a coaching session. All of these customers were enrolled into the WIA system. Many of these customers are structurally unemployed and utilize career center services sporadically, resulting in multiple negative outcomes for customers who registered for services, stopped looking for work, negatively exited from WIA, and then returned to re-register, resulting in multiple negative outcomes. While the 2009 -2010 Performance Measures for adults and dislocated workers were met, a new service strategy was implemented in PY 2010 -11 that provided additional criteria for enrollment into staff assisted services. While universal access services continue to be provided to all career center customers, only those customers who engage in staff assisted or training services or who visit a career center and receive services three or more times within a 30 day time period are enrolled. In addition, a more systematic approach to customer follow-up was initiated to insure that customers continue to be engaged in the system, get the assistance they need and are successful in their job seeking efforts.

An additional challenge with the Learning Lab Model has been the documentation of Right to Work for eligibility determination. With the numbers of people that are being seen at the centers, SETA has moved to a document scanning system which electronically attaches scanned Right to Work documentation to the customer record within our tracking system. This system satisfies eligibility documentation requirements and does not require onerous workload increases for career center staff.

In January, 2013, SETA conducted a review of the Integrated Service Delivery System and its impact on the Sacramento Works Learning Lab covering 2008-2012. The review included the identification of the strengths and positive impact the Integrated Service Delivery System has had on the Learning Lab, as well as the challenges and weaknesses. In addition, the team developed recommendations for improvement. The results were as follows:

Strengths/Positive Impacts:

1. WIA enrollments went from 1,927 in 2008 to 12,384 in 2010 to 20,212 in 2011.
2. Welcome Team: Customers received a warm welcome and staff was available to answer questions and guide customers in the resource room. (You are in the Right Place)
3. Clear vision for staff and customers: "Know your skills, enhance your skills, get the best job available with the skills you have".
4. Engagement: Customers were engaged in their employment/action plan
5. Staff and partners learned to cope with change, stayed focused, exhibited great team morale, and were team players. The bottoms-up planning and implementation of the integrated services delivery model resulted in buy-in and ownership of the model by staff.
6. Staff was able to assist anyone needing services and not just concentrate on customers who were on their caseload.
7. Easy/streamlined process to enroll customers because almost everyone was enrolled into the system.
8. More time was available for customers due to the lack of paperwork/case notes and follow-up.
9. Automated tracking systems and bar coding for activities worked well with the Learning Lab operations.
10. Staffs' flexibility and adaptability

Challenges:

1. WIA Entered Employment Rate went from 60.43% in 2009 to 40.68% in 2010, to 38% in 2011.
2. Retraction of promised reduction of paperwork and documentation process (data validation by DOL)
3. Loss of connection with customers in training because there was no assigned coach
4. Incomplete or untimely outcome data due to elimination of follow-up activities and reliance on base-wage data.
5. Lack of a "go to" person for customers, resulting in getting different answers depending on who you talked to.

6. Lack of on-going connection and rapport with customers.
7. Customers having to tell their story each time they needed help and communicate what assistance they had already received, because not all case managers were putting in case notes on the services provided.

Recommended Changes:

1. Reduce the number of customers enrolled in intensive and training services for FY 2011-2012 (not going back to pre-learning lab levels, but reducing to a level where we can provide intensive services).
2. Institute “intensive coaching” where career center coaches are assigned a cohort of customers and will maintain contact with them to ensure services are completed and outcomes (credential, employment, etc.) are recorded. Staff likes the idea of having their own case loads and files that reflect services provided and what the planned outcome should be for their customers.
3. Implement requirements for training providers to provide progress reports for customers enrolled in training and for career centers and training providers to report job placement information.

In April, 2013, SETA/SWI, Inc. was invited by the Regional Office of the U.S. Department of Labor to participate in a re-design/re-engineering of services to dislocated workers. Over the next five years, staff from the Employment Development Department and SWI will participate with representatives of other WIBs in California and Washington to design, prototype and pilot new innovative service strategies for dislocated workers.

Participation in the U.S.D.O.L. Gold Standard Evaluation:

In October, 2010, SETA/SWI was notified by the U.S. Department of Labor that it was one of 30 Local Workforce Investment Areas (LWIAs) randomly selected to participate in the Gold Standard Evaluation commissioned by Congress. The evaluation presents an opportunity for SETA/SWI to demonstrate the effectiveness of the Workforce Investment Act intensive and training services provided through Adult and Dislocated formula one-stop systems. The five year study, conducted by Mathematica Policy Research (MPR), Social Policy Research Associates, MDRC, and the Corporation for a Skilled Workforce, will examine net employment and earnings impacts by subgroups (e.g., age, gender, race/ethnicity, and veteran status, among others) for clients accessing either self-directed “core”, intensive, or the combination of intensive and training services, through one-stop systems.

Data sources for the evaluation include:

1. Client data collected through a project-specific management information system;
2. Interview and focus group data collected through visits to participating LWIBs, and one-stop career centers;

3. State unemployment insurance wage and benefit records;
4. Follow-up client surveys conducted 15 to 30 months after customer assignment into the study; and,
5. Other administrative data related to participation in Federal and state programs.

The Gold Standard Evaluation will also include a comprehensive process evaluation of program activities of the 30 participating LWIAs that will chronicle the best practices and lessons learned from field operations, and will provide a rich context for interpretation of the impact results.

Communicating Success

SWI maximizes every opportunity available to communicate to the public the opportunities, successes and results of our workforce development efforts.

Program materials ranging from flyers to brochures are developed and distributed through various channels including community outreach events, career fairs and business events. Program materials are also distributed to our community by our strategic partners and alliances.

The SWI website, Sacramentoworks.org provides the community with immediate access to information about employment and training services. The website is utilized to showcase employer and customer testimonials about the success they achieved with the help of Sacramento Works. In addition, customer success stories are submitted to the Workforce Investment Works, Working for California website (www.WorkforceInvestmentWorks.com) hosted by the National Association for Workforce Boards.

Regular reports and summaries are prepared to document results of all our program activities. These are shared with our WIB members, community stakeholders, and the staff of our strategic partners and organizational alliances.

SWI utilizes public relations to educate our community about the value the workforce development system provides to the region. Regular communications are distributed to the media to encourage editorial and news coverage about the results of our efforts.

Section Seven

MEMORANDUMS OF UNDERSTANDING

Required and voluntary partner MOUs are included as Attachment 9.

Section Eight

Local WIA Common Measure Performance Goals

(UI Code 14221(c))

WIA Section 136 (b) Common Measures	2012-13 State Goal (Proposed)	LWIA Goal
ADULT		
Entered Employment	59%	52%
Employment Retention	81.0%	80%
Average Six-Months Earnings	\$13,700	\$11,500
DISLOCATED WORKER		
Entered Employment	65%	55%
Employment Retention	84.0%	81%
Average Six-Month Earnings	\$18,543	\$15,500
YOUTH COMMON MEASURES		
Placement in Employment or Education	72.0%	72%
Attainment of a Degree or Certificate	60.0%	60%
Literacy and Numeracy	54.0%	54%

The Local Board must include an analysis of the WIA regression tables and local or regional economic impacts that support the proposed targets. This is especially critical for any significant increase or decrease in a proposed target from past years.

ATTACHMENTS

- Attachment 1: Cover Page of Plan**
- Attachment 2: Plan**
- Attachment 3: Assurances**
- Attachment 4: Participant Plan Summary (Adult/DW/Youth)**
- Attachment 5: Budget Plan Summary (Adult/DW)**
- Attachment 6: Budget Plan Summary (Youth)**
- Attachment 7: Performance Levels**
- Attachment 8: Comprehensive One-Stop Center Partner Listing**
- Attachment 9: MOUs**
- Attachment 10: Grant Recipient Listing**
- Attachment 11: SWI Bylaws**
- Attachment 12: LWIB Recertification Request**
- Attachment 13: Local Plan Administrator Designee and Plan Signatures**
- Attachment 14: Public Comments in Disagreement with Plan**

ATTACHMENT 3

**WIA Local Plan Program Years 2013-17
Assurances**

**WIA Local Plan Program Years 2013-17
Assurances**

- A. The Local Workforce Investment Board (local board) assures that it will comply with the uniform administrative requirements referred to in the Workforce Investment Act (WIA) Section 184(a)(3).
- B. The local board assures that no funds received under WIA will be used to assist, promote, or deter union organizing. [WIA Section 181(b)(7)]
- C. The local board assures that the board will comply with the nondiscrimination provisions of WIA Section 188.
- D. The local board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA Section 188.
- E. The local board assures that there will be compliance with grant procedures of WIA Section 189(c).
- F. The local board assures that funds will be spent in accordance with the WIA, written U.S. Department of Labor guidance, and other applicable federal and State laws and regulations.
- G. The local board assures that veteran workforce investment programs funded under WIA Section 168 will be carried out in accordance with that Section.
- H. The local board assures it will comply with future State Workforce Investment Board policies and guidelines, legislative mandates and/or other special provisions as may be required under federal law or policy, including the WIA or State legislation.
- I. The local board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. [WIA Section 134(d)(4)(E), 118(b)(4), and California Unemployment Insurance Code (CUIC) Section 14230(a)(6)]
- J. The local board certifies that its One-Stop Career Centers (One-Stops) will recognize and comply with applicable labor agreements affecting represented employees located in the One-Stops. This shall include the right to access by State labor organization representatives pursuant to the Ralph C. Dills Act. [Chapter 10.3 (commencing with Section 3512) of Division 4 of Title 1 of the Government Code, and CUIC Section 14233]

- K. The local board assures that State employees who are located at the One-Stops shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at One-Stops shall retain existing civil service and collective bargaining protections on matters relating to employment, including but not limited to hiring, promotion, discipline, and grievance procedures.

- L. The local board assures that when work-related issues arise at One-Stops between State employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The One-Stop operators and partners shall cooperate in the investigation of the following matters: discrimination under the California Fair Employment and Housing Act [Part 2.8 (commencing with Section 12900) of Division 3, of Title 2 of the Government Code], threats and/or violence concerning State employees, and State employee misconduct.

- M. One-Stop Operator is responsible for administering One-Stop Center services in accordance with roles that have been defined by the local board. The local board assures that it will select the One-Stop Operator with the agreement of the Chief Local Elected Official through one of three means:
 1. Through a consortium of at least three or more required One-Stop partners; or
 2. Through competitive process such as a Request for Proposal; or
 3. It may serve as the One-Stop Operator directly but only with the consent of the Chief Local Elected Official and the Governor.

The only time these selection procedures are not required is in the following circumstances: the One-Stop delivery system, of which the operator is a part, existed before August 7, 1998; the existing One-Stop system includes all of the required One-Stop partners; and a Memorandum of Understanding has been executed which is consistent with the requirements of the Act. [WIA Section 121(d)(2)(A), and Title 20 CFR Part 662.410]



 Local Board Chair

Kim Parker

 Signature

5-22-13

 Date

ATTACHMENT 4

**PARTICIPANT PLAN SUMMARY
ADULT, DISLOCATED WORKER, YOUTH**

WIA Local Plan Program Year 2013-14 Title IB Participant Plan Summary

WIA 118; 20 CFR 661.350(a)(13); TEGL 17-05
Plan the number of individuals that are in each category.

Totals for PY 2013 (07/01/13 through 06/30/14)	ADULT	DW	YOUTH
1. Registered Participants Carried in from PY 2012	1,500	900	140
2. New Registered Participants for PY 2013	2,350	2,650	496
3. Total Registered Participants for PY 2013 (Line 1 plus 2)	3,850	3,550	636
4. Exiters for PY 2013	2,118	1,775	477
5. Registered Participants Carried Out to PY 2014 (Line 3 minus 4)	1,733	1,775	159

PROGRAM SERVICES			
6. Core Self Services	n/a	n/a	
7. Core Registered Services	3,850	3,550	
8. Intensive Services	3,850	3,550	
9. Training Services	1,114	723	

YOUTH MEASURES			
10. Attainment of a Literacy and/or Numeracy Gain			205
11. Attainment of a High School Diploma, GED, or Certificate			220

EXIT STATUS			
12. Entered Employment	1,101	976	110
12A. Training-related			65
13. Remained with Layoff Employer			
14. Entered Military Service			
15. Entered Advanced Training			
16. Entered Postsecondary Education			
17. Entered Apprenticeship Program			
18. Returned to Secondary School			25
19. Exited for Other Reasons	1,016	799	342

Sacramento _____

Local Workforce Investment Area

Michelle O'Camb, Program Officer	(916) 263-3868	6/20/2013
Contact Person, Title	Telephone Number	Date Prepared

Comments:

ATTACHMENT 5

**BUDGET PLAN SUMMARY
ADULT AND DISLOCATED WORKER**

WIA Local Plan Program Year 2013-14
Title IB Budget Plan Summary¹
 (Adult or Dislocated Worker)

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2013-14, beginning 07/01/13 through 06/30/14

- Grant Code 201/202/203/204 WIA IB-Adult
 Grant Code 501/502/503/504 WIA IB-Dislocated Worker

FUNDING IDENTIFICATION	K386XXX Subgrant	K4--XXX Subgrant
1. Year of Appropriation	2012-13	2013-14
2. Formula Allocation		3,992,436
3. Allocation Adjustment - Plus or Minus		
4. Transfers - Plus or Minus		
5. TOTAL FUNDS AVAILABLE (Lines 2 thru 4)		3,992,436
TOTAL ALLOCATION COST CATEGORY PLAN		
6. Program Services (sum of Lines 6.A thru 6.E)		3,593,193
A. Core Self Services		491,070
B. Core Registered Services		
C. Intensive Services		491,070
D. Training Services		2,459,341
E. Other		151,713
7. Administration (Line 5 minus 6)		399,244
8. TOTAL (Line 6 plus 7)		3,992,436
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from July 1, 2012 and July 1, 2013 respectively)		
9. September 2012		
10. December 2012		
11. March 2013		
12. June 2013		
13. September 2013		998,109
14. December 2013		1,996,218
15. March 2014		2,994,327
16. June 2014		3,992,436
17. September 2014		
18. December 2014		
19. March 2015		
20. June 2015		
COST COMPLIANCE PLAN (maximum 10%)		
21. % for Administration Expenditures (Line 7/Line 5)		10%

SETA

Local Workforce Investment Area

Roy Kim, Fiscal Chief

(916)263-3814

9-May-13

Contact Person, Title

Telephone Number

Date Prepared

Comments:

¹ Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

WIA Local Plan Program Year 2013-14
Title IB Budget Plan Summary¹
 (Adult or Dislocated Worker)

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2013-14, beginning 07/01/13 through 06/30/14

- Grant Code 201/202/203/204 WIA IB-Adult
 Grant Code 501/502/503/504 WIA IB-Dislocated Worker

FUNDING IDENTIFICATION	K386XXX Subgrant	K4--XXX Subgrant
1. Year of Appropriation	2012-13	2013-14
2. Formula Allocation		4,512,144
3. Allocation Adjustment - Plus or Minus		
4. Transfers - Plus or Minus		
5. TOTAL FUNDS AVAILABLE (Lines 2 thru 4)		4,512,144
TOTAL ALLOCATION COST CATEGORY PLAN		
6. Program Services (sum of Lines 6.A thru 6.E)		4,060,929
A. Core Self Services		554,994
B. Core Registered Services		
C. Intensive Services		554,994
D. Training Services		2,779,481
E. Other		171,461
7. Administration (Line 5 minus 6)		451,214
8. TOTAL (Line 6 plus 7)		4,512,144
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from July 1, 2012 and July 1, 2013 respectively)		
9. September 2012		
10. December 2012		
11. March 2013		
12. June 2013		
13. September 2013		1,128,036
14. December 2013		2,256,072
15. March 2014		3,384,108
16. June 2014		4,512,144
17. September 2014		
18. December 2014		
19. March 2015		
20. June 2015		
COST COMPLIANCE PLAN (maximum 10%)		
21. % for Administration Expenditures (Line 7/Line 5)		10%

SETA

Local Workforce Investment Area

Roy Kim, Fiscal Chief

(916)263-3814

9-May-13

Contact Person, Title

Telephone Number

Date Prepared

Comments:

¹ Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

ATTACHMENT 6

**BUDGET PLAN SUMMARY
YOUTH**

WIA Local Plan Program Year 2013-14
Title IB Budget Plan Summary¹
 (Youth)

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2013-14, beginning 04/01/13 through 06/30/14

Grant Code 301/302/303/304 WIA IB-Youth

FUNDING IDENTIFICATION	K386XXX Subgrant	K4--XXX Subgrant
1. Year of Appropriation	2012-13	2013-14
2. Formula Allocation		4,161,437
3. Allocation Adjustment - Plus or Minus		
4. TOTAL FUNDS AVAILABLE (Line 2 plus 3)		4,161,437
TOTAL ALLOCATION COST CATEGORY PLAN		
5. Program Services (sum of Lines 5A and 5B)		3,745,293
A. In School		1,651,674
B. Out-of-School (30%)		2,093,619
6. Administration (Line 4 minus 5)		416,144
7. TOTAL (Line 5 plus 6)		4,161,437
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from April 1, 2012 and April 1, 2013 respectively)		
8. June 2012		
9. September 2012		
10. December 2012		
11. March 2013		
12. June 2013		1,040,359
13. September 2013		2,080,719
14. December 2013		3,121,078
15. March 2014		4,161,437
16. June 2014		
17. September 2014		
18. December 2014		
19. March 2015		
20. June 2015		
COST COMPLIANCE PLAN		
21. % for Administration Expenditures (Line 6/Line 4)		416,144

SETA

Local Workforce Investment Area

Roy Kim, Fiscal Chief	(916)263-3814	9-May-13
Contact Person, Title	Telephone Number	Date Prepared

Comments:

¹ Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

ATTACHMENT 7

WIA Local Plan Program Year 2013-14 Performance Levels

WIA Local Plan Program Year 2013-14 Negotiated Levels of Performance

(Responses to State Plan Appendix H – Section 8)

Instructions: Enter your local area's levels of performance for PYs 2011-12 and 2012-13 and provide an estimate of your PY 2013-14 performance target. On the following page, provide a narrative rationale that supports each PY 2013-14 goal. For example, if the local projected goal is lower than the PY 2012-13 State goal, provide an explanation.

STATE NEGOTIATED LEVELS OF PERFORMANCE¹

WIA Requirement at Section 136(b) ²	PY 2011-12	PY 2012-13
Adults		
Entered Employment Rate	56.4%	59%
Employment Retention Rate	81%	81%
Average Earnings	\$13,000	\$13,700
Dislocated Workers		
Entered Employment Rate	65%	64.5%
Employment Retention Rate	83%	84%
Average Earnings	\$15,900	\$18,543
Youth (ages 14-21)		
Placement in Employment or Education	65%	72%
Attainment of a Degree or Certificate	61%	60%
Literacy and Numeracy Gains	40%	54%

LOCAL LEVELS OF PERFORMANCE¹

WIA Requirement at Section 136(c) ²	PY 2011-12	PY 2012-13	Estimated PY 2013-14
Adults			
Entered Employment Rate	48	48	52
Employment Retention Rate	75	75	80
Average Earnings	11,500	11,500	11,500
Dislocated Workers			
Entered Employment Rate	48	48	55
Employment Retention Rate	81	81	81
Average Earnings	15,500	15,500	15,500
Youth (ages 14-21)			
Placement in Employment or Education	65%	72%	72*
Attainment of a Degree or Certificate	61%	60%	60
Literacy and Numeracy Gains	40%	54%	54

¹ Guidance on state and local performance can be found on the U.S. Department of Labor (DOL) [Employment and Training Administration](#) Web site. Specific Training and Employment Guidance Letters (TEGL) include, but are not limited to 8-99, 11-01, and 17-05.

² The DOL Employment and Training Administration approved California's waiver request to move from the statutory performance measures specified in WIA Section 136 to the common performance measures defined in TEGL 17-05. This waiver was initially approved for Program Year (PY) 2007-08 and has been extended through PY 2013-14.

*This estimated goal will be revised to 56.7% during LWIA Performance Goal negotiations with the State.

RATIONALE SUPPORTING PY 2013-14 ESTIMATED LOCAL PERFORMANCE LEVELS

SETA/SWI has set local planned performance goals at levels appropriate for the client populations served and the local economic landscape, and based on SETA/SWI's performance over the last three PYs.

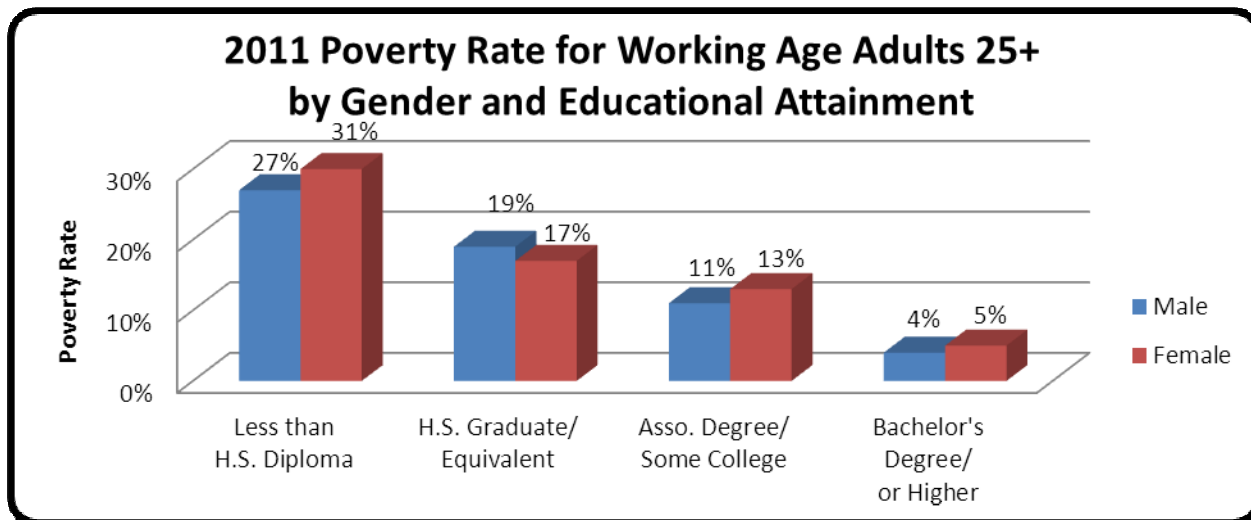
Service Population

SETA will continue to prioritize and, in PY 2013-14, increase services to the most vulnerable and hard to serve populations, including but not limited to, low-income, long-term unemployed, parolees, immigrants, refugees, veterans, individuals on public assistance, high risk youth, and individuals with disabilities residing in high-unemployment neighborhoods. Targeted job seekers are typically lower-skilled, lack recent if any work experience, and are often in need of some level of adult literacy or basic education.

In PY 2012-13, approximately 82% percent of job seekers visiting the SWCC system held less than an Associate's Degree, or completion of two years of college (52 percent holding no more than a high school diploma). A study commissioned by the University of California, the "Youth Vulnerability Index", indicates that of the region's 41,000 youth who entered 9th grade in 2007, only 66% graduated in four years. The study also noted that fewer than one in 10 students received high levels of adult support and encouragement to pursue formal education and explore future careers.

Education Level and its Tie to Poverty -

Data from the 2011 American Community Survey demonstrates a strong correlation between an individual's level of education and instance of poverty. In the graph below, the poverty rate is individually calculated for each gender achieving the noted educational level. That is, among all males 25 or over, without a high school diploma, the poverty rate in 2011 was 27%. This is represented by the first blue vertical bar at the far left of the graph.



2011 American Community Survey

As the graph above demonstrates, there are dramatic reductions in poverty for those with a bachelor's degree or higher. However, college/university graduates achieving their degrees during the economic downturn of the last 5 years are facing a job market challenged with reduced hiring by corporations not yet projecting a strong recovery.

The table below demonstrates median earnings in Sacramento County by educational attainment across the most difficult years of the economic decline, 2007 through 2011. With the exception of workers with advanced degrees, males with a High School diploma, or less, have not recovered over this period and are nearly \$5,000 behind the annual income they received in 2007.

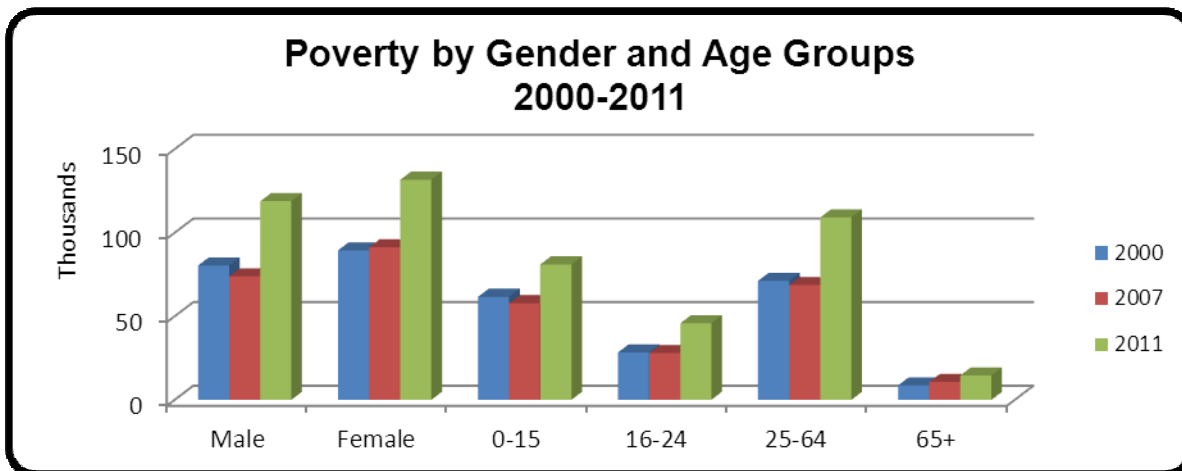
For females, the results are mixed. Females have nearly recovered or surpassed their 2007 annual earnings at every educational level, but at every level, they continue to make less than males at any time during the 2007-2011 economic downturn.

<i>Group Characteristic</i>	<i>Median Earnings Male</i>			<i>Median Earnings Female</i>		
	<i>2007</i>	<i>2009</i>	<i>2011</i>	<i>2007</i>	<i>2009</i>	<i>2011</i>
<i>Less Than High School Graduate</i>	\$24,616	\$20,563	\$19,915	\$14,929	\$14,176	\$15,875
<i>High School Graduate or Equivalent</i>	\$32,358	\$29,017	\$27,393	\$24,645	\$23,917	\$23,662
<i>Some College/Asso. Degree</i>	\$41,622	\$38,095	\$38,796	\$32,929	\$31,108	\$31,301
<i>Bachelor's Degree</i>	\$61,148	\$56,505	\$60,983	\$45,901	\$42,486	\$50,311
<i>Graduate or Professional Degree</i>	\$74,913	\$81,446	\$80,119	\$61,025	\$64,532	\$62,301

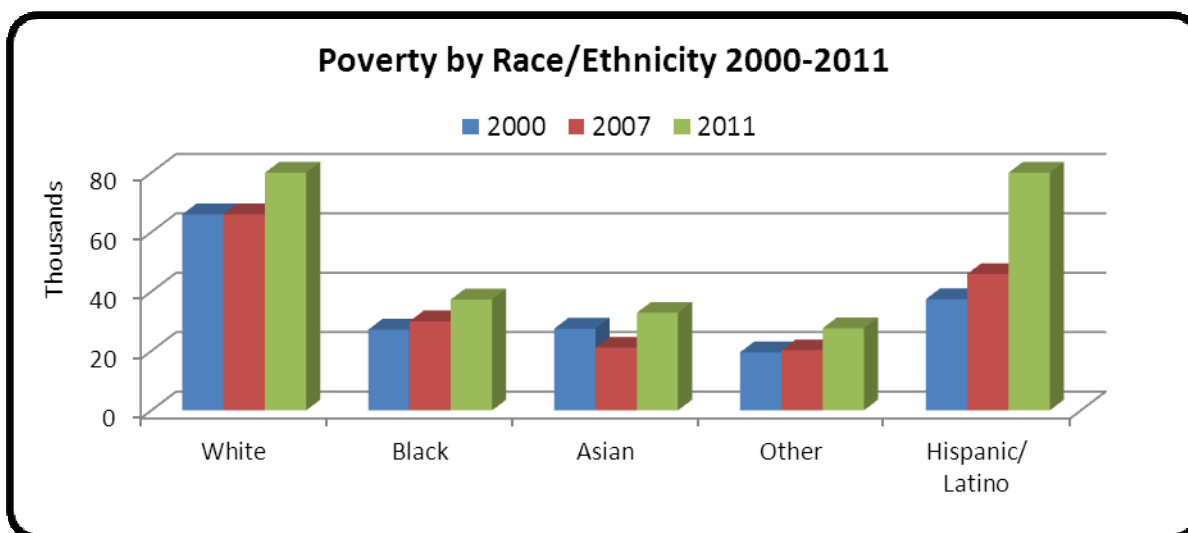
NOTE: Median income represents that amount at which half of the working population in any of the categories above makes more income, and the other half makes less.

The 2011 American Community Survey reports that persons with incomes below federal poverty income guidelines in Sacramento County account for 17.7% of the total population, or 250,460 persons living in poverty. This represents an 18.4% increase in the number of Sacramento County residents who were living below federal poverty income guidelines just two years earlier, indicating a lag in the benefits of a recovering economy reaching this group. It should also be noted that this follows a 28% increase in the number of Sacramento County residents living below the poverty level between 2007 and 2009. These statistics show that since 2007, there has been a nearly 52% increase in the number of Sacramento County residents living in poverty. Of additional concern is the nearly 64% increase in the number of residents living in extreme poverty (below 50% of Federal Poverty Income Guidelines) between 2007 and 2011.

During 2012, an average of 79,833 individuals per month received cash aid through their participation in the CalWORKs program; of those, 60,959 were children. This represents nearly 5.6% of the Sacramento County population.



While rates of poverty went up for all groups outlined above, the greatest increases were exhibited by the most vulnerable age groups. The largest rate of increase (64%) was among individuals aged 16-24 years (27,957 to 45,772). The number of persons 0 to 15 years of age rose from 57,797 to 80,996 between 2007 and 2011. This is a 40% increase in only four years.



Gains made by some groups between 1999 and 2007 were reversed, and continually declined, between 2007 and 2011. A significant change in the poverty rate occurred in the Hispanic/Latino community. Whereas in 2007, 45,925 people of Hispanic or Latino heritage were living in poverty, that number had risen to 84,596 by 2011, an increase of over 84%.

According to the 2011 American Community Survey, there are approximately 100,000 veterans in Sacramento County or about 9.2% of the general population. Twenty-four thousand, nine hundred and twelve (24,912) Sacramento County Veterans have a disability; 18,266 of them have service-related disabilities. Approximately 6,409 veterans live below federal poverty income guidelines and as many as 300 are estimated to live in shelters or in transitional housing on any given night.

Definitions of Poverty: The poverty data used in this report and for the comparisons below represent individuals living below 100% of the Federal Poverty Income Guidelines, the federal definition of poverty. They

do not represent all individuals unable to sustain themselves and their families without public and private supports. Nonetheless, it is a primary indicator used to track the growth and effects of poverty. A broader definition of poverty can include all persons unable to minimally sustain themselves without some level of public or private supports to provide for basic family shelter, nutrition, clothing, health and safety.

Statistical Data – Unless otherwise identified, a current (2011) data source was used in this report, the American Community Survey. The American Community Survey is a product of the U.S. Census Bureau and is the highest quality data source for demographic information of its kind available during the decade-long census interval. Data from the 2011 survey was collected in that year and released in fall of 2012.

Economic Landscape - Sacramento

According to the March, 2013 *Economy Watch*, a monthly report prepared by the Center for Strategic Economic Research (CSER) that examines the health and performance of the Sacramento Region's economy, annual job growth in the Sacramento Region saw an uptick in February 2013, moving up to 1.6 percent following a downward pattern that lasted for several months. This rate of growth reflects an annual gain of 13,300 jobs. With the recent uptick, the Region moved back ahead of the national average, **but remains well below the statewide average job growth of 2.2 percent.**

Among the Sacramento Region's 11 major sectors, 6 added jobs between February 2012 and 2013. The three sectors posting the greatest gains were some of the Region's largest, including Professional & Business Services; Trade, Transportation, & Utilities; and Educational & Health Services. Combined, these three sectors added over 15,000 jobs in the past 12 months. **Four sectors saw job losses in the last year with the Government sector, the largest employer in the region, shedding 2,900 jobs. Sacramento's private sector posted a net gain of 16,200 jobs with the public sector decline pulling this down by roughly 18 percent. Government job growth in Sacramento County continues to recover at a low rate, which continues to have a significant impact on the overall economic improvement in the region.**

Establishments in the Region held nearly 860,000 jobs on payrolls in February 2013, which reflects movement in the right direction over the low point in the recession (approximately 835,000 jobs), but is well below the 2007 peak (around 954,000 jobs) and still tracking at year 2001 levels. Nearly 119,000 residents were officially considered unemployed in the Sacramento Region based on seasonally adjusted annual average data for February 2013. **This equates to an unemployment rate of 9.6 percent, which is above the statewide average and considerably higher than the national average.**

Average 3-year Performance Level

Planned performance levels are consistent with the average of SETA/SWI's past three-year performance data generated by FutureWorks—Performance Matters Quarterly (PMQ)—See Attachment 7-A. SETA/SWI submitted a proposal on June 24, 2013 to the California Workforce Investment Board (CWIB) to negotiate LWIA Performance Goals for PY 2013-14.

Although SETA/SWI youth and adult services are targeted to the most vulnerable and hard to serve populations, SETA/SWI has met or exceeded the established performance goals. The Sacramento WIA youth program has implemented services that target the most vulnerable youth with a goal to improve outcomes. However, with the proposed changes in GED testing in early 2014, meeting the proposed outcomes for literacy and numeracy goals could prove challenging. With the 2013 transition and integration of Sacramento Works Training Centers into the Sacramento Works Career Center system, the local WIA Adult and Dislocated Worker funds will prioritize academic and occupational skill development, attainment of industry-recognized credentials and degrees for high-demand career pathway clusters. The ultimate outcome

is the attainment of sustainable living wage jobs for the Sacramento job seekers. Despite striving for excellence and continuous improvement, increasing the performance goals would have an adverse effect on the SETA/SWI performance outcomes.

Sacramento LWIA Performance Comparison Chart (past, current, proposed)

ATTACHMENT 7-A

	2010-11 Actual*	2011-12 Actual*	2012-13 Actual*	3-year Avg.	2013-14 Plan Goals	State 2013-14 Proposed Goals	Proposed (State) increase from 2012-13	Proposed (State) Increase from 3-year Avg.	Plan Goal Increases compared to 3-Year Avg.
Exiters (Adult)	11,153		2413						
Served (Adult)	9,486		3384						
num Adult EER	5,418	1792	1417	8,627					
den Adult EER	13,362	4071	2682	20,115					
Adult Entered Employment	40.5%	44.0%	52.8%	42.9%	52%	58.1%	5.3%	15.2%	9.1%
num Adult Retention	4,629	3832	1767	10,228					
den Adult Retention	6,131	5078	2291	13,500					
Adult Retention	75.5%	75.5%	77.1%	75.8%	80%	84.8%	7.7%	9.0%	4.2%
num Adult Avg Earnings	\$54,949,548	44203798	22277649	121430995					
den Adult Avg Earnings	4,629	3831	1761	10,221					
Adult Avg Earnings	\$11,871	\$ 11,538	\$ 12,651	\$ 11,881	\$ 11,500	\$ 13,081	\$ 430	\$ 1,200	\$ (381)
Exiters (DW)	3,672		1088						
Served (DW)	3,919		1574						
num DW EER	2,076	1041	860	3,977					
den DW EER	4,655	1866	1370	7,891					
DW Entered Employment	44.6%	55.8%	62.8%	50.4%	55%	69.1%	6.3%	18.7%	4.6%
num DW Retention	1,030	1367	893	3,290					
den DW Retention	1,353	1776	1080	4,209					
DW Retention	76.1%	77.0%	82.7%	78.2%	81%	91.0%	8.3%	12.8%	2.8%
num DW Avg Earnings	\$14,375,374	20595175	15200230	\$50,170,779					
den DW Avg Earnings	1,030	1367	893	3,290					
DW Avg Earnings	\$13,957	\$ 15,066	\$ 17,022	\$ 15,249	\$ 15,000	\$ 17,600	\$ 578	\$ 2,351	\$ (249)
Exiters (Youth)	685		449						
Served (Youth)	748		991						
num Youth Placement	321	282	269	872					
den Youth Placement	701	531	522	1,754					
Youth Placement	45.8%	53.1%	51.5%	49.7%	72%	56.7%	5.2%	7.0%	22.3%
num Youth Degree	304	205	213	722					
den Youth Degree	522	342	330	1,194					
Youth Attain Degree	58.2%	59.9%	64.5%	60.5%	60%	71.1%	6.6%	10.6%	-0.5%
num Lit Num	68	19	92	179					
den Lit Num	91	30	141	262					
Literacy Numeracy	74.7%	63.3%	65.2%	68.3%	54%	71.8%	6.6%	3.5%	-14.3%

*FutureWorks--Performance Matters Quarterly

ATTACHMENT 8

**WIA Local Plan Program Year 2013-14
Comprehensive One-Stop Center Partner Listing**

WIA Local Plan Program Years 2013-17 Comprehensive One-Stop Center Partner Listing

The Workforce Investment Act (WIA) Section 121(b) identifies all the required partner programs that must be part of the local One-Stop Career Center system. Those programs are listed below. The Chief Local Elected Official may also include additional partners to enhance the services provided locally. The Final Rule Section 662.250 requires these same partners to offer their program's core services in at least one comprehensive One-Stop Career Center in the local workforce area. Provide the name of each organization (required and additional) that provides services in your local One-Stop Career Center system. Include with your submittal, a copy of the executed Memorandum of Understanding (MOU) required under WIA Section 121(c). If an MOU has not been fully executed with a partner, notice instructions are included in [Directive WIAD05-6, Notification Requirement Relating to Lack of One-Stop MOUs](#).

A separate form should be completed for each One-Stop Career Center in your local area that meets this requirement.

1. LWIB	Please enter all information requested
Today's Date:	June 12, 2013
Name of Local Workforce Investment Board:	Sacramento Works, Inc.
Counties covered:	Sacramento
Center's complete physical address:	925 Del Paso Blvd., Suite 100, Sacramento, CA 985815
Mailing address (if different):	
One-Stop Career Center hours of operation:	8:00 a.m. - 4:30 p.m., M-Th, 8:00 a.m. - 12:00 p.m. F.
Public phone number:	(916) 263-3800
Public fax number:	(916) 263-3825
TTY number:	
Website URL:	www.seta.net
Office Manager/Administrator: (Name and Title)	Robin Purdy, Deputy Director, SETA
Phone number and email:	(916) 263-3800
Public contact email address:	robin@delpaso.seta.net
Number of staff:	600

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	Sacramento Employment and Training Agency
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);	State of California Employment Development Department California Indian Manpower California Human Development Corporation
Adult education and literacy activities authorized under WIA Title II	Elk Grove Unified School District Galt Joint Union High School District

(Public Law 105-220);	Sacramento City Unified School District Sacramento County Office of Education Twin Rivers Unified School District
Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	State of California Department of Rehabilitation
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	County of Sacramento Department of Human Assistance
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	Area 4 Agency on Aging
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	Los Rios Community College District
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et eq.);	State of California Employment Development Department
Activities authorized under Chapter 41 of Title 38, U.S.C.;	Vietnam Veterans of California
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	Sacramento Employment and Training Agency
Employment and training activities carried out by the Department of Housing and Urban Development; and,	Sacramento Housing and Redevelopment Agency
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law).	State of California Employment Development Department
Additional Partner Programs	Organization
	Sacramento Job Corps

ATTACHMENT 9

**WIA Local Plan Program Year 2013-14
Memorandums of Understanding**

WIA Local Plan Program Years 2013-17 Memorandums of Understanding

Local Workforce Investment Boards are required to establish a Memorandum of Understanding (MOU) with each partner that provides services through the local One-Stop System. Complete the information below and attach a copy of each MOU with your local plan under this cover sheet.

Local Partner Name	MOU Expiration Date
1. (1 st page of Required Partners) AARP	Ongoing until request for termination
2. California Human Development Corporation	"
3. California Indian Manpower	"
4. Crossroads Diversified Services	"
5. E;l Grove Unified School District	"
6. Galt Joint Union High School District	"

WIA Local Plan Program Years 2013-17 Memorandums of Understanding

Local Workforce Investment Boards are required to establish a Memorandum of Understanding (MOU) with each partner that provides services through the local One-Stop System. Complete the information below and attach a copy of each MOU with your local plan under this cover sheet.

Local Partner Name	MOU Expiration Date
1. (2nd page of Required Partners) Los Rios Community College District	Ongoing until request for termination
2. Sacramento City Unified School District	"
3. Sacramento County Department of Human Assistance	"
4. Sacramento County Office of Education	"
5. Sacramento Housing & Redevelopment Agency (SHRA)	"
6. Sacramento Job Corps	"

WIA Local Plan Program Years 2013-17 Memorandums of Understanding

Local Workforce Investment Boards are required to establish a Memorandum of Understanding (MOU) with each partner that provides services through the local One-Stop System. Complete the information below and attach a copy of each MOU with your local plan under this cover sheet.

Local Partner Name	MOU Expiration Date
1. (3rd page of Required Partners) State of California Employment Development Department	Ongoing until request for termination
2. State Department of Rehabilitation	"
3. Twin Rivers Unified School District	"
4. Vietnam Veterans of California, Inc.	"
5.	
6.	

WIA Local Plan Program Years 2013-17 Memorandums of Understanding

Local Workforce Investment Boards are required to establish a Memorandum of Understanding (MOU) with each partner that provides services through the local One-Stop System. Complete the information below and attach a copy of each MOU with your local plan under this cover sheet.

Local Partner Name	MOU Expiration Date
1. (1st page of Voluntary Partners) My Sister's House (SWCC Broadway)	Ongoing until request for termination
2. Voluntary legal Services of Northern California (SWCC Broadway)	"
3. Asian Resources, Inc. (SWCC Crossroads)	"
4. Federal Technology Center (SWCC Crossroads)	"
5. Self Help Housing (SWCC Crossroads)	"
6.	

WIA Local Plan Program Years 2013-17 Memorandums of Understanding

Local Workforce Investment Boards are required to establish a Memorandum of Understanding (MOU) with each partner that provides services through the local One-Stop System. Complete the information below and attach a copy of each MOU with your local plan under this cover sheet.

Local Partner Name	MOU Expiration Date
1. (2nd page of Voluntary Partners) Dreamcatchers Empowerment Network (SWCC Franklin)	Ongoing until request for termination
2. Sacramento Chinese Community Service Center (SWCC Franklin)	"
3. Galt Joint Union High School District (SWCC Galt)	"
4. Galt Rotary (SWCC Galt)	"
5. South County Services (SWCC Galt)	"
6.	

WIA Local Plan Program Years 2013-17 Memorandums of Understanding

Local Workforce Investment Boards are required to establish a Memorandum of Understanding (MOU) with each partner that provides services through the local One-Stop System. Complete the information below and attach a copy of each MOU with your local plan under this cover sheet.

Local Partner Name	MOU Expiration Date
1. (3rd page of Voluntary Partners) Federal Technology Center (SWCC Hillsdale)	Ongoing until request for termination
2. MTI College (SWCC Hillsdale)	"
3. Opening Doors, Inc. (SWCC Hillsdale)	"
4. Small Business Administration (SBA) (SWCC Hillsdale)	"
5. SCORE	"
6.	

**WIA Local Plan Program Years 2013-17
Memorandums of Understanding**

Local Workforce Investment Boards are required to establish a Memorandum of Understanding (MOU) with each partner that provides services through the local One-Stop System. Complete the information below and attach a copy of each MOU with your local plan under this cover sheet.

Local Partner Name	MOU Expiration Date
1. (4th page of Voluntary Partners) City of Sacramento Parks & Recreation (SWCC La Familia)	Ongoing until request for resignation
2. Community Collaborative Charter High School (SWCC La Familia)	"
3. California Army national Guard (SWCC Lemon Hill)	"
4. Bach Viet Association, Inc. (SWCC Lemon Hill)	"
5. Lao Family Community Development, Inc. (SWCC Lemon Hill)	"
6.	

WIA Local Plan Program Years 2013-17 Memorandums of Understanding

Local Workforce Investment Boards are required to establish a Memorandum of Understanding (MOU) with each partner that provides services through the local One-Stop System. Complete the information below and attach a copy of each MOU with your local plan under this cover sheet.

Local Partner Name	MOU Expiration Date
1. (5 th page of Voluntary Partners) Sacramento Chinese Community Service Center (SWVV Rancho Cordova)	Ongoing until request for termination
2. Bach Viet Association, inc. (SWCC South County)	"
3. Center for Employment Training (CET) (SWCC South Coutny)	"
4.	
5.	
6.	

SACRAMENTO WORKS ONE-STOP SYSTEM

Memorandums of Understanding and Resource Allocation Agreements

One-Stop Partner Agency	Signed MOU	Signed RAA
AARP	X	X
California Human Development Corporation	X	X
California Indian Manpower	X	X
Crossroads Diversified Services	X	X
Elk Grove Unified School District	X	X
Galt Joint Union High School District	X	X
Los Rios Community College District	X	X
Sacramento City Unified School District	X	X
Sacramento County Department of Human Assistance*	X	X
Sacramento County Office of Education	X	X
Sacramento Housing & Redevelopment Agency (SHRA)	X	X
Sacramento Job Corps	X	X
State of California Employment Development Department	X	X
State Department of Rehabilitation	X	
Twin Rivers Unified School District	X	X
Vietnam Veterans of California, Inc.	X	X

*Contract executed with SETA

AARP

MEMORANDUM OF UNDERSTANDING

I. Preamble.

In accordance with the Workforce Investment Act of 1998, Section 121 (c), this Memorandum of Understanding (MOU) between Sacramento Works, Inc., the Local Workforce Investment Board, (hereinafter "SWI") and each of the Sacramento Works One-Stop Career Center Partners (hereinafter "SWCCP") sets forth the agreement between SWI and the SWCCPs concerning the operation of the One-Stop Delivery System in the Sacramento Workforce Investment Area pursuant to the provisions of the Workforce Investment Act of 1998, Public Law 105-220 (hereinafter the "Act"), as amended from time to time.

Whereas, beginning July 1, 2008 SWI's Career Centers will be participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU SWCCPs shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. SWCCPs shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

This MOU reflects the agreement of SWI and the SWCCPs concerning:

- (i) The services to be provided through the SWI One-Stop System as outlined in the SWI Integrated Service Delivery Initiative Local Plan (located at www.seta.net), which is incorporated herein by reference and made a part hereof;

(ii) Ongoing participation in planning workgroups including, but not limited to, those that are a part of the Integration Learning Lab;

(iii) Ongoing participation in testing a variety of approaches to achieve integrated service delivery and continually improve the joint delivery of services to customers of the One-Stop Delivery System;

(iv) Funding the costs of such services and operating costs of the System ;

(v) Methods for referring individuals between the One Stop Operator and the SWCCPs for appropriate services and activities;

(vi) The duration of the MOU and procedures for amending the MOU during its term ; and

(vii) Other provisions consistent with the requirements of the Act, as the parties to this MOU may from time to time agree.

II. Services Provided.

The three functional service areas as described in SWI's Integrated Service Delivery Initiative Local Plan (consisting of Talent Engagement, Talent Development, and Talent Marketing) shall be provided by the One-Stop Operator or may be provided through contracts with independent service providers.

A listing of eligible training service providers, pursuant to Section 122 (e) of the Act, shall be provided as a part of the Talent Development services available at each One-Stop Center.

Access/referral to services shall be consistent with the Sacramento Employment and Training Agency's (SETA's) WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

III. Costs.

Costs of services and operations of the One-Stop Delivery System will be funded, in accordance with the provisions of the Local Plan. To the extent SWI solicits or accepts grants and donations from sources other than federal funds made available under the Act, such funds may from time to time be used to fund the services and operating costs of the One-Stop Delivery System in this local area at the sole discretion of SWI.

To the extent funds become available from other programs or activities as described in Section 121(b)(1)(B), which could be used to pay for the costs of

such services and the operating costs of the One-Stop Delivery System, such funds shall be allocated pursuant to separate written agreements.

To the extent SWCCPs financially contribute to the funding of the One-Stop Delivery System, the allocation of their costs to the provision of services or operating costs of the One-Stop Delivery System shall be made in accordance with the terms of a separate written Resource Allocation Agreement, negotiated between SWI and the affected SWCCP and generally in the form of Exhibit A, attached hereto and made a part hereof.

IV. Joint Responsibilities.

A. Universal Access. The parties agree universal access is a critical One-Stop Delivery System requirement. This includes ensuring Resource Room access to all customers, including those with special needs such as literacy deficits, physical and/or learning disabilities, limited English speakers, and others with economic or geographic barriers to service or employment.

B. Shared Technology and Systems Infrastructure.

1. Shared Technology: The parties agree to the principles of common reporting and shared information through electronic One-Stop Delivery System concepts and mechanisms, including shared technology.

2. Information Exchange: The parties endorse technology through the use of JTA and SMARTware systems provided by SETA as critical tools for facilitating all aspects of information exchange, including reporting, management information systems (MIS), data collection, referral services, common case management, participant and service tracking, and the provision of overall seamless service.

3. System Security and Confidentiality: System Security provisions shall be agreed upon by all parties and memorialized in a separate written Information Security and Access Agreement, which will be signed by the individuals using the system.

C. Capacity Building.

1. The parties to this MOU agree to maintain a high level of professional standards related to both One-Stop Delivery System staff competencies and protocols as well as a professional environment for participants and other customers of the centers.

2. As with all aspects of joint planning, capacity-building efforts shall be examined in the context of adaptability to needed change, customer service, and continuous improvement.

3. The parties agree to work continuously to ensure collaboration with State and regional efforts to provide service delivery responsive to identified building needs.

D. Marketing. The parties to this MOU agree to use a collaborative marketing strategy informing job seekers, employed individuals, employers, and the community at large about the services available through the SWI One-Stop Delivery System.

E. Site Supervision.

1. All employees (including State employees) who are located at SWI One-Stop Centers shall remain under the supervision of their employer of record for purposes of compensation, benefits, collective bargaining, performance evaluation, and other matters concerning civil service rights and responsibilities. If work-related issues arise between employees of the State, County, or other partner agencies and operators or supervisors of other partners or the One-Stop Centers, the operator or other supervisor shall refer such issues to the employee's departmental supervisor. Issues concerning State employees shall be referred to the employee's civil service supervisor.
2. Parties to the MOU recognize that there are a number of practices and philosophies related to broad-based agency practices as well as day-to-day One-Stop site supervision which differ between the parties and are negotiated as a result of implementing operations. Local factors among the SWCCP's organization include:
 - a. Differing pay scales for similar positions.
 - b. Differing functions for similar classifications from different agencies.
 - c. Off-site supervisors versus site-based supervisors at the One-Stop Center.
 - d. Union versus Non-union employees in similar classifications on-site.
 - e. Hours of operation, including possible evening and weekend hours.
 - f. Varied holiday schedules.
 - g. Sharing of space, equipment, information, and materials.
 - h. Employee safety and security of the workplace.

F. Referral Process. Parties to this MOU agree to use a common intake and referral system and to use standardized intake and referral forms. Parties agree to cross-refer customers to SWCCP programs/services and to cross-train staff on the services of each SWCCP and the spectrum of related services available through respective agencies. The referral of individuals between the One-Stop Operator and the SWCCPs for the appropriate services and activities

shall be consistent with the SETA WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

V. Duration of Memorandum.

The term of this MOU shall be a period of one year from the date of execution. The MOU shall automatically renew for successive one-year terms, unless SWI or any SWCCP gives written notice of intent not to renew at least ninety (90) days prior to the expiration date of the current MOU, or any extension thereof.

This MOU may be amended by written notice signed by all parties to the MOU.

VI. Termination. Any party to this MOU may terminate this MOU by providing thirty (30) days written notice of such intent to terminate to the other parties to this MOU.

VII. Dispute Resolution.

1. Parties to this MOU shall continue to perform their responsibilities under this MOU during any dispute. Disputes shall be resolved in a timely manner, directly involving the parties to the dispute. The parties shall try to resolve policy or practice disputes informally and at the lowest level, starting with the site coordinator and staff.

2. Any party to this MOU may call a meeting of all One-Stop Partners to discuss and resolve disputes. Should those resolution efforts fail, the dispute shall be referred to the Chair of SWI, who will place the dispute on the agenda of the next regular or special meeting of the SWI Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

VIII. Hold Harmless. Each party to this MOU agrees to indemnify, defend and hold harmless the other parties, their officers, agents, employees and volunteers from any and all claims, lawsuits, causes of action, damages, fees or costs arising out of or resulting from the acts, errors, omissions, negligence or misconduct of the party, its officers, agents, employees and volunteers.

IX. Nondiscrimination. Parties to this MOU shall not unlawfully discriminate or harass any employee, applicant or participant due to gender, race, color, ancestry, religion, national origin, disability, sexual orientation, medical conditions, age or marital status. The parties shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 *et seq.*) and related applicable regulations. Parties to this MOU shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement. Parties to this MOU shall include such nondiscrimination and compliance provisions as set forth in this clause in all related subcontracts and financial agreements.

X. **Americans with Disabilities.** Parties to this MOU shall also comply with the Americans With Disabilities Act of 1990 .

XI. **Governing Law.** This MOU is governed and shall be interpreted in accordance with the laws of the State of California, State WIA enabling legislation and the Workforce Investment Act of 1998.

XII. **Unenforceable Provisions.** In the event any provision of this MOU is held to be unenforceable then the parties agree that all other provisions of this MOU shall remain in full force and effect.

XIII. **No Partnership.** The undersigned are not entering into a partnership, joint venture or other business entity by virtue of this MOU. In all matters covered under this MOU, each of the parties hereto acts as an independent party and is neither a partner, agent, nor employee of the other.

XIV. **Execution in Counterpart.** This MOU may be executed in counterpart, but all counterparts shall be considered but one MOU. Execution of any counterpart by an SWCCP shall be delivered to SWI, which shall provide an executed copy of each counterpart to every SWCCP who executes this MOU. By executing a counterpart, each party to the MOU acknowledges that this MOU accurately reflects such party's understanding and authorizes distribution of a copy of such executed counterpart to any other party signatory to this MOU.

SACRAMENTO WORKS, INC.

By [Signature]
Its: Chairperson

X Dated: 11-17-08

X AARP Foundation
Legal Name of Party (One-Stop Partner)

X [Signature]
Signature (Authorized Representative)

X Dated: 9/11/08

X Project Director
Title

EXHIBIT A TO MOU
Resource Allocation Agreement

I. **Preamble.** In accordance with Section III of the Memorandum of Understanding (hereafter "MOU") between Sacramento Works, Inc., (hereafter "SWI") and each of the signatory Sacramento Works Career Center Partners (hereafter "SWCCPs"), this document shall serve as the Resource Allocation Agreement (hereafter "RAA") between SWI and the undersigned SWCCP.

This RAA provides for an agreed method of determination of the SWCCP's fair share of the operating costs of SWI's One-Stop Delivery System based on the amount of use of the One-Stop Delivery System attributable to the undersigned SWCCP's program.

This RAA includes the following elements:

a) The Sacramento Works Career Center (SWCC) Annual Operational Cost Summary, incorporated herein by reference and made a part hereof, which reflects all One-Stop Centers costs and SWCCP funding sources (programs) that make up the One-Stop Delivery System in the Sacramento Workforce Investment Area.

This Agreement is conditioned on the following representations:

- a) Each SWCCP is responsible for contributing to the operation of the One-Stop Delivery System based on its proportionate use.
- b) The One-Stop Delivery System cannot deviate from existing federal, state, or local regulations. Costs which are prohibited by a funding source (federal, state or local) may not be paid or used as offsets under a pooled cost agreement.

II. **Contribution Rate.**

The undersigned SWCCP shall pay for its allocated share of One- Stop Center costs as reflected in the SWCC Annual Operational Cost Summary.

III. **Audit.**

1. This RAA brings together the resources of separate funding streams and programs. This RAA is subject to generally accepted accounting principals and to the audit provisions of the respective funding streams as is appropriate.

2. The Bureau of State Audits, the Governing Board of the Sacramento Employment and Training Agency, SWI and other parties as appropriate or their designated representatives shall have the right to review and copy any records and supporting documentation pertaining to performance under this RAA. Parties agree to maintain such records for a minimum of three (3) years unless differing periods are stipulated by impacted funding sources. Auditors will be allowed access to such information or records during normal business hours. Parties agree to include similar audit provisions in any related contract, subcontract or other financial agreement.

SWCC - Operational Costs Summary - 2012/2013

	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cord	South County	Total
Staffing *													
WIA Staff	0.5	3	9.2	6	0	18	1	0.5	7	2.4	10.6	3	61.20
DHA staff			7	2.5		12		1				1	23.50
EDD staff		0.4	0.4	0.25		0.6	0.2	0.4	27	6		0.25	35.50
DHHS staff						3							3.00
Others	12.15	8.75	10.5	0.4	6	3.85	14.73	10.1	4	8.4	1.2	14.75	86.43
Total FTE	12.65	12.15	27.1	9.15	6	37.45	15.93	12	38	8.4	11.8	19	209.63
Funding													
WIA Title													
1/SETA	\$ 1,222,514	\$ 985,033	\$ 1,257,047	\$ 581,798	\$ 422,555	\$ 1,787,367	\$ 1,003,766	\$ 846,585	\$ 709,000	\$ 455,055	\$ 1,179,793	\$ 1,050,051	\$ 11,500,564
Job Corps													\$ -
CalWORKS	\$ 376,732		\$ 611,139	\$ 212,500		\$ 1,040,930	\$ 335,808	\$ 115,500		\$ 505,178		\$ 77,000	\$ 3,274,787
Refugee	\$ 87,477	\$ 77,000						\$ 38,500				\$ 38,500	\$ 241,477
Wagner													
Payser	\$ -	\$ 30,800	\$ 30,800	\$ 19,250		\$ 46,200	\$ 15,400	\$ 30,800	\$ 2,079,000			\$ 19,250	\$ 2,271,500
Dept. Rehab.	\$ 15,400	\$ 150,000	\$ 19,250					\$ 61,600				\$ 19,250	\$ 265,500
Comm. Coll.													\$ -
School Dist.		\$ 30,800		\$ 210,261				\$ 688,416				\$ 392,488	\$ 1,321,965
Senior CSEP			\$ 77,000		\$ 24,200	\$ 69,300	\$ 55,000	\$ 69,300	\$ 154,000	\$ 217,000		\$ 231,000	\$ 600,600
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Private/Other	\$ 704,459	\$ 53,900	\$ 404,250	\$ 30,800	\$ 84,000	\$ 111,650	\$ 17,710	\$ 30,800	\$ 154,000		\$ 15,400	\$ 231,000	\$ 1,837,969
LIHEAP													\$ -
Total	\$ 2,406,582	\$ 1,327,533	\$ 2,399,486	\$ 1,054,609	\$ 530,755	\$ 3,286,447	\$ 1,427,684	\$ 1,881,501	\$ 3,096,000	\$ 1,177,233	\$ 1,195,193	\$ 2,058,539	\$ 21,841,562
All Resources above are either cash or in-kind at the discretion of each required partner													
	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Lease Ends	none	none	9/30/2014	6/30/2013	none	10/31/2015	none	none	none	none	1/7/2013	none	
Square Feet	7,775	6423	9299	3990		16,106	3000	8000	11824	3000	4723	4000	78,140
Annual Cost	N/A	N/A	\$149,806.89	\$64,797.60	N/A	\$233,859.12	N/A	N/A	N/A	N/A	\$92,092.80	N/A	\$540,556.41

* 1FTE Wages/Fringe = \$77,000

California Human Development Corporation

MEMORANDUM OF UNDERSTANDING

I. Preamble.

In accordance with the Workforce Investment Act of 1998, Section 121 (c), this Memorandum of Understanding (MOU) between Sacramento Works, Inc., the Local Workforce Investment Board, (hereinafter "SWI") and each of the Sacramento Works One-Stop Career Center Partners (hereinafter "SWCCP") sets forth the agreement between SWI and the SWCCPs concerning the operation of the One-Stop Delivery System in the Sacramento Workforce Investment Area pursuant to the provisions of the Workforce Investment Act of 1998, Public Law 105-220 (hereinafter the "Act"), as amended from time to time.

Whereas, beginning July 1, 2008 SWI's Career Centers will be participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU SWCCPs shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. SWCCPs shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

This MOU reflects the agreement of SWI and the SWCCPs concerning:

(i) The services to be provided through the SWI One-Stop System as outlined in the SWI Integrated Service Delivery Initiative Local Plan (located at www.seta.net), which is incorporated herein by reference and made a part hereof;

- (ii) Ongoing participation in planning workgroups including, but not limited to, those that are a part of the Integration Learning Lab;
- (iii) Ongoing participation in testing a variety of approaches to achieve integrated service delivery and continually improve the joint delivery of services to customers of the One-Stop Delivery System;
- (iv) Funding the costs of such services and operating costs of the System ;
- (v) Methods for referring individuals between the One Stop Operator and the SWCCPs for appropriate services and activities;
- (vi) The duration of the MOU and procedures for amending the MOU during its term ; and
- (vii) Other provisions consistent with the requirements of the Act, as the parties to this MOU may from time to time agree.

II. Services Provided.

The three functional service areas as described in SWI's Integrated Service Delivery Initiative Local Plan (consisting of Talent Engagement, Talent Development, and Talent Marketing) shall be provided by the One-Stop Operator or may be provided through contracts with independent service providers.

A listing of eligible training service providers, pursuant to Section 122 (e) of the Act, shall be provided as a part of the Talent Development services available at each One-Stop Center.

Access/referral to services shall be consistent with the Sacramento Employment and Training Agency's (SETA's) WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

III. Costs.

Costs of services and operations of the One-Stop Delivery System will be funded, in accordance with the provisions of the Local Plan. To the extent SWI solicits or accepts grants and donations from sources other than federal funds made available under the Act, such funds may from time to time be used to fund the services and operating costs of the One-Stop Delivery System in this local area at the sole discretion of SWI.

To the extent funds become available from other programs or activities as described in Section 121(b)(1)(B), which could be used to pay for the costs of

such services and the operating costs of the One-Stop Delivery System, such funds shall be allocated pursuant to separate written agreements.

To the extent SWCCPs financially contribute to the funding of the One-Stop Delivery System, the allocation of their costs to the provision of services or operating costs of the One-Stop Delivery System shall be made in accordance with the terms of a separate written Resource Allocation Agreement, negotiated between SWI and the affected SWCCP and generally in the form of Exhibit A, attached hereto and made a part hereof.

IV. Joint Responsibilities.

A. Universal Access. The parties agree universal access is a critical One-Stop Delivery System requirement. This includes ensuring Resource Room access to all customers, including those with special needs such as literacy deficits, physical and/or learning disabilities, limited English speakers, and others with economic or geographic barriers to service or employment.

B. Shared Technology and Systems Infrastructure.

1. Shared Technology: The parties agree to the principles of common reporting and shared information through electronic One-Stop Delivery System concepts and mechanisms, including shared technology.

2. Information Exchange: The parties endorse technology through the use of JTA and SMARTware systems provided by SETA as critical tools for facilitating all aspects of information exchange, including reporting, management information systems (MIS), data collection, referral services, common case management, participant and service tracking, and the provision of overall seamless service.

3. System Security and Confidentiality: System Security provisions shall be agreed upon by all parties and memorialized in a separate written Information Security and Access Agreement, which will be signed by the individuals using the system.

C. Capacity Building.

1. The parties to this MOU agree to maintain a high level of professional standards related to both One-Stop Delivery System staff competencies and protocols as well as a professional environment for participants and other customers of the centers.

2. As with all aspects of joint planning, capacity-building efforts shall be examined in the context of adaptability to needed change, customer service, and continuous improvement.

3. The parties agree to work continuously to ensure collaboration with State and regional efforts to provide service delivery responsive to identified building needs.

D. Marketing. The parties to this MOU agree to use a collaborative marketing strategy informing job seekers, employed individuals, employers, and the community at large about the services available through the SWI One-Stop Delivery System.

E. Site Supervision.

1. All employees (including State employees) who are located at SWI One-Stop Centers shall remain under the supervision of their employer of record for purposes of compensation, benefits, collective bargaining, performance evaluation, and other matters concerning civil service rights and responsibilities. If work-related issues arise between employees of the State, County, or other partner agencies and operators or supervisors of other partners or the One-Stop Centers, the operator or other supervisor shall refer such issues to the employee's departmental supervisor. Issues concerning State employees shall be referred to the employee's civil service supervisor.
2. Parties to the MOU recognize that there are a number of practices and philosophies related to broad-based agency practices as well as day-to-day One-Stop site supervision which differ between the parties and are negotiated as a result of implementing operations. Local factors among the SWCCP's organization include:
 - a. Differing pay scales for similar positions.
 - b. Differing functions for similar classifications from different agencies.
 - c. Off-site supervisors versus site-based supervisors at the One-Stop Center.
 - d. Union versus Non-union employees in similar classifications on-site.
 - e. Hours of operation, including possible evening and weekend hours.
 - f. Varied holiday schedules.
 - g. Sharing of space, equipment, information, and materials.
 - h. Employee safety and security of the workplace.

F. Referral Process. Parties to this MOU agree to use a common intake and referral system and to use standardized intake and referral forms. Parties agree to cross-refer customers to SWCCP programs/services and to cross-train staff on the services of each SWCCP and the spectrum of related services available through respective agencies. The referral of individuals between the One-Stop Operator and the SWCCPs for the appropriate services and activities

shall be consistent with the SETA WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

V. Duration of Memorandum.

The term of this MOU shall be a period of one year from the date of execution. The MOU shall automatically renew for successive one-year terms, unless SWI or any SWCCP gives written notice of intent not to renew at least ninety (90) days prior to the expiration date of the current MOU, or any extension thereof.

This MOU may be amended by written notice signed by all parties to the MOU.

VI. Termination. Any party to this MOU may terminate this MOU by providing thirty (30) days written notice of such intent to terminate to the other parties to this MOU.

VII. Dispute Resolution.

1. Parties to this MOU shall continue to perform their responsibilities under this MOU during any dispute. Disputes shall be resolved in a timely manner, directly involving the parties to the dispute. The parties shall try to resolve policy or practice disputes informally and at the lowest level, starting with the site coordinator and staff.

2. Any party to this MOU may call a meeting of all One-Stop Partners to discuss and resolve disputes. Should those resolution efforts fail, the dispute shall be referred to the Chair of SWI, who will place the dispute on the agenda of the next regular or special meeting of the SWI. Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

VIII. Hold Harmless. Each party to this MOU agrees to indemnify, defend and hold harmless the other parties, their officers, agents, employees and volunteers from any and all claims, lawsuits, causes of action, damages, fees or costs arising out of or resulting from the acts, errors, omissions, negligence or misconduct of the party, its officers, agents, employees and volunteers.

IX. Nondiscrimination. Parties to this MOU shall not unlawfully discriminate or harass any employee, applicant or participant due to gender, race, color, ancestry, religion, national origin, disability, sexual orientation, medical conditions, age or marital status. The parties shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 *et seq.*) and related applicable regulations. Parties to this MOU shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement. Parties to this MOU shall include such nondiscrimination and compliance provisions as set forth in this clause in all related subcontracts and financial agreements.

X. Americans with Disabilities. Parties to this MOU shall also comply with the Americans With Disabilities Act of 1990 .

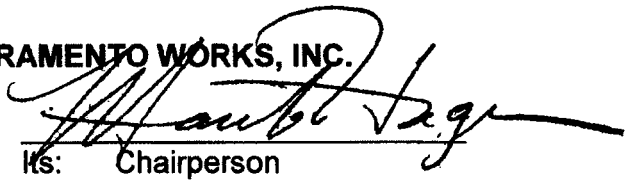
XI. Governing Law. This MOU is governed and shall be interpreted in accordance with the laws of the State of California, State WIA enabling legislation and the Workforce Investment Act of 1998.

XII. Unenforceable Provisions. In the event any provision of this MOU is held to be unenforceable then the parties agree that all other provisions of this MOU shall remain in full force and effect.

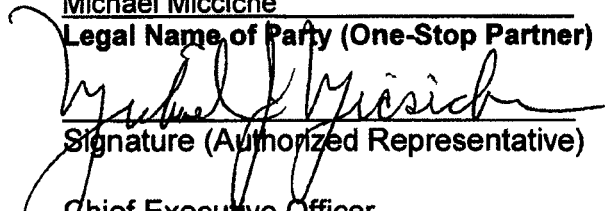
XIII. No Partnership. The undersigned are not entering into a partnership, joint venture or other business entity by virtue of this MOU. In all matters covered under this MOU, each of the parties hereto acts as an independent party and is neither a partner, agent, nor employee of the other.

XIV. Execution in Counterpart. This MOU may be executed in counterpart, but all counterparts shall be considered but one MOU. Execution of any counterpart by an SWCCP shall be delivered to SWI, which shall provide an executed copy of each counterpart to every SWCCP who executes this MOU. By executing a counterpart, each party to the MOU acknowledges that this MOU accurately reflects such party's understanding and authorizes distribution of a copy of such executed counterpart to any other party signatory to this MOU.

Dated: 5/21/09

SACRAMENTO WORKS, INC.
By: 
As: Chairperson

Dated: May 21, 2009

Michael Micciche
Legal Name of Party (One-Stop Partner)

Signature (Authorized Representative)
Chief Executive Officer
Title

Resource Allocation Agreement

I. Preamble. In accordance with Section III of the Memorandum of Understanding (hereafter "MOU") between Sacramento Works, Inc., (hereafter "SWI") and each of the signatory Sacramento Works Career Center Partners (hereafter "SWCCPs"), this document shall serve as the Resource Allocation Agreement (hereafter "RAA") between SWI and the undersigned SWCCP.

This RAA provides for an agreed method of determination of the SWCCP's fair share of the operating costs of SWI's One-Stop Delivery System based on the amount of use of the One-Stop Delivery System attributable to the undersigned SWCCP's program.

This RAA includes the following elements:

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II. Contribution Rate.

The undersigned SWCCP shall pay for its allocated share of One- Stop Center costs as reflected in the SWCC Annual Operational Cost Summary.

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1. This RAA brings together the resources of separate funding streams and programs. This RAA is subject to generally accepted accounting principals and to the audit provisions of the respective funding streams as is appropriate.

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Square Feet	7,775	6,423	9,299	3,990		16,106	3,000	8,000	11,824	3,000	4,723	4,000	78,140
Annual Cost	N/A	N/A	\$149,806.89	\$64,797.60	N/A	\$233,859.12	N/A	N/A	N/A	N/A	\$92,092.80	N/A	\$540,556.21

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California Indian Manpower

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shall be consistent with the SETA WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

V. Duration of Memorandum.

The term of this MOU shall be a period of one year from the date of execution. The MOU shall automatically renew for successive one-year terms, unless SWI or any SWCCP gives written notice of intent not to renew at least ninety (90) days prior to the expiration date of the current MOU, or any extension thereof.

This MOU may be amended by written notice signed by all parties to the MOU.

VI. Termination. Any party to this MOU may terminate this MOU by providing thirty (30) days written notice of such intent to terminate to the other parties to this MOU.

VII. Dispute Resolution.

1. Parties to this MOU shall continue to perform their responsibilities under this MOU during any dispute. Disputes shall be resolved in a timely manner, directly involving the parties to the dispute. The parties shall try to resolve policy or practice disputes informally and at the lowest level, starting with the site coordinator and staff.

2. Any party to this MOU may call a meeting of all One-Stop Partners to discuss and resolve disputes. Should those resolution efforts fail, the dispute shall be referred to the Chair of SWI, who will place the dispute on the agenda of the next regular or special meeting of the SWI Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

VIII. Hold Harmless. Each party to this MOU agrees to indemnify, defend and hold harmless the other parties, their officers, agents, employees and volunteers from any and all claims, lawsuits, causes of action, damages, fees or costs arising out of or resulting from the acts, errors, omissions, negligence or misconduct of the party, its officers, agents, employees and volunteers.

IX. Nondiscrimination. Parties to this MOU shall not unlawfully discriminate or harass any employee, applicant or participant due to gender, race, color, ancestry, religion, national origin, disability, sexual orientation, medical conditions, age or marital status. The parties shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 *et seq.*) and related applicable regulations. Parties to this MOU shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement. Parties to this MOU shall include such nondiscrimination and compliance provisions as set forth in this clause in all related subcontracts and financial agreements.

X. Americans with Disabilities. Parties to this MOU shall also comply with the Americans With Disabilities Act of 1990 .

XI. Governing Law. This MOU is governed and shall be interpreted in accordance with the laws of the State of California, State WIA enabling legislation and the Workforce Investment Act of 1998.

XII. Unenforceable Provisions. In the event any provision of this MOU is held to be unenforceable then the parties agree that all other provisions of this MOU shall remain in full force and effect.

XIII. No Partnership. The undersigned are not entering into a partnership, joint venture or other business entity by virtue of this MOU. In all matters covered under this MOU, each of the parties hereto acts as an independent party and is neither a partner, agent, nor employee of the other.

XIV. Execution in Counterpart. This MOU may be executed in counterpart, but all counterparts shall be considered but one MOU. Execution of any counterpart by an SWCCP shall be delivered to SWI, which shall provide an executed copy of each counterpart to every SWCCP who executes this MOU. By executing a counterpart, each party to the MOU acknowledges that this MOU accurately reflects such party's understanding and authorizes distribution of a copy of such executed counterpart to any other party signatory to this MOU.

X Dated: 11-19-08

SACRAMENTO WORKS, INC.
By: [Signature]
Its: Chairperson

X Dated: October 28, 2008

X California Indian Manpower Consortium, Inc.
Legal Name of Party (One-Stop Partner)
[Signature]
Signature (Authorized Representative)
Lorenda T. Sanchez
X Executive Director
Title

EXHIBIT A TO MOU**Resource Allocation Agreement**

I. Preamble. In accordance with Section III of the Memorandum of Understanding (hereafter "MOU") between Sacramento Works, Inc., (hereafter "SWI") and each of the signatory Sacramento Works Career Center Partners (hereafter "SWCCPs"), this document shall serve as the Resource Allocation Agreement (hereafter "RAA") between SWI and the undersigned SWCCP.

This RAA provides for an agreed method of determination of the SWCCP's fair share of the operating costs of SWI's One-Stop Delivery System based on the amount of use of the One-Stop Delivery System attributable to the undersigned SWCCP's program.

This RAA includes the following elements:

a) The Sacramento Works Career Center (SWCC) Annual Operational Cost Summary, incorporated herein by reference and made a part hereof, which reflects all One-Stop Centers costs and SWCCP funding sources (programs) that make up the One-Stop Delivery System in the Sacramento Workforce Investment Area.

This Agreement is conditioned on the following representations:

- a) Each SWCCP is responsible for contributing to the operation of the One-Stop Delivery System based on its proportionate use.
- b) The One-Stop Delivery System cannot deviate from existing federal, state, or local regulations. Costs which are prohibited by a funding source (federal, state or local) may not be paid or used as offsets under a pooled cost agreement.

II. Contribution Rate.

The undersigned SWCCP shall pay for its allocated share of One- Stop Center costs as reflected in the SWCC Annual Operational Cost Summary.

III. Audit.

1. This RAA brings together the resources of separate funding streams and programs. This RAA is subject to generally accepted accounting principals and to the audit provisions of the respective funding streams as is appropriate.

2. The Bureau of State Audits, the Governing Board of the Sacramento Employment and Training Agency, SWI and other parties as appropriate or their designated representatives shall have the right to review and copy any records and supporting documentation pertaining to performance under this RAA. Parties agree to maintain such records for a minimum of three (3) years unless differing periods are stipulated by impacted funding sources. Auditors will be allowed access to such information or records during normal business hours. Parties agree to include similar audit provisions in any related contract, subcontract or other financial agreement.

SWCC - Operational Costs Summary - 2012/2013

	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cord	South County	Total
Staffing *													
WIA Staff	0.5	3	9.2	6	0	18	1	0.5	7	2.4	10.6	3	61.20
DHA staff			7	2.5		12		1				1	23.50
EDD staff		0.4	0.4	0.25			0.2	0.4	27	6		0.25	35.50
DHHS staff						3							3.00
Others	12.15	8.75	10.5	0.4	6	3.85	14.73	10.1	4	8.4	1.2	14.75	86.43
Total FTE	12.65	12.15	27.1	9.15	6	37.45	15.93	12	38	8.4	11.8	19	209.63
Funding													
WIA Title	\$ 1,222,514	\$ 985,033	\$ 1,257,047	\$ 581,798	\$ 422,555	\$ 1,787,367	\$ 1,003,766	\$ 846,585	\$ 709,000	\$ 455,055	\$ 1,179,793	\$ 1,050,051	\$ 11,500,564
1/SEITA													\$ -
Job Corps	\$ 376,732		\$ 611,139	\$ 212,500		\$ 1,040,930	\$ 335,808	\$ 115,500		\$ 505,178		\$ 77,000	\$ 3,274,787
CalWORKS	\$ 87,477	\$ 77,000						\$ 38,500				\$ 38,500	\$ 241,477
Refugee													
Wagner													
Peyser	\$ -	\$ 30,800	\$ 30,800	\$ 19,250		\$ 46,200	\$ 15,400	\$ 30,800	\$ 2,079,000			\$ 19,250	\$ 2,271,500
Dept. Rehab.	\$ 15,400	\$ 150,000	\$ 19,250					\$ 61,600				\$ 19,250	\$ 265,500
Comm. Coll.													
School Dist.				\$ 210,261				\$ 688,416				\$ 392,488	\$ 1,321,965
Senior CSEP			\$ 77,000			\$ 69,300	\$ 154,000	\$ 154,000		\$ 217,000		\$ 231,000	\$ 600,600
CSBG					\$ 24,200		\$55,000						\$ 296,200
County, DHHS						\$ 231,000							\$ 231,000
Private/Other	\$ 704,459	\$ 53,900	\$ 404,250	\$ 30,800	\$ 84,000	\$ 111,650	\$ 17,710	\$ 30,800	\$ 154,000		\$ 15,400	\$ 231,000	\$ 1,837,969
LIHEAP													\$ -
Total	\$ 2,406,582	\$ 1,327,533	\$ 2,399,486	\$ 1,054,609	\$ 530,755	\$ 3,286,447	\$ 1,427,684	\$ 1,881,501	\$ 3,096,000	\$ 1,177,233	\$ 1,195,193	\$ 2,058,539	\$ 21,841,562
All Resources above are either cash or in-kind at the discretion of each required partner													
	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Lease Ends	none	none	9/30/2014	6/30/2013	none	10/31/2015	none	none	none	none	1/7/2013	none	
Square Feet	7,775	6423	9299	3990		16,106	3000	8000	11824	3000	4723	4000	78,140
Annual Cost	N/A	N/A	\$149,806.89	\$64,797.60	N/A	\$233,859.12	N/A	N/A	N/A	N/A	\$92,092.80	N/A	\$540,556.41

* 1 FTE Wages/Fringe = \$77,000

Crossroads Diversified Services

MEMORANDUM OF UNDERSTANDING

I. Preamble.

In accordance with the Workforce Investment Act of 1998, Section 121 (c), this Memorandum of Understanding (MOU) between Sacramento Works, Inc., the Local Workforce Investment Board, (hereinafter "SWI") and each of the Sacramento Works One-Stop Career Center Partners (hereinafter "SWCCP") sets forth the agreement between SWI and the SWCCPs concerning the operation of the One-Stop Delivery System in the Sacramento Workforce Investment Area pursuant to the provisions of the Workforce Investment Act of 1998, Public Law 105-220 (hereinafter the "Act"), as amended from time to time.

Whereas, beginning July 1, 2008 SWI's Career Centers will be participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU SWCCPs shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. SWCCPs shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

This MOU reflects the agreement of SWI and the SWCCPs concerning:

(i) The services to be provided through the SWI One-Stop System as outlined in the SWI Integrated Service Delivery Initiative Local Plan (located at www.seta.net), which is incorporated herein by reference and made a part hereof;

(ii) Ongoing participation in planning workgroups including, but not limited to, those that are a part of the Integration Learning Lab;

(iii) Ongoing participation in testing a variety of approaches to achieve integrated service delivery and continually improve the joint delivery of services to customers of the One-Stop Delivery System;

(iv) Funding the costs of such services and operating costs of the System ;

(v) Methods for referring individuals between the One Stop Operator and the SWCCPs for appropriate services and activities;

(vi) The duration of the MOU and procedures for amending the MOU during its term ; and

(vii) Other provisions consistent with the requirements of the Act, as the parties to this MOU may from time to time agree.

II. Services Provided.

The three functional service areas as described in SWI's Integrated Service Delivery Initiative Local Plan (consisting of Talent Engagement, Talent Development, and Talent Marketing) shall be provided by the One-Stop Operator or may be provided through contracts with independent service providers.

A listing of eligible training service providers, pursuant to Section 122 (e) of the Act, shall be provided as a part of the Talent Development services available at each One-Stop Center.

Access/referral to services shall be consistent with the Sacramento Employment and Training Agency's (SETA's) WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

III. Costs.

Costs of services and operations of the One-Stop Delivery System will be funded, in accordance with the provisions of the Local Plan. To the extent SWI solicits or accepts grants and donations from sources other than federal funds made available under the Act, such funds may from time to time be used to fund the services and operating costs of the One-Stop Delivery System in this local area at the sole discretion of SWI.

To the extent funds become available from other programs or activities as described in Section 121(b)(1)(B), which could be used to pay for the costs of

such services and the operating costs of the One-Stop Delivery System, such funds shall be allocated pursuant to separate written agreements.

To the extent SWCCPs financially contribute to the funding of the One-Stop Delivery System, the allocation of their costs to the provision of services or operating costs of the One-Stop Delivery System shall be made in accordance with the terms of a separate written Resource Allocation Agreement, negotiated between SWI and the affected SWCCP and generally in the form of Exhibit A, attached hereto and made a part hereof.

IV. Joint Responsibilities.

A. Universal Access. The parties agree universal access is a critical One-Stop Delivery System requirement. This includes ensuring Resource Room access to all customers, including those with special needs such as literacy deficits, physical and/or learning disabilities, limited English speakers, and others with economic or geographic barriers to service or employment.

B. Shared Technology and Systems Infrastructure.

1. Shared Technology: The parties agree to the principles of common reporting and shared information through electronic One-Stop Delivery System concepts and mechanisms, including shared technology.

2. Information Exchange: The parties endorse technology through the use of JTA and SMARTware systems provided by SETA as critical tools for facilitating all aspects of information exchange, including reporting, management information systems (MIS), data collection, referral services, common case management, participant and service tracking, and the provision of overall seamless service.

3. System Security and Confidentiality: System Security provisions shall be agreed upon by all parties and memorialized in a separate written Information Security and Access Agreement, which will be signed by the individuals using the system.

C. Capacity Building.

1. The parties to this MOU agree to maintain a high level of professional standards related to both One-Stop Delivery System staff competencies and protocols as well as a professional environment for participants and other customers of the centers.

2. As with all aspects of joint planning, capacity-building efforts shall be examined in the context of adaptability to needed change, customer service, and continuous improvement.

3. The parties agree to work continuously to ensure collaboration with State and regional efforts to provide service delivery responsive to identified building needs.

D. Marketing. The parties to this MOU agree to use a collaborative marketing strategy informing job seekers, employed individuals, employers, and the community at large about the services available through the SWI One-Stop Delivery System.

E. Site Supervision.

1. All employees (including State employees) who are located at SWI One-Stop Centers shall remain under the supervision of their employer of record for purposes of compensation, benefits, collective bargaining, performance evaluation, and other matters concerning civil service rights and responsibilities. If work-related issues arise between employees of the State, County, or other partner agencies and operators or supervisors of other partners or the One-Stop Centers, the operator or other supervisor shall refer such issues to the employee's departmental supervisor. Issues concerning State employees shall be referred to the employee's civil service supervisor.
2. Parties to the MOU recognize that there are a number of practices and philosophies related to broad-based agency practices as well as day-to-day One-Stop site supervision which differ between the parties and are negotiated as a result of implementing operations. Local factors among the SWCCP's organization include:
 - a. Differing pay scales for similar positions.
 - b. Differing functions for similar classifications from different agencies.
 - c. Off-site supervisors versus site-based supervisors at the One-Stop Center.
 - d. Union versus Non-union employees in similar classifications on-site.
 - e. Hours of operation, including possible evening and weekend hours.
 - f. Varied holiday schedules.
 - g. Sharing of space, equipment, information, and materials.
 - h. Employee safety and security of the workplace.

F. Referral Process. Parties to this MOU agree to use a common intake and referral system and to use standardized intake and referral forms. Parties agree to cross-refer customers to SWCCP programs/services and to cross-train staff on the services of each SWCCP and the spectrum of related services available through respective agencies. The referral of individuals between the One-Stop Operator and the SWCCPs for the appropriate services and activities

shall be consistent with the SETA WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

V. Duration of Memorandum.

The term of this MOU shall be a period of one year from the date of execution. The MOU shall automatically renew for successive one-year terms, unless SWI or any SWCCP gives written notice of intent not to renew at least ninety (90) days prior to the expiration date of the current MOU, or any extension thereof.

This MOU may be amended by written notice signed by all parties to the MOU.

VI. Termination. Any party to this MOU may terminate this MOU by providing thirty (30) days written notice of such intent to terminate to the other parties to this MOU.

VII. Dispute Resolution.

1. Parties to this MOU shall continue to perform their responsibilities under this MOU during any dispute. Disputes shall be resolved in a timely manner, directly involving the parties to the dispute. The parties shall try to resolve policy or practice disputes informally and at the lowest level, starting with the site coordinator and staff.

2. Any party to this MOU may call a meeting of all One-Stop Partners to discuss and resolve disputes. Should those resolution efforts fail, the dispute shall be referred to the Chair of SWI, who will place the dispute on the agenda of the next regular or special meeting of the SWI Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

VIII. Hold Harmless. Each party to this MOU agrees to indemnify, defend and hold harmless the other parties, their officers, agents, employees and volunteers from any and all claims, lawsuits, causes of action, damages, fees or costs arising out of or resulting from the acts, errors, omissions, negligence or misconduct of the party, its officers, agents, employees and volunteers.

IX. Nondiscrimination. Parties to this MOU shall not unlawfully discriminate or harass any employee, applicant or participant due to gender, race, color, ancestry, religion, national origin, disability, sexual orientation, medical conditions, age or marital status. The parties shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 *et seq.*) and related applicable regulations. Parties to this MOU shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement. Parties to this MOU shall include such nondiscrimination and compliance provisions as set forth in this clause in all related subcontracts and financial agreements.

X. Americans with Disabilities. Parties to this MOU shall also comply with the Americans With Disabilities Act of 1990 .

XI. Governing Law. This MOU is governed and shall be interpreted in accordance with the laws of the State of California, State WIA enabling legislation and the Workforce Investment Act of 1998.

XII. Unenforceable Provisions. In the event any provision of this MOU is held to be unenforceable then the parties agree that all other provisions of this MOU shall remain in full force and effect.

XIII. No Partnership. The undersigned are not entering into a partnership, joint venture or other business entity by virtue of this MOU. In all matters covered under this MOU, each of the parties hereto acts as an independent party and is neither a partner, agent, nor employee of the other.

XIV. Execution in Counterpart. This MOU may be executed in counterpart, but all counterparts shall be considered but one MOU. Execution of any counterpart by an SWCCP shall be delivered to SWI, which shall provide an executed copy of each counterpart to every SWCCP who executes this MOU. By executing a counterpart, each party to the MOU acknowledges that this MOU accurately reflects such party's understanding and authorizes distribution of a copy of such executed counterpart to any other party signatory to this MOU.

Dated: 3-27-09

SACRAMENTO WORKS, INC.
By: [Signature]
Its: Chairperson

X Dated: 3/24/09

X Crossroads Diversified Services, Inc
(Legal Name of Party (One-Stop Partner))
[Signature]
Signature (Authorized Representative)
PRESIDENT/CEO
Title

EXHIBIT A TO MOU**Resource Allocation Agreement**

I. Preamble. In accordance with Section III of the Memorandum of Understanding (hereafter "MOU") between Sacramento Works, Inc., (hereafter "SWI") and each of the signatory Sacramento Works Career Center Partners (hereafter "SWCCPs"), this document shall serve as the Resource Allocation Agreement (hereafter "RAA") between SWI and the undersigned SWCCP.

This RAA provides for an agreed method of determination of the SWCCP's fair share of the operating costs of SWI's One-Stop Delivery System based on the amount of use of the One-Stop Delivery System attributable to the undersigned SWCCP's program.

This RAA includes the following elements:

a) The Sacramento Works Career Center (SWCC) Annual Operational Cost Summary, incorporated herein by reference and made a part hereof, which reflects all One-Stop Centers costs and SWCCP funding sources (programs) that make up the One-Stop Delivery System in the Sacramento Workforce Investment Area.

This Agreement is conditioned on the following representations:

- a) Each SWCCP is responsible for contributing to the operation of the One-Stop Delivery System based on its proportionate use.
- b) The One-Stop Delivery System cannot deviate from existing federal, state, or local regulations. Costs which are prohibited by a funding source (federal, state or local) may not be paid or used as offsets under a pooled cost agreement.

II. Contribution Rate.

The undersigned SWCCP shall pay for its allocated share of One- Stop Center costs as reflected in the SWCC Annual Operational Cost Summary.

III. Audit.

1. This RAA brings together the resources of separate funding streams and programs. This RAA is subject to generally accepted accounting principals and to the audit provisions of the respective funding streams as is appropriate.

2. The Bureau of State Audits, the Governing Board of the Sacramento Employment and Training Agency, SWI and other parties as appropriate or their designated representatives shall have the right to review and copy any records and supporting documentation pertaining to performance under this RAA. Parties agree to maintain such records for a minimum of three (3) years unless differing periods are stipulated by impacted funding sources. Auditors will be allowed access to such information or records during normal business hours. Parties agree to include similar audit provisions in any related contract, subcontract or other financial agreement.

SWCC - Operational Costs Summary - 2012/2013

	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cord	South County	Total
Staffing *													
WIA Staff	0.5	3	9.2	6	0	18	1	0.5	7	2.4	10.6	3	61.20
DHA staff			7	2.5		12		1				1	23.50
EDD staff		0.4	0.4	0.25			0.2	0.4	27	6		0.25	35.50
DHHS staff						3							3.00
Others	12.15	8.75	10.5	0.4	6	3.85	14.73	10.1	4	8.4	1.2	14.75	86.43
Total FTE	12.65	12.15	27.1	9.15	6	37.45	15.93	12	38	8.4	11.8	19	209.63
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WIA Title	\$ 1,222,514	\$ 985,033	\$ 1,257,047	\$ 581,798	\$ 422,555	\$ 1,787,367	\$ 1,003,766	\$ 846,585	\$ 709,000	\$ 455,055	\$ 1,179,793	\$ 1,050,051	\$ 11,500,564
Job Corps													\$ -
CalWORKS	\$ 376,732		\$ 611,139	\$ 212,500		\$ 1,040,930	\$ 335,808	\$ 115,500		\$ 505,178		\$ 77,000	\$ 3,274,787
Refugee	\$ 87,477	\$ 77,000						\$ 38,500				\$ 38,500	\$ 241,477
Wagner													
Peyser	\$ -	\$ 30,800	\$ 30,800	\$ 19,250		\$ 46,200	\$ 15,400	\$ 30,800	\$ 2,079,000			\$ 19,250	\$ 2,271,500
Dept. Rehab.	\$ 15,400	\$ 150,000	\$ 19,250					\$ 61,600				\$ 19,250	\$ 265,500
Comm. Coll.													\$ -
School Dist.		\$ 30,800		\$ 210,261				\$ 688,416				\$ 392,488	\$ 1,321,965
Senior CSEP			\$ 77,000			\$ 69,300	\$ 55,000	\$ 69,300	\$ 154,000	\$ 217,000		\$ 231,000	\$ 600,600
CSBG					\$ 24,200								\$ 296,200
County, DHHS						\$ 231,000							\$ 231,000
Private/Other	\$ 704,459	\$ 53,900	\$ 404,250	\$ 30,800	\$ 84,000	\$ 111,650	\$ 17,710	\$ 30,800	\$ 154,000		\$ 15,400	\$ 231,000	\$ 1,837,969
LIHEAP													\$ -
Total	\$ 2,406,582	\$ 1,327,533	\$ 2,399,486	\$ 1,054,609	\$ 530,755	\$ 3,286,447	\$ 1,427,684	\$ 1,881,501	\$ 3,096,000	\$ 1,177,233	\$ 1,195,193	\$ 2,058,539	\$ 21,841,562
All Resources above are either cash or in-kind at the discretion of each required partner													
	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Lease Ends	none	none	9/30/2014	6/30/2013	none	10/31/2015	none	none	none	none	1/7/2013	none	
Square Feet	7,775	6423	9299	3990		16,106	3000	8000	11824	3000	4723	4000	78,140
Annual Cost	N/A	N/A	\$149,806.89	\$64,797.60	N/A	\$233,859.12	N/A	N/A	N/A	N/A	\$92,092.80	N/A	\$540,556.41

* 1FTE Wages/Fringe = \$77,000

Elk Grove Unified School District

MEMORANDUM OF UNDERSTANDING

I. Preamble.

In accordance with the Workforce Investment Act of 1998, Section 121 (c), this Memorandum of Understanding (MOU) between Sacramento Works, Inc., the Local Workforce Investment Board, (hereinafter "SWI") and each of the Sacramento Works One-Stop Career Center Partners (hereinafter "SWCCP") sets forth the agreement between SWI and the SWCCPs concerning the operation of the One-Stop Delivery System in the Sacramento Workforce Investment Area pursuant to the provisions of the Workforce Investment Act of 1998, Public Law 105-220 (hereinafter the "Act"), as amended from time to time.

Whereas, beginning July 1, 2008 SWI's Career Centers will be participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU SWCCPs shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. SWCCPs shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

This MOU reflects the agreement of SWI and the SWCCPs concerning:

(i) The services to be provided through the SWI One-Stop System as outlined in the SWI Integrated Service Delivery Initiative Local Plan (located at www.seta.net), which is incorporated herein by reference and made a part hereof;

- (ii) Ongoing participation in planning workgroups including, but not limited to, those that are a part of the Integration Learning Lab;
- (iii) Ongoing participation in testing a variety of approaches to achieve integrated service delivery and continually improve the joint delivery of services to customers of the One-Stop Delivery System;
- (iv) Funding the costs of such services and operating costs of the System ;
- (v) Methods for referring individuals between the One Stop Operator and the SWCCPs for appropriate services and activities;
- (vi) The duration of the MOU and procedures for amending the MOU during its term ; and
- (vii) Other provisions consistent with the requirements of the Act, as the parties to this MOU may from time to time agree.

II. Services Provided.

The three functional service areas as described in SWI's Integrated Service Delivery Initiative Local Plan (consisting of Talent Engagement, Talent Development, and Talent Marketing) shall be provided by the One-Stop Operator or may be provided through contracts with independent service providers.

A listing of eligible training service providers, pursuant to Section 122 (e) of the Act, shall be provided as a part of the Talent Development services available at each One-Stop Center.

Access/referral to services shall be consistent with the Sacramento Employment and Training Agency's (SETA's) WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

III. Costs.

Costs of services and operations of the One-Stop Delivery System will be funded, in accordance with the provisions of the Local Plan. To the extent SWI solicits or accepts grants and donations from sources other than federal funds made available under the Act, such funds may from time to time be used to fund the services and operating costs of the One-Stop Delivery System in this local area at the sole discretion of SWI.

To the extent funds become available from other programs or activities as described in Section 121(b)(1)(B), which could be used to pay for the costs of

such services and the operating costs of the One-Stop Delivery System, such funds shall be allocated pursuant to separate written agreements.

To the extent SWCCPs financially contribute to the funding of the One-Stop Delivery System, the allocation of their costs to the provision of services or operating costs of the One-Stop Delivery System shall be made in accordance with the terms of a separate written Resource Allocation Agreement, negotiated between SWI and the affected SWCCP and generally in the form of Exhibit A, attached hereto and made a part hereof.

IV. Joint Responsibilities.

A. Universal Access. The parties agree universal access is a critical One-Stop Delivery System requirement. This includes ensuring Resource Room access to all customers, including those with special needs such as literacy deficits, physical and/or learning disabilities, limited English speakers, and others with economic or geographic barriers to service or employment.

B. Shared Technology and Systems Infrastructure.

1. Shared Technology: The parties agree to the principles of common reporting and shared information through electronic One-Stop Delivery System concepts and mechanisms, including shared technology.

2. Information Exchange: The parties endorse technology through the use of JTA and SMARTware systems provided by SETA as critical tools for facilitating all aspects of information exchange, including reporting, management information systems (MIS), data collection, referral services, common case management, participant and service tracking, and the provision of overall seamless service.

3. System Security and Confidentiality: System Security provisions shall be agreed upon by all parties and memorialized in a separate written Information Security and Access Agreement, which will be signed by the individuals using the system.

C. Capacity Building.

1. The parties to this MOU agree to maintain a high level of professional standards related to both One-Stop Delivery System staff competencies and protocols as well as a professional environment for participants and other customers of the centers.

2. As with all aspects of joint planning, capacity-building efforts shall be examined in the context of adaptability to needed change, customer service, and continuous improvement.

3. The parties agree to work continuously to ensure collaboration with State and regional efforts to provide service delivery responsive to identified building needs.

D. Marketing. The parties to this MOU agree to use a collaborative marketing strategy informing job seekers, employed individuals, employers, and the community at large about the services available through the SWI One-Stop Delivery System.

E. Site Supervision.

1. All employees (including State employees) who are located at SWI One-Stop Centers shall remain under the supervision of their employer of record for purposes of compensation, benefits, collective bargaining, performance evaluation, and other matters concerning civil service rights and responsibilities. If work-related issues arise between employees of the State, County, or other partner agencies and operators or supervisors of other partners or the One-Stop Centers, the operator or other supervisor shall refer such issues to the employee's departmental supervisor. Issues concerning State employees shall be referred to the employee's civil service supervisor.
2. Parties to the MOU recognize that there are a number of practices and philosophies related to broad-based agency practices as well as day-to-day One-Stop site supervision which differ between the parties and are negotiated as a result of implementing operations. Local factors among the SWCCP's organization include:
 - a. Differing pay scales for similar positions.
 - b. Differing functions for similar classifications from different agencies .
 - c. Off-site supervisors versus site-based supervisors at the One-Stop Center.
 - d. Union versus Non-union employees in similar classifications on-site.
 - e. Hours of operation, including possible evening and weekend hours.
 - f. Varied holiday schedules.
 - g. Sharing of space, equipment, information, and materials.
 - h. Employee safety and security of the workplace.

F. Referral Process. Parties to this MOU agree to use a common intake and referral system and to use standardized intake and referral forms. Parties agree to cross-refer customers to SWCCP programs/services and to cross-train staff on the services of each SWCCP and the spectrum of related services available through respective agencies. The referral of individuals between the One-Stop Operator and the SWCCPs for the appropriate services and activities

shall be consistent with the SETA WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

V. Duration of Memorandum.

The term of this MOU shall be a period of one year from the date of execution. The MOU shall automatically renew for successive one-year terms, unless SWI or any SWCCP gives written notice of intent not to renew at least ninety (90) days prior to the expiration date of the current MOU, or any extension thereof.


This MOU may be amended by written notice signed by all parties to the MOU.

VI. Termination. Any party to this MOU may terminate this MOU by providing thirty (30) days written notice of such intent to terminate to the other parties to this MOU.

VII. Dispute Resolution.

1. Parties to this MOU shall continue to perform their responsibilities under this MOU during any dispute. Disputes shall be resolved in a timely manner, directly involving the parties to the dispute. The parties shall try to resolve policy or practice disputes informally and at the lowest level, starting with the site coordinator and staff.

2. Any party to this MOU may call a meeting of all One-Stop Partners to discuss and resolve disputes. Should those resolution efforts fail, the dispute shall be referred to the Chair of SWI, who will place the dispute on the agenda of the next regular or special meeting of the SWI Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

VIII. Hold Harmless. Each party to this MOU agrees to indemnify, defend and hold harmless the other parties, their officers, agents, employees and volunteers from any and all claims, lawsuits, causes of action, damages, fees or costs arising out of or resulting from the acts, errors, omissions, negligence or misconduct of the party, its officers, agents, employees and volunteers. 

IX. Nondiscrimination. Parties to this MOU shall not unlawfully discriminate or harass any employee, applicant or participant due to gender, race, color, ancestry, religion, national origin, disability, sexual orientation, medical conditions, age or marital status. The parties shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 *et seq.*) and related applicable regulations. Parties to this MOU shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement. Parties to this MOU shall include such nondiscrimination and compliance provisions as set forth in this clause in all related subcontracts and financial agreements.

X. **Americans with Disabilities.** Parties to this MOU shall also comply with the Americans With Disabilities Act of 1990 .

XI. **Governing Law.** This MOU is governed and shall be interpreted in accordance with the laws of the State of California, State WIA enabling legislation and the Workforce Investment Act of 1998.

XII. **Unenforceable Provisions.** In the event any provision of this MOU is held to be unenforceable then the parties agree that all other provisions of this MOU shall remain in full force and effect.

XIII. **No Partnership.** The undersigned are not entering into a partnership, joint venture or other business entity by virtue of this MOU. In all matters covered under this MOU, each of the parties hereto acts as an independent party and is neither a partner, agent, nor employee of the other.

XIV. **Execution in Counterpart.** This MOU may be executed in counterpart, but all counterparts shall be considered but one MOU. Execution of any counterpart by an SWCCP shall be delivered to SWI, which shall provide an executed copy of each counterpart to every SWCCP who executes this MOU. By executing a counterpart, each party to the MOU acknowledges that this MOU accurately reflects such party's understanding and authorizes distribution of a copy of such executed counterpart to any other party signatory to this MOU.

SACRAMENTO WORKS, INC.

By: [Signature]
Its: Chairperson

Dated: 11-19-08

ELK GROVE UNIFIED SCHOOL DISTRICT
Legal Name of Party (One-Stop Partner)

[Signature]
Signature (Authorized Representative)

DIRECTOR, FISCAL SERVICES
Title

Dated: 8/28/08

MD-16
8/28/08

EXHIBIT A TO MOU**Resource Allocation Agreement**

I. Preamble. In accordance with Section III of the Memorandum of Understanding (hereafter "MOU") between Sacramento Works, Inc., (hereafter "SWI") and each of the signatory Sacramento Works Career Center Partners (hereafter "SWCCPs"), this document shall serve as the Resource Allocation Agreement (hereafter "RAA") between SWI and the undersigned SWCCP.

This RAA provides for an agreed method of determination of the SWCCP's fair share of the operating costs of SWI's One-Stop Delivery System based on the amount of use of the One-Stop Delivery System attributable to the undersigned SWCCP's program.

This RAA includes the following elements:

a) The Sacramento Works Career Center (SWCC) Annual Operational Cost Summary, incorporated herein by reference and made a part hereof, which reflects all One-Stop Centers costs and SWCCP funding sources (programs) that make up the One-Stop Delivery System in the Sacramento Workforce Investment Area.

This Agreement is conditioned on the following representations:

- a) Each SWCCP is responsible for contributing to the operation of the One-Stop Delivery System based on its proportionate use.
- b) The One-Stop Delivery System cannot deviate from existing federal, state, or local regulations. Costs which are prohibited by a funding source (federal, state or local) may not be paid or used as offsets under a pooled cost agreement.

II. Contribution Rate.

The undersigned SWCCP shall pay for its allocated share of One- Stop Center costs as reflected in the SWCC Annual Operational Cost Summary.

III. Audit.

1. This RAA brings together the resources of separate funding streams and programs. This RAA is subject to generally accepted accounting principals and to the audit provisions of the respective funding streams as is appropriate.

2. The Bureau of State Audits, the Governing Board of the Sacramento Employment and Training Agency, SWI and other parties as appropriate or their designated representatives shall have the right to review and copy any records and supporting documentation pertaining to performance under this RAA. Parties agree to maintain such records for a minimum of three (3) years unless differing periods are stipulated by impacted funding sources. Auditors will be allowed access to such information or records during normal business hours. Parties agree to include similar audit provisions in any related contract, subcontract or other financial agreement.

SWCC - Operational Costs Summary - 2012/2013

	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Staffing *													
WIA Staff	0.5	3	9.2	6	0	18	1	0.5	7	2.4	10.6	3	61.20
DHA staff			7	2.5		12		1				1	23.50
EDD staff		0.4	0.4	0.25		0.6	0.2	0.4	27	6		0.25	35.50
DHHS staff						3							3.00
Others	12.15	8.75	10.5	0.4	6	3.85	14.73	10.1	4		1.2	14.75	86.43
Total FTE	12.65	12.15	27.1	9.15	6	37.45	15.93	12	38	8.4	11.8	19	209.63
Funding													
WIA Title													
1/SETA	\$ 1,222,514	\$ 985,033	\$ 1,257,047	\$ 581,798	\$ 422,555	\$ 1,787,367	\$ 1,003,766	\$ 846,585	\$ 709,000	\$ 455,055	\$ 1,179,793	\$ 1,050,051	\$ 11,500,564
Job Corps													
CalWORKS	\$ 376,732		\$ 611,139	\$ 212,500		\$ 1,040,930	\$ 335,808	\$ 115,500		\$ 505,178		\$ 77,000	\$ 3,274,787
Refugee	\$ 87,477	\$ 77,000						\$ 38,500				\$ 38,500	\$ 241,477
Wagner													
Peysner	\$ -	\$ 30,800	\$ 30,800	\$ 19,250		\$ 46,200	\$ 15,400	\$ 30,800	\$ 2,079,000			\$ 19,250	\$ 2,271,500
Dept. Rehab.	\$ 15,400	\$ 150,000	\$ 19,250					\$ 61,500				\$ 19,250	\$ 265,500
Comm. Coll.													
School Dist.		\$ 30,800		\$ 210,261				\$ 688,416				\$ 392,488	\$ 1,321,965
Senior CSEP			\$ 77,000			\$ 69,300	\$ 55,000	\$ 69,300	\$ 154,000	\$ 217,000		\$ 231,000	\$ 600,600
CSBG					\$ 24,200								\$ 296,200
County, DHHS						\$ 231,000							\$ 231,000
Private/Other	\$ 704,459	\$ 53,900	\$ 404,250	\$ 30,800	\$ 84,000	\$ 111,650	\$ 17,710	\$ 30,800	\$ 154,000		\$ 15,400	\$ 231,000	\$ 1,837,969
LIHEAP													
Total	\$ 2,406,582	\$ 1,327,533	\$ 2,399,486	\$ 1,054,609	\$ 530,755	\$ 3,286,447	\$ 1,427,684	\$ 1,881,501	\$ 3,096,000	\$ 1,177,233	\$ 1,195,193	\$ 2,068,539	\$ 21,841,562

All Resources above are either cash or in-kind at the discretion of each required partner

	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Lease Ends	none	none	9/30/2014	6/30/2013	none	10/31/2015	none	none	none	none	1/7/2013	none	
Square Feet	7,775	6423	9299	3990	16,106	3000	8000	11824	4000	3000	4723	4000	78,140
Annual Cost	N/A	N/A	\$149,806.89	\$64,797.60	N/A	\$233,859.12	N/A	N/A	N/A	N/A	\$92,092.80	N/A	\$540,556.41

* 1FTE Wages/Fringe = \$77,000

Galt Joint Union High School District

MEMORANDUM OF UNDERSTANDING

I. Preamble.

In accordance with the Workforce Investment Act of 1998, Section 121 (c), this Memorandum of Understanding (MOU) between Sacramento Works, Inc., the Local Workforce Investment Board, (hereinafter "SWI") and each of the Sacramento Works One-Stop Career Center Partners (hereinafter "SWCCP") sets forth the agreement between SWI and the SWCCPs concerning the operation of the One-Stop Delivery System in the Sacramento Workforce Investment Area pursuant to the provisions of the Workforce Investment Act of 1998, Public Law 105-220 (hereinafter the "Act"), as amended from time to time.

Whereas, beginning July 1, 2008 SWI's Career Centers will be participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU SWCCPs shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. SWCCPs shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

This MOU reflects the agreement of SWI and the SWCCPs concerning:

(i) The services to be provided through the SWI One-Stop System as outlined in the SWI Integrated Service Delivery Initiative Local Plan (located at www.seta.net), which is incorporated herein by reference and made a part hereof;

- (ii) Ongoing participation in planning workgroups including, but not limited to, those that are a part of the Integration Learning Lab;
- (iii) Ongoing participation in testing a variety of approaches to achieve integrated service delivery and continually improve the joint delivery of services to customers of the One-Stop Delivery System;
- (iv) Funding the costs of such services and operating costs of the System ;
- (v) Methods for referring individuals between the One Stop Operator and the SWCCPs for appropriate services and activities;
- (vi) The duration of the MOU and procedures for amending the MOU during its term ; and
- (vii) Other provisions consistent with the requirements of the Act, as the parties to this MOU may from time to time agree.

II. Services Provided.

The three functional service areas as described in SWI's Integrated Service Delivery Initiative Local Plan (consisting of Talent Engagement, Talent Development, and Talent Marketing) shall be provided by the One-Stop Operator or may be provided through contracts with independent service providers.

A listing of eligible training service providers, pursuant to Section 122 (e) of the Act, shall be provided as a part of the Talent Development services available at each One-Stop Center.

Access/referral to services shall be consistent with the Sacramento Employment and Training Agency's (SETA's) WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

III. Costs.

Costs of services and operations of the One-Stop Delivery System will be funded, in accordance with the provisions of the Local Plan. To the extent SWI solicits or accepts grants and donations from sources other than federal funds made available under the Act, such funds may from time to time be used to fund the services and operating costs of the One-Stop Delivery System in this local area at the sole discretion of SWI.

To the extent funds become available from other programs or activities as described in Section 121(b)(1)(B), which could be used to pay for the costs of

such services and the operating costs of the One-Stop Delivery System, such funds shall be allocated pursuant to separate written agreements.

To the extent SWCCPs financially contribute to the funding of the One-Stop Delivery System, the allocation of their costs to the provision of services or operating costs of the One-Stop Delivery System shall be made in accordance with the terms of a separate written Resource Allocation Agreement, negotiated between SWI and the affected SWCCP and generally in the form of Exhibit A, attached hereto and made a part hereof.

IV. Joint Responsibilities.

A. Universal Access. The parties agree universal access is a critical One-Stop Delivery System requirement. This includes ensuring Resource Room access to all customers, including those with special needs such as literacy deficits, physical and/or learning disabilities, limited English speakers, and others with economic or geographic barriers to service or employment.

B. Shared Technology and Systems Infrastructure.

1. Shared Technology: The parties agree to the principles of common reporting and shared information through electronic One-Stop Delivery System concepts and mechanisms, including shared technology.

2. Information Exchange: The parties endorse technology through the use of JTA and SMARTware systems provided by SETA as critical tools for facilitating all aspects of information exchange, including reporting, management information systems (MIS), data collection, referral services, common case management, participant and service tracking, and the provision of overall seamless service.

3. System Security and Confidentiality: System Security provisions shall be agreed upon by all parties and memorialized in a separate written Information Security and Access Agreement, which will be signed by the individuals using the system.

C. Capacity Building.

1. The parties to this MOU agree to maintain a high level of professional standards related to both One-Stop Delivery System staff competencies and protocols as well as a professional environment for participants and other customers of the centers.

2. As with all aspects of joint planning, capacity-building efforts shall be examined in the context of adaptability to needed change, customer service, and continuous improvement.

3. The parties agree to work continuously to ensure collaboration with State and regional efforts to provide service delivery responsive to identified building needs.

D. Marketing. The parties to this MOU agree to use a collaborative marketing strategy informing job seekers, employed individuals, employers, and the community at large about the services available through the SWI One-Stop Delivery System.

E. Site Supervision.

1. All employees (including State employees) who are located at SWI One-Stop Centers shall remain under the supervision of their employer of record for purposes of compensation, benefits, collective bargaining, performance evaluation, and other matters concerning civil service rights and responsibilities. If work-related issues arise between employees of the State, County, or other partner agencies and operators or supervisors of other partners or the One-Stop Centers, the operator or other supervisor shall refer such issues to the employee's departmental supervisor. Issues concerning State employees shall be referred to the employee's civil service supervisor.
2. Parties to the MOU recognize that there are a number of practices and philosophies related to broad-based agency practices as well as day-to-day One-Stop site supervision which differ between the parties and are negotiated as a result of implementing operations. Local factors among the SWCCP's organization include:
 - a. Differing pay scales for similar positions.
 - b. Differing functions for similar classifications from different agencies.
 - c. Off-site supervisors versus site-based supervisors at the One-Stop Center.
 - d. Union versus Non-union employees in similar classifications on-site.
 - e. Hours of operation, including possible evening and weekend hours.
 - f. Varied holiday schedules.
 - g. Sharing of space, equipment, information, and materials.
 - h. Employee safety and security of the workplace.

F. Referral Process. Parties to this MOU agree to use a common intake and referral system and to use standardized intake and referral forms. Parties agree to cross-refer customers to SWCCP programs/services and to cross-train staff on the services of each SWCCP and the spectrum of related services available through respective agencies. The referral of individuals between the One-Stop Operator and the SWCCPs for the appropriate services and activities

shall be consistent with the SETA WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

V. Duration of Memorandum.

The term of this MOU shall be a period of one year from the date of execution. The MOU shall automatically renew for successive one-year terms, unless SWI or any SWCCP gives written notice of intent not to renew at least ninety (90) days prior to the expiration date of the current MOU, or any extension thereof.

This MOU may be amended by written notice signed by all parties to the MOU.

VI. Termination. Any party to this MOU may terminate this MOU by providing thirty (30) days written notice of such intent to terminate to the other parties to this MOU.

VII. Dispute Resolution.

1. Parties to this MOU shall continue to perform their responsibilities under this MOU during any dispute. Disputes shall be resolved in a timely manner, directly involving the parties to the dispute. The parties shall try to resolve policy or practice disputes informally and at the lowest level, starting with the site coordinator and staff.

2. Any party to this MOU may call a meeting of all One-Stop Partners to discuss and resolve disputes. Should those resolution efforts fail, the dispute shall be referred to the Chair of SWI, who will place the dispute on the agenda of the next regular or special meeting of the SWI Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

VIII. Hold Harmless. Each party to this MOU agrees to indemnify, defend and hold harmless the other parties, their officers, agents, employees and volunteers from any and all claims, lawsuits, causes of action, damages, fees or costs arising out of or resulting from the acts, errors, omissions, negligence or misconduct of the party, its officers, agents, employees and volunteers.

IX. Nondiscrimination. Parties to this MOU shall not unlawfully discriminate or harass any employee, applicant or participant due to gender, race, color, ancestry, religion, national origin, disability, sexual orientation, medical conditions, age or marital status. The parties shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 *et seq.*) and related applicable regulations. Parties to this MOU shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement. Parties to this MOU shall include such nondiscrimination and compliance provisions as set forth in this clause in all related subcontracts and financial agreements.

X. Americans with Disabilities. Parties to this MOU shall also comply with the Americans With Disabilities Act of 1990 .

XI. Governing Law. This MOU is governed and shall be interpreted in accordance with the laws of the State of California, State WIA enabling legislation and the Workforce Investment Act of 1998.

XII. Unenforceable Provisions. In the event any provision of this MOU is held to be unenforceable then the parties agree that all other provisions of this MOU shall remain in full force and effect.

XIII. No Partnership. The undersigned are not entering into a partnership, joint venture or other business entity by virtue of this MOU. In all matters covered under this MOU, each of the parties hereto acts as an independent party and is neither a partner, agent, nor employee of the other.

XIV. Execution in Counterpart. This MOU may be executed in counterpart, but all counterparts shall be considered but one MOU. Execution of any counterpart by an SWCCP shall be delivered to SWI, which shall provide an executed copy of each counterpart to every SWCCP who executes this MOU. By executing a counterpart, each party to the MOU acknowledges that this MOU accurately reflects such party's understanding and authorizes distribution of a copy of such executed counterpart to any other party signatory to this MOU.

SACRAMENTO WORKS, INC.
By: [Signature]
Its: Chairperson

X Dated: 11-19-08

Galt Joint Union High School District

Audrey K. Kelpatnick
Legal Name of Party (One-Stop Partner)

X Dated: 8/15/08

[Signature]
Signature (Authorized Representative)

CEO
Title

EXHIBIT A TO MOU**Resource Allocation Agreement**

I. Preamble. In accordance with Section III of the Memorandum of Understanding (hereafter "MOU") between Sacramento Works, Inc., (hereafter "SWI") and each of the signatory Sacramento Works Career Center Partners (hereafter "SWCCPs"), this document shall serve as the Resource Allocation Agreement (hereafter "RAA") between SWI and the undersigned SWCCP.

This RAA provides for an agreed method of determination of the SWCCP's fair share of the operating costs of SWI's One-Stop Delivery System based on the amount of use of the One-Stop Delivery System attributable to the undersigned SWCCP's program.

This RAA includes the following elements:

a) The Sacramento Works Career Center (SWCC) Annual Operational Cost Summary, incorporated herein by reference and made a part hereof, which reflects all One-Stop Centers costs and SWCCP funding sources (programs) that make up the One-Stop Delivery System in the Sacramento Workforce Investment Area.

This Agreement is conditioned on the following representations:

- a) Each SWCCP is responsible for contributing to the operation of the One-Stop Delivery System based on its proportionate use.
- b) The One-Stop Delivery System cannot deviate from existing federal, state, or local regulations. Costs which are prohibited by a funding source (federal, state or local) may not be paid or used as offsets under a pooled cost agreement.

II. Contribution Rate.

The undersigned SWCCP shall pay for its allocated share of One- Stop Center costs as reflected in the SWCC Annual Operational Cost Summary.

III. Audit.

1. This RAA brings together the resources of separate funding streams and programs. This RAA is subject to generally accepted accounting principals and to the audit provisions of the respective funding streams as is appropriate.

2. The Bureau of State Audits, the Governing Board of the Sacramento Employment and Training Agency, SWI and other parties as appropriate or their designated representatives shall have the right to review and copy any records and supporting documentation pertaining to performance under this RAA. Parties agree to maintain such records for a minimum of three (3) years unless differing periods are stipulated by impacted funding sources. Auditors will be allowed access to such information or records during normal business hours. Parties agree to include similar audit provisions in any related contract, subcontract or other financial agreement.

SWCC - Operational Costs Summary - 2012/2013

	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cord	South County	Total
Staffing *													
WIA Staff	0.5	3	9.2	6	0	18	1	0.5	7	2.4	10.6	3	61.20
DHA staff			7	2.5		12		1				1	23.50
EDD staff		0.4	0.4	0.25		0.6	0.2	0.4	27	6		0.25	35.50
DHHS staff						3							3.00
Others	12.15	8.75	10.5	0.4	6	3.85	14.73	10.1	4		1.2	14.75	86.43
Total FTE	12.65	12.15	27.1	9.15	6	37.45	15.93	12	38	8.4	11.8	19	209.63
Funding													
WIA Title													
1/SETA	\$ 1,222,514	\$ 985,033	\$ 1,257,047	\$ 581,798	\$ 422,555	\$ 1,787,367	\$ 1,003,766	\$ 846,585	\$ 709,000	\$ 455,055	\$ 1,179,793	\$ 1,050,051	\$ 11,500,564
Job Corps													
CalWORKS	\$ 376,732		\$ 611,139	\$ 212,500		\$ 1,040,930	\$ 335,808	\$ 115,500		\$ 505,178		\$ 77,000	\$ 3,274,787
Refugee	\$ 87,477	\$ 77,000						\$ 38,500				\$ 38,500	\$ 241,477
Wagner													
Peyser	\$ -	\$ 30,800	\$ 30,800	\$ 19,250		\$ 46,200	\$ 15,400	\$ 30,800	\$ 2,079,000			\$ 19,250	\$ 2,271,500
Dept. Rehab.	\$ 15,400	\$ 150,000	\$ 19,250					\$ 61,600				\$ 19,250	\$ 265,500
Comm. Coll.													
School Dist.				\$ 210,261				\$ 688,416				\$ 392,488	\$ 1,321,965
Senior CSEP			\$ 77,000			\$ 69,300	\$ 55,000	\$ 69,300	\$ 154,000	\$ 217,000		\$ 231,000	\$ 600,600
CSBG					\$ 24,200								\$ 296,200
County, DHHS						\$ 231,000							\$ 231,000
Private/Other	\$ 704,459	\$ 53,900	\$ 404,250	\$ 30,800	\$ 84,000	\$ 111,650	\$ 17,710	\$ 30,800	\$ 154,000		\$ 15,400	\$ 231,000	\$ 1,837,969
LIFEAP													
Total	\$ 2,406,582	\$ 1,327,533	\$ 2,399,486	\$ 1,054,609	\$ 530,755	\$ 3,286,447	\$ 1,427,684	\$ 1,881,501	\$ 3,096,000	\$ 1,177,233	\$ 1,195,193	\$ 2,058,539	\$ 21,841,562
All Resources above are either cash or in-kind at the discretion of each required partner													
	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordov	South County	Total
Lease Ends	none	none	9/30/2014	6/30/2013	none	10/31/2015	none	none	none	none	1/7/2013	none	
Square Feet	7,775	6423	9299	3990		16,106	3000	8000	11824	3000	4723	4000	78,140
Annual Cost	N/A	N/A	\$149,806.89	\$64,797.60	N/A	\$233,859.12	N/A	N/A	N/A	N/A	\$92,092.80	N/A	\$540,552.1

* 1FTE Wages/Fringe = \$77,000

Los Rios Community College District

MEMORANDUM OF UNDERSTANDING

I. Preamble.

In accordance with the Workforce Investment Act of 1998, Section 121 (c), this Memorandum of Understanding (MOU) between Sacramento Works, Inc., the Local Workforce Investment Board, (hereinafter "SWI") and each of the Sacramento Works One-Stop Career Center Partners (hereinafter "SWCCP") sets forth the agreement between SWI and the SWCCPs concerning the operation of the One-Stop Delivery System in the Sacramento Workforce Investment Area pursuant to the provisions of the Workforce Investment Act of 1998, Public Law 105-220 (hereinafter the "Act"), as amended from time to time.

Whereas, beginning July 1, 2008 SWI's Career Centers will be participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU SWCCPs shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. SWCCPs shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

This MOU reflects the agreement of SWI and the SWCCPs concerning:

(i) The services to be provided through the SWI One-Stop System as outlined in the SWI Integrated Service Delivery Initiative Local Plan (located at www.seta.net), which is incorporated herein by reference and made a part hereof;

- (ii) Ongoing participation in planning workgroups including, but not limited to, those that are a part of the Integration Learning Lab;
- (iii) Ongoing participation in testing a variety of approaches to achieve integrated service delivery and continually improve the joint delivery of services to customers of the One-Stop Delivery System;
- (iv) Funding the costs of such services and operating costs of the System ;
- (v) Methods for referring individuals between the One Stop Operator and the SWCCPs for appropriate services and activities;
- (vi) The duration of the MOU and procedures for amending the MOU during its term ; and
- (vii) Other provisions consistent with the requirements of the Act, as the parties to this MOU may from time to time agree.

II. Services Provided.

The three functional service areas as described in SWI's Integrated Service Delivery Initiative Local Plan (consisting of Talent Engagement, Talent Development, and Talent Marketing) shall be provided by the One-Stop Operator or may be provided through contracts with independent service providers.

A listing of eligible training service providers, pursuant to Section 122 (e) of the Act, shall be provided as a part of the Talent Development services available at each One-Stop Center.

Access/referral to services shall be consistent with the Sacramento Employment and Training Agency's (SETA's) WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

III. Costs.

Costs of services and operations of the One-Stop Delivery System will be funded, in accordance with the provisions of the Local Plan. To the extent SWI solicits or accepts grants and donations from sources other than federal funds made available under the Act, such funds may from time to time be used to fund the services and operating costs of the One-Stop Delivery System in this local area at the sole discretion of SWI.

To the extent funds become available from other programs or activities as described in Section 121(b)(1)(B), which could be used to pay for the costs of

such services and the operating costs of the One-Stop Delivery System, such funds shall be allocated pursuant to separate written agreements.

To the extent SWCCPs financially contribute to the funding of the One-Stop Delivery System, the allocation of their costs to the provision of services or operating costs of the One-Stop Delivery System shall be made in accordance with the terms of a separate written Resource Allocation Agreement, negotiated between SWI and the affected SWCCP and generally in the form of Exhibit A, attached hereto and made a part hereof.

IV. Joint Responsibilities.

A. Universal Access. The parties agree universal access is a critical One-Stop Delivery System requirement. This includes ensuring Resource Room access to all customers, including those with special needs such as literacy deficits, physical and/or learning disabilities, limited English speakers, and others with economic or geographic barriers to service or employment.

B. Shared Technology and Systems Infrastructure.

1. Shared Technology: The parties agree to the principles of common reporting and shared information through electronic One-Stop Delivery System concepts and mechanisms, including shared technology.

2. Information Exchange: The parties endorse technology through the use of JTA and SMARTware systems provided by SETA as critical tools for facilitating all aspects of information exchange, including reporting, management information systems (MIS), data collection, referral services, common case management, participant and service tracking, and the provision of overall seamless service.

3. System Security and Confidentiality: System Security provisions shall be agreed upon by all parties and memorialized in a separate written Information Security and Access Agreement, which will be signed by the individuals using the system.

C. Capacity Building.

1. The parties to this MOU agree to maintain a high level of professional standards related to both One-Stop Delivery System staff competencies and protocols as well as a professional environment for participants and other customers of the centers.

2. As with all aspects of joint planning, capacity-building efforts shall be examined in the context of adaptability to needed change, customer service, and continuous improvement.

3. The parties agree to work continuously to ensure collaboration with State and regional efforts to provide service delivery responsive to identified building needs.

D. Marketing. The parties to this MOU agree to use a collaborative marketing strategy informing job seekers, employed individuals, employers, and the community at large about the services available through the SWI One-Stop Delivery System.

E. Site Supervision.

1. All employees (including State employees) who are located at SWI One-Stop Centers shall remain under the supervision of their employer of record for purposes of compensation, benefits, collective bargaining, performance evaluation, and other matters concerning civil service rights and responsibilities. If work-related issues arise between employees of the State, County, or other partner agencies and operators or supervisors of other partners or the One-Stop Centers, the operator or other supervisor shall refer such issues to the employee's departmental supervisor. Issues concerning State employees shall be referred to the employee's civil service supervisor.
2. Parties to the MOU recognize that there are a number of practices and philosophies related to broad-based agency practices as well as day-to-day One-Stop site supervision which differ between the parties and are negotiated as a result of implementing operations. Local factors among the SWCCP's organization include:
 - a. Differing pay scales for similar positions.
 - b. Differing functions for similar classifications from different agencies.
 - c. Off-site supervisors versus site-based supervisors at the One-Stop Center.
 - d. Union versus Non-union employees in similar classifications on-site.
 - e. Hours of operation, including possible evening and weekend hours.
 - f. Varied holiday schedules.
 - g. Sharing of space, equipment, information, and materials.
 - h. Employee safety and security of the workplace.

F. Referral Process. Parties to this MOU agree to use a common intake and referral system and to use standardized intake and referral forms. Parties agree to cross-refer customers to SWCCP programs/services and to cross-train staff on the services of each SWCCP and the spectrum of related services available through respective agencies. The referral of individuals between the One-Stop Operator and the SWCCPs for the appropriate services and activities

shall be consistent with the SETA WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

V. Duration of Memorandum.

The term of this MOU shall be a period of one year from the date of execution. The MOU shall automatically renew for successive one-year terms, unless SWI or any SWCCP gives written notice of intent not to renew at least ninety (90) days prior to the expiration date of the current MOU, or any extension thereof.

This MOU may be amended by written notice signed by all parties to the MOU.

VI. Termination. Any party to this MOU may terminate this MOU by providing thirty (30) days written notice of such intent to terminate to the other parties to this MOU.

VII. Dispute Resolution.

1. Parties to this MOU shall continue to perform their responsibilities under this MOU during any dispute. Disputes shall be resolved in a timely manner, directly involving the parties to the dispute. The parties shall try to resolve policy or practice disputes informally and at the lowest level, starting with the site coordinator and staff.

2. Any party to this MOU may call a meeting of all One-Stop Partners to discuss and resolve disputes. Should those resolution efforts fail, the dispute shall be referred to the Chair of SWI, who will place the dispute on the agenda of the next regular or special meeting of the SWI. Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

VIII. Hold Harmless. Each party to this MOU agrees to indemnify, defend and hold harmless the other parties, their officers, agents, employees and volunteers from any and all claims, lawsuits, causes of action, damages, fees or costs arising out of or resulting from the acts, errors, omissions, negligence or misconduct of the party, its officers, agents, employees and volunteers.

IX. Nondiscrimination. Parties to this MOU shall not unlawfully discriminate or harass any employee, applicant or participant due to gender, race, color, ancestry, religion, national origin, disability, sexual orientation, medical conditions, age or marital status. The parties shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 *et seq.*) and related applicable regulations. Parties to this MOU shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement. Parties to this MOU shall include such nondiscrimination and compliance provisions as set forth in this clause in all related subcontracts and financial agreements.

X. Americans with Disabilities. Parties to this MOU shall also comply with the Americans With Disabilities Act of 1990 .

XI. Governing Law. This MOU is governed and shall be interpreted in accordance with the laws of the State of California, State WIA enabling legislation and the Workforce Investment Act of 1998.

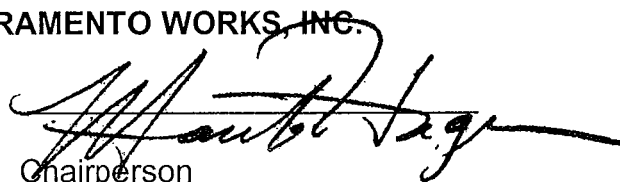
XII. Unenforceable Provisions. In the event any provision of this MOU is held to be unenforceable then the parties agree that all other provisions of this MOU shall remain in full force and effect.

XIII. No Partnership. The undersigned are not entering into a partnership, joint venture or other business entity by virtue of this MOU. In all matters covered under this MOU, each of the parties hereto acts as an independent party and is neither a partner, agent, nor employee of the other.

XIV. Execution in Counterpart. This MOU may be executed in counterpart, but all counterparts shall be considered but one MOU. Execution of any counterpart by an SWCCP shall be delivered to SWI, which shall provide an executed copy of each counterpart to every SWCCP who executes this MOU. By executing a counterpart, each party to the MOU acknowledges that this MOU accurately reflects such party's understanding and authorizes distribution of a copy of such executed counterpart to any other party signatory to this MOU.

SACRAMENTO WORKS, INC.

By:

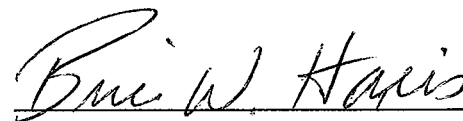


Its: Chairperson

Dated: _____

LOS RIOS COMMUNITY COLLEGE DISTRICT

By:



Brice W. Harris

Its: Chancellor

Dated: January 22, 2010

EXHIBIT A TO MOU**Resource Allocation Agreement**

I. Preamble. In accordance with Section III of the Memorandum of Understanding (hereafter "MOU") between Sacramento Works, Inc., (hereafter "SWI") and each of the signatory Sacramento Works Career Center Partners (hereafter "SWCCPs"), this document shall serve as the Resource Allocation Agreement (hereafter "RAA") between SWI and the undersigned SWCCP.

This RAA provides for an agreed method of determination of the SWCCP's fair share of the operating costs of SWI's One-Stop Delivery System based on the amount of use of the One-Stop Delivery System attributable to the undersigned SWCCP's program.

This RAA includes the following elements:

a) The Sacramento Works Career Center (SWCC) Annual Operational Cost Summary, incorporated herein by reference and made a part hereof, which reflects all One-Stop Centers costs and SWCCP funding sources (programs) that make up the One-Stop Delivery System in the Sacramento Workforce Investment Area.

This Agreement is conditioned on the following representations:

- a) Each SWCCP is responsible for contributing to the operation of the One-Stop Delivery System based on its proportionate use.
- b) The One-Stop Delivery System cannot deviate from existing federal, state, or local regulations. Costs which are prohibited by a funding source (federal, state or local) may not be paid or used as offsets under a pooled cost agreement.

II. Contribution Rate.

The undersigned SWCCP shall pay for its allocated share of One- Stop Center costs as reflected in the SWCC Annual Operational Cost Summary.

III. Audit.

1. This RAA brings together the resources of separate funding streams and programs. This RAA is subject to generally accepted accounting principals and to the audit provisions of the respective funding streams as is appropriate.

2. The Bureau of State Audits, the Governing Board of the Sacramento Employment and Training Agency, SWI and other parties as appropriate or their designated representatives shall have the right to review and copy any records and supporting documentation pertaining to performance under this RAA. Parties agree to maintain such records for a minimum of three (3) years unless differing periods are stipulated by impacted funding sources. Auditors will be allowed access to such information or records during normal business hours. Parties agree to include similar audit provisions in any related contract, subcontract or other financial agreement.

SWCC - Operational Costs Summary - 2012/2013

	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Staffing *													
W/A Staff	0.5	3	9.2	6	0	18	1	0.5	7	2.4	10.6	3	61.20
DHA staff			7	2.5		12		1				1	23.50
EDD staff		0.4	0.4	0.25		0.6	0.2	0.4	27	6		0.25	35.50
DHHS staff						3							3.00
Others	12.15	8.75	10.5	0.4	6	3.85	14.73	10.1	4		1.2	14.75	86.43
Total FTE	12.65	12.15	27.1	9.15	6	37.45	15.93	12	38	8.4	11.8	19	209.63
Funding													
W/A Title	\$ 1,222,514	\$ 985,033	\$ 1,257,047	\$ 581,798	\$ 422,555	\$ 1,787,367	\$ 1,003,766	\$ 846,585	\$ 709,000	\$ 455,055	\$ 1,179,793	\$ 1,060,051	\$ 11,500,564
1/SETA													\$ -
Job Corps													\$ -
CalWORKS	\$ 376,732		\$ 611,139	\$ 212,500		\$ 1,040,930	\$ 335,808	\$ 115,500		\$ 505,178		\$ 77,000	\$ 3,274,787
Refugee	\$ 87,477	\$ 77,000						\$ 38,500				\$ 38,500	\$ 241,477
Wagner													
Peyster	\$ -	\$ 30,800	\$ 30,800	\$ 19,250		\$ 46,200	\$ 15,400	\$ 30,800	\$ 2,079,000			\$ 19,250	\$ 2,271,500
Dept. Rehab.	\$ 15,400	\$ 150,000	\$ 19,250					\$ 61,600				\$ 19,250	\$ 265,500
Comm. Coll.													\$ -
School Dist.		\$ 30,800		\$ 210,261				\$ 688,416				\$ 392,488	\$ 1,321,965
Senior CSEP			\$ 77,000			\$ 69,300		\$ 69,300	\$ 154,000			\$ 231,000	\$ 600,600
CSBG					\$ 24,200		\$55,000			\$ 217,000			\$ 296,200
County, DHHS					\$ 231,000								\$ 231,000
Private/Other	\$ 704,459	\$ 53,900	\$ 404,250	\$ 30,800	\$ 84,000	\$ 111,650	\$ 17,710	\$ 30,800	\$ 154,000		\$ 15,400	\$ 231,000	\$ 1,837,969
LIHEAP													\$ -
Total	\$ 2,406,582	\$ 1,327,533	\$ 2,399,486	\$ 1,054,609	\$ 530,755	\$ 3,286,447	\$ 1,427,684	\$ 1,881,501	\$ 3,096,000	\$ 1,177,233	\$ 1,195,193	\$ 2,058,539	\$ 21,841,562
All Resources above are either cash or in-kind at the discretion of each required partner													
	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Lease Ends	none	none	9/30/2014	6/30/2013	none	10/31/2015	none	none	none	none	1/7/2013	none	
Square Feet	7,775	6423	9299	3990	16,106	11824	8000	11824	4723	3000	4723	4000	78,140
Annual Cost	N/A	N/A	\$149,806.89	\$64,797.60	N/A	\$233,859.12	N/A	N/A	N/A	N/A	\$92,092.80	N/A	\$540,556.41

* 1FTE Wages/Fringe = \$77,000

Sacramento City Unified School District

MEMORANDUM OF UNDERSTANDING

I. Preamble.

In accordance with the Workforce Investment Act of 1998, Section 121 (c), this Memorandum of Understanding (MOU) between Sacramento Works, Inc., the Local Workforce Investment Board, (hereinafter "SWI") and each of the Sacramento Works One-Stop Career Center Partners (hereinafter "SWCCP") sets forth the agreement between SWI and the SWCCPs concerning the operation of the One-Stop Delivery System in the Sacramento Workforce Investment Area pursuant to the provisions of the Workforce Investment Act of 1998, Public Law 105-220 (hereinafter the "Act"), as amended from time to time.

Whereas, beginning July 1, 2008 SWI's Career Centers will be participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU SWCCPs shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. SWCCPs shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

This MOU reflects the agreement of SWI and the SWCCPs concerning:

(i) The services to be provided through the SWI One-Stop System as outlined in the SWI Integrated Service Delivery Initiative Local Plan (located at www.seta.net), which is incorporated herein by reference and made a part hereof;

(ii) Ongoing participation in planning workgroups including, but not limited to, those that are a part of the Integration Learning Lab;

(iii) Ongoing participation in testing a variety of approaches to achieve integrated service delivery and continually improve the joint delivery of services to customers of the One-Stop Delivery System;

(iv) Funding the costs of such services and operating costs of the System ;

(v) Methods for referring individuals between the One Stop Operator and the SWCCPs for appropriate services and activities;

(vi) The duration of the MOU and procedures for amending the MOU during its term ; and

(vii) Other provisions consistent with the requirements of the Act, as the parties to this MOU may from time to time agree.

II. Services Provided.

The three functional service areas as described in SWI's Integrated Service Delivery Initiative Local Plan (consisting of Talent Engagement, Talent Development, and Talent Marketing) shall be provided by the One-Stop Operator or may be provided through contracts with independent service providers.

A listing of eligible training service providers, pursuant to Section 122 (e) of the Act, shall be provided as a part of the Talent Development services available at each One-Stop Center.

Access/referral to services shall be consistent with the Sacramento Employment and Training Agency's (SETA's) WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

III. Costs.

Costs of services and operations of the One-Stop Delivery System will be funded, in accordance with the provisions of the Local Plan. To the extent SWI solicits or accepts grants and donations from sources other than federal funds made available under the Act, such funds may from time to time be used to fund the services and operating costs of the One-Stop Delivery System in this local area at the sole discretion of SWI.

To the extent funds become available from other programs or activities as described in Section 121(b)(1)(B), which could be used to pay for the costs of

such services and the operating costs of the One-Stop Delivery System, such funds shall be allocated pursuant to separate written agreements.

To the extent SWCCPs financially contribute to the funding of the One-Stop Delivery System, the allocation of their costs to the provision of services or operating costs of the One-Stop Delivery System shall be made in accordance with the terms of a separate written Resource Allocation Agreement, negotiated between SWI and the affected SWCCP and generally in the form of Exhibit A, attached hereto and made a part hereof.

IV. Joint Responsibilities.

A. Universal Access. The parties agree universal access is a critical One-Stop Delivery System requirement. This includes ensuring Resource Room access to all customers, including those with special needs such as literacy deficits, physical and/or learning disabilities, limited English speakers, and others with economic or geographic barriers to service or employment.

B. Shared Technology and Systems Infrastructure.

1. Shared Technology: The parties agree to the principles of common reporting and shared information through electronic One-Stop Delivery System concepts and mechanisms, including shared technology.

2. Information Exchange: The parties endorse technology through the use of JTA and SMARTware systems provided by SETA as critical tools for facilitating all aspects of information exchange, including reporting, management information systems (MIS), data collection, referral services, common case management, participant and service tracking, and the provision of overall seamless service.

3. System Security and Confidentiality: System Security provisions shall be agreed upon by all parties and memorialized in a separate written Information Security and Access Agreement, which will be signed by the individuals using the system.

C. Capacity Building.

1. The parties to this MOU agree to maintain a high level of professional standards related to both One-Stop Delivery System staff competencies and protocols as well as a professional environment for participants and other customers of the centers.

2. As with all aspects of joint planning, capacity-building efforts shall be examined in the context of adaptability to needed change, customer service, and continuous improvement.

3. The parties agree to work continuously to ensure collaboration with State and regional efforts to provide service delivery responsive to identified building needs.

D. Marketing. The parties to this MOU agree to use a collaborative marketing strategy informing job seekers, employed individuals, employers, and the community at large about the services available through the SWI One-Stop Delivery System.

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1. All employees (including State employees) who are located at SWI One-Stop Centers shall remain under the supervision of their employer of record for purposes of compensation, benefits, collective bargaining, performance evaluation, and other matters concerning civil service rights and responsibilities. If work-related issues arise between employees of the State, County, or other partner agencies and operators or supervisors of other partners or the One-Stop Centers, the operator or other supervisor shall refer such issues to the employee's departmental supervisor. Issues concerning State employees shall be referred to the employee's civil service supervisor.
2. Parties to the MOU recognize that there are a number of practices and philosophies related to broad-based agency practices as well as day-to-day One-Stop site supervision which differ between the parties and are negotiated as a result of implementing operations. Local factors among the SWCCP's organization include:
 - a. Differing pay scales for similar positions.
 - b. Differing functions for similar classifications from different agencies.
 - c. Off-site supervisors versus site-based supervisors at the One-Stop Center.
 - d. Union versus Non-union employees in similar classifications on-site.
 - e. Hours of operation, including possible evening and weekend hours.
 - f. Varied holiday schedules.
 - g. Sharing of space, equipment, information, and materials.
 - h. Employee safety and security of the workplace.

F. Referral Process. Parties to this MOU agree to use a common intake and referral system and to use standardized intake and referral forms. Parties agree to cross-refer customers to SWCCP programs/services and to cross-train staff on the services of each SWCCP and the spectrum of related services available through respective agencies. The referral of individuals between the One-Stop Operator and the SWCCPs for the appropriate services and activities

shall be consistent with the SETA WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

V. Duration of Memorandum.

The term of this MOU shall be a period of one year from the date of execution. The MOU shall automatically renew for successive one-year terms, unless SWI or any SWCCP gives written notice of intent not to renew at least ninety (90) days prior to the expiration date of the current MOU, or any extension thereof.

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1. Parties to this MOU shall continue to perform their responsibilities under this MOU during any dispute. Disputes shall be resolved in a timely manner, directly involving the parties to the dispute. The parties shall try to resolve policy or practice disputes informally and at the lowest level, starting with the site coordinator and staff.

2. Any party to this MOU may call a meeting of all One-Stop Partners to discuss and resolve disputes. Should those resolution efforts fail, the dispute shall be referred to the Chair of SWI, who will place the dispute on the agenda of the next regular or special meeting of the SWI Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

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IX. Nondiscrimination. Parties to this MOU shall not unlawfully discriminate or harass any employee, applicant or participant due to gender, race, color, ancestry, religion, national origin, disability, sexual orientation, medical conditions, age or marital status. The parties shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 *et seq.*) and related applicable regulations. Parties to this MOU shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement. Parties to this MOU shall include such nondiscrimination and compliance provisions as set forth in this clause in all related subcontracts and financial agreements.

X. Americans with Disabilities. Parties to this MOU shall also comply with the Americans With Disabilities Act of 1990 .

XI. Governing Law. This MOU is governed and shall be interpreted in accordance with the laws of the State of California, State WIA enabling legislation and the Workforce Investment Act of 1998.

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X Dated: 11-17-08

SACRAMENTO WORKS, INC.

By: [Signature]
Its: Chairperson

X Dated: 8-26-08

Sacramento City Unified
School District
X Charles Jones Skuls & Business
Legal Name of Party (One-Stop Partner) Education
Center

X Phancy Compton
Signature (Authorized Representative)

X Principal
Title

Resource Allocation Agreement

I. Preamble. In accordance with Section III of the Memorandum of Understanding (hereafter "MOU") between Sacramento Works, Inc., (hereafter "SWI") and each of the signatory Sacramento Works Career Center Partners (hereafter "SWCCPs"), this document shall serve as the Resource Allocation Agreement (hereafter "RAA") between SWI and the undersigned SWCCP.

This RAA provides for an agreed method of determination of the SWCCP's fair share of the operating costs of SWI's One-Stop Delivery System based on the amount of use of the One-Stop Delivery System attributable to the undersigned SWCCP's program.

This RAA includes the following elements:

a) The Sacramento Works Career Center (SWCC) Annual Operational Cost Summary, incorporated herein by reference and made a part hereof, which reflects all One-Stop Centers costs and SWCCP funding sources (programs) that make up the One-Stop Delivery System in the Sacramento Workforce Investment Area.

This Agreement is conditioned on the following representations:

- a) Each SWCCP is responsible for contributing to the operation of the One-Stop Delivery System based on its proportionate use.
- b) The One-Stop Delivery System cannot deviate from existing federal, state, or local regulations. Costs which are prohibited by a funding source (federal, state or local) may not be paid or used as offsets under a pooled cost agreement.

II. Contribution Rate.

The undersigned SWCCP shall pay for its allocated share of One- Stop Center costs as reflected in the SWCC Annual Operational Cost Summary.

III. Audit.

1. This RAA brings together the resources of separate funding streams and programs. This RAA is subject to generally accepted accounting principals and to the audit provisions of the respective funding streams as is appropriate.

2. The Bureau of State Audits, the Governing Board of the Sacramento Employment and Training Agency, SWI and other parties as appropriate or their designated representatives shall have the right to review and copy any records and supporting documentation pertaining to performance under this RAA. Parties agree to maintain such records for a minimum of three (3) years unless differing periods are stipulated by impacted funding sources. Auditors will be allowed access to such information or records during normal business hours. Parties agree to include similar audit provisions in any related contract, subcontract or other financial agreement.

SWCC - Operational Costs Summary - 2012/2013

	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cord	South County	Total
Staffing *													
WIA Staff	0.5	3	9.2	6	0	18	1	0.5	7	2.4	10.6	3	61.20
DHA staff		0.4	7	2.5		12		1				1	23.50
EDD staff			0.4	0.25		0.6	0.2	0.4	27	6		0.25	35.50
DHHS staff						3							3.00
Others	12.15	8.75	10.5	0.4	6	3.85	14.73	10.1	4		1.2	14.75	86.43
Total FTE	12.65	12.15	27.1	9.15	6	37.45	15.93	12	38	8.4	11.8	19	209.63
Funding													
WIA Title													
1/SETA	\$ 1,222,514	\$ 985,033	\$ 1,257,047	\$ 581,798	\$ 422,555	\$ 1,787,367	\$ 1,003,766	\$ 846,585	\$ 709,000	\$ 455,055	\$ 1,179,793	\$ 1,050,051	\$ 11,500,564
Job Corps													\$ -
CalWORKS	\$ 376,732		\$ 611,139	\$ 212,500		\$ 1,040,930	\$ 335,808	\$ 115,500		\$ 505,178		\$ 77,000	\$ 3,274,787
Refugee	\$ 87,477	\$ 77,000						\$ 38,500				\$ 38,500	\$ 241,477
Wagner													
Peyser	\$ -	\$ 30,800	\$ 30,800	\$ 19,250		\$ 46,200	\$ 15,400	\$ 30,800	\$ 2,079,000			\$ 19,250	\$ 2,271,500
Dept. Rehab.	\$ 15,400	\$ 150,000	\$ 19,250					\$ 61,600				\$ 19,250	\$ 265,500
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All Resources above are either cash or in-kind at the discretion of each required partner													
	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Lease Ends	none	none	9/30/2014	6/30/2013	none	10/31/2015	none	none	none	none	1/7/2013	none	
Square Feet	7,775	6,423	9299	3990	16,106	3000	3000	8000	11824	3000	4723	4000	78,140
Annual Cost	N/A	N/A	\$149,806.99	\$64,797.60	N/A	\$233,859.12	N/A	N/A	N/A	N/A	\$92,092.80	N/A	\$540,556.41

* 1FTE Wages/Fringe = \$77,000

Sacramento County Department of Human
Assistance

MEMORANDUM OF UNDERSTANDING

I. Preamble.

In accordance with the Workforce Investment Act of 1998, Section 121 (c), this Memorandum of Understanding (MOU) between Sacramento Works, Inc., the Local Workforce Investment Board, (hereinafter "SWI") and each of the Sacramento Works One-Stop Career Center Partners (hereinafter "SWCCP") sets forth the agreement between SWI and the SWCCPs concerning the operation of the One-Stop Delivery System in the Sacramento Workforce Investment Area pursuant to the provisions of the Workforce Investment Act of 1998, Public Law 105-220 (hereinafter the "Act"), as amended from time to time.

Whereas, beginning July 1, 2008 SWI's Career Centers will be participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU SWCCPs shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. SWCCPs shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

This MOU reflects the agreement of SWI and the SWCCPs concerning:

(i) The services to be provided through the SWI One-Stop System as outlined in the SWI Integrated Service Delivery Initiative Local Plan (located at www.seta.net), which is incorporated herein by reference and made a part hereof;

(ii) Ongoing participation in planning workgroups including, but not limited to, those that are a part of the Integration Learning Lab;

(iii) Ongoing participation in testing a variety of approaches to achieve integrated service delivery and continually improve the joint delivery of services to customers of the One-Stop Delivery System;

(iv) Funding the costs of such services and operating costs of the System ;

(v) Methods for referring individuals between the One Stop Operator and the SWCCPs for appropriate services and activities;

(vi) The duration of the MOU and procedures for amending the MOU during its term ; and

(vii) Other provisions consistent with the requirements of the Act, as the parties to this MOU may from time to time agree.

II. Services Provided.

The three functional service areas as described in SWI's Integrated Service Delivery Initiative Local Plan (consisting of Talent Engagement, Talent Development, and Talent Marketing) shall be provided by the One-Stop Operator or may be provided through contracts with independent service providers.

A listing of eligible training service providers, pursuant to Section 122 (e) of the Act, shall be provided as a part of the Talent Development services available at each One-Stop Center.

Access/referral to services shall be consistent with the Sacramento Employment and Training Agency's (SETA's) WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

III. Costs.

Costs of services and operations of the One-Stop Delivery System will be funded, in accordance with the provisions of the Local Plan. To the extent SWI solicits or accepts grants and donations from sources other than federal funds made available under the Act, such funds may from time to time be used to fund the services and operating costs of the One-Stop Delivery System in this local area at the sole discretion of SWI.

To the extent funds become available from other programs or activities as described in Section 121(b)(1)(B), which could be used to pay for the costs of

such services and the operating costs of the One-Stop Delivery System, such funds shall be allocated pursuant to separate written agreements.

To the extent SWCCPs financially contribute to the funding of the One-Stop Delivery System, the allocation of their costs to the provision of services or operating costs of the One-Stop Delivery System shall be made in accordance with the terms of a separate written Resource Allocation Agreement, negotiated between SWI and the affected SWCCP and generally in the form of Exhibit A, attached hereto and made a part hereof.

IV. Joint Responsibilities.

A. Universal Access. The parties agree universal access is a critical One-Stop Delivery System requirement. This includes ensuring Resource Room access to all customers, including those with special needs such as literacy deficits, physical and/or learning disabilities, limited English speakers, and others with economic or geographic barriers to service or employment.

B. Shared Technology and Systems Infrastructure.

1. Shared Technology: The parties agree to the principles of common reporting and shared information through electronic One-Stop Delivery System concepts and mechanisms, including shared technology.

2. Information Exchange: The parties endorse technology through the use of JTA and SMARTware systems provided by SETA as critical tools for facilitating all aspects of information exchange, including reporting, management information systems (MIS), data collection, referral services, common case management, participant and service tracking, and the provision of overall seamless service.

3. System Security and Confidentiality: System Security provisions shall be agreed upon by all parties and memorialized in a separate written Information Security and Access Agreement, which will be signed by the individuals using the system.

C. Capacity Building.

1. The parties to this MOU agree to maintain a high level of professional standards related to both One-Stop Delivery System staff competencies and protocols as well as a professional environment for participants and other customers of the centers.

2. As with all aspects of joint planning, capacity-building efforts shall be examined in the context of adaptability to needed change, customer service, and continuous improvement.

3. The parties agree to work continuously to ensure collaboration with State and regional efforts to provide service delivery responsive to identified building needs.

D. Marketing. The parties to this MOU agree to use a collaborative marketing strategy informing job seekers, employed individuals, employers, and the community at large about the services available through the SWI One-Stop Delivery System.

E. Site Supervision.

1. All employees (including State employees) who are located at SWI One-Stop Centers shall remain under the supervision of their employer of record for purposes of compensation, benefits, collective bargaining, performance evaluation, and other matters concerning civil service rights and responsibilities. If work-related issues arise between employees of the State, County, or other partner agencies and operators or supervisors of other partners or the One-Stop Centers, the operator or other supervisor shall refer such issues to the employee's departmental supervisor. Issues concerning State employees shall be referred to the employee's civil service supervisor.
2. Parties to the MOU recognize that there are a number of practices and philosophies related to broad-based agency practices as well as day-to-day One-Stop site supervision which differ between the parties and are negotiated as a result of implementing operations. Local factors among the SWCCP's organization include:
 - a. Differing pay scales for similar positions.
 - b. Differing functions for similar classifications from different agencies .
 - c. Off-site supervisors versus site-based supervisors at the One-Stop Center.
 - d. Union versus Non-union employees in similar classifications on-site.
 - e. Hours of operation, including possible evening and weekend hours.
 - f. Varied holiday schedules.
 - g. Sharing of space, equipment, information, and materials.
 - h. Employee safety and security of the workplace.

F. Referral Process. Parties to this MOU agree to use a common intake and referral system and to use standardized intake and referral forms. Parties agree to cross-refer customers to SWCCP programs/services and to cross-train staff on the services of each SWCCP and the spectrum of related services available through respective agencies. The referral of individuals between the One-Stop Operator and the SWCCPs for the appropriate services and activities

shall be consistent with the SETA WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

V. Duration of Memorandum.

The term of this MOU shall be a period of one year from the date of execution. The MOU shall automatically renew for successive one-year terms, unless SWI or any SWCCP gives written notice of intent not to renew at least ninety (90) days prior to the expiration date of the current MOU, or any extension thereof.

This MOU may be amended by written notice signed by all parties to the MOU.

VI. Termination. Any party to this MOU may terminate this MOU by providing thirty (30) days written notice of such intent to terminate to the other parties to this MOU.

VII. Dispute Resolution.

1. Parties to this MOU shall continue to perform their responsibilities under this MOU during any dispute. Disputes shall be resolved in a timely manner, directly involving the parties to the dispute. The parties shall try to resolve policy or practice disputes informally and at the lowest level, starting with the site coordinator and staff.

2. Any party to this MOU may call a meeting of all One-Stop Partners to discuss and resolve disputes. Should those resolution efforts fail, the dispute shall be referred to the Chair of SWI, who will place the dispute on the agenda of the next regular or special meeting of the SWI. Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

VIII. Hold Harmless. Each party to this MOU agrees to indemnify, defend and hold harmless the other parties, their officers, agents, employees and volunteers from any and all claims, lawsuits, causes of action, damages, fees or costs arising out of or resulting from the acts, errors, omissions, negligence or misconduct of the party, its officers, agents, employees and volunteers.

IX. Nondiscrimination. Parties to this MOU shall not unlawfully discriminate or harass any employee, applicant or participant due to gender, race, color, ancestry, religion, national origin, disability, sexual orientation, medical conditions, age or marital status. The parties shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 *et seq.*) and related applicable regulations. Parties to this MOU shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement. Parties to this MOU shall include such nondiscrimination and compliance provisions as set forth in this clause in all related subcontracts and financial agreements.

X. **Americans with Disabilities.** Parties to this MOU shall also comply with the Americans With Disabilities Act of 1990 .

XI. **Governing Law.** This MOU is governed and shall be interpreted in accordance with the laws of the State of California, State WIA enabling legislation and the Workforce Investment Act of 1998.

XII. **Unenforceable Provisions.** In the event any provision of this MOU is held to be unenforceable then the parties agree that all other provisions of this MOU shall remain in full force and effect.

XIII. **No Partnership.** The undersigned are not entering into a partnership, joint venture or other business entity by virtue of this MOU. In all matters covered under this MOU, each of the parties hereto acts as an independent party and is neither a partner, agent, nor employee of the other.

XIV. **Execution in Counterpart.** This MOU may be executed in counterpart, but all counterparts shall be considered but one MOU. Execution of any counterpart by an SWCCP shall be delivered to SWI, which shall provide an executed copy of each counterpart to every SWCCP who executes this MOU. By executing a counterpart, each party to the MOU acknowledges that this MOU accurately reflects such party's understanding and authorizes distribution of a copy of such executed counterpart to any other party signatory to this MOU.

Dated: 5/28/09

SACRAMENTO WORKS, INC.
By: [Signature]
Its: Chairperson

X Dated: 5/28/09

X SACRAMENTO COUNTY DEPT. OF HUMAN ASSISTANCE
Legal Name of Party (One-Stop Partner)
X [Signature]
Signature (Authorized Representative)
X Director
Title

EXHIBIT A TO MOU**Resource Allocation Agreement**

I. Preamble. In accordance with Section III of the Memorandum of Understanding (hereafter "MOU") between Sacramento Works, Inc., (hereafter "SWI") and each of the signatory Sacramento Works Career Center Partners (hereafter "SWCCPs"), this document shall serve as the Resource Allocation Agreement (hereafter "RAA") between SWI and the undersigned SWCCP.

This RAA provides for an agreed method of determination of the SWCCP's fair share of the operating costs of SWI's One-Stop Delivery System based on the amount of use of the One-Stop Delivery System attributable to the undersigned SWCCP's program.

This RAA includes the following elements:

a) The Sacramento Works Career Center (SWCC) Annual Operational Cost Summary, incorporated herein by reference and made a part hereof, which reflects all One-Stop Centers costs and SWCCP funding sources (programs) that make up the One-Stop Delivery System in the Sacramento Workforce Investment Area.

This Agreement is conditioned on the following representations:

- a) Each SWCCP is responsible for contributing to the operation of the One-Stop Delivery System based on its proportionate use.
- b) The One-Stop Delivery System cannot deviate from existing federal, state, or local regulations. Costs which are prohibited by a funding source (federal, state or local) may not be paid or used as offsets under a pooled cost agreement.

II. Contribution Rate.

The undersigned SWCCP shall pay for its allocated share of One- Stop Center costs as reflected in the SWCC Annual Operational Cost Summary.

III. Audit.

1. This RAA brings together the resources of separate funding streams and programs. This RAA is subject to generally accepted accounting principals and to the audit provisions of the respective funding streams as is appropriate.

2. The Bureau of State Audits, the Governing Board of the Sacramento Employment and Training Agency, SWI and other parties as appropriate or their designated representatives shall have the right to review and copy any records and supporting documentation pertaining to performance under this RAA. Parties agree to maintain such records for a minimum of three (3) years unless differing periods are stipulated by impacted funding sources. Auditors will be allowed access to such information or records during normal business hours. Parties agree to include similar audit provisions in any related contract, subcontract or other financial agreement.

SWCC - Operational Costs Summary - 2012/2013

	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cord	South County	Total
Staffing *													
WIA Staff	0.5	3	9.2	6	0	18	1	0.5	7	2.4	10.6	3	61.20
DHA staff			7	2.5		12		1				1	23.50
EDD staff		0.4	0.4	0.25		0.6	0.2	0.4	27	6		0.25	35.50
DHHS staff						3							3.00
Others	12.15	8.75	10.5	0.4	6	3.85	14.73	10.1	4		1.2	14.75	86.43
Total FTE	12.65	12.15	27.1	9.15	6	37.45	15.93	12	38	8.4	11.8	19	209.63
Funding													
WIA Title													
1/SETA	\$ 1,222,514	\$ 985,033	\$ 1,257,047	\$ 581,798	\$ 422,555	\$ 1,787,367	\$ 1,003,766	\$ 846,585	\$ 709,000	\$ 455,055	\$ 1,179,793	\$ 1,050,051	\$ 11,500,564
Job Corps													
CalWORKS	\$ 376,732		\$ 611,139	\$ 212,500		\$ 1,040,930	\$ 335,808	\$ 115,500		\$ 505,178		\$ 77,000	\$ 3,274,787
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Dept. Rehab.	\$ 15,400	\$ 150,000	\$ 19,250					\$ 61,600				\$ 19,250	\$ 265,500
Comm. Coll.													
School Dist.				\$ 210,261				\$ 688,416				\$ 392,488	\$ 1,321,965
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LIHEAP													
Total	\$ 2,406,582	\$ 1,327,533	\$ 2,399,486	\$ 1,054,609	\$ 530,755	\$ 3,286,447	\$ 1,427,684	\$ 1,881,501	\$ 3,096,000	\$ 1,177,233	\$ 1,195,193	\$ 2,058,539	\$ 21,841,562
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Lease Ends	none	none	9/30/2014	6/30/2013	none	10/31/2015	none	none	none	none	1/7/2013	none	
Square Feet	7,775	6423	9299	3990	16,106	16,106	3000	8000	11824	3000	4723	4000	78,140
Annual Cost	N/A	N/A	\$149,806.89	\$64,797.60	N/A	\$233,859.12	N/A	N/A	N/A	N/A	\$92,092.80	N/A	\$540,566.41

* 1FTE Wages/Fringe = \$77,000

Sacramento County Office of Education

MEMORANDUM OF UNDERSTANDING

I. Preamble.

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- (iii) Ongoing participation in testing a variety of approaches to achieve integrated service delivery and continually improve the joint delivery of services to customers of the One-Stop Delivery System;
- (iv) Funding the costs of such services and operating costs of the System ;
- (v) Methods for referring individuals between the One Stop Operator and the SWCCPs for appropriate services and activities;
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II. Services Provided.

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A listing of eligible training service providers, pursuant to Section 122 (e) of the Act, shall be provided as a part of the Talent Development services available at each One-Stop Center.

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such services and the operating costs of the One-Stop Delivery System, such funds shall be allocated pursuant to separate written agreements.

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B. Shared Technology and Systems Infrastructure.

1. Shared Technology: The parties agree to the principles of common reporting and shared information through electronic One-Stop Delivery System concepts and mechanisms, including shared technology.

2. Information Exchange: The parties endorse technology through the use of JTA and SMARTware systems provided by SETA as critical tools for facilitating all aspects of information exchange, including reporting, management information systems (MIS), data collection, referral services, common case management, participant and service tracking, and the provision of overall seamless service.

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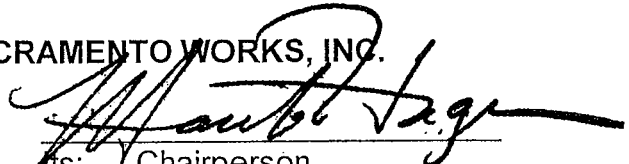
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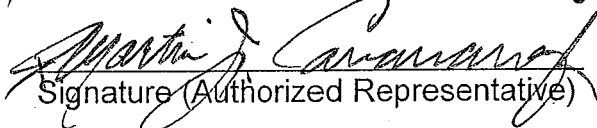
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XIII. No Partnership. The undersigned are not entering into a partnership, joint venture or other business entity by virtue of this MOU. In all matters covered under this MOU, each of the parties hereto acts as an independent party and is neither a partner, agent, nor employee of the other.

XIV. Execution in Counterpart. This MOU may be executed in counterpart, but all counterparts shall be considered but one MOU. Execution of any counterpart by an SWCCP shall be delivered to SWI, which shall provide an executed copy of each counterpart to every SWCCP who executes this MOU. By executing a counterpart, each party to the MOU acknowledges that this MOU accurately reflects such party's understanding and authorizes distribution of a copy of such executed counterpart to any other party signatory to this MOU.

SACRAMENTO WORKS, INC.
By: 
Its: Chairperson

Dated: 2-6-09

SACRAMENTO County Office of Educ.
Legal Name of Party (One-Stop Partner)

Signature (Authorized Representative)
 DEPUTY SUPERINTENDENT
Title

Dated: 12-18-2008

EXHIBIT A TO MOU**Resource Allocation Agreement**

I. Preamble. In accordance with Section III of the Memorandum of Understanding (hereafter "MOU") between Sacramento Works, Inc., (hereafter "SWI") and each of the signatory Sacramento Works Career Center Partners (hereafter "SWCCPs"), this document shall serve as the Resource Allocation Agreement (hereafter "RAA") between SWI and the undersigned SWCCP.

This RAA provides for an agreed method of determination of the SWCCP's fair share of the operating costs of SWI's One-Stop Delivery System based on the amount of use of the One-Stop Delivery System attributable to the undersigned SWCCP's program.

This RAA includes the following elements:

a) The Sacramento Works Career Center (SWCC) Annual Operational Cost Summary, incorporated herein by reference and made a part hereof, which reflects all One-Stop Centers costs and SWCCP funding sources (programs) that make up the One-Stop Delivery System in the Sacramento Workforce Investment Area.

This Agreement is conditioned on the following representations:

- a) Each SWCCP is responsible for contributing to the operation of the One-Stop Delivery System based on its proportionate use.
- b) The One-Stop Delivery System cannot deviate from existing federal, state, or local regulations. Costs which are prohibited by a funding source (federal, state or local) may not be paid or used as offsets under a pooled cost agreement.

II. Contribution Rate.

The undersigned SWCCP shall pay for its allocated share of One- Stop Center costs as reflected in the SWCC Annual Operational Cost Summary.

III. Audit.

1. This RAA brings together the resources of separate funding streams and programs. This RAA is subject to generally accepted accounting principals and to the audit provisions of the respective funding streams as is appropriate.

2. The Bureau of State Audits, the Governing Board of the Sacramento Employment and Training Agency, SWI and other parties as appropriate or their designated representatives shall have the right to review and copy any records and supporting documentation pertaining to performance under this RAA. Parties agree to maintain such records for a minimum of three (3) years unless differing periods are stipulated by impacted funding sources. Auditors will be allowed access to such information or records during normal business hours. Parties agree to include similar audit provisions in any related contract, subcontract or other financial agreement.

SWCC - Operational Costs Summary - 2012/2013

	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Staffing *													
WIA Staff	0.5	3	9.2	6	0	18	1	0.5	7	2.4	10.6	3	61.20
DHA staff			7	2.5		12		1				1	23.50
EDD staff		0.4	0.4	0.25		0.6	0.2	0.4	27	6		0.25	35.50
DHHS staff						3							3.00
Others	12.15	8.75	10.5	0.4	6	3.85	14.73	10.1	4		1.2	14.75	86.43
Total FTE	12.65	12.15	27.1	9.15	6	37.45	15.93	12	38	8.4	11.8	19	209.63
Funding													
WIA Title													
1/SETA	\$ 1,222,514	\$ 985,033	\$ 1,257,047	\$ 581,798	\$ 422,555	\$ 1,787,367	\$ 1,003,766	\$ 846,585	\$ 709,000	\$ 455,055	\$ 1,179,793	\$ 1,050,051	\$ 11,500,564
Job Corps													
CalWORKS	\$ 376,732		\$ 611,139	\$ 212,500		\$ 1,040,930	\$ 335,808	\$ 115,500		\$ 505,178		\$ 77,000	\$ 3,274,787
Refugee	\$ 87,477	\$ 77,000						\$ 38,500				\$ 38,500	\$ 241,477
Wagner													
Peyser	\$ -	\$ 30,800	\$ 30,800	\$ 19,250		\$ 46,200	\$ 15,400	\$ 30,800	\$ 2,079,000			\$ 19,250	\$ 2,271,500
Dept. Rehab.	\$ 15,400	\$ 150,000	\$ 19,250					\$ 61,600				\$ 19,250	\$ 265,500
Comm. Coll.													
School Dist.				\$ 210,261				\$ 688,416				\$ 392,488	\$ 1,321,965
Senior CSEP			\$ 77,000			\$ 69,300		\$ 69,300	\$ 154,000	\$ 217,000		\$ 231,000	\$ 600,600
CSBG					\$ 24,200		\$55,000						\$ 296,200
County, DHHS						\$ 231,000							\$ 231,000
Private/Other	\$ 704,459	\$ 53,900	\$ 404,250	\$ 30,800	\$ 84,000	\$ 111,650	\$ 17,710	\$ 30,800	\$ 154,000		\$ 15,400	\$ 231,000	\$ 1,837,969
LIHEAP													
Total	\$ 2,406,582	\$ 1,327,533	\$ 2,399,486	\$ 1,054,609	\$ 530,755	\$ 3,286,447	\$ 1,427,684	\$ 1,881,501	\$ 3,096,000	\$ 1,177,233	\$ 1,195,193	\$ 2,058,539	\$ 21,841,562
All Resources above are either cash or in-kind at the discretion of each required partner													
	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Lease Ends	none	none	9/30/2014	6/30/2013	none	10/31/2015	none	none	none	none	1/7/2013	none	
Square Feet	7,775	6423	9299	3990	16,106	3000	3000	8000	11824	3000	4723	4000	78,140
Annual Cost	N/A	N/A	\$149,806.89	\$64,797.60	N/A	\$233,859.12	N/A	N/A	N/A	N/A	\$92,092.80	N/A	\$540,556.21

* 1 FTE Wages/Fringe = \$77,000

Sacramento Housing & Redevelopment Agency
(SHRA)

MEMORANDUM OF UNDERSTANDING

I. Preamble.

In accordance with the Workforce Investment Act of 1998, Section 121 (c), this Memorandum of Understanding (MOU) between Sacramento Works, Inc., the Local Workforce Investment Board, (hereinafter "SWI") and each of the Sacramento Works One-Stop Career Center Partners (hereinafter "SWCCP") sets forth the agreement between SWI and the SWCCPs concerning the operation of the One-Stop Delivery System in the Sacramento Workforce Investment Area pursuant to the provisions of the Workforce Investment Act of 1998, Public Law 105-220 (hereinafter the "Act"), as amended from time to time.

Whereas, beginning July 1, 2008 SWI's Career Centers will be participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU SWCCPs shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. SWCCPs shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

This MOU reflects the agreement of SWI and the SWCCPs concerning:

(i) The services to be provided through the SWI One-Stop System as outlined in the SWI Integrated Service Delivery Initiative Local Plan (located at www.seta.net), which is incorporated herein by reference and made a part hereof;

(ii) Ongoing participation in planning workgroups including, but not limited to, those that are a part of the Integration Learning Lab;

(iii) Ongoing participation in testing a variety of approaches to achieve integrated service delivery and continually improve the joint delivery of services to customers of the One-Stop Delivery System;

(iv) Funding the costs of such services and operating costs of the System ;

(v) Methods for referring individuals between the One Stop Operator and the SWCCPs for appropriate services and activities;

(vi) The duration of the MOU and procedures for amending the MOU during its term ; and

(vii) Other provisions consistent with the requirements of the Act, as the parties to this MOU may from time to time agree.

II. Services Provided.

The three functional service areas as described in SWI's Integrated Service Delivery Initiative Local Plan (consisting of Talent Engagement, Talent Development, and Talent Marketing) shall be provided by the One-Stop Operator or may be provided through contracts with independent service providers.

A listing of eligible training service providers, pursuant to Section 122 (e) of the Act, shall be provided as a part of the Talent Development services available at each One-Stop Center.

Access/referral to services shall be consistent with the Sacramento Employment and Training Agency's (SETA's) WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

III. Costs.

Costs of services and operations of the One-Stop Delivery System will be funded, in accordance with the provisions of the Local Plan. To the extent SWI solicits or accepts grants and donations from sources other than federal funds made available under the Act, such funds may from time to time be used to fund the services and operating costs of the One-Stop Delivery System in this local area at the sole discretion of SWI.

To the extent funds become available from other programs or activities as described in Section 121(b)(1)(B), which could be used to pay for the costs of

such services and the operating costs of the One-Stop Delivery System, such funds shall be allocated pursuant to separate written agreements.

To the extent SWCCPs financially contribute to the funding of the One-Stop Delivery System, the allocation of their costs to the provision of services or operating costs of the One-Stop Delivery System shall be made in accordance with the terms of a separate written Resource Allocation Agreement, negotiated between SWI and the affected SWCCP and generally in the form of Exhibit A, attached hereto and made a part hereof.

IV. Joint Responsibilities.

A. Universal Access. The parties agree universal access is a critical One-Stop Delivery System requirement. This includes ensuring Resource Room access to all customers, including those with special needs such as literacy deficits, physical and/or learning disabilities, limited English speakers, and others with economic or geographic barriers to service or employment.

B. Shared Technology and Systems Infrastructure.

1. Shared Technology: The parties agree to the principles of common reporting and shared information through electronic One-Stop Delivery System concepts and mechanisms, including shared technology.

2. Information Exchange: The parties endorse technology through the use of JTA and SMARTware systems provided by SETA as critical tools for facilitating all aspects of information exchange, including reporting, management information systems (MIS), data collection, referral services, common case management, participant and service tracking, and the provision of overall seamless service.

3. System Security and Confidentiality: System Security provisions shall be agreed upon by all parties and memorialized in a separate written Information Security and Access Agreement, which will be signed by the individuals using the system.

C. Capacity Building.

1. The parties to this MOU agree to maintain a high level of professional standards related to both One-Stop Delivery System staff competencies and protocols as well as a professional environment for participants and other customers of the centers.

2. As with all aspects of joint planning, capacity-building efforts shall be examined in the context of adaptability to needed change, customer service, and continuous improvement.

3. The parties agree to work continuously to ensure collaboration with State and regional efforts to provide service delivery responsive to identified building needs.

D. Marketing. The parties to this MOU agree to use a collaborative marketing strategy informing job seekers, employed individuals, employers, and the community at large about the services available through the SWI One-Stop Delivery System.

E. Site Supervision.

1. All employees (including State employees) who are located at SWI One-Stop Centers shall remain under the supervision of their employer of record for purposes of compensation, benefits, collective bargaining, performance evaluation, and other matters concerning civil service rights and responsibilities. If work-related issues arise between employees of the State, County, or other partner agencies and operators or supervisors of other partners or the One-Stop Centers, the operator or other supervisor shall refer such issues to the employee's departmental supervisor. Issues concerning State employees shall be referred to the employee's civil service supervisor.
2. Parties to the MOU recognize that there are a number of practices and philosophies related to broad-based agency practices as well as day-to-day One-Stop site supervision which differ between the parties and are negotiated as a result of implementing operations. Local factors among the SWCCP's organization include:
 - a. Differing pay scales for similar positions.
 - b. Differing functions for similar classifications from different agencies.
 - c. Off-site supervisors versus site-based supervisors at the One-Stop Center.
 - d. Union versus Non-union employees in similar classifications on-site.
 - e. Hours of operation, including possible evening and weekend hours.
 - f. Varied holiday schedules.
 - g. Sharing of space, equipment, information, and materials.
 - h. Employee safety and security of the workplace.

F. Referral Process. Parties to this MOU agree to use a common intake and referral system and to use standardized intake and referral forms. Parties agree to cross-refer customers to SWCCP programs/services and to cross-train staff on the services of each SWCCP and the spectrum of related services available through respective agencies. The referral of individuals between the One-Stop Operator and the SWCCPs for the appropriate services and activities

shall be consistent with the SETA WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

V. Duration of Memorandum.

The term of this MOU shall be a period of one year from the date of execution. The MOU shall automatically renew for successive one-year terms, unless SWI or any SWCCP gives written notice of intent not to renew at least ninety (90) days prior to the expiration date of the current MOU, or any extension thereof.

This MOU may be amended by written notice signed by all parties to the MOU.

VI. Termination. Any party to this MOU may terminate this MOU by providing thirty (30) days written notice of such intent to terminate to the other parties to this MOU.

VII. Dispute Resolution.

1. Parties to this MOU shall continue to perform their responsibilities under this MOU during any dispute. Disputes shall be resolved in a timely manner, directly involving the parties to the dispute. The parties shall try to resolve policy or practice disputes informally and at the lowest level, starting with the site coordinator and staff.

2. Any party to this MOU may call a meeting of all One-Stop Partners to discuss and resolve disputes. Should those resolution efforts fail, the dispute shall be referred to the Chair of SWI, who will place the dispute on the agenda of the next regular or special meeting of the SWI Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

VIII. Hold Harmless. Each party to this MOU agrees to indemnify, defend and hold harmless the other parties, their officers, agents, employees and volunteers from any and all claims, lawsuits, causes of action, damages, fees or costs arising out of or resulting from the acts, errors, omissions, negligence or misconduct of the party, its officers, agents, employees and volunteers.

IX. Nondiscrimination. Parties to this MOU shall not unlawfully discriminate or harass any employee, applicant or participant due to gender, race, color, ancestry, religion, national origin, disability, sexual orientation, medical conditions, age or marital status. The parties shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 *et seq.*) and related applicable regulations. Parties to this MOU shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement. Parties to this MOU shall include such nondiscrimination and compliance provisions as set forth in this clause in all related subcontracts and financial agreements.

X. Americans with Disabilities. Parties to this MOU shall also comply with the Americans With Disabilities Act of 1990 .

XI. Governing Law. This MOU is governed and shall be interpreted in accordance with the laws of the State of California, State WIA enabling legislation and the Workforce Investment Act of 1998.

XII. Unenforceable Provisions. In the event any provision of this MOU is held to be unenforceable then the parties agree that all other provisions of this MOU shall remain in full force and effect.

XIII. No Partnership. The undersigned are not entering into a partnership, joint venture or other business entity by virtue of this MOU. In all matters covered under this MOU, each of the parties hereto acts as an independent party and is neither a partner, agent, nor employee of the other.

XIV. Execution in Counterpart. This MOU may be executed in counterpart, but all counterparts shall be considered but one MOU. Execution of any counterpart by an SWCCP shall be delivered to SWI, which shall provide an executed copy of each counterpart to every SWCCP who executes this MOU. By executing a counterpart, each party to the MOU acknowledges that this MOU accurately reflects such party's understanding and authorizes distribution of a copy of such executed counterpart to any other party signatory to this MOU.

Dated: 11-17-08

SACRAMENTO WORKS INC.
By: [Signature]
Its: Chairperson

Dated: 10/16/08

Sacramento Housing
Redevelopment Agency
Legal Name of Party (One Stop Partner)
[Signature]
Signature (Authorized Representative)
Interim Executive Director
Title

EXHIBIT A TO MOU**Resource Allocation Agreement**

I. Preamble. In accordance with Section III of the Memorandum of Understanding (hereafter "MOU") between Sacramento Works, Inc., (hereafter "SWI") and each of the signatory Sacramento Works Career Center Partners (hereafter "SWCCPs"), this document shall serve as the Resource Allocation Agreement (hereafter "RAA") between SWI and the undersigned SWCCP.

This RAA provides for an agreed method of determination of the SWCCP's fair share of the operating costs of SWI's One-Stop Delivery System based on the amount of use of the One-Stop Delivery System attributable to the undersigned SWCCP's program.

This RAA includes the following elements:

a) The Sacramento Works Career Center (SWCC) Annual Operational Cost Summary, incorporated herein by reference and made a part hereof, which reflects all One-Stop Centers costs and SWCCP funding sources (programs) that make up the One-Stop Delivery System in the Sacramento Workforce Investment Area.

This Agreement is conditioned on the following representations:

- a) Each SWCCP is responsible for contributing to the operation of the One-Stop Delivery System based on its proportionate use.
- b) The One-Stop Delivery System cannot deviate from existing federal, state, or local regulations. Costs which are prohibited by a funding source (federal, state or local) may not be paid or used as offsets under a pooled cost agreement.

II. Contribution Rate.

The undersigned SWCCP shall pay for its allocated share of One- Stop Center costs as reflected in the SWCC Annual Operational Cost Summary.

III. Audit.

1. This RAA brings together the resources of separate funding streams and programs. This RAA is subject to generally accepted accounting principals and to the audit provisions of the respective funding streams as is appropriate.

2. The Bureau of State Audits, the Governing Board of the Sacramento Employment and Training Agency, SWI and other parties as appropriate or their designated representatives shall have the right to review and copy any records and supporting documentation pertaining to performance under this RAA. Parties agree to maintain such records for a minimum of three (3) years unless differing periods are stipulated by impacted funding sources. Auditors will be allowed access to such information or records during normal business hours. Parties agree to include similar audit provisions in any related contract, subcontract or other financial agreement.

SWCC - Operational Costs Summary - 2012/2013

	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cord	South County	Total
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DHHS staff						3							3.00
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CSBG					\$ 24,200		\$55,000			\$ 217,000			\$ 296,200
County, DHHS					\$ 231,000								\$ 231,000
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Lease Ends	none	none	9/30/2014	6/30/2013	none	10/31/2015	none	none	none	none	1/7/2013	none	
Square Feet	7,775	6,423	9299	3990	16,106	3000	11824	8000	11824	3000	4723	4000	78,140
Annual Cost	N/A	N/A	\$149,806.89	\$64,797.60	N/A	\$233,859.12	N/A	N/A	N/A	N/A	\$92,092.80	N/A	\$640,556.11

* 1FTE Wages/Fringe = \$77,000

Sacramento Job Corps

MEMORANDUM OF UNDERSTANDING

I. Preamble.

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(iv) Funding the costs of such services and operating costs of the System ;

(v) Methods for referring individuals between the One Stop Operator and the SWCCPs for appropriate services and activities;

(vi) The duration of the MOU and procedures for amending the MOU during its term ; and

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II. Services Provided.

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2. Parties to the MOU recognize that there are a number of practices and philosophies related to broad-based agency practices as well as day-to-day One-Stop site supervision which differ between the parties and are negotiated as a result of implementing operations. Local factors among the SWCCP's organization include:
 - a. Differing pay scales for similar positions.
 - b. Differing functions for similar classifications from different agencies .
 - c. Off-site supervisors versus site-based supervisors at the One-Stop Center.
 - d. Union versus Non-union employees in similar classifications on-site.
 - e. Hours of operation, including possible evening and weekend hours.
 - f. Varied holiday schedules.
 - g. Sharing of space, equipment, information, and materials.
 - h. Employee safety and security of the workplace.

F. Referral Process. Parties to this MOU agree to use a common intake and referral system and to use standardized intake and referral forms. Parties agree to cross-refer customers to SWCCP programs/services and to cross-train staff on the services of each SWCCP and the spectrum of related services available through respective agencies. The referral of individuals between the One-Stop Operator and the SWCCPs for the appropriate services and activities

shall be consistent with the SETA WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

V. Duration of Memorandum.

The term of this MOU shall be a period of one year from the date of execution. The MOU shall automatically renew for successive one-year terms, unless SWI or any SWCCP gives written notice of intent not to renew at least ninety (90) days prior to the expiration date of the current MOU, or any extension thereof.

This MOU may be amended by written notice signed by all parties to the MOU.

VI. Termination. Any party to this MOU may terminate this MOU by providing thirty (30) days written notice of such intent to terminate to the other parties to this MOU.

VII. Dispute Resolution.

1. Parties to this MOU shall continue to perform their responsibilities under this MOU during any dispute. Disputes shall be resolved in a timely manner, directly involving the parties to the dispute. The parties shall try to resolve policy or practice disputes informally and at the lowest level, starting with the site coordinator and staff.

2. Any party to this MOU may call a meeting of all One-Stop Partners to discuss and resolve disputes. Should those resolution efforts fail, the dispute shall be referred to the Chair of SWI, who will place the dispute on the agenda of the next regular or special meeting of the SWI Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

VIII. Hold Harmless. Each party to this MOU agrees to indemnify, defend and hold harmless the other parties, their officers, agents, employees and volunteers from any and all claims, lawsuits, causes of action, damages, fees or costs arising out of or resulting from the acts, errors, omissions, negligence or misconduct of the party, its officers, agents, employees and volunteers.

IX. Nondiscrimination. Parties to this MOU shall not unlawfully discriminate or harass any employee, applicant or participant due to gender, race, color, ancestry, religion, national origin, disability, sexual orientation, medical conditions, age or marital status. The parties shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 *et seq.*) and related applicable regulations. Parties to this MOU shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement. Parties to this MOU shall include such nondiscrimination and compliance provisions as set forth in this clause in all related subcontracts and financial agreements.

X. Americans with Disabilities. Parties to this MOU shall also comply with the Americans With Disabilities Act of 1990 .

XI. Governing Law. This MOU is governed and shall be interpreted in accordance with the laws of the State of California, State WIA enabling legislation and the Workforce Investment Act of 1998.

XII. Unenforceable Provisions. In the event any provision of this MOU is held to be unenforceable then the parties agree that all other provisions of this MOU shall remain in full force and effect.

XIII. No Partnership. The undersigned are not entering into a partnership, joint venture or other business entity by virtue of this MOU. In all matters covered under this MOU, each of the parties hereto acts as an independent party and is neither a partner, agent, nor employee of the other.

XIV. Execution in Counterpart. This MOU may be executed in counterpart, but all counterparts shall be considered but one MOU. Execution of any counterpart by an SWCCP shall be delivered to SWI, which shall provide an executed copy of each counterpart to every SWCCP who executes this MOU. By executing a counterpart, each party to the MOU acknowledges that this MOU accurately reflects such party's understanding and authorizes distribution of a copy of such executed counterpart to any other party signatory to this MOU.

X Dated: 11-19-08

SACRAMENTO WORKS, INC.
By: [Signature]
Its: Chairperson

X Dated: 8/15/08

X Sacramento Top Corps
Legal Name of Party (One-Stop Partner)
[Signature]
Signature (Authorized Representative)
Center Director
Title

EXHIBIT A TO MOU**Resource Allocation Agreement**

I. Preamble. In accordance with Section III of the Memorandum of Understanding (hereafter "MOU") between Sacramento Works, Inc., (hereafter "SWI") and each of the signatory Sacramento Works Career Center Partners (hereafter "SWCCPs"), this document shall serve as the Resource Allocation Agreement (hereafter "RAA") between SWI and the undersigned SWCCP.

This RAA provides for an agreed method of determination of the SWCCP's fair share of the operating costs of SWI's One-Stop Delivery System based on the amount of use of the One-Stop Delivery System attributable to the undersigned SWCCP's program.

This RAA includes the following elements:

a) The Sacramento Works Career Center (SWCC) Annual Operational Cost Summary, incorporated herein by reference and made a part hereof, which reflects all One-Stop Centers costs and SWCCP funding sources (programs) that make up the One-Stop Delivery System in the Sacramento Workforce Investment Area.

This Agreement is conditioned on the following representations:

- a) Each SWCCP is responsible for contributing to the operation of the One-Stop Delivery System based on its proportionate use.
- b) The One-Stop Delivery System cannot deviate from existing federal, state, or local regulations. Costs which are prohibited by a funding source (federal, state or local) may not be paid or used as offsets under a pooled cost agreement.

II. Contribution Rate.

The undersigned SWCCP shall pay for its allocated share of One- Stop Center costs as reflected in the SWCC Annual Operational Cost Summary.

III. Audit.

1. This RAA brings together the resources of separate funding streams and programs. This RAA is subject to generally accepted accounting principals and to the audit provisions of the respective funding streams as is appropriate.

2. The Bureau of State Audits, the Governing Board of the Sacramento Employment and Training Agency, SWI and other parties as appropriate or their designated representatives shall have the right to review and copy any records and supporting documentation pertaining to performance under this RAA. Parties agree to maintain such records for a minimum of three (3) years unless differing periods are stipulated by impacted funding sources. Auditors will be allowed access to such information or records during normal business hours. Parties agree to include similar audit provisions in any related contract, subcontract or other financial agreement.

SWCC - Operational Costs Summary - 2012/2013

	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Staffing *													
WIA Staff	0.5	3	9.2	6	0	18	1	0.5	7	2.4	10.6	3	61.20
DHA staff			7	2.5		12		1				1	23.50
EDD staff		0.4	0.4	0.25		0.6	0.2	0.4	27	6		0.25	35.50
DHHS staff						3							3.00
Others	12.15	8.75	10.5	0.4	6	3.85	14.73	10.1	4	8.4	1.2	14.75	86.43
Total FTE	12.65	12.15	27.1	9.15	6	37.45	15.93	12	38	8.4	11.8	19	209.63
Funding													
WIA Title													
1/SETA	\$ 1,222,514	\$ 985,033	\$ 1,257,047	\$ 581,798	\$ 422,555	\$ 1,787,367	\$ 1,003,766	\$ 846,585	\$ 709,000	\$ 455,055	\$ 1,179,793	\$ 1,050,051	\$ 11,500,564
Job Corps													\$ -
CAIWORKS	\$ 376,732		\$ 611,139	\$ 212,500		\$ 1,040,930	\$ 335,808	\$ 115,500		\$ 505,178		\$ 77,000	\$ 3,274,787
Refugee	\$ 87,477	\$ 77,000						\$ 38,500				\$ 38,500	\$ 241,477
Wagner													
Peyser	\$ -	\$ 30,800	\$ 30,800	\$ 19,250		\$ 46,200	\$ 15,400	\$ 30,800	\$ 2,079,000			\$ 19,250	\$ 2,271,500
Dept. Rehab.	\$ 15,400	\$ 150,000	\$ 19,250					\$ 61,600				\$ 19,250	\$ 265,500
Comm. Coll.													\$ -
School Dist.				\$ 210,261				\$ 688,416				\$ 392,488	\$ 1,321,965
Senior CSEP			\$ 77,000			\$ 69,300		\$ 154,000				\$ 231,000	\$ 600,600
CSBG					\$ 24,200		\$ 55,000			\$ 217,000			\$ 296,200
County, DHHS						\$ 231,000							\$ 231,000
Private/Other	\$ 704,459	\$ 53,900	\$ 404,250	\$ 30,800	\$ 84,000	\$ 111,650	\$ 17,710	\$ 30,800	\$ 154,000		\$ 15,400	\$ 231,000	\$ 1,837,969
LIHEAP													\$ -
Total	\$ 2,406,582	\$ 1,327,533	\$ 2,399,486	\$ 1,054,609	\$ 530,755	\$ 3,286,447	\$ 1,427,684	\$ 1,881,501	\$ 3,096,000	\$ 1,177,233	\$ 1,195,193	\$ 2,058,539	\$ 21,841,562
All Resources above are either cash or in-kind at the discretion of each required partner													
	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Lease Ends	none	none	9/30/2014	6/30/2013	none	10/31/2015	none	none	none	none	1/7/2013	none	
Square Feet	7,775	6423	9299	3990	16,106	8000	11824	4723	4000	3000	4723	4000	78,140
Annual Cost	N/A	N/A	\$149,806.89	\$64,797.60	N/A	\$233,859.12	N/A	N/A	N/A	N/A	\$92,092.80	N/A	\$540,556.41

* 1FTE Wages/Fringe = \$77,000

State of California Employment Development
Department

MEMORANDUM OF UNDERSTANDING

I. Preamble.

In accordance with the Workforce Investment Act of 1998, Section 121 (c), this Memorandum of Understanding (MOU) between Sacramento Works, Inc., the Local Workforce Investment Board, (hereinafter "SWI") and each of the Sacramento Works One-Stop Career Center Partners (hereinafter "SWCCP") sets forth the agreement between SWI and the SWCCPs concerning the operation of the One-Stop Delivery System in the Sacramento Workforce Investment Area pursuant to the provisions of the Workforce Investment Act of 1998, Public Law 105-220 (hereinafter the "Act"), as amended from time to time.

Whereas, beginning July 1, 2008 SWI's Career Centers will be participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU SWCCPs shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. SWCCPs shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

This MOU reflects the agreement of SWI and the SWCCPs concerning:

(i) The services to be provided through the SWI One-Stop System as outlined in the SWI Integrated Service Delivery Initiative Local Plan (located at www.seta.net), which is incorporated herein by reference and made a part hereof;

(ii) Ongoing participation in planning workgroups including, but not limited to, those that are a part of the Integration Learning Lab;

(iii) Ongoing participation in testing a variety of approaches to achieve integrated service delivery and continually improve the joint delivery of services to customers of the One-Stop Delivery System;

(iv) Funding the costs of such services and operating costs of the System ;

(v) Methods for referring individuals between the One Stop Operator and the SWCCPs for appropriate services and activities;

(vi) The duration of the MOU and procedures for amending the MOU during its term ; and

(vii) Other provisions consistent with the requirements of the Act, as the parties to this MOU may from time to time agree.

II. Services Provided.

The three functional service areas as described in SWI's Integrated Service Delivery Initiative Local Plan (consisting of Talent Engagement, Talent Development, and Talent Marketing) shall be provided by the One-Stop Operator or may be provided through contracts with independent service providers.

A listing of eligible training service providers, pursuant to Section 122 (e) of the Act, shall be provided as a part of the Talent Development services available at each One-Stop Center.

Access/referral to services shall be consistent with the Sacramento Employment and Training Agency's (SETA's) WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

III. Costs.

Costs of services and operations of the One-Stop Delivery System will be funded, in accordance with the provisions of the Local Plan. To the extent SWI solicits or accepts grants and donations from sources other than federal funds made available under the Act, such funds may from time to time be used to fund the services and operating costs of the One-Stop Delivery System in this local area at the sole discretion of SWI.

To the extent funds become available from other programs or activities as described in Section 121(b)(1)(B), which could be used to pay for the costs of

such services and the operating costs of the One-Stop Delivery System, such funds shall be allocated pursuant to separate written agreements.

To the extent SWCCPs financially contribute to the funding of the One-Stop Delivery System, the allocation of their costs to the provision of services or operating costs of the One-Stop Delivery System shall be made in accordance with the terms of a separate written Resource Allocation Agreement, negotiated between SWI and the affected SWCCP and generally in the form of Exhibit A, attached hereto and made a part hereof.

IV. Joint Responsibilities.

A. Universal Access. The parties agree universal access is a critical One-Stop Delivery System requirement. This includes ensuring Resource Room access to all customers, including those with special needs such as literacy deficits, physical and/or learning disabilities, limited English speakers, and others with economic or geographic barriers to service or employment.

B. Shared Technology and Systems Infrastructure.

1. Shared Technology: The parties agree to the principles of common reporting and shared information through electronic One-Stop Delivery System concepts and mechanisms, including shared technology.

2. Information Exchange: The parties endorse technology through the use of JTA and SMARTware systems provided by SETA as critical tools for facilitating all aspects of information exchange, including reporting, management information systems (MIS), data collection, referral services, common case management, participant and service tracking, and the provision of overall seamless service.

3. System Security and Confidentiality: System Security provisions shall be agreed upon by all parties and memorialized in a separate written Information Security and Access Agreement, which will be signed by the individuals using the system.

C. Capacity Building.

1. The parties to this MOU agree to maintain a high level of professional standards related to both One-Stop Delivery System staff competencies and protocols as well as a professional environment for participants and other customers of the centers.

2. As with all aspects of joint planning, capacity-building efforts shall be examined in the context of adaptability to needed change, customer service, and continuous improvement.

3. The parties agree to work continuously to ensure collaboration with State and regional efforts to provide service delivery responsive to identified building needs.

D. Marketing. The parties to this MOU agree to use a collaborative marketing strategy informing job seekers, employed individuals, employers, and the community at large about the services available through the SWI One-Stop Delivery System.

E. Site Supervision.

1. All employees (including State employees) who are located at SWI One-Stop Centers shall remain under the supervision of their employer of record for purposes of compensation, benefits, collective bargaining, performance evaluation, and other matters concerning civil service rights and responsibilities. If work-related issues arise between employees of the State, County, or other partner agencies and operators or supervisors of other partners or the One-Stop Centers, the operator or other supervisor shall refer such issues to the employee's departmental supervisor. Issues concerning State employees shall be referred to the employee's civil service supervisor.
2. Parties to the MOU recognize that there are a number of practices and philosophies related to broad-based agency practices as well as day-to-day One-Stop site supervision which differ between the parties and are negotiated as a result of implementing operations. Local factors among the SWCCP's organization include:
 - a. Differing pay scales for similar positions.
 - b. Differing functions for similar classifications from different agencies .
 - c. Off-site supervisors versus site-based supervisors at the One-Stop Center.
 - d. Union versus Non-union employees in similar classifications on-site.
 - e. Hours of operation, including possible evening and weekend hours.
 - f. Varied holiday schedules.
 - g. Sharing of space, equipment, information, and materials.
 - h. Employee safety and security of the workplace.

F. Referral Process. Parties to this MOU agree to use a common intake and referral system and to use standardized intake and referral forms. Parties agree to cross-refer customers to SWCCP programs/services and to cross-train staff on the services of each SWCCP and the spectrum of related services available through respective agencies. The referral of individuals between the One-Stop Operator and the SWCCPs for the appropriate services and activities

shall be consistent with the SETA WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

V. Duration of Memorandum.

The term of this MOU shall be a period of one year from the date of execution. The MOU shall automatically renew for successive one-year terms, unless SWI or any SWCCP gives written notice of intent not to renew at least ninety (90) days prior to the expiration date of the current MOU, or any extension thereof.

This MOU may be amended by written notice signed by all parties to the MOU.

VI. Termination. Any party to this MOU may terminate this MOU by providing thirty (30) days written notice of such intent to terminate to the other parties to this MOU.

VII. Dispute Resolution.

1. Parties to this MOU shall continue to perform their responsibilities under this MOU during any dispute. Disputes shall be resolved in a timely manner, directly involving the parties to the dispute. The parties shall try to resolve policy or practice disputes informally and at the lowest level, starting with the site coordinator and staff.

2. Any party to this MOU may call a meeting of all One-Stop Partners to discuss and resolve disputes. Should those resolution efforts fail, the dispute shall be referred to the Chair of SWI, who will place the dispute on the agenda of the next regular or special meeting of the SWI Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

VIII. Hold Harmless. Each party to this MOU agrees to indemnify, defend and hold harmless the other parties, their officers, agents, employees and volunteers from any and all claims, lawsuits, causes of action, damages, fees or costs arising out of or resulting from the acts, errors, omissions, negligence or misconduct of the party, its officers, agents, employees and volunteers.

IX. Nondiscrimination. Parties to this MOU shall not unlawfully discriminate or harass any employee, applicant or participant due to gender, race, color, ancestry, religion, national origin, disability, sexual orientation, medical conditions, age or marital status. The parties shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 *et seq.*) and related applicable regulations. Parties to this MOU shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement. Parties to this MOU shall include such nondiscrimination and compliance provisions as set forth in this clause in all related subcontracts and financial agreements.

X. Americans with Disabilities. Parties to this MOU shall also comply with the Americans With Disabilities Act of 1990 .

XI. Governing Law. This MOU is governed and shall be interpreted in accordance with the laws of the State of California, State WIA enabling legislation and the Workforce Investment Act of 1998.

XII. Unenforceable Provisions. In the event any provision of this MOU is held to be unenforceable then the parties agree that all other provisions of this MOU shall remain in full force and effect.

XIII. No Partnership. The undersigned are not entering into a partnership, joint venture or other business entity by virtue of this MOU. In all matters covered under this MOU, each of the parties hereto acts as an independent party and is neither a partner, agent, nor employee of the other.

XIV. Execution in Counterpart. This MOU may be executed in counterpart, but all counterparts shall be considered but one MOU. Execution of any counterpart by an SWCCP shall be delivered to SWI, which shall provide an executed copy of each counterpart to every SWCCP who executes this MOU. By executing a counterpart, each party to the MOU acknowledges that this MOU accurately reflects such party's understanding and authorizes distribution of a copy of such executed counterpart to any other party signatory to this MOU.

X Dated: 8 11-19-08

SACRAMENTO WORKS, INC
By: [Signature]
Its: Chairperson

X Dated: 8/20/08

X EDD
Legal Name of Party (One-Stop Partner)
X [Signature]
Signature (Authorized Representative)
X EPR
Title

EXHIBIT A TO MOU**Resource Allocation Agreement**

I. Preamble. In accordance with Section III of the Memorandum of Understanding (hereafter "MOU") between Sacramento Works, Inc., (hereafter "SWI") and each of the signatory Sacramento Works Career Center Partners (hereafter "SWCCPs"), this document shall serve as the Resource Allocation Agreement (hereafter "RAA") between SWI and the undersigned SWCCP.

This RAA provides for an agreed method of determination of the SWCCP's fair share of the operating costs of SWI's One-Stop Delivery System based on the amount of use of the One-Stop Delivery System attributable to the undersigned SWCCP's program.

This RAA includes the following elements:

a) The Sacramento Works Career Center (SWCC) Annual Operational Cost Summary, incorporated herein by reference and made a part hereof, which reflects all One-Stop Centers costs and SWCCP funding sources (programs) that make up the One-Stop Delivery System in the Sacramento Workforce Investment Area.

This Agreement is conditioned on the following representations:

- a) Each SWCCP is responsible for contributing to the operation of the One-Stop Delivery System based on its proportionate use.
- b) The One-Stop Delivery System cannot deviate from existing federal, state, or local regulations. Costs which are prohibited by a funding source (federal, state or local) may not be paid or used as offsets under a pooled cost agreement.

II. Contribution Rate.

The undersigned SWCCP shall pay for its allocated share of One- Stop Center costs as reflected in the SWCC Annual Operational Cost Summary.

III. Audit.

1. This RAA brings together the resources of separate funding streams and programs. This RAA is subject to generally accepted accounting principals and to the audit provisions of the respective funding streams as is appropriate.

2. The Bureau of State Audits, the Governing Board of the Sacramento Employment and Training Agency, SWI and other parties as appropriate or their designated representatives shall have the right to review and copy any records and supporting documentation pertaining to performance under this RAA. Parties agree to maintain such records for a minimum of three (3) years unless differing periods are stipulated by impacted funding sources. Auditors will be allowed access to such information or records during normal business hours. Parties agree to include similar audit provisions in any related contract, subcontract or other financial agreement.

SWCC - Operational Costs Summary - 2012/2013

	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Staffing *													
WIA Staff	0.5	3	9.2	6	0	18	1	0.5	7	2.4	10.6	3	61.20
DHA staff			7	2.5		12		1				1	23.50
EDD staff		0.4	0.4	0.25		0.6	0.2	0.4	27	6		0.25	35.50
DHHS staff						3							3.00
Others	12.15	8.75	10.5	0.4	6	3.85	14.73	10.1	4		1.2	14.75	86.43
Total FTE	12.65	12.15	27.1	9.15	6	37.45	15.93	12	38	8.4	11.8	19	209.63
Funding													
WIA Title													
1/SETA	\$ 1,222,514	\$ 985,033	\$ 1,257,047	\$ 581,798	\$ 422,555	\$ 1,787,367	\$ 1,003,766	\$ 846,585	\$ 709,000	\$ 455,055	\$ 1,179,793	\$ 1,050,051	\$ 11,500,564
Job Corps													
CalWORKS	\$ 376,732		\$ 611,139	\$ 212,500		\$ 1,040,930	\$ 335,808	\$ 115,500		\$ 505,178		\$ 77,000	\$ 3,274,787
Refugee	\$ 87,477	\$ 77,000						\$ 38,500				\$ 38,500	\$ 241,477
Wagner													
Peyser		\$ 30,800	\$ 30,800	\$ 19,250				\$ 30,800	\$ 2,079,000			\$ 19,250	\$ 2,271,500
Dept. Rehab.	\$ 15,400	\$ 150,000	\$ 19,250					\$ 61,600				\$ 19,250	\$ 265,500
Comm. Coll.													
School Dist.		\$ 30,800		\$ 210,261				\$ 688,416				\$ 392,488	\$ 1,321,965
Senior CSEP			\$ 77,000					\$ 69,300	\$ 154,000			\$ 231,000	\$ 600,600
CSBG					\$ 24,200		\$ 55,000			\$ 217,000			\$ 296,200
County, DHHS						\$ 231,000							\$ 231,000
Private/Other	\$ 704,459	\$ 53,900	\$ 404,250	\$ 30,800	\$ 84,000	\$ 111,650	\$ 17,710	\$ 30,800	\$ 154,000		\$ 15,400	\$ 231,000	\$ 1,837,969
LIHEAP													
Total	\$ 2,406,582	\$ 1,327,533	\$ 2,399,486	\$ 1,054,609	\$ 530,755	\$ 3,286,447	\$ 1,427,684	\$ 1,881,501	\$ 3,096,000	\$ 1,177,233	\$ 1,195,193	\$ 2,058,539	\$ 21,841,562

All Resources above are either cash or in-kind at the discretion of each required partner

	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Lease Ends	none	none	9/30/2014	6/30/2013	none	10/31/2015	none	none	none	none	1/7/2013	none	
Square Feet	7,775	6,423	9299	3990	16,106	8000	11824	4723	3000	4000	4723	4000	78,140
Annual Cost	N/A	N/A	\$149,806.89	\$64,797.60	N/A	\$233,859.12	N/A	N/A	N/A	N/A	\$92,092.80	N/A	\$540,556.41

* 1FTE Wages/Fringe = \$77,000

State Department of Rehabilitation

46

MEMORANDUM OF UNDERSTANDING
SACRAMENTO WORKS, INC
AND
DEPARTMENT OF REHABILITATION

PURPOSE The purpose of the Memorandum of Understanding, hereinafter referred to as MOU, is to establish a cooperative working relationship between Sacramento Works, Inc., the Local Workforce Investment Board for the Sacramento area and the Department of Rehabilitation. The Department of Rehabilitation (DOR) enters into this MOU for the purpose of defining the manner in which DOR will participate in the One-Stop delivery system under the Workforce Investment Act of 1988 (WIA).

TERMS AND CONDITIONS OF AGREEMENT DOR acknowledges that 20 CFR section 662.270 provides for the One-Stop Partners to share the costs of the One-Stop delivery system in proportion to the use of the system by individuals attributable to the partner's program. DOR will financially participate in the operating costs of those One-Stop Centers in which DOR staff is co-located. Allocation and payment of the operating costs of the One-Stop Center that are attributable to DOR, if any, will be addressed in separate financial participation contracts between DOR and the One-Stop Operators. Such financial participation contracts shall conform to the State's standard contractual forms and comply with all applicable state statutes and regulations regarding such contracts. This MOU shall be referenced in such financial participation contracts.

Effective Dates:

This MOU will become effective on July 1, 2006 and will terminate on June 30, 2009 unless it is revised, extended or terminated, as provided below.

Revisions and Modifications:

This MOU may be revised or modified with the approval of both Sacramento Works, Inc. and DOR. A request by one party to this MOU for revision or modification must be presented in writing to the other party. Any modification or revision to the MOU must be in writing and signed by the District Administrator on behalf of DOR and the Board Chair on behalf of Sacramento Works.

Extension Policy:

This MOU may be extended by written agreement between Sacramento Works, Inc. and DOR, provided such agreement is signed by both entities prior to the termination date of this agreement, and contains the following:

- a statement of intent to continue all provisions of the MOU,
- revised effective and termination dates, and
- dated signatures of the District Administrator on behalf of DOR and of a person authorized to sign on behalf of Sacramento Works, Inc.

Termination Policy:

Either party to this MOU may elect to terminate its participation in this MOU without cause by delivering a thirty-(30) day written notice of intent to terminate to the other party.

Duration of Memorandum:

The term of this MOU shall be from July 1, 2006 to June 30, 2009.

This MOU may be amended by a written amendment signed by all parties to the MOU.

AMERICANS WITH DISABILITIES ACT COMPLIANCE

Sacramento Works, Inc. and DOR will ensure that policies and procedures established by Sacramento Works, Inc. and programs and services provided by DOR and One-Stop Centers are in compliance with the American with Disabilities Act.

Additionally, both parties agree to comply fully with the Workforce Investment Act of 1998, Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Age Decimation Act of 1975, Title IX of the Education Amendments of 1972, 29 CFR Part 37 and all other regulations implementing the aforementioned laws.

SERVICES PROVIDED

DOR agrees that it will provide the following vocational rehabilitation services to individuals whom DOR determines to be eligible for such services, and for whom such services are necessary and appropriate, consistent with federal and state law.

JUN 12 09 08:47a Dept. of Rehab. Admin. 9162746301 p. 4

JUN-11-2009 02:34P FROM:DEPT OF REHAB 9165585402

TO:96911762 P.3/12

CORE Services:

As a general rule, DOR may not participate in the provision of core services, as defined in WIA Section 134(d)(2), 29 U.S.C. Section 2864 (d)(2), to customers of the One-Stop Center, because such core services generally are not authorized and provided under DOR's vocational rehabilitation program. Federal law authorizes DOR to provide vocational rehabilitation services only to persons who are determined to be eligible for such services, and DOR's funding accordingly cannot be utilized to pay for core services that are available to every customer of the One-Stop Center.

Providing access by individuals with disabilities to core services, as required by the ADA and Rehabilitation Act, Section 504, is the responsibility of the One-Stop Operator. DOR is not authorized to provide funding necessary to assure access to core services.

Intensive Services:

DOR agrees to provide intensive services, as defined in WIA Section 134(d)(3), 29 U.S.C. Section 2864(d)(3), to eligible individuals, including Ticket-to-Work referrals who have not assigned their tickets to DOR, who are:

- (1) determined by the One-Stop Operator to be eligible for such services under WIA Section 134(d)(3)(A), 29 U.S.C. Section 2864(d)(3)(A), because the individual is:
 - (a) unemployed and unable to obtain employment through core services;
 - (b) in need of intensive services to obtain employment; or
 - (c) employed but in need of intensive services to obtain or retain employment that allows for self-sufficiency, and
- (2) determined by DOR to be eligible for vocational rehabilitation services under the Rehab Act, and applicable federal and state regulations.

Intensive services that DOR may provide to individuals eligible for VR services include but are not limited to:

- Assessment for determining priority for services under Order of Selection
- Vocational rehabilitation counseling, guidance and referral services
- Comprehensive and specialized disability related assessments

- Development of Individual Plan for Employment (IPE)
- Group rehabilitation counseling
- Individual disability related counseling and career planning
- Case management
- Short-term prevocational services
- Job search and placement assistance
- Physical and mental restoration services necessary for participation in intensive service (medical or medically related rehabilitation services, e.g., hearing aides, eyeglasses, and visual services)
- Transportation services necessary to participate in intensive services, including mobility evaluation, vehicle purchase, vehicle modification, vehicle maintenance, and vehicle insurance
- Services to family members
- Supported employment services
- Rehabilitation technology, including assistive technology/devices
- Job coaching
- Maintenance services
- Post employment services
- Personal assistance services (e.g., personal care services and the more traditional reader, note taker, tutor, interpreter, Driver, and other personal services)
- Homemaker services
- Self-employment services
- Other vocational rehabilitation services determined necessary for the individual with a disability to achieve an employment outcome.

(3) Any Ticket recipient who has assigned their Ticket to SETA as an Employment Network (EN) may be referred to DOR provided DOR and SETA have a signed EN agreement in place that defines the working partnership between DOR and SETA when serving Ticket recipients; this agreement will describe and develop an effective referral process to DOR when SETA chooses not to accept a Ticket; and when applicable, specifies the conditions under which VR services shall be provided by DOR to individual Ticket holders who have assigned their Tickets to SETA and who are referred by SETA to DOR for VR services, and will establish an equitable distribution of SSA payments to each of the parties in this Agreement.

Training Services:

DOR agrees to provide training services as defined in WIA Section 134(d)(4), 29 U.S.C. Section 2864(d)(4), to an eligible individual, including Ticket-to-Work referrals who have not assigned their ticket to DOR, who:

- (1)
 - (a) has been determined to eligible for intensive services under WIA Section 134(d)(4)(A), 29 U.S.C. Section 2864(d)(4)(A), but who has been unable to obtain employment;
 - (b) has been determined by the One-Stop Operator or a One-Stop Partner to be in need of training services and who has the skills and qualifications to successfully participate in a training program;
 - (c) selects a training program that is directly linked to employment opportunities in the local area or in an area to which the individual is willing to relocate;
 - (d) is not qualified for federal grant assistance or who needs assistance beyond that available through such grant assistance programs;
 - (e) meets applicable priority criteria for training services established under WIA Section 134(d)(4)(F), 29 U.S.C. Section 2864 (d)(4)(E); and
- (2) is determined by DOR to be eligible for training, as a vocational rehabilitation service, under the Rehab Act, and applicable Federal and state regulations.

Training services that DOR may provide to persons eligible for VR services include but are not limited to:

- Vocational rehabilitation counseling, guidance and referral services related to training
- Assessment for determining training needs
- Vocational and other training services, such as funding for personal and vocational adjustment training, on-the-job training, books (including alternate format books accessible by computer and taped books), tools, occupational licenses, and other training materials
- Physical and mental restoration services necessary for participation in training (medical or medically related rehabilitation services, e.g. hearing aids, eyeglasses, and visual services)

- Transportation services necessary to participate in training, including mobility evaluation, vehicle purchase, vehicle modification, vehicle maintenance, and vehicle insurance
- Rehabilitation technology, including assistive technology/devices needed to complete training
- Maintenance services for expenditures resulting from participation in a training program that exceeds normal living expenses
- Personal assistance services needed to complete training (e.g., personal care services and the more traditional reader, note taker, tutor, interpreter, Driver, and other personal services)
- Other vocational rehabilitation services related to training and determined to be necessary for the individual with a disability to achieve an employment outcome

Nothing in this MOU will alter the responsibility imposed upon DOR, pursuant to 34 CFR Section 361.3(c), for all decisions regarding vocational rehabilitation services, in cooperation with the individual receiving such services, including but not limited to decisions concerning eligibility for vocational rehabilitation services, the nature and scope of such services, the provision of such services, and the allocation and expenditures of DOR funding. If an individual would not be eligible for intensive or training services under eligibility criteria established by WIA, but would be eligible to receive such services through DOR's vocational rehabilitation program, such individual may be provided such services through DOR's vocational rehabilitation program.

LOCATION OF ONE-STOP SITES

Sacramento Works, Inc. has established the following physical locations within the service delivery area in which all One-Stop Partners will provide access to the services provided under WIA.

1. Broadway 801 Broadway Sacramento, CA 95818	2. Citrus Heights 7640 Greenback Lane Citrus Heights, CA 95610
3. Franklin 7000 Franklin Blvd., Suite 540 Sacramento, CA 95823	4. Galt 1000 C Street, Suite 100 Galt, CA 95632
5. Greater Sacramento Urban League 3725 Marysville Blvd. Sacramento, CA 95838	6. Hillsdale 5655 Hillsdale Blvd., Suite 8 Sacramento, CA 95842
7. La Familia 5523 34 th Street Sacramento, CA 95820	8. Lemon Hill 5451 Lemon Hill Avenue Sacramento, CA 95824-1529
9. Mark Sanders Complex (EDD) 2901 50 th Street Sacramento, CA 95817	10. Mather 10638 Schirra Avenue Mather, CA 95655
11. Rancho Cordova 10665 Coloma Road, Suite 200 Rancho Cordova, CA 95670	12. South County 8401 A Gerber Road Sacramento, CA 95828

DOR agrees that it will provide access to the services described in this MOU at the above locations. These locations may be changed by Sacramento Works, Inc. during the term of this MOU, upon reasonable advance notice of such change to DOR.

If Sacramento Works, Inc. establishes additional One-Stop Centers within its local service delivery area, DOR will determine the extent and manner in which it will participate in such additional centers.

METHODS OF REFERRAL

Sacramento Works, Inc. and DOR agree to jointly develop and implement processes and forms for common intake and referral among the One-Stop Partners, and to modify such processes and forms, as necessary.

DOR agrees to train and provide technical assistance to the staff of each participating One-Stop Partner, on topics that include but are not limited to eligibility for and scope of VR services; auxiliary aids and services; and rehabilitation technology for individuals with disabilities.

Sacramento Works, Inc. will require the other One-Stop Partners to provide training to DOR staff regarding the partners' programs and eligibility criteria.

DOR agrees to refer its applicants and clients to other One-Stop Partners, when such individuals may be eligible for the partner's services. Sacramento Works, Inc. will require the other One-Stop Partners to refer applicants for and client of their services to DOR, when such individuals may be eligible for DOR services.

CONFIDENTIALITY

Sacramento Works, Inc. agrees that when any individual applies for or receives vocational rehabilitation services from DOR through the One-Stop Center, all information regarding such application for or receipt of DOR services shall be confidential information subject to the provisions of 34 CFR Section 361.38 and Title 9 California Code of Regulations Sections 7140 - 7143.5.

Sacramento Works, Inc. will require the One-Stop Operator(s) and One-Stop Partners to develop and implement appropriate policies and procedures to assure that:

- (1) any information contained in the records of the One-Stop Center or other One-Stop Partners, that identifies an individual as having applied for or received DOR services including but not limited to application, eligibility and referral records, shall be maintained by the One-Stop Operator and One-Stop Partners in the strictest confidence, consistent with the regulations set forth above, and

shall be used by the One-Stop Operator and One-Stop Partners solely for purposes directly related to determining eligibility or delivery of services to such individual;

- (2) any information regarding any individual who has applied for or received DOR services, including the fact that the individual is an applicant or client of DOR, shall not be disclosed by the One-Stop Operator One-Stop Partner, absent a court order or a written authorization from the applicant or client, consistent with the regulations set forth above;
- (3) requests by any One-Stop Partner or the One-Stop Operator for information in DOR files concerning an applicant or client for DOR services shall be accompanied by a written authorization from the applicant or client, consistent with the regulations set forth above; and
- (4) any information provided by DOR to a One-Stop Partner or the One-Stop Operator shall be subject to the prohibition against redisclosure contained in Title 9, California Code of Regulations Section 7142.5.

DOR agrees that it shall provide to Sacramento Works, Inc. and to the One-Stop Operator information regarding applicants or clients who applied for or received services from DOR through the One-Stop Center as needed for reporting and tracking required by WIA. Such information shall be reported in a format that does not identify the individual client or applicant.

In addition, to the extent that they do not conflict with DOR's confidentiality policies, DOR shall abide by the confidentiality policies of the One-Stop Operator and One-Stop Partners.

ADMINISTRATIVE AND OPERATIONS MANAGEMENT

It is understood that DOR and its staff are subject to existing personnel policies, procedures, regulations and statutes as well as applicable collective bargaining agreements. Sacramento Works, Inc. will assure that the One-Stop Operator will work with DOR in developing and implementing policies and procedures for the One-Stop Center, in order

to avoid inconsistencies with DOR's existing policies, procedures, regulations and collective bargaining agreements.

ADMINISTRATIVE DISPUTE RESOLUTION

Sacramento Works, Inc. and DOR agree to communicate openly and directly resolve any problems or disputes related to provision of services in a cooperative manner and at the lowest level of intervention possible. If issues cannot be resolved at this level, they shall be referred to the management staff of both parties for discussion and resolution.

INDEMNIFICATION

DOR shall defend, indemnify and hold Sacramento Works, Inc., its officers, employees and agents, including the One-Stop Operator, harmless from and against any and all liability, loss, expense, or claims arising out of the performance of this MOU, but only in proportion to and to the extent such liability, loss, expense, or claims for injury or damages are caused by or result from the negligent or intentional acts or omissions of DOR, its officers, agents or employees.

Sacramento Works, Inc. shall defend, indemnify and hold DOR, its officers, employees and agents, harmless from and against any and all liability, loss, expense, or claims arising out of the performance of this MOU, but only in proportion to and to the extent such liability, loss, expense, or claims for injury or damages are caused by or result from the negligent or intentional acts or omissions of Sacramento Works, Inc., its officers, agents or employees.

SIGNATURES

In WITNESS THEROF, the parties to this MOU execute this agreement.

Dated: 5/25/06, 2006

By: [Signature] for KATHY
(signature of Authorized Official) KOSSICK

Kathy Kossick, Executive Director
Sacramento Employment & Training Agency

925 Del Paso Blvd.
(Address)

Sacramento, CA 95815
(City, State, Zip Code)

Dated: 6/5, 2006

By: [Signature]
(signature of District Administrator)

Mark Erlichman, DA
Department of Rehabilitation, Northern Sierra District

2000 Evergreen Street
(address)

Sacramento, CA 95815
(City, State, Zip Code)

EXHIBIT A TO MOU

Resource Allocation Agreement

I. **Preamble.** In accordance with Section III of the Memorandum of Understanding (hereafter "MOU") between Sacramento Works, Inc., (hereafter "SWI") and each of the signatory Sacramento Works Career Center Partners (hereafter "SWCCPs"), this document shall serve as the Resource Allocation Agreement (hereafter "RAA") between SWI and the undersigned SWCCP.

This RAA provides for an agreed method of determination of the SWCCP's fair share of the operating costs of SWI's One-Stop Delivery System based on the amount of use of the One-Stop Delivery System attributable to the undersigned SWCCP's program.

This RAA includes the following elements:

a) The Sacramento Works Career Center (SWCC) Annual Operational Cost Summary, incorporated herein by reference and made a part hereof, which reflects all One-Stop Centers costs and SWCCP funding sources (programs) that make up the One-Stop Delivery System in the Sacramento Workforce Investment Area.

This Agreement is conditioned on the following representations:

- a) Each SWCCP is responsible for contributing to the operation of the One-Stop Delivery System based on its proportionate use.
- b) The One-Stop Delivery System cannot deviate from existing federal, state, or local regulations. Costs which are prohibited by a funding source (federal, state or local) may not be paid or used as offsets under a pooled cost agreement.

II. Contribution Rate.

The undersigned SWCCP shall pay for its allocated share of One- Stop Center costs as reflected in the SWCC Annual Operational Cost Summary.

III. Audit.

1. This RAA brings together the resources of separate funding streams and programs. This RAA is subject to generally accepted accounting principals and to the audit provisions of the respective funding streams as is appropriate.

2. The Bureau of State Audits, the Governing Board of the Sacramento Employment and Training Agency, SWI and other parties as appropriate or their designated representatives shall have the right to review and copy any records and supporting documentation pertaining to performance under this RAA. Parties agree to maintain such records for a minimum of three (3) years unless differing periods are stipulated by impacted funding sources. Auditors will be allowed access to such information or records during normal business hours. Parties agree to include similar audit provisions in any related contract, subcontract or other financial agreement.

SWCC - Operational Costs Summary - 2012/2013

	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Staffing *													
WIA Staff	0.5	3	9.2	6	0	18	1	0.5	7	2.4	10.6	3	61.20
DHA staff		0.4	7	2.5		12		1				1	23.50
EDD staff			0.4	0.25		0.6	0.2	0.4	27	6		0.25	35.50
DHHS staff						3							3.00
Others	12.15	8.75	10.5	0.4	6	3.85	14.73	10.1	4		1.2	14.75	86.43
Total FTE	12.65	12.15	27.1	9.15	6	37.45	15.93	12	38	8.4	11.8	19	209.63
Funding													
WIA Title 1/SETA	\$ 1,222,514	\$ 985,033	\$ 1,257,047	\$ 581,798	\$ 422,555	\$ 1,787,367	\$ 1,003,766	\$ 846,585	\$ 709,000	\$ 455,055	\$ 1,179,793	\$ 1,050,051	\$ 11,500,564
Job Corps													
CalWORKS	\$ 376,732		\$ 611,139	\$ 212,500		\$ 1,040,930	\$ 335,808	\$ 115,500		\$ 505,178		\$ 77,000	\$ 3,274,787
Refugee	\$ 87,477	\$ 77,000						\$ 38,500				\$ 38,500	\$ 241,477
Wagner													
Payser	\$ -	\$ 30,800	\$ 30,800	\$ 19,250		\$ 46,200	\$ 15,400	\$ 30,800	\$ 2,079,000			\$ 19,250	\$ 2,271,500
Dept. Rehab.	\$ 15,400	\$ 150,000	\$ 19,250					\$ 61,500				\$ 19,250	\$ 265,500
Comm. Coll.													
School Dist.		\$ 30,800	\$ 77,000	\$ 210,261				\$ 688,416				\$ 392,488	\$ 1,321,965
Senior CSEP			\$ 77,000			\$ 69,300	\$ 55,000	\$ 69,300	\$ 154,000			\$ 231,000	\$ 600,600
CSBG					\$ 24,200					\$ 217,000			\$ 296,200
County, DHHS						\$ 231,000							\$ 231,000
Private/Other	\$ 704,459	\$ 53,900	\$ 404,250	\$ 30,800	\$ 84,000	\$ 11,650	\$ 17,710	\$ 30,800	\$ 154,000		\$ 15,400	\$ 231,000	\$ 1,837,969
LIHEAP													
Total	\$ 2,406,582	\$ 1,327,533	\$ 2,399,486	\$ 1,054,609	\$ 530,755	\$ 3,286,447	\$ 1,427,684	\$ 1,881,501	\$ 3,096,000	\$ 1,177,233	\$ 1,195,193	\$ 2,058,539	\$ 21,841,562

All Resources above are either cash or in-kind at the discretion of each required partner

	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Lease Ends	none	none	9/30/2014	6/30/2013	none	10/31/2015	none	none	none	none	1/7/2013	none	
Square Feet	7,775	6423	9299	3990	16,106	3000	11824	8000	4723	3000	4723	4000	78,140
Annual Cost	N/A	N/A	\$149,806.89	\$64,797.60	N/A	\$233,859.12	N/A	N/A	N/A	N/A	\$92,092.80	N/A	\$540,556.41

* 1FTE Wages/Fringe = \$77,000

Twin Rivers Unified School District

MEMORANDUM OF UNDERSTANDING

I. Preamble.

In accordance with the Workforce Investment Act of 1998, Section 121 (c), this Memorandum of Understanding (MOU) between Sacramento Works, Inc., the Local Workforce Investment Board, (hereinafter "SWI") and each of the Sacramento Works One-Stop Career Center Partners (hereinafter "SWCCP") sets forth the agreement between SWI and the SWCCPs concerning the operation of the One-Stop Delivery System in the Sacramento Workforce Investment Area pursuant to the provisions of the Workforce Investment Act of 1998, Public Law 105-220 (hereinafter the "Act"), as amended from time to time.

Whereas, beginning July 1, 2008 SWI's Career Centers will be participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU SWCCPs shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. SWCCPs shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

This MOU reflects the agreement of SWI and the SWCCPs concerning:

(i) The services to be provided through the SWI One-Stop System as outlined in the SWI Integrated Service Delivery Initiative Local Plan (located at www.seta.net), which is incorporated herein by reference and made a part hereof;

(ii) Ongoing participation in planning workgroups including, but not limited to, those that are a part of the Integration Learning Lab;

(iii) Ongoing participation in testing a variety of approaches to achieve integrated service delivery and continually improve the joint delivery of services to customers of the One-Stop Delivery System;

(iv) Funding the costs of such services and operating costs of the System ;

(v) Methods for referring individuals between the One Stop Operator and the SWCCPs for appropriate services and activities;

(vi) The duration of the MOU and procedures for amending the MOU during its term ; and

(vii) Other provisions consistent with the requirements of the Act, as the parties to this MOU may from time to time agree.

II. Services Provided.

The three functional service areas as described in SWI's Integrated Service Delivery Initiative Local Plan (consisting of Talent Engagement, Talent Development, and Talent Marketing) shall be provided by the One-Stop Operator or may be provided through contracts with independent service providers.

A listing of eligible training service providers, pursuant to Section 122 (e) of the Act, shall be provided as a part of the Talent Development services available at each One-Stop Center.

Access/referral to services shall be consistent with the Sacramento Employment and Training Agency's (SETA's) WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

III. Costs.

Costs of services and operations of the One-Stop Delivery System will be funded, in accordance with the provisions of the Local Plan. To the extent SWI solicits or accepts grants and donations from sources other than federal funds made available under the Act, such funds may from time to time be used to fund the services and operating costs of the One-Stop Delivery System in this local area at the sole discretion of SWI.

To the extent funds become available from other programs or activities as described in Section 121(b)(1)(B), which could be used to pay for the costs of

such services and the operating costs of the One-Stop Delivery System, such funds shall be allocated pursuant to separate written agreements.

To the extent SWCCPs financially contribute to the funding of the One-Stop Delivery System, the allocation of their costs to the provision of services or operating costs of the One-Stop Delivery System shall be made in accordance with the terms of a separate written Resource Allocation Agreement, negotiated between SWI and the affected SWCCP and generally in the form of Exhibit A, attached hereto and made a part hereof.

IV. Joint Responsibilities.

A. Universal Access. The parties agree universal access is a critical One-Stop Delivery System requirement. This includes ensuring Resource Room access to all customers, including those with special needs such as literacy deficits, physical and/or learning disabilities, limited English speakers, and others with economic or geographic barriers to service or employment.

B. Shared Technology and Systems Infrastructure.

1. Shared Technology: The parties agree to the principles of common reporting and shared information through electronic One-Stop Delivery System concepts and mechanisms, including shared technology.

2. Information Exchange: The parties endorse technology through the use of JTA and SMARTware systems provided by SETA as critical tools for facilitating all aspects of information exchange, including reporting, management information systems (MIS), data collection, referral services, common case management, participant and service tracking, and the provision of overall seamless service.

3. System Security and Confidentiality: System Security provisions shall be agreed upon by all parties and memorialized in a separate written Information Security and Access Agreement, which will be signed by the individuals using the system.

C. Capacity Building.

1. The parties to this MOU agree to maintain a high level of professional standards related to both One-Stop Delivery System staff competencies and protocols as well as a professional environment for participants and other customers of the centers.

2. As with all aspects of joint planning, capacity-building efforts shall be examined in the context of adaptability to needed change, customer service, and continuous improvement.

3. The parties agree to work continuously to ensure collaboration with State and regional efforts to provide service delivery responsive to identified building needs.

D. Marketing. The parties to this MOU agree to use a collaborative marketing strategy informing job seekers, employed individuals, employers, and the community at large about the services available through the SWI One-Stop Delivery System.

E. Site Supervision.

1. All employees (including State employees) who are located at SWI One-Stop Centers shall remain under the supervision of their employer of record for purposes of compensation, benefits, collective bargaining, performance evaluation, and other matters concerning civil service rights and responsibilities. If work-related issues arise between employees of the State, County, or other partner agencies and operators or supervisors of other partners or the One-Stop Centers, the operator or other supervisor shall refer such issues to the employee's departmental supervisor. Issues concerning State employees shall be referred to the employee's civil service supervisor.
2. Parties to the MOU recognize that there are a number of practices and philosophies related to broad-based agency practices as well as day-to-day One-Stop site supervision which differ between the parties and are negotiated as a result of implementing operations. Local factors among the SWCCP's organization include:
 - a. Differing pay scales for similar positions.
 - b. Differing functions for similar classifications from different agencies.
 - c. Off-site supervisors versus site-based supervisors at the One-Stop Center.
 - d. Union versus Non-union employees in similar classifications on-site.
 - e. Hours of operation, including possible evening and weekend hours.
 - f. Varied holiday schedules.
 - g. Sharing of space, equipment, information, and materials.
 - h. Employee safety and security of the workplace.

F. Referral Process. Parties to this MOU agree to use a common intake and referral system and to use standardized intake and referral forms. Parties agree to cross-refer customers to SWCCP programs/services and to cross-train staff on the services of each SWCCP and the spectrum of related services available through respective agencies. The referral of individuals between the One-Stop Operator and the SWCCPs for the appropriate services and activities

shall be consistent with the SETA WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

V. Duration of Memorandum.

The term of this MOU shall be a period of one year from the date of execution. The MOU shall automatically renew for successive one-year terms, unless SWI or any SWCCP gives written notice of intent not to renew at least ninety (90) days prior to the expiration date of the current MOU, or any extension thereof.

This MOU may be amended by written notice signed by all parties to the MOU.

VI. Termination. Any party to this MOU may terminate this MOU by providing thirty (30) days written notice of such intent to terminate to the other parties to this MOU.

VII. Dispute Resolution.

1. Parties to this MOU shall continue to perform their responsibilities under this MOU during any dispute. Disputes shall be resolved in a timely manner, directly involving the parties to the dispute. The parties shall try to resolve policy or practice disputes informally and at the lowest level, starting with the site coordinator and staff.

2. Any party to this MOU may call a meeting of all One-Stop Partners to discuss and resolve disputes. Should those resolution efforts fail, the dispute shall be referred to the Chair of SWI, who will place the dispute on the agenda of the next regular or special meeting of the SWI Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

VIII. Hold Harmless. Each party to this MOU agrees to indemnify, defend and hold harmless the other parties, their officers, agents, employees and volunteers from any and all claims, lawsuits, causes of action, damages, fees or costs arising out of or resulting from the acts, errors, omissions, negligence or misconduct of the party, its officers, agents, employees and volunteers.

IX. Nondiscrimination. Parties to this MOU shall not unlawfully discriminate or harass any employee, applicant or participant due to gender, race, color, ancestry, religion, national origin, disability, sexual orientation, medical conditions, age or marital status. The parties shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 *et seq.*) and related applicable regulations. Parties to this MOU shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement. Parties to this MOU shall include such nondiscrimination and compliance provisions as set forth in this clause in all related subcontracts and financial agreements.

X. **Americans with Disabilities.** Parties to this MOU shall also comply with the Americans With Disabilities Act of 1990 .

XI. **Governing Law.** This MOU is governed and shall be interpreted in accordance with the laws of the State of California, State WIA enabling legislation and the Workforce Investment Act of 1998.

XII. **Unenforceable Provisions.** In the event any provision of this MOU is held to be unenforceable then the parties agree that all other provisions of this MOU shall remain in full force and effect.

XIII. **No Partnership.** The undersigned are not entering into a partnership, joint venture or other business entity by virtue of this MOU. In all matters covered under this MOU, each of the parties hereto acts as an independent party and is neither a partner, agent, nor employee of the other.

XIV. **Execution in Counterpart.** This MOU may be executed in counterpart, but all counterparts shall be considered but one MOU. Execution of any counterpart by an SWCCP shall be delivered to SWI, which shall provide an executed copy of each counterpart to every SWCCP who executes this MOU. By executing a counterpart, each party to the MOU acknowledges that this MOU accurately reflects such party's understanding and authorizes distribution of a copy of such executed counterpart to any other party signatory to this MOU.

~~SACRAMENTO WORKS INC~~
By: [Signature]
Its: Chairperson

X Dated: 11-19-08

Twin Rivers Unified School District
Frank S. Porter
Legal Name of Party (One-Stop Partner)
Frank S. Porter
Signature (Authorized Representative)
Superintendent
Title

X Dated: 8/15/08

EXHIBIT A TO MOU

Resource Allocation Agreement

I. Preamble. In accordance with Section III of the Memorandum of Understanding (hereafter "MOU") between Sacramento Works, Inc., (hereafter "SWI") and each of the signatory Sacramento Works Career Center Partners (hereafter "SWCCPs"), this document shall serve as the Resource Allocation Agreement (hereafter "RAA") between SWI and the undersigned SWCCP.

This RAA provides for an agreed method of determination of the SWCCP's fair share of the operating costs of SWI's One-Stop Delivery System based on the amount of use of the One-Stop Delivery System attributable to the undersigned SWCCP's program.

This RAA includes the following elements:

a) The Sacramento Works Career Center (SWCC) Annual Operational Cost Summary, incorporated herein by reference and made a part hereof, which reflects all One-Stop Centers costs and SWCCP funding sources (programs) that make up the One-Stop Delivery System in the Sacramento Workforce Investment Area.

This Agreement is conditioned on the following representations:

- a) Each SWCCP is responsible for contributing to the operation of the One-Stop Delivery System based on its proportionate use.
- b) The One-Stop Delivery System cannot deviate from existing federal, state, or local regulations. Costs which are prohibited by a funding source (federal, state or local) may not be paid or used as offsets under a pooled cost agreement.

II. Contribution Rate.

The undersigned SWCCP shall pay for its allocated share of One- Stop Center costs as reflected in the SWCC Annual Operational Cost Summary.

III. Audit.

1. This RAA brings together the resources of separate funding streams and programs. This RAA is subject to generally accepted accounting principals and to the audit provisions of the respective funding streams as is appropriate.

2. The Bureau of State Audits, the Governing Board of the Sacramento Employment and Training Agency, SWI and other parties as appropriate or their designated representatives shall have the right to review and copy any records and supporting documentation pertaining to performance under this RAA. Parties agree to maintain such records for a minimum of three (3) years unless differing periods are stipulated by impacted funding sources. Auditors will be allowed access to such information or records during normal business hours. Parties agree to include similar audit provisions in any related contract, subcontract or other financial agreement.

SWCC - Operational Costs Summary - 2012/2013

	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Staffing *													
WIA Staff	0.5	3	9.2	6	0	18	1	0.5	7	2.4	10.6	3	61.20
DHA staff			7	2.5		12		1				1	23.50
EDD staff		0.4	0.4	0.25		0.6	0.2	0.4	27	6		0.25	35.50
DHHS staff						3							3.00
Others	12.15	8.75	10.5	0.4	6	3.85	14.73	10.1	4		1.2	14.75	86.43
Total FTE	12.65	12.15	27.1	9.15	6	37.45	15.93	12	38	8.4	11.8	19	209.63
Funding													
WIA Title 1/SETA	\$ 1,222,514	\$ 985,033	\$ 1,257,047	\$ 581,798	\$ 422,555	\$ 1,787,367	\$ 1,003,766	\$ 846,585	\$ 709,000	\$ 455,055	\$ 1,179,793	\$ 1,060,051	\$ 11,500,564
Job Corps													\$ -
CalWORKS	\$ 376,732		\$ 611,139	\$ 212,500		\$ 1,040,930	\$ 335,808	\$ 115,500		\$ 505,178		\$ 77,000	\$ 3,274,787
Refugee	\$ 87,477	\$ 77,000						\$ 38,500				\$ 38,500	\$ 241,477
Wagner													
Peyser	\$ -	\$ 30,800	\$ 30,800	\$ 19,250		\$ 46,200	\$ 15,400	\$ 30,800	\$ 2,079,000			\$ 19,250	\$ 2,271,500
Dept. Rehab.	\$ 15,400	\$ 150,000	\$ 19,250					\$ 61,600				\$ 19,250	\$ 265,500
Comm. Coll.													\$ -
School Dist.		\$ 30,800		\$ 210,261				\$ 688,416				\$ 392,488	\$ 1,321,965
Senior CSEP			\$ 77,000			\$ 69,300		\$ 69,300	\$ 154,000			\$ 231,000	\$ 600,600
CSBG					\$ 24,200		\$55,000			\$ 217,000			\$ 296,200
County, DHHS						\$ 231,000							\$ 231,000
Private/Other	\$ 704,459	\$ 53,900	\$ 404,250	\$ 30,800	\$ 84,000	\$ 111,650	\$ 17,710	\$ 30,800	\$ 154,000		\$ 15,400	\$ 231,000	\$ 1,837,969
LIHEAP													\$ -
Total	\$ 2,406,582	\$ 1,327,533	\$ 2,399,486	\$ 1,054,609	\$ 530,755	\$ 3,286,447	\$ 1,427,684	\$ 1,881,501	\$ 3,096,000	\$ 1,177,233	\$ 1,195,193	\$ 2,068,539	\$ 21,841,562
All Resources above are either cash or in-kind at the discretion of each required partner													
	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Lease Ends	none	none	9/30/2014	6/30/2013	none	10/31/2015	none	none	none	none	1/7/2013	none	
Square Feet	7,775	6423	9299	3990	16,106	8000	11824	3000	4723	3000	4723	4000	78,140
Annual Cost	N/A	N/A	\$149,806.89	\$64,797.60	N/A	\$233,859.12	N/A	N/A	N/A	N/A	\$92,092.80	N/A	\$540,556.41

* 1FTE Wages/Fringe = \$77,000

Vietnam Veterans of California, Inc.

MEMORANDUM OF UNDERSTANDING

I. Preamble.

In accordance with the Workforce Investment Act of 1998, Section 121 (c), this Memorandum of Understanding (MOU) between Sacramento Works, Inc., the Local Workforce Investment Board, (hereinafter "SWI") and each of the Sacramento Works One-Stop Career Center Partners (hereinafter "SWCCP") sets forth the agreement between SWI and the SWCCPs concerning the operation of the One-Stop Delivery System in the Sacramento Workforce Investment Area pursuant to the provisions of the Workforce Investment Act of 1998, Public Law 105-220 (hereinafter the "Act"), as amended from time to time.

Whereas, beginning July 1, 2008 SWI's Career Centers will be participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU SWCCPs shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. SWCCPs shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

This MOU reflects the agreement of SWI and the SWCCPs concerning:

(i) The services to be provided through the SWI One-Stop System as outlined in the SWI Integrated Service Delivery Initiative Local Plan (located at www.seta.net), which is incorporated herein by reference and made a part hereof;

- (ii) Ongoing participation in planning workgroups including, but not limited to, those that are a part of the Integration Learning Lab;
- (iii) Ongoing participation in testing a variety of approaches to achieve integrated service delivery and continually improve the joint delivery of services to customers of the One-Stop Delivery System;
- (iv) Funding the costs of such services and operating costs of the System ;
- (v) Methods for referring individuals between the One Stop Operator and the SWCCPs for appropriate services and activities;
- (vi) The duration of the MOU and procedures for amending the MOU during its term ; and
- (vii) Other provisions consistent with the requirements of the Act, as the parties to this MOU may from time to time agree.

II. Services Provided.

The three functional service areas as described in SWI's Integrated Service Delivery Initiative Local Plan (consisting of Talent Engagement, Talent Development, and Talent Marketing) shall be provided by the One-Stop Operator or may be provided through contracts with independent service providers.

A listing of eligible training service providers, pursuant to Section 122 (e) of the Act, shall be provided as a part of the Talent Development services available at each One-Stop Center.

Access/referral to services shall be consistent with the Sacramento Employment and Training Agency's (SETA's) WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

III. Costs.

Costs of services and operations of the One-Stop Delivery System will be funded, in accordance with the provisions of the Local Plan. To the extent SWI solicits or accepts grants and donations from sources other than federal funds made available under the Act, such funds may from time to time be used to fund the services and operating costs of the One-Stop Delivery System in this local area at the sole discretion of SWI.

To the extent funds become available from other programs or activities as described in Section 121(b)(1)(B), which could be used to pay for the costs of

such services and the operating costs of the One-Stop Delivery System, such funds shall be allocated pursuant to separate written agreements.

To the extent SWCCPs financially contribute to the funding of the One-Stop Delivery System, the allocation of their costs to the provision of services or operating costs of the One-Stop Delivery System shall be made in accordance with the terms of a separate written Resource Allocation Agreement, negotiated between SWI and the affected SWCCP and generally in the form of Exhibit A, attached hereto and made a part hereof.

IV. Joint Responsibilities.

A. Universal Access. The parties agree universal access is a critical One-Stop Delivery System requirement. This includes ensuring Resource Room access to all customers, including those with special needs such as literacy deficits, physical and/or learning disabilities, limited English speakers, and others with economic or geographic barriers to service or employment.

B. Shared Technology and Systems Infrastructure.

1. Shared Technology: The parties agree to the principles of common reporting and shared information through electronic One-Stop Delivery System concepts and mechanisms, including shared technology.

2. Information Exchange: The parties endorse technology through the use of JTA and SMARTware systems provided by SETA as critical tools for facilitating all aspects of information exchange, including reporting, management information systems (MIS), data collection, referral services, common case management, participant and service tracking, and the provision of overall seamless service.

3. System Security and Confidentiality: System Security provisions shall be agreed upon by all parties and memorialized in a separate written Information Security and Access Agreement, which will be signed by the individuals using the system.

C. Capacity Building.

1. The parties to this MOU agree to maintain a high level of professional standards related to both One-Stop Delivery System staff competencies and protocols as well as a professional environment for participants and other customers of the centers.

2. As with all aspects of joint planning, capacity-building efforts shall be examined in the context of adaptability to needed change, customer service, and continuous improvement.

3. The parties agree to work continuously to ensure collaboration with State and regional efforts to provide service delivery responsive to identified building needs.

D. Marketing. The parties to this MOU agree to use a collaborative marketing strategy informing job seekers, employed individuals, employers, and the community at large about the services available through the SWI One-Stop Delivery System.

E. Site Supervision.

1. All employees (including State employees) who are located at SWI One-Stop Centers shall remain under the supervision of their employer of record for purposes of compensation, benefits, collective bargaining, performance evaluation, and other matters concerning civil service rights and responsibilities. If work-related issues arise between employees of the State, County, or other partner agencies and operators or supervisors of other partners or the One-Stop Centers, the operator or other supervisor shall refer such issues to the employee's departmental supervisor. Issues concerning State employees shall be referred to the employee's civil service supervisor.
2. Parties to the MOU recognize that there are a number of practices and philosophies related to broad-based agency practices as well as day-to-day One-Stop site supervision which differ between the parties and are negotiated as a result of implementing operations. Local factors among the SWCCP's organization include:
 - a. Differing pay scales for similar positions.
 - b. Differing functions for similar classifications from different agencies .
 - c. Off-site supervisors versus site-based supervisors at the One-Stop Center.
 - d. Union versus Non-union employees in similar classifications on-site.
 - e. Hours of operation, including possible evening and weekend hours.
 - f. Varied holiday schedules.
 - g. Sharing of space, equipment, information, and materials.
 - h. Employee safety and security of the workplace.

F. Referral Process. Parties to this MOU agree to use a common intake and referral system and to use standardized intake and referral forms. Parties agree to cross-refer customers to SWCCP programs/services and to cross-train staff on the services of each SWCCP and the spectrum of related services available through respective agencies. The referral of individuals between the One-Stop Operator and the SWCCPs for the appropriate services and activities

shall be consistent with the SETA WIA Directives including, but not limited to, One-Stop Customer Flow and the Scholarship Award System directives.

V. Duration of Memorandum.

The term of this MOU shall be a period of one year from the date of execution. The MOU shall automatically renew for successive one-year terms, unless SWI or any SWCCP gives written notice of intent not to renew at least ninety (90) days prior to the expiration date of the current MOU, or any extension thereof.

This MOU may be amended by written notice signed by all parties to the MOU.

VI. Termination. Any party to this MOU may terminate this MOU by providing thirty (30) days written notice of such intent to terminate to the other parties to this MOU.

VII. Dispute Resolution.

1. Parties to this MOU shall continue to perform their responsibilities under this MOU during any dispute. Disputes shall be resolved in a timely manner, directly involving the parties to the dispute. The parties shall try to resolve policy or practice disputes informally and at the lowest level, starting with the site coordinator and staff.

2. Any party to this MOU may call a meeting of all One-Stop Partners to discuss and resolve disputes. Should those resolution efforts fail, the dispute shall be referred to the Chair of SWI, who will place the dispute on the agenda of the next regular or special meeting of the SWI Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.

VIII. Hold Harmless. Each party to this MOU agrees to indemnify, defend and hold harmless the other parties, their officers, agents, employees and volunteers from any and all claims, lawsuits, causes of action, damages, fees or costs arising out of or resulting from the acts, errors, omissions, negligence or misconduct of the party, its officers, agents, employees and volunteers.

IX. Nondiscrimination. Parties to this MOU shall not unlawfully discriminate or harass any employee, applicant or participant due to gender, race, color, ancestry, religion, national origin, disability, sexual orientation, medical conditions, age or marital status. The parties shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 *et seq.*) and related applicable regulations. Parties to this MOU shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement. Parties to this MOU shall include such nondiscrimination and compliance provisions as set forth in this clause in all related subcontracts and financial agreements.

X. **Americans with Disabilities.** Parties to this MOU shall also comply with the Americans With Disabilities Act of 1990 .

XI. **Governing Law.** This MOU is governed and shall be interpreted in accordance with the laws of the State of California, State WIA enabling legislation and the Workforce Investment Act of 1998.

XII. **Unenforceable Provisions.** In the event any provision of this MOU is held to be unenforceable then the parties agree that all other provisions of this MOU shall remain in full force and effect.

XIII. **No Partnership.** The undersigned are not entering into a partnership, joint venture or other business entity by virtue of this MOU. In all matters covered under this MOU, each of the parties hereto acts as an independent party and is neither a partner, agent, nor employee of the other.

XIV. **Execution in Counterpart.** This MOU may be executed in counterpart, but all counterparts shall be considered but one MOU. Execution of any counterpart by an SWCCP shall be delivered to SWI, which shall provide an executed copy of each counterpart to every SWCCP who executes this MOU. By executing a counterpart, each party to the MOU acknowledges that this MOU accurately reflects such party's understanding and authorizes distribution of a copy of such executed counterpart to any other party signatory to this MOU.

Dated: 3.11.09

SACRAMENTO WORKS, INC.
By: [Signature]
Its: Chairperson

X Dated: 20080825

X JAMES DAVID HUBBARD
Legal Name of Party (One-Stop Partner)
X [Signature]
Signature (Authorized Representative)
X PRACO
Title

EXHIBIT A TO MOU

Resource Allocation Agreement

I. Preamble. In accordance with Section III of the Memorandum of Understanding (hereafter "MOU") between Sacramento Works, Inc., (hereafter "SWI") and each of the signatory Sacramento Works Career Center Partners (hereafter "SWCCPs"), this document shall serve as the Resource Allocation Agreement (hereafter "RAA") between SWI and the undersigned SWCCP.

This RAA provides for an agreed method of determination of the SWCCP's fair share of the operating costs of SWI's One-Stop Delivery System based on the amount of use of the One-Stop Delivery System attributable to the undersigned SWCCP's program.

This RAA includes the following elements:

a) The Sacramento Works Career Center (SWCC) Annual Operational Cost Summary, incorporated herein by reference and made a part hereof, which reflects all One-Stop Centers costs and SWCCP funding sources (programs) that make up the One-Stop Delivery System in the Sacramento Workforce Investment Area.

This Agreement is conditioned on the following representations:

- a) Each SWCCP is responsible for contributing to the operation of the One-Stop Delivery System based on its proportionate use.
- b) The One-Stop Delivery System cannot deviate from existing federal, state, or local regulations. Costs which are prohibited by a funding source (federal, state or local) may not be paid or used as offsets under a pooled cost agreement.

II. Contribution Rate.

The undersigned SWCCP shall pay for its allocated share of One- Stop Center costs as reflected in the SWCC Annual Operational Cost Summary.

III. Audit.

1. This RAA brings together the resources of separate funding streams and programs. This RAA is subject to generally accepted accounting principals and to the audit provisions of the respective funding streams as is appropriate.

2. The Bureau of State Audits, the Governing Board of the Sacramento Employment and Training Agency, SWI and other parties as appropriate or their designated representatives shall have the right to review and copy any records and supporting documentation pertaining to performance under this RAA. Parties agree to maintain such records for a minimum of three (3) years unless differing periods are stipulated by impacted funding sources. Auditors will be allowed access to such information or records during normal business hours. Parties agree to include similar audit provisions in any related contract, subcontract or other financial agreement.

SWCC - Operational Costs Summary - 2012/2013

	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cord	South County	Total
Staffing *													
WIA Staff	0.5	3	9.2	6	0	18	1	0.5	7	2.4	10.6	3	61.20
DHA staff			7	2.5		12		1				1	23.50
EDD staff		0.4	0.4	0.25		0.6	0.2	0.4	27	6		0.25	35.50
DHHS staff						3							3.00
Others	12.15	8.75	10.5	0.4	6	3.85	14.73	10.1	4		1.2	14.75	86.43
Total FTE	12.65	12.15	27.1	9.15	6	37.45	15.93	12	38	8.4	11.8	19	209.63
Funding													
WIA Title													
1/SETA	\$ 1,222,514	\$ 985,033	\$ 1,257,047	\$ 581,798	\$ 422,555	\$ 1,787,367	\$ 1,003,766	\$ 846,585	\$ 709,000	\$ 455,055	\$ 1,179,793	\$ 1,050,051	\$ 11,500,564
Job Corps													
CalWORKS	\$ 376,732		\$ 611,139	\$ 212,500		\$ 1,040,930	\$ 335,808	\$ 115,500		\$ 505,178		\$ 77,000	\$ 3,274,787
Refugee	\$ 87,477	\$ 77,000						\$ 38,500				\$ 38,500	\$ 241,477
Wagner													
Payser	\$ -	\$ 30,800	\$ 30,800	\$ 19,250		\$ 46,200	\$ 15,400	\$ 30,800	\$ 2,079,000			\$ 19,250	\$ 2,271,500
Dept. Rehab.	\$ 15,400	\$ 150,000	\$ 19,250					\$ 61,600				\$ 19,250	\$ 265,500
Comm. Coll.													
School Dist.		\$ 30,800		\$ 210,261				\$ 688,416				\$ 392,488	\$ 1,321,965
Senior CSEP			\$ 77,000			\$ 69,300	\$ 55,000	\$ 69,300	\$ 154,000	\$ 217,000		\$ 231,000	\$ 600,600
CSBG					\$ 24,200								\$ 296,200
County, DHHS						\$ 231,000							\$ 231,000
Private/Other	\$ 704,459	\$ 53,900	\$ 404,250	\$ 30,800	\$ 84,000	\$ 111,650	\$ 17,710	\$ 30,800	\$ 154,000		\$ 15,400	\$ 231,000	\$ 1,837,969
LIHEAP													
Total	\$ 2,406,582	\$ 1,327,533	\$ 2,399,486	\$ 1,054,609	\$ 530,755	\$ 3,286,447	\$ 1,427,684	\$ 1,881,501	\$ 3,096,000	\$ 1,177,233	\$ 1,195,193	\$ 2,058,539	\$ 21,841,562
All Resources above are either cash or in-kind at the discretion of each required partner													
	Broadway	Citrus Heights	Franklin	Galt	GSUL	Hillsdale	La Familia	Lemon Hill	Mark Sanders	Mather	Rancho Cordova	South County	Total
Lease Ends	none	none	9/30/2014	6/30/2013	none	10/31/2015	none	none	none	none	1/7/2013	none	
Square Feet	7,775	6423	9299	3990	16,106	3000	8000	11824	4723	3000	4000	4000	78,140
Annual Cost	N/A	N/A	\$149,806.89	\$64,797.60	N/A	\$233,859.12	N/A	N/A	N/A	N/A	\$92,092.80	N/A	\$540,556.41

* 1FTE Wages/Fringe = \$77,000

SACRAMENTO WORKS CAREER CENTER VOLUNTARY PARTNERS LIST

SWCC	Voluntary Partners (signed MOU)	Comments
Franklin	Dreamcatchers Empowerment Network Sacramento Chinese Community Service Center	
Galt	Galt Joint Union High School District Galt Rotary South County Services	
Hillsdale	Federal Technology Center MTI College Opening Doors, Inc. Small Business Administration (SBA) SCORE	
Mark Sanders	None (per Mark Sanders)	
Rancho Cordova	Sacramento Chinese Community Service Center	

Sacramento Works Career Center Franklin

Voluntary One Stop Partners with signed MOU Agreement:

- Dreamcatchers Empowerment Network
- Sacramento Chinese Community Service Center

**Memorandum of Understanding (MOU)
SACRAMENTO WORKS CAREER CENTER FOR
VOLUNTARY ONE STOP PARTNER**

Dreamcatchers Empowerment Network

(Name of Voluntary Partner)

1. Purpose

The purpose of this Memorandum of Understanding, hereinafter referred to as MOU, is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities with respect to the operation of a Sacramento Works, One-Stop Career Center.

2. Parties to this MOU

The parties to this MOU include the following:

A. Sacramento Employment & Training Agency, hereinafter referred to as OPERATOR

B. Franklin Career Center, hereinafter referred to as HOST
AGENCY for the Sacramento Works Career Center (SWCC) at
7000 Franklin Blvd Ste. 540

C. Dreamcatchers Empowerment Network, hereinafter referred to as ONE-STOP
PARTNER

3. Voluntary Partners:

- A. This MOU is for voluntary partners only.
- B. SETA has executed MOUs with the following required Workforce Investment Act (WIA) one-stop partners, who shall not be required to execute this MOU:
 - **State of California Employment Development Department**
 - **Sacramento County Office of Education**
 - **Los Rios Community College District**
 - **Elk Grove Unified School District**
 - **Galt Unified School District**
 - **Twin Rivers Unified School District**
 - **Sacramento City Unified School District**
 - **Crossroads Diversified Services, Inc.**
 - **State Department of Rehabilitation**
 - **AARP Foundation**
 - **Sacramento Job Corps**
 - **California Indian Manpower**
 - **Vietnam Veterans of California, Inc.**
 - **Housing Authority (City & County of Sacramento)**
 - **Sacramento County Department of Human Assistance**

4. Sacramento Works Integrated Service Delivery Initiative – Learning Lab

On July 1, 2008 Sacramento Works, Inc.'s (SWI's) Career Centers began participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU, all parties shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. All parties shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

5. Sacramento Works Career Center (SWCC) Principles/Goals

The principles/goals of the SWCC One-Stop Delivery System are:

As published in the SWI Strategic Business Plan, the goals of the SWCC system are:

Goal 1: Prepare workers for high wage, high demand, critical occupational clusters that provide:

- self-sufficiency wages
- employer paid benefits
- career advancement/career ladders

Goal 2: Engage and Support Regional Employers

Goal 3: Prepare youth to succeed and thrive in the regional workforce

Goal 4: Continuously improve the One-Stop Career Center system.

Integrated System Goals – Learning Lab

With the adoption of the Sacramento Works Integrated Service Delivery Initiative, system stakeholders have developed a set of goals which will guide the further development of the Learning Lab model. These include the following:

- Implement a common customer flow for all customers
- Deliver prompt, uniform, high-quality services to all customers
- Insure that all job seekers and employers have access to comprehensive services which are integrated, demand-driven, and skill-based;

- Ensure Services are driven by the local economy and employer needs and draw on quality workforce intelligences, local labor market information, and local employer validation of data;
- Emphasis to be placed on skill assessment, skill enhancement, and skill-based labor market attachment
- Integrate staffing through use of cross-functional service delivery teams.

6. **Values of the SWCC One-Stop Centers**

The following values of the One-Stop Centers are:

- A. One-Stop Centers provide Talent Engagement, Talent Development, and Talent Marketing services.
- One-Stop Centers develop neighborhood support networks.
 - One-Stop Centers provide talent marketing services to local employers and business associations.
 - One-Stop Centers provide access to services to individuals who are limited English-speaking, recipients of public assistance, and ex-offenders.
 - One-Stop Centers are accessible and provide services to individuals with physical and mental disabilities.
 - One-Stop Centers are “youth” friendly.
 - MOUs, local policy guidance manuals and directives are used within the One-Stop setting to ensure front-line staff have all program and service information.
 - All on-site partners are trained to provide talent engagement, talent development, and talent marketing functions of the One-Stop Centers.
- B. Mutual accountability is expected for system performance.
- All partners and staff are cross-trained in anticipated outcomes for each partner
 - Team-building efforts are included as staff development activities.
 - Job seeker customer satisfaction surveys indicate high levels of customer satisfaction.

7. **Effective Date and Term of MOU**

This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall commence on the date of execution by all parties, and shall end on June 30 of the next ensuing calendar year for which notice of non-renewal has been provided at least thirty (30) calendar days prior to June 30 of such year. Absent such notice of non-renewal, this MOU shall be automatically renewed on a year-to-year basis, effective on July 1 of each calendar year for which no notice of non-renewal has been given.

8. **Agreements**

It is mutually agreed and understood by and between the parties that:

- A. This MOU is neither a fiscal nor a funds obligation document. Specific studies, activities, programs or projects which involve the transfer or expenditure by any party of any money, services or property will require execution of separate agreements or contracts. Each subsequent agreement or arrangement involving the transfer of money,

services or property between the parties to this MOU must comply with all applicable statutes and regulations.

- B. Any party may enter into party-specific Supplemental Agreements, including resource sharing and cost sharing agreements, and license for use agreements, with parties that are part of this MOU. Such Supplemental Agreements shall specify individual agreements and obligations that are applicable to two or more parties. All Supplemental Agreements shall be in furtherance of and complementary to this MOU. Each party shall provide all other parties with copies of any such Supplemental Agreements.
- C. Nothing herein shall be construed as obligating the parties to expend funds or be construed as involving the parties in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for these purposes. However, each party shall contribute a fair share of the operating costs of the SWCC One-Stop Delivery System, proportionate to the use of the system, by individuals attributable to the partner's program. Such costs shall be delineated by separate agreement and attached to this MOU.
- D. This MOU shall be governed by, and construed in accordance with, the laws of the federal government and the State of California.
- E. This MOU in no way restricts any of the parties from participating in similar activities or arrangements with other public or private agencies, organizations, or individuals.
- F. The parties agree to utilize the SWCC logo developed by OPERATOR on buildings identified for One-Stop Center usage, letterhead, envelopes, business cards, any written correspondence and fax transmittals.
- G. The referral of individuals between OPERATOR and ONE-STOP PARTNER for the appropriate services and activities shall be accomplished as follows:

The OPERATOR will use the Sacramento Works SMART application to assess the needs of each customer. Based on the results of this assessment, customers will be referred to either additional self-directed services, to One-Stop partner(s) (including, but not limited to ONE-STOP PARTNER) for services or directly to WIA staff assisted services. Referrals will be made by phone or email contact between the One-Stop partner(s) and the ONE-STOP OPERATOR. Access to the automated SMARTware system will be provided to one-stop partner(s), upon completion of training on the system.

- H. The specific SWCC and the services and resources provided by each party to this MOU are identified and described in **Exhibit A**, attached hereto, which is hereby incorporated by reference and made a part hereof.

In addition, parties agree to participate in the following SWCC services:

Provide Staff-Assisted Services to Job Seekers -

1. Have staff co-located at the One-Stop Centers for a specific number of agreed-upon hours per week

2. Participate in orientations
3. Participate in staff assisted services (Talent Engagement, Talent Development and Talent Marketing)
4. Participate as worker of the day six to eight (6-8) hours per week
5. Have a permanent or rotating workstation
6. Participate in staff meetings and trainings
7. Resource information and directory of available community, employment, training and social services
8. Outreach, intake and orientation to information and other services available through the One-Stop Delivery System
9. Initial assessment of skill levels, aptitudes, abilities, and supportive services needs
10. Job search and placement assistance, and where appropriate, career counseling
11. Labor Market information
12. Intake and enrollment assistance for employment, training and education programs
13. Access to youth employment services
14. Co-enrollment and case management in intensive vocational and on-the-job training Programs
15. Access to Individual Training Account Scholarships

For Employers -

1. Job Posting Services
2. Business Information Services and Workshops
3. Recruitment orientations and referral of qualified job seekers
4. Automated labor market information
5. Specialized services such as seminars, workforce needs assessment, job fairs
6. Information on tax credit and tax incentive programs
7. Customized Training or Sector Initiatives in Critical Occupational Clusters

9. License for Use

During the term of this MOU, OPERATOR and HOST AGENCY agree that all other parties to this MOU shall have a license to use all of the space of the SWCC referenced in Paragraph 2 above for the sole purpose of conducting acceptable One-Stop Center services as outlined herein. This license may be terminated at any time by any party upon giving three (3) months written notice to all other parties.

9. Supervision

The day-to-day supervision of staff assigned to the SWCC referenced in the attached **Exhibit A** will be the responsibility of the Site Supervisor(s). The original employer of staff assigned to the SWCC will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the Site Supervisor(s) and the management of the original employer.

The office hours for the staff at the SWCC will be established by the Site Supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary

employer and will provide a copy of their holiday schedule to OPERATOR and HOST AGENCY at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the SWCC and each party will take appropriate action.

10. Employee Relationships

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, each party shall be solely responsive and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

11. Independent Contractor Status

The parties hereto agree that the relationship established by this MOU is that of independent contractors. It is expressly understood and agreed that this MOU is not intended and shall not be construed to create the relationship of agent, servant, employee, partnership, joint venture or association between parties. Each party will be responsible for providing its own salaries, payroll taxes, withholding, insurance, workers' compensation coverage and other benefits of any kind, as required by law, for its own employees.

12. Method for Dispute Resolution

The parties agree to try to resolve policy or practice disputes at the lowest level starting with the Site Supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the OPERATOR, for discussion and resolution.

13. Confidentiality

Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

14. Modifications

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

15. Termination

The parties understand that implementation of the SWCC System is dependent on everyone's good faith effort to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more

parties to cease being a party to this MOU, said party(ies) shall notify the other parties, in writing, thirty (30) days in advance of that intention.

16. Press Releases and Communications

Parties shall include all other parties when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

17. Notices

All MOUs, amendment(s) to MOUs and license agreements requiring signatures shall be delivered, by personal service or by deposit in the United States mail, first-class postage prepaid, addressed to the designated contact person at the address set forth in Paragraph 21. All other notices to be given to any of the parties under this MOU shall be given by deposit in the United States mail, first-class postage prepaid, addressed to the applicable party at the address set forth below the signature of each party to this MOU or by personal service. Notices given by mail shall be deemed served three (3) days after deposit in the United States mail, or when received, whichever is sooner.

18. Insurance

Each party hereto acknowledges and understands that the State of California has elected to be insured for its general liability through a self-insurance program. Departments of the State of California are covered by a self-insured plan for general liability administered by the State Attorney General's office. All other parties agree to maintain in full force and effect during the term of this MOU and any extension thereof, commercial general liability insurance, or self-insurance, with limits of not less than \$1,000,000 single limit coverage per occurrence for bodily injury, personal injury and property damage. Upon request from any other party, a party shall provide an appropriate certificate evidencing such insurance, or self-insurance, to the requesting party.

19. Hold Harmless/Indemnification

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in Paragraph 2 of this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorneys fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorneys fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

20. Contact Persons

Party	Name & Address of Contact Person (List only one (1) - refer to Paragraph 16)	Phone/Fax Numbers
OPERATOR	Kathy Kossick, Executive Director Sacramento Employment & Training Agency	Phone: (916) 263-3800 Fax: (916) 263-3827
HOST AGENCY	SWCC - Franklin	Phone: 563-5151 Fax:
ONE-STOP PARTNER	Dreamcatchers	Phone: 707-226-6245 Fax:

21. Signatures

THEREFORE, the Parties have executed this MOU.

**SACRAMENTO EMPLOYMENT
AND TRAINING AGENCY (OPERATOR)**

Dated: 3/25, 2010

BY: Kathy Kossick
(Signature of Authorized Officer)

Kathy Kossick, Executive Director
(Name and Title of Authorized Officer)

925 Del Paso Blvd.
(Address)

Sacramento, CA 95815-3608
(City, State, Zip Code)

Sacramento Worker Franklin Career Center
(Legal Name of Party, HOST AGENCY)

Dated: 3/23, 2010

BY: Alan
(Signature of Authorized Officer)

Diana Douglas, ESSupervisor
(Name and Title of Authorized Officer)

7000 Franklin Blvd.
(Address)

Sacramento CA 95823
(City, State, Zip Code)

Dreamcatchers Empowerment Network
(Legal Name of Party, ONE-STOP PARTNER)

Dated: 3/23, 20 10

BY: [Signature]
(Signature of Authorized Officer)

EJ Hillan - Executive Director
(Name and Title of Authorized Officer)

1320 2nd Street
(Address)

Napa, CA 94559
(City, State, Zip Code)

Description of Services and Resources Provided by One Stop Partners

Partner Name: Dreamcatchers Empowerment Network

SWCCs Served: Franklin Career Center

Services to be Provided:

<p><u>Dreamcatchers will provide 4 hours of week of staff time to assist in the resource room/computer lab in exchange for office space at the Career Center located on Franklin Blvd., Sacramento.</u></p> <p><u>Dreamcatchers, a vendor for the State Department of Rehabilitation, will utilize the office space in order to meet with clients to provide Employment related services.</u></p>

Resources to be Provided:

Co-locate/coordinate the services of staff; salary and benefits to be paid by one stop partner or provide facility, supplies, utilities, equipment or other resources:

Job Title	# of Positions	Hours per Week (Approximate)
Susan McDaniel – Work Adjustment Specialist	1	4

<p>Resources (Facility, supplies, equipment, other resources)</p>

**Memorandum of Understanding (MOU)
SACRAMENTO WORKS CAREER CENTER FOR
VOLUNTARY ONE STOP PARTNER**

Sacramento Chinese Community Center
(Name of Voluntary Partner)

1. Purpose

The purpose of this Memorandum of Understanding, hereinafter referred to as MOU, is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities with respect to the operation of a Sacramento Works, One-Stop Career Center.

2. Parties to this MOU

The parties to this MOU include the following:

A. Sacramento Employment & Training Agency, hereinafter referred to as OPERATOR

B. Franklin Career Center, hereinafter referred to as HOST
AGENCY for the Sacramento Works Career Center (SWCC) at

Sacramento Chinese Community Center, hereinafter referred to as ONE-STOP
PARTNER

3. Voluntary Partners:

- A. This MOU is for voluntary partners only.
- B. SETA has executed MOUs with the following required Workforce Investment Act (WIA) one-stop partners, who shall not be required to execute this MOU:
- **State of California Employment Development Department**
 - **Sacramento County Office of Education**
 - **Los Rios Community College District**
 - **Elk Grove Unified School District**
 - **Galt Unified School District**
 - **Twin Rivers Unified School District**
 - **Sacramento City Unified School District**
 - **Crossroads Diversified Services, Inc.**
 - **State Department of Rehabilitation**
 - **AARP Foundation**
 - **Sacramento Job Corps**
 - **California Indian Manpower**
 - **Vietnam Veterans of California, Inc.**
 - **Housing Authority (City & County of Sacramento)**
 - **Sacramento County Department of Human Assistance**

4. Sacramento Works Integrated Service Delivery Initiative – Learning Lab

On July 1, 2008 Sacramento Works, Inc.'s (SWI's) Career Centers began participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU, all parties shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. All parties shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

5. Sacramento Works Career Center (SWCC) Principles/Goals

The principles/goals of the SWCC One-Stop Delivery System are:

As published in the SWI Strategic Business Plan, the goals of the SWCC system are:

Goal 1: Prepare workers for high wage, high demand, critical occupational clusters that provide:

- self-sufficiency wages
- employer paid benefits
- career advancement/career ladders

Goal 2: Engage and Support Regional Employers

Goal 3: Prepare youth to succeed and thrive in the regional workforce

Goal 4: Continuously improve the One-Stop Career Center system.

Integrated System Goals – Learning Lab

With the adoption of the Sacramento Works Integrated Service Delivery Initiative, system stakeholders have developed a set of goals which will guide the further development of the Learning Lab model. These include the following:

- Implement a common customer flow for all customers
- Deliver prompt, uniform, high-quality services to all customers
- Insure that all job seekers and employers have access to comprehensive services which are integrated, demand-driven, and skill-based;

- Ensure Services are driven by the local economy and employer needs and draw on quality workforce intelligences, local labor market information, and local employer validation of data;
- Emphasis to be placed on skill assessment, skill enhancement, and skill-based labor market attachment
- Integrate staffing through use of cross-functional service delivery teams.

6. Values of the SWCC One-Stop Centers

The following values of the One-Stop Centers are:

- A. One-Stop Centers provide Talent Engagement, Talent Development, and Talent Marketing services.
- One-Stop Centers develop neighborhood support networks.
 - One-Stop Centers provide talent marketing services to local employers and business associations.
 - One-Stop Centers provide access to services to individuals who are limited English-speaking, recipients of public assistance, and ex-offenders.
 - One-Stop Centers are accessible and provide services to individuals with physical and mental disabilities.
 - One-Stop Centers are “youth” friendly.
 - MOUs, local policy guidance manuals and directives are used within the One-Stop setting to ensure front-line staff have all program and service information.
 - All on-site partners are trained to provide talent engagement, talent development, and talent marketing functions of the One-Stop Centers.
- B. Mutual accountability is expected for system performance.
- All partners and staff are cross-trained in anticipated outcomes for each partner
 - Team-building efforts are included as staff development activities.
 - Job seeker customer satisfaction surveys indicate high levels of customer satisfaction.

7. Effective Date and Term of MOU

This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall commence on the date of execution by all parties, and shall end on June 30 of the next ensuing calendar year for which notice of non-renewal has been provided at least thirty (30) calendar days prior to June 30 of such year. Absent such notice of non-renewal, this MOU shall be automatically renewed on a year-to-year basis, effective on July 1 of each calendar year for which no notice of non-renewal has been given.

8. Agreements

It is mutually agreed and understood by and between the parties that:

- A. This MOU is neither a fiscal nor a funds obligation document. Specific studies, activities, programs or projects which involve the transfer or expenditure by any party of any money, services or property will require execution of separate agreements or contracts. Each subsequent agreement or arrangement involving the transfer of money,

services or property between the parties to this MOU must comply with all applicable statutes and regulations.

- B. Any party may enter into party-specific Supplemental Agreements, including resource sharing and cost sharing agreements, and license for use agreements, with parties that are part of this MOU. Such Supplemental Agreements shall specify individual agreements and obligations that are applicable to two or more parties. All Supplemental Agreements shall be in furtherance of and complementary to this MOU. Each party shall provide all other parties with copies of any such Supplemental Agreements.
- C. Nothing herein shall be construed as obligating the parties to expend funds or be construed as involving the parties in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for these purposes. However, each party shall contribute a fair share of the operating costs of the SWCC One-Stop Delivery System, proportionate to the use of the system, by individuals attributable to the partner's program. Such costs shall be delineated by separate agreement and attached to this MOU.
- D. This MOU shall be governed by, and construed in accordance with, the laws of the federal government and the State of California.
- E. This MOU in no way restricts any of the parties from participating in similar activities or arrangements with other public or private agencies, organizations, or individuals.
- F. The parties agree to utilize the SWCC logo developed by OPERATOR on buildings identified for One-Stop Center usage, letterhead, envelopes, business cards, any written correspondence and fax transmittals.
- G. The referral of individuals between OPERATOR and ONE-STOP PARTNER for the appropriate services and activities shall be accomplished as follows:

The OPERATOR will use the Sacramento Works SMART application to assess the needs of each customer. Based on the results of this assessment, customers will be referred to either additional self-directed services, to One-Stop partner(s) (including, but not limited to ONE-STOP PARTNER) for services or directly to WIA staff assisted services. Referrals will be made by phone or email contact between the One-Stop partner(s) and the ONE-STOP OPERATOR. Access to the automated SMARTware system will be provided to one-stop partner(s), upon completion of training on the system.

- H. The specific SWCC and the services and resources provided by each party to this MOU are identified and described in **Exhibit A**, attached hereto, which is hereby incorporated by reference and made a part hereof.

In addition, parties agree to participate in the following SWCC services:

Provide Staff-Assisted Services to Job Seekers -

1. Have staff co-located at the One-Stop Centers for a specific number of agreed-upon hours per week

2. Participate in orientations
3. Participate in staff assisted services (Talent Engagement, Talent Development and Talent Marketing)
4. Participate as worker of the day six to eight (6-8) hours per week
5. Have a permanent or rotating workstation
6. Participate in staff meetings and trainings
7. Resource information and directory of available community, employment, training and social services
8. Outreach, intake and orientation to information and other services available through the One-Stop Delivery System
9. Initial assessment of skill levels, aptitudes, abilities, and supportive services needs
10. Job search and placement assistance, and where appropriate, career counseling
11. Labor Market information
12. Intake and enrollment assistance for employment, training and education programs
13. Access to youth employment services
14. Co-enrollment and case management in intensive vocational and on-the-job training Programs
15. Access to Individual Training Account Scholarships

For Employers -

1. Job Posting Services
2. Business Information Services and Workshops
3. Recruitment orientations and referral of qualified job seekers
4. Automated labor market information
5. Specialized services such as seminars, workforce needs assessment, job fairs
6. Information on tax credit and tax incentive programs
7. Customized Training or Sector Initiatives in Critical Occupational Clusters

9. License for Use

During the term of this MOU, OPERATOR and HOST AGENCY agree that all other parties to this MOU shall have a license to use all of the space of the SWCC referenced in Paragraph 2 above for the sole purpose of conducting acceptable One-Stop Center services as outlined herein. This license may be terminated at any time by any party upon giving three (3) months written notice to all other parties.

9. Supervision

The day-to-day supervision of staff assigned to the SWCC referenced in the attached **Exhibit A** will be the responsibility of the Site Supervisor(s). The original employer of staff assigned to the SWCC will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the Site Supervisor(s) and the management of the original employer.

The office hours for the staff at the SWCC will be established by the Site Supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary

employer and will provide a copy of their holiday schedule to OPERATOR and HOST AGENCY at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the SWCC and each party will take appropriate action.

10. Employee Relationships

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, each party shall be solely responsive and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

11. Independent Contractor Status

The parties hereto agree that the relationship established by this MOU is that of independent contractors. It is expressly understood and agreed that this MOU is not intended and shall not be construed to create the relationship of agent, servant, employee, partnership, joint venture or association between parties. Each party will be responsible for providing its own salaries, payroll taxes, withholding, insurance, workers' compensation coverage and other benefits of any kind, as required by law, for its own employees.

12. Method for Dispute Resolution

The parties agree to try to resolve policy or practice disputes at the lowest level starting with the Site Supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the OPERATOR, for discussion and resolution.

13. Confidentiality

Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

14. Modifications

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

15. Termination

The parties understand that implementation of the SWCC System is dependent on everyone's good faith effort to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more

parties to cease being a party to this MOU, said party(ies) shall notify the other parties, in writing, thirty (30) days in advance of that intention.

16. Press Releases and Communications

Parties shall include all other parties when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

17. Notices

All MOUs, amendment(s) to MOUs and license agreements requiring signatures shall be delivered, by personal service or by deposit in the United States mail, first-class postage prepaid, addressed to the designated contact person at the address set forth in Paragraph 21. All other notices to be given to any of the parties under this MOU shall be given by deposit in the United States mail, first-class postage prepaid, addressed to the applicable party at the address set forth below the signature of each party to this MOU or by personal service. Notices given by mail shall be deemed served three (3) days after deposit in the United States mail, or when received, whichever is sooner.

18. Insurance

Each party hereto acknowledges and understands that the State of California has elected to be insured for its general liability through a self-insurance program. Departments of the State of California are covered by a self-insured plan for general liability administered by the State Attorney General's office. All other parties agree to maintain in full force and effect during the term of this MOU and any extension thereof, commercial general liability insurance, or self-insurance, with limits of not less than \$1,000,000 single limit coverage per occurrence for bodily injury, personal injury and property damage. Upon request from any other party, a party shall provide an appropriate certificate evidencing such insurance, or self-insurance, to the requesting party.

19. Hold Harmless/Indemnification

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in Paragraph 2 of this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorneys fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorneys fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

20. Contact Persons

Party	Name & Address of Contact Person (List only one (1) - refer to Paragraph 16)	Phone/Fax Numbers
OPERATOR	Kathy Kossick, Executive Director Sacramento Employment & Training Agency	Phone: (916) 263-3800 Fax: (916) 263-3827
HOST AGENCY	<i>Franklin Career Center</i>	Phone: <i>563-5151</i> Fax: <i>26</i>
ONE-STOP PARTNER	<i>Sacto. Chinese Comm. Serv.</i>	Phone: <i>442-2523</i> Fax: <i>.</i>

21. Signatures

THEREFORE, the Parties have executed this MOU.

**SACRAMENTO EMPLOYMENT
AND TRAINING AGENCY (OPERATOR)**

Dated: 10/15, 2009

BY: *Kathy Kossick*
(Signature of Authorized Officer)

Kathy Kossick, Executive Director
(Name and Title of Authorized Officer)

925 Del Paso Blvd.
(Address)

Sacramento, CA 95815-3608
(City, State, Zip Code)

Franklin Career Center
(Legal Name of Party, HOST AGENCY)

Dated: 10/9, 2009

BY: *[Signature]*
(Signature of Authorized Officer)

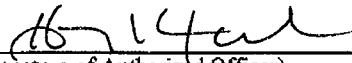
Diana Douglas Employment Services
(Name and Title of Authorized Officer) *Supervisor*

7000 Franklin Blvd, Ste 540
(Address)

Sacramento, CA 95823
(City, State, Zip Code)

Sacramento Chinese Community Service Center
(Legal Name of Party, ONE-STOP PARTNER)

Dated: Sept 14, 2009

BY: 
(Signature of Authorized Officer)

Henry Kloczkowski, Executive Director
(Name and Title of Authorized Officer)

420 I Street, Suite 5
(Address)

Sacramento, CA 95814
(City, State, Zip Code)

EXHIBIT A

Description of Services and Resources Provided by One-Stop Partners

Partner Name: Sacramento Chinese Community Center

SWCCs Served: Franklin Career Center

Services to be Provided:

OPT: Intake, assessment and one-on-one pre-employment skills training, job placement assistance

Universal Services (Youth): Career center orientation, pre-employment skills training, assessments and community linkages

WIA/Recovery Youth Employment: orientation and assessment, pre-employment skills training, job placement and internship, and educational community linkages

Youth Advocates: Provides job search assistance to youth, develops and assists with Universal in designing referrals to WIA, community linkages, and educational programs.

workshops

Resources to be Provided: Specialized in Foster Youth services as well as special populations.
 Co-locate/coordinate the services of staff; salary and benefits to be paid by one-stop partner or provide facility, supplies, utilities, equipment or other resources:

Job Title	# of Positions	Hours per Week (Approximate)
WIA Youth Employment Specialist / coordinator	2	60
Universal Youth specialist	1	40
Youth Advocate	3-1	40
opt/workforce Development Professionals	3	80

Resources (Facility, supplies, equipment, other resources)
<u>Space in lieu of rent cost.</u>

Sacramento Works Career Center Galt

Voluntary One Stop Partners with signed MOU Agreement:

- Galt Joint Union High School District
- Galt Rotary
- South County Services

Memorandum of Understanding (MOU) SACRAMENTO WORKS CAREER CENTER FOR VOLUNTARY ONE STOP PARTNER

Sacramento Career Center – Galt, CA
(Name of Voluntary Partner)

1. Purpose

The purpose of this Memorandum of Understanding, hereinafter referred to as MOU, is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities with respect to the operation of a Sacramento Works, One-Stop Career Center.

2. Parties to this MOU

The parties to this MOU include the following:

- A. Sacramento Employment & Training Agency, hereinafter referred to as OPERATOR
- B. SETA _____, hereinafter referred to as HOST AGENCY for the Sacramento Works Career Center (SWCC) at Galt, CA _____.
- C. Galt Joint Union High School district _____, hereinafter referred to as ONE-STOP PARTNER

3. Voluntary Partners:

- A. This MOU is for voluntary partners only.
- B. SETA has executed MOUs with the following required Workforce Investment Act (WIA) one-stop partners, who shall not be required to execute this MOU:
 - **State of California Employment Development Department**
 - **Sacramento County Office of Education**
 - **Los Rios Community College District**
 - **Elk Grove Unified School District**
 - **Galt Unified School District**
 - **Twin Rivers Unified School District**
 - **Sacramento City Unified School District**
 - **Crossroads Diversified Services, Inc.**
 - **State Department of Rehabilitation**
 - **AARP Foundation**
 - **Sacramento Job Corps**
 - **California Indian Manpower**
 - **Vietnam Veterans of California, Inc.**
 - **Housing Authority (City & County of Sacramento)**
 - **Sacramento County Department of Human Assistance**

4. **Sacramento Works Integrated Service Delivery Initiative – Learning Lab**

On July 1, 2008 Sacramento Works, Inc.'s (SWI's) Career Centers began participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU, all parties shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. All parties shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

5. **Sacramento Works Career Center (SWCC) Principles/Goals**

The principles/goals of the SWCC One-Stop Delivery System are:

As published in the SWI Strategic Business Plan, the goals of the SWCC system are:

Goal 1: Prepare workers for high wage, high demand, critical occupational clusters that provide:

- self-sufficiency wages
- employer paid benefits
- career advancement/career ladders

Goal 2: Engage and Support Regional Employers

Goal 3: Prepare youth to succeed and thrive in the regional workforce

Goal 4: Continuously improve the One-Stop Career Center system.

Integrated System Goals – Learning Lab

With the adoption of the Sacramento Works Integrated Service Delivery Initiative, system stakeholders have developed a set of goals which will guide the further development of the Learning Lab model. These include the following:

- Implement a common customer flow for all customers
- Deliver prompt, uniform, high-quality services to all customers
- Insure that all job seekers and employers have access to comprehensive services which are integrated, demand-driven, and skill-based;

- Ensure Services are driven by the local economy and employer needs and draw on quality workforce intelligences, local labor market information, and local employer validation of data;
- Emphasis to be placed on skill assessment, skill enhancement, and skill-based labor market attachment
- Integrate staffing through use of cross-functional service delivery teams.

6. Values of the SWCC One-Stop Centers

The following values of the One-Stop Centers are:

- A. One-Stop Centers provide Talent Engagement, Talent Development, and Talent Marketing services.
- One-Stop Centers develop neighborhood support networks.
 - One-Stop Centers provide talent marketing services to local employers and business associations.
 - One-Stop Centers provide access to services to individuals who are limited English-speaking, recipients of public assistance, and ex-offenders.
 - One-Stop Centers are accessible and provide services to individuals with physical and mental disabilities.
 - One-Stop Centers are “youth” friendly.
 - MOUs, local policy guidance manuals and directives are used within the One-Stop setting to ensure front-line staff have all program and service information.
 - All on-site partners are trained to provide talent engagement, talent development, and talent marketing functions of the One-Stop Centers.
- B. Mutual accountability is expected for system performance.
- All partners and staff are cross-trained in anticipated outcomes for each partner
 - Team-building efforts are included as staff development activities.
 - Job seeker customer satisfaction surveys indicate high levels of customer satisfaction.

7. Effective Date and Term of MOU

This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall commence on the date of execution by all parties, and shall end on June 30 of the next ensuing calendar year for which notice of non-renewal has been provided at least thirty (30) calendar days prior to June 30 of such year. Absent such notice of non-renewal, this MOU shall be automatically renewed on a year-to-year basis, effective on July 1 of each calendar year for which no notice of non-renewal has been given.

8. Agreements

It is mutually agreed and understood by and between the parties that:

- A. This MOU is neither a fiscal nor a funds obligation document. Specific studies, activities, programs or projects which involve the transfer or expenditure by any party of any money, services or property will require execution of separate agreements or contracts. Each subsequent agreement or arrangement involving the transfer of money,

services or property between the parties to this MOU must comply with all applicable statutes and regulations.

- B. Any party may enter into party-specific Supplemental Agreements, including resource sharing and cost sharing agreements, and license for use agreements, with parties that are part of this MOU. Such Supplemental Agreements shall specify individual agreements and obligations that are applicable to two or more parties. All Supplemental Agreements shall be in furtherance of and complementary to this MOU. Each party shall provide all other parties with copies of any such Supplemental Agreements.
- C. Nothing herein shall be construed as obligating the parties to expend funds or be construed as involving the parties in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for these purposes. However, each party shall contribute a fair share of the operating costs of the SWCC One-Stop Delivery System, proportionate to the use of the system, by individuals attributable to the partner's program. Such costs shall be delineated by separate agreement and attached to this MOU.
- D. This MOU shall be governed by, and construed in accordance with, the laws of the federal government and the State of California.
- E. This MOU in no way restricts any of the parties from participating in similar activities or arrangements with other public or private agencies, organizations, or individuals.
- F. The parties agree to utilize the SWCC logo developed by OPERATOR on buildings identified for One-Stop Center usage, letterhead, envelopes, business cards, any written correspondence and fax transmittals.
- G. The referral of individuals between OPERATOR and ONE-STOP PARTNER for the appropriate services and activities shall be accomplished as follows:

The OPERATOR will use the Sacramento Works SMART application to assess the needs of each customer. Based on the results of this assessment, customers will be referred to either additional self-directed services, to One-Stop partner(s) (including, but not limited to ONE-STOP PARTNER) for services or directly to WIA staff assisted services. Referrals will be made by phone or email contact between the One-Stop partner(s) and the ONE-STOP OPERATOR. Access to the automated SMARTware system will be provided to one-stop partner(s), upon completion of training on the system.

- H. The specific SWCC and the services and resources provided by each party to this MOU are identified and described in **Exhibit A**, attached hereto, which is hereby incorporated by reference and made a part hereof.

In addition, parties agree to participate in the following SWCC services:

Provide Staff-Assisted Services to Job Seekers -

- 1. Have staff co-located at the One-Stop Centers for a specific number of agreed-upon hours per week

2. Participate in orientations
3. Participate in staff assisted services (Talent Engagement, Talent Development and Talent Marketing)
4. Participate as worker of the day six to eight (6-8) hours per week
5. Have a permanent or rotating workstation
6. Participate in staff meetings and trainings
7. Resource information and directory of available community, employment, training and social services
8. Outreach, intake and orientation to information and other services available through the One-Stop Delivery System
9. Initial assessment of skill levels, aptitudes, abilities, and supportive services needs
10. Job search and placement assistance, and where appropriate, career counseling
11. Labor Market information
12. Intake and enrollment assistance for employment, training and education programs
13. Access to youth employment services
14. Co-enrollment and case management in intensive vocational and on-the-job training Programs
15. Access to Individual Training Account Scholarships

For Employers -

1. Job Posting Services
2. Business Information Services and Workshops
3. Recruitment orientations and referral of qualified job seekers
4. Automated labor market information
5. Specialized services such as seminars, workforce needs assessment, job fairs
6. Information on tax credit and tax incentive programs
7. Customized Training or Sector Initiatives in Critical Occupational Clusters

9. License for Use

During the term of this MOU, OPERATOR and HOST AGENCY agree that all other parties to this MOU shall have a license to use all of the space of the SWCC referenced in Paragraph 2 above for the sole purpose of conducting acceptable One-Stop Center services as outlined herein. This license may be terminated at any time by any party upon giving three (3) months written notice to all other parties.

9. Supervision

The day-to-day supervision of staff assigned to the SWCC referenced in the attached **Exhibit A** will be the responsibility of the Site Supervisor(s). The original employer of staff assigned to the SWCC will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the Site Supervisor(s) and the management of the original employer.

The office hours for the staff at the SWCC will be established by the Site Supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary

employer and will provide a copy of their holiday schedule to OPERATOR and HOST AGENCY at the beginning of each fiscal year. ATTACHMENT #9

Disciplinary actions may result in removal of co-located staff from the SWCC and each party will take appropriate action.

10. Employee Relationships

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, each party shall be solely responsive and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

11. Independent Contractor Status

The parties hereto agree that the relationship established by this MOU is that of independent contractors. It is expressly understood and agreed that this MOU is not intended and shall not be construed to create the relationship of agent, servant, employee, partnership, joint venture or association between parties. Each party will be responsible for providing its own salaries, payroll taxes, withholding, insurance, workers' compensation coverage and other benefits of any kind, as required by law, for its own employees.

12. Method for Dispute Resolution

The parties agree to try to resolve policy or practice disputes at the lowest level starting with the Site Supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the OPERATOR, for discussion and resolution.

13. Confidentiality

Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

14. Modifications

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

15. Termination

The parties understand that implementation of the SWCC System is dependent on everyone's good faith effort to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more

parties to cease being a party to this MOU, said party(ies) shall notify the other parties, in writing, thirty (30) days in advance of that intention.

16. Press Releases and Communications

Parties shall include all other parties when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

17. Notices

All MOUs, amendment(s) to MOUs and license agreements requiring signatures shall be delivered, by personal service or by deposit in the United States mail, first-class postage prepaid, addressed to the designated contact person at the address set forth in Paragraph 21. All other notices to be given to any of the parties under this MOU shall be given by deposit in the United States mail, first-class postage prepaid, addressed to the applicable party at the address set forth below the signature of each party to this MOU or by personal service. Notices given by mail shall be deemed served three (3) days after deposit in the United States mail, or when received, whichever is sooner.

18. Insurance

Each party hereto acknowledges and understands that the State of California has elected to be insured for its general liability through a self-insurance program. Departments of the State of California are covered by a self-insured plan for general liability administered by the State Attorney General's office. All other parties agree to maintain in full force and effect during the term of this MOU and any extension thereof, commercial general liability insurance, or self-insurance, with limits of not less than \$1,000,000 single limit coverage per occurrence for bodily injury, personal injury and property damage. Upon request from any other party, a party shall provide an appropriate certificate evidencing such insurance, or self-insurance, to the requesting party.

19. Hold Harmless/Indemnification

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in Paragraph 2 of this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorneys fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorneys fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

20. Contact Persons

Party	Name & Address of Contact Person (List only one (1) - refer to Paragraph 16)	Phone/Fax Numbers
OPERATOR	Kathy Kossick, Executive Director Sacramento Employment & Training Agency	Phone: (916) 263-3800 Fax: (916) 263-3827
HOST AGENCY	Sacramento works career Center Patricia Pérez	Phone(209) 744-7710 Fax:(209) 744-7719
ONE-STOP PARTNER	Galt Joint Union High school District Audrey Kilpatrick	Phone(209) 745-3062 Fax:(209) 745-0881

21. Signatures

THEREFORE, the Parties have executed this MOU.

**SACRAMENTO EMPLOYMENT
AND TRAINING AGENCY (OPERATOR)**

Dated: 6/25, 2009

BY: Kathy Kossick
(Signature of Authorized Officer)

Kathy Kossick, Executive Director
(Name and Title of Authorized Officer)

925 Del Paso Blvd.
(Address)

Sacramento, CA 95815-3608
(City, State, Zip Code)

SETA
(Legal Name of Party, HOST AGENCY)

Dated: 6/15, 2009

BY: Patricia Pérez
(Signature of Authorized Officer)

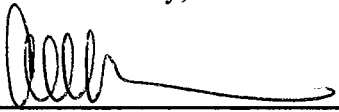
Patricia Pérez, Site Supervisor
(Name and Title of Authorized Officer)

1000 C Street, Suit 100
(Address)

Galt, CA 95632
(City, State, Zip Code)

Galt Joint Union High School District
(Legal Name of Party, ONE-STOP PARTNER)

Dated: 6/15, 2009

BY: 
(Signature of Authorized Officer)

Audrey Kipatrick, CBO
(Name and Title of Authorized Officer)

417 C Street
(Address)

Galt, CA 95632
(City, State, Zip Code)

Description of Services and Resources Provided by One-Stop Partners

Partner Name: Galt Joint Union High School District

SWCCs Served: Sacramento Works Career Center in Galt

Services to be Provided:

<p>Both agencies provide assessments of youths needs.</p> <p>Galt Joint Union High School district refers youth to Sacramento Works for job search, workshops, resume assistance, and employment and services.</p> <hr/> <p>Sacramento Works refers youth to Galt Joint Union High School District for year round youth programs, and summer youth programs designed for in school and out of school youth.</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

Resources to be Provided:

Co-locate/coordinate the services of staff; salary and benefits to be paid by one-stop partner or provide facility, supplies, utilities, equipment or other resources:

Job Title	# of Positions	Hours per Week (Approximate)

<p>Resources (Facility, supplies, equipment, other resources)</p>
Provides facility for intake
Use of office equipment
Leverage resources

Memorandum of Understanding (MOU) SACRAMENTO WORKS CAREER CENTER FOR VOLUNTARY ONE STOP PARTNER

Sacramento Works Career Center – Galt, CA
(Name of Voluntary Partner)

1. Purpose

The purpose of this Memorandum of Understanding, hereinafter referred to as MOU, is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities with respect to the operation of a Sacramento Works, One-Stop Career Center.

2. Parties to this MOU

The parties to this MOU include the following:

- A. Sacramento Employment & Training Agency, hereinafter referred to as OPERATOR
- B. SETA, hereinafter referred to as HOST AGENCY for the Sacramento Works Career Center (SWCC) at Galt, CA.
- C. Galt Rotary, hereinafter referred to as ONE-STOP PARTNER

3. Voluntary Partners:

- A. This MOU is for voluntary partners only.
- B. SETA has executed MOUs with the following required Workforce Investment Act (WIA) one-stop partners, who shall not be required to execute this MOU:
 - **State of California Employment Development Department**
 - **Sacramento County Office of Education**
 - **Los Rios Community College District**
 - **Elk Grove Unified School District**
 - **Galt Unified School District**
 - **Twin Rivers Unified School District**
 - **Sacramento City Unified School District**
 - **Crossroads Diversified Services, Inc.**
 - **State Department of Rehabilitation**
 - **AARP Foundation**
 - **Sacramento Job Corps**
 - **California Indian Manpower**
 - **Vietnam Veterans of California, Inc.**
 - **Housing Authority (City & County of Sacramento)**
 - **Sacramento County Department of Human Assistance**

4. **Sacramento Works Integrated Service Delivery Initiative – Learning Lab**

On July 1, 2008 Sacramento Works, Inc.'s (SWI's) Career Centers began participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU, all parties shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. All parties shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

5. **Sacramento Works Career Center (SWCC) Principles/Goals**

The principles/goals of the SWCC One-Stop Delivery System are:

As published in the SWI Strategic Business Plan, the goals of the SWCC system are:

Goal 1: Prepare workers for high wage, high demand, critical occupational clusters that provide:

- self-sufficiency wages
- employer paid benefits
- career advancement/career ladders

Goal 2: Engage and Support Regional Employers

Goal 3: Prepare youth to succeed and thrive in the regional workforce

Goal 4: Continuously improve the One-Stop Career Center system.

Integrated System Goals – Learning Lab

With the adoption of the Sacramento Works Integrated Service Delivery Initiative, system stakeholders have developed a set of goals which will guide the further development of the Learning Lab model. These include the following:

- Implement a common customer flow for all customers
- Deliver prompt, uniform, high-quality services to all customers
- Insure that all job seekers and employers have access to comprehensive services which are integrated, demand-driven, and skill-based;

- Ensure Services are driven by the local economy and employer needs and draw on quality workforce intelligences, local labor market information, and local employer validation of data;
- Emphasis to be placed on skill assessment, skill enhancement, and skill-based labor market attachment
- Integrate staffing through use of cross-functional service delivery teams.

6. Values of the SWCC One-Stop Centers

The following values of the One-Stop Centers are:

- A. One-Stop Centers provide Talent Engagement, Talent Development, and Talent Marketing services.
- One-Stop Centers develop neighborhood support networks.
 - One-Stop Centers provide talent marketing services to local employers and business associations.
 - One-Stop Centers provide access to services to individuals who are limited English-speaking, recipients of public assistance, and ex-offenders.
 - One-Stop Centers are accessible and provide services to individuals with physical and mental disabilities.
 - One-Stop Centers are “youth” friendly.
 - MOUs, local policy guidance manuals and directives are used within the One-Stop setting to ensure front-line staff have all program and service information.
 - All on-site partners are trained to provide talent engagement, talent development, and talent marketing functions of the One-Stop Centers.
- B. Mutual accountability is expected for system performance.
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 - Team-building efforts are included as staff development activities.
 - Job seeker customer satisfaction surveys indicate high levels of customer satisfaction.

7. Effective Date and Term of MOU

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services or property between the parties to this MOU must comply with all applicable statutes and regulations.

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- C. Nothing herein shall be construed as obligating the parties to expend funds or be construed as involving the parties in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for these purposes. However, each party shall contribute a fair share of the operating costs of the SWCC One-Stop Delivery System, proportionate to the use of the system, by individuals attributable to the partner's program. Such costs shall be delineated by separate agreement and attached to this MOU.
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- H. The specific SWCC and the services and resources provided by each party to this MOU are identified and described in **Exhibit A**, attached hereto, which is hereby incorporated by reference and made a part hereof.

In addition, parties agree to participate in the following SWCC services:

Provide Staff-Assisted Services to Job Seekers -

- 1. Have staff co-located at the One-Stop Centers for a specific number of agreed-upon hours per week

2. Participate in orientations
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For Employers -

1. Job Posting Services
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6. Information on tax credit and tax incentive programs
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9. License for Use

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employer and will provide a copy of their holiday schedule to OPERATOR and HOST AGENCY at the beginning of each fiscal year. ATTACHMENT #9

Disciplinary actions may result in removal of co-located staff from the SWCC and each party will take appropriate action.

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The parties understand that implementation of the SWCC System is dependent on everyone's good faith effort to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more

parties to cease being a party to this MOU, said party(ies) shall notify the other parties, in writing, thirty (30) days in advance of that intention.

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18. Insurance

Each party hereto acknowledges and understands that the State of California has elected to be insured for its general liability through a self-insurance program. Departments of the State of California are covered by a self-insured plan for general liability administered by the State Attorney General's office. All other parties agree to maintain in full force and effect during the term of this MOU and any extension thereof, commercial general liability insurance, or self-insurance, with limits of not less than \$1,000,000 single limit coverage per occurrence for bodily injury, personal injury and property damage. Upon request from any other party, a party shall provide an appropriate certificate evidencing such insurance, or self-insurance, to the requesting party.

19. Hold Harmless/Indemnification

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in Paragraph 2 of this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorneys fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorneys fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

20. Contact Persons

Party	Name & Address of Contact Person (List only one (1) - refer to Paragraph 16)	Phone/Fax Numbers
OPERATOR	Kathy Kossick, Executive Director Sacramento Employment & Training Agency	Phone: (916) 263-3800 Fax: (916) 263-3827
HOST AGENCY	Sacramento works Career Center Patricia Perez	Phone:(209)744-7710 Fax(209) 744-7719
ONE-STOP PARTNER	Galt Rotary Jean-Louis Thuotte , <u>BRYAN SILVANA</u>	Phone: (916) 838-0052 <u>(209) 993-8194</u> Fax \rightarrow (209) 363-5104

21. Signatures

THEREFORE, the Parties have executed this MOU.

**SACRAMENTO EMPLOYMENT
AND TRAINING AGENCY (OPERATOR)**

Dated: 6/25, 2009

BY: Kathy Kossick
(Signature of Authorized Officer)

Kathy Kossick, Executive Director
(Name and Title of Authorized Officer)

925 Del Paso Blvd.
(Address)

Sacramento, CA 95815-3608
(City, State, Zip Code)

SETA
(Legal Name of Party, HOST AGENCY)

Dated: 6/15, 2009

BY: Patricia Pérez
(Signature of Authorized Officer)

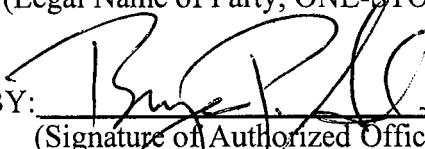
Patricia Pérez, Site Supervisor
(Name and Title of Authorized Officer)

1000 C street, suit 100
(Address)

Galt, CA 95632
(City, State, Zip Code)

Galt Rotary
(Legal Name of Party, ONE-STOP PARTNER)

Dated: 6/15, 2009

BY: 
(Signature of Authorized Officer)

~~Jean-Louis Thuotte, President~~
(Name and Title of Authorized Officer)
BRYAN P. SIUDARA, TREASURER

634 Bernier Circle
(Address) 946 RANCH RD, GALT, CA 95632
Galt, CA District 5520
(City, State, Zip Code)

Description of Services and Resources Provided by One-Stop Partners

Partner Name: Galt Rotary

SWCCs Served: Sacramento Works Career Center in Galt

Services to be Provided:

<p>Galt Rotary provides financial support for our Sacramento works Job Fairs, provide volunteers to work at our Job Fairs, and keep Sacramento Works in Galt informed of local activities in the local community.</p> <p>Sacramento Works provides information on employer presentations, job search, workshops, and employment and training.</p>

Resources to be Provided:

Co-locate/coordinate the services of staff; salary and benefits to be paid by one-stop partner or provide facility, supplies, utilities, equipment or other resources:

Job Title	# of Positions	Hours per Week (Approximate)

<p>Resources (Facility, supplies, equipment, other resources)</p>
<p>Hand outs, and employment and training information.</p>

Memorandum of Understanding (MOU) SACRAMENTO WORKS CAREER CENTER FOR VOLUNTARY ONE STOP PARTNER

Sacramento Works Career Center – Galt, CA
(Name of Voluntary Partner)

1. Purpose

The purpose of this Memorandum of Understanding, hereinafter referred to as MOU, is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities with respect to the operation of a Sacramento Works, One-Stop Career Center.

2. Parties to this MOU

The parties to this MOU include the following:

- A. Sacramento Employment & Training Agency, hereinafter referred to as OPERATOR
- B. SETA, hereinafter referred to as HOST AGENCY for the Sacramento Works Career Center (SWCC) at Galt, CA.
- C. South County Services, hereinafter referred to as ONE-STOP PARTNER

3. Voluntary Partners:

- A. This MOU is for voluntary partners only.
- B. SETA has executed MOUs with the following required Workforce Investment Act (WIA) one-stop partners, who shall not be required to execute this MOU:
 - **State of California Employment Development Department**
 - **Sacramento County Office of Education**
 - **Los Rios Community College District**
 - **Elk Grove Unified School District**
 - **Galt Unified School District**
 - **Twin Rivers Unified School District**
 - **Sacramento City Unified School District**
 - **Crossroads Diversified Services, Inc.**
 - **State Department of Rehabilitation**
 - **AARP Foundation**
 - **Sacramento Job Corps**
 - **California Indian Manpower**
 - **Vietnam Veterans of California, Inc.**
 - **Housing Authority (City & County of Sacramento)**
 - **Sacramento County Department of Human Assistance**

4. **Sacramento Works Integrated Service Delivery Initiative – Learning Lab**

On July 1, 2008 Sacramento Works, Inc.'s (SWI's) Career Centers began participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU, all parties shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. All parties shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

5. **Sacramento Works Career Center (SWCC) Principles/Goals**

The principles/goals of the SWCC One-Stop Delivery System are:

As published in the SWI Strategic Business Plan, the goals of the SWCC system are:

Goal 1: Prepare workers for high wage, high demand, critical occupational clusters that provide:

- self-sufficiency wages
- employer paid benefits
- career advancement/career ladders

Goal 2: Engage and Support Regional Employers

Goal 3: Prepare youth to succeed and thrive in the regional workforce

Goal 4: Continuously improve the One-Stop Career Center system.

Integrated System Goals – Learning Lab

With the adoption of the Sacramento Works Integrated Service Delivery Initiative, system stakeholders have developed a set of goals which will guide the further development of the Learning Lab model. These include the following:

- Implement a common customer flow for all customers
- Deliver prompt, uniform, high-quality services to all customers
- Insure that all job seekers and employers have access to comprehensive services which are integrated, demand-driven, and skill-based;

- Ensure Services are driven by the local economy and employer needs and draw on quality workforce intelligences, local labor market information, and local employer validation of data;
- Emphasis to be placed on skill assessment, skill enhancement, and skill-based labor market attachment
- Integrate staffing through use of cross-functional service delivery teams.

6. Values of the SWCC One-Stop Centers

The following values of the One-Stop Centers are:

- A. One-Stop Centers provide Talent Engagement, Talent Development, and Talent Marketing services.
- One-Stop Centers develop neighborhood support networks.
 - One-Stop Centers provide talent marketing services to local employers and business associations.
 - One-Stop Centers provide access to services to individuals who are limited English-speaking, recipients of public assistance, and ex-offenders.
 - One-Stop Centers are accessible and provide services to individuals with physical and mental disabilities.
 - One-Stop Centers are “youth” friendly.
 - MOUs, local policy guidance manuals and directives are used within the One-Stop setting to ensure front-line staff have all program and service information.
 - All on-site partners are trained to provide talent engagement, talent development, and talent marketing functions of the One-Stop Centers.
- B. Mutual accountability is expected for system performance.
- All partners and staff are cross-trained in anticipated outcomes for each partner
 - Team-building efforts are included as staff development activities.
 - Job seeker customer satisfaction surveys indicate high levels of customer satisfaction.

7. Effective Date and Term of MOU

This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall commence on the date of execution by all parties, and shall end on June 30 of the next ensuing calendar year for which notice of non-renewal has been provided at least thirty (30) calendar days prior to June 30 of such year. Absent such notice of non-renewal, this MOU shall be automatically renewed on a year-to-year basis, effective on July 1 of each calendar year for which no notice of non-renewal has been given.

8. Agreements

It is mutually agreed and understood by and between the parties that:

- A. This MOU is neither a fiscal nor a funds obligation document. Specific studies, activities, programs or projects which involve the transfer or expenditure by any party of any money, services or property will require execution of separate agreements or contracts. Each subsequent agreement or arrangement involving the transfer of money,

services or property between the parties to this MOU must comply with all applicable statutes and regulations.

- B. Any party may enter into party-specific Supplemental Agreements, including resource sharing and cost sharing agreements, and license for use agreements, with parties that are part of this MOU. Such Supplemental Agreements shall specify individual agreements and obligations that are applicable to two or more parties. All Supplemental Agreements shall be in furtherance of and complementary to this MOU. Each party shall provide all other parties with copies of any such Supplemental Agreements.
- C. Nothing herein shall be construed as obligating the parties to expend funds or be construed as involving the parties in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for these purposes. However, each party shall contribute a fair share of the operating costs of the SWCC One-Stop Delivery System, proportionate to the use of the system, by individuals attributable to the partner's program. Such costs shall be delineated by separate agreement and attached to this MOU.
- D. This MOU shall be governed by, and construed in accordance with, the laws of the federal government and the State of California.
- E. This MOU in no way restricts any of the parties from participating in similar activities or arrangements with other public or private agencies, organizations, or individuals.
- F. The parties agree to utilize the SWCC logo developed by OPERATOR on buildings identified for One-Stop Center usage, letterhead, envelopes, business cards, any written correspondence and fax transmittals.
- G. The referral of individuals between OPERATOR and ONE-STOP PARTNER for the appropriate services and activities shall be accomplished as follows:

The OPERATOR will use the Sacramento Works SMART application to assess the needs of each customer. Based on the results of this assessment, customers will be referred to either additional self-directed services, to One-Stop partner(s) (including, but not limited to ONE-STOP PARTNER) for services or directly to WIA staff assisted services. Referrals will be made by phone or email contact between the One-Stop partner(s) and the ONE-STOP OPERATOR. Access to the automated SMARTware system will be provided to one-stop partner(s), upon completion of training on the system.

- H. The specific SWCC and the services and resources provided by each party to this MOU are identified and described in **Exhibit A**, attached hereto, which is hereby incorporated by reference and made a part hereof.

In addition, parties agree to participate in the following SWCC services:

Provide Staff-Assisted Services to Job Seekers -

- 1. Have staff co-located at the One-Stop Centers for a specific number of agreed-upon hours per week

2. Participate in orientations
3. Participate in staff assisted services (Talent Engagement, Talent Development and Talent Marketing)
4. Participate as worker of the day six to eight (6-8) hours per week
5. Have a permanent or rotating workstation
6. Participate in staff meetings and trainings
7. Resource information and directory of available community, employment, training and social services
8. Outreach, intake and orientation to information and other services available through the One-Stop Delivery System
9. Initial assessment of skill levels, aptitudes, abilities, and supportive services needs
10. Job search and placement assistance, and where appropriate, career counseling
11. Labor Market information
12. Intake and enrollment assistance for employment, training and education programs
13. Access to youth employment services
14. Co-enrollment and case management in intensive vocational and on-the-job training Programs
15. Access to Individual Training Account Scholarships

For Employers -

1. Job Posting Services
2. Business Information Services and Workshops
3. Recruitment orientations and referral of qualified job seekers
4. Automated labor market information
5. Specialized services such as seminars, workforce needs assessment, job fairs
6. Information on tax credit and tax incentive programs
7. Customized Training or Sector Initiatives in Critical Occupational Clusters

9. License for Use

During the term of this MOU, OPERATOR and HOST AGENCY agree that all other parties to this MOU shall have a license to use all of the space of the SWCC referenced in Paragraph 2 above for the sole purpose of conducting acceptable One-Stop Center services as outlined herein. This license may be terminated at any time by any party upon giving three (3) months written notice to all other parties.

9. Supervision

The day-to-day supervision of staff assigned to the SWCC referenced in the attached **Exhibit A** will be the responsibility of the Site Supervisor(s). The original employer of staff assigned to the SWCC will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the Site Supervisor(s) and the management of the original employer.

The office hours for the staff at the SWCC will be established by the Site Supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary

employer and will provide a copy of their holiday schedule to OPERATOR and HOST AGENCY at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the SWCC and each party will take appropriate action.

10. Employee Relationships

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, each party shall be solely responsive and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

11. Independent Contractor Status

The parties hereto agree that the relationship established by this MOU is that of independent contractors. It is expressly understood and agreed that this MOU is not intended and shall not be construed to create the relationship of agent, servant, employee, partnership, joint venture or association between parties. Each party will be responsible for providing its own salaries, payroll taxes, withholding, insurance, workers' compensation coverage and other benefits of any kind, as required by law, for its own employees.

12. Method for Dispute Resolution

The parties agree to try to resolve policy or practice disputes at the lowest level starting with the Site Supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the OPERATOR, for discussion and resolution.

13. Confidentiality

Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

14. Modifications

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

15. Termination

The parties understand that implementation of the SWCC System is dependent on everyone's good faith effort to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more

parties to cease being a party to this MOU, said party(ies) shall notify the other parties, in writing, thirty (30) days in advance of that intention. ATTACHMENT.#9

16. Press Releases and Communications

Parties shall include all other parties when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

17. Notices

All MOUs, amendment(s) to MOUs and license agreements requiring signatures shall be delivered, by personal service or by deposit in the United States mail, first-class postage prepaid, addressed to the designated contact person at the address set forth in Paragraph 21. All other notices to be given to any of the parties under this MOU shall be given by deposit in the United States mail, first-class postage prepaid, addressed to the applicable party at the address set forth below the signature of each party to this MOU or by personal service. Notices given by mail shall be deemed served three (3) days after deposit in the United States mail, or when received, whichever is sooner.

18. Insurance

Each party hereto acknowledges and understands that the State of California has elected to be insured for its general liability through a self-insurance program. Departments of the State of California are covered by a self-insured plan for general liability administered by the State Attorney General's office. All other parties agree to maintain in full force and effect during the term of this MOU and any extension thereof, commercial general liability insurance, or self-insurance, with limits of not less than \$1,000,000 single limit coverage per occurrence for bodily injury, personal injury and property damage. Upon request from any other party, a party shall provide an appropriate certificate evidencing such insurance, or self-insurance, to the requesting party.

19. Hold Harmless/Indemnification

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in Paragraph 2 of this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorneys fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorneys fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

20. Contact Persons

Party	Name & Address of Contact Person (List only one (1) - refer to Paragraph 16)	Phone/Fax Numbers
OPERATOR	Kathy Kossick, Executive Director Sacramento Employment & Training Agency	Phone: (916) 263-3800 Fax: (916) 263-3827
HOST AGENCY	Sacramento Works Career Center Patricia Pérez	Phone:(209)744-7710 Fax:(209)744-7719
ONE-STOP PARTNER	South County Services Marylou Powers	Phone:(209)745-9174 Fax:(209)745-2156

21. Signatures

THEREFORE, the Parties have executed this MOU.

**SACRAMENTO EMPLOYMENT
AND TRAINING AGENCY (OPERATOR)**

Dated: 7/1, 2009

BY: Kathy Kossick
(Signature of Authorized Officer)

Kathy Kossick, Executive Director
(Name and Title of Authorized Officer)

925 Del Paso Blvd.
(Address)

Sacramento, CA 95815-3608
(City, State, Zip Code)

SETA
(Legal Name of Party, HOST AGENCY)

Dated: 6/12, 2009

BY: Patricia Pérez
(Signature of Authorized Officer)

Patricia Pérez Site Supervisor
(Name and Title of Authorized Officer)

1000 C Street, Suit 100
(Address)

Galt, CA 95632
(City, State, Zip Code)

South County Services
(Legal Name of Party, ONE-STOP PARTNER)

Dated: 6/12, 2009

BY: Marjorie Powers
(Signature of Authorized Officer)

MARJORIE POWERS, BC DIRECTOR
(Name and Title of Authorized Officer)

539 N. Lincoln Way
(Address)

Galt, CA 95632
(City, State, Zip Code)

Description of Services and Resources Provided by One-Stop Partners

Partner Name: South County Services

SWCCs Served: Sacramento Works Career Center in Galt

Services to be Provided:

Both agencies provide assessments of customers needs.
South County Services refers customers to Sacramento Works for job search, workshops, resume assistance, UIB information, and employment and training services.
Sacramento Works refers customers to south County Services for food, vouchers, clothes closet, Spanish translation services for non – employment and training needs.

Resources to be Provided:

Co-locate/coordinate the services of staff; salary and benefits to be paid by one-stop partner or provide facility, supplies, utilities, equipment or other resources:

Job Title	# of Positions	Hours per Week (Approximate)

Resources (Facility, supplies, equipment, other resources)
Provides facility for intake
Use of office equipment
Leverage resources

Sacramento Works Career Center Hillsdale

Voluntary One Stop Partners with signed MOU Agreement:

- Federal Technology Center
- MTI College
- Opening Doors, Inc.
- Small Business Administration (SBA)
- SCORE

**Memorandum of Understanding (MOU)
SACRAMENTO WORKS CAREER CENTER FOR
VOLUNTARY ONE STOP PARTNER**

The Federal Technology Center
(Name of Voluntary Partner)

1. Purpose

The purpose of this Memorandum of Understanding, hereinafter referred to as MOU, is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities with respect to the operation of a Sacramento Works, One-Stop Career Center.

2. Parties to this MOU

The parties to this MOU include the following:

- A. Sacramento Employment & Training Agency, hereinafter referred to as OPERATOR
- B. Hillsdale Career Center hereinafter referred to as HOST AGENCY for the Sacramento Works Career Center (SWCC) at Hillsdale.
- C. The Federal Technology Center, hereinafter referred to as ONE-STOP PARTNER

3. Voluntary Partners:

- A. This MOU is for voluntary partners only.
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 - **Galt Unified School District**
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 - **Crossroads Diversified Services, Inc.**
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 - **AARP Foundation**
 - **Sacramento Job Corps**
 - **California Indian Manpower**
 - **Vietnam Veterans of California, Inc.**
 - **Housing Authority (City & County of Sacramento)**
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4. Sacramento Works Integrated Service Delivery Initiative – Learning Lab

On July 1, 2008 Sacramento Works, Inc.'s (SWI's) Career Centers began participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

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- Emphasis to be placed on skill assessment, skill enhancement, and skill-based labor market attachment
- Integrate staffing through use of cross-functional service delivery teams.

6. Values of the SWCC One-Stop Centers

Field 1

The following values of the One-Stop Centers are:

- A. One-Stop Centers provide Talent Engagement, Talent Development, and Talent Marketing services.
- One-Stop Centers develop neighborhood support networks.
 - One-Stop Centers provide talent marketing services to local employers and business associations.
 - One-Stop Centers provide access to services to individuals who are limited English-speaking, recipients of public assistance, and ex-offenders.
 - One-Stop Centers are accessible and provide services to individuals with physical and mental disabilities.
 - One-Stop Centers are “youth” friendly.
 - MOUs, local policy guidance manuals and directives are used within the One-Stop setting to ensure front-line staff have all program and service information.
 - All on-site partners are trained to provide talent engagement, talent development, and talent marketing functions of the One-Stop Centers.
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 - Team-building efforts are included as staff development activities.
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services or property between the parties to this MOU must comply with all applicable statutes and regulations.

- B. Any party may enter into party-specific Supplemental Agreements, including resource sharing and cost sharing agreements, and license for use agreements, with parties that are part of this MOU. Such Supplemental Agreements shall specify individual agreements and obligations that are applicable to two or more parties. All Supplemental Agreements shall be in furtherance of and complementary to this MOU. Each party shall provide all other parties with copies of any such Supplemental Agreements.
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- H. The specific SWCC and the services and resources provided by each party to this MOU are identified and described in **Exhibit A**, attached hereto, which is hereby incorporated by reference and made a part hereof.

In addition, parties agree to participate in the following SWCC services:

For Employers -

1. Job Posting Services
2. Business Information Services and Workshops
3. Recruitment orientations and referral of qualified job seekers
4. Automated labor market information
5. Specialized services such as seminars, workforce needs assessment, job fairs
6. Information on tax credit and tax incentive programs
7. Customized Training or Sector Initiatives in Critical Occupational Clusters

9. License for Use

During the term of this MOU, OPERATOR and HOST AGENCY agree that all other parties to this MOU shall have a license to use all of the space of the SWCC referenced in Paragraph 2 above for the sole purpose of conducting acceptable One-Stop Center services as outlined herein. This license may be terminated at any time by any party upon giving three (3) months written notice to all other parties.

9. Supervision

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The parties agree to try to resolve policy or practice disputes at the lowest level starting with the Site Supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the OPERATOR, for discussion and resolution.

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Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

14. Modifications

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

15. Termination

The parties understand that implementation of the SWCC System is dependent on everyone's good faith effort to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a party to this MOU, said party(ies) shall notify the other parties, in writing, thirty (30) days in advance of that intention.

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18. Insurance

Each party hereto acknowledges and understands that the State of California has elected to be insured for its general liability through a self-insurance program. Departments of the State of California are covered by a self-insured plan for general liability administered by the State Attorney General's office. All other parties agree to maintain in full force and effect during the term of this MOU and any extension thereof, commercial general liability insurance, or self-insurance, with limits of not less than \$1,000,000 single limit coverage per occurrence for bodily injury, personal injury and property damage. Upon request from any other party, a party shall provide an appropriate certificate evidencing such insurance, or self-insurance, to the requesting party.

19. Hold Harmless/Indemnification

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in Paragraph 2 of this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorneys fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorneys fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

20. Contact Persons

Party	Name & Address of Contact Person (List only one (1) - refer to Paragraph 16)	Phone/Fax Numbers
OPERATOR	Kathy Kossick, Executive Director Sacramento Employment & Training Agency	Phone: (916) 263-3800 Fax: (916) 263-3827
HOST AGENCY	Darlene Conway, SETA	Phone: 916-263-3929 Fax: 916-263-4076
ONE-STOP PARTNER	The Federal Technology Center	Phone: 916-334-9388 Fax: 916-334-9078

21. Signatures

THEREFORE, the Parties have executed this MOU.

**SACRAMENTO EMPLOYMENT
AND TRAINING AGENCY (OPERATOR)**

Dated: 11/18, 2009

BY: *Kathy Kossick*
(Signature of Authorized Officer)

Kathy Kossick, Executive Director
(Name and Title of Authorized Officer)

925 Del Paso Blvd.
(Address)

Sacramento, CA 95815-3608
(City, State, Zip Code)

Hillsdale Career Center
(Legal Name of Party, HOST AGENCY)

Dated: 11/9, 20 09

BY: *Darlene Conway*
(Signature of Authorized Officer)

Darlene Conway, Site Supervisor
(Name and Title of Authorized Officer)

5655 Hillsdale Blvd. Ste.8
(Address)

Sacramento, CA 95842
(City, State, Zip Code)

The Federal Technology Center
(Legal Name of Party, ONE-STOP PARTNER)

Dated: 11/09, 20 09

BY: *Jack Toney*
(Signature of Authorized Officer)

Jack Toney
Director of Procurement Assistance Program
(Name and Title of Authorized Officer)

(Address)

4600 Roseville Road, Ste. 100
North Highlands CA, 95660

Description of Services and Resources Provided by One-Stop Partners

Partner Name: The Federal Technology Center, The FTC

SWCCs Served: Hillsdale C.C.

Services to be Provided:

FTC agrees to Refer customers to SWCC Assist business customers by providing workshops or seminars Provide mentoring, education, training, and ongoing support and guidance to start up and existing businesses interested in government procurement.

Resources to be provided:

Co-locate/coordinate the services of staff; salary and benefits to be paid by one-stop partner or provide facility, supplies, utilities, equipment or other resources:

Job Title	# of Positions	Hours per Week (Approximate)
N/A		

Resources (Facility, supplies, equipment, other resources)
FTC marketing materials

Memorandum of Understanding (MOU) SACRAMENTO WORKS CAREER CENTER FOR VOLUNTARY ONE STOP PARTNER

MTI College

(Name of Voluntary Partner)

1. Purpose

The purpose of this Memorandum of Understanding, hereinafter referred to as MOU, is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities with respect to the operation of a Sacramento Works, One-Stop Career Center.

2. Parties to this MOU

The parties to this MOU include the following:

- A. Sacramento Employment & Training Agency, hereinafter referred to as OPERATOR
- B. Sacramento Works City and County of Sacramento, hereinafter referred to as HOST AGENCY for the Sacramento Works Career Center (SWCC) at Hillsdale.
- C. _____, hereinafter referred to as ONE-STOP PARTNER

3. Voluntary Partners:

- A. This MOU is for voluntary partners only.
- B. SETA has executed MOUs with the following required Workforce Investment Act (WIA) one-stop partners, who shall not be required to execute this MOU:
 - **State of California Employment Development Department**
 - **Sacramento County Office of Education**
 - **Los Rios Community College District**
 - **Elk Grove Unified School District**
 - **Galt Unified School District**
 - **Twin Rivers Unified School District**
 - **Sacramento City Unified School District**
 - **Crossroads Diversified Services, Inc.**
 - **State Department of Rehabilitation**
 - **AARP Foundation**
 - **Sacramento Job Corps**
 - **California Indian Manpower**
 - **Vietnam Veterans of California, Inc.**
 - **Housing Authority (City & County of Sacramento)**
 - **Sacramento County Department of Human Assistance**

4. **Sacramento Works Integrated Service Delivery Initiative – Learning Lab**

On July 1, 2008 Sacramento Works, Inc.'s (SWI's) Career Centers began participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU, all parties shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. All parties shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

5. **Sacramento Works Career Center (SWCC) Principles/Goals**

The principles/goals of the SWCC One-Stop Delivery System are:

As published in the SWI Strategic Business Plan, the goals of the SWCC system are:

Goal 1: Prepare workers for high wage, high demand, critical occupational clusters that provide:

- self-sufficiency wages
- employer paid benefits
- career advancement/career ladders

Goal 2: Engage and Support Regional Employers

Goal 3: Prepare youth to succeed and thrive in the regional workforce

Goal 4: Continuously improve the One-Stop Career Center system.

Integrated System Goals – Learning Lab

With the adoption of the Sacramento Works Integrated Service Delivery Initiative, system stakeholders have developed a set of goals which will guide the further development of the Learning Lab model. These include the following:

- Implement a common customer flow for all customers
- Deliver prompt, uniform, high-quality services to all customers
- Insure that all job seekers and employers have access to comprehensive services which are integrated, demand-driven, and skill-based;

- Ensure Services are driven by the local economy and employer needs and draw on quality workforce intelligences, local labor market information, and local employer validation of data;
- Emphasis to be placed on skill assessment, skill enhancement, and skill-based labor market attachment
- Integrate staffing through use of cross-functional service delivery teams.

6. **Values of the SWCC One-Stop Centers**

The following values of the One-Stop Centers are:

- A. One-Stop Centers provide Talent Engagement, Talent Development, and Talent Marketing services.
- One-Stop Centers develop neighborhood support networks.
 - One-Stop Centers provide talent marketing services to local employers and business associations.
 - One-Stop Centers provide access to services to individuals who are limited English-speaking, recipients of public assistance, and ex-offenders.
 - One-Stop Centers are accessible and provide services to individuals with physical and mental disabilities.
 - One-Stop Centers are “youth” friendly.
 - MOUs, local policy guidance manuals and directives are used within the One-Stop setting to ensure front-line staff have all program and service information.
 - All on-site partners are trained to provide talent engagement, talent development, and talent marketing functions of the One-Stop Centers.
- B. Mutual accountability is expected for system performance.
- All partners and staff are cross-trained in anticipated outcomes for each partner
 - Team-building efforts are included as staff development activities.
 - Job seeker customer satisfaction surveys indicate high levels of customer satisfaction.

7. **Effective Date and Term of MOU**

This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall commence on the date of execution by all parties, and shall end on June 30 of the next ensuing calendar year for which notice of non-renewal has been provided at least thirty (30) calendar days prior to June 30 of such year. Absent such notice of non-renewal, this MOU shall be automatically renewed on a year-to-year basis, effective on July 1 of each calendar year for which no notice of non-renewal has been given.

8. **Agreements**

It is mutually agreed and understood by and between the parties that:

- A. This MOU is neither a fiscal nor a funds obligation document. Specific studies, activities, programs or projects which involve the transfer or expenditure by any party of any money, services or property will require execution of separate agreements or contracts. Each subsequent agreement or arrangement involving the transfer of money,

services or property between the parties to this MOU must comply with all applicable statutes and regulations.

- B. Any party may enter into party-specific Supplemental Agreements, including resource sharing and cost sharing agreements, and license for use agreements, with parties that are part of this MOU. Such Supplemental Agreements shall specify individual agreements and obligations that are applicable to two or more parties. All Supplemental Agreements shall be in furtherance of and complementary to this MOU. Each party shall provide all other parties with copies of any such Supplemental Agreements.
- C. Nothing herein shall be construed as obligating the parties to expend funds or be construed as involving the parties in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for these purposes. However, each party shall contribute a fair share of the operating costs of the SWCC One-Stop Delivery System, proportionate to the use of the system, by individuals attributable to the partner's program. Such costs shall be delineated by separate agreement and attached to this MOU.
- D. This MOU shall be governed by, and construed in accordance with, the laws of the federal government and the State of California.
- E. This MOU in no way restricts any of the parties from participating in similar activities or arrangements with other public or private agencies, organizations, or individuals.
- F. The parties agree to utilize the SWCC logo developed by OPERATOR on buildings identified for One-Stop Center usage, letterhead, envelopes, business cards, any written correspondence and fax transmittals.
- G. The referral of individuals between OPERATOR and ONE-STOP PARTNER for the appropriate services and activities shall be accomplished as follows:

The OPERATOR will use the Sacramento Works SMART application to assess the needs of each customer. Based on the results of this assessment, customers will be referred to either additional self-directed services, to One-Stop partner(s) (including, but not limited to ONE-STOP PARTNER) for services or directly to WIA staff assisted services. Referrals will be made by phone or email contact between the One-Stop partner(s) and the ONE-STOP OPERATOR. Access to the automated SMARTware system will be provided to one-stop partner(s), upon completion of training on the system.

- H. The specific SWCC and the services and resources provided by each party to this MOU are identified and described in **Exhibit A**, attached hereto, which is hereby incorporated by reference and made a part hereof.

In addition, parties agree to participate in the following SWCC services:

Provide Staff-Assisted Services to Job Seekers -

- 1. Have staff co-located at the One-Stop Centers for a specific number of agreed-upon hours per week

2. Participate in orientations
3. Participate in staff assisted services (Talent Engagement, Talent Development and Talent Marketing)
4. Participate as worker of the day six to eight (6-8) hours per week
5. Have a permanent or rotating workstation
6. Participate in staff meetings and trainings
7. Resource information and directory of available community, employment, training and social services
8. Outreach, intake and orientation to information and other services available through the One-Stop Delivery System
9. Initial assessment of skill levels, aptitudes, abilities, and supportive services needs
10. Job search and placement assistance, and where appropriate, career counseling
11. Labor Market information
12. Intake and enrollment assistance for employment, training and education programs
13. Access to youth employment services
14. Co-enrollment and case management in intensive vocational and on-the-job training Programs
15. Access to Individual Training Account Scholarships

For Employers -

1. Job Posting Services
2. Business Information Services and Workshops
3. Recruitment orientations and referral of qualified job seekers
4. Automated labor market information
5. Specialized services such as seminars, workforce needs assessment, job fairs
6. Information on tax credit and tax incentive programs
7. Customized Training or Sector Initiatives in Critical Occupational Clusters

9. License for Use

During the term of this MOU, OPERATOR and HOST AGENCY agree that all other parties to this MOU shall have a license to use all of the space of the SWCC referenced in Paragraph 2 above for the sole purpose of conducting acceptable One-Stop Center services as outlined herein. This license may be terminated at any time by any party upon giving three (3) months written notice to all other parties.

9. Supervision

The day-to-day supervision of staff assigned to the SWCC referenced in the attached **Exhibit A** will be the responsibility of the Site Supervisor(s). The original employer of staff assigned to the SWCC will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the Site Supervisor(s) and the management of the original employer.

The office hours for the staff at the SWCC will be established by the Site Supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary

employer and will provide a copy of their holiday schedule to OPERATOR and HOST AGENCY at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the SWCC and each party will take appropriate action.

10. Employee Relationships

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, each party shall be solely responsive and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

11. Independent Contractor Status

The parties hereto agree that the relationship established by this MOU is that of independent contractors. It is expressly understood and agreed that this MOU is not intended and shall not be construed to create the relationship of agent, servant, employee, partnership, joint venture or association between parties. Each party will be responsible for providing its own salaries, payroll taxes, withholding, insurance, workers' compensation coverage and other benefits of any kind, as required by law, for its own employees.

12. Method for Dispute Resolution

The parties agree to try to resolve policy or practice disputes at the lowest level starting with the Site Supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the OPERATOR, for discussion and resolution.

13. Confidentiality

Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

14. Modifications

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

15. Termination

The parties understand that implementation of the SWCC System is dependent on everyone's good faith effort to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more

parties to cease being a party to this MOU, said party(ies) shall notify the other parties, in writing, thirty (30) days in advance of that intention.

16. Press Releases and Communications

Parties shall include all other parties when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

17. Notices

All MOUs, amendment(s) to MOUs and license agreements requiring signatures shall be delivered, by personal service or by deposit in the United States mail, first-class postage prepaid, addressed to the designated contact person at the address set forth in Paragraph 21. All other notices to be given to any of the parties under this MOU shall be given by deposit in the United States mail, first-class postage prepaid, addressed to the applicable party at the address set forth below the signature of each party to this MOU or by personal service. Notices given by mail shall be deemed served three (3) days after deposit in the United States mail, or when received, whichever is sooner.

18. Insurance

Each party hereto acknowledges and understands that the State of California has elected to be insured for its general liability through a self-insurance program. Departments of the State of California are covered by a self-insured plan for general liability administered by the State Attorney General's office. All other parties agree to maintain in full force and effect during the term of this MOU and any extension thereof, commercial general liability insurance, or self-insurance, with limits of not less than \$1,000,000 single limit coverage per occurrence for bodily injury, personal injury and property damage. Upon request from any other party, a party shall provide an appropriate certificate evidencing such insurance, or self-insurance, to the requesting party.

19. Hold Harmless/Indemnification

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in Paragraph 2 of this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorneys fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorneys fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

20. Contact Persons

Party	Name & Address of Contact Person (List only one (1) - refer to Paragraph 16)	Phone/Fax Numbers
OPERATOR	Ed Hardenbrook Vice President of Operations MTI College 5221 Madison Avenue Sacramento, CA 95841	Phone: (916) 339-1500 Fax: (916) 339-0305
HOST AGENCY	SWCC Hillsdale 5655 Hillsdale Blvd, Ste 8 Sacramento, CA 95842	Phone: (916) 263-4100 Fax: (916) 263-4076
ONE-STOP PARTNER		Phone: Fax:

21. Signatures

THEREFORE, the Parties have executed this MOU.

MTI COLLEGE (OPERATOR)

Dated: 6/1, 2009

BY: 
(Signature of Authorized Officer)


Ed Hardenbrook, Vice President of Operations
(Name and Title of Authorized Officer)

5221 Madison Avenue
(Address)

Sacramento, CA 95841
(City, State, Zip Code)

SACRAMENTO Employment & TRAINING Agency
(Legal Name of Party, HOST AGENCY)

Dated: 6/25, 2009

BY: 
(Signature of Authorized Officer)

(Name and Title of Authorized Officer)

(Address)

(City, State, Zip Code)

Dated: 6/17, 2009

Hillsdale Career Ctr
(Legal Name of Party, ONE-STOP PARTNER)

BY: Darlee Conway
(Signature of Authorized Officer)

Site Supervisor
(Name and Title of Authorized Officer)

5655 Hillsdale Blvd. Ste. 8.
(Address)

Sacramento, CA 95842
(City, State, Zip Code)

Description of Services and Resources Provided by One-Stop Partners

Partner Name: MTI College

SWCCs Served: Hillsdale

Services to be Provided:

MTI will provide training for SETA customers on professional appearance (application of make-up, hair-styling, etc.). Training will take place at either the Hillsdale location or the MTI College campus. The college will also provide a minimum of twenty-five (25) free haircut cards to distribute to SETA customers preparing for job interviews.

MTI will provide training to SETA customers on resume and interview preparation. Training will take place at either the Hillsdale location or the MTI College campus.

At no charge and on a space-available basis, MTI classrooms will be made available for use by the Hillsdale office to conduct training, workshops or meetings.

Pending approval, MTI will provide training opportunities for SETA customers through the American Recovery and Reinvestment Act and Workforce Investment Act Title I Adult and Dislocated Worker Program.

Resources to be Provided:

Co-locate/coordinate the services of staff; salary and benefits to be paid by one-stop partner or provide facility, supplies, utilities, equipment or other resources:

Job Title	# of Positions	Hours per Week (Approximate)
Vice President of Operations	1	As needed
Director of Career Services	1	As needed
Director of Cosmetology	1	As needed

Resources (Facility, supplies, equipment, other resources)
Classrooms
Faculty
Instructional supplies as needed

Memorandum of Understanding (MOU)

SACRAMENTO WORKS CAREER CENTER FOR VOLUNTARY ONE STOP PARTNER

Opening Doors, Inc.
(Name of Voluntary Partner)

1. Purpose

The purpose of this Memorandum of Understanding, hereinafter referred to as MOU, is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities with respect to the operation of a Sacramento Works, One-Stop Career Center.

2. Parties to this MOU

The parties to this MOU include the following:

- A. Sacramento Employment & Training Agency, hereinafter referred to as OPERATOR
- B. Hillsdale Career Center, hereinafter referred to as HOST AGENCY for the Sacramento Works Career Center (SWCC) at _____.
- C. Opening Doors, Inc., hereinafter referred to as ONE-STOP PARTNER

3. Voluntary Partners:

- A. This MOU is for voluntary partners only.
- B. SETA has executed MOUs with the following required Workforce Investment Act (WIA) one-stop partners, who shall not be required to execute this MOU:
 - **State of California Employment Development Department**
 - **Sacramento County Office of Education**
 - **Los Rios Community College District**
 - **Elk Grove Unified School District**
 - **Galt Unified School District**
 - **Twin Rivers Unified School District**
 - **Sacramento City Unified School District**
 - **Crossroads Diversified Services, Inc.**
 - **State Department of Rehabilitation**
 - **AARP Foundation**
 - **Sacramento Job Corps**
 - **California Indian Manpower**
 - **Vietnam Veterans of California, Inc.**
 - **Housing Authority (City & County of Sacramento)**
 - **Sacramento County Department of Human Assistance**

4. **Sacramento Works Integrated Service Delivery Initiative – Learning Lab** ATTACHMENT #9

On July 1, 2008 Sacramento Works, Inc.'s (SWI's) Career Centers began participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU, all parties shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. All parties shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

5. **Sacramento Works Career Center (SWCC) Principles/Goals**

The principles/goals of the SWCC One-Stop Delivery System are:

As published in the SWI Strategic Business Plan, the goals of the SWCC system are:

Goal 1: Prepare workers for high wage, high demand, critical occupational clusters that provide:

- self-sufficiency wages
- employer paid benefits
- career advancement/career ladders

Goal 2: Engage and Support Regional Employers

Goal 3: Prepare youth to succeed and thrive in the regional workforce

Goal 4: Continuously improve the One-Stop Career Center system.

Integrated System Goals – Learning Lab

With the adoption of the Sacramento Works Integrated Service Delivery Initiative, system stakeholders have developed a set of goals which will guide the further development of the Learning Lab model. These include the following:

- Implement a common customer flow for all customers
- Deliver prompt, uniform, high-quality services to all customers
- Insure that all job seekers and employers have access to comprehensive services which are integrated, demand-driven, and skill-based;

- Ensure Services are driven by the local economy and employer needs and draw on quality workforce intelligences, local labor market information, and local employer validation of data;
- Emphasis to be placed on skill assessment, skill enhancement, and skill-based labor market attachment
- Integrate staffing through use of cross-functional service delivery teams.

6. Values of the SWCC One-Stop Centers

The following values of the One-Stop Centers are:

- A. One-Stop Centers provide Talent Engagement, Talent Development, and Talent Marketing services.
- One-Stop Centers develop neighborhood support networks.
 - One-Stop Centers provide talent marketing services to local employers and business associations.
 - One-Stop Centers provide access to services to individuals who are limited English-speaking, recipients of public assistance, and ex-offenders.
 - One-Stop Centers are accessible and provide services to individuals with physical and mental disabilities.
 - One-Stop Centers are “youth” friendly.
 - MOUs, local policy guidance manuals and directives are used within the One-Stop setting to ensure front-line staff have all program and service information.
 - All on-site partners are trained to provide talent engagement, talent development, and talent marketing functions of the One-Stop Centers.
- B. Mutual accountability is expected for system performance.
- All partners and staff are cross-trained in anticipated outcomes for each partner
 - Team-building efforts are included as staff development activities.
 - Job seeker customer satisfaction surveys indicate high levels of customer satisfaction.

7. Effective Date and Term of MOU

This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall commence on the date of execution by all parties, and shall end on June 30 of the next ensuing calendar year for which notice of non-renewal has been provided at least thirty (30) calendar days prior to June 30 of such year. Absent such notice of non-renewal, this MOU shall be automatically renewed on a year-to-year basis, effective on July 1 of each calendar year for which no notice of non-renewal has been given.

8. Agreements

It is mutually agreed and understood by and between the parties that:

- A. This MOU is neither a fiscal nor a funds obligation document. Specific studies, activities, programs or projects which involve the transfer or expenditure by any party of any money, services or property will require execution of separate agreements or contracts. Each subsequent agreement or arrangement involving the transfer of money,

services or property between the parties to this MOU must comply with all applicable statutes and regulations. ATTACHMENT #9

- B. Any party may enter into party-specific Supplemental Agreements, including resource sharing and cost sharing agreements, and license for use agreements, with parties that are part of this MOU. Such Supplemental Agreements shall specify individual agreements and obligations that are applicable to two or more parties. All Supplemental Agreements shall be in furtherance of and complementary to this MOU. Each party shall provide all other parties with copies of any such Supplemental Agreements.
- C. Nothing herein shall be construed as obligating the parties to expend funds or be construed as involving the parties in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for these purposes. However, each party shall contribute a fair share of the operating costs of the SWCC One-Stop Delivery System, proportionate to the use of the system, by individuals attributable to the partner's program. Such costs shall be delineated by separate agreement and attached to this MOU.
- D. This MOU shall be governed by, and construed in accordance with, the laws of the federal government and the State of California.
- E. This MOU in no way restricts any of the parties from participating in similar activities or arrangements with other public or private agencies, organizations, or individuals.
- F. The parties agree to utilize the SWCC logo developed by OPERATOR on buildings identified for One-Stop Center usage, letterhead, envelopes, business cards, any written correspondence and fax transmittals.
- G. The referral of individuals between OPERATOR and ONE-STOP PARTNER for the appropriate services and activities shall be accomplished as follows:

The OPERATOR will use the Sacramento Works SMART application to assess the needs of each customer. Based on the results of this assessment, customers will be referred to either additional self-directed services, to One-Stop partner(s) (including, but not limited to ONE-STOP PARTNER) for services or directly to WIA staff assisted services. Referrals will be made by phone or email contact between the One-Stop partner(s) and the ONE-STOP OPERATOR. Access to the automated SMARTware system will be provided to one-stop partner(s), upon completion of training on the system.

- H. The specific SWCC and the services and resources provided by each party to this MOU are identified and described in **Exhibit A**, attached hereto, which is hereby incorporated by reference and made a part hereof.

In addition, parties agree to participate in the following SWCC services:

Provide Staff-Assisted Services to Job Seekers -

1. Have staff co-located at the One-Stop Centers for a specific number of agreed-upon hours per week

2. Participate in orientations
3. Participate in staff assisted services (Talent Engagement, Talent Development and Talent Marketing)
4. Participate as worker of the day six to eight (6-8) hours per week
5. Have a permanent or rotating workstation
6. Participate in staff meetings and trainings
7. Resource information and directory of available community, employment, training and social services
8. Outreach, intake and orientation to information and other services available through the One-Stop Delivery System
9. Initial assessment of skill levels, aptitudes, abilities, and supportive services needs
10. Job search and placement assistance, and where appropriate, career counseling
11. Labor Market information
12. Intake and enrollment assistance for employment, training and education programs
13. Access to youth employment services
14. Co-enrollment and case management in intensive vocational and on-the-job training Programs
15. Access to Individual Training Account Scholarships

For Employers -

1. Job Posting Services
2. Business Information Services and Workshops
3. Recruitment orientations and referral of qualified job seekers
4. Automated labor market information
5. Specialized services such as seminars, workforce needs assessment, job fairs
6. Information on tax credit and tax incentive programs
7. Customized Training or Sector Initiatives in Critical Occupational Clusters

9. License for Use

During the term of this MOU, OPERATOR and HOST AGENCY agree that all other parties to this MOU shall have a license to use all of the space of the SWCC referenced in Paragraph 2 above for the sole purpose of conducting acceptable One-Stop Center services as outlined herein. This license may be terminated at any time by any party upon giving three (3) months written notice to all other parties.

9. Supervision

The day-to-day supervision of staff assigned to the SWCC referenced in the attached **Exhibit A** will be the responsibility of the Site Supervisor(s). The original employer of staff assigned to the SWCC will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the Site Supervisor(s) and the management of the original employer.

The office hours for the staff at the SWCC will be established by the Site Supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary

employer and will provide a copy of their holiday schedule to OPERATOR and HOST AGENCY at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the SWCC and each party will take appropriate action.

10. Employee Relationships

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, each party shall be solely responsive and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

11. Independent Contractor Status

The parties hereto agree that the relationship established by this MOU is that of independent contractors. It is expressly understood and agreed that this MOU is not intended and shall not be construed to create the relationship of agent, servant, employee, partnership, joint venture or association between parties. Each party will be responsible for providing its own salaries, payroll taxes, withholding, insurance, workers' compensation coverage and other benefits of any kind, as required by law, for its own employees.

12. Method for Dispute Resolution

The parties agree to try to resolve policy or practice disputes at the lowest level starting with the Site Supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the OPERATOR, for discussion and resolution.

13. Confidentiality

Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

14. Modifications

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

15. Termination

The parties understand that implementation of the SWCC System is dependent on everyone's good faith effort to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more

parties to cease being a party to this MOU, said party(ies) shall notify the other parties, in writing, thirty (30) days in advance of that intention. ATTACHMENT #9

16. Press Releases and Communications

Parties shall include all other parties when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

17. Notices

All MOUs, amendment(s) to MOUs and license agreements requiring signatures shall be delivered, by personal service or by deposit in the United States mail, first-class postage prepaid, addressed to the designated contact person at the address set forth in Paragraph 21. All other notices to be given to any of the parties under this MOU shall be given by deposit in the United States mail, first-class postage prepaid, addressed to the applicable party at the address set forth below the signature of each party to this MOU or by personal service. Notices given by mail shall be deemed served three (3) days after deposit in the United States mail, or when received, whichever is sooner.

18. Insurance

Each party hereto acknowledges and understands that the State of California has elected to be insured for its general liability through a self-insurance program. Departments of the State of California are covered by a self-insured plan for general liability administered by the State Attorney General's office. All other parties agree to maintain in full force and effect during the term of this MOU and any extension thereof, commercial general liability insurance, or self-insurance, with limits of not less than \$1,000,000 single limit coverage per occurrence for bodily injury, personal injury and property damage. Upon request from any other party, a party shall provide an appropriate certificate evidencing such insurance, or self-insurance, to the requesting party.

19. Hold Harmless/Indemnification

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in Paragraph 2 of this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorneys fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorneys fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

20. Contact Persons

Party	Name & Address of Contact Person (List only one (1) - refer to Paragraph 16)	Phone/Fax Numbers
OPERATOR	Kathy Kossick, Executive Director Sacramento Employment & Training Agency	Phone: (916) 263-3800 Fax: (916) 263-3827
HOST AGENCY	Sacramento Works Career Center - Hillsdale	Phone: 916-263-4100 Fax: 916-263-4876
ONE-STOP PARTNER	Maurine Huang, President/ CEO Opening Doors, Inc.	Phone: 916-492-2591 Fax: 916-492-2628

21. Signatures

THEREFORE, the Parties have executed this MOU.

**SACRAMENTO EMPLOYMENT
AND TRAINING AGENCY (OPERATOR)**

Dated: 6/25, 2009

BY: Kathy Kossick
(Signature of Authorized Officer)

Kathy Kossick, Executive Director
(Name and Title of Authorized Officer)

925 Del Paso Blvd.
(Address)

Sacramento, CA 95815-3608
(City, State, Zip Code)

Hillsdale C. C./SETA
(Legal Name of Party, HOST AGENCY)

Dated: 6/17, 2009

BY: Darlene Conway
(Signature of Authorized Officer)

DARLENE CONWAY
(Name and Title of Authorized Officer)

5555 Hillsdale Blvd
(Address)

SACRAMENTO CA 95842
(City, State, Zip Code)

Opening Doors, Inc.
(Legal Name of Party, ONE-STOP PARTNER)

Dated: 6/3, 2009

BY: Maurine Huang
(Signature of Authorized Officer)

Maurine Huang, President/CEO
(Name and Title of Authorized Officer)

2118 K Street
(Address)

Sacramento CA 95816
(City, State, Zip Code)

Description of Services and Resources Provided by One-Stop Partners

Partner Name: Opening Doors, Inc.

SWCCs Served: Hillsdale Center

Services to be Provided:

Opening Doors will use the classroom facilities and the computer labs for the business-related training.
Hillsdale Career Center will refer potential employees to the Greenbuildings-Sacramento, a program of Opening Doors.

Resources to be Provided:

Co-locate/coordinate the services of staff; salary and benefits to be paid by one-stop partner or provide facility, supplies, utilities, equipment or other resources:

Job Title	# of Positions	Hours per Week (Approximate)

Resources (Facility, supplies, equipment, other resources)

Memorandum of Understanding (MOU) SACRAMENTO WORKS CAREER CENTER FOR VOLUNTARY ONE STOP PARTNER

SBA

(Name of Voluntary Partner)

1. Purpose

The purpose of this Memorandum of Understanding, hereinafter referred to as MOU, is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities with respect to the operation of a Sacramento Works, One-Stop Career Center.

2. Parties to this MOU

The parties to this MOU include the following:

- A. Sacramento Employment & Training Agency, hereinafter referred to as OPERATOR
- B. SETA, hereinafter referred to as HOST AGENCY for the Sacramento Works Career Center (SWCC) at Hillsdale.
- C. SBA hereinafter referred to as ONE-STOP PARTNER

3. Voluntary Partners:

- A. This MOU is for voluntary partners only.
- B. SETA has executed MOUs with the following required Workforce Investment Act (WIA) one-stop partners, who shall not be required to execute this MOU:
 - **State of California Employment Development Department**
 - **Sacramento County Office of Education**
 - **Los Rios Community College District**
 - **Elk Grove Unified School District**
 - **Galt Unified School District**
 - **Twin Rivers Unified School District**
 - **Sacramento City Unified School District**
 - **Crossroads Diversified Services, Inc.**
 - **State Department of Rehabilitation**
 - **AARP Foundation**
 - **Sacramento Job Corps**
 - **California Indian Manpower**
 - **Vietnam Veterans of California, Inc.**
 - **Housing Authority (City & County of Sacramento)**
 - **Sacramento County Department of Human Assistance**

4. Sacramento Works Integrated Service Delivery Initiative – Learning Lab

On July 1, 2008 Sacramento Works, Inc.'s (SWI's) Career Centers began participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU, all parties shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. All parties shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

5. Sacramento Works Career Center (SWCC) Principles/Goals

The principles/goals of the SWCC One-Stop Delivery System are:

As published in the SWI Strategic Business Plan, the goals of the SWCC system are:

Goal 1: Prepare workers for high wage, high demand, critical occupational clusters that provide:

- self-sufficiency wages
- employer paid benefits
- career advancement/career ladders

Goal 2: Engage and Support Regional Employers

Goal 3: Prepare youth to succeed and thrive in the regional workforce

Goal 4: Continuously improve the One-Stop Career Center system.

Integrated System Goals – Learning Lab

With the adoption of the Sacramento Works Integrated Service Delivery Initiative, system stakeholders have developed a set of goals which will guide the further development of the Learning Lab model. These include the following:

- Implement a common customer flow for all customers
- Deliver prompt, uniform, high-quality services to all customers
- Insure that all job seekers and employers have access to comprehensive services which are integrated, demand-driven, and skill-based;

- Ensure Services are driven by the local economy and employer needs and draw on quality workforce intelligences, local labor market information, and local employer validation of data;
- Emphasis to be placed on skill assessment, skill enhancement, and skill-based labor market attachment
- Integrate staffing through use of cross-functional service delivery teams.

6. Values of the SWCC One-Stop Centers

The following values of the One-Stop Centers are:

- A. One-Stop Centers provide Talent Engagement, Talent Development, and Talent Marketing services.
- One-Stop Centers develop neighborhood support networks.
 - One-Stop Centers provide talent marketing services to local employers and business associations.
 - One-Stop Centers provide access to services to individuals who are limited English-speaking, recipients of public assistance, and ex-offenders.
 - One-Stop Centers are accessible and provide services to individuals with physical and mental disabilities.
 - One-Stop Centers are “youth” friendly.
 - MOUs, local policy guidance manuals and directives are used within the One-Stop setting to ensure front-line staff have all program and service information.
 - All on-site partners are trained to provide talent engagement, talent development, and talent marketing functions of the One-Stop Centers.
- B. Mutual accountability is expected for system performance.
- All partners and staff are cross-trained in anticipated outcomes for each partner
 - Team-building efforts are included as staff development activities.
 - Job seeker customer satisfaction surveys indicate high levels of customer satisfaction.

7. Effective Date and Term of MOU

This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall commence on the date of execution by all parties, and shall end on June 30 of the next ensuing calendar year for which notice of non-renewal has been provided at least thirty (30) calendar days prior to June 30 of such year. Absent such notice of non-renewal, this MOU shall be automatically renewed on a year-to-year basis, effective on July 1 of each calendar year for which no notice of non-renewal has been given.

8. Agreements

It is mutually agreed and understood by and between the parties that:

- A. This MOU is neither a fiscal nor a funds obligation document. Specific studies, activities, programs or projects which involve the transfer or expenditure by any party of any money, services or property will require execution of separate agreements or contracts. Each subsequent agreement or arrangement involving the transfer of money,

services or property between the parties to this MOU must comply with all applicable statutes and regulations.

- B. Any party may enter into party-specific Supplemental Agreements, including resource sharing and cost sharing agreements, and license for use agreements, with parties that are part of this MOU. Such Supplemental Agreements shall specify individual agreements and obligations that are applicable to two or more parties. All Supplemental Agreements shall be in furtherance of and complementary to this MOU. Each party shall provide all other parties with copies of any such Supplemental Agreements.
- C. Nothing herein shall be construed as obligating the parties to expend funds or be construed as involving the parties in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for these purposes. However, each party shall contribute a fair share of the operating costs of the SWCC One-Stop Delivery System, proportionate to the use of the system, by individuals attributable to the partner's program. Such costs shall be delineated by separate agreement and attached to this MOU.
- D. This MOU shall be governed by, and construed in accordance with, the laws of the federal government and the State of California.
- E. This MOU in no way restricts any of the parties from participating in similar activities or arrangements with other public or private agencies, organizations, or individuals.
- F. The parties agree to utilize the SWCC logo developed by OPERATOR on buildings identified for One-Stop Center usage, letterhead, envelopes, business cards, any written correspondence and fax transmittals.
- G. The referral of individuals between OPERATOR and ONE-STOP PARTNER for the appropriate services and activities shall be accomplished as follows:

The OPERATOR will use the Sacramento Works SMART application to assess the needs of each customer. Based on the results of this assessment, customers will be referred to either additional self-directed services, to One-Stop partner(s) (including, but not limited to ONE-STOP PARTNER) for services or directly to WIA staff assisted services. Referrals will be made by phone or email contact between the One-Stop partner(s) and the ONE-STOP OPERATOR. Access to the automated SMARTware system will be provided to one-stop partner(s), upon completion of training on the system.

- H. The specific SWCC and the services and resources provided by each party to this MOU are identified and described in **Exhibit A**, attached hereto, which is hereby incorporated by reference and made a part hereof.

In addition, parties agree to participate in the following SWCC services:

Provide Staff-Assisted Services to Job Seekers -

- 1. Have staff co-located at the One-Stop Centers for a specific number of agreed-upon hours per week

2. Participate in orientations
3. Participate in staff assisted services (Talent Engagement, Talent Development and Talent Marketing)
4. Participate as worker of the day six to eight (6-8) hours per week
5. Have a permanent or rotating workstation
6. Participate in staff meetings and trainings
7. Resource information and directory of available community, employment, training and social services
8. Outreach, intake and orientation to information and other services available through the One-Stop Delivery System
9. Initial assessment of skill levels, aptitudes, abilities, and supportive services needs
10. Job search and placement assistance, and where appropriate, career counseling
11. Labor Market information
12. Intake and enrollment assistance for employment, training and education programs
13. Access to youth employment services
14. Co-enrollment and case management in intensive vocational and on-the-job training Programs
15. Access to Individual Training Account Scholarships

For Employers -

1. Job Posting Services
2. Business Information Services and Workshops
3. Recruitment orientations and referral of qualified job seekers
4. Automated labor market information
5. Specialized services such as seminars, workforce needs assessment, job fairs
6. Information on tax credit and tax incentive programs
7. Customized Training or Sector Initiatives in Critical Occupational Clusters

9. License for Use

During the term of this MOU, OPERATOR and HOST AGENCY agree that all other parties to this MOU shall have a license to use all of the space of the SWCC referenced in Paragraph 2 above for the sole purpose of conducting acceptable One-Stop Center services as outlined herein. This license may be terminated at any time by any party upon giving three (3) months written notice to all other parties.

9. Supervision

The day-to-day supervision of staff assigned to the SWCC referenced in the attached **Exhibit A** will be the responsibility of the Site Supervisor(s). The original employer of staff assigned to the SWCC will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the Site Supervisor(s) and the management of the original employer.

The office hours for the staff at the SWCC will be established by the Site Supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary

employer and will provide a copy of their holiday schedule to OPERATOR and HOST AGENCY at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the SWCC and each party will take appropriate action.

10. Employee Relationships

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, each party shall be solely responsive and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

11. Independent Contractor Status

The parties hereto agree that the relationship established by this MOU is that of independent contractors. It is expressly understood and agreed that this MOU is not intended and shall not be construed to create the relationship of agent, servant, employee, partnership, joint venture or association between parties. Each party will be responsible for providing its own salaries, payroll taxes, withholding, insurance, workers' compensation coverage and other benefits of any kind, as required by law, for its own employees.

12. Method for Dispute Resolution

The parties agree to try to resolve policy or practice disputes at the lowest level starting with the Site Supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the OPERATOR, for discussion and resolution.

13. Confidentiality

Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

14. Modifications

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

15. Termination

The parties understand that implementation of the SWCC System is dependent on everyone's good faith effort to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more

parties to cease being a party to this MOU, said party(ies) shall notify the other parties, in writing, thirty (30) days in advance of that intention.

16. Press Releases and Communications

Parties shall include all other parties when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

17. Notices

All MOUs, amendment(s) to MOUs and license agreements requiring signatures shall be delivered, by personal service or by deposit in the United States mail, first-class postage prepaid, addressed to the designated contact person at the address set forth in Paragraph 21. All other notices to be given to any of the parties under this MOU shall be given by deposit in the United States mail, first-class postage prepaid, addressed to the applicable party at the address set forth below the signature of each party to this MOU or by personal service. Notices given by mail shall be deemed served three (3) days after deposit in the United States mail, or when received, whichever is sooner.

18. Insurance

Each party hereto acknowledges and understands that the State of California has elected to be insured for its general liability through a self-insurance program. Departments of the State of California are covered by a self-insured plan for general liability administered by the State Attorney General's office. All other parties agree to maintain in full force and effect during the term of this MOU and any extension thereof, commercial general liability insurance, or self-insurance, with limits of not less than \$1,000,000 single limit coverage per occurrence for bodily injury, personal injury and property damage. Upon request from any other party, a party shall provide an appropriate certificate evidencing such insurance, or self-insurance, to the requesting party.

19. Hold Harmless/Indemnification

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in Paragraph 2 of this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorneys fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorneys fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

20. Contact Persons

Party	Name & Address of Contact Person (List only one (1) - refer to Paragraph 16)	Phone/Fax Numbers
OPERATOR	Kathy Kossick, Executive Director Sacramento Employment & Training Agency	Phone: (916) 263-3800 Fax: (916) 263-3827
HOST AGENCY	SETA	Phone: (916) 263-3800 Fax: (916) 263-3827
ONE-STOP PARTNER	SBA	Phone: 735-1700 Fax:

21. Signatures

THEREFORE, the Parties have executed this MOU.

**SACRAMENTO EMPLOYMENT
AND TRAINING AGENCY (OPERATOR)**

Dated: June 12, 2009

BY: Kathy Kossick

(Signature of Authorized Officer)

Kathy Kossick, Executive Director
(Name and Title of Authorized Officer)

925 Del Paso Blvd..
(Address)

Sacramento, CA 95815-3608
(City, State, Zip Code)

SETA

(Legal Name of Party, HOST AGENCY)

Dated: June 12, 2009

BY: Christine Welsch

(Signature of Authorized Officer)

Christine Welsch, Program Officer
(Name and Title of Authorized Officer)

925 Del Paso Blvd. Ste 100

(Address)

Sacramento CA 95815
City, State, Zip Code

Small Business Administration
(Legal Name of Party, ONE-STOP PARTNER)

Dated: 6-18, 2009

BY: 
(Signature of Authorized Officer)

Jim Odom District Director
(Name and Title of Authorized Officer)

6501 Sycamore Rd # 103
(Address)

CITRUS HEIGHTS CA 95621
(City, State, Zip Code)

Description of Services and Resources Provided by One-Stop Partners

Partner Name: Small Business Administration, SBA

SWCCs Served: Hillsdale C.C.

Services to be Provided:

SBA agrees to
Refer customers to SWCC
Assist business customers with one on one counseling appointments
Provide mentoring, education, training, and ongoing support and guidance to start up and existing businesses.

Resources to be Provided:

Co-locate/coordinate the services of staff; salary and benefits to be paid by one-stop partner or provide facility, supplies, utilities, equipment or other resources:

Job Title	# of Positions	Hours per Week (Approximate)
SBA Counselors	2	5

Resources (Facility, supplies, equipment, other resources)
SBA marketing materials

**Memorandum of Understanding (MOU)
SACRAMENTO WORKS CAREER CENTER FOR
VOLUNTARY ONE STOP PARTNER**

SCORE

(Name of Voluntary Partner)

1. Purpose

The purpose of this Memorandum of Understanding, hereinafter referred to as MOU, is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities with respect to the operation of a Sacramento Works, One-Stop Career Center.

2. Parties to this MOU

The parties to this MOU include the following:

A. Sacramento Employment & Training Agency, hereinafter referred to as OPERATOR

B. SETA, hereinafter referred to as HOST
AGENCY for the Sacramento Works Career Center (SWCC) at
Hillsdale.

C. SCORE, hereinafter referred to as ONE-
STOP PARTNER

3. Voluntary Partners:

A. This MOU is for voluntary partners only.

B. SETA has executed MOUs with the following required Workforce Investment Act (WIA) one-stop partners, who shall not be required to execute this MOU:

- **State of California Employment Development Department**
- **Sacramento County Office of Education**
- **Los Rios Community College District**
- **Elk Grove Unified School District**
- **Galt Unified School District**
- **Twin Rivers Unified School District**
- **Sacramento City Unified School District**
- **Crossroads Diversified Services, Inc.**
- **State Department of Rehabilitation**
- **AARP Foundation**
- **Sacramento Job Corps**
- **California Indian Manpower**
- **Vietnam Veterans of California, Inc.**
- **Housing Authority (City & County of Sacramento)**
- **Sacramento County Department of Human Assistance**

4. Sacramento Works Integrated Service Delivery Initiative – Learning Lab

On July 1, 2008 Sacramento Works, Inc.'s (SWI's) Career Centers began participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU, all parties shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. All parties shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

5. Sacramento Works Career Center (SWCC) Principles/Goals

The principles/goals of the SWCC One-Stop Delivery System are:

As published in the SWI Strategic Business Plan, the goals of the SWCC system are:

Goal 1: Prepare workers for high wage, high demand, critical occupational clusters that provide:

- self-sufficiency wages
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- career advancement/career ladders

Goal 2: Engage and Support Regional Employers

Goal 3: Prepare youth to succeed and thrive in the regional workforce

Goal 4: Continuously improve the One-Stop Career Center system.

Integrated System Goals – Learning Lab

With the adoption of the Sacramento Works Integrated Service Delivery Initiative, system stakeholders have developed a set of goals which will guide the further development of the Learning Lab model. These include the following:

- Implement a common customer flow for all customers
- Deliver prompt, uniform, high-quality services to all customers
- Insure that all job seekers and employers have access to comprehensive services which are integrated, demand-driven, and skill-based;

- Ensure Services are driven by the local economy and employer needs and draw on quality workforce intelligences, local labor market information, and local employer validation of data;
- Emphasis to be placed on skill assessment, skill enhancement, and skill-based labor market attachment
- Integrate staffing through use of cross-functional service delivery teams.

6. Values of the SWCC One-Stop Centers

The following values of the One-Stop Centers are:

- A. One-Stop Centers provide Talent Engagement, Talent Development, and Talent Marketing services.
- One-Stop Centers develop neighborhood support networks.
 - One-Stop Centers provide talent marketing services to local employers and business associations.
 - One-Stop Centers provide access to services to individuals who are limited English-speaking, recipients of public assistance, and ex-offenders.
 - One-Stop Centers are accessible and provide services to individuals with physical and mental disabilities.
 - One-Stop Centers are “youth” friendly.
 - MOUs, local policy guidance manuals and directives are used within the One-Stop setting to ensure front-line staff have all program and service information.
 - All on-site partners are trained to provide talent engagement, talent development, and talent marketing functions of the One-Stop Centers.
- B. Mutual accountability is expected for system performance.
- All partners and staff are cross-trained in anticipated outcomes for each partner
 - Team-building efforts are included as staff development activities.
 - Job seeker customer satisfaction surveys indicate high levels of customer satisfaction.

7. Effective Date and Term of MOU

This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall commence on the date of execution by all parties, and shall end on June 30 of the next ensuing calendar year for which notice of non-renewal has been provided at least thirty (30) calendar days prior to June 30 of such year. Absent such notice of non-renewal, this MOU shall be automatically renewed on a year-to-year basis, effective on July 1 of each calendar year for which no notice of non-renewal has been given.

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- A. This MOU is neither a fiscal nor a funds obligation document. Specific studies, activities, programs or projects which involve the transfer or expenditure by any party of any money, services or property will require execution of separate agreements or contracts. Each subsequent agreement or arrangement involving the transfer of money,

services or property between the parties to this MOU must comply with all applicable statutes and regulations.

- B. Any party may enter into party-specific Supplemental Agreements, including resource sharing and cost sharing agreements, and license for use agreements, with parties that are part of this MOU. Such Supplemental Agreements shall specify individual agreements and obligations that are applicable to two or more parties. All Supplemental Agreements shall be in furtherance of and complementary to this MOU. Each party shall provide all other parties with copies of any such Supplemental Agreements.
- C. Nothing herein shall be construed as obligating the parties to expend funds or be construed as involving the parties in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for these purposes. However, each party shall contribute a fair share of the operating costs of the SWCC One-Stop Delivery System, proportionate to the use of the system, by individuals attributable to the partner's program. Such costs shall be delineated by separate agreement and attached to this MOU.
- D. This MOU shall be governed by, and construed in accordance with, the laws of the federal government and the State of California.
- E. This MOU in no way restricts any of the parties from participating in similar activities or arrangements with other public or private agencies, organizations, or individuals.
- F. The parties agree to utilize the SWCC logo developed by OPERATOR on buildings identified for One-Stop Center usage, letterhead, envelopes, business cards, any written correspondence and fax transmittals.
- G. The referral of individuals between OPERATOR and ONE-STOP PARTNER for the appropriate services and activities shall be accomplished as follows:

The OPERATOR will use the Sacramento Works SMART application to assess the needs of each customer. Based on the results of this assessment, customers will be referred to either additional self-directed services, to One-Stop partner(s) (including, but not limited to ONE-STOP PARTNER) for services or directly to WIA staff assisted services. Referrals will be made by phone or email contact between the One-Stop partner(s) and the ONE-STOP OPERATOR. Access to the automated SMARTware system will be provided to one-stop partner(s), upon completion of training on the system.

- H. The specific SWCC and the services and resources provided by each party to this MOU are identified and described in **Exhibit A**, attached hereto, which is hereby incorporated by reference and made a part hereof.

In addition, parties agree to participate in the following SWCC services:

Provide Staff-Assisted Services to Job Seekers -

1. Have staff co-located at the One-Stop Centers for a specific number of agreed-upon hours per week

2. Participate in orientations
3. Participate in staff assisted services (Talent Engagement, Talent Development and Talent Marketing)
4. Participate as worker of the day six to eight (6-8) hours per week
5. Have a permanent or rotating workstation
6. Participate in staff meetings and trainings
7. Resource information and directory of available community, employment, training and social services
8. Outreach, intake and orientation to information and other services available through the One-Stop Delivery System
9. Initial assessment of skill levels, aptitudes, abilities, and supportive services needs
10. Job search and placement assistance, and where appropriate, career counseling
11. Labor Market information
12. Intake and enrollment assistance for employment, training and education programs
13. Access to youth employment services
14. Co-enrollment and case management in intensive vocational and on-the-job training Programs
15. Access to Individual Training Account Scholarships

For Employers -

1. Job Posting Services
2. Business Information Services and Workshops
3. Recruitment orientations and referral of qualified job seekers
4. Automated labor market information
5. Specialized services such as seminars, workforce needs assessment, job fairs
6. Information on tax credit and tax incentive programs
7. Customized Training or Sector Initiatives in Critical Occupational Clusters

9. License for Use

During the term of this MOU, OPERATOR and HOST AGENCY agree that all other parties to this MOU shall have a license to use all of the space of the SWCC referenced in Paragraph 2 above for the sole purpose of conducting acceptable One-Stop Center services as outlined herein. This license may be terminated at any time by any party upon giving three (3) months written notice to all other parties.

9. Supervision

The day-to-day supervision of staff assigned to the SWCC referenced in the attached **Exhibit A** will be the responsibility of the Site Supervisor(s). The original employer of staff assigned to the SWCC will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the Site Supervisor(s) and the management of the original employer.

The office hours for the staff at the SWCC will be established by the Site Supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary

employer and will provide a copy of their holiday schedule to OPERATOR and HOST AGENCY at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the SWCC and each party will take appropriate action.

10. Employee Relationships

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, each party shall be solely responsive and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

11. Independent Contractor Status

The parties hereto agree that the relationship established by this MOU is that of independent contractors. It is expressly understood and agreed that this MOU is not intended and shall not be construed to create the relationship of agent, servant, employee, partnership, joint venture or association between parties. Each party will be responsible for providing its own salaries, payroll taxes, withholding, insurance, workers' compensation coverage and other benefits of any kind, as required by law, for its own employees.

12. Method for Dispute Resolution

The parties agree to try to resolve policy or practice disputes at the lowest level starting with the Site Supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the OPERATOR, for discussion and resolution.

13. Confidentiality

Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

14. Modifications

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

15. Termination

The parties understand that implementation of the SWCC System is dependent on everyone's good faith effort to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more

parties to cease being a party to this MOU, said party(ies) shall notify the other parties, in writing, thirty (30) days in advance of that intention.

16. Press Releases and Communications

Parties shall include all other parties when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

17. Notices

All MOUs, amendment(s) to MOUs and license agreements requiring signatures shall be delivered, by personal service or by deposit in the United States mail, first-class postage prepaid, addressed to the designated contact person at the address set forth in Paragraph 21. All other notices to be given to any of the parties under this MOU shall be given by deposit in the United States mail, first-class postage prepaid, addressed to the applicable party at the address set forth below the signature of each party to this MOU or by personal service. Notices given by mail shall be deemed served three (3) days after deposit in the United States mail, or when received, whichever is sooner.

18. Insurance

Each party hereto acknowledges and understands that the State of California has elected to be insured for its general liability through a self-insurance program. Departments of the State of California are covered by a self-insured plan for general liability administered by the State Attorney General's office. All other parties agree to maintain in full force and effect during the term of this MOU and any extension thereof, commercial general liability insurance, or self-insurance, with limits of not less than \$1,000,000 single limit coverage per occurrence for bodily injury, personal injury and property damage. Upon request from any other party, a party shall provide an appropriate certificate evidencing such insurance, or self-insurance, to the requesting party.

19. Hold Harmless/Indemnification

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in Paragraph 2 of this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorneys fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorneys fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

20. Contact Persons

Party	Name & Address of Contact Person (List only one (1) - refer to Paragraph 16)	Phone/Fax Numbers
OPERATOR	Kathy Kossick, Executive Director Sacramento Employment & Training Agency	Phone: (916) 263-3800 Fax: (916) 263-3827
HOST AGENCY	<u>SETA</u>	Phone: (916) 263-3800 Fax: (916) 263-3827
ONE-STOP PARTNER	<u>SCORE</u>	Phone: <u>916-635-9085</u> Fax:

21. Signatures

THEREFORE, the Parties have executed this MOU.

**SACRAMENTO EMPLOYMENT
AND TRAINING AGENCY (OPERATOR)**

Dated: 7/1/09

BY: Kathy Kossick
(Signature of Authorized Officer)

Kathy Kossick, Executive Director
(Name and Title of Authorized Officer)

925 Del Paso Blvd.
(Address)

Sacramento, CA 95815-3608
(City, State, Zip Code)

SETA
(Legal Name of Party, HOST AGENCY)

Dated: June 12, 2009

BY: Darlene Conway
(Signature of Authorized Officer)


DARLENE CONWAY Site Supervisor
(Name and Title of Authorized Officer)

Site Supervisor
(Address)

Sacramento CA 95813
(City, State, Zip Code)

SCORE
(Legal Name of Party, ONE-STOP PARTNER)

Dated: 6 30, 2009

BY: 
(Signature of Authorized Officer)

JEFF HENDY CHAPTER CHAIR
(Name and Title of Authorized Officer)

4990 STOCKTON BLVD
(Address)

SACRAMENTO, CA 95820
(City, State, Zip Code)

Description of Services and Resources Provided by One-Stop Partners

Partner Name: SCORE, Counselors to America's Small Business

SWCCs Served: Hillsdale C.C.

Services to be Provided:

SCORE agrees to
Refer customers to SWCC
Provide Hillsdale business customers with one on one counseling appointments
Provide mentoring, education, training, and ongoing support and guidance to start up and existing businesses.

Resources to be Provided:

Co-locate/coordinate the services of staff; salary and benefits to be paid by one-stop partner or provide facility, supplies, utilities, equipment or other resources:

Job Title	# of Positions	Hours per Week (Approximate)
SCORE Counselors	6	15

Resources (Facility, supplies, equipment, other resources)
SCORE marketing materials

Sacramento Works Career Center Rancho Cordova

Voluntary One Stop Partners with signed MOU Agreement:

- Sacramento Chinese Community Service Center

Memorandum of Understanding (MOU)

SACRAMENTO WORKS CAREER CENTER FOR VOLUNTARY ONE STOP PARTNER

Sacramento Chinese Community Service Center, Inc.

1. Purpose

The purpose of this Memorandum of Understanding, hereinafter referred to as MOU, is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities with respect to the operation of a Sacramento Works, One-Stop Career Center.

2. Parties to this MOU

The parties to this MOU include the following:

- A. Sacramento Employment & Training Agency, hereinafter referred to as OPERATOR
- B. hereinafter referred to as HOST AGENCY for the Sacramento Works Career Center (SWCC) at 10381 Old Placerville Road Ste. 150 Sacramento, Ca. 95827
- C. Sacramento Chinese Community Service Center, Inc. hereinafter referred to as ONE-STOP PARTNER

3. Voluntary Partners:

- A. This MOU is for voluntary partners only.
- B. SETA has executed MOU's with the following required Workforce Investment Act (WIA) one-stop partners, who shall not be required to execute this MOU:
 - **State of California Employment Development Department**
 - **Sacramento County Office of Education**
 - **Los Rios Community College District**
 - **Elk Grove Unified School District**
 - **Galt Unified School District**
 - **Twin Rivers Unified School District**
 - **Sacramento City Unified School District**
 - **Crossroads Diversified Services, Inc.**
 - **State Department of Rehabilitation**
 - **AARP Foundation**
 - **Sacramento Job Corps**
 - **California Indian Manpower**
 - **Vietnam Veterans of California, Inc.**
 - **Housing Authority (City & County of Sacramento)**
 - **Sacramento County Department of Human Assistance**

4. Sacramento Works Integrated Service Delivery Initiative – Learning Lab

On July 1, 2008 Sacramento Works, Inc.'s (SWI's) Career Centers began participating with the State of California as a "Learning Lab" (as that term is defined by the State of California) for the development of an Integrated Service Transformation Initiative model. The intent of this process is to test methods of achieving a demand-driven, skill-based integrated service strategy.

Pursuant to the terms of this MOU, all parties shall be committed to and actively involved in developing processes and procedures which will foster integrated customer pool, customer flow, talent development and marketing services. All parties shall also adhere to and be bound by the terms and conditions of SWI's Integrated Service Delivery Initiative Local Plan, which includes the following four major components:

- An integrated talent pool which consists of skilled job candidates who are ready to meet the needs of business;
- Performance accountability measures, measuring the outcomes of all customers served by the one stop system;
- An integrated customer flow which operates in a sequence of demand driven, skill based, talent development services and training for One-Stop customers; and
- An integrated staffing approach responsible for marketing the talent pool to employers in the Sacramento region.

5. Sacramento Works Career Center (SWCC) Principles/Goals

The principles/goals of the SWCC One-Stop Delivery System are:

As published in the SWI Strategic Business Plan, the goals of the SWCC system are:

Goal 1: Prepare workers for high wage, high demand, critical occupational clusters that provide:

- self-sufficiency wages
- employer paid benefits
- career advancement/career ladders

Goal 2: Engage and Support Regional Employers

Goal 3: Prepare youth to succeed and thrive in the regional workforce

Goal 4: Continuously improve the One-Stop Career Center system.

Integrated System Goals – Learning Lab

With the adoption of the Sacramento Works Integrated Service Delivery Initiative, system stakeholders have developed a set of goals which will guide the further development of the Learning Lab model. These include the following:

- Implement a common customer flow for all customers
- Deliver prompt, uniform, high-quality services to all customers
- Insure that all job seekers and employers have access to comprehensive services which are integrated, demand-driven, and skill-based;

- Ensure Services are driven by the local economy and employer needs and draw on quality workforce intelligences, local labor market information, and local employer validation of data;
- Emphasis to be placed on skill assessment, skill enhancement, and skill-based labor market attachment
- Integrate staffing through use of cross-functional service delivery teams.

6. Values of the SWCC One-Stop Centers

The following values of the One-Stop Centers are:

- A. One-Stop Centers provide Talent Engagement, Talent Development, and Talent Marketing Services.
- One-Stop Centers develop neighborhood support networks.
 - One-Stop Centers provide talent marketing services to local employers and business associations.
 - One-Stop Centers provide access to services to individuals who are limited English-speaking, recipients of public assistance, and ex-offenders.
 - One-Stop Centers are accessible and provide services to individuals with physical and mental disabilities.
 - One-Stop Centers are “youth” friendly.
 - MOU’s, local policy guidance manuals and directives are used within the One-Stop setting to ensure front-line staff have all program and service information.
 - All on-site partners are trained to provide talent engagement, talent development, and talent marketing functions of the One-Stop Centers.
- B. Mutual accountability is expected for system performance.
- All partners and staff are cross-trained in anticipated outcomes for each partner
 - Team-building efforts are included as staff development activities.
 - Job seeker customer satisfaction surveys indicate high levels of customer satisfaction.

7. Effective Date and Term of MOU

This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall commence on the date of execution by all parties, and shall end on June 30 of the next ensuing calendar year for which notice of non-renewal has been provided at least thirty (30) calendar days prior to June 30 of such year. Absent such notice of non-renewal, this MOU shall be automatically renewed on a year-to-year basis, effective on July 1 of each calendar year for which no notice of non-renewal has been given.

8. Agreements

It is mutually agreed and understood by and between the parties that:

- A. This MOU is neither a fiscal nor a funds obligation document. Specific studies, activities, programs or projects which involve the transfer or expenditure by any party of any money, services or property will require execution of separate agreements or contracts. Each subsequent agreement or arrangement involving the transfer of money,

services or property between the parties to this MOU must comply with all applicable statutes and regulations.

- B. Any party may enter into party-specific Supplemental Agreements, including resource sharing and cost sharing agreements, and license for use agreements, with parties that are part of this MOU. Such Supplemental Agreements shall specify individual agreements and obligations that are applicable to two or more parties. All Supplemental Agreements shall be in furtherance of and complementary to this MOU. Each party shall provide all other parties with copies of any such Supplemental Agreements.
- C. Nothing herein shall be construed as obligating the parties to expend funds or be construed as involving the parties in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for these purposes. However, each party shall contribute a fair share of the operating costs of the SWCC One-Stop Delivery System, proportionate to the use of the system, by individuals attributable to the partner's program. Such costs shall be delineated by separate agreement and attached to this MOU.
- D. This MOU shall be governed by, and construed in accordance with, the laws of the federal government and the State of California.
- E. This MOU in no way restricts any of the parties from participating in similar activities or arrangements with other public or private agencies, organizations, or individuals.
- F. The parties agree to utilize the SWCC logo developed by OPERATOR on buildings identified for One-Stop Center usage, letterhead, envelopes, business cards, any written correspondence and fax transmittals.
- G. The referral of individuals between OPERATOR and ONE-STOP PARTNER for the appropriate services and activities shall be accomplished as follows:

The OPERATOR will use the Sacramento Works SMART application to assess the needs of each customer. Based on the results of this assessment, customers will be referred to either additional self-directed services, to One-Stop partner(s) (including, but not limited to ONE-STOP PARTNER) for services or directly to WIA staff assisted services. Referrals will be made by phone or email contact between the One-Stop partner(s) and the ONE-STOP OPERATOR. Access to the automated SMARTware system will be provided to one-stop partner(s), upon completion of training on the system.

- H. The specific SWCC and the services and resources provided by each party to this MOU are identified and described in **Exhibit A**, attached hereto, which is hereby incorporated by reference and made a part hereof.

In addition, parties agree to participate in the following SWCC services:

Provide Staff-Assisted Services to Job Seekers -

- 1. Have staff co-located at the One-Stop Centers for a specific number of agreed-upon hours per week

2. Participate in orientations
3. Participate in staff assisted services (Talent Engagement, Talent Development and Talent Marketing)
4. Participate as worker of the day six to eight (6-8) hours per week
5. Have a permanent or rotating workstation
6. Participate in staff meetings and trainings
7. Resource information and directory of available community, employment, training and social services
8. Outreach, intake and orientation to information and other services available through the One-Stop Delivery System
9. Initial assessment of skill levels, aptitudes, abilities, and supportive services needs
10. Job search and placement assistance, and where appropriate, career counseling
11. Labor Market information
12. Intake and enrollment assistance for employment, training and education programs
13. Access to youth employment services
14. Co-enrollment and case management in intensive vocational and on-the-job training Programs
15. Access to Individual Training Account Scholarships

For Employers -

1. Job Posting Services
2. Business Information Services and Workshops
3. Recruitment orientations and referral of qualified job seekers
4. Automated labor market information
5. Specialized services such as seminars, workforce needs assessment, job fairs
6. Information on tax credit and tax incentive programs
7. Customized Training or Sector Initiatives in Critical Occupational Clusters

9. License for Use

During the term of this MOU, OPERATOR and HOST AGENCY agree that all other parties to this MOU shall have a license to use all of the space of the SWCC referenced in Paragraph 2 above for the sole purpose of conducting acceptable One-Stop Center services as outlined herein. This license may be terminated at any time by any party upon giving three (3) months written notice to all other parties.

9. Supervision

The day-to-day supervision of staff assigned to the SWCC referenced in the attached **Exhibit A** will be the responsibility of the Site Supervisor(s). The original employer of staff assigned to the SWCC will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the Site Supervisor(s) and the management of the original employer.

The office hours for the staff at the SWCC will be established by the Site Supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary

employer and will provide a copy of their holiday schedule to OPERATOR and HOST AGENCY at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the SWCC and each party will take appropriate action.

10. Employee Relationships

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, each party shall be solely responsive and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

11. Independent Contractor Status

The parties hereto agree that the relationship established by this MOU is that of independent contractors. It is expressly understood and agreed that this MOU is not intended and shall not be construed to create the relationship of agent, servant, employee, partnership, joint venture or association between parties. Each party will be responsible for providing its own salaries, payroll taxes, withholding, insurance, workers' compensation coverage and other benefits of any kind, as required by law, for its own employees.

12. Method for Dispute Resolution

The parties agree to try to resolve policy or practice disputes at the lowest level starting with the Site Supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the OPERATOR, for discussion and resolution.

13. Confidentiality

Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

14. Modifications

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

15. Termination

The parties understand that implementation of the SWCC System is dependent on everyone's good faith effort to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more

parties to cease being a party to this MOU, said party(ies) shall notify the other parties, in writing, thirty (30) days in advance of that intention.

16. Press Releases and Communications

Parties shall include all other parties when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

17. Notices

All MOUs, amendment(s) to MOUs and license agreements requiring signatures shall be delivered, by personal service or by deposit in the United States mail, first-class postage prepaid, addressed to the designated contact person at the address set forth in Paragraph 21. All other notices to be given to any of the parties under this MOU shall be given by deposit in the United States mail, first-class postage prepaid, addressed to the applicable party at the address set forth below the signature of each party to this MOU or by personal service. Notices given by mail shall be deemed served three (3) days after deposit in the United States mail, or when received, whichever is sooner.

18. Insurance

Each party hereto acknowledges and understands that the State of California has elected to be insured for its general liability through a self-insurance program. Departments of the State of California are covered by a self-insured plan for general liability administered by the State Attorney General's office. All other parties agree to maintain in full force and effect during the term of this MOU and any extension thereof, commercial general liability insurance, or self-insurance, with limits of not less than \$1,000,000 single limit coverage per occurrence for bodily injury, personal injury and property damage. Upon request from any other party, a party shall provide an appropriate certificate evidencing such insurance, or self-insurance, to the requesting party.

19. Hold Harmless/Indemnification

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in Paragraph 2 of this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorneys fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorneys fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

20. Contact Persons

Party	Name & Address of Contact Person (List only one (1) - refer to Paragraph 16)	Phone/Fax Numbers
OPERATOR	Kathy Kossick, Executive Director Sacramento Employment & Training Agency	Phone: (916) 263-3800 Fax: (916) 263-3827
HOST AGENCY	Mario R. Montes, Site Supervisor Sacramento Employment & Training agency	Phone: (916) 255-3233 Fax: (916) 255- 3932
ONE-STOP PARTNER	Henry Kloczkowski, Executive Director Sacramento Chinese Community Service Center, Inc.	Phone: (916) 442-4096 Fax: (916) 442-4281

21. Signatures

THEREFORE, the Parties have executed this MOU.

**SACRAMENTO EMPLOYMENT
AND TRAINING AGENCY (OPERATOR)**

Dated: 6/30, 20 09

BY: Kathy Kossick
(Signature of Authorized Officer)

Kathy Kossick, Executive Director
(Name and Title of Authorized Officer)

925 Del Paso Blvd.
(Address)

Sacramento, CA 95815-3608
(City, State, Zip Code)

Sacramento Employment & Training Agency

(Legal Name of Party, HOST AGENCY)

Dated: June 24, 20 09

BY: Mario R. Montes
(Signature of Authorized Officer)

Mario R. Montes, Site Supervisor
(Name and Title of Authorized Officer)


10381 Old Placerville Road, Ste. 150
(Address)

Sacramento, Ca. 95827
(City, State, Zip Code)

(City, State, Zip Code)

Sacramento Chinese Community Service Center
(Legal Name of Party, ONE-STOP PARTNER)

Dated: June 24, 2009

BY: 
(Signature of Authorized Officer)

Henry Kloczkowski, Executive Director
(Name and Title of Authorized Officer)

420 I Street, Suite 5
(Address)

Sacramento, CA 95814
(City, State, Zip Code)

Description of Services and Resources Provided by One-Stop Partners

Partner Name: Sacramento Chinese Community Service Center, Inc.

SWCCs Served: Rancho Cordova

Services to be Provided:

Have staff co-located at the SWCC/Rancho Cordova
Participate as Worker of the Day (8) hours per week
Provide orientations and initial assessments to job seekers
Provide "Coaching" sessions to job seekers
Refer to On the Job Training Programs
Refer to Individual Training Account Scholarships
Participate in weekly staff meetings and ongoing trainings

Resources to be provided:

Co-locate/coordinate the services of staff; salary and benefits to be paid by one-stop partner or provide facility, supplies, utilities, equipment or other resources:

Job Title	# of Positions	Hours per Week (Approximate)
Employment Specialist	1	16

Resources (Facility, supplies, equipment, other resources)
On the Job Training Program
Translation and Interpretation Services

ATTACHMENT 10

**WIA Local Plan Program Year 2013-14
Local Area Grant Recipient Listing**

**WIA Local Plan Program Years 2013-14
Local Area Grant Recipient Listing**

Instructions: Enter the name of the Local Workforce Investment Area (local area), organization, contact person's name and title, mailing address, telephone and fax numbers, and e-mail address. Obtain the appropriate signature of the Chief Local Elected Official(s), or their officially designated alternates. (Note: Alternates must be designated by official action of their respective boards or by locally approved policy.) If you have more than one Chief Local Elected Official who must sign the local plan, add an additional signature page. Enter their respective names, titles, and the dates of signature. [WIA Sections 117(d)(3)(B)(i) and 118(b)(8)]

Name of local area: Sacramento

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	SETA	Robin Purdy	925 Del Paso Blvd. Sacramento, CA 95815	916/263-3860 916/263-3918 robin@delpaso.seta.net
Fiscal Agent				
Local Area Administrator				
Local Area Administrator Alternate				

Jimmi'e Yee
Chief Local Elected Official

Signature: *Jimmi'e Yee* Date: 6/20/13

If a Local Grant Subrecipient has been designated, please submit a copy of the agreement between the Chief Local Elected Official and the Subrecipient. The agreement should delineate roles and responsibilities of each, including signature authority.

**OPERATING AGREEMENT BETWEEN THE SACRAMENTO LOCAL AREA
WORKFORCE INVESTMENT BOARD AND THE SETA GOVERNING
BOARD, CHIEF LOCAL ELECTED OFFICIAL FOR THE SACRAMENTO
LOCAL AREA**

THIS AGREEMENT, dated for convenience June 30, 2000, is made and entered into by and between the Private Industry Council of Sacramento, Inc., which has been designated as a Transitional Workforce Investment Board under the Workforce Investment Act ("WIA") and is hereinafter referred to as WIB, and the Sacramento Employment and Training Agency, hereinafter referred to as SETA.

WHEREAS, on August 7, 1998 the WIA was enacted as Public Law Number 105-220 and became effective; and,

WHEREAS, the WIA authorizes the expenditure of funds for job training and related activities in locally determined Workforce Investment Areas; and,

WHEREAS, in or about March, 1999 the Sacramento County Board of Supervisors and the Sacramento City Council authorized the submission of an application to the State of California, which application was submitted and sought designation of the SETA Governing Board as the Chief Local Elected Official (LEO), Grant Recipient and Fiscal Agent of the Sacramento Workforce Investment Area, designation of the County of Sacramento, including the incorporated cities within its boundaries, as the Sacramento Workforce Investment Area, and designation of the Sacramento Private Industry Council, Inc. (PIC) as the Transitional Workforce Investment Board (Transitional WIB) for the Sacramento Workforce Investment Area; and,

WHEREAS, in or about January, 2000 the State of California approved this application and designated the SETA Governing Board as the LEO, Grant Recipient and Fiscal Agent of the Sacramento Workforce Investment Area, designated the County of Sacramento, including the incorporated cities within its boundaries, as the Sacramento Workforce Investment Area and accepted the designation of the PIC as the Transitional WIB for the Sacramento Workforce Investment Area; and,

WHEREAS, the Sacramento Private Industry Council, Inc. is a duly formed and registered California Not For Profit 501(c)(3) Corporation, having its principal place of business in Sacramento, California; and,

WHEREAS, the WIA contains a number of separate provisions which specify the responsibilities of the WIB and the LEO under the WIA; and,

WHEREAS, in some instances the WIB and the LEO must concur to take action, while in other instances the WIB or the LEO may recommend to the other that certain actions be taken; and,

WHEREAS, the interim federal regulations implementing the WIA authorize local Workforce Investment Boards and Chief Local Elected Officials to enter into written agreements regarding their respective roles and responsibilities under the WIA; and,

WHEREAS, the type of partnership mandated by the WIA has existed in the Sacramento Workforce Investment Area under both the Job Training Partnership Act and the Comprehensive Employment and Training Act between WIB and SETA; and,

WHEREAS, the Personal Responsibility and Work Opportunity Reconciliation Act of 1996, commonly referred to as Welfare to Work ("WTW"), was amended by Public Law 105-277 in October, 1998 to conform WTW with the WIA and to provide that the expenditure of WTW formula funds in a workforce investment area shall be made by the local Workforce Investment Board in coordination with the Chief Local Elected Official; and,

WHEREAS, the parties desire to enter into a written agreement to outline their respective roles and responsibilities under the WIA and WTW and to formulate and adopt certain policies and procedures which allow them to take concurrent actions, or in the case of disagreement, provide a mechanism for resolution of any dispute between the two parties and also which allows them a mechanism for recommending actions to each other for consideration.

NOW THEREFORE, the parties hereto agree as follows:

1. The general purpose of this Operating Agreement is to define the methods by which the parties hereto shall work together to administer, supervise, and direct the operation of a local workforce investment system and expenditure of WTW formula funds within the local workforce investment area defined as Sacramento County, California.
2. The terms of this agreement shall commence on June 30, 2000 and shall remain in full force and effect until modified in writing by the mutual agreement of both parties hereto, terminated by mutual agreement of both parties hereto, terminated by a court of competent jurisdiction, terminated by operation of law, or terminated by the unilateral written withdrawal of either party hereto after thirty (30) days written notice to the other.
3. Consistent with the requirements of the WIA, the parties have selected SETA as the one-stop operator for the Sacramento Workforce Investment Area.

4. Consistent with the requirements of WTW, the parties shall make every reasonable effort to reach concurrence in the expenditure of WTW formula funds. To the extent required under the WIA, the parties shall make every reasonable effort to reach concurrence with regard to any matters wherein concurrence of the LEO and the WIB is required under the WIA. This shall include, but is not necessarily limited to, the following:

- Development of a local plan.
- Appointment of youth council members.
- Development of a local WIB budget.
- Oversight of local programs.
- Development of local performance measures.

5. Although the WIA does not require concurrence, the parties agree to make every reasonable effort to reach concurrence on the following matters:

- Selection of youth providers.
- Identification of providers of training services.
- Identification of providers of intensive services if one-stop operator does not provide services.

6. The responsibility for appointment and removal of WIB members rests solely with the LEO. Nevertheless, the parties recognize that an active, qualified WIB is an important component for success of the local WIA plan. Accordingly, the WIB shall participate in the appointment process by recruiting qualified individuals and encouraging such individuals to apply for appointment. The LEO agrees to actively seek WIB participation in the recruitment process and to consult with the WIB regarding the recruitment efforts of WIB members. The LEO may remove any member of the WIB, with or without cause, at any time. In addition, the WIB may, at any time, submit a recommendation to the LEO for the removal of any WIB member. Prior to removal of any member of the WIB, the LEO shall notify the WIB of the time and place of the meeting at which such action will be considered. The WIB may submit any advice or recommendations regarding such removal to the LEO at or before such meeting.

7. As to other matters which either party is required to carry out pursuant to the WIA, the parties agree to keep each other informed and at all times to endeavor to carry out such assignments, tasks, duties or responsibilities with the advice of the other party. However, the parties agree and recognize that the LEO is solely responsible as the fiscal agent in this local workforce investment area, and as such, has the sole authority and discretion to enter into, amend, modify, or terminate any contracts for which it shall bear such fiscal responsibility and accountability and to take all other actions related thereto.

8. The parties hereto agree that they shall not take any action which requires concurrence without the concurrence of the other party.

9. In the event that in the ordinary course of business the parties are unable to obtain concurrence on a particular item referenced in Paragraphs 4 or 5, above, then the item, together with a statement explaining the rationale of the board which failed to concur, shall first be returned to the originating board for consideration of the item with any proposed revisions. If concurrence is still not obtained, then the chairperson of each board shall appoint two members to a committee, which shall meet and confer together with such staff, professional advisors and other persons as each member of the committee deems necessary, and attempt to resolve the issues separating the boards and preventing concurrence. The referral of any non-concurrence item to the committee shall be undertaken expeditiously. The chairperson of each board shall have the authority to appoint and remove the members of the committee for their respective board.

The committee shall report back to each respective board at the next board meeting after the appointment of the committee. If after a report back by the committee to each respective board, the boards still cannot reach concurrence, then the matter shall be deemed non-concurring, and the plan, selection, appointment, identification, development, expenditure or oversight for which concurrence could not be obtained shall be deemed withdrawn, a new and different proposal shall be introduced to the respective boards for concurrence and the process shall begin anew.

10. The parties hereto shall take no part in the management or control of the other party's business or operation and shall have no right or authority to act for the other party. The parties shall have no right to be consulted with respect to any decisions or other affairs of the other party, or to vote on matters other than the matters on which both parties may vote as set forth in this agreement.

11. This document is not intended to create a joint venture, partnership, corporation, association, limited partnership, limited liability company or any other entity, and no party shall, as a result of this agreement, have any authority to bind the other party or to subject it to liability to third persons in matters which are within the scope of this Agreement and effort. Each party hereto retains its status as an independent entity with absolute discretion and control over its assets and liabilities, independent of this agreement.

12. Each party shall be entitled to adopt its own internal procedures, operating rules and policies with regard to meetings of its board and to conduct its meetings independent of the other. Neither party shall be accountable to, nor responsible for, nor bound by the acts of the other party's board, agents, employees, advisors, consultants, or independent contractors.

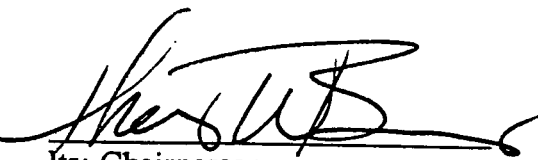
13. Each party shall be free to maintain its own separate principal place of business or office.

Executed by each party on the dates identified below.

Dated: 7/12/2000

“WIB”


**PRIVATE INDUSTRY COUNCIL OF
SACRAMENTO, INC.**

By: 
Its: Chairperson

Dated: 7/20/00

“LEO”

**GOVERNING BOARD OF THE
SACRAMENTO EMPLOYMENT
AND TRAINING AGENCY**

By: 
Its: Chairperson

ATTACHMENT 11

**WIA Local Plan Program Year 2013-14
Local Workforce Investment Board Bylaws**

WIA Local Plan Program Years 2013-17 Local Workforce Investment Board Bylaws

Local Workforce Investment Boards are required to submit a copy of their bylaws as an attachment to the local plan. Include the bylaws under this cover page. As a reminder, the local board's composition should include a minimum of 15 percent of its membership from labor organizations and should also include a Business Council. If an existing body of the local board already includes the required membership, that information should be included in the local plan narrative.

BYLAWS OF
SACRAMENTO WORKS, INC.
(A California Not For Profit Public Benefit Corporation)
As Amended May 22, 2013

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BYLAWS OF
SACRAMENTO WORKS, INC.
(A California Not For Profit Public Benefit Corporation)

ARTICLE I. OFFICES

Section 1.01. Principal Office. The principal office of the Corporation for its transaction of business is located in the City of Sacramento and County of Sacramento, California.

Section 1.02. Change of Address. The Board of Directors is hereby granted full power and authority to change the principal office of the Corporation from one location to another in the County of Sacramento, California. Any such change shall be noted by the Secretary in these Bylaws, but shall not be considered an amendment of these Bylaws.

Section 1.03. Other Offices. The Corporation may also have offices at such other places, within the County of Sacramento, as its business may require and as the Board of Directors may from time to time designate.

ARTICLE II: MEMBERS

Section 2.01. Classification of Members. The Corporation shall have no members unless and until the Directors adopt an amendment to these Bylaws providing for membership.

ARTICLE III: DIRECTORS

Section 3.01. Number of Directors. The Corporation shall have not less than thirty-six (36) nor more than fifty (50) Directors and collectively they shall be known as the Board of Directors. The exact number of Directors shall be fixed, within the limits specified, by action of the Board of Directors. The current number of Directors shall be 41 (amended 07.25.07).

Section 3.02. Qualifications.

- (a) Qualifications for appointment to the Board shall be determined by the Governing Board of the Sacramento Employment and Training Agency (SETA), a joint powers authority (the Governing Board), in accord with the provisions of Public Law Number 105-220 (commonly cited as the Workforce Investment Act) as from time to time amended or revised, and such other rules and regulations, including state and/or local rules, regulations, ordinances or statutes as may from time to time be applicable to the determination of the composition of the Board as a matter of law; failure to continuously meet the standard for qualification for appointments as set forth in Public Law Number 105-220 as amended, shall constitute grounds for removal from the Board pursuant to section 3.07(A)(5); and

- (b) Each Director shall have established and be presently maintaining residency in the County of Sacramento, State of California, or shall have established and be presently maintaining employment within the County of Sacramento, State of California. Failure of a Director to continuously maintain either residence or employment within the County of Sacramento shall constitute grounds for declaration of a vacancy on the Board pursuant to Section 3.08(a)(5) of these Bylaws; and
- (c) Each Director must also have filed an “Initial Statement of Economic Interest” or a continuing “Statement of Economic Interest” in accord with the applicable provisions of the Conflict of Interest Code of the Sacramento Employment and Training Agency or its successor. Failure to file such a statement within the time required by law shall constitute grounds for declaration of a vacancy on the Board pursuant to section 3.08(a)(4) of these Bylaws.

Section 3.03. Terms of Office. Each Director shall hold office for a term of three years from the date of such Director’s appointment.

Section 3.04. Nomination. Any person qualified to be a Director pursuant to Section 3.02 of these Bylaws shall be nominated in the manner specified by the Governing Board from time to time.

Section 3.05. Appointment of Directors.

- (a) Directors shall be appointed by the Governing Board or its successor on or before the Annual Meeting, as defined in Section 3.11(f) hereof, or at such other time as the Governing Board may act.
- (b) No appointment to the Board of Directors of this Corporation shall become effective nor shall any Director be qualified until such time as the appointee has filed an “Initial Statement of Economic Interest” or a continuing “Statement of Economic Interest” in accord with the applicable provisions of the Conflict of Interest Code of the Sacramento Employment and Training Agency or its successor.

Section 3.06. Compensation. Directors shall serve without compensation.

Section 3.07. Removal of Directors.

(a) **Removal By Board.** The Governing Board of the Sacramento Employment and Training Agency may, at any meeting, by majority vote, remove from office any Director for any of the following reasons: 1) been declared of unsound mind by final order of court; 2) been convicted of a felony; 3) been found by order or judgment of any court to have breached any duty under Article III (Standards of Conduct, Corporations Code of the State of California, commencing with Section 5230); 4) ceased to maintain residency or employment within the Country of Sacramento, California; 5) ceased to maintain qualifications in accord with Public Law Number 105-220 as amended; 6) at any time, with or without cause, in the sole discretion of

the Chief Local Elected Official of the Sacramento Local Area, as those terms are defined under Public Law 105-220, as amended from time to time. (Amended by Board Proceedings 09/18/00)

Removal will be effective immediately upon action of the Governing board.

- (b) **Removal For Cause.** A Director may also be removed “for cause” in accord with the provisions of Section 5223 of the Corporations Code of the State of California, which provides that a Superior Court of the proper county may, upon the suit of a Director, remove from office any Director in case of fraudulent, dishonest acts or gross abuse of authority or discretion with reference to the Corporation, or breach of any duty arising under Article III, Standards of Conduct, (commencing with Section 5230 of the Corporations Code of the State of California), and may bar from re-election any Director so removed for a period prescribed by the Court. The Corporation shall be made a party to such action.

The Attorney General of the State of California may bring such an action for removal “for cause” of any Director on the Attorney General’s own motion or may intervene in such action brought by any other party, and must be given notice of such action brought by any other party.

- (c) **Notice to the Governing Board.** The SETA Director shall promptly notify the SETA Governing Board of any vacancy created hereunder and request appointment of a new Director. From the effective date of the resignation or removal of any Director as a result of this section, until the appointment and installation of the replacement Director, such seat shall be treated as vacant for all purposes, including, but not limited to, establishment of a quorum for the conduct of business.

Section 3.08. Vacancies.

(a) Vacancies on the Board of Directors shall exist:

- (1) On the death, resignation or removal of any Director;
- (2) When the number of Directors authorized by these Bylaws has been duly increased;
- (3) In the case of initial appointments to the Board or in the event of a duly authorized increase in the size of the Board, on the failure of the Governing Board to appoint the full number of Directors authorized;
- (4) On failure of any Director to file an annual Statement of Economic Interest each year in accord with the provisions of the “Conflict of Interest Code” for the Sacramento Employment and Training or its successor;
- (5) On the failure of any Director to maintain either residency or employment in Sacramento County.
- (6) On the resignation of a Director who has missed three consecutive regular meetings of the Board of Directors.

- (b) **Filling of Vacancies.** Any vacancy in the Board of Directors shall be filled by the Governing Board or its successor in accord with the provisions of Section 3.05 of these Bylaws.
- (c) **Terms of Office.** A person appointed Director to fill a vacancy as provided in Section 3.05 shall hold office for the unexpired term of said person's predecessor or until removal or resignation as in these Bylaws provided.

Section 3.09. Non-Liability of Directors. The Directors shall not be personally liable for the debts, liabilities, or other obligations of the Corporation.

Section 3.10. Indemnity by Corporation for Litigation Expenses of Officer, Director, or Employee. This Corporation shall have the power to indemnify any agent, as that term is defined in Section 5238(a) of the Corporations Code of the State of California, in accord with the provisions of Section 5238 of the Corporations Code of the State of California.

Section 3.11. Meetings.

- (a) **Call of Meetings.** Meetings of the Board may be called by the Chairperson, any Vice-Chairperson, the Secretary, or any two Directors.
- (b) **All meetings subject to Ralph M. Brown Act.** All meetings of the Board are subject to the Ralph M. Brown Act (Government Code Section 54950 et. seq).
- (c) **Place of Meetings.** All meetings shall be held at the principal office of the Corporation as specified in Section 1.01 of these Bylaws or as changed from time to time as provided in Section 1.02 of these Bylaws.
- (d) **Time of Regular Meetings.** Regular meetings of the Board shall be held at the principal office of the Corporation, quarterly or more often, as determined by resolution of the Board. (Amended 07/12/00)
- (e) **Special Meetings.** Special meetings of the Board may be called by the Chairperson of the Board or any Vice-Chairperson or the Secretary or any two Directors. Notice of special meetings must comply with all of the provisions of the Ralph M. Brown Act. No waiver of notice and no action by written consent is allowable.
- (f) **Annual Meeting.** The regular meeting of the Board in the month of October of each year shall also be the Annual Meeting.
- (g) **Notice of Meetings.** Written or printed notice of the time and place of every meeting shall be given to each member of the Board, to SETA, and to each person or organization which has requested (in writing) notice of such meeting, by delivering to such persons and organizations such notice either personally or by the United States Mail, postage prepaid, or by telegram, at least seven (7) days prior to such meeting and in the case of special meetings at least four (4) days prior to such meeting. If given by first-class mail or telegram, the notice shall be addressed to the person or organization at that address shown on the records of the Corporation and shall be deemed given at the time it is deposited in the mail or delivered to the Secretary-Treasurer or other person designated by the Chairperson, or, on the neglect or refusal of the person charged with such duty to do so, by any Director of the Corporation who, for the purpose of giving such notice,

shall have made available at the principal office of the Corporation during regular business hours the records of the Corporation showing current addresses of all persons or organizations entitled to notice.

- (h) **Contents of Notice.** Notice of meetings of the Board shall specify the place, the day, and the hour of the meeting, and the business to be transacted.
- (i) **Quorum.** A quorum shall consist of fifty percent (50%) plus one (1) of the authorized Board members, present in person.
- (j) **Adjournment for Lack of Quorum.** In the absence of a quorum, any meeting of the Board may be adjourned from time to time by a vote of the majority of the members of the Board present in person, but no other business shall be transacted. If all members are absent from any regular or adjourned regular or special or adjourned special meeting, the clerk or Secretary of the Board may declare the meeting adjourned to a stated time and place.
- (k) **Notice of Adjourned Meeting.** Whenever a meeting is adjourned, written notice of the adjournment shall be given in the same manner as provided in Section 3.11(g) and 3.11(h) of this Article. A copy of the order or notice of adjournment shall be conspicuously posted on or near the door of the place where the regular, adjourned regular, special, or adjourned special meeting was held within twenty-four (24) hours after the time of the adjournment. When an order of adjournment of any meeting fails to state the hour at which the adjourned meeting is to be held, it shall be held at the hour specified for regular meetings as set out in Section 3.11(d) of this Article.
- (l) **Loss of Quorum.** A meeting at which a quorum is initially present may continue notwithstanding the withdrawal of Directors, provided, however, that no action may be taken unless a quorum is actually present and participates in the action taken.
- (m) **Voting.** Each Director is entitled to one (1) vote on each matter submitted to a vote of the Directors. Voting at duly held meetings shall be by voice vote, except that any Director shall have a right to have a roll call on request, in which case the clerk shall call the roll and record each vote and report the final tally to the Chairperson.
- (n) **Conduct of Meetings.**
 1. Meetings of the Board of Directors shall be presided over by the Chairperson, or, in the Chairperson's absence, by the Vice-Chairperson, or in the absence of both, by a Chairperson chosen by a majority of the members present. The Secretary-Treasurer of the Corporation shall act as Secretary of all meetings of the Board provided that in the Secretary's absence the Presiding Officer shall appoint another person to act as Secretary of the meeting.
 2. Meetings shall be governed by Robert's Rules of Order, as such rules may be revised from time to time, insofar as such rules are not inconsistent with or in conflict with these Bylaws, with the Articles of Incorporation of the Corporation, with the Rules of Procedure as adopted by the Board from time to time, and with the law.
 3. All meetings shall be open to the public and conducted in conformance with California Government Code Sections 54950 et seq., commonly referred to as the "Ralph M. Brown Act."

- (o) **No Action Without Meeting.** No action of this Corporation may be taken by the Board of Directors except at a public meeting duly held in accord with the provisions of the Ralph M. Brown Act.

ARTICLE IV: OFFICERS

Section 4.01. Number and Titles. The officers of the Corporation shall be a Chairperson, a First Vice-Chairperson, a Second Vice-Chairperson, and a Secretary-Treasurer. The Corporation may also have, at the discretion of the Board of Directors, one or more additional Vice-Chairpersons, one or more Assistant Secretaries, one or more Assistant Treasurers, and such other officers as may be appointed in accordance with the provisions of this Article. One person may hold two (2) or more offices, except that the Secretary-Treasurer may not serve concurrently as the Chairperson. (Amended by Board Action 12/05/00)

4.2. Qualifications, Election and Term of Office. Any member of the Board of Directors is qualified to be an officer of the Corporation, except however, the Chairperson of the Board shall be selected from among members of the Board who are representatives of the private sector. Officers shall be elected annually by the Board and each officer shall hold office until he or she resigns, is removed, is otherwise disqualified to serve, or until his/her successor shall be elected and qualified, whichever occurs first. The foregoing notwithstanding, the Chairperson of the Board is limited to four (4) successive terms after which the Chairperson must sit out at least one term before being eligible to serve again as Chairperson. (Amended by Board Proceedings 12/01/04)

Section 4.03. Vacancies. Any vacancy caused by the death, resignation, removal, disqualification, or otherwise, of any officer shall be filled by the Board for the unexpired portion of the term remaining. (Amended by Board Proceedings 09/18/00)

Section 4.04. Removal and Resignation. Any officer may be removed, either with or without cause, by a majority of the Directors at the time in office, at any regular or special meeting of the Board and such officer shall be removed should such officer cease to be qualified for office as herein required. Any officer may resign at any time by giving notice to the Board of Directors or to the Chairperson or Secretary of the Corporation. Any such resignation shall take effect at the date of the receipt of such notice or at any later time specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section 4.05. Duties of the Chairperson. The Chairperson shall be the chief executive officer of the Corporation and shall in general, subject to the control of the Board of Directors, supervise and control the affairs of the Corporation. The Chairperson shall perform all duties incident to this office and such other duties as may be required by law, by the Articles of Incorporation of this Corporation, or by these Bylaws, or which may be prescribed from time to time by the Board of Directors. The Chairperson shall preside at all meetings of the Board of Directors. Except as otherwise expressly provided by law, by the Articles of Incorporation, or by these Bylaws, the Chairperson shall, in the name of the Corporation, execute such deeds, mortgages, bonds,

contracts, checks, or other instruments which may from time to time be authorized by the Board of Directors. He or she shall also, ex-officio, be a member of all standing committees of the Corporation.

Section 4.06. Duties of Vice-Chairperson.

- (a) **Duties of the First Vice-Chairperson.** In the absence of the Chairperson or in the event of the Chairperson's disability or refusal to act, the First Vice-Chairperson shall perform all the duties of the Chairperson and when so acting shall have all the powers and be subject to all the restrictions on the Chairperson. The First Vice-Chairperson shall have such other powers and perform such other duties as may be prescribed by the Directors from time to time. (Amended by Board Action 12/05/00)
- (b) **Duties of the Second Vice-Chairperson.** In the absence of the Chairperson and the First Vice-Chairperson, or in the event of the Chairperson's and First Vice-Chairperson's disability or refusal or act, the Second Vice-Chairperson shall perform all the duties of the Chairperson, and when so acting shall have all the powers of, and be subject to all the restrictions on, the Chairperson. The Second Vice-Chairperson shall have such other powers and perform such other duties as may be prescribed by the Directors from time to time. (Amended by Board Action 12/05/00).
- (c) **Qualification for Vice-Chairperson.** At least one Vice-Chairperson must represent the private sector. (Added by Board Action 12/05/00)

Section 4.07. Duties of Secretary-Treasurer. The Secretary-Treasurer shall:

- (a) **Certify Bylaws.** Certify and keep at the principal office of the Corporation the original, or a copy, of these Bylaws as amended or otherwise altered to date.
- (b) **Keep Minutes of Meetings.** Keep at the principal office of the Corporation or such other place as the Board of Directors may order, a book of minutes of all meetings of the Directors, recording therein the time and place of holding, whether regular or special, and, if special, how authorized, notice thereof given, the names of those present at the meetings of the Directors, the number of Directors present at meetings of Directors, and the proceedings thereof.
- (c) **Give Notices.** See that all notices are duly given in accordance with the provisions of these Bylaws or as required by law.
- (d) **Be Custodian of Records.** Be the custodian of records of the Corporation.
- (e) **Exhibit Records to the Public.** Exhibit at all reasonable times to any Director of the Corporation, or to the Director's agent or attorney, on request therefore, the Bylaws and the Minutes of the proceedings of the Directors of the Corporation.
- (f) **Have Custody of and Deposit Funds.** Have charge and custody of, and be responsible for, all funds and securities of the Corporation, and deposit all such funds in the name of the Corporation in such banks, trust companies, or other depositories as shall be selected by the Board of Directors in accord with the applicable federal regulations.

- (g) **Receive Funds.** Receive, and give receipt for, monies due and payable to the Corporation from any source whatever.
- (h) **Disburse Funds.** Disburse or cause to be disbursed any funds of the Corporation as may be directed by the Board of Directors, taking proper vouchers for such disbursements.
- (i) **Maintain Accounts.** Keep and maintain adequate and correct accounts of the Corporation's properties and business transactions, including accounts of its assets, liabilities, receipts, disbursements, gains and losses.
- (j) **Exhibit Records.** Exhibit at all reasonable times the books of account and financial records to any Director of the Corporation, or to the Director's agent or attorney, on request therefore. Exhibit at all reasonable times to any member of the public, or that person's agent or attorney, on demand therefore the books of account and financial records of the Corporation which the public has a right to see.
- (k) **Render Reports.** Render to the Chairperson and Directors whenever requested, an account of any or all of the transactions of the Treasurer and of the financial condition of the Corporation.
- (l) **Perform Other Duties.** In general, perform all duties incident to the office of the Secretary-Treasurer and such other duties as may be required by law, by the Articles of Incorporation of this Corporation, or by these Bylaws, or which may be assigned from time to time by the Board of Directors.

ARTICLE V: COMMITTEES

Section 5.01. Standing Committees. The Corporation shall have the following standing committees, each of which shall be chaired by a Director of the Corporation:

- (a) **The Executive Committee.** The Executive Committee shall be chaired by the Chairperson of the Board of Directors and shall include the Chairperson, First Vice-Chairperson, Second Vice-Chairperson, Secretary-Treasurer, two (2) At-Large Members appointed by the Chairperson and confirmed by the Board, the Chairperson of the Employer Outreach Committee, the Chairperson of the Planning/Oversight Committee, the Chairperson of the Youth Council, and such other members as the Chairperson may appoint from time to time, subject to confirmation by the Board of the Directors.

The Executive Committee shall review and set the agenda for each meeting of the Board of Directors of the Corporation. The Executive Committee, between meetings of the Board and while the Board is not in session, shall have all the powers and exercise all of the duties of the Board of Directors in the management of the business of the Corporation which may lawfully be delegated to it by said Board. Such powers include all ministerial and administrative powers of the Board and any specific powers delegated to the Committee from time to time by specific resolution of the Board.

The Executive Committee does not have, nor may the Board delegate to the Executive Committee, at any time, the legislative or judicial functions of the Board as set forth in

the Workforce Investment Act as from time to time amended. Specifically, this includes but is not limited to, the power to develop and submit a Local Plan, the selection of operators and/or providers, except to the extent such selection is reduced to a ministerial or administrative function, termination of One Stop Operators; selection of Youth Providers, Training Service Providers, Intensive Service Providers, except to the extent such selection is reduced to an administrative or ministerial function; development of a budget; program oversight; and negotiation of local performance measures.

The Executive Committee may, between the meetings of the Board and while the Board is not in session, enter into such contracts or agreements, lend the Corporation's support and commitment to and otherwise act for and on behalf of and bind the Corporation in those matters which are necessary to implement the policies and directives contained in the Annual Plan adopted from time to time by the Board so long as such action is consistent with the policies of the Board as set forth in such Annual Plan, as well as the applicable State Plan and is consistent with the Workforce Investment Act as amended from time to time and applicable Federal and California Law.

The Executive Committee shall have and exercise such other powers and duties to the extent provided from time to time by resolution of the Board. The Executive Committee shall consist of members in good standing of the Board of Directors. (Amended by Board Action 12/05/00)

- (b) **Employer Outreach Committee.** The Chairperson of this committee shall be appointed by the Chairperson of the Board with the approval of the Executive Committee. Members of this committee shall be appointed by the Committee Chairperson in such number as the Committee Chairperson deems advisable. Identifies the needs of local employers, including demand occupations, skill gaps, and training needs. Increases employer involvement and satisfaction. Increases visibility in the business community. Develops a public relations plan to reach out to employers. Quantifies and promotes success of employer involvement. Develop strategic alliances with business associations. Supports efforts to coordinate employer symposiums regionally.
- (c) **Planning/Oversight Committee.** The Chairperson of this committee shall be appointed by the Chairperson of the Board with the approval of the Executive Committee. Members of this committee shall be appointed by the Committee Chairperson in such number as the Committee Chairperson deems advisable. Coordinates Strategic planning process. Develops Resource Allocation Plan. Identifies critical industries and occupations in the region. Provides a forum for identifying and responding to community issues. Coordinates oversight and evaluation of the One-Stop Career Center System. Develops partnerships and MOU's for One-Stop Career Center System.
- (d) **Youth Council.** Members of the Youth Council are appointed by the Board with the advice and consent of the SETA Governing Board. Coordinates strategic

planning process for youth employment programs. Develops process to select youth providers and make funding recommendations to full board. Conducts oversight and evaluation of youth providers. Develops continuum of activities to engage more youth in the workforce system. Coordinates with youth education and workforce development initiatives in the region. Prepares youth for jobs. Ensures that career centers are youth friendly.

- (e) Such Additional Standing Committees as may be established from time to time by resolution of the Board of Directors.

5.02. Ad Hoc Committees. Ad Hoc Committees for specific purposes or activities may be designated from time to time by resolution of the Executive Committee. Chairpersons of such committees shall be appointed by the Chairperson of the Board with the approval of the Executive Committee. Members of such committees shall be appointed by the respective committee chairperson in such number as the committee chairperson deems advisable.

Approval of the appointment of members of the committee by the Executive Committee shall be required only if the resolution establishing the ad hoc committee requires such approval. Except as otherwise provided in such resolution, the committee chairpersons and members shall be members of the Board of Directors. The Chairperson or any member of any ad hoc committee may be removed from the committee by the person or persons authorized to appoint such person whenever the best interest of the Corporation will be served by such removal. (Amended by Board Proceedings 12/01/04)

Section 5.03. Terms of Office. The Chairperson and each member of any standing committee shall serve until the next annual election of Directors and until a successor is appointed, or until such committee is sooner terminated, or until such person is removed as a Director or officer of the Corporation, or until such person shall otherwise cease to qualify as a Chairperson or member, as the case may be, of the committee, whichever occurs first. Chairpersons and members of Ad-Hoc Committees shall serve as such for the life of the committee unless they are sooner removed, resign, or cease to qualify as the Chairperson or member, as the case may be, of such committee.

Section 5.04. Vacancies. Vacancies on any committee may be filled for the unexpired portion of the term in the same manner as provided in the case of original appointments.

Section 5.05. Quorum. A majority of the whole committee shall constitute a quorum of any Standing Committee and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the Standing Committee.

Ad Hoc Committees may, pursuant to section 5.06 below, adopt a quorum requirement which is less than a majority, but not less than 40%, of the whole committee, and any act of a majority of the members present at a meeting at which a quorum is present shall be the act of the Ad Hoc Committee (adopted 07.25.07).

Section 5.06. Rules. Each committee may adopt rules for its own government and procedure not inconsistent with law, with these Bylaws, or with the rules and regulations adopted by the Board of Directors.

Section 5.07. Notice. All meetings shall be open to any member of the Board, or any member of the public. Notice of such meetings shall be provided in accord with the provisions of Article 3, Section 3.11(g) and 3.11(h) of these Bylaws.

ARTICLE VI: EXECUTION OF INSTRUMENTS, DEPOSITS AND FUNDS

Section 6.01. Execution of Instruments. The Board of Directors, except as otherwise provided in these Bylaws, may by resolution authorize any officer or agent of the Corporation to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances. Unless so authorized, no officer, agent, or employee shall have any power or authority to bind the Corporation by any contract or agreement or to pledge its credit, or to render it liable pecuniarily for any purpose or in any amount.

Section 6.02. Checks and Notes. Except as otherwise specifically determined by resolution of the Board of Directors, as provided in Section 6.01, or as otherwise required by law, checks, drafts, promissory notes, orders for the payment of money, and other evidences of indebtedness of the Corporation shall be signed by the Secretary-Treasurer and countersigned by the Chairperson or Vice-Chairperson of the Corporation.

Section 6.03. Deposits. All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, trust companies, or other depositories as the Board of Directors may select, in accord with applicable federal law or regulations.

Section 6.04. Gifts. The Board of Directors may accept on behalf of the Corporation any contribution, gift, bequest, or devise for the general purposes or for any special purpose of the Corporation.

ARTICLE VII: CORPORATE RECORDS AND SEAL

Section 7.01. Minutes of Meeting. The Corporation shall keep at its principal office, or at such other place as the Board of Directors may order, a book of minutes of all meetings of Directors and of all meetings of committees, with the time and place of holding, whether regular or special, and, if special, how authorized, the notice given, the names of those present at committee meetings, the number of persons present at any meeting, and the proceedings thereof.

Section 7.02. Books of Account. The Corporation shall keep and maintain adequate and correct accounts of its assets, liabilities, receipts, disbursements, gains and losses.

Section 7.03. Records Available to Assessors. On request of an assessor, the Corporation shall make available at its principal office in California or at a place mutually acceptable to the assessor and the Corporation a true copy of business records relevant to the amount, cost, and value of property, subject to local assessment, which it owns, possesses, or controls within the County.

Section 7.04. Inspection of Records by Directors. The Articles of Incorporation, Bylaws, Minutes and books of account shall, at all reasonable times, be open to inspection by any Director. Every Director shall have the absolute right at any reasonable time to inspect all books, records, documents of every kind, and the physical properties of the Corporation. Such inspection may be made in person or by any agent or attorney, and the right of inspection includes the right to make extracts.

Section 7.05. Inspection of Records by SETA. The Articles of Incorporation and Bylaws, books of account, and the minutes of meetings of the Directors, standing committees and ad-hoc committees shall be open to inspection at any reasonable time by members of the Governing Board of SETA. Such inspection may be made in person or by agent or attorney, and the right of inspection includes the right to make extracts.

Section 7.06. Inspection of Records by the Public. The Articles of Incorporation and Bylaws, books of account, and the minutes of meetings of the Directors, standing committees, and ad-hoc committees shall be open to inspection on the written demand of any member of the public at any reasonable time. Such inspection may be made in person or by agent or attorney, and the right of inspection includes the right to make extracts. Demand of inspection other than at a meeting shall be made in writing on the Chairperson or Secretary of the Corporation. The Corporation may charge a reasonable fee for making extracts.

Section 7.07. Annual Report and Financial Statement. The Board of Directors may provide for the preparation and submission to the members of the Board of a written Annual Report including a financial statement. Such report, if required by the Board, shall summarize the Corporation's activities for the preceding year and activities projected for the forthcoming year; the financial statement shall consist of a balance sheet as of the close of business of the Corporation's fiscal year, contain a summary of receipts and disbursements, be prepared in such manner and form as is sanctioned by sound accounting practices, and be certified by the Chairperson, Secretary-Treasurer, or a public accountant.

Section 7.08. Corporate Seal. The Board of Directors may adopt, use, and at will alter, a corporate seal. Such seal, if adopted, shall be affixed to all corporate instruments, but failure to affix it shall not affect the validity of any such instruments.

ARTICLE VIII: FISCAL YEAR

Section 8.01. Date of Fiscal Year. The fiscal year of the Corporation shall begin on the first day of October and end on the last day of September in each year.

ARTICLE IX: BYLAW

Section 9.01. Effective Date of Bylaws. These Bylaws shall become effective immediately upon their adoption. Amendments to these Bylaws shall become effective immediately upon their adoption unless the Board of Directors, in adopting them as hereinafter provided, provide that they are to become effective at a later date.

Section 9.02. Amendment. Subject to any provisions of law applicable to the amendment of Bylaws of non-profit corporations, these Bylaws, or any of them, may be altered, amended, or repealed and new Bylaws adopted as follows:

(a) **By Directors.** By the vote of a majority of Directors present at any special or regular meeting of Directors at which a quorum is present, provided that written notice of such meeting, stating the intention to change the Bylaws thereat, is delivered to each Director at least seven (7) days prior to the date of such meeting as provided in Section 3.11(g) of these Bylaws, and provided that a Bylaw affixing or changing the number of Directors, or the manner of appointment or removal of Directors shall not be adopted, amended or repealed without the advice and consent of the Governing Board.

Section 9.03. Certification and Inspection. The original, or a copy, of the Bylaws as amended or otherwise altered to date, certified by the Secretary-Treasurer of the Corporation, shall be recorded and kept in a book which shall be kept in the principal office of the Corporation and such book shall be open to inspection by the members of the Board and the public at all reasonable times during office hours.

ARTICLE X: PROHIBITION AGAINST SHARING

CORPORATE PROFITS AND ASSETS

Section 10.01. Prohibition. No Director, officer, employee, or other person connected with this Corporation, or any other private individual, shall receive at any time any of the net earnings or pecuniary profit from the operations of the Corporation, provided, that this provision shall not prevent payment to any such person of reasonable compensation for services rendered to, or for, the Corporation in effecting any of its purposes, as shall be fixed by resolutions of the Board of Directors; and no such person or persons shall be entitled to share in the distribution of, and shall not receive, any of the corporate assets on dissolution of the Corporation. All agents of the Corporation shall be deemed to have expressly consented and agreed that on such dissolution or winding up of affairs of this Corporation, whether voluntary or involuntary, the assets of the Corporation, after all debts have been satisfied, then remaining on the hands of the Board of Directors shall be distributed as required by the Articles of Incorporation of this Corporation and not otherwise.

ARTICLE XI: DISTRIBUTION OF INCOME AND PROHIBITION ON TRANSACTIONS

Section 11.01. Limitations. Notwithstanding any other provisions in these Bylaws, the Corporation shall be subject to the following limitations and restrictions:

- (a) The Corporation shall distribute its income for each taxable year at such time and in such manner as not to become subject to the tax on undistributed income imposed by Section 4942 of the Internal Revenue Code of 1954, or corresponding provisions of any subsequent federal tax laws.
- (b) The Corporation shall not engage in any act of self dealing as defined in Section 4941(d) of the Internal Revenue Code of 1954, or corresponding provisions of any federal tax laws.
- (c) The Corporation shall not retain any excess business holdings as defined in Section 4943 (c) of the Internal Revenue Code of 1954, or corresponding provisions of any subsequent federal tax laws.
- (d) The Corporation shall not make any investments in such manner as to subject it to tax under Section 4944 of the Internal Revenue Code of 1954, or corresponding provisions of any subsequent federal tax laws.

ARTICLE XII: CONSTRUCTION

Section 12.01. Construction. As used in these Bylaws:

- (a) The present tense includes the past and the future tenses, and the future tense includes the present.
- (b) The masculine gender includes the feminine and neuter.
- (c) The singular number includes the plural, and the plural number includes the singular.
- (d) The word “shall” is mandatory and the word “may” is permissive.
- (e) The words “Directors” and “Board” have the meaning stated in Section 3.01 of these Bylaws.
- (f) The words “SETA” or “Governing Board” refer to the Governing Board of the Sacramento Employment Training Agency, a joint powers agency, or its successor agency.

CERTIFICATE OF SECRETARY
Of

SACRAMENTO WORKS, INC.

(A California Not For Profit Public Corporation)

I hereby certify that I am the duly elected and acting Secretary of said Corporation and that the foregoing Bylaws comprising 16 pages, constitute the amended Bylaws of said Corporation as duly adopted at a meeting of the Board of Directors held on May 22, 2013.

Dated: May 22, 2013



Gary King, Secretary

ATTACHMENT 12

**WIA Local Plan Program Year 2013-14
Local Workforce Investment Board Recertification Request**

**WIA Local Plan Program Years 2013-15
Local Workforce Investment Board Recertification Request**

Local Board Name:	Sacramento Works, Inc.
Contact Person:	Robin Purdy, Deputy Director
Telephone:	(916) 263-3860
Date:	4/19/2013

Local Workforce Investment Board Membership Certification

The Workforce Investment Act (WIA) Section 117(a)(b) and (c) provides for the requirements for nominating and selecting members in each membership category. The WIA Section 117(b)(4) requires that business members constitute a majority of the Local Workforce Investment Board (local board). Per WIA Section 117(b)(5), the chairperson shall be a business representative. The required membership categories follow.

I certify that the below listed members of the Sacramento Works, Inc.

Local Workforce Investment Board were appointed in the manner required by WIA Section 117.

Kim Parker _____
Local Workforce Investment Board Chair  _____
Signature Date 5/22/13

INSTRUCTIONS: If the Chief Local Elected Official has approved additional membership categories, enter the information under "ADDITIONAL PARTNERS and ADDITIONAL ONE-STOP PARTNERS." If the additional members are non-business, then a sufficient number of additional business members are required to maintain the business majority. If an individual represents multiple categories, after the first time s/he is identified (subsequent to the first notation), please asterisk his/her name at all subsequent entries. If a required membership category (program or activities) does not exist in your local area, simply indicate "does not exist" in the "Name" column for that category. Add extra lines as needed. Address any vacancies under "CORRECTIVE ACTION COMMENTS."

BUSINESS: WIA Section 117(b)(2)(A) – shall include (i) representatives of business in the local area, who (i) are owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policy-making or hiring authority; (ii) represent businesses with employment opportunities that reflect the employment opportunities of the local area; and (iii) are appointed from among individuals nominated by local business organizations and business trade associations. Please identify the local board chairperson by typing CHAIR after his/her name.

Name	Title	Entity	Appointment Date	Term End Date
Larry Booth	President	Frank M. Booth, Inc.	8/8/08	7/2015
Leslie Botos	Vice resident, Public Affairs	Blood Source, Inc.	6/3/10	7/2015
Lynn R. Conner	President	Parasec, Inc.	2/2/06	7/2015
Michael Dourgarian	Workforce Consultant	MDDV, Inc	6/26/00	7/2015
Jason Hanson	President/CEO	Sierra Pacific Home & Comfort, Inc.	6/3/10	7/2015
Lisa Harr	Staffing Supervisor	VSP, Inc.	2/7/08	7/2015
Barbara Hayes	Executive Director	SACTO	11/15/01	7/2015
Thomas P. Kandris	CEO/Managing Director	American River Packaging	6/7/12	7/2015
Gary R. King	Chief Workforce & Technology Officer	Sacramento Municipal Utility District	10/6/05	7/2015
Frank A. Louie	Director Strategic Business Unit	Xerox Corporation, Inc.	2/7/08	7/2015
Elizabeth McClatchy	President & CEO	The Safety Center, Inc.	6/26/00	7/2015

Roger Niello	President/CEO	Sacramento Metro Chamber of Commerce	6/7/12	7/2015
Kim Parker (CHAIR)	Executive Director	California Employers Association	4/3/04	7/2015
Deborah Portela	Administrator	Casa Coloma Health Care Center	6/26/00	7/2015
Anette Smith-Dohring	Program Manager, Workforce Development	Sutter Health Sacramento Sierra Region	9/16/04	7/2015
Michael R. Testa	Vice President of Communications & Public Affairs	Sacramento Convention & Visitors Bureau	1/16/09	7/2015
Terry A. Mills, Esq.	Partner	Cook Brown, LLP	10/6/05	7/2015
Rick Wylie	President	Beutler Corporation	6/3/10	7/2015
David P. Younger	Principal/Vice President	Lionakis Design Group	2/7/08	7/2015

LOCAL EDUCATION ENTITIES: WIA Section 117(b)(2)(A) – shall include (ii) representatives of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions (including representatives of community colleges, where such entities exist), selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities. A minimum of two appointments is required.

Name	Title	Entity	Appointment Date	Term End Date
1. David W. Gordon	Superintendent	Sacramento County Office of Education	8/3/06	7/2015
2. Steven M. Ladd, Ed.D	Superintendent	Elk Grove Unified School District	6/2/11	7/2015
3. Jonathan Raymond	Superintendent	Sacramento City Unified School District	10/4/12	7/2015

LABOR ORGANIZATIONS: WIA Section 117(b)(2)(A) – shall include (iii) representatives of labor organizations (for a local area in which employees are represented by labor organizations), nominated by local labor federations, or (for a local area in which no employees are represented by such organizations), other representatives of employees. A minimum of two appointments is required. California Unemployment Insurance Code Section 14202(c) further requires representatives of labor organizations nominated by local labor federations, including a representative of an apprenticeship program and that at least 15 percent of local board members shall be representatives of labor organizations unless the local labor federation fails to nominate enough members. If this occurs, then at least 10 percent of the local board members shall be representatives of labor organizations.

Name	Title	Entity	Appointment Date	Term End Date
1. Bill Camp	Executive Secretary	Sacramento Central Labor Council	6/1/00	7/2015
2. Matthew Kelly			2/19/04	7/2015
3. Daniel Koen	Negotiations & Organization Development Specialist	California Teachers Association	8/12/10	7/2015
4. Dennis Morin	Director	Sacramento Area Electrical Training Center	8/2/07	7/2015
5. Martha Penny	Area Director	California School Employees Association	10/7/10	7/2015
6. Maurice Read	Consultant	Sacramento Sierra Building & Construction Trades Council	6/1/00	7/2015

COMMUNITY-BASED ORGANIZATIONS: WIA Section 117(b)(2)(A) – shall include (iv) representatives of community-based organizations (including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present). A minimum of two appointments is required.

Name	Title	Entity	Appointment Date	Term End Date
1. Jay Onasch	District Administrator	California Department of Rehabilitation	9/7/12	7/2015
2. Vacant		Veterans		

ECONOMIC DEVELOPMENT AGENCIES: WIA Section 117(b)(2)(A) – shall include (v) representatives of economic development agencies, including private sector economic development entities. A minimum of two appointments is required.

Name	Title	Entity	Appointment Date	Term End Date
1. Troy Givans	Manager, Economic Development & Intergovernmental Affairs	County of Sacramento	1/6/11	7/2015
2. Dr. Dan Throgmorton	Associate Vice Chancellor, Workforce & Economic Development	Los Rios Community College District	3/5/09	7/2015

ONE-STOP PARTNERS: WIA Section 117(b)(2)(A) – shall include (vi) representatives of each of the One-Stop partners. The required One-Stop partners are identified in WIA 121(b)(1).

PROGRAMS AUTHORIZED UNDER THIS TITLE: WIA Section 121(b)(1)(B)(i) – Please check “yes” below if programs are operated anywhere within the local area; check “no” if not. The programs authorized under WIA Title I include:

Program	Yes	No
WIA Youth (Chapter 4)		✓
WIA Adult and Dislocated Workers (Chapter 5)	✓	
Job Corps (Subtitle C)	✓	
National Programs (Subtitle D), including:		
Native American Programs (Section 166)	✓	
Migrant and Seasonal Farmworker Programs (Section 167)	✓	
Veterans' Workforce Investment Programs (Section 168)	✓	
Youth Opportunity Grants (Section 169)	✓	
Demonstration, Pilot, Multiservice, Research, and Multistate Projects (Section 171)	✓	
National Emergency Grants (Section 173)	✓	

Of the programs identified as “yes” above, please complete name, title, entity and program(s), appointment date, and term end date below. If one individual represents more than one program, please include all programs in the Entity and Program(s) box.

Name	Title	Entity and Program(s)	Appointment Date	Term End Date
Kathy Kossick	Executive Director	Sacramento Employment & Training Agency (WIA, CSBG, Head Start)	6/1/00	7/2015
Brian Broadway	Business & Community Liaison	Sacramento Job Corps	4/1/10	7/2015
Lorenda T. Sanchez	Executive Director	California Indian Manpower Consortium	6/1/00	7/2015
Paul Castro	Interim Director of Farmworker Services	California Human Development Corporation	11/3/11	7/2015

PROGRAMS AUTHORIZED UNDER THE WAGNER-PEYSER ACT: WIA Section 121(b)(1)(B)(ii)

Name	Title	Entity	Appointment Date	Term End Date
Diane Ferrari	Chief	Employment Development Dept.	11/21/05	7/2015

ADULT EDUCATION AND LITERACY ACTIVITIES AUTHORIZED UNDER WIA TITLE II: WIA Section 121(b)(1)(B)(iii)

Name	Title	Entity	Appointment Date	Term End Date

PROGRAMS AUTHORIZED UNDER TITLE I OF THE REHABILITATION ACT OF 1973: WIA Section 121(b)(1)(B)(iv)

Name	Title	Entity	Appointment Date	Term End Date
Jay Onasch	District Administrator	California Department of Rehabilitation	9/7/12	7/2015

ACTIVITIES AUTHORIZED UNDER TITLE V OF THE OLDER AMERICANS ACT OF 1965: WIA Section 121(b)(1)(B)(vi)

Name	Title	Entity	Appointment Date	Term End Date
Joanne Mahaney-Buehler	Program Manager	Area 4 Agency on Aging	12/1/11	7/2015

**POSTSECONDARY VOCATIONAL EDUCATION ACTIVITIES AUTHORIZED UNDER THE CARL D. PERKINS
VOCATIONAL AND APPLIED TECHNOLOGY EDUCATION ACT: WIA Section 121(b)(1)(B)(vii)**

Name	Title	Entity	Appointment Date	Term End Date

ACTIVITIES AUTHORIZED UNDER CHAPTER 2 OF TITLE II OF THE TRADE ACT OF 1974: 121(b)(1)(B)(viii)

Name	Title	Entity	Appointment Date	Term End Date

ACTIVITIES AUTHORIZED UNDER CHAPTER 41 OF TITLE 38, UNITED STATES CODE: WIA Section 121(b)(1)(B)(ix)
 – Job Counseling, Training, and Placement Service for Veterans. The local Employment Development Department Disabled Veterans Outreach Program (DVOP) and Local Veterans Employment Representatives (LVER) provide these services.

Name	Title	Entity	Appointment Date	Term End Date
Diane Ferrari	Chief, Northern Job Service Division	Employment Development Department	11/21/05	7/2015

**EMPLOYMENT AND TRAINING ACTIVITIES CARRIED OUT UNDER THE COMMUNITY SERVICES BLOCK GRANT
ACT: WIA Section 121(b)(1)(B)(x)**

Name	Title	Entity	Appointment Date	Term End Date
Kathy Kossick	Executive Director	Sacramento Employment and Training Agency	6/1/00	7/2015

EMPLOYMENT AND TRAINING ACTIVITIES CARRIED OUT BY THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT: WIA Section 121(b)(1)(B)(xi)

Name	Title	Entity	Appointment Date	Term End Date

PROGRAMS AUTHORIZED UNDER STATE UNEMPLOYMENT COMPENSATION LAWS: WIA Section 121(b)(1)(B)(xii)

Name	Title	Entity	Appointment Date	Term End Date
Diane Ferrari	Chief, Northern Job Service Division	Employment Development Department	11/21/05	7/2015

ADDITIONAL PARTNERS: WIA Section 117(b)(2)(B) – may include such other individuals or representatives of entities as the Chief Local Elected Official in the local area may determine to be appropriate. (These do not have to be One-Stop partners.)

Name	Title	Entity	Appointment Date	Term End Date

ADDITIONAL ONE-STOP PARTNERS: WIA Section 121(b)(2)(A) IN GENERAL – In addition to the entities described in paragraph (1), other entities that carry out a human resource program described in subparagraph (B) may – (i) make available to participants, through the one-stop delivery system, the services described in WIA Section 134(d)(2) that are applicable to such program; and (ii) participate in the operation of such system consistent with the terms of the memorandum described in subsection (c), and with the requirements of the federal law in which the program is authorized; if the local board and Chief Local Elected Official involved approve such participation.

WIA Section 121(b)(2)(B) PROGRAMS – The programs referred to in subparagraph (A) may include – (i) programs authorized under Part A of title IV of the Social Security Act; (ii) programs authorized under section 6(d)(4) of the Food Stamp Act of 1977; (iii) work programs authorized under section 6(o) of the Food Stamp Act of 1977; (iv) programs authorized under the National and Community Service Act of 1990; and (v) other appropriate federal, State, or local programs, including programs in the private sector.

Name	Title	Entity	Appointment Date	Term End Date
Paul Lake	Director	County Department of Human Assistance	2/3/11	7/2015

CORRECTIVE ACTION COMMENTS:

Explain any vacant appointment(s) regarding the required membership composition only. Include the length of time the appointment(s) has been vacant, efforts made to fill the vacant appointment(s), and dates by which the vacant appointment(s) should be filled.

Required Partner Vacancy: Veterans Services. James Wong was appointed to the WIB October 4, 2013 and resigned from the WIB January 14, 2013. His replacement will be appointed to the WIB on Monday, April 29, 2013 (Noah Harris, Veterans Resource Centers of America).

COMPLIANCE WITH MAJORITY OF BUSINESS REPRESENTATIVES:

Total number of individuals currently sitting on local board = $\frac{37}{41}$
Number of vacancies currently on local board = $\frac{4}{41}$
Total local board membership = $\frac{41}{41}$

Total number of business representatives currently sitting on local board = $\frac{19}{21}$
Number of business representative vacancies currently on local board = $\frac{2}{21}$
Total local board Business Members = $\frac{21}{21}$

Divide total local board business members by total local board membership = $\frac{46}{100}\%$ (must be greater than 50%)

COMPLIANCE WITH LABOR REPRESENTATIVES

Total number of labor representatives currently sitting on local board = $\frac{6}{6}$
Number of labor representatives vacancies currently on local board = $\frac{0}{6}$
Total local board Labor Representatives = $\frac{6}{6}$

Divide total local board labor representatives by total local board membership = $\frac{15}{100}\%$ (must be at least 15% unless not enough nominated by local labor federation, then at least 10%)

ATTACHMENT 13

**WIA Local Plan Program Year 2013-14
Program Administration Designee and Plan Signatures**

**WIA Local Plan Program Years 2013-17
Program Administration Designee and Plan Signatures**

This local plan represents the Sacramento Local Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

This local plan is submitted for the period of July 1, 2013 through June 30, 2017 in accordance with the provisions of the WIA.

Local Workforce Investment Board Chair


Signature

Kim Parker
Name

Executive Director, CEA
Title

5/22/13
Date

Chief Local Elected Official


Signature

Jimmie Yee
Name

County of Sacramento Supervisor
Title

6/20/13
Date

ATTACHMENT 14

**WIA Local Plan Program Year 2013-14
Public Comments Received that Disagree with the Local Plan**

WIA Local Plan Program Years 2013-17 Public Comments Received that Disagree with the Local Plan

Section 118(c) of the Workforce Investment Act requires Local Workforce Investment Boards (local boards) to publish their local plans for public comment. Local boards should include with their local plan submittal:

- All comments that have been received that disagree with the local plan.
- How the local board considered that input and its impact on the local plan.

Please provide these comments in the following format:

Public Comment (include section of plan commented on)
1. None Received
Local Board Response:
2.
Local Board Response:
3.
Local Board Response:

EXHIBITS

- Exhibit 1: Regional WIB Strategic Plan**
- Exhibit 2: Northern California Innovation Strategies (NCIS) MOU**
- Exhibit 3: MOU with Sacramento Valley Apprenticeship Training Coordinators**
- Exhibit 4: Economic and Workforce Information Analysis**
- Exhibit 5: Sector/Cluster Occupations 5-Year Forecast Data (Demand/Growth)**
- Exhibit 6: SWI Employer and Business Services Brochure**
- Exhibit 7: Regional WIB Ad**
- Exhibit 8: Leveraged Funding**
- Exhibit 9: SWI Critical Occupational Sectors/Clusters**
- Exhibit 10: OJT Brochure**
- Exhibit 11: List of Youth Providers**
- Exhibit 12: SWI Board Roster**
- Exhibit 13: Requested Waivers**
- Exhibit 14: List of Services- SWCCs**
- Exhibit 15: SWI and CLEO Operating Agreement**
- Exhibit 16: Career Center Services Brochure**
- Exhibit 17: Nondiscrimination Equal Opportunity Procedures Directive**
- Exhibit 18: Bilingual Services Policy Directive**
- Exhibit 19: Ticket-to-Work (TTW) Orientation and Enrollment Process Directive**
- Exhibit 20: Referral and Request for Accommodations for Persons with Disabilities Directive**
- Exhibit 21: Priority of Service Directive**
- Exhibit 22: WIA Training Expenditure Policy**
- Exhibit 23: SETA/SWI Clean/Green Local Training Provider List**

EXHIBIT 1

REGIONAL WIB STRATEGIC PLAN



**Sacramento, Yolo, Golden Sierra, North Central Counties Consortium Workforce Investment Board's
Regional Workforce Investment Board Strategic Plan
January, 2013**

Vision: Economic Vitality and a Dynamic Workforce – Meeting the business needs of the region

Four Regional Goals

In order to achieve greater collaboration and consistent services to the region's employers and job seekers there are four goals that will need the attention and commitment from the region's Workforce Investment Boards. In this plan each of these goals are linked to strategies, action steps, performance metrics, responsible parties, and outcomes, or progress towards goals

Goal Statement #1: Conduct Regional Outreach to Employers

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties	Outcomes
<p>Create a "Regional Brand" Create one simple tagline to create regional identity Present a clear message to employers on value of services</p>	<ol style="list-style-type: none"> 1. Conduct brainstorming to develop tag line ideas 2. Finalize a statement representing what the regional workforce development system can provide to employers 3. Conduct brainstorming session to develop list of core employer benefits/services provided by all WIBs 4. Incorporate state and national branding (America's Job Centers). 	<p>Conduct employer focus groups to obtain feedback on tagline and core benefits/services</p>	<p>Regional name and tagline developed 12/11. Core services finalized 12/11. Employer Focus groups to be completed 7/13 Brand added to websites by 2/13 Added to marketing materials.</p>	<p>Regional Employer Outreach Committee, local area Employer Outreach Groups/Committees</p>	<p>New Regional WIB ad was placed in SACTO's regional publications in 2012 and 2013 with regional identity and tag line </p> <p>Conducted focus groups of Sac Works board for SWOT analysis</p>
<p>Collect, track and publicize workforce system successes Showcase employers who have hired great workers in high wage jobs</p>	<ol style="list-style-type: none"> 1. Develop and promote employer success stories 2. Utilize success stories in employer outreach campaign 3. Develop employer satisfaction survey 	<p>Conduct on-line employer surveys after completion of service</p> <p>Track employer hires and wages</p>	<p>May 2012</p>	<p>Regional WIB Employer Services and One Stop Staff</p>	<p>Success stories posted on Workforce Investment Works website (National Association of Workforce Boards/ California Workforce Association) </p> <p>Developing on-line employer customer satisfaction survey and training staff</p>

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties	Outcomes
Employer outreach Develop a tiered outreach strategy (regional, county, one-stop career center and staff strategies to reach employers) Develop a common message and promote specific programs and services	<ol style="list-style-type: none"> 1. Develop Regional Workforce System Web Splash Page promoting regional brand and core employer services 2. Link Splash page to individual WIB websites 3. Develop a regional system advertisement for placement in business/employer focused publications 4. Development of on-going Regional WIB Employer Outreach Committee to maintain consistent regional branding 5. Regional WIB Employer Outreach Committee representatives provide updates and work with local employer services and One Stop staff to ensure that region core benefits are delivered to employers 6. Develop WIB specific employer outreach marketing efforts building on core regional services and maximizing local area services and programs 	Use Google Analytics to track website traffic and unique visitors driven to WIB websites Use employer login page to capture and track employer visitors to splash page	Splash page launch June 2012	Regional Employer Outreach Committee in partnership with local WIB staff	Coordination of employer outreach activities Yolo County WIB member sits on Sacramento Works Employer Outreach Committee Regional WIB ad placed in SACTO's regional publication in 2012 and 2013

Goal Statement #2: Provide high-quality services through the One-Stop System

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties	Outcomes	
<p>Improve and market the value of the One-stop system Focus on capacity building and training for staff and partners, including how to: Regionally promote the One Stop Career Center system Promote specific services (Tax Credits, OJT, Employer recruitment)</p>	1. Determine the capacity building needs of the region.	1. Reviewed prior tools from all regions.	1. Completed on 11/29/2011	Action Steps #1 through #5 were discussed and unanimously decided on by Regional WIB Team.	Regional WIB Training Team (CAIZ) meets monthly to discuss goals and results of trainings. Top 10 areas of capacity building needs developed and assignments determined for WIB team members.	
	2. Create a needs assessment tool to determine top training needs. Also, to discover staff knowledge of how to promote One Stop System and the services they provide.	2. Developed needs assessment tool.	2. Completed on 12/20/2011			Seven Regional training events have been coordinated and provided to staff including specific services available to one stop customers.
	3. Determine the most efficient way to encourage staff in all regions to participate	3. Designed email verbiage to promote survey.	3. Completed on 1/06/2012			Team updated Regional CAIZ website with portal for each area. Website now provides process for each area to register online for training.
	4. Send out an email requesting completion of needs assessment survey to all staff and partners of Regional WIB One Stop System.	4. Email and survey delivered to staff in all regions.	4. Completed on 1/9/2012			
	5. Develop Goal Statement for Regional (CAIZ) Training Website and design a portal for each local area.	5. Goal Statement Developed	5. Completed on 1/10/2012			
	6. Determine top 10 areas of needs assessment to focus new training on.	6. To determine goals once survey completed.	6. To complete by 2/14/2012			6. Regional CAIZ Training Team will meet and determine goals.
	7. Set timeline to meet ongoing goals of developing training from results of survey.	7. Timelines set.	7. Team will meet monthly and begin coordinating training. Goals to be completed by 1/ 10/2013			7. Each Member of the Regional CAIZ Training Team will take on an area of the top 10 Training Needs to coordinate.

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties	Outcomes
Design, improve and market the Virtual One-Stop (VOS) system website and technology Develop a Regional Virtual One Stop (VOS) User Group to focus on conversion to the CWSN platform	1. Form RWIB VOS Users Group	1. Formation of Group	Completed 11/30/2011	Ralph Giddings (SETA) Cindy Newton (NCCC) Tanya Provencher (Yolo) Larry Yanni (Golden Sierra) Robert Myers (EDD) Ed Proctor (Convener) Team	Complete – will re-address team membership in April, 2013
	2. Understand State’s functional set-up and operational features of CWSN.	2. Identify questions needing answers from State and Geographic Solutions	Early April, 2013		In Process. Initial list developed. Meeting with GeoSol and State planned for March 2013.
	3. Determine the impact of #2 for each LWIA	3. Service and activity mapping for each LWIA to CWSN Set-up	Early April 2013	LWIB Staff	CWSN Implementation on hold pending state’s decision on the implementation date. Need to know the state functional set-up in order to determine impact locally.
Maintain quality Customer Service for Job Seekers, Employers and Service Providers through the implementation/conversion to CWSN - by minimizing negative impacts of internal and external customers.	1. Identify LWIA Data to be converted.	1. Data identification.	April 2013	LWIB Staff	
	2. Identify “bug” fixes and enhancements for effective implementation	2. List of bugs and enhancements	March 2013		
	3. Create plans to make required functional and operational changes in advance of CWSN Conversion. Map LWIA activities to CWSN implementation	3. List of operational changes		LWIB Staff	Locals have given state data conversion requirements. Waiting for final answers as to what will be needed for implementation
Train staff and partners on Virtual One Stop customer modules	1. Create LWIA training teams.	1. Team created	2/9/2012	LWIB Staff	Complete 2/9/2012 with “Boot Camp”
	2. Create LWIA Training Plan	2. Plans Created	2/24/2012	LWIB Staff	Complete
	3. Execute the training plan	3. Staff Training			Phase 1 Training Complete

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties	Outcomes
			on-going		
Implement LWIA on CWSN (each WIA)	<ol style="list-style-type: none"> 1. Implement LWIA changes (One Stop changes required after conversion to CWSN) 2. Verify and Validate LWIA Set-up Conversion successful 3. Verify and validate LWIA Data Conversion successful 		July 2013	LWIB staff	On-hold pending state implementation of California Workforce Services Network (CWSN).
Create Reports to use in improving the system	<ol style="list-style-type: none"> 1. JTA Reports 2. Use of Bamboo reporting system by CWSN 3. Availability of additional data (Wage and Employment Data) 	Dashboard Reports identified	2/24/2012		Dashboard Reports identified [REDACTED]
			10/1/2012		Bamboo Dashboard piloted in Sacramento [REDACTED]
			1/4/2013		FutureWorks implemented [REDACTED]
Recommend Technology and Functional Improvements (Future Tasks)	<ol style="list-style-type: none"> 1. High Tech and High Touch Virtual Services/Infrastructure 		ongoing		Researching use of Apps for job seekers with Geographic Solutions

Goal Statement #3: Prepare Youth to Thrive and Succeed

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties	Outcomes
Engage regional employers and academia Strengthen Youth Councils in the region Share information on regional strategies to develop career pathways and promote attainment of diplomas and degrees	<ol style="list-style-type: none"> 1. Regional meeting of four Youth Councils 2. Identify and share best practices strategies for youth council engagement – develop wider support to individual youth councils 3. Potential for regional marketing for youth council member engagement 4. Create and pursue opportunities for regional youth funding and career pathways 	<ol style="list-style-type: none"> 1. Feedback and approval from 4 individual Youth Councils 2. Schedule Y.C. regional meeting 	4/30/2012 for Feedback NLT June 30, 2012	Lettie Seaver (NCCC) Judy Needham & Janis Holt (Yolo) Christine Welsch (SETA) Sharon Williams (GSJTA)	YC staff met twice Agreed to continue to seek opportunities to collaborate. Option for Regional YC meeting changed to be integrated with regional youth provider forums.
Create a regional platform for youth services providers Share youth services best practices within the region including practitioners, partners, and Youth Councils	<ol style="list-style-type: none"> 1. Regional Best Practices Conference to be held annually (or semi-annually) 	<ol style="list-style-type: none"> 1. Enhance individual workforce area's delivery of youth services and develop common strategies for regional efforts 	Conference TBA in 2012-2013	Christine Welsch (SETA) Host/Lead with assigned representatives from NCCC, Golden Sierra & Yolo	Planning in Spring 2013 With projected date of Summer/Fall 2013.

Goal Statement #4: Get Ready for the Future

Achieve better results for job seekers and employers by working regionally to support innovation and foster cooperation and system alignment between education, human services, apprenticeship programs, economic development and the workforce system.

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties	Outcomes
Policy Analysis and Planning Research and educate stakeholders regarding policy changes affecting workforce development	1. Research legislative actions at federal, state and local level impacting workforce services.	Workforce Legislative Summary	7/1/2012	SETA Staff	Staff participating in the Metro Chamber Workforce and Education Committee and the California Workforce Association legislative committee.
	2. Summarize impacts of approved legislation and pending legislation	Proposed Policy changes for compliance with new laws.	On-going	SETA staff	Regional WIBs will participate in CWA Legislative Day (1-2013)
	3. Educate policy makers on services and programs offered by WIA			Board members	
Participation in Next Economy, Capital Area Prosperity Planning process	1. Participate in NEXT Economy regional planning process and align Strategic Plan with Next Economy goals.	Alignment of goals	1/10/2013	Board Members Planning/Oversight Committee	\$10,000 to support Next Economy Research Report by Center for Strategic Economic Research (3/2012)
	2. Develop recommendations to support Next Economy Goals: #1 Foster a Strong Innovation Environment #3 Diversify the economy through Growth and Support of Core Business Clusters #4 Grow and Maintain a World Class Talent Base	Selection of goals and strategies aligned with WIA	1/23/2013	Planning/Oversight Committee	Recommendations developed to support implementation of NEXT Economy goals and strategies (1-23-2013)
	3. Focus on sectors identified by Regional Cluster Analysis providing career pathways <ul style="list-style-type: none"> ◆ Healthcare/Life Science ◆ Information Communication Technology ◆ Agriculture and Food ◆ Advanced Manufacturing ◆ Clean Energy Technology 	Support and funding for sector initiatives	On-going	Staff	Participation in Green Capital Alliance (Clean Energy), Health Workforce Development Council (Healthcare), and IT Sector Initiative planning

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties	Outcomes
Regional grant writing Develop and submit a Workforce Innovation Grant to the U.S. Department of Labor Partner with WIBs, community colleges, apprenticeship Training programs, human Service providers and economic development agencies to implement system reforms and innovation that increase cooperation and improve results	1. Develop a consortium of Northern California WIBs to submit grants.	Consortium Agreement	2/28/2012	Workforce Investment Board staff, Regional Stakeholders, and CWIB	Northern California WIB Consortium agreement developed and signed 1/2013 Staff from WIBs, Community College, CWIB and Human Assistance developed plan to align and integrate workforce services in the region and use to seek increased funding: 1. WIA 25% \$4.8 million
	2. Develop regional grant management strategy		Proposal/Logic Model		
	3. Recruit partners collect letters	March 2, 2012			
	4. Develop logic model with strategies focusing on clusters and partners	February			
	5. Use Workforce Innovation Grant logic model as model for other grants	March 22, 2012			
	6. Research new funding opportunities, fundraising assets and resources.				
Supporting Innovation Focus on identifying and supporting promising practices in Workforce Innovation and build them into the WIA five-year plan	1. Integrate and align education, apprenticeship, human services, workforce development and economic development systems	Consortium Meetings to discuss system alignment, service sharing, sector strategy planning, cross training staff, and innovative practices	January 2013 March 2013 November 2013	Workforce Investment Board staff, Regional Stakeholders, and CWIB	Critical Conversations with California Community College Chancellors' Office 10-2012
	2. Identify promising innovation practices: <ul style="list-style-type: none"> ◆ Career pathways integrating basic skills and academics for low-skills, vulnerable populations ◆ Career exploration for high school students ◆ Re-employment programs for dislocated workers and professionals ◆ Bridge programs for youth ◆ Small business development ◆ Entrepreneurship support ◆ High Tech and High Touch Virtual Services/Infrastructure 		Submission of WIA 5-year plan		April 1, 2013
Certification of regional Boards as High Performing Workforce Investment Boards.		Certification as high performing WIBs	September, 2013		Meeting with Sacramento Valley Apprenticeship Coordinators 12-2012 Technical Assistance Session with State CWIB and Regional WIBs on WIA 5-Year Plan 12/2012 and 1/2013 Regional Stakeholders Forum 1/2013

EXHIBIT 2

**NORTHERN CALIFORNIA INNOVATION STRATEGIES
(NCIS) MOU**

**NorCal Workforce Partnership
CONSORTIUM AGREEMENT
AND
MEMORANDUM OF UNDERSTANDING**

I. Preamble.

Whereas Northern California faces a looming skills gap, high unemployment, and lack of funding for the education and workforce system; and

Whereas, due to lack of integration among workforce and educational institutions and programs, students do not consistently receive the full range of support services they need to succeed in obtaining skills critical to the economy; and

Whereas, state and federal budget cuts have significant, detrimental effects on education, economic development and workforce development programs; and

Whereas, the growing emphasis on postsecondary completion at the federal and state policy level provides further impetus for service delivery innovation and systems reform;

Therefore, the undersigned join together to adopt this Memorandum of Understanding (MOU) to establish a collaborative that will collaborate as a workforce development region; build better working relationships; create common policies and practices; share best practices; conduct joint procurement; align, leverage and share strategic business plans and resources, identify regional sectors and focus training funds to prepare for high-demand jobs, support regional business development, and increase discretionary funding for training Northern Californians.

This Memorandum of Understanding (MOU), entered into by and between the undersigned Workforce Investment Boards ("the Consortium hereinafter"), sets forth the understandings reached between the undersigned members of the Consortium (the "Member" or the "Members") concerning how the Members will work together to develop a shared Regional Strategic Business Plan and to align operating policies, beginning with policies defining training resources, implementation policies for the California Workforce Services Network client tracking system, and policies on reporting and promoting training successes and outcomes. When developing grant proposals for the Northern California region, the Members will agree upon the amount of funds and the specific deliverables for which each Member will be responsible, designate one Member as the lead institution that will serve as the grantee, and reflect the

commitment of all Members to provide the lead institution all information needed to meet the reporting and other requirements of the grant.

Consortium Agreement Goals:

<i>Goal #1: To increase and improve the employment opportunities for Northern California job seekers by fostering cooperation, collaborating on policy alignment and braiding local WIA, TANF & Community College funds.</i>
<i>Goal #2 Expand sector initiatives targeting "middle-skill jobs" which result in career pathways and include classroom instruction, hands-on training, career coaching, supportive services and placement in jobs.</i>
<i>Goal #3 Foster cooperation and braid local WIA, TANF & California state funding with County Welfare Departments to increase the opportunities in career pathway high-demand jobs for low-income youth, welfare recipients, veterans and dislocated workers.</i>
<i>Goal #4 Provide intensive work ready services to dislocated workers and unemployed professionals to facilitate rapid return to the workforce.</i>
<i>Goal #5 Establish innovative alliances to incubate and nurture business start-ups and support the growth of small business.</i>

Align Workforce and Training Actions and Talent Retention Actions, including

1. Complete supply and demand assessment for key regional occupations, identify emerging trends and gaps, and develop a strategy to address the gaps.
2. Support educational pathways and alignment with regional industry clusters as a tactic to achieve regional benchmarks and improve student outcomes
3. Organize and solidify regional structures to maximize the ability to capture existing resources, increase efficiencies and attract new investment
4. Mobilize the community to advance and support continued investment in education for the purpose of increasing economic prosperity with a focus on supporting innovation and increased use of technology.
5. Develop and execute a talent retention strategy.
6. Develop mechanisms to better connect current students and residents to professional assets and opportunities in the region.

In consideration of the foregoing, and the mutual covenants and promises set forth below, the parties agree as follows:

1. Establishment of Consortium. The undersigned Members hereby establish and form the Consortium. In so doing, the Members agree to comply with the provisions of the Workforce Investment Act of 1998, Public Law 105-220 (hereinafter the "Act"), as amended from time to time and any other applicable laws, regulations, rules, terms and conditions.

2. Purposes. The purposes of the Consortium are generally to:

(i) have Members work to bring together education, economic development, employers, human services and workforce systems; break down regulatory and

economic barriers, align systems and braid funding to improve outcomes for job seekers and employers in Northern California;

(ii) have Members carry out assigned goals and activities;

(iii) when applicable, have Members specify the amount of funds and the specific deliverables for which they will be responsible;

II. Costs. Each Member will be responsible for the formula and leveraged funding contributed by their local area.

III. Duration of Memorandum.

The term of this MOU shall be a period of one year from the date of execution. The agreement shall automatically renew for successive one-year terms, unless any Member provides written notice of intent to withdraw from the MOU. This MOU may be amended by written notice signed by all parties to the MOU.

IV. Termination. In the event that it becomes necessary for a Member to cease being a party to this MOU, the Member shall notify the other parties, providing not less than sixty (60) days written notice of such intent to withdraw to the other parties to this MOU.

V. Dispute Resolution.

1. Parties to this MOU shall continue to perform their responsibilities under this MOU during any dispute. Disputes shall be resolved in a timely manner, directly involving the parties to the dispute. The parties shall try to resolve policy or practice disputes informally and at the lowest level, under the supervision or with the assistance of the Executive Director or CEO of the lead institution or that person's designee.

2. Any party to this MOU may call a meeting of all Members to discuss and resolve disputes. Should those resolution efforts fail, the dispute shall be referred to the Chairs of the Workforce Investment Boards involved in the dispute, who will place the dispute on the agenda of their next regular meeting or called special meeting of the Executive Committee. The Executive Committees shall attempt to mediate and resolve the dispute.

VI. Hold Harmless. Each party to this MOU agrees to indemnify, defend and hold harmless the other parties, state or local governments, their officers, agents, employees

and volunteers from any and all claims, lawsuits, causes of action, damages, fees or costs arising out of or resulting from the acts, errors, omissions, negligence or misconduct of the party, its officers, agents, employees and volunteers.

VII. Nondiscrimination. Parties to this Agreement shall not unlawfully discriminate or harass any employee, applicant or participant under this Agreement due to gender, race, color, ancestry, religion, national origin, disability, sexual orientation, medical conditions, age or marital status. The parties shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 *et seq.* and related applicable regulations.) Parties to this MOU shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or such other agreement. Parties to this MOU shall include such nondiscrimination and compliance provisions as set forth in this clause and all related subcontracts and financial agreements.

VIII. Americans with Disabilities. Parties to this MOU will also comply with the American With Disabilities Act of 1990 which prohibits discrimination.

IX. Governing Law. This MOU is governed and shall be interpreted in accordance with the laws of the State of California, State WIA enabling legislation and the Workforce Investment Act of 1998.

X. Unenforceable Provisions. In the event any provision of this MOU is unenforceable and held to be unenforceable then the parties agree that all other provisions of this MOU shall remain in full force and effect.

XI. No Partnership. The undersigned are not entering into a partnership by virtue of this MOU. In all matters covered under this MOU, each of the parties hereto acts as an independent contractor and is neither a partner, agent, nor employee of the other.

IX. Execution in Counterpart. This MOU may be executed by any Member in counterpart, but all counterparts shall be considered but one MOU. Execution of any counterpart by a Member shall be delivered to the Lead Member who shall provide an executed copy of each counterpart to every Member which executes this MOU. By executing a counterpart, each party to the MOU acknowledges that this MOU accurately reflects such party's understanding and authorizes distribution of a copy of such executed counterpart to any other party signatory to this MOU.

X. Successors and Assigns. This agreement shall be binding on and inure to the benefit of the respective successors, assigns and personal representatives of the parties except to the extent of any contrary provision in this agreement.

XI. Entire Agreement. This instrument contains the entire agreement of the parties relating to the rights granted and obligations assumed in this instrument. Any oral representations or modifications concerning this instrument shall be of no force or effect unless contained in a subsequent written modification signed by the party to be charged.




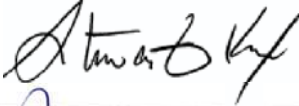
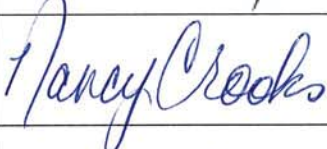

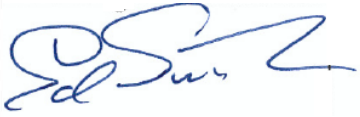
Workforce Investment Board	WIB Director	Date	Signature
Golden Sierra	Jason Buckingham, Executive Director	1/2/13	
Humboldt County	Jacqueline Debets, WIB Executive Director		
Mendocino County	Stacey Cryer, HHSA Director or designee Thomas R Parker, County Counsel or designee		 
NORTEC	Stewart Knox, Executive Director	12/3/12	
North Central Counties Consortium	Nancy Crooks, Executive Director	1/8/13	
Sacramento/SETA	Kathy Kossick, Executive Director	1/8/13	
Yolo County	Edmond Smith, Interim Director Yolo County Department of Employment & Social Services	1-10-13	

EXHIBIT 3

**MOU WITH SACRAMENTO VALLEY APPRENTICESHIP
TRAINING COORDINATORS**

**NorCal Workforce Partnership and Northern California
Apprenticeship Training Coordinators
MEMORANDUM OF UNDERSTANDING**

I. Preamble

Whereas Northern California faces a looming skills gap, high unemployment, and lack of funding for the education and workforce system; and

Whereas, due to lack of coordination among workforce investment boards, educational institutions, and apprenticeship programs students do not consistently receive the full range of services they need to succeed in obtaining skills critical to the economy; and

Whereas, state and federal budget cuts have significant, detrimental effects on education, apprenticeship and workforce development programs; and

Whereas, the growing emphasis on postsecondary completion at the federal and state policy level provides further impetus for service delivery innovation and systems reform;

Whereas AB554 was passed into law requiring local boards to ensure that programs and services funded by the Workforce Investment Act (WIA) are conducted in coordination with one or more apprenticeship programs approved by the Division of Apprenticeship Standards:

Therefore, the undersigned join together to adopt this Memorandum of Understanding (MOU) to build better working relationships, create common policies and practices, share best practices, and focus training funds to prepare job seekers for high-demand jobs in Northern California.

This Memorandum of Understanding (MOU), entered into by and between the undersigned parties sets forth the understandings reached between the entities concerning how Workforce Investment Boards and Joint Apprenticeship Training Councils will work together to align operating policies, improve coordination of training programs, establish cross-referral and co-enrollment of trainees, and develop policies on reporting and promoting training successes and outcomes.

The Northern California Workforce Investment Boards will increase and improve the employment opportunities for Northern California job seekers and the training opportunities available to employers by fostering cooperation, and collaborating on policy alignment with the JATCs, including:

- Providing resource information on the One-Stop Career Center system and the WIA eligibility guidelines to the Joint Apprenticeship Training Coordinators.

- Providing technical assistance to Joint Apprenticeship Training Coordinators who wish to list their programs on the State Eligible Training Provider list and ensure that WIA training funds targeted to apprenticeable occupations are coordinated with Division of Apprenticeship standards-approved apprenticeship programs
- Promoting the value of approved apprenticeship and “learn to earn” models of training and increased investments in these models.
- Developing the process for coordinating recruitment for pre-apprenticeship and apprenticeship training programs, including screening and testing of candidates and co-enrollment in the WIA program.
- Providing information on available resources, discretionary grant funding, on-the-job-training wage subsidies, tax incentives, and supportive services available to assist apprentices in successfully completing the apprenticeship program.

The Department of Industrial Relations, Division of Apprenticeship Standards and the Joint Apprenticeship Training Coordinators will expand access to "middle-skill jobs" which result in career pathways and access to “learn to earn” training, including classroom instruction, hands-on training, and placement in jobs, by

- Providing outreach materials, handbooks, and manuals to train one-stop staff and partners on Pre-apprenticeship training programs and Joint Apprenticeship Training Programs in Northern California, including application deadlines and processes, pre-requisites for training, description of skills/competencies to be gained, career pathways, and wages.
- Working with One-Stop Career Centers to conduct targeted outreach to under-represented populations, with particular emphasis on long-term unemployed, veterans, women and minority men.
- Providing assistance to One-Stop Career Center coaches in tracking trainee progress, documenting attainment of credentials, and reporting employment outcomes.
- Providing information to employers on how to connect to existing apprenticeship programs or start a new apprentice program for an occupation which does not have an apprenticeship program.

In consideration of the foregoing, and the mutual covenants and promises set forth below, the parties agree as follows:

II. Duration of Memorandum.

The term of this MOU shall be a period of one year from the date of execution. The agreement shall automatically renew for successive one-year terms, unless any Member provides written notice of intent to withdraw from the MOU. This MOU may be amended by written notice signed by all parties to the MOU.

III. Termination. In the event that it becomes necessary for a Member to cease being a party to this MOU, the Member shall notify the other parties, providing not less than sixty (60) days written notice of such intent to withdraw to the other parties to this MOU.

IV. Hold Harmless. Each party to this MOU agrees to indemnify, defend and hold harmless the other parties, state or local governments, their officers, agents, employees and volunteers from any and all claims, lawsuits, causes of action, damages, fees or costs arising out of or resulting from the acts, errors, omissions, negligence or misconduct of the party, its officers, agents, employees and volunteers.

V. Nondiscrimination. Parties to this Agreement shall not unlawfully discriminate or harass any employee, applicant or participant under this Agreement due to gender, race, color, ancestry, religion, national origin, disability, sexual orientation, medical conditions, age or marital status. The parties shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990 *et seq.* and related applicable regulations.) Parties to this MOU shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or such other agreement. Parties to this MOU shall include such nondiscrimination and compliance provisions as set forth in this clause and all related subcontracts and financial agreements.

VI. Americans with Disabilities. Parties to this MOU will also comply with the Americans With Disabilities Act of 1990 which prohibits discrimination.

VII. Governing Law. This MOU is governed and shall be interpreted in accordance with the laws of the State of California, State WIA enabling legislation and the Workforce Investment Act of 1998.

VIII. No Partnership. The undersigned are not entering into a partnership by virtue of this MOU. In all matters covered under this MOU, each of the parties hereto acts as an independent contractor and is neither a partner, agent, nor employee of the other.

IX. Entire Agreement. This instrument contains the entire agreement of the parties relating to the rights granted and obligations assumed in this instrument. Any oral representations or modifications concerning this instrument shall be of no force or effect unless contained in a subsequent written modification signed by the party to be charged.

X. Signatures

THEREFORE, the undersigned Parties have executed this MOU

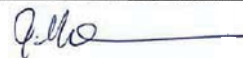
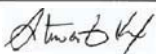

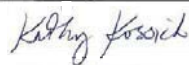


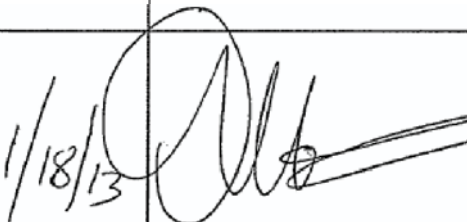
Party	Authorized Representative	Date	Signature
Golden Sierra	Jason Buckingham, Executive Director	1/21/13	
NORTEC	Stewart Knox, Executive Director	12/3/12	
North Central Counties Consortium	Nancy Crooks, Executive Director	1/8/13	
Sacramento/SETA	Kathy Kossick, Executive Director	1/8/13	
Yolo County	Edmond Smith, Interim Director Yolo County Department of Employment & Social Services	4/9/13	
Sacramento Valley Joint Apprenticeship Coordinators	Mark Paavola, Chair On behalf of: Laborers Training and Retraining Trust Fund for Northern California, California Department of Education's CTE Leadership & Instructional Support Team, Joint Apprenticeship Committee for the Plumbing and Pipe Fitting Industry, American River College Apprenticeship Coordinator, Ironworkers Apprenticeship and Training Program, Carpenters Training Committee, Sheet Metal Workers Apprenticeship & Training Committee, and Sacramento Area Electrical Training Center	1/18/13	
California Department of Industrial Relations, Division of Apprenticeship Standards	Don Merrill, Sr. Apprenticeship Consultant	1/18/13	

EXHIBIT 4

**ECONOMIC AND WORKFORCE INFORMATION
ANALYSIS**

Introduction

The Sacramento Employment and Training Agency (SETA), Golden Sierra Workforce Investment Board, and North Central Counties Consortium (NCCC) engaged the Center for Strategic Economic Research (CSER) to complete an economic and workforce information analysis in order to assemble a set of actionable labor market information data that shows regional industry and occupational trends and identifies job demand and related training and skill sets.

The analysis in this report focuses primarily on five-year job demand forecasts (2012-2017) in order to inform planning for the expected workforce and training needs in the region. The total job demand estimates consist of two separate factors: 1) the expected change in the number of jobs within specific occupations resulting from growth or contraction of industry sectors and 2) the anticipated replacement needs within the economy due to workers retiring or permanently leaving specific occupations.

The report is broken down into three main sections:

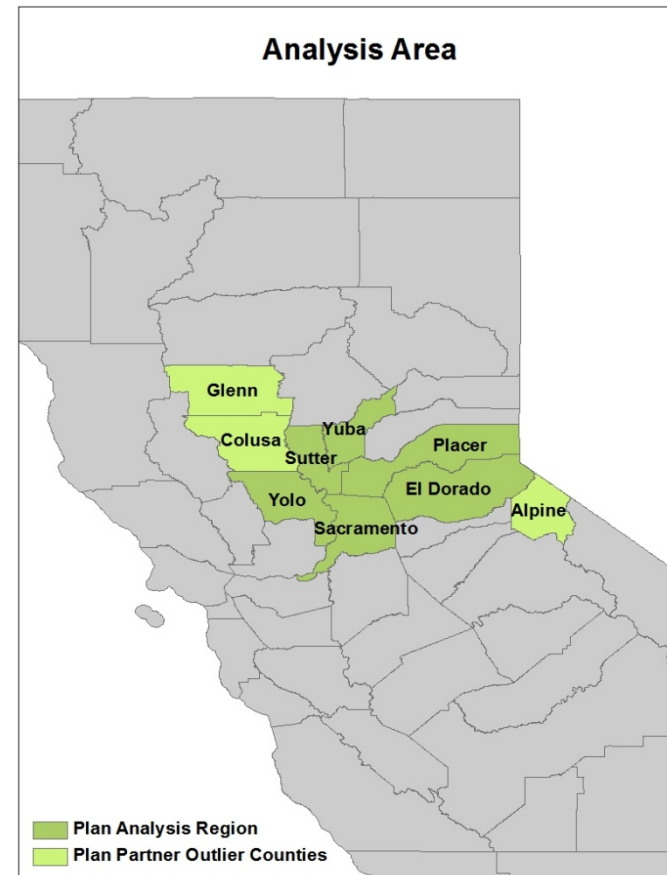
1. **Industry and Occupational Employment Trends** (page 3) provides information on major industry sectors, major occupational categories, and specific occupations with the greatest anticipated demand in the region
2. **SETA Critical Occupational Cluster Trends** (page 11) looks job demand specifically within the nine areas that SETA identified in 2007 as critical to the regional economy and targets Workforce Investment Act funds to train workers in related occupations
3. **Next Economy Core Business Cluster Trends** (page 23) examines workforce demand forecasts associated with five of the core business clusters selected in 2012 as targets for regional economic development efforts in the *Next Economy Capital Region Prosperity Plan*

CSER utilized data provided directly by Economic Modeling Solutions, Inc. (EMSI), which were incorporated in the CareerGPS web site and database and provided in the form of spreadsheet extracts (version 2012.4 final release). No additional review or validation of the data was performed by CSER and all models and assumptions used to derive the estimates and forecasts were developed by EMSI. The EMSI data sets covered all core data on employment, wages, and training levels with CSER analysis focused on calculating growth factors, ranking industries and occupations, and splitting wage and training levels into three groupings. CSER gathered and analyzed an additional data set from the O*Net database specifically for importance rankings of knowledge and skills associated with the measured occupations. A supplemental analysis was provided in the third section of the report using IMPLAN data to assess the variation of employment multiplier effects within core business cluster activities, reflecting the additional jobs created through demand on suppliers

of goods and services and employee spending. Throughout the report, low, medium, and high groupings are provided for wages, preparation, and multiplier effects—the table below provides the ranges reflected by these groupings.

Factor	Low	Medium	High
Annual Wage	\$34,000 and below	\$35,000 to \$55,000	\$56,000 and above
Training / Preparation	Short-term OJT Moderate-term OJT	Long-term OJT Work Experience Post-secondary Award Associate Degree	Bachelor's Degree Master's Degree Doctoral Degree Professional Degree
Employment Multiplier	1.6 and below	1.7 to 2.1	2.2 and above

The data sets cover six counties in the Sacramento Region including El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba. It is important to note that the information from this analysis will be used to support planning for nine counties, the six covered plus Alpine, Colusa, and Glenn—CSER believes that the trends reflected in this analysis are representative of the aggregate of all nine counties and the addition of the three additional counties in the data analysis would not significantly change the findings due to their relatively small size.



Industry and Occupational Employment Trends

Figure 1 provides a summary of job demand within the 20 standard major industry sectors in the Sacramento Region. The Region had over 1.2 million jobs in 2012 and the forecast shows that the employment base will grow by 8 percent through 2017, reaching over 1.3 million jobs. Among the Region's sectors with the largest employment base levels, the most rapid growth is expected in the Accommodation & Food Services; Health Care & Social Assistance; Professional, Scientific, & Technical Services; and Other Services sectors with five-year growth rates ranging from around 11 percent to 15 percent. In terms of absolute gains, the Health Care & Social Assistance; Accommodation & Food Services; and Professional, Scientific, & Technical Services sectors top the list with a combined increase of close to 39,000 jobs (about 39 percent of the total). Only the Agriculture, Forestry, Fishing, & Hunting sector is expected to lose jobs in Region over the coming five years.

The Government; Health Care & Social Assistance; Accommodation & Food Services; Retail Trade; and Professional, Scientific, & Technical Services sectors are expected to capture close to 55 percent of the total job demand over the next five years. Between 43 percent and 84 percent of the total job demand in these five sectors will come from worker replacement dynamics. Most of these sectors support wages around the industry average (roughly \$49,000) with the exception of Accommodation & Food Services, which provides the lowest annual wage of all major sectors. In addition to a few of the business clusters highlighted in the Next Economy section of this report, the Golden Sierra Workforce Investment Board has identified activities that correspond to four major sectors as priorities including Accommodation & Food Services; Arts, Entertainment, & Recreation; Finance & Insurance; and Professional, Scientific, & Technical Services. Forecasts for these four sectors show five-year job demand of over 68,000 with about half of the demand driven by industry growth.

FIGURE 1
MAJOR INDUSTRY SECTOR TRENDS, SORTED BY FIVE-YEAR TOTAL JOB DEMAND

NAICS	Major Industry Sector	2012	2017	2012-2017 Change	2012-2017 Growth Rate	Five-Year Replacement Jobs	Five-Year Total Job Demand
		Employment Estimate	Employment Forecast				
92	Government	263,743	269,399	5,656	2.1%	28,630	34,286
62	Health Care and Social Assistance	118,036	133,836	15,800	13.4%	12,120	27,920
72	Accommodation and Food Services	77,175	88,905	11,730	15.2%	12,600	24,330
44-45	Retail Trade	119,390	126,370	6,980	5.8%	17,165	24,145
54	Professional, Scientific, and Technical Services	90,801	101,990	11,189	12.3%	9,160	20,349
52	Finance and Insurance	68,809	78,633	9,824	14.3%	7,695	17,519
81	Other Services (except Public Administration)	78,757	87,363	8,606	10.9%	8,265	16,871
56	Admin., Support, Waste Management and Remediation Svcs.	72,067	78,829	6,762	9.4%	7,410	14,172
53	Real Estate and Rental and Leasing	63,103	68,948	5,845	9.3%	6,895	12,740
23	Construction	65,799	68,031	2,232	3.4%	6,435	8,667
48-49	Transportation and Warehousing	31,897	36,130	4,233	13.3%	3,610	7,843
61	Educational Services	22,513	26,795	4,282	19.0%	2,355	6,637
71	Arts, Entertainment, and Recreation	26,484	28,999	2,515	9.5%	3,655	6,170
42	Wholesale Trade	27,475	29,620	2,145	7.8%	3,265	5,410
31-33	Manufacturing	36,817	37,028	211	0.6%	4,015	4,226
51	Information	17,272	17,778	506	2.9%	2,100	2,606
11	Agriculture, Forestry, Fishing and Hunting	20,916	20,620	-296	-1.4%	2,610	2,314
55	Management of Companies and Enterprises	11,112	11,726	614	5.5%	1,195	1,809
21	Mining, Quarrying, and Oil and Gas Extraction	2,006	2,463	457	22.8%	225	682
22	Utilities	2,316	2,404	88	3.8%	280	368

FIGURE 1—CONTINUED
MAJOR INDUSTRY SECTOR TRENDS, SORTED BY FIVE-YEAR TOTAL JOB DEMAND

NAICS	Major Industry Sector	Annual			Median Hourly Wage	Median Annual Wage
		Annual New Jobs	Replacement Jobs	Annual Total Job Demand		
92	Government	1,131	5,726	6,857	\$26.59	\$55,318
62	Health Care and Social Assistance	3,160	2,424	5,584	\$26.02	\$54,116
72	Accommodation and Food Services	2,346	2,520	4,866	\$17.75	\$36,926
44-45	Retail Trade	1,396	3,433	4,829	\$19.97	\$41,535
54	Professional, Scientific, and Technical Services	2,238	1,832	4,069	\$26.59	\$55,304
52	Finance and Insurance	1,965	1,539	3,503	\$26.09	\$54,260
81	Other Services (except Public Administration)	1,721	1,653	3,374	\$21.68	\$45,087
56	Admin., Support, Waste Management and Remediation Svcs.	1,352	1,482	2,834	\$23.36	\$48,598
53	Real Estate and Rental and Leasing	1,169	1,379	2,548	\$21.88	\$45,509
23	Construction	446	1,287	1,734	\$23.08	\$48,015
48-49	Transportation and Warehousing	847	722	1,568	\$23.62	\$49,136
61	Educational Services	856	471	1,327	\$23.88	\$49,666
71	Arts, Entertainment, and Recreation	503	731	1,233	\$18.54	\$38,563
42	Wholesale Trade	429	653	1,082	\$23.55	\$48,977
31-33	Manufacturing	42	803	846	\$23.65	\$49,200
51	Information	101	420	522	\$26.39	\$54,887
11	Agriculture, Forestry, Fishing and Hunting	-59	522	462	\$20.32	\$42,259
55	Management of Companies and Enterprises	123	239	362	\$26.05	\$54,178
21	Mining, Quarrying, and Oil and Gas Extraction	91	45	136	\$25.77	\$53,608
22	Utilities	18	56	73	\$28.95	\$60,209

Sacramento Region job demand forecasts within the 23 standard major occupational categories are provided in Figure 2. Both the Healthcare Support and Food Preparation & Serving Related occupational categories are expected to grow by roughly 15 percent between 2012 and 2017, the highest rate of growth across all categories. The Sales & Related category shows the largest expected gain by a notable margin with an absolute increase of over 13,000 jobs over the next five years. Only two major occupational categories are projected to shed jobs in the 2012 to 2017 period—Farming, Fishing, Forestry, & Hunting and Military Specific. Eleven of the twenty-three major occupational categories are expected to grow at a more rapid pace than the regional average.

Over half of all job demand expected in the 2012 to 2017 period falls within the Sales & Related; Office & Administrative Support; Food Preparation & Serving; Business & Financial Operations; and Personal Care & Service occupational categories. Worker replacement needs account for about 56 percent of the total job demand across these five occupational categories. Only one of the five occupational categories with the greatest anticipated demand supports a high annual wage level, Business & Financial Operations—the Food Preparation & Serving Related and Personal Care & Service categories both support a low wage level and the remaining two both fall within the medium wage group. The NCCC priority areas cover 12 of the 23 standard major occupational categories including:

- | | |
|---|---------------------------------------|
| 1. Healthcare Practitioners and Technical | 7. Personal Care and Service |
| 2. Healthcare Support | 8. Sales and Related |
| 3. Life, Physical, and Social Science | 9. Business and Financial Operations |
| 4. Food Preparation and Serving Related | 10. Office and Administrative Support |
| 5. Farming, Fishing, and Forestry | 11. Computer and Mathematical |
| 6. Arts, Design, Entertainment, Sports, and Media | 12. Production |

Job demand across the NCCC priority areas equates to over 163,000 with roughly 57 percent generated through worker replacement. The 12 categories corresponding to the NCCC priority areas are split equally across the three wage levels, but a large portion of the expected demand is within categories that support a medium wage level.

FIGURE 2
MAJOR OCCUPATIONAL CATEGORY TRENDS, SORTED BY FIVE-YEAR TOTAL JOB DEMAND

SOC	Major Occupational Category	2012	2017	2012-2017	2012-2017	Five-Year	Five-Year
		Employment Estimate	Employment Forecast	Change	Growth Rate	Replacement Jobs	Total Job Demand
41-0000	Sales and Related	160,570	173,797	13,227	8.2%	22,470	35,697
43-0000	Office and Administrative Support	185,625	195,371	9,746	5.3%	19,720	29,466
35-0000	Food Preparation and Serving Related	79,348	90,893	11,545	14.5%	13,770	25,315
13-0000	Business and Financial Operations	88,095	97,421	9,326	10.6%	8,515	17,841
39-0000	Personal Care and Service	59,402	66,649	7,247	12.2%	7,155	14,402
53-0000	Transportation and Material Moving	60,423	66,662	6,239	10.3%	7,490	13,729
11-0000	Management	81,084	85,894	4,810	5.9%	8,595	13,405
25-0000	Education, Training, and Library	67,427	72,138	4,711	7.0%	7,325	12,036
29-0000	Healthcare Practitioners and Technical	52,851	59,460	6,609	12.5%	5,415	12,024
37-0000	Building and Grounds Cleaning and Maintenance	53,293	59,438	6,145	11.5%	4,795	10,940
47-0000	Construction and Extraction	52,805	54,639	1,834	3.5%	5,400	7,234
27-0000	Arts, Design, Entertainment, Sports, and Media	34,271	37,185	2,914	8.5%	4,035	6,949
49-0000	Installation, Maintenance, and Repair	36,576	38,672	2,096	5.7%	4,050	6,146
31-0000	Healthcare Support	26,820	30,931	4,111	15.3%	2,005	6,116
15-0000	Computer and Mathematical	34,087	36,505	2,418	7.1%	3,100	5,518
51-0000	Production	31,976	33,213	1,237	3.9%	3,360	4,597
33-0000	Protective Service	26,905	28,099	1,194	4.4%	3,345	4,539
19-0000	Life, Physical, and Social Science	16,417	17,983	1,566	9.5%	2,320	3,886
21-0000	Community and Social Services	19,245	20,848	1,603	8.3%	2,090	3,693
17-0000	Architecture and Engineering	20,670	21,954	1,284	6.2%	2,235	3,519
23-0000	Legal	12,862	13,453	591	4.6%	1,140	1,731
45-0000	Farming, Fishing, and Forestry	11,041	10,823	-218	-2.0%	1,640	1,422
55-0000	Military Specific	7,628	6,970	-658	-8.6%	0	-658

FIGURE 2—CONTINUED
MAJOR OCCUPATIONAL CATEGORY TRENDS, SORTED BY FIVE-YEAR TOTAL JOB DEMAND

SOC	Major Occupational Category	Annual		Annual Total Job Demand	Median Hourly Wage	Median Annual Wage	Wage Level
		Annual New Jobs	Replacement Jobs				
41-0000	Sales and Related	2,645	4,494	7,139	\$18.74	\$38,986	Medium
43-0000	Office and Administrative Support	1,949	3,944	5,893	\$18.31	\$38,078	Medium
35-0000	Food Preparation and Serving Related	2,309	2,754	5,063	\$10.97	\$22,818	Low
13-0000	Business and Financial Operations	1,865	1,703	3,570	\$27.52	\$57,235	High
39-0000	Personal Care and Service	1,449	1,431	2,880	\$13.18	\$27,411	Low
53-0000	Transportation and Material Moving	1,248	1,498	2,751	\$21.79	\$45,314	Medium
11-0000	Management	962	1,719	2,678	\$37.43	\$77,854	High
25-0000	Education, Training, and Library	942	1,465	2,410	\$24.56	\$51,085	Medium
29-0000	Healthcare Practitioners and Technical	1,322	1,083	2,409	\$48.84	\$101,596	High
37-0000	Building and Grounds Cleaning and Maintenance	1,229	959	2,187	\$15.00	\$31,188	Low
47-0000	Construction and Extraction	367	1,080	1,447	\$21.02	\$43,723	Medium
27-0000	Arts, Design, Entertainment, Sports, and Media	583	807	1,395	\$18.46	\$38,405	Medium
49-0000	Installation, Maintenance, and Repair	419	810	1,227	\$20.07	\$41,745	Medium
31-0000	Healthcare Support	822	401	1,224	\$16.14	\$33,565	Low
15-0000	Computer and Mathematical	484	620	1,104	\$37.41	\$77,801	High
51-0000	Production	247	672	919	\$17.12	\$35,613	Medium
33-0000	Protective Service	239	669	907	\$25.96	\$53,993	Medium
19-0000	Life, Physical, and Social Science	313	464	777	\$34.59	\$71,949	High
21-0000	Community and Social Services	321	418	737	\$23.09	\$48,027	Medium
17-0000	Architecture and Engineering	257	447	702	\$39.10	\$81,332	High
23-0000	Legal	118	228	345	\$39.58	\$82,327	High
45-0000	Farming, Fishing, and Forestry	-44	328	285	\$14.33	\$29,813	Low
55-0000	Military Specific	-132	0	-132	\$16.38	\$34,066	Low

Figure 3 covers the 20 specific occupations that show the greatest five-year job demand across the entire Sacramento Region economy. These 20 occupations account for approximately 35 percent of the total regional jobs demand, close to 87,000 of the anticipated demand for 240,000 jobs. Around 53 percent of the projected job demand across the top occupations comes from replacement needs. Fourteen of the twenty most demanded occupations, capturing about 76 percent of the job demand in the group, support a low level annual wage. Correspondingly, 13 of the top occupations with about 70 percent of the job demand from the group require a low level of preparation (education and training), mostly short-term on-the-job-training. Four specific occupations show expected five-year job demand greater than 6,000 including Retail Salespersons (the largest occupation in the Region); Cashiers; Combined Food Preparation & Serving Workers; and Real Estate Sales Agents.

FIGURE 3
LARGEST DEMAND OCCUPATIONS, SORTED BY FIVE-YEAR TOTAL JOB DEMAND

SOC	Occupation	2012	2017	2012-2017 Change	2012-2017 Growth Rate	Five-Year	Five-Year
		Employment Estimate	Employment Forecast			Replacement Jobs	Total Job Demand
41-2031	Retail Salespersons	32,224	35,238	3,014	9.4%	4,735	7,749
41-2011	Cashiers	21,480	23,273	1,793	8.3%	4,875	6,668
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	18,915	22,786	3,871	20.5%	2,640	6,511
41-9022	Real Estate Sales Agents	28,195	31,212	3,017	10.7%	3,170	6,187
35-3031	Waiters and Waitresses	12,736	14,863	2,127	16.7%	3,180	5,307
43-9061	Office Clerks, General	31,693	33,635	1,942	6.1%	2,805	4,747
37-2012	Maids and Housekeeping Cleaners	19,119	22,029	2,910	15.2%	1,610	4,520
13-2052	Personal Financial Advisors	11,965	15,312	3,347	28.0%	690	4,037
39-9011	Childcare Workers	18,887	19,869	982	5.2%	2,975	3,957
29-1111	Registered Nurses	16,642	19,028	2,386	14.3%	1,505	3,891
53-3032	Heavy and Tractor-Trailer Truck Drivers	14,891	17,154	2,263	15.2%	1,480	3,743
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	18,850	20,702	1,852	9.8%	1,775	3,627
43-4051	Customer Service Representatives	14,878	16,060	1,182	7.9%	2,115	3,297
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	12,965	14,188	1,223	9.4%	2,070	3,293
39-9021	Personal Care Aides	9,450	12,229	2,779	29.4%	375	3,154
41-3031	Securities, Commodities, and Financial Services Sales Agents	8,230	10,239	2,009	24.4%	1,135	3,144
43-1011	First-Line Supervisors of Office and Administrative Support Workers	15,771	16,579	808	5.1%	2,110	2,918
41-1011	First-Line Supervisors of Retail Sales Workers	14,984	15,610	626	4.2%	1,750	2,376
11-9199	Managers, All Other	11,169	12,222	1,053	9.4%	1,240	2,293
43-5081	Stock Clerks and Order Fillers	12,839	13,494	655	5.1%	1,595	2,250

FIGURE 3—CONTINUED
LARGEST DEMAND OCCUPATIONS, SORTED BY FIVE-YEAR TOTAL JOB DEMAND

SOC	Occupation	Annual		Annual Total Job Demand	Median Hourly Wage	Median Annual Wage	Wage Level	Training	Preparation Level
		Annual New Jobs	Replacement Jobs						
41-2031	Retail Salespersons	603	947	1,549	\$11.17	\$23,243	Low	STOJT	Low
41-2011	Cashiers	359	975	1,333	\$9.99	\$20,775	Low	STOJT	Low
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	774	528	1,302	\$9.07	\$18,875	Low	STOJT	Low
41-9022	Real Estate Sales Agents	603	634	1,237	\$12.80	\$26,625	Low	Postsec. Aw d.	Medium
35-3031	Waiters and Waitresses	425	636	1,061	\$8.94	\$18,601	Low	STOJT	Low
43-9061	Office Clerks, General	388	561	949	\$16.23	\$33,759	Low	STOJT	Low
37-2012	Maids and Housekeeping Cleaners	582	322	904	\$10.48	\$21,794	Low	STOJT	Low
13-2052	Personal Financial Advisors	669	138	807	\$24.71	\$51,405	Medium	Bach. Deg.	High
39-9011	Childcare Workers	196	595	791	\$8.57	\$17,816	Low	STOJT	Low
29-1111	Registered Nurses	477	301	779	\$47.70	\$99,222	High	Assoc. Deg.	Medium
53-3032	Heavy and Tractor-Trailer Truck Drivers	453	296	749	\$18.03	\$37,511	Medium	STOJT	Low
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	370	355	726	\$12.29	\$25,554	Low	STOJT	Low
43-4051	Customer Service Representatives	236	423	659	\$16.79	\$34,919	Low	STOJT	Low
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	245	414	659	\$13.11	\$27,275	Low	STOJT	Low
39-9021	Personal Care Aides	556	75	631	\$10.63	\$22,118	Low	STOJT	Low
41-3031	Securities, Commodities, and Financial Services Sales Agents	402	227	629	\$21.48	\$44,671	Medium	Bach. Deg.	High
43-1011	First-Line Supervisors of Office and Administrative Support Workers	162	422	583	\$28.84	\$59,995	High	Work Exp.	Medium
41-1011	First-Line Supervisors of Retail Sales Workers	125	350	475	\$15.30	\$31,827	Low	Work Exp.	Medium
11-9199	Managers, All Other	211	248	459	\$26.14	\$54,378	Medium	Work Exp.	Medium
43-5081	Stock Clerks and Order Fillers	131	319	450	\$11.97	\$24,901	Low	STOJT	Low

SETA Critical Occupational Cluster Trends

Figure 4 summarizes the job demand within the nine critical occupational clusters identified by SETA. The set of critical occupational clusters contained almost 611,000 jobs in 2012 and is expected to reach nearly 666,000 jobs by 2017, a growth rate of 9 percent. Administrative & Support Services is the largest cluster in the group with close to 292,000 jobs in 2012. This cluster is forecast to add another 23,000 jobs through 2017, the largest increase among all of the clusters. The highest rate of growth between 2012 and 2017 is expected in the Healthcare & Support Services cluster, which is forecast to see job growth exceeding 17 percent. This cluster plus Tourism & Hospitality are the only two with growth rate forecasts that exceed the regional average over the next five years.

The forecast shows total job demand in the nine critical occupational clusters of about 117,000 in the 2012 to 2017 period. Approximately 53 percent of the total job demand in the clusters relates to worker replacement. The Administrative & Support Services cluster is forecast to see the greatest five-year job demand among the group at over 53,000 while the Architecture & Engineering cluster shows the lowest demand of only around 1,700 over the 2012 to 2017 period. The Architecture & Engineering cluster support the highest annual wage as well as the highest required preparation levels. On the other end of the spectrum, the Tourism & Hospitality cluster provides the lowest annual wages and demands some of the lowest preparation levels among all of the critical clusters.

FIGURE 4
CRITICAL OCCUPATIONAL CLUSTER TRENDS

<i>Factor</i>	<i>Administrative and Support Services</i>	<i>Architecture and Engineering</i>	<i>Construction</i>	<i>Healthcare and Support Services</i>	<i>Human Services</i>
2012 Employment Estimate	291,693	9,100	42,178	68,077	20,625
2017 Employment Forecast	314,965	9,748	44,255	79,861	22,040
2012-2017 Change	23,272	648	2,077	11,784	1,415
2012-2017 Growth Rate	8.0%	7.1%	4.9%	17.3%	6.9%
Annual New Jobs	4,654	130	415	2,357	283
Annual Replacement Jobs	5,956	202	815	1,110	488
Annual Total Job Demand	10,610	332	1,230	3,467	771
Five-Year Replacement Jobs	29,780	1,010	4,075	5,550	2,440
Five-Year Total Job Demand	53,052	1,658	6,152	17,334	3,855
Median Hourly Wage	\$22.23	\$49.51	\$22.04	\$23.95	\$21.14
Median Annual Wage	\$46,230	\$102,981	\$45,845	\$49,811	\$43,972
Low Wage Share of Job Demand	35.8%	0.0%	39.9%	51.0%	25.8%
Medium Wage Share of Job Demand	40.0%	0.0%	34.6%	22.7%	44.7%
High Wage Share of Job Demand	24.2%	100.0%	25.4%	26.3%	29.5%
Low Preparation Share of Job Demand	53.4%	0.0%	55.6%	47.5%	13.9%
Medium Preparation Share of Job Demand	18.7%	0.0%	36.0%	49.1%	3.9%
High Preparation Share of Job Demand	27.8%	100.0%	8.3%	3.5%	82.1%

FIGURE 4—CONTINUED
CRITICAL OCCUPATIONAL CLUSTER TRENDS

<i>Factor</i>	<i>Information Technology</i>	<i>Installation, Maintenance and Repair</i>	<i>Tourism and Hospitality</i>	<i>Transportation and Production</i>
2012 Employment Estimate	35,302	18,728	39,018	86,121
2017 Employment Forecast	37,467	19,885	44,269	93,353
2012-2017 Change	2,165	1,157	5,251	7,232
2012-2017 Growth Rate	6.1%	6.2%	13.5%	8.4%
Annual New Jobs	433	231	1,050	1,446
Annual Replacement Jobs	634	398	764	2,088
Annual Total Job Demand	1,067	629	1,814	3,534
Five-Year Replacement Jobs	3,170	1,990	3,820	10,440
Five-Year Total Job Demand	5,335	3,147	9,071	17,672
Median Hourly Wage	\$35.94	\$22.79	\$12.22	\$18.38
Median Annual Wage	\$74,750	\$47,397	\$25,417	\$38,240
Low Wage Share of Job Demand	0.0%	8.1%	100.0%	46.5%
Medium Wage Share of Job Demand	9.5%	61.1%	0.0%	51.5%
High Wage Share of Job Demand	90.5%	30.8%	0.0%	2.0%
Low Preparation Share of Job Demand	0.0%	0.0%	81.3%	92.1%
Medium Preparation Share of Job Demand	15.5%	100.0%	18.7%	5.9%
High Preparation Share of Job Demand	84.5%	0.0%	0.0%	2.0%

The 20 specific occupations with the greatest five-year total job demand forecasts across all the SETA critical occupational clusters are listed in Figure 5. These 20 occupations show an anticipated total job demand of over 56,000 between 2012 and 2017 with approximately 53 percent resulting from growth in the regional economy. Twelve of the top twenty occupations provide a low level wage and thirteen require a low level of preparation—this equates to around 60 percent of the job demand in the low wage category and 66 percent of the demand in the low preparation group. Job demand is forecast to exceed 4,000 for three specific occupations in the critical occupational clusters including Office Clerks; Maids & Housekeeping Cleaners; and Personal Financial Advisors. Registered Nurses falls just under this group with projected demand of nearly 3,900 and leads the pack based on annual wages.

FIGURE 5**LARGEST DEMAND OCCUPATIONS ACROSS CRITICAL OCCUPATIONAL CLUSTERS, SORTED BY FIVE-YEAR TOTAL JOB DEMAND**

SOC	Occupation	2012	2017	2012-2017 Change	2012-2017 Growth Rate	Five-Year Replacement Jobs	Five-Year Total Job Demand
		Employment Estimate	Employment Forecast				
43-9061	Office Clerks, General	31,693	33,635	1,942	6.1%	2,805	4,747
37-2012	Maids and Housekeeping Cleaners	19,119	22,029	2,910	15.2%	1,610	4,520
13-2052	Personal Financial Advisors	11,965	15,312	3,347	28.0%	690	4,037
29-1111	Registered Nurses	16,642	19,028	2,386	14.3%	1,505	3,891
53-3032	Heavy and Tractor-Trailer Truck Drivers	14,891	17,154	2,263	15.2%	1,480	3,743
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	18,850	20,702	1,852	9.8%	1,775	3,627
43-4051	Customer Service Representatives	14,878	16,060	1,182	7.9%	2,115	3,297
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	12,965	14,188	1,223	9.4%	2,070	3,293
39-9021	Personal Care Aides	9,450	12,229	2,779	29.4%	375	3,154
43-1011	First-Line Supervisors of Office and Administrative Support Workers	15,771	16,579	808	5.1%	2,110	2,918
43-5081	Stock Clerks and Order Fillers	12,839	13,494	655	5.1%	1,595	2,250
11-9141	Property, Real Estate, and Community Association Managers	10,128	11,240	1,112	11.0%	1,065	2,177
13-1111	Management Analysts	10,099	11,397	1,298	12.9%	820	2,118
13-2011	Accountants and Auditors	12,095	12,877	782	6.5%	1,300	2,082
31-1012	Nursing Aides, Orderlies, and Attendants	7,853	9,164	1,311	16.7%	505	1,816
37-3011	Landscaping and Groundskeeping Workers	9,599	10,548	949	9.9%	850	1,799
25-9041	Teacher Assistants	10,784	11,354	570	5.3%	1,215	1,785
43-3031	Bookkeeping, Accounting, and Auditing Clerks	13,663	14,653	990	7.2%	750	1,740
35-2014	Cooks, Restaurant	5,848	6,939	1,091	18.7%	625	1,716
43-4171	Receptionists and Information Clerks	6,562	7,247	685	10.4%	995	1,680

FIGURE 5—CONTINUED
LARGEST DEMAND OCCUPATIONS ACROSS CRITICAL OCCUPATIONAL CLUSTERS, SORTED BY FIVE-YEAR TOTAL JOB DEMAND

SOC	Occupation	Annual			Median Hourly Wage	Median Annual Wage	Wage Level	Training	Preparation Level
		Annual New Jobs	Replacement Jobs	Annual Total Job Demand					
43-9061	Office Clerks, General	388	561	949	\$16.23	\$33,759	Low	STOJT	Low
37-2012	Maids and Housekeeping Cleaners	582	322	904	\$10.48	\$21,794	Low	STOJT	Low
13-2052	Personal Financial Advisors	669	138	807	\$24.71	\$51,405	Medium	Bach. Deg.	High
29-1111	Registered Nurses	477	301	778	\$47.70	\$99,222	High	Assoc. Deg.	Medium
53-3032	Heavy and Tractor-Trailer Truck Drivers	453	296	749	\$18.03	\$37,511	Medium	STOJT	Low
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	370	355	725	\$12.29	\$25,554	Low	STOJT	Low
43-4051	Customer Service Representatives	236	423	659	\$16.79	\$34,919	Low	STOJT	Low
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	245	414	659	\$13.11	\$27,275	Low	STOJT	Low
39-9021	Personal Care Aides	556	75	631	\$10.63	\$22,118	Low	STOJT	Low
43-1011	First-Line Supervisors of Office and Administrative Support Workers	162	422	584	\$28.84	\$59,995	High	Work Exp.	Medium
43-5081	Stock Clerks and Order Fillers	131	319	450	\$11.97	\$24,901	Low	STOJT	Low
11-9141	Property, Real Estate, and Community Association Managers	222	213	435	\$17.28	\$35,934	Medium	Work Exp.	Medium
13-1111	Management Analysts	260	164	424	\$29.93	\$62,257	High	Bach. Deg.	High
13-2011	Accountants and Auditors	156	260	416	\$27.85	\$57,938	High	Bach. Deg.	High
31-1012	Nursing Aides, Orderlies, and Attendants	262	101	363	\$14.91	\$31,012	Low	Postsec. Aw d.	Medium
37-3011	Landscaping and Groundskeeping Workers	190	170	360	\$11.59	\$24,117	Low	STOJT	Low
25-9041	Teacher Assistants	114	243	357	\$14.30	\$29,742	Low	STOJT	Low
43-3031	Bookkeeping, Accounting, and Auditing Clerks	198	150	348	\$18.37	\$38,210	Medium	MTOJT	Low
35-2014	Cooks, Restaurant	218	125	343	\$10.87	\$22,602	Low	MTOJT	Low
43-4171	Receptionists and Information Clerks	137	199	336	\$13.46	\$27,987	Low	STOJT	Low

The five most important sets of knowledge and skills for worker success across the 20 occupations with the highest five-year job demand among the SETA critical occupational clusters are listed below.*

Knowledge

- Customer and Personal Service
- English Language
- Mathematics
- Clerical
- Administration and Management

Skills

- Active Listening
- Speaking
- Critical Thinking
- Social Perceptiveness
- Reading Comprehension

* Definitions of the knowledge and skills categories are provided on the O*Net web site: <http://www.onetcenter.org/content.html/2.C?d=1>.

Figure 6 shows the specific occupations with the largest total job demand in each of the nine SETA critical occupational clusters—for those clusters with a large number of identified occupations, only the top 10 are listed in the Figure. This information shows how the occupational structure varies across the critical occupational clusters.

FIGURE 6
LARGEST DEMAND OCCUPATIONS WITHIN CRITICAL OCCUPATIONAL CLUSTERS

SOC	Occupation	2012	2017	2012-2017 Change	2012-2017 Growth Rate	Five-Year Replacement Jobs	Five-Year Total Job Demand
		Employment Estimate	Employment Forecast				
<u>Administrative and Support Services</u>							
43-9061	Office Clerks, General	31,693	33,635	1,942	6.1%	2805	4,747
13-2052	Personal Financial Advisors	11,965	15,312	3,347	28.0%	690	4,037
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	18,850	20,702	1,852	9.8%	1775	3,627
43-4051	Customer Service Representatives	14,878	16,060	1,182	7.9%	2115	3,297
43-1011	First-Line Supervisors of Office and Administrative Support Workers	15,771	16,579	808	5.1%	2110	2,918
11-9141	Property, Real Estate, and Community Association Managers	10,128	11,240	1,112	11.0%	1065	2,177
13-1111	Management Analysts	10,099	11,397	1,298	12.9%	820	2,118
13-2011	Accountants and Auditors	12,095	12,877	782	6.5%	1300	2,082
37-3011	Landscaping and Groundskeeping Workers	9,599	10,548	949	9.9%	850	1,799
25-9041	Teacher Assistants	10,784	11,354	570	5.3%	1215	1,785
<u>Architecture and Engineering</u>							
17-2051	Civil Engineers	4,518	4,679	161	3.6%	460	621
17-2141	Mechanical Engineers	911	1,061	150	16.5%	145	295
11-9041	Architectural and Engineering Managers	1523	1,630	107	7.0%	150	257
17-2072	Electronics Engineers, Except Computer	1,264	1,368	104	8.2%	150	254
17-2071	Electrical Engineers	884	1,010	126	14.3%	105	231
<u>Construction</u>							
47-2031	Carpenters	9,949	9,979	30	0.3%	1055	1,085
47-2061	Construction Laborers	10,267	10,785	518	5.0%	410	928
47-2141	Painters, Construction and Maintenance	3,912	4,382	470	12.0%	425	895
47-1011	First-Line Supervisors of Construction Trades and Extraction Wrkrs.	5,238	5,419	181	3.5%	605	786
47-2111	Electricians	3,195	3,308	113	3.5%	430	543
47-2152	Plumbers, Pipefitters, and Steamfitters	2,638	2,738	100	3.8%	380	480
47-2073	Operating Engineers and Other Construction Equipment Operators	2,184	2,325	141	6.5%	255	396
47-2181	Roofers	1,610	1,839	229	14.2%	165	394
13-1051	Cost Estimators	1,989	2,192	203	10.2%	190	393
51-4121	Welders, Cutters, Solderers, and Brazers	1,196	1,288	92	7.7%	160	252
<u>Healthcare and Support Services</u>							
29-1111	Registered Nurses	16,642	19,028	2,386	14.3%	1505	3,891
39-9021	Personal Care Aides	9,450	12,229	2,779	29.4%	375	3,154
31-1012	Nursing Aides, Orderlies, and Attendants	7,853	9,164	1,311	16.7%	505	1,816
31-1011	Home Health Aides	4,276	5,606	1,330	31.1%	275	1,605
43-6013	Medical Secretaries	5,787	6,615	828	14.3%	390	1,218
29-2061	Licensed Practical and Licensed Vocational Nurses	4,157	4,730	573	13.8%	555	1,128
31-9092	Medical Assistants	4,807	5,367	560	11.6%	370	930
31-9091	Dental Assistants	3,215	3,480	265	8.2%	340	605
11-9111	Medical and Health Services Managers	2,279	2,549	270	11.8%	280	550
29-2052	Pharmacy Technicians	1,921	2,228	307	16.0%	165	472

**FIGURE 6—CONTINUED [1, EMPLOYMENT AND FIVE-YEAR JOB DEMAND]
LARGEST DEMAND OCCUPATIONS WITHIN CRITICAL OCCUPATIONAL CLUSTERS**

SOC	Occupation	2012	2017	2012-2017 Change	2012-2017 Growth Rate	Five-Year Replacement Jobs	Five-Year Total Job Demand
		Employment Estimate	Employment Forecast				
<u>Human Services</u>							
39-9032	Recreation Workers	3,282	3,646	364	11.1%	260	624
19-3031	Clinical, Counseling, and School Psychologists	2,477	2,646	169	6.8%	390	559
27-3091	Interpreters and Translators	2,517	2,720	203	8.1%	335	538
21-1093	Social and Human Service Assistants	2,811	3,015	204	7.3%	305	509
25-2011	Preschool Teachers, Except Special Education	3,967	3,939	-28	-0.7%	515	487
21-1021	Child, Family, and School Social Workers	2,324	2,445	121	5.2%	275	396
21-1022	Healthcare Social Workers	1,031	1,184	153	14.8%	120	273
11-9151	Social and Community Service Managers	1,271	1,380	109	8.6%	140	249
21-1014	Mental Health Counselors	945	1,065	120	12.7%	100	220
<u>Information Technology</u>							
15-1121	Computer Systems Analysts	8,679	9,070	391	4.5%	815	1,206
15-1159	Computer Support Specialists	4,068	4,358	290	7.1%	535	825
15-1133	Software Developers, Systems Software	4,750	5,074	324	6.8%	245	569
15-1132	Software Developers, Applications	4,737	5,051	314	6.6%	245	559
27-1024	Graphic Designers	2,394	2,532	138	5.8%	370	508
15-1131	Computer Programmers	3,162	3,230	68	2.2%	370	438
15-1179	Info. Security Analysts, Web Developers, and Comp. Network Architects	2,481	2,718	237	9.6%	185	422
15-1142	Network and Computer Systems Administrators	2,051	2,293	242	11.8%	175	417
11-3021	Computer and Information Systems Managers	2,980	3,141	161	5.4%	230	391
<u>Installation, Maintenance and Repair</u>							
49-3023	Automotive Service Technicians and Mechanics	5,600	5,903	303	5.4%	725	1,028
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	2,355	2,558	203	8.6%	310	513
49-2022	Telecomm. Equipment Installers and Repairers, Except Line Install.	2,846	3,015	169	5.9%	225	394
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	2,089	2,197	108	5.2%	185	293
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	2,336	2,430	94	4.0%	160	254
49-9041	Industrial Machinery Mechanics	1,110	1,233	123	11.1%	105	228
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	1,478	1,540	62	4.2%	160	222
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	914	1,009	95	10.4%	120	215

**FIGURE 6—CONTINUED [2, EMPLOYMENT AND FIVE-YEAR JOB DEMAND]
LARGEST DEMAND OCCUPATIONS WITHIN CRITICAL OCCUPATIONAL CLUSTERS**

SOC	Occupation	2012	2017	2012-2017 Change	2012-2017 Growth Rate	Five-Year Replacement Jobs	Five-Year Total Job Demand
		Employment Estimate	Employment Forecast				
<u>Tourism and Hospitality</u>							
37-2012	Maids and Housekeeping Cleaners	19,119	22,029	2,910	15.2%	1610	4,520
35-2014	Cooks, Restaurant	5,848	6,939	1,091	18.7%	625	1,716
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	6,433	7,273	840	13.1%	680	1,520
43-4081	Hotel, Motel, and Resort Desk Clerks	1,209	1,383	174	14.4%	240	414
35-2012	Cooks, Institution and Cafeteria	1,869	2,048	179	9.6%	200	379
11-9051	Food Service Managers	3679	3657	-22	-0.6%	340	318
51-3011	Bakers	861	940	79	9.2%	125	204
<u>Transportation and Production</u>							
53-3032	Heavy and Tractor-Trailer Truck Drivers	14,891	17,154	2,263	15.2%	1480	3,743
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	12,965	14,188	1,223	9.4%	2070	3,293
43-5081	Stock Clerks and Order Fillers	12,839	13,494	655	5.1%	1595	2,250
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Tech. & Sci.	6,472	7,069	597	9.2%	760	1,357
53-7064	Packers and Packagers, Hand	4,755	5,052	297	6.2%	680	977
53-3033	Light Truck or Delivery Services Drivers	6,108	6,475	367	6.0%	605	972
43-5071	Shipping, Receiving, and Traffic Clerks	4,270	4,371	101	2.4%	545	646
53-7051	Industrial Truck and Tractor Operators	3,285	3,463	178	5.4%	465	643
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	1,637	1,856	219	13.4%	180	399
51-2092	Team Assemblers	2,708	2,829	121	4.5%	270	391

**FIGURE 6—CONTINUED [3, ANNUAL JOB DEMAND, WAGES, AND TRAINING]
LARGEST DEMAND OCCUPATIONS WITHIN CRITICAL OCCUPATIONAL CLUSTER**

SOC	Occupation	Annual			Median Hourly Wage	Median Annual Wage	Wage Level	Training	Preparation Level
		Annual New Jobs	Replacement Jobs	Annual Total Job Demand					
<u>Administrative and Support Services</u>									
43-9061	Office Clerks, General	388	561	949	\$16.23	\$33,759	Low	STOJT	Low
13-2052	Personal Financial Advisors	669	138	807	\$24.71	\$51,405	Medium	Bach. Deg.	High
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	370	355	725	\$12.29	\$25,554	Low	STOJT	Low
43-4051	Customer Service Representatives	236	423	659	\$16.79	\$34,919	Low	STOJT	Low
43-1011	First-Line Supervisors of Office and Administrative Support Workers	162	422	584	\$28.84	\$59,995	High	Work Exp.	Medium
11-9141	Property, Real Estate, and Community Association Managers	222	213	435	\$17.28	\$35,934	Medium	Work Exp.	Medium
13-1111	Management Analysts	260	164	424	\$29.93	\$62,257	High	Bach. Deg.	High
13-2011	Accountants and Auditors	156	260	416	\$27.85	\$57,938	High	Bach. Deg.	High
37-3011	Landscaping and Groundskeeping Workers	190	170	360	\$11.59	\$24,117	Low	STOJT	Low
25-9041	Teacher Assistants	114	243	357	\$14.30	\$29,742	Low	STOJT	Low
<u>Architecture and Engineering</u>									
17-2051	Civil Engineers	32	92	124	\$47.09	\$97,951	High	Bach. Deg.	High
17-2141	Mechanical Engineers	30	29	59	\$40.38	\$83,989	High	Bach. Deg.	High
11-9041	Architectural and Engineering Managers	21	30	51	\$64.58	\$134,322	High	Bach. Deg.	High
17-2072	Electronics Engineers, Except Computer	21	30	51	\$46.88	\$97,502	High	Bach. Deg.	High
17-2071	Electrical Engineers	25	21	46	\$48.62	\$101,140	High	Bach. Deg.	High
<u>Construction</u>									
47-2031	Carpenters	6	211	217	\$19.38	\$40,319	Medium	LTOJT	Medium
47-2061	Construction Laborers	104	82	186	\$15.85	\$32,975	Low	STOJT	Low
47-2141	Painters, Construction and Maintenance	94	85	179	\$15.29	\$31,804	Low	MTOJT	Medium
47-1011	First-Line Supervisors of Construction Trades and Extraction Wrkrs.	36	121	157	\$28.50	\$59,285	High	Work Exp.	Medium
47-2111	Electricians	23	86	109	\$24.40	\$50,751	Medium	LTOJT	Medium
47-2152	Plumbers, Pipefitters, and Steamfitters	20	76	96	\$20.47	\$42,579	Medium	LTOJT	Medium
47-2073	Operating Engineers and Other Construction Equipment Operators	28	51	79	\$29.58	\$61,529	High	MTOJT	Low
47-2181	Roofers	46	33	79	\$20.75	\$43,155	Medium	MTOJT	Low
13-1051	Cost Estimators	41	38	79	\$28.38	\$59,036	High	Bach. Deg.	High
51-4121	Welders, Cutters, Solderers, and Brazers	18	32	50	\$17.80	\$37,015	Medium	Postsec. Aw d.	Medium
<u>Healthcare and Support Services</u>									
29-1111	Registered Nurses	477	301	778	\$47.70	\$99,222	High	Assoc. Deg.	Medium
39-9021	Personal Care Aides	556	75	631	\$10.63	\$22,118	Low	STOJT	Low
31-1012	Nursing Aides, Orderlies, and Attendants	262	101	363	\$14.91	\$31,012	Low	Postsec. Aw d.	Medium
31-1011	Home Health Aides	266	55	321	\$10.70	\$22,247	Low	STOJT	Low
43-6013	Medical Secretaries	166	78	244	\$18.23	\$37,928	Medium	MTOJT	Low
29-2061	Licensed Practical and Licensed Vocational Nurses	115	111	226	\$26.07	\$54,222	Medium	Postsec. Aw d.	Medium
31-9092	Medical Assistants	112	74	186	\$14.78	\$30,745	Low	MTOJT	Low
31-9091	Dental Assistants	53	68	121	\$17.74	\$36,894	Medium	Postsec. Aw d.	Medium
11-9111	Medical and Health Services Managers	54	56	110	\$50.98	\$106,033	High	Bach. Deg.	High
29-2052	Pharmacy Technicians	61	33	94	\$19.39	\$40,324	Medium	MTOJT	Medium

**FIGURE 6—CONTINUED [4, ANNUAL JOB DEMAND, WAGES, AND TRAINING]
LARGEST DEMAND OCCUPATIONS WITHIN CRITICAL OCCUPATIONAL CLUSTER**

SOC	Occupation	Annual			Median Hourly Wage	Median Annual Wage	Wage Level	Training	Preparation Level
		Annual New Jobs	Replacement Jobs	Annual Total Job Demand					
<u>Human Services</u>									
39-9032	Recreation Workers	73	52	125	\$10.70	\$22,261	Low	Bach. Deg.	High
19-3031	Clinical, Counseling, and School Psychologists	34	78	112	\$30.32	\$63,057	High	Doc. Deg.	High
27-3091	Interpreters and Translators	41	67	108	\$18.91	\$39,328	Medium	Bach. Deg.	High
21-1093	Social and Human Service Assistants	41	61	102	\$18.56	\$38,603	Medium	STOJT	Low
25-2011	Preschool Teachers, Except Special Education	-6	103	97	\$12.56	\$26,127	Low	Assoc. Deg.	Medium
21-1021	Child, Family, and School Social Workers	24	55	79	\$20.57	\$42,786	Medium	Bach. Deg.	High
21-1022	Healthcare Social Workers	31	24	55	\$27.29	\$56,768	High	Mast. Deg.	High
11-9151	Social and Community Service Managers	22	28	50	\$28.35	\$58,978	High	Bach. Deg.	High
21-1014	Mental Health Counselors	24	20	44	\$23.00	\$47,842	Medium	Mast. Deg.	High
<u>Information Technology</u>									
15-1121	Computer Systems Analysts	78	163	241	\$36.24	\$75,377	High	Bach. Deg.	High
15-1159	Computer Support Specialists	58	107	165	\$27.39	\$56,966	High	Assoc. Deg.	Medium
15-1133	Software Developers, Systems Software	65	49	114	\$43.45	\$90,366	High	Bach. Deg.	High
15-1132	Software Developers, Applications	63	49	112	\$42.68	\$88,785	High	Bach. Deg.	High
27-1024	Graphic Designers	28	74	102	\$18.43	\$38,331	Medium	Bach. Deg.	High
15-1131	Computer Programmers	14	74	88	\$35.86	\$74,581	High	Bach. Deg.	High
15-1179	Info. Security Analysts, Web Developers, and Comp. Network Architects	47	37	84	\$33.14	\$68,921	High	Bach. Deg.	High
15-1142	Network and Computer Systems Administrators	48	35	83	\$36.96	\$76,874	High	Bach. Deg.	High
11-3021	Computer and Information Systems Managers	32	46	78	\$49.30	\$102,550	High	Bach. Deg.	High
<u>Installation, Maintenance and Repair</u>									
49-3023	Automotive Service Technicians and Mechanics	61	145	206	\$18.61	\$38,699	Medium	Postsec. Aw d.	Medium
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	41	62	103	\$31.16	\$64,812	High	Work Exp.	Medium
49-2022	Telecomm. Equipment Installers and Repairers, Except Line Install.	34	45	79	\$28.08	\$58,414	High	Postsec. Aw d.	Medium
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	22	37	59	\$19.73	\$41,048	Medium	Postsec. Aw d.	Medium
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	19	32	51	\$15.66	\$32,568	Low	Work Exp.	Medium
49-9041	Industrial Machinery Mechanics	25	21	46	\$24.11	\$50,155	Medium	LTOJT	Medium
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	12	32	44	\$20.46	\$42,567	Medium	Postsec. Aw d.	Medium
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	19	24	43	\$24.48	\$50,916	Medium	LTOJT	Medium

**FIGURE 6—CONTINUED [5, ANNUAL JOB DEMAND, WAGES, AND TRAINING]
LARGEST DEMAND OCCUPATIONS WITHIN CRITICAL OCCUPATIONAL CLUSTER**

SOC	Occupation	Annual			Median Hourly Wage	Median Annual Wage	Wage Level	Training	Preparation Level
		Annual New Jobs	Replacement Jobs	Annual Total Job Demand					
<u>Tourism and Hospitality</u>									
37-2012	Maids and Housekeeping Cleaners	582	322	904	\$10.48	\$21,794	Low	STOJT	Low
35-2014	Cooks, Restaurant	218	125	343	\$10.87	\$22,602	Low	MTOJT	Low
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	168	136	304	\$13.03	\$27,111	Low	Work Exp.	Medium
43-4081	Hotel, Motel, and Resort Desk Clerks	35	48	83	\$10.38	\$21,584	Low	STOJT	Low
35-2012	Cooks, Institution and Cafeteria	36	40	76	\$13.05	\$27,149	Low	STOJT	Low
11-9051	Food Service Managers	-4	68	64	\$14.83	\$30,855	Low	Work Exp.	Medium
51-3011	Bakers	16	25	41	\$12.90	\$26,823	Low	LTOJT	Medium
<u>Transportation and Production</u>									
53-3032	Heavy and Tractor-Trailer Truck Drivers	453	296	749	\$18.03	\$37,511	Low	STOJT	Low
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	245	414	659	\$13.11	\$27,275	Low	STOJT	Low
43-5081	Stock Clerks and Order Fillers	131	319	450	\$11.97	\$24,901	Low	STOJT	Low
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Tech. & Sci.	119	152	271	\$25.58	\$53,212	Medium	MTOJT	Low
53-7064	Packers and Packagers, Hand	59	136	195	\$10.48	\$21,809	Low	STOJT	Low
53-3033	Light Truck or Delivery Services Drivers	73	121	194	\$14.99	\$31,171	Low	STOJT	Low
43-5071	Shipping, Receiving, and Traffic Clerks	20	109	129	\$14.69	\$30,564	Low	STOJT	Low
53-7051	Industrial Truck and Tractor Operators	36	93	129	\$16.87	\$35,087	Medium	STOJT	Low
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	44	36	80	\$16.77	\$34,880	Low	MTOJT	Low
51-2092	Team Assemblers	24	54	78	\$12.19	\$25,359	Low	MTOJT	High

The five key knowledge and skill sets for the top occupations in each of the SETA occupational clusters are listed in the matrix below.

Occupational Cluster	Knowledge	Skills
Administrative & Support Services	<ul style="list-style-type: none"> • Customer and Personal Service • English Language • Clerical • Administration and Management • Mathematics 	<ul style="list-style-type: none"> • Active Listening • Speaking • Critical Thinking • Reading Comprehension • Social Perceptiveness
Architecture & Engineering	<ul style="list-style-type: none"> • Engineering and Technology • Design • Mathematics • Computers and Electronics • English Language 	<ul style="list-style-type: none"> • Reading Comprehension • Critical Thinking • Complex Problem Solving • Active Listening • Judgment and Decision Making
Construction	<ul style="list-style-type: none"> • Building and Construction • Mechanical • Mathematics • Design • Administration and Management 	<ul style="list-style-type: none"> • Active Listening • Critical Thinking • Speaking • Coordination • Time Management
Healthcare & Support Services	<ul style="list-style-type: none"> • Customer and Personal Service • English Language • Medicine and Dentistry • Psychology • Administration and Management 	<ul style="list-style-type: none"> • Active Listening • Speaking • Social Perceptiveness • Service Orientation • Critical Thinking
Human Services	<ul style="list-style-type: none"> • English Language • Psychology • Customer and Personal Service • Therapy and Counseling • Education and Training 	<ul style="list-style-type: none"> • Active Listening • Speaking • Social Perceptiveness • Reading Comprehension • Service Orientation
Information Technology	<ul style="list-style-type: none"> • Computers and Electronics • English Language • Customer and Personal Service • Design • Administration and Management 	<ul style="list-style-type: none"> • Reading Comprehension • Active Listening • Writing • Critical Thinking • Speaking
Installation, Maintenance, & Repair	<ul style="list-style-type: none"> • Mechanical • Customer and Personal Service • Engineering and Technology • Mathematics • Computers and Electronics 	<ul style="list-style-type: none"> • Troubleshooting • Operation Monitoring • Quality Control Analysis • Repairing • Critical Thinking
Tourism & Hospitality	<ul style="list-style-type: none"> • Customer and Personal Service • Administration and Management • Food Production • English Language • Education and Training 	<ul style="list-style-type: none"> • Active Listening • Speaking • Coordination • Social Perceptiveness • Monitoring
Transportation & Production	<ul style="list-style-type: none"> • Customer and Personal Service • Mathematics • English Language • Production and Processing • Public Safety and Security 	<ul style="list-style-type: none"> • Active Listening • Speaking • Critical Thinking • Monitoring • Social Perceptiveness

Next Economy Core Business Cluster Trends

A summary of job demand trends for five of the core business clusters identified as presenting opportunities for future growth and development in the Sacramento Region as part of the *Next Economy Capital Region Prosperity Plan* is presented in Figure 7.[†] These five clusters contained over 239,000 jobs in 2012 with Life Sciences & Health Services topping the list at close to 117,000 jobs. Employment in the five clusters is projected to increase by close to 11 percent by 2017 with an increase of nearly 26,000 jobs. The greatest gains and most robust growth are anticipated in the Life Sciences & Health Services cluster with a roughly 18,000-job forecast and a corresponding rate of growth of 15 percent. The Agriculture & Food cluster shows the lowest growth with a projected gain of 940 jobs between 2012 and 2017 which equates to only 2 percent growth. Both the Life Sciences & Health Services and Education & Knowledge Creation clusters are expected to grow more rapidly than the regional average between 2012 and 2017 while the other three clusters are projected to grow more slowly, absent the focused initiatives called for in the Next Economy plan.

Five-year forecasts demonstrate total job demand of 51,000 in the five Next Economy clusters with a basically equal split of new and replacement jobs. The Life Sciences & Health Services cluster shows the greatest job demand at nearly 30,000 in the 2012 to 2017 period. With a five-year job demand totaling approximately 2,400, the Advanced Manufacturing cluster sits at the bottom of the group of Next Economy clusters. The Information & Communications Technology cluster supports the highest annual wage level along with the greatest share of jobs requiring a high level of preparation (around 46 percent) and largest portion of activities generating a high level employment multiplier effect (almost 71 percent). Agriculture & Food provides the lowest annual wage and the highest proportion of low preparation jobs among the group, but over 57 percent of the activities in this cluster support high multiplier effects.

Three of the Golden Sierra Workforce Investment Board's priority areas closely correspond with Next Economy core business clusters including Life Sciences & Health Services; Advanced Manufacturing; and Agriculture & Food. NCCC priority areas also relate to all of the Next Economy core business clusters with the exception of Education & Knowledge Creation. Additionally, SETA has identified alignment with their critical occupational clusters in the Next Economy Information & Communications Technology and Life Sciences & Health Services clusters as well as some overlap in the Advanced Manufacturing and Agriculture & Food clusters.

[†] To learn more about Next Economy and the core business clusters, visit <http://www.nexteconomycapitalregion.org/>.

FIGURE 7
CORE BUSINESS CLUSTER TRENDS

<i>Factor</i>	<i>Agriculture and Food</i>	<i>Advanced Manufacturing</i>	<i>Education and Knowledge Creation</i>	<i>Information and Communications Technology</i>	<i>Life Sciences and Health Services</i>
2012 Employment Estimate	46,107	12,968	28,240	35,324	116,583
2017 Employment Forecast	47,047	13,990	32,019	37,389	134,455
2012-2017 Change	940	1,022	3,779	2,066	17,873
2012-2017 Growth Rate	2.0%	7.9%	13.4%	5.8%	15.3%
Annual New Jobs	188	204	756	413	3,575
Annual Replacement Jobs	1,181	284	607	718	2,329
Annual Total Job Demand	1,369	488	1,363	1,131	5,903
Five-Year Replacement Jobs	5,904	1,419	3,037	3,589	11,645
Five-Year Total Job Demand	6,844	2,441	6,816	5,655	29,517
Median Hourly Wage	\$20.92	\$24.14	\$23.80	\$27.41	\$26.35
Median Annual Wage	\$43,519	\$50,206	\$49,504	\$57,004	\$54,803
Low Wage Share of Job Demand	73.5%	31.8%	39.8%	18.8%	37.5%
Medium Wage Share of Job Demand	20.3%	44.7%	26.0%	25.5%	26.6%
High Wage Share of Job Demand	6.2%	23.5%	34.1%	55.7%	35.9%
Low Preparation Share of Job Demand	75.5%	47.4%	23.3%	34.6%	42.2%
Medium Preparation Share of Job Demand	19.7%	34.8%	30.2%	19.6%	35.1%
High Preparation Share of Job Demand	4.8%	17.8%	46.4%	45.8%	22.6%
Low Multiplier Share of Cluster Activities	23.8%	0.0%	70.0%	5.9%	42.9%
Medium Multiplier Share of Cluster Activities	19.0%	44.8%	20.0%	23.5%	33.3%
High Multiplier Share of Cluster Activities	57.1%	55.2%	10.0%	70.6%	23.8%

Figure 8 provides a listing of the 20 occupations with the greatest five-year job demand across the five Next Economy core business clusters. Total demand ranges between approximately 540 and 3,300 for these 20 occupations. The top five occupations reflect demand of roughly 8,800 (with about 75 percent of the demand generated by industry growth) and are primarily related to the Life Sciences & Health Services sectors—Registered Nurses (offering the highest wage in the group); Personal Care Aides; Nursing Aides, Orderlies, & Attendants; Home Health Aides; and Medical Secretaries. In addition to these five occupations, Office Clerks shows total job demand over 1,000 between 2012 and 2017. Thirteen of the top 20 occupations across the Next Economy clusters provide a low level annual wage, capturing about 61 percent of all the jobs in this group. Correspondingly, 12 of the 20 occupations require a low level of preparation with almost 56 percent of the total job demand associated with these occupations. The farming-related occupations associated with the Agriculture & Food cluster are both projected to see negative growth tied to industry trends between 2012 and 2017, but are in the top 20 list due to relatively high replacement needs.

FIGURE 8
LARGEST DEMAND OCCUPATIONS ACROSS CORE BUSINESS CLUSTERS, SORTED BY FIVE-YEAR TOTAL JOB DEMAND

SOC	Occupation	2012 Employment Estimate	2017 Employment Forecast	2012-2017 Change	2012-2017 Growth Rate	Five-Year Replacement Jobs	Five-Year Total Job Demand
29-1111	Registered Nurses	11,393	13,613	2,221	19.5%	1,031	3,252
39-9021	Personal Care Aides	4,873	6,367	1,495	30.7%	193	1,688
31-1012	Nursing Aides, Orderlies, and Attendants	5,805	6,885	1,080	18.6%	374	1,454
31-1011	Home Health Aides	3,207	4,306	1,100	34.3%	207	1,307
43-6013	Medical Secretaries	5,169	5,954	785	15.2%	347	1,132
43-9061	Office Clerks, General	5,338	5,887	549	10.3%	472	1,021
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	7,412	7,281	-130	-1.8%	1,129	999
25-3021	Self-Enrichment Education Teachers	2,974	3,702	728	24.5%	228	956
31-9092	Medical Assistants	4,163	4,717	554	13.3%	319	873
29-2061	Licensed Practical and Licensed Vocational Nurses	2,751	3,252	501	18.2%	367	868
43-4171	Receptionists and Information Clerks	2,753	3,199	446	16.2%	416	863
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Tech. & Sci.	3,511	3,943	432	12.3%	413	845
41-2011	Cashiers	2,738	2,891	153	5.6%	621	774
25-3999	Teachers and Instructors, All Other	2,478	2,946	468	18.9%	190	657
43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,948	3,196	248	8.4%	394	642
43-4051	Customer Service Representatives	2,913	3,139	226	7.8%	414	640
31-9091	Dental Assistants	2,939	3,194	256	8.7%	308	564
41-2031	Retail Salespersons	3,076	3,187	111	3.6%	452	563
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	2,303	2,481	178	7.8%	368	546
11-9013	Farmers, Ranchers, and Other Agricultural Managers	6,357	6,276	-80	-1.3%	620	539

FIGURE 8—CONTINUED
LARGEST DEMAND OCCUPATIONS ACROSS CORE BUSINESS CLUSTERS, SORTED BY FIVE-YEAR TOTAL JOB DEMAND

SOC	Occupation	Annual		Annual Total Job Demand	Median Hourly Wage	Median Annual Wage	Wage Level	Training	Preparation Level
		Annual New Jobs	Replacement Jobs						
29-1111	Registered Nurses	444	206	650	\$47.70	\$99,222	High	Assoc. Deg.	Medium
39-9021	Personal Care Aides	299	39	338	\$10.63	\$22,118	Low	STOJT	Low
31-1012	Nursing Aides, Orderlies, and Attendants	216	75	291	\$14.91	\$31,012	Low	Postsec. Aw d.	Medium
31-1011	Home Health Aides	220	41	261	\$10.70	\$22,247	Low	STOJT	Low
43-6013	Medical Secretaries	157	69	226	\$18.23	\$37,928	Medium	MTOJT	Low
43-9061	Office Clerks, General	110	94	204	\$16.23	\$33,759	Low	STOJT	Low
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	-26	226	200	\$8.95	\$18,621	Low	STOJT	Low
25-3021	Self-Enrichment Education Teachers	146	46	191	\$13.88	\$28,862	Low	Work Exp.	Medium
31-9092	Medical Assistants	111	64	175	\$14.78	\$30,745	Low	MTOJT	Low
29-2061	Licensed Practical and Licensed Vocational Nurses	100	73	174	\$26.07	\$54,222	Medium	Postsec. Aw d.	Medium
43-4171	Receptionists and Information Clerks	89	83	173	\$13.46	\$27,987	Low	STOJT	Low
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Tech. & Sci.	86	83	169	\$25.58	\$53,212	Medium	MTOJT	Low
41-2011	Cashiers	31	124	155	\$9.99	\$20,775	Low	STOJT	Low
25-3999	Teachers and Instructors, All Other	94	38	131	\$18.26	\$37,990	Medium	Bach. Deg.	High
43-1011	First-Line Supervisors of Office and Administrative Support Workers	50	79	128	\$28.84	\$59,995	High	Work Exp.	Medium
43-4051	Customer Service Representatives	45	83	128	\$16.79	\$34,919	Low	STOJT	Low
31-9091	Dental Assistants	51	62	113	\$17.74	\$36,894	Medium	Postsec. Aw d.	Medium
41-2031	Retail Salespersons	22	90	113	\$11.17	\$23,243	Low	STOJT	Low
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	36	74	109	\$13.11	\$27,275	Low	STOJT	Low
11-9013	Farmers, Ranchers, and Other Agricultural Managers	-16	124	108	\$12.58	\$26,166	Low	Work Exp.	Medium

The five most essential groups of knowledge and skills for worker success in the top 20 occupations associated with the Next Economy clusters are listed below in order of importance.

Knowledge

- Customer and Personal Service
- English Language
- Clerical
- Mathematics
- Administration and Management

Skills

- Active Listening
- Speaking
- Social Perceptiveness
- Service Orientation
- Critical Thinking

Figure 9 provides a list of the 10 occupations in each of the 5 measured Next Economy clusters based on job demand forecasts for the 2012 to 2017 period. The information in the Figure demonstrates the variation in the occupational structure across the five clusters. Four occupations show up in more than one of the lists of most-demanded occupations. Office Clerks is listed under Education & Knowledge Creation and Life Sciences & Health Services. The Agriculture & Food and Advanced Manufacturing clusters both contain Laborers & Freight, Stock, & Materials Movers as well as non-technical products Wholesale & Manufacturing Sales Representatives. The Retail Salesperson occupation falls within the Agriculture & Food and Information & Communications Technology clusters.

FIGURE 9
LARGEST DEMAND OCCUPATIONS WITHIN CORE BUSINESS CLUSTERS

SOC	Occupation	2012	2017	2012-2017 Change	2012-2017 Growth Rate	Five-Year Replacement Jobs	Five-Year Total Job Demand
		Employment Estimate	Employment Forecast				
<u>Agriculture and Food</u>							
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	7,407	7,276	-131	-1.8%	1,128	997
11-9013	Farmers, Ranchers, and Other Agricultural Managers	6,357	6,276	-80	-1.3%	620	539
41-2011	Cashiers	1,526	1,583	56	3.7%	346	403
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,393	1,504	111	8.0%	223	334
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Tech. & Sci.	1,489	1,631	142	9.6%	175	317
53-3031	Driver/Sales Workers	1,020	1,112	91	8.9%	102	193
53-7064	Packers and Packers, Hand	957	1,006	49	5.1%	137	186
53-3032	Heavy and Tractor-Trailer Truck Drivers	994	1,058	64	6.4%	99	162
53-7051	Industrial Truck and Tractor Operators	811	833	23	2.8%	115	137
41-2031	Retail Salespersons	889	889	0	0.0%	131	130
<u>Advanced Manufacturing</u>							
41-1012	First-Line Supervisors of Non-Retail Sales Workers	691	752	61	8.9%	87	148
51-4121	Welders, Cutters, Solderers, and Brazers	402	476	74	18.4%	54	127
51-4041	Machinists	534	594	60	11.2%	49	109
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Tech. & Sci.	596	619	23	3.9%	70	93
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	316	346	30	9.6%	50	81
51-2092	Team Assemblers	517	542	26	5.0%	51	77
41-2021	Counter and Rental Clerks	228	265	37	16.3%	26	63
17-2141	Mechanical Engineers	172	200	28	16.0%	28	55
51-2023	Electromechanical Equipment Assemblers	76	124	48	62.8%	5	53
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	215	244	29	13.6%	23	53
<u>Education and Knowledge Creation</u>							
25-3021	Self-Enrichment Education Teachers	2,878	3,595	717	24.9%	220	938
25-3999	Teachers and Instructors, All Other	2,275	2,726	450	19.8%	174	624
25-1099	Postsecondary Teachers	910	1,265	355	38.9%	73	427
27-2022	Coaches and Scouts	821	1,012	191	23.3%	104	295
25-9041	Teacher Assistants	1,207	1,343	136	11.3%	136	272
43-9061	Office Clerks, General	1,012	1,158	146	14.4%	90	235
25-2021	Elementary School Teachers, Except Special Education	1,339	1,426	87	6.5%	147	234
25-2031	Secondary School Teachers, Except Special and CTE	1,155	1,224	69	6.0%	158	227
25-9031	Instructional Coordinators	418	511	93	22.3%	46	139
11-9199	Managers, All Other	470	554	83	17.7%	52	136

**FIGURE 9—CONTINUED [1 EMPLOYMENT AND FIVE-YEAR JOB DEMAND]
LARGEST DEMAND OCCUPATIONS WITHIN CORE BUSINESS CLUSTERS**

SOC	Occupation	2012	2017	2012-2017 Change	2012-2017 Growth Rate	Five-Year Replacement Jobs	Five-Year Total Job Demand
		Employment Estimate	Employment Forecast				
<u>Information and Communications Technology</u>							
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Tech. & Sci.	1,082	1,335	253	23.4%	127	380
15-1121	Computer Systems Analysts	2,380	2,491	111	4.6%	223	334
15-1132	Software Developers, Applications	2,132	2,299	167	7.8%	111	278
15-1159	Computer Support Specialists	1,118	1,220	102	9.1%	147	249
15-1131	Computer Programmers	1,456	1,521	65	4.4%	169	234
15-1133	Software Developers, Systems Software	2,504	2,599	94	3.8%	130	224
15-1179	Info. Security Analysts, Web Developers, and Comp. Network Architects	1,199	1,305	106	8.9%	89	195
41-4011	Sales Representatives, Wholesale and Manufacturing, Tech. & Sci.	880	970	89	10.2%	104	193
41-2031	Retail Salespersons	850	916	66	7.8%	125	191
43-4051	Customer Service Representatives	1,238	1,251	14	1.1%	176	189
<u>Life Sciences and Health Services</u>							
29-1111	Registered Nurses	11,347	13,561	2,214	19.5%	1,027	3,241
39-9021	Personal Care Aides	4,857	6,349	1,492	30.7%	192	1,684
31-1012	Nursing Aides, Orderlies, and Attendants	5,794	6,872	1,078	18.6%	374	1,452
31-1011	Home Health Aides	3,203	4,302	1,100	34.3%	207	1,306
43-6013	Medical Secretaries	5,152	5,936	784	15.2%	345	1,129
31-9092	Medical Assistants	4,149	4,700	550	13.3%	318	868
29-2061	Licensed Practical and Licensed Vocational Nurses	2,746	3,247	501	18.3%	366	867
43-4171	Receptionists and Information Clerks	2,378	2,778	400	16.8%	360	760
43-9061	Office Clerks, General	2,869	3,178	310	10.8%	254	563
31-9091	Dental Assistants	2,935	3,190	255	8.7%	308	563

FIGURE 9—CONTINUED [2, ANNUAL JOB DEMAND, WAGES, AND TRAINING]]
LARGEST DEMAND OCCUPATIONS WITHIN CORE BUSINESS CLUSTERS

SOC	Occupation	Annual			Median Hourly Wage	Median Annual Wage	Wage Level	Training	Preparation Level
		Annual New Jobs	Replacement Jobs	Annual Total Job Demand					
<u>Agriculture and Food</u>									
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	-26	226	199	\$8.95	\$18,621	Low	STOJT	Low
11-9013	Farmers, Ranchers, and Other Agricultural Managers	-16	124	108	\$12.58	\$26,166	Low	Work Exp.	Medium
41-2011	Cashiers	11	69	81	\$9.99	\$20,775	Low	STOJT	Low
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	22	45	67	\$13.11	\$27,275	Low	STOJT	Low
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Tech. & Sci.	28	35	63	\$25.58	\$53,212	Medium	MTOJT	Low
53-3031	Driver/Sales Workers	18	20	39	\$9.55	\$19,864	Low	STOJT	Low
53-7064	Packers and Packers, Hand	10	27	37	\$10.48	\$21,809	Low	STOJT	Low
53-3032	Heavy and Tractor-Trailer Truck Drivers	13	20	32	\$18.03	\$37,511	Medium	STOJT	Low
53-7051	Industrial Truck and Tractor Operators	5	23	27	\$16.87	\$35,087	Medium	STOJT	Low
41-2031	Retail Salespersons	0	26	26	\$11.17	\$23,243	Low	STOJT	Low
<u>Advanced Manufacturing</u>									
41-1012	First-Line Supervisors of Non-Retail Sales Workers	12	17	30	\$17.07	\$35,503	Medium	Work Exp.	Medium
51-4121	Welders, Cutters, Solderers, and Brazers	15	11	25	\$17.80	\$37,015	Medium	Postsec. Aw d.	Medium
51-4041	Machinists	12	10	22	\$20.26	\$42,143	Medium	LTOJT	Medium
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Tech. & Sci.	5	14	19	\$25.58	\$53,212	Medium	MTOJT	Low
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	6	10	16	\$13.11	\$27,275	Low	STOJT	Low
51-2092	Team Assemblers	5	10	15	\$12.19	\$25,359	Low	MTOJT	Low
41-2021	Counter and Rental Clerks	7	5	13	\$12.81	\$26,653	Low	STOJT	Low
17-2141	Mechanical Engineers	6	6	11	\$40.38	\$83,989	High	Bach. Deg.	High
51-2023	Electromechanical Equipment Assemblers	10	1	11	\$14.51	\$30,180	Low	STOJT	Low
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	6	5	11	\$16.77	\$34,880	Low	MTOJT	Low
<u>Education and Knowledge Creation</u>									
25-3021	Self-Enrichment Education Teachers	143	44	188	\$13.88	\$28,862	Low	Work Exp.	Medium
25-3999	Teachers and Instructors, All Other	90	35	125	\$18.26	\$37,990	Medium	Bach. Deg.	High
25-1099	Postsecondary Teachers	71	15	85	\$35.76	\$74,373	High	Doc. Deg.	High
27-2022	Coaches and Scouts	38	21	59	\$13.32	\$27,703	Low	LTOJT	Medium
25-9041	Teacher Assistants	27	27	54	\$14.30	\$29,742	Low	STOJT	Low
43-9061	Office Clerks, General	29	18	47	\$16.23	\$33,759	Low	STOJT	Low
25-2021	Elementary School Teachers, Except Special Education	17	29	47	\$31.99	\$66,538	High	Bach. Deg.	High
25-2031	Secondary School Teachers, Except Special and CTE	14	32	45	\$28.89	\$60,091	High	Bach. Deg.	High
25-9031	Instructional Coordinators	19	9	28	\$37.06	\$77,092	High	Master Deg.	High
11-9199	Managers, All Other	17	10	27	\$26.14	\$54,378	Medium	Work Exp.	Medium

**FIGURE 9—CONTINUED [3, ANNUAL JOB DEMAND, WAGES, AND TRAINING]
LARGEST DEMAND OCCUPATIONS WITHIN CORE BUSINESS CLUSTERS**

SOC	Occupation	Annual			Median Hourly Wage	Median Annual Wage	Wage Level	Training	Preparation Level
		Annual New Jobs	Replacement Jobs	Annual Total Job Demand					
<u>Information and Communications Technology</u>									
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Tech. & Sci.	51	25	76	\$25.58	\$53,212	Medium	MTOJT	Low
15-1121	Computer Systems Analysts	22	45	67	\$36.24	\$75,377	High	Bach. Deg.	High
15-1132	Software Developers, Applications	33	22	56	\$42.68	\$88,785	High	Bach. Deg.	High
15-1159	Computer Support Specialists	20	29	50	\$27.39	\$56,966	High	Assoc. Deg.	Medium
15-1131	Computer Programmers	13	34	47	\$35.86	\$74,581	High	Bach. Deg.	High
15-1133	Software Developers, Systems Software	19	26	45	\$43.45	\$90,366	High	Bach. Deg.	High
15-1179	Info. Security Analysts, Web Developers, and Comp. Network Architects	21	18	39	\$33.14	\$68,921	High	Bach. Deg.	High
41-4011	Sales Representatives, Wholesale and Manufacturing, Tech. & Sci.	18	21	39	\$37.13	\$77,239	High	Bach. Deg.	High
41-2031	Retail Salespersons	13	25	38	\$11.17	\$23,243	Low	STOJT	Low
43-4051	Customer Service Representatives	3	35	38	\$16.79	\$34,919	Low	STOJT	Low
<u>Life Sciences and Health Services</u>									
29-1111	Registered Nurses	443	205	648	\$47.70	\$99,222	High	Assoc. Deg.	Medium
39-9021	Personal Care Aides	298	38	337	\$10.63	\$22,118	Low	STOJT	Low
31-1012	Nursing Aides, Orderlies, and Attendants	216	75	290	\$14.91	\$31,012	Low	Postsec. Aw d.	Medium
31-1011	Home Health Aides	220	41	261	\$10.70	\$22,247	Low	STOJT	Low
43-6013	Medical Secretaries	157	69	226	\$18.23	\$37,928	Medium	MTOJT	Low
31-9092	Medical Assistants	110	64	174	\$14.78	\$30,745	Low	MTOJT	Low
29-2061	Licensed Practical and Licensed Vocational Nurses	100	73	173	\$26.07	\$54,222	Medium	Postsec. Aw d.	Medium
43-4171	Receptionists and Information Clerks	80	72	152	\$13.46	\$27,987	Low	STOJT	Low
43-9061	Office Clerks, General	62	51	113	\$16.23	\$33,759	Low	STOJT	Low
31-9091	Dental Assistants	51	62	113	\$17.74	\$36,894	Medium	Postsec. Aw d.	Medium

ECONOMIC AND WORKFORCE INFORMATION ANALYSIS
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The matrix below displays the five most important competencies (knowledge and skills) for the 10 occupations with the greatest demand in each of the Next Economy core business clusters.

Business Cluster	Knowledge	Skills
Agriculture & Food	<ul style="list-style-type: none"> • Customer and Personal Service • Mathematics • English Language • Transportation • Public Safety and Security 	<ul style="list-style-type: none"> • Active Listening • Speaking • Critical Thinking • Social Perceptiveness • Monitoring
Advanced Manufacturing	<ul style="list-style-type: none"> • Mathematics • Customer and Personal Service • English Language • Production and Processing • Administration and Management 	<ul style="list-style-type: none"> • Active Listening • Critical Thinking • Speaking • Reading Comprehension • Monitoring
Education & Knowledge Creation	<ul style="list-style-type: none"> • English Language • Education and Training • Customer and Personal Service • Psychology • Administration and Management 	<ul style="list-style-type: none"> • Speaking • Active Listening • Instructing • Reading Comprehension • Monitoring
Information & Communications Technology	<ul style="list-style-type: none"> • Customer and Personal Service • Sales and Marketing • English Language • Mathematics • Clerical 	<ul style="list-style-type: none"> • Speaking • Active Listening • Persuasion • Social Perceptiveness • Service Orientation
Life Sciences & Health Services	<ul style="list-style-type: none"> • Customer and Personal Service • English Language • Medicine and Dentistry • Clerical • Psychology 	<ul style="list-style-type: none"> • Active Listening • Speaking • Service Orientation • Social Perceptiveness • Reading Comprehension

EXHIBIT 5

**SECTOR/CLUSTER OCCUPATIONS 5-YEAR FORECAST
DATA (DEMAND/GROWTH)**

**SECTOR/CLUSTER OCCUPATIONS
FORECAST DATA**

EXHIBIT 5

Cluster	Occupation	2012	2017	2012 - 2017	2012 - 2017	2012 - 2017	Annual Wage	Education/Training level
		Employment	Employment	Employment Growth	Replacement Jobs	Job Demand Total		
Administrative and Support Services	Appraisers and Assessors of Real Estate	3422	3620	198	363	561	\$38,412	Associate's degree
Administrative and Support Services	Paralegals and Legal Assistants	1997	2145	147	142	290	\$54,321	Associate's degree
Healthcare and Support Services	Registered Nurses	16642	19028	2387	1,506	3,893	\$99,222	Associate's degree
Healthcare and Support Services	Dental Hygienists	2103	2319	215	211	426	\$93,647	Associate's degree
Healthcare and Support Services	Medical and Clinical Laboratory Technicians	1068	1212	143	104	247	\$46,850	Associate's degree
Information Technology	Computer Support Specialists	4084	4417	334	536	870	\$56,966	Associate's degree
Administrative and Support Services	Coaches and Scouts	2310	2664	354	293	647	\$27,703	Long-term on-the-job training
Administrative and Support Services	Photographers	6415	6643	228	311	538	\$26,868	Long-term on-the-job training
Administrative and Support Services	Claims Adjusters, Examiners, and Investigators	3386	3358	-28	432	404	\$59,757	Long-term on-the-job training
Construction	Carpenters	9949	9979	29	1,054	1,083	\$40,319	Long-term on-the-job training
Construction	Electricians	3195	3308	113	430	544	\$50,751	Long-term on-the-job training
Construction	Plumbers, Pipefitters, and Steamfitters	2638	2738	100	381	481	\$42,579	Long-term on-the-job training
Installation, Maintenance and Repair	Industrial Machinery Mechanics	1110	1233	124	107	230	\$50,155	Long-term on-the-job training
Installation, Maintenance and Repair	Mobile Heavy Equipment Mechanics, Except Engines	914	1009	95	118	213	\$50,916	Long-term on-the-job training
Tourism and Hospitality	Bakers	861	940	79	125	203	\$26,823	Long-term on-the-job training
Transportation and Production	Butchers and Meat Cutters	1272	1373	101	185	286	\$37,508	Long-term on-the-job training
Administrative and Support Services	Bookkeeping, Accounting, and Auditing Clerks	13663	14653	990	752	1,742	\$38,210	Moderate-term on-the-job training
Administrative and Support Services	Police and Sheriff's Patrol Officers	6951	7186	235	1,020	1,254	\$72,136	Moderate-term on-the-job training
Administrative and Support Services	Loan Officers	2635	2912	276	338	614	\$64,049	Moderate-term on-the-job training
Administrative and Support Services	Insurance Claims and Policy Processing Clerks	2511	2584	74	376	450	\$37,157	Moderate-term on-the-job training
Administrative and Support Services	Bill and Account Collectors	3229	3356	127	315	442	\$37,660	Moderate-term on-the-job training
Administrative and Support Services	Eligibility Interviewers, Government Programs	2517	2561	43	336	379	\$41,051	Moderate-term on-the-job training
Administrative and Support Services	Parts Salespersons	1314	1407	92	240	333	\$34,031	Moderate-term on-the-job training
Administrative and Support Services	Payroll and Timekeeping Clerks	2051	2163	111	210	322	\$43,438	Moderate-term on-the-job training
Administrative and Support Services	Pest Control Workers	844	976	131	189	320	\$34,418	Moderate-term on-the-job training
Administrative and Support Services	Advertising Sales Agents	1106	1213	107	169	276	\$45,704	Moderate-term on-the-job training
Administrative and Support Services	Correctional Officers and Jailers	3016	3018	2	265	267	\$73,830	Moderate-term on-the-job training
Construction	Painters, Construction and Maintenance	3912	4383	471	427	897	\$31,804	Moderate-term on-the-job training
Construction	Operating Engineers and Other Construction Equipment Operators	2184	2325	141	253	394	\$61,529	Moderate-term on-the-job training
Construction	Roofers	1610	1839	229	166	394	\$43,155	Moderate-term on-the-job training
Healthcare and Support Services	Medical Secretaries	5787	6615	829	388	1,217	\$37,929	Moderate-term on-the-job training
Healthcare and Support Services	Medical Assistants	4807	5367	560	369	929	\$30,745	Moderate-term on-the-job training
Healthcare and Support Services	Pharmacy Technicians	1921	2228	307	167	474	\$40,324	Moderate-term on-the-job training
Tourism and Hospitality	Cooks, Restaurant	5848	6939	1091	623	1,714	\$22,602	Moderate-term on-the-job training
Transportation and Production	Sales Representatives, Wholesale and Manufacturing, Except Technical and	6472	7069	597	762	1,359	\$53,212	Moderate-term on-the-job training
Transportation and Production	Inspectors, Testers, Sorters, Samplers, and Weighers	1637	1856	218	178	397	\$34,880	Moderate-term on-the-job training
Transportation and Production	Team Assemblers	2708	2829	121	268	389	\$25,359	Moderate-term on-the-job training
Transportation and Production	Production, Planning, and Expediting Clerks	1676	1786	110	219	330	\$48,484	Moderate-term on-the-job training
Transportation and Production	Bus Drivers, School or Special Client	1668	1773	105	161	266	\$31,820	Moderate-term on-the-job training
Transportation and Production	Dispatchers, Except Police, Fire, and Ambulance	1203	1346	143	114	256	\$39,346	Moderate-term on-the-job training
Transportation and Production	Bus Drivers, Transit and Intercity	1298	1374	76	125	201	\$48,679	Moderate-term on-the-job training
Administrative and Support Services	Fitness Trainers and Aerobics Instructors	2522	2828	306	202	508	\$37,235	Postsecondary non-degree award
Administrative and Support Services	Firefighters	2143	2248	105	296	401	\$58,156	Postsecondary non-degree award
Construction	Welders, Cutters, Solderers, and Brazers	1196	1288	92	160	251	\$37,015	Postsecondary non-degree award
Healthcare and Support Services	Nursing Aides, Orderlies, and Attendants	7853	9164	1311	507	1,818	\$31,012	Postsecondary non-degree award
Healthcare and Support Services	Licensed Practical and Licensed Vocational Nurses	4157	4730	573	555	1,127	\$54,222	Postsecondary non-degree award
Healthcare and Support Services	Dental Assistants	3215	3480	264	338	602	\$36,894	Postsecondary non-degree award
Healthcare and Support Services	Emergency Medical Technicians and Paramedics	1027	1363	336	103	439	\$40,659	Postsecondary non-degree award
Healthcare and Support Services	Massage Therapists	1917	2172	256	156	411	\$26,431	Postsecondary non-degree award
Healthcare and Support Services	Medical Records and Health Information Technicians	843	969	127	85	211	\$41,188	Postsecondary non-degree award
Installation, Maintenance and Repair	Automotive Service Technicians and Mechanics	5600	5903	303	724	1,026	\$38,699	Postsecondary non-degree award
Installation, Maintenance and Repair	Telecommunications Equipment Installers and Repairers, Except Line Install	2846	3015	169	226	394	\$58,414	Postsecondary non-degree award
Installation, Maintenance and Repair	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	2089	2197	108	185	293	\$41,048	Postsecondary non-degree award
Installation, Maintenance and Repair	Bus and Truck Mechanics and Diesel Engine Specialists	1478	1540	62	160	222	\$42,567	Postsecondary non-degree award
Administrative and Support Services	Office Clerks, General	31693	33635	1942	2,803	4,745	\$33,759	Short-term on-the-job training
Administrative and Support Services	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	18850	20702	1852	1,776	3,628	\$25,554	Short-term on-the-job training
Administrative and Support Services	Customer Service Representatives	14878	16060	1182	2,113	3,294	\$34,919	Short-term on-the-job training
Administrative and Support Services	Landscaping and Groundskeeping Workers	9599	10548	948	848	1,796	\$24,117	Short-term on-the-job training
Administrative and Support Services	Teacher Assistants	10784	11354	570	1,216	1,786	\$29,742	Short-term on-the-job training
Administrative and Support Services	Receptionists and Information Clerks	6562	7247	685	993	1,678	\$27,987	Short-term on-the-job training
Administrative and Support Services	Secretaries and Administrative Assistants, Except Legal, Medical, and Execu	13247	13867	621	889	1,509	\$35,976	Short-term on-the-job training

**SECTOR/CLUSTER OCCUPATIONS
FORECAST DATA**

EXHIBIT 5

Administrative and Support Services	Security Guards	8834	9468	634	702	1,335	\$23,512	Short-term on-the-job training
Administrative and Support Services	Tellers	3118	3308	190	641	831	\$26,869	Short-term on-the-job training
Administrative and Support Services	Counter and Rental Clerks	4863	5023	160	553	713	\$26,653	Short-term on-the-job training
Administrative and Support Services	Billing and Posting Clerks	3659	3995	336	319	654	\$35,394	Short-term on-the-job training
Administrative and Support Services	Interviewers, Except Eligibility and Loan	2428	2624	196	242	438	\$39,225	Short-term on-the-job training
Administrative and Support Services	Human Resources Assistants, Except Payroll and Timekeeping	1768	1862	94	248	342	\$44,864	Short-term on-the-job training
Administrative and Support Services	Demonstrators and Product Promoters	1544	1596	52	225	277	\$29,225	Short-term on-the-job training
Administrative and Support Services	Refuse and Recyclable Material Collectors	897	1033	137	133	270	\$39,978	Short-term on-the-job training
Administrative and Support Services	Library Assistants, Clerical	895	940	45	201	246	\$30,347	Short-term on-the-job training
Administrative and Support Services	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	576	603	27	184	211	\$23,380	Short-term on-the-job training
Administrative and Support Services	Loan Interviewers and Clerks	1393	1463	71	129	200	\$39,054	Short-term on-the-job training
Construction	Construction Laborers	10267	10785	518	411	929	\$32,975	Short-term on-the-job training
Healthcare and Support Services	Personal Care Aides	9451	12229	2779	374	3,153	\$22,118	Short-term on-the-job training
Healthcare and Support Services	Home Health Aides	4276	5606	1330	276	1,606	\$22,247	Short-term on-the-job training
Tourism and Hospitality	Maids and Housekeeping Cleaners	19119	22029	2910	1,609	4,519	\$21,794	Short-term on-the-job training
Tourism and Hospitality	Hotel, Motel, and Resort Desk Clerks	1209	1383	174	241	416	\$21,584	Short-term on-the-job training
Tourism and Hospitality	Cooks, Institution and Cafeteria	1869	2048	179	199	378	\$27,149	Short-term on-the-job training
Transportation and Production	Heavy and Tractor-Trailer Truck Drivers	14891	17154	2263	1,481	3,744	\$37,511	Short-term on-the-job training
Transportation and Production	Laborers and Freight, Stock, and Material Movers, Hand	12965	14188	1223	2,072	3,295	\$27,275	Short-term on-the-job training
Transportation and Production	Stock Clerks and Order Fillers	12839	13494	654	1,595	2,249	\$24,901	Short-term on-the-job training
Transportation and Production	Packers and Packagers, Hand	4755	5052	297	680	977	\$21,809	Short-term on-the-job training
Transportation and Production	Light Truck or Delivery Services Drivers	6109	6475	367	607	974	\$31,171	Short-term on-the-job training
Transportation and Production	Shipping, Receiving, and Traffic Clerks	4270	4371	101	544	645	\$30,564	Short-term on-the-job training
Transportation and Production	Industrial Truck and Tractor Operators	3285	3463	178	465	643	\$35,087	Short-term on-the-job training
Transportation and Production	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	1303	1410	107	255	362	\$22,577	Short-term on-the-job training
Transportation and Production	Helpers--Production Workers	1376	1471	95	114	209	\$22,439	Short-term on-the-job training
Administrative and Support Services	First-Line Supervisors of Office and Administrative Support Workers	15771	16579	808	2,109	2,917	\$59,995	Work experience in a related occupation
Administrative and Support Services	Property, Real Estate, and Community Association Managers	10128	11240	1112	1,067	2,179	\$35,934	Work experience in a related occupation
Administrative and Support Services	Executive Secretaries and Executive Administrative Assistants	9258	9757	499	620	1,119	\$47,969	Work experience in a related occupation
Administrative and Support Services	Administrative Services Managers	2018	2156	138	250	387	\$87,846	Work experience in a related occupation
Administrative and Support Services	First-Line Supervisors of Personal Service Workers	1894	2039	145	229	374	\$29,269	Work experience in a related occupation
Administrative and Support Services	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping V	1291	1411	120	94	214	\$39,502	Work experience in a related occupation
Administrative and Support Services	Detectives and Criminal Investigators	1564	1594	31	175	205	\$74,338	Work experience in a related occupation
Construction	First-Line Supervisors of Construction Trades and Extraction Workers	5238	5419	181	604	785	\$59,285	Work experience in a related occupation
Installation, Maintenance and Repair	First-Line Supervisors of Mechanics, Installers, and Repairers	2355	2558	203	310	513	\$64,812	Work experience in a related occupation
Installation, Maintenance and Repair	First-Line Supervisors of Housekeeping and Janitorial Workers	2336	2430	95	161	256	\$32,568	Work experience in a related occupation
Tourism and Hospitality	First-Line Supervisors of Food Preparation and Serving Workers	6433	7273	839	682	1,521	\$27,111	Work experience in a related occupation
Tourism and Hospitality	Food Service Managers	3679	3657	-23	339	317	\$30,855	Work experience in a related occupation
Transportation and Production	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	1065	1229	165	109	274	\$44,887	Work experience in a related occupation
Transportation and Production	First-Line Supervisors of Transportation and Material-Moving Machine and V	1254	1350	96	129	225	\$55,027	Work experience in a related occupation
Transportation and Production	First-Line Supervisors of Production and Operating Workers	2002	2076	74	131	205	\$53,257	Work experience in a related occupation

EXHIBIT 6

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Sacramento, CA 95842
916.263.0656

Franklin BIC

7000 Franklin Boulevard, Suite 540
Sacramento, CA 95823
916.563.5155

Citrus Heights BIC

7011 Sylvan Road, #A
Citrus Heights, CA 95610
916.242.4116

Stockton Boulevard BIC

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John Ralston
Manager, Beutler
Advanced Comfort & Energy Systems
Division

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Career Fairs

Useful tool for finding qualified job seekers include the numerous career fairs and community events Sacramento Works takes part in.

Skills Assessment

Our skills assessment tools, like WorkKeys, can help you hire the right people, by assessing skills which you value as an employer.

LABOR MARKET INFORMATION

Find out about local market information from Sacramento Works, so that you can make better business decisions:

- Occupational Profiles, Titles and Definitions
- Wages and Benefits
- Employer Requirements
- Supply/Demand Assessments
- Employment Trends
- Training Providers

CUSTOMIZED TRAINING PROGRAMS

Sacramento Works, in partnership with the Employment Training Panel and local educational entities, can offer training to your current employees.

TAX CREDITS

Let us help you find out the latest hiring tax credit information, which may save your company money. You may also be eligible for Federal Work Opportunity Tax Credits (WOTC) or State (Enterprise Zone and LAMBRA) tax credits.

SACRAMENTO ENTERPRISE ZONE

Sacramento Works' Employer Services partners with the City and County of Sacramento, the City of Rancho Cordova and the region's economic development agencies to provide services to employers who want to take advantage of the business and hiring credits offered by the Sacramento Enterprise Zone and LAMBRA. To see if your business is in the 'Zone' or to find out how much of a credit your business could earn, visit www.SacEZ.org.

ON-THE-JOB TRAINING (OJT)

OJT is perfect for employers to train an employee for a full-time permanent position, while saving up to 50% on the employee's wages.

DISABILITY PROGRAM NAVIGATOR (DPN) SERVICES

Get free one-on-one consulting services to help you access disability awareness training, information on reasonable accommodations, information on tax credits, and obligations and rights under the ADA (Americans with Disabilities Act).

RAPID RESPONSE TEAM

Sacramento Works also provides resources for your business if it is facing cutbacks, downsizing or closure. We can help your employees find new jobs and receive training, so that they are connected with re-employment and training networks.

“I'm proud of our relationship with Sacramento Works. Together we're placing nursing graduates in a meaningful career at BloodSource.”

Candace Judson, RN, MSN
Vice President, Collections
BloodSource



“Northern Sheets needed to hire workers for our new plant, and we called Sacramento Works.”

Guy DeYoung
President and General Manager
Northern Sheets

CALL US AT
877-920-JOBS

or visit us online at
www.sacramentoworks.org

Sacramento Works can work for you!

EXHIBIT 7
REGIONAL WIB AD

GREATER SACRAMENTO REGIONAL WORKFORCE



Working for You.

The Greater Sacramento Regional Workforce System is a regional partnership efficiently providing businesses the information and staff they need to succeed.

Our four partner organizations cover Sacramento, Placer, El Dorado, Alpine, Sutter, Yuba and Yolo Counties. For more information about the services we provide in your area, contact the agency nearest you.



EMPLOYEE RECRUITMENT



SMALL BUSINESS ASSISTANCE



TAX CREDIT PROGRAMS



FINANCIAL RESOURCES

SACRAMENTO COUNTY

Sacramento Works, Inc.
 Kathy Kossick
 Executive Director
 (916) 263-3800
www.sacramentoworks.org

PLACER, EL DORADO, AND ALPINE COUNTIES

Golden Sierra Workforce Investment Board
 Jason Buckingham
 Executive Director
 (530) 823-4635
www.goldensierawib.com

SUTTER AND YUBA COUNTIES

North Central Counties Consortium Workforce Investment Board
 Nancy Crooks
 Executive Director
 (530) 822-7145
www.northcentralcounties.org

YOLO COUNTY

Yolo County Workforce Investment Board
 Tanya Provencher
 Executive Director
 (916) 375-6318
www.yoloworks.org

EXHIBIT 8
LEVERAGED FUNDING

LEVERAGED RESOURCES

On-the-Job Training (OJT) National Emergency Grant (NEG) funding received from EDD/DOL. SETA received \$577,000 in to serve 82 Long-term Unemployed Dislocated Workers (unemployed over 21.5 weeks) in FY2012-2013.

On-the-Job Training/Subsidized Employment (OJT) from the Sacramento County Department of Human Assistance. SETA received \$1,654,500 to provide 378 CalWORKs Welfare-to-Work (WTA) recipients with OJTs increasing their employability by connecting them with employers in demand occupations who will provide training to eliminate skills caps, provide a subsidized wage for the duration of training, and offer unsubsidized employment following the completion of training.

One-Stop Share of Cost Revenue from the Sacramento County Department of Human Assistance. The Workforce Investment Act requires that One-Stop partners contribute a share of the costs of the One-Stop System proportionate to the use of the system by individuals attributable to the partner program. Since 2003, SETA has entered into an agreement with the County of Sacramento, Department of Human Assistance (DHA) to provide One-Stop Services to CalWORKs customers. In the current fiscal year, DHA has contracted with SETA for up to \$4,000,000, based on the percentage of the customers served that receive CalWORKs and the total cost of the system. The DHA one-stop share of cost contract has been used to increase the amount of funding available for Individual Training Accounts and supportive services for CalWORKs recipients served in the Career Center system.

Employment Training Panel Special Employment Training Program. Under a Special Employment Training (SET) grant funded by the State of California's Employment Training Panel (ETP), SETA, in partnership with Asher College (formerly Tech Skills of Sacramento) and the Sacramento/Sierra Small Business Development Council (SBDC), received \$627,322 to provide entrepreneurial training to 20 business owners, and vocational skills training to 113 new hires, including veterans, ex-offenders and at-risk youth. The entrepreneurial training topics include, but are not limited to, Business Planning/Analysis, Marketing, Accounting and Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis. Vocational skills training offered by Asher College under the SET Program includes Advanced Technology, Pharmacy Technician, Medical Billing and Coding, and General Administrative Business Skills, all of which are demand occupations.

WIA Veterans Employment Assistance Program (VEAP). In July, 2012 SETA, American River College (ARC), the Sacramento Veterans Resource Center (SVRC), Pacific Gas and Electric Company (PG&E) and the Sacramento Municipal Utility District (SMUD), were funded for a Veterans Employment Assistance Program (VEAP) training and employment pathway in the energy/utility sector for recently separated veterans, leading to jobs at PG&E and other utility companies as utility and gas line installation and repair workers. Under this initiative, SETA received \$500,000 for recruiting, assessing, pre-screening, and enrolling 50 veterans for the VEAP PG&E Power Pathways program. SETA provides the case management, supportive services, follow-up and retention services for the students while they participate in ARC's Utility and Gas Line Worker certificate programs, which are college-credited courses. Graduates of the programs will receive a PG&E Power Pathways Utility Line or Gas Line Worker Certificate. PG&E and other utilities are positioned to hire qualified program graduates of the Power Pathways Utility Line Worker course.

Ticket-to-Work. As an approved Employment Network of the Social Security Administration's Ticket-to-Work (TTW) program, SETA offers employment and training services through the SWCC system in collaboration with Crossroads Diversified's Employment Services, EDD, the

California Department of Rehabilitation, the Veterans Resource Center, the California Foundation for Independent Living Centers, and the Traumatic Brain Injury Network. To promote inclusion, the TTW program is fully integrated into the SWCC system, giving beneficiaries access to the same services as all job seekers. To ensure that job seekers with disabilities can access all of these services, SSI and SSDI beneficiaries are provided with an additional orientation to familiarize them with the Ticket to Work program and SWCC services. In 2012-2013 SETA earned \$53,000 in Ticket to Work funds and provided ITA's and job placement services to 11 customers.

WIA 25% Additional Assistance Funds. SETA participated in the California Multi-Sector Workforce Partnership, a partnership between the South Bay Workforce Investment Board (SBWIB), Inc. and 14 local Workforce Investment Boards throughout California.. SETA will receive \$5.9 million to address the retraining and employment needs for 17 employer mass job dislocation events affecting over 832 workers from a range of occupations impacting multiple industries.

EXHIBIT 9

SWI CRITICAL OCCUPATIONAL SECTORS/CLUSTERS

SWI CRITICAL OCCUPATIONAL SECTORS/CLUSTERS 2013/14

- Administrative and Support Services
- Agriculture, Food and Hospitality
- Construction and Clean Energy Technology
- Healthcare and Life Sciences
- Information and Communications Technology
- Installation, Maintenance and Repair
- Transportation, Production, and Manufacturing

EXHIBIT 10
OJT BROCHURE



THE OJT PROGRAM IS FUNDED BY:

Workforce Investment Act / National Emergency Grant
Sacramento County Department of Human Assistance Cal Works Program

On-The-Job Training Wage Subsidy Program



SACRAMENTOWORKS

925 Del Paso Boulevard, CA 95815
(877) 920-JOBS
www.sacramentoworks.org



Helping Employers Reduce Payroll Costs.

Helping Our Community Get Back To Work.

On-The-Job Training Wage Subsidy Program

EXHIBIT 10



“*When Beutler needed to hire for its new Energy Efficiency Division, we contacted Sacramento Works. They helped us find the Home Energy Auditors and Raters that we needed to expand our green business.*”

— John Ralston
Manager, Beutler
Advanced Comfort & Energy Systems Division

What is the On-The-Job Training Program?

The On-The-Job Training Program is a wage subsidy program providing employers a wage reimbursement for hiring eligible employees and training them for a maximum of six months in a new job.

How does a business or agency participate?

Since this is a direct hire, the business makes the final decision on the appropriate candidate for the position. The business or agency is required to submit an invoice in order to receive reimbursement for the wages paid to the employee.

Who are the eligible candidates?

Candidates are men and women who may have marketable skills but are currently out of work. For those with limited work history, this employment will give them an opportunity to obtain practical work experience. Participants are considered employees in your company and must comply with your business standards.

How many hours may candidates work?

Wage reimbursement may be paid up to 40 hours per week. Wages are paid at the standard wage for the position in the company. Wages must be at or above California minimum wage.

Can my business select the candidates?

Yes. Although candidates will be referred to the employer for an interview based on the job description, the final hiring decision is the responsibility of the employer. The selected candidate will follow customary hiring practices required for all new hires within the company.

Are there any restrictions on the types of work to be performed under the On-The-Job Training Program?

Our goal is to match the candidate's skill and employment interests with an appropriate job opening. Employers must be in compliance with all federal and state workplace requirements. Employers may not fill vacancies due to layoffs in the past 120 days or positions funded by federal or state dollars.

Is there a limit on how many candidates my company can hire?

The number of candidates may be limited to ensure proper supervision and meaningful work experience is provided.

What paperwork is involved?

Each worksite completes an On-The-Job Training contract (four page document) and will submit copies of time cards and payroll records to receive reimbursement.



EXHIBIT 11

LIST OF YOUTH PROVIDERS

WIA Individualized youth services

OUT OF SCHOOL YOUTH		
Provider Name	# served	Area/Location
Asian Resources, Inc.	56	Citrus Heights, Central & South Sac.
California Indian Manpower Consortium, Inc.	20	Sacramento County
Elk Grove Unified School District	50	Elk Grove & South Sacramento
La Familia Counseling Center, Inc.	60	South & Central Sacramento
North State Building Industry Foundation	35	All county - focused on north
Sacramento City Unified School District	40	South and East Sacramento
Wages for SacWorks high risk youth programs	25	Sacramento County
Subtotal - Out-of-School	261	
IN SCHOOL YOUTH		
Provider Name	# served	Area/Location
City of Sacramento – Dept. of Parks & Rec.	60	City of Sacramento
Sacramento Chinese Community Service Center	80	South & North Sacramento
Crossroads Diversified Services, Inc.	50	Rancho Cordova & Citrus Heights
Soil Born Farms Urban Agriculture Project	20	Rancho SWCC/Rosemont, Florin-Perkins & Oak Park
Wages for youth in SacWorks HS to College/Career Pathways programs	25	Twin Rivers USD & San Juan USD
Subtotal - In School	235	

Universal Youth Specialist Services at the Sacramento Works Career Centers/other community locations

Universal Services		
Provider	# Served	Location
Asian Resources, Inc.	440	Midtown
Crossroads Diversified Services, Inc.	440	Citrus Heights
Sacramento Chinese Community Service Center, Inc.	440	South Sacramento*
La Familia Counseling Center, Inc.	440	South Sacramento City
Sacramento City Unified School District	440	South Sacramento
Crossroads Diversified Services, Inc.	440	Rancho Cordova
Elk Grove Unified School District	440	South Sacramento County
Greater Sacramento Urban League	440	North Sacramento

EXHIBIT 12

SWI BOARD ROSTER

Sacramento Works, Inc. Board Members

Larry Booth

President
Frank M. Booth, Inc.

Leslie Botos

Vice President
Blood Source

Brian Broadway

Business and Community Liaison
Sacramento Job Corps Center

Bill Camp

Executive Secretary
Sacramento Central Labor Council

Paul Castro

Interim Director of Farmworker Services
California Human Development Corporation

Lynn R. Conner

President
Parasec

Michael Dourgarian

Workforce Consultant
MDDV, Inc.

Diane Ferrari

Chief, Northern Job Service Division
Employment Development Department

Troy Givans

Manager
Economic Development and Intergovernmental Affairs
County of Sacramento

David W. Gordon

Superintendent
Sacramento County Office of Education

Jason Hanson

President/CEO
Sierra Pacific Home and Comfort, Inc.

Lisa Harr
Staffing Supervisor
Vision Service Plan

Noah Harris
Director
Veterans Business Outreach Center

Barbara Hayes
Executive Director
SACTO

Thomas P. Kandris
CEO/Managing Partner
American River Packaging

Matthew Kelly

Gary R. King
Chief Workforce & Technology Officer
Sacramento Municipal Utility District

Daniel Koen
Negotiations & Organization Development Specialist
California Teachers Association

Kathy Kossick
Executive Director
Sacramento Employment & Training Agency

Steven M. Ladd, Ed.D
Superintendent
Elk Grove Unified School District

Paul Lake
Director
County Department of Human Assistance

Frank A. Louie
Integrated Sales Manager
Xerox Corporation

Joanne Mahaney-Buehler
Program Manager
Area 4 Agency on Aging

Elizabeth McClatchy
President & CEO
The Safety Center, Inc.

Dennis Morin
Director
Sacramento Area Electrical Training Center

Roger Niello
President/CEO
Sacramento Metropolitan Chamber of Commerce

Jay Onasch
District Administrator
California Department of Rehabilitation

Kim Parker
Executive Director
California Employers Association

Martha Penry
Area Director
California School Employees Association

Deborah Portela
Administrator
Casa Coloma Health Care Center

Jonathan Raymond
Superintendent
Sacramento City Unified School District

Maurice Read
Consultant
Sac. Sierra Building & Construction Trades Council

Lorenda T. Sanchez
Executive Director
California Indian Manpower Consortium

Anette Smith-Dohring
Program Manager/Workforce Development
Sutter Health: Sacramento Sierra Region

Michael R. Testa

Executive Vice President
Sacramento Convention and Visitors Bureau

Dr. Dan Throgmorton

Associate Vice Chancellor, Workforce & Economic Development
Los Rios Community College District

Terry A. Wills, Esq

Partner
Cook Brown, LLP

Rick Wylie

President
Beutler Corporation

David P. Younger

Principal/Vice-President
Lionakis Design Group

EXHIBIT 13
REQUESTED WAIVERS

LIST OF REQUESTED WAIVERS

The following is a list of SETA's/SWI's requested waivers:

- **Eligibility of Training Providers** - The waiver of the time limit on the period of initial eligibility for the State's Eligible Training Provider List (ETPL) of vocational training providers. This waiver encourages broader participation on the ETPL and minimizes the management burden for the local areas.
- **Common Measures** - The waiver to permit the State to replace the 17 performance measures under WIA Section 136(b) with Department of Labor (DOL) Common Measures.
- **Incumbent Worker Training (IWT)** - The waiver to permit local areas to use up to 10% of their adult and dislocated worker funds for IWT as part of a lay-off aversion strategy. Training delivered under this waiver is restricted to skill attainment activities.
- **Customized Training** - The waiver of the required 50% employer contribution for customized training. This waiver permits the use of a sliding scale for the employer contribution based on the size of the business.
- **Transferability of Adult and Dislocated Worker Formula Funds** - The waiver to limit the allowable transfer amount between adult and dislocated worker funding streams to 50 percent.
- **Individual Training Accounts** - The waiver of the prohibition to use Individual Training Accounts (ITA) for older and out-of-school youth. This waiver offers youth who are determined not to follow an academic track, and are instead focused on employment, to have the same advantages of ITAs as adults and dislocated workers.
- **Increase in Employer Reimbursement for On-the-Job Training**
This approved waiver of Section 101(31)(B) of the WIA permits up to 90 percent wage reimbursement to OJT employers. Reimbursement will be based on a sliding scale according to the following employer size:
 - Up to 90 percent of a participant's wage rate for an employer with 50 or fewer employees
 - Up to 75 percent of a participant's wage rate for an employer with 51-250 employees

- Up to 50 percent of a participant's wage rate for an employer with more than 250 employees.

- **Use of Rapid Response Funds to Conduct Incumbent Worker Training (IWT) Activities**

This approved waiver of Section 134(a)(1)(A) of the WIA permits a portion of Rapid Response (RR) funds to be used for IWT activities. Under this waiver SETA will use up to 20 percent of its RR funds for IWT only as part of a lay-off strategy. Training delivered under this waiver will be restricted to skill attainment activities.

Implementation of waivers is contingent upon the U.S. Department of Labor's approval of the CWIB's requested waivers

EXHIBIT 14

LIST OF SERVICES (EACH SWCC)

<p>FRANKLIN ONE-STOP SUMMARY CHART FY 2012/2013 Host Agency: Sacramento Employment & Training Agency Address: 7000 Franklin Blvd., Ste. 540 Sacramento, CA 95823</p>	<p>Geographic Area Served: 95758, 95832, 95820, 95822, 95824, 95823, 95828, 95823, 95829, 95758, 95838, 95817</p>	<p>Target Population: Franklin Career Center services all populations including low income; CalWORKs; Youth/Foster Youth; Ex-felon; Dislocated Workers; low-skilled and/or low-literacy; disabilities and mental illness; refugee; Russian; South East Asian; and Hispanic population</p>	<p>Drivers: Collaborative with DHA, Los Rios CRC and Sac City, Visions Unlimited, DOR, SHRA, EDD, Sac Chinese, Job Corp, Crossroads Work with Florin Road Partnership/various local employers.</p>				
ACTIVITIES/PARTNERSHIPS		STAFF	VALUE *		LEVERAGED FUNDING	CURRENT SETA FUNDING	
<p>Provides core and intensive services at SWCC - Franklin:</p>							
<ul style="list-style-type: none"> •State of California/DOR •County of Sacramento/DHA •Sacramento Job Corp Center •State of California/EDD •Sacramento Local Conservation Corp •AARP •Pride Industries 	<ul style="list-style-type: none"> •Sacramento Employment & Training Agency •Los Rios Cosumnes River College and Sac City (Welding, Weatherization, Energy Home Auditor, Help Desk, and Bookeeping) •Crossroads •Fathers and Families 	SETA	9.20	\$708,400	DHA leverages a portion of Lease for this site: \$74,904	9.2 SETA Staff: \$708,400	
		DHA	7.00	\$539,000			
		DOR	0.25	\$19,250			Talent Development Scholarships: \$155,000
		EDD	0.40	\$30,800			
		SCCSC	4.00	\$308,000			US Youth: \$86,500 (SCCSC)
		CROSSROADS	4.00	\$308,000			ISY: \$232,243 (SCCSC)
		AARP	1.00	\$77,000			(3 Staff - 64% of \$362,880)
<p>Activities/Strengths beyond core and intensive training services:</p>						SETA share of Lease: \$74,904	
<ul style="list-style-type: none"> •Refer job applicants to Florin Road Partnership •Focus on Green Trades and Construction Industries •Bi-Lingual Staff •Youth Services •Career Fairs •Access to Social Services on Site •Los Rios Community College - Green Technology training •On-The-Job Training •WIA/NEG •Casemanagement •Support Services •Workshops •Employer Orientations 							
		Total Staff	25.85				

* One FTE + Fringe = \$77,000

GALT ONE-STOP SUMMARY CHART FY 2012/2013 Host Agency: Sacramento Employment & Training Agency Address: 1000 C Street, Suite 100 Galt, CA 95632	Geographic Area Served: 95612, 95632, 95638, 95641, 95690, 95693, 95639, 95680, 95210, 95686, 95258, 95240, 95220, 95237, 95242, 95615, 95624	Target Population:	Drivers: Geographically isolated community Partnership with Galt Rotary Club and Galt Chamber of Commerce			
ACTIVITIES/PARTNERSHIPS		STAFF	VALUE *		LEVERAGED FUNDING	CURRENT SETA FUNDING
Provides staff assisted Services at SWCC-Galt: <ul style="list-style-type: none"> •State of Californian/EDD •Area 4 Agency on Aging/SCSEP •California Development Corporation •County of Sacramento/DHA <ul style="list-style-type: none"> •Galt Chamber of Commerce •South County Services •Galt Joint Unified High School District •Cover the Kids (CTK) Activities/Strengths beyond core and intensive training services: <ul style="list-style-type: none"> •Translation Services •One-on-One Bilingual Workshops •Social Media Workshop •How to Effectively Apply for Government Jobs Workshop Three part Workshop includes: 1. How to Apply Online; 2. How to Gear Resume for Government Jobs; 3. Interviewing Skills for Government Jobs (includes mock interviews)		SETA CHDC DHA EDD CTK Total Staff	6.00 0.20 2.50 0.25 0.20 9.15	\$462,000 \$15,400 \$192,500 \$19,250 \$15,400	DHA leverages a portion of Lease: \$20,000	6 SETA Staff: \$462,000 Talent Development Scholarships: \$75,000 SETA portion of Lease: \$44,798

* One FTE + Fringe = \$77,000

HILLSDALE ONE-STOP SUMMARY CHART FY 2012/2013 Host Agency: Sacramento Employment and Training Agency Address: 5655 Hillside Blvd., Suite 8 Sacramento, CA 95842	Geographic Area Served: 95608, 95660, 95628, 95652, 95659, 95678, 95746, 95747, 95765, 94821, 95841, 95842, 95843 Antelope, Hillside, Rio Linda, Foothill Farms, North Highlands	Target Population: TANF/CalWORKs, Disabled, Ex-Offenders, Refugees, Non-English speaking, Dislocated Workers, Youth, Job Seekers, Employers, Small Business Owners	Drivers: Highest CPS rate in county Serves TANF/CalWORKs and special populations; Non-English speaking; at-risk/offender youth; Foster Youth; low-income adults Partnerships with the Small Business Community and Hispanic Chamber of Commerce			
ACTIVITIES/PARTNERSHIPS		STAFF	VALUE *		LEVERAGED FUNDING	CURRENT SETA FUNDING
Provides staff assisted Services at SWCC-Hillside:						
<ul style="list-style-type: none"> •County of Sacramento/DHA •County of Sacramento/DHHS •Small Business Administration (SBA) •Small Business Development Center •Sacramento Chinese Community Ctr. •Americorps 	<ul style="list-style-type: none"> •AARP •North State BIA •Sacramento Employment & Training Agency •State of California/EDD (Job Services/Veteran Services) •Regional Children's Health Project (City of Sacramento) 	SETA	18.00	\$1,386,000	DHA leverages a portion of Lease for this site: \$116,930	18 SETA Staff: \$1,339,800
		DHA	12.00	\$924,000		Talent Development Scholarships: \$200,000
		DHHS	3.00	\$231,000		
		NSBIA	1.00	\$77,000		
		SCCSC	1.50	\$115,500		
		AARP	0.90	\$69,300		
		EDD	0.60	\$46,200		
		RCHP	0.20	\$15,400		
		SBA	0.20	\$15,400		
		U.S. PROBATION	0.05	\$3,850		SETA portion of Lease: \$116,930

* One FTE + Fringe = \$77,000

EXHIBIT 15

SWI AND CLEO OPERATING AGREEMENT

**OPERATING AGREEMENT BETWEEN THE SACRAMENTO LOCAL AREA
WORKFORCE INVESTMENT BOARD AND THE SETA GOVERNING
BOARD, CHIEF LOCAL ELECTED OFFICIAL FOR THE SACRAMENTO
LOCAL AREA**

THIS AGREEMENT, dated for convenience June 30, 2000, is made and entered into by and between the Private Industry Council of Sacramento, Inc., which has been designated as a Transitional Workforce Investment Board under the Workforce Investment Act ("WIA") and is hereinafter referred to as WIB, and the Sacramento Employment and Training Agency, hereinafter referred to as SETA.

WHEREAS, on August 7, 1998 the WIA was enacted as Public Law Number 105-220 and became effective; and,

WHEREAS, the WIA authorizes the expenditure of funds for job training and related activities in locally determined Workforce Investment Areas; and,

WHEREAS, in or about March, 1999 the Sacramento County Board of Supervisors and the Sacramento City Council authorized the submission of an application to the State of California, which application was submitted and sought designation of the SETA Governing Board as the Chief Local Elected Official (LEO), Grant Recipient and Fiscal Agent of the Sacramento Workforce Investment Area, designation of the County of Sacramento, including the incorporated cities within its boundaries, as the Sacramento Workforce Investment Area, and designation of the Sacramento Private Industry Council, Inc. (PIC) as the Transitional Workforce Investment Board (Transitional WIB) for the Sacramento Workforce Investment Area; and,

WHEREAS, in or about January, 2000 the State of California approved this application and designated the SETA Governing Board as the LEO, Grant Recipient and Fiscal Agent of the Sacramento Workforce Investment Area, designated the County of Sacramento, including the incorporated cities within its boundaries, as the Sacramento Workforce Investment Area and accepted the designation of the PIC as the Transitional WIB for the Sacramento Workforce Investment Area; and,

WHEREAS, the Sacramento Private Industry Council, Inc. is a duly formed and registered California Not For Profit 501(c)(3) Corporation, having its principal place of business in Sacramento, California; and,

WHEREAS, the WIA contains a number of separate provisions which specify the responsibilities of the WIB and the LEO under the WIA; and,

WHEREAS, in some instances the WIB and the LEO must concur to take action, while in other instances the WIB or the LEO may recommend to the other that certain actions be taken; and,

WHEREAS, the interim federal regulations implementing the WIA authorize local Workforce Investment Boards and Chief Local Elected Officials to enter into written agreements regarding their respective roles and responsibilities under the WIA; and,

WHEREAS, the type of partnership mandated by the WIA has existed in the Sacramento Workforce Investment Area under both the Job Training Partnership Act and the Comprehensive Employment and Training Act between WIB and SETA; and,

WHEREAS, the Personal Responsibility and Work Opportunity Reconciliation Act of 1996, commonly referred to as Welfare to Work ("WTW"), was amended by Public Law 105-277 in October, 1998 to conform WTW with the WIA and to provide that the expenditure of WTW formula funds in a workforce investment area shall be made by the local Workforce Investment Board in coordination with the Chief Local Elected Official; and,

WHEREAS, the parties desire to enter into a written agreement to outline their respective roles and responsibilities under the WIA and WTW and to formulate and adopt certain policies and procedures which allow them to take concurrent actions, or in the case of disagreement, provide a mechanism for resolution of any dispute between the two parties and also which allows them a mechanism for recommending actions to each other for consideration.

NOW THEREFORE, the parties hereto agree as follows:

1. The general purpose of this Operating Agreement is to define the methods by which the parties hereto shall work together to administer, supervise, and direct the operation of a local workforce investment system and expenditure of WTW formula funds within the local workforce investment area defined as Sacramento County, California.
2. The terms of this agreement shall commence on June 30, 2000 and shall remain in full force and effect until modified in writing by the mutual agreement of both parties hereto, terminated by mutual agreement of both parties hereto, terminated by a court of competent jurisdiction, terminated by operation of law, or terminated by the unilateral written withdrawal of either party hereto after thirty (30) days written notice to the other.
3. Consistent with the requirements of the WIA, the parties have selected SETA as the one-stop operator for the Sacramento Workforce Investment Area.

4. Consistent with the requirements of WTW, the parties shall make every reasonable effort to reach concurrence in the expenditure of WTW formula funds. To the extent required under the WIA, the parties shall make every reasonable effort to reach concurrence with regard to any matters wherein concurrence of the LEO and the WIB is required under the WIA. This shall include, but is not necessarily limited to, the following:

- Development of a local plan.
- Appointment of youth council members.
- Development of a local WIB budget.
- Oversight of local programs.
- Development of local performance measures.

5. Although the WIA does not require concurrence, the parties agree to make every reasonable effort to reach concurrence on the following matters:

- Selection of youth providers.
- Identification of providers of training services.
- Identification of providers of intensive services if one-stop operator does not provide services.

6. The responsibility for appointment and removal of WIB members rests solely with the LEO. Nevertheless, the parties recognize that an active, qualified WIB is an important component for success of the local WIA plan. Accordingly, the WIB shall participate in the appointment process by recruiting qualified individuals and encouraging such individuals to apply for appointment. The LEO agrees to actively seek WIB participation in the recruitment process and to consult with the WIB regarding the recruitment efforts of WIB members. The LEO may remove any member of the WIB, with or without cause, at any time. In addition, the WIB may, at any time, submit a recommendation to the LEO for the removal of any WIB member. Prior to removal of any member of the WIB, the LEO shall notify the WIB of the time and place of the meeting at which such action will be considered. The WIB may submit any advice or recommendations regarding such removal to the LEO at or before such meeting.

7. As to other matters which either party is required to carry out pursuant to the WIA, the parties agree to keep each other informed and at all times to endeavor to carry out such assignments, tasks, duties or responsibilities with the advice of the other party. However, the parties agree and recognize that the LEO is solely responsible as the fiscal agent in this local workforce investment area, and as such, has the sole authority and discretion to enter into, amend, modify, or terminate any contracts for which it shall bear such fiscal responsibility and accountability and to take all other actions related thereto.

8. The parties hereto agree that they shall not take any action which requires concurrence without the concurrence of the other party.

9. In the event that in the ordinary course of business the parties are unable to obtain concurrence on a particular item referenced in Paragraphs 4 or 5, above, then the item, together with a statement explaining the rationale of the board which failed to concur, shall first be returned to the originating board for consideration of the item with any proposed revisions. If concurrence is still not obtained, then the chairperson of each board shall appoint two members to a committee, which shall meet and confer together with such staff, professional advisors and other persons as each member of the committee deems necessary, and attempt to resolve the issues separating the boards and preventing concurrence. The referral of any non-concurrence item to the committee shall be undertaken expeditiously. The chairperson of each board shall have the authority to appoint and remove the members of the committee for their respective board.

The committee shall report back to each respective board at the next board meeting after the appointment of the committee. If after a report back by the committee to each respective board, the boards still cannot reach concurrence, then the matter shall be deemed non-concurring, and the plan, selection, appointment, identification, development, expenditure or oversight for which concurrence could not be obtained shall be deemed withdrawn, a new and different proposal shall be introduced to the respective boards for concurrence and the process shall begin anew.

10. The parties hereto shall take no part in the management or control of the other party's business or operation and shall have no right or authority to act for the other party. The parties shall have no right to be consulted with respect to any decisions or other affairs of the other party, or to vote on matters other than the matters on which both parties may vote as set forth in this agreement.

11. This document is not intended to create a joint venture, partnership, corporation, association, limited partnership, limited liability company or any other entity, and no party shall, as a result of this agreement, have any authority to bind the other party or to subject it to liability to third persons in matters which are within the scope of this Agreement and effort. Each party hereto retains its status as an independent entity with absolute discretion and control over its assets and liabilities, independent of this agreement.

12. Each party shall be entitled to adopt its own internal procedures, operating rules and policies with regard to meetings of its board and to conduct its meetings independent of the other. Neither party shall be accountable to, nor responsible for, nor bound by the acts of the other party's board, agents, employees, advisors, consultants, or independent contractors.

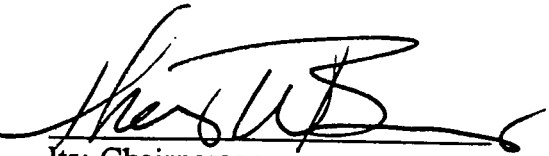
13. Each party shall be free to maintain its own separate principal place of business or office.

Executed by each party on the dates identified below.

Dated: 7/12/2000

“WIB”

**PRIVATE INDUSTRY COUNCIL OF
SACRAMENTO, INC.**

By: 
Its: Chairperson

Dated: 7/20/00

“LEO”

**GOVERNING BOARD OF THE
SACRAMENTO EMPLOYMENT
AND TRAINING AGENCY**

By: 
Its: Chairperson

EXHIBIT 16

CAREER CENTER SERVICES BROCHURE



SACRAMENTOWORKS

SACRAMENTO WORKS ONE STOP CAREER CENTERS

Your Workforce Resource



We have the tools and training to help you find your ideal job.

CAREER CENTER SERVICES

Sacramento Works One Stop Career Centers provide job seekers with a variety of services to fit their needs. Located throughout Sacramento County (see reverse), Sacramento Works One Stop Career Centers can help you develop your skills and find a new career.

JOB SEEKER SERVICES

One Stop Career Centers provide:

- Job announcements
- Employer recruitment events
- Resume assistance
- Computers with internet access
- Telephones
- Fax machines
- Copiers
- Reference materials
- Career assessment
- Coaching and career planning

Not only can we help you get a job, Sacramento Works One Stop Career Centers can also assist you in developing the knowledge, technical skills and interpersonal skills you will need to get the best job possible through our:

- Apprenticeship opportunities
- On-the-job training programs
- Vocational training programs
- Youth employment services
- Workshops, including: Resume Writing, Skills Assessment, Computer Literacy, Time Management, and much more

SACRAMENTO WORKS ONE STOP CAREER CENTERS

(916) 263-3800 • www.sacramentoworks.org



SACRAMENTOWORKS

SACRAMENTO WORKS ONE STOP CAREER CENTERS

Your Workforce Resource

LOCATIONS

Call or visit your local Sacramento Works One Stop Career Center today to see how we can help you!

Broadway

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

Citrus Heights

7011 Sylvan Road, Suite A
Citrus Heights, CA 95610
(916) 676-2540

Franklin

7000 Franklin Boulevard,
Suite 540
Sacramento, CA 95823
(916) 563-5151

Galt

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

Greater Sacramento Urban League

3725 Marysville Boulevard
Sacramento, CA 95838
(916) 286-8623

Hillsdale

5655 Hillsdale Boulevard,
Suite 8
Sacramento, CA 95842
(916) 263-4100

La Familia

5523 34th Street
Sacramento, CA 95820
(916) 452-3601

Lemon Hill

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

Mark Sanders

2901 50th Street
Sacramento, CA 95817
(916) 227-0301

Rancho Cordova

10381 Old Placerville
Road, Suite 150
Sacramento, CA 95827
(916) 563-5147

South County

8401-A Gerber Road
Sacramento, CA 95828
(916) 525-4717

SACRAMENTO WORKS CAN WORK FOR YOU!

EXHIBIT 17

**NONDISCRIMINATION EQUAL OPPORTUNITY
PROCEDURES DIRECTIVE**



January 11, 2013

GOVERNING BOARD

DON NOTTOLI

Board of Supervisors
County of Sacramento

BONNIE PANNELL

Councilmember
City of Sacramento

JAY SCHENIRER

Councilmember
City of Sacramento

SOPHIA SCHERMAN

Public Representative

JIMMIE YEE

Board of Supervisors
County of Sacramento

KATHY KOSSICK

Executive Director

925 Del Paso Blvd., Suite 100
Sacramento, CA 95815

Main Office
(916) 263-3800

Head Start
(916) 263-3804

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

To: Program Managers, SETA Funded WIA Service Providers, Site Supervisors, Sacramento Works Career Center (SWCC) Staff

From: Kathy Kossick, Executive Director

RE: Nondiscrimination and Equal Opportunity Procedures

WIA Directive #IS5-08. Rev 1

The purpose of this directive is to provide guidance regarding requirements from the State of California, Employment Development Department regarding Nondiscrimination and Equal Opportunity Procedures for customers served through the Workforce Investment Act. This Workforce Services Directive (WSD07-6) updates the State's policy on the nondiscrimination and equal opportunity procedures. It also issues a standard discrimination complaint form that is now available for use by the workforce development community when processing a discrimination complaint.

This SETA WIA Directive has been developed to ensure that SETA staff and subgrantees are meeting all Notice and Communication Requirements in regards to nondiscrimination and equal opportunity.

Initial and continuing notice of nondiscriminatory practices (Attachment 1 and 2) must be:

- Posted in prominent locations;
- Disseminated in internal memoranda and other written or electronic communications;
- Included in handbooks and manuals, brochures, broadcasts, and other communications;
- Made available to each participant,
- A copy of the WIA addendum acknowledging receipt of the non-discrimination must be scanned into the SacWorks system
- Posted at heights that can be read easily by all customers, including wheel-chair bound customers
- Posted in both English & Spanish languages
- Read to customers who are visually impaired

At enrollment, the customer must receive and review a WIA Complaint/Grievance Procedures Form, and sign the WIA addendum attesting to receipt.(Attachment 3)

- SWCC staff will provide the original to the customer and make a copy for the file.

A Discrimination Complaint Form (Attachment 4) must be made available to the customer if the customer believes that a violation of the requirements of the Workforce Investment Act has occurred.

EQUAL OPPORTUNITY IS THE LAW

It is against the law for this recipient of federal financial assistance to discriminate on the following bases:

Against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and

Against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIA Title I financially assisted program or activity.

The recipient must not discriminate in any of the following areas:

Deciding who will be admitted, or have access, to any WIA Title I financially assisted program or activity;

Providing opportunities in, or treating any person with regard to, such a program or activity; or

Making employment decisions in the administration of, or in connection with, such a program or activity.

La Igualdad De Oportunidades Es La Ley

Es contra la ley que este recipiente de asistencia financiera federal discrimine por las siguientes bases:

Contra cualquier individuo en los Estados Unidos, sobre la base de raza, color, religión, sexo, origen nacional, edad, incapacidad, afiliación política o creencia; y

Contra cualquier beneficiario de programas asistidos financieramente bajo el Título 1 del Workforce Investment Act de 1998 (WIA), sobre la base de ciudadanía/estado del beneficiario como inmigrante legalmente admitido y autorizado para trabajar en los Estados Unidos, o su participación en cualquier programa o actividad asistido financieramente por el Título 1 del WIA.

El recipiente no debe discriminar en ninguna de las areas siguientes:

Decidir quien será admitido, o tendrá acceso, a cualquier programa o actividad asistido financieramente por el Título 1 del WIA;

Proveer oportunidades en o el tratamiento de cualquier persona en relación con dicho programa o actividad; o

Tomar decisiones de empleo en la administración de, o en relación con, dicho programa o actividad.

WHAT TO DO IF YOU BELIEVE YOU HAVE EXPERIENCED DISCRIMINATION

If you think that you have been subjected to discrimination under a WIA Title I financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:

The recipient's Equal Opportunity Officer (or the person whom the recipient has designated for this purpose); or
The Director, Civil Rights Center (CRC),
U.S. Department of Labor, 200 Constitution Avenue NW,
Room N-4123, Washington, DC 20210.

If you file your complaint with the recipient, you must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center (see address above).

If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you do not have to wait for the recipient to issue that Notice before filing a complaint with the CRC. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient).

If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with the CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

Que Debe Hacer Si Usted Cree Que Ha Experimentado La Discriminacion

Si usted piensa que ha sido sometido a discriminación bajo un programa o actividad que es asistido financieramente bajo el Título 1 del WIA, puede presentar una queja en el plazo de 180 días desde la fecha de la supuesta violación ya sea con:

El Oficial de Igualdad de Oportunidades del recipiente (o la persona a la que el destinatario ha designado para este propósito); o el Director, Civil Rights Center (CRC) (Centro de Derechos Civiles), U.S. Department of Labor (Departamento de Trabajo de Estados Unidos), 200 Constitution Avenue NW, Room N-4123, Washington, DC 20210.

Si usted presenta su queja con el receptor, debe esperar hasta que el receptor emite un aviso de Acción Final por escrito, o hasta que hayan pasado 90 días (lo que ocurra primero), antes de presentar su queja con el Centro de Derechos Civiles (vea la dirección arriba).

Si el receptor no le da un aviso de Acción Final por escrito dentro de 90 días del día en que usted presentó su queja, no tiene que esperar para que el receptor emite ese aviso antes de presentar usted una queja con el CRC. Sin embargo, usted debe presentar su queja dentro de un plazo de 30 días a partir de la fecha límite de 90 días (en otras palabras, en el plazo de 120 días después de la fecha en la cual usted presentó su queja con el receptor).

Si el receptor realmente le da un aviso por escrito de la Acción Final sobre su queja, pero usted está insatisfecho con la decisión o resolución, usted puede presentar una queja con el CRC. Usted debe presentar su queja dentro de 30 días a partir de la fecha en que usted recibió el aviso de acción.

WIA COMPLAINT/GRIEVANCE PROCEDURES**A. COMPLAINTS OF VIOLATION(S) OF THE WORKFORCE INVESTMENT ACT**

If you are a participant or other interested party affected by the Sacramento Workforce Investment System, including a one-stop partner or service provider, and you believe that a violation of the requirements of the Workforce Investment Act has occurred, you may file a grievance or complaint with the Sacramento Employment & Training Agency (SETA). Such grievance or complaint must be filed with SETA within one (1) year of the alleged violation. Participants have the right to receive technical assistance. Such technical assistance includes providing instructions on how to file a grievance or complaint, providing relevant copies of documents such as the WIA, regulations, local policies, contracts, etc., and providing clarifications and interpretations of relevant provisions.

The grievance or complaint must be in writing, signed and dated by the grievant/complainant and shall contain the following information:

1. The full name, telephone number (if any) and mailing address of the grievant/complainant.
2. The full name, telephone number (if any) and mailing address of the respondent (the person or entity against whom the grievance/complaint is made).
3. A statement of the basis for the complaint, including the requirement of the Workforce Investment Act that the grievant/complainant alleges has been violated.
4. A clear and concise statement of the facts, including pertinent dates, constituting the alleged violation.
5. The remedy being sought, which must be consistent with the requirement violated and the facts presented, and may only be one or more of the following remedies:
 - a. A suspension or termination of payments under the WIA;
 - b. A prohibition of placement of a participant with an employer that has violated any requirement of the WIA;
 - c. Reinstatement of an employee, payment of lost wages and benefits, and reestablishment of other relevant terms, conditions, and privileges of employment; and
 - d. Other appropriate forms of equitable relief.

Upon receipt of any such complaint or grievance, SETA will process the matter consistent with SETA's Complaint Resolution Procedure and will provide for an informal resolution or hearing. Any grievance or complaint that alleges a labor standards violation may be submitted to binding arbitration between the parties, if a collective bargaining agreement covering the parties to the grievance or complaint so provides. Hearings on any grievance or complaint shall be conducted within 30 days of filing a grievance or complaint. The complainant and the respondent will be notified in writing of the hearing 10 days prior to the date of the hearing. The 10-day notice may be shortened with the written consent of both parties.

Not later than 60 days after the filing of the grievance or complaint, the hearing officer shall mail a written decision to both parties.

Any grievance or complaint may be appealed to the State of California, Employment Development Department (or other designated state department) if: (a) no decision is reached within 60 days; or (b) either party is dissatisfied with SETA's determination. The complainant may request a State hearing by submitting a written notice of appeal to:

Chief, Compliance Review Division, MIC 22-M
Employment Development Department
P.O. Box 826880 Sacramento, CA
94280-0001

B. COMPLAINTS OF DISCRIMINATION

It is against the law for this recipient of federal financial assistance to discriminate on the following basis:

Against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability political affiliation or belief; and Against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation of any WIA Title I financially assisted program or activity.

The recipient must not discriminate in any of the following areas:

1. Deciding who will be admitted, or have access, to any WIA Title I financially assisted program or activity;
2. Providing opportunities in, or treating any person with regard to, such a program or activity; or
3. Making employment decisions in the administration of, or in connection with, such a program or activity.

If you believe that you have been discriminated against, you may file a complaint with the Sacramento Employment and Training Agency, consistent with 20 CFR Section 667.600 and 29 CFR Part 37 and Part 32, Subparts B and C and Appendix A. Complaints alleging discrimination should be filed within 180 days of the alleged act of discrimination and should be filed with either SETA's Affirmative Action/Equal Employment Opportunity Officer (Administration Department Chief or his/her designee) or directly with the Director, Civil Rights Center, U. S. Department of Labor.

Director Mr. Rod Nishi
Civil Rights Center (CRC) Administration Department Chief
U.S. Department of Labor Sacramento Employment & Training Agency 200 Constitution Avenue, N.W.
925 Del Paso Blvd. Room N-4123 Sacramento, CA 95815-3512 Washington, D.C. 20210 Phone:
(916) 263-3856

If you elect to file your complaint with SETA, you must wait either until SETA issues a written Notice of Final Action or until 90 days have passed (whichever is sooner), before filing with the CRC (see address above). If SETA has not provided you with a written Notice of Final Action within 90 days of the day on which you filed your complaint, you need not wait for such a Notice to be issued, but may file a complaint with the CRC within 30 days of the expiration of the 90-day period (in other words, within 120 days after the day on which you filed your complaint with SETA). If you are dissatisfied with SETA's resolution of your complaint, you may file with CRC. Such a complaint must be filed within 30 days of the date you received SETA's Notice of Final Action. A form for filing discrimination complaints with CRC is available from SETA's AA/EEO Officer. Complaints containing a variety of allegations, some of which address discrimination and others which do not, shall be bifurcated (divided into two separate parts) with the discrimination allegations forwarded to CRC and the remaining allegations to be heard by SETA.

**DISCRIMINATION COMPLAINT FORM
WORKFORCE DEVELOPMENT COMMUNITY**

This form should be used by anyone who wishes to file a discrimination complaint against any person(s)/entity that discriminates against you in the workforce development community system. To file a discrimination complaint, complete this form, sign on page 4 and return to the One-Stop Career Center Equal Opportunity Officer or EDD field office complaint representative.

1. Complainant information:

Miss Ms. Mrs. Mr. Other Home Phone: () -
 Work Phone: () -
Name: Cell : () -
Street Address: _____
City: _____ E-mail: _____
State: _____ Zip Code: _____

2. Complainant contact information:

When is it a convenient time during business hours (8am to 5pm) to contact you by phone about this complaint? **Day Monday Tuesday Wednesday Thursday Friday**

Time	Monday	Tuesday	Wednesday	Thursday	Friday
Phone					

3. Contact information for the person(s) who you claim discriminated against you:

Provide the name of the entity where person(s) work(s):

Name of person(s) who discriminated against you:

Address of person(s)/entity:

City: _____ State: _____ ZIP Code: _____

Phone: () -

Date of first occurrence:



Date of most recent occurrence:

4. Tell us about the incident(s):

- Explain briefly what happened and how you were discriminated against.
- Provide the date(s) when the incident(s) occurred.
- Indicate who discriminated against you. Include names and titles if possible.
- If other people were treated differently than you, tell us how they were treated differently.
- Attach any documents that you think might help us better understand your complaint.

5. Please list below any person(s) (witnesses) that we may contact for additional information to support or clarify the complaint.

Name	Address	Phone

6. Basis for the discrimination:  Check the type of discrimination you experienced, such as age, race, color, national origin, disability, etc.  If you believe more than one basis was involved, you may check more than one box:

- | | |
|--|---|
| <input type="checkbox"/> Age- <i>provide date of birth:</i> | <input type="checkbox"/> Citizenship or status as alien US Worker |
| <input type="checkbox"/> Color | <input type="checkbox"/> Disability |
| <input type="checkbox"/> National Origin | <input type="checkbox"/> Political Affiliation |
| <input type="checkbox"/> Political Belief | <input type="checkbox"/> Religion |
| <input type="checkbox"/> Retaliation | <input type="checkbox"/> Sexual Harassment |
| <input type="checkbox"/> Gender – <i>Specify</i> <input type="checkbox"/> F <input type="checkbox"/> M | <input type="checkbox"/> Status as a program participant under the Workforce Investment Act of 1998 |
| <input type="checkbox"/> Race - <i>indicate race:</i> | <input type="checkbox"/> Other (<i>Specify</i>): |
| <input type="checkbox"/> of Hispanic or Latino origin | <input type="checkbox"/> not of Hispanic or Latino origin |

7. Have you previously filed a complaint against this person(s)/entity? Yes No
 If **YES**, answer the questions below, if **NO** move to section 8.

a. Was your complaint in writing? Yes No

b. On what date did you file the complaint?

c. Name of office where you filed your complaint:
 Address: _____
 City: _____ State _____ ZIP Code _____
 Phone number: () - _____
 Contact person (if known): _____

d. Have you been provided a final decision or report? Yes No
If you marked "YES", please attach a copy of the complaint.

8. What corrective action or remedy do you seek? Please explain:

9. Choosing a personal representative:

- You may choose to have someone else represent you in dealing with this complaint. It may be a relative, friend, union representative, an attorney or someone else.
- If you choose to appoint someone to represent you, all of our communication to you will be routed through your representative.

Do you want to authorize a personal representative to handle this complaint? Yes No

If YES, complete the section below. **If NO**, go to Section 10.

AUTHORIZATION OF PERSONAL REPRESENTATIVE

I wish to authorize the individual identified below to act on my behalf as my personal representative, in matters such as mediation, settlement conferences, or investigations regarding this complaint.

Name: _____

I am an attorney representing the complainant. I am not an attorney representing the complainant.

Mailing Address: _____


City: State: Zip Code: _____

Phone : () - _____ Fax: () - _____

E-mail: _____

10. Alternate Dispute Resolution (ADR) also known as mediation.

Notice: You must indicate if you wish to mediate your case. The EEO Office cannot begin to process your complaint until you have made a selection. Please check **YES** or **NO** in the spaces below.

- Mediation is an alternative to having your complaint investigated.  Neither party loses anything by mediating.
- The parties to the complaint review the facts, discuss opinions about the facts, and strive for an agreement that is satisfactory for both.
 - Agreement to mediate is not an admission of guilt by the person(s)/entity that you claim discriminated against you.
 - Mediation is conducted by a trained, qualified and impartial mediator.
 - You (or your Personal Representative) have control to negotiate a satisfactory agreement.
 - **Terms of the agreement are signed by the complainant and the person(s)/entity that you claim discriminated against you.**
 - **Agreements are legally binding on both parties.**
 - If an agreement is not reached, a formal investigation will start.
 - Failure to keep an agreement will result in a formal investigation.
 - A formal investigation will be opened if retaliation is reported.
- **Do you wish to mediate your complaint?**
(Please check only one box)

YES, I want to mediate. **NO**, please investigate.

If you select “YES” you will be contacted within five business days with more information.

11. Complainant’s signature:

You must sign this form for your complaint to be processed!

- Faxed or otherwise electronically delivered complaints will be logged into our system; however, an official investigation cannot begin until the original, signed copy is received.

Signature:

Date:

EXHIBIT 18

BILINGUAL SERVICES POLICY DIRECTIVE



Sacramento
Employment and
Training
Agency

January 12, 2012

GOVERNING BOARD

DON NOTTOLI
Board of Supervisors
County of Sacramento

BONNIE PANNELL
Councilmember
City of Sacramento

JAY SCHENIRER
Councilmember
City of Sacramento

SOPHIA SCHERMAN
Public Representative

JIMMIE YEE
Board of Supervisors
County of Sacramento

KATHY KOSSICK
Executive Director

925 Del Paso Blvd., Suite 100
Sacramento, CA 95815

Main Office
(916) 263-3800

Head Start
(916) 263-3804

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

To: Program Managers, SETA-Funded WIA Service Providers, Site Supervisors,
Sacramento Works Career Centers (SWCC)

From: Kathy Kossick, SETA Executive Director

Re: Bilingual Services Policy

The Sacramento Employment and Training Agency (SETA) will take reasonable steps to ensure that persons with Limited English Proficiency (LEP) have meaningful access and an equal opportunity to participate in our services, activities, programs and other benefits. In accordance with the Dymally-Alatorre Bilingual Services Act Government Code 7290-7299.8, all Sacramento Works Career Center staff will be responsible for ensuring that all persons, including those who are LEP, have equal access to the available services and products of and provided by the SWCCs.

Language assistance will be provided at no cost to LEP individuals through use of competent bilingual staff, staff interpreters, contracts or formal arrangements with local organizations providing interpretation or translation services, or technology and telephone interpretation services. Additionally, translated written materials will be provided, if needed, as well as written notice of the availability of translation, free of charge, to LEP clients. SETA will also ensure that there will be no significant delay in service to the LEP client during this process.

The following efforts are intended to ensure compliance with this policy:

- SETA has certified bilingual staff who may be accessed to provide interpreter/translation services to the LEP client;
- All public contact employees will be given a list identifying the staff language capacity at each SWCC. Referrals of LEP clients to appropriate bilingual staff members will be made accordingly.
- Qualified interpreters and translators may be accessed from SETA's Vendor Services (VS) List when necessary;
- Posters explaining the availability of language assistance will be prominently displayed throughout the SWCCs advising LEP clients in their own language of the availability of interpreter services and translated material.

“Preparing People for Success: in School, in Work, in Life”

- SETA will ensure that written translated materials are available and accessible on the SETA and Sacramento Works websites;
- Telecommunication Devices for the Deaf (TDD) to communicate with the hearing impaired are located at each SWCC. Employees may also utilize the services of California Relay Services at 711 when communicating with the SWCC hearing impaired LEP contacts.

SETA will further ensure that all SWCC staff, especially those in high volume public contact areas, are familiar with this policy and are committed to ensuring that LEP clients are provided access to products and services in their native language when possible. Individuals with complaints regarding language access services may contact the Equal Employment Opportunity Officer at (916) 263-3856.

EXHIBIT 19

**TICKET-TO-WORK (TTW) ORIENTATION AND
ENROLLMENT PROCESS DIRECTIVE**



April 23, 2013

GOVERNING BOARD

DON NOTTOLI
Board of Supervisors
County of Sacramento

JAY SCHENIRER
Councilmember
City of Sacramento

SOPHIA SCHERMAN
Public Representative

ALLEN WARREN
Councilmember
City of Sacramento

JIMMIE YEE
Board of Supervisors
County of Sacramento

KATHY KOSSICK
Executive Director

925 Del Paso Blvd., Suite 100
Sacramento, CA 95815

Main Office
(916) 263-3800

Head Start
(916) 263-3804

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

TO: Sacramento Works Career Center and Partner Staff
FROM: Kathy Kossick, Executive Director
RE: Ticket to Work Orientation & Enrollment Process -
WIA Directive #IS24-10. Rev 1

The purpose of this directive is to provide information and guidelines for referring to and enrolling customers in SETA's Ticket-to-Work (TTW) program. As an approved Employment Network (EN) of the Social Security Administration's (SSA) TTW work incentive program, SETA's TTW program is fully integrated into the SWCC system, providing SSI and SSDI beneficiaries access to the same services as all job seekers. **The following reflects the process to be followed for ticket holders seeking information about SETA's TTW program:**

- Refer a potential TTW customer to one of the Disability Program Navigators (DPN) listed on the next page for information on the TTW program.
- The DPN will conduct a brief intake interview by telephone to determine if TTW services meets the customer's needs, will answer questions, and will explain the TTW enrollment process.
- The DPN will schedule the customer for a group orientation (see attached flyer) and email/mail the customer a packet containing the following:
 - SacWorks Information (SacWorks registration not required to attend an orientation)
 - Grievance Procedure
 - Code of Conduct
 - Release of Confidential Information
 - List of Acceptable Methods for Verifying Required Data Elements
- The TTW orientation will include an overview of the TTW program, explain the benefits of enrolling, describe SWCC services, as well as provide information on Work Incentive and Benefits Planning Assistance (WIPA) services. If a ticket holder expresses an interest in meeting with a SSI/SSDI benefits specialist, contact a DPN for information on how to access WIPA vendor services.

Participation in SETA's TTW program requires co-enrollment/registration in WIA. The following process is to be followed **for individuals assigning their ticket to SETA and enrolling in the TTW program**:

- Schedule an appointment with a DPN to begin the enrollment process.
- The DPN will verify applicant's Right to Work, Selective Service (if applicable), and Birth Date.
- If not currently registered in SacWorks, the DPN will enter the customer into the system.
- The DPN will complete a TTW Individual Work Plan (IWP) required by SSA, and will provide the customer a copy.
- The DPN will submit the completed IWP to SSA, which officially assigns the customer's ticket to SETA, and will scan a copy and save in the customer's Vault.
- The DPN will refer the enrolled TTW customer to a job coach at a SWCC nearest the customer's residence to receive employment and training services. In the event the DPN is located at the Center nearest a TTW customer, the DPN will become the assigned coach for that customer.

Customers enrolled in SETA's TTW program will receive guidance from the both the DPN, as well as the assigned job coach. Ongoing coordination and communication between SWCC job coaches and DPNs is expected. SWCC job coaches must integrate TTW customers into the normal SWCC customer flow process.

Questions on this process should be directed to one of the following DPNs:

- Jennifer Fischer (916) 263-5400, JEFische@delpaso.seta.net
- Lorraine Canaday (916) 263-5124, LCanada@delpaso.seta.net

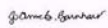
Ticket to Work

EVERY 4TH TUESDAY OF THE MONTH

TIME: 10:00 AM

IF YOU HAVE A DISABILITY, RECEIVE SOCIAL SECURITY BENEFITS (SSI/SSDI) AND ARE BETWEEN THE AGES OF 18 AND 64, THEN YOU HAVE A TICKET TO WORK! The goal of this voluntary program is to increase opportunities and choices for Social Security beneficiaries in obtaining employment services and supports from organizations called Employment Networks (EN) or vocational rehabilitation (VR). Sacramento Works will be hosting monthly orientations at the Franklin Career Center, for customers who would like to learn more about the benefits of enrolling in the Ticket to Work Program. Please call to register and plan to bring your CA Driver's License or ID and Social Security Card to the orientation. If you need accommodations, please let staff know a minimum of 5 working days in advance.

Location:
Sacramento Works Career Center
7000 Franklin Blvd., Suite 540
Sacramento, CA 95823

Social Security Administration	
Ticket to Work and Self-Sufficiency	
<small>This ticket is issued to you by the Social Security Administration under the Ticket to Work and Self-Sufficiency Program. If you want help in returning to work or getting work for the first time, you may offer this ticket to an Employment Network of your choosing or take it to your State vocational rehabilitation agency for services. If you choose an Employment Network and it agrees to take your ticket, or if you choose your State agency and you qualify for services, state providers can offer you services to help you go to work. An Employment Network provides the services at no cost to you. The Social Security Administration will pay the Employment Network if you assign your ticket to it, and the Employment Network holds you go to work and complete with other requirements of the Program. An Employment Network serving under the Program has agreed to abide by the rules and regulations of the Program under the terms of its agreement with the Social Security Administration for providing services under the Program. Your State agency can tell you about its rules for getting services.</small>	
Ticket Number	123-45-678910
Claim Account Number	987-65-4321 W
Issue Date	
 <small>Commissioner of Social Security</small>	

TO REGISTER, PLEASE CONTACT
LPCanada@delpaso.seta.net (916) 263-6647
JEFische@delpaso.seta.net (916) 263-5400
We will send you an orientation packet to complete before the event.



EXHIBIT 20

**REFERRAL AND REQUEST FOR ACCOMMODATIONS
FOR PERSONS WITH DISABILITIES DIRECTIVE**



April 16, 2013

GOVERNING BOARD

DON NOTTOLI
Board of Supervisors
County of Sacramento

JAY SCHENIRER
Councilmember
City of Sacramento

SOPHIA SCHERMAN
Public Representative

ALLEN WARREN
Councilmember
City of Sacramento

JIMMIE YEE
Board of Supervisors
County of Sacramento

KATHY KOSSICK
Executive Director

925 Del Paso Blvd., Suite 100
Sacramento, CA 95815

Main Office
(916) 263-3800

Head Start
(916) 263-3804

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

TO: Program Managers, SETA-funded WIA Service Providers,
Site Supervisors, Sacramento Works Career Centers
(SWCCs)

FROM: Kathy Kossick, Executive Director

RE: Referral and Request for Services and Accommodations for
Persons with Disabilities - **WIA Directive #IS18-09. Rev 1**

The purpose of this directive is to provide guidelines (along with Directive IS5-08, Nondiscrimination and Equal Opportunity Procedures) in avoiding discrimination and in assuring reasonable accommodations to all customers.

It is the policy of the Sacramento Employment and Training Agency (SETA) to comply with all federal and state regulations that prohibit discrimination on the basis of disability, including Sections 503 and 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act (ADA) of 1990, and Section 188 of the Workforce Investment Act of 1998, which ensures that **each qualified person shall receive the reasonable accommodations needed to ensure equal access to employment, educational opportunities, programs, and activities in the most integrated setting.**

The Rehabilitation Act and the ADA require that no qualified person shall, solely by reason of disability, be denied access to, participation in, or the benefits of, any program or activity operated by SETA. The law extends accessibility provisions to the private sector in order to help guarantee persons with disabilities employment and the right to enter the economic, social and cultural mainstreams.

With work incentive programs such as the Ticket-to-Work (TTW) Program, more customers with disabilities are being directed to Sacramento Works Career Centers (SWCCs) for services. These efforts are coordinated with the assistance of the SETA Disability Program Navigators (DPN).

The role of the SETA DPN is to guide One-Stop staff in helping people with disabilities access and navigate the provisions of various work incentive programs, develop linkages, collaborate with employers and service providers to achieve and expand the capacity to serve customers with disabilities. DPNs also serve as information resources on programs that impact the ability of persons with disabilities to gain and retain employment.



DISCLOSURE

The Department of Labor's equal opportunity regulations (29 CFR Part 37.37(b) (2)) require the collection and retention of demographic information about individuals participating in programs or activities funded by DOL, such as race and ethnicity, age, gender and disability status.

Services cannot be denied to customers who decline to indicate disability status. Requesting this information, which is to be collected upon registration, is not in conflict with Section 504 of the Rehabilitation Act of 1973 or the Americans with Disabilities Act of 1990, as long as there is no evidence of denial of services as a result of providing the information, or of a customer declining to identify a disability.

The attached flyer informs customers that disclosing information about their disability is their choice. The flyer must be displayed in a prominent location, posted at a height that can be read easily by all customers, including those who are wheel-chair bound, and made visible to customers upon entrance prior to completing the SacWorks Application. It is also required that the flyer be read to customers who are visually impaired, if deemed necessary.

ACCOMMODATION

The ADA assures that people with disabilities have the same opportunities for meaningful participation in society as everyone else. Under the ADA, an individual with a disability is entitled to request accommodation and assistance in order to understand, use and benefit from the services offered at the SWCCs. These accommodations may include:

- Alternatives to waiting in reception lines;
- Additional time and guidance in completing tasks;
- A private meeting space to meet with staff and/or complete tasks;
- Resources in different languages;
- Sign language, TTY, interpreter services;
- Assistance using and understanding information; and,
- Adaptive workstations equipped with computers and phones containing assistive technology, magnification screens, adaptive keyboards, amplifiers, etc.

It is encouraged that customers in need of special considerations and/or accommodations inform SWCC staff as soon as possible to fully participate and benefit from services offered. Some services, such as Sign Language interpreting services, are offered on a fee-for service basis and must be coordinated by a SETA DPN. To access Sign Language interpreting services, please contact a SETA DPN at the numbers listed below who will assist in facilitating the process.

For additional assistance, materials or guidance regarding disability services, call SETA DPNs at (916) 263-5400 or (916) 263-6647.

Q: Do you have a disability?

A: **Yes**

Q: But do I have to tell the Career Center staff about it?

A: **No**



When you visit the Career Center you will be asked to complete a registration form. Your answers to the questions on this form will help us to help you. Whether or not to disclose you are a person with a disability is ***your personal choice***.

The Department of Labor and Social Security Administration offers various work incentives to people with disabilities to help them go to work and become self-sufficient. Under the Americans with Disabilities Act (ADA), One Stop Career Centers may ask if you have a disability to help determine if you are eligible for any of these programs, and to ensure you can fully participate and benefit from the services offered at the Career Center. This should not be confused with the employment provisions of the [ADA under Title I](#), which prohibit employers or potential employers from asking about the presence of a disability prior to making a conditional offer of employment. There are advantages and disadvantages to disclosing your disability. You have to decide what is best for you.

If you have a disability and need any accommodations or assistance in order to fully participate and benefit from services offered at the Career Center, please inform staff a minimum of one week in advance.

If you have any questions, please call a Disability Program Navigator:
Jennifer (916) 263-5400 or Lorraine (916) 263-6647



P: ¿Tiene usted una discapacidad?

R: **SÍ**

P: ¿Pero, tengo que informarle al personal del Centro de Trabajo?

A: **No**



Cuando visite el Centro de Trabajo se le pedirá que complete una forma de registro. Sus respuestas nos ayudaran a servirle mejor. Si prefiere no revelar que es una persona con una discapacidad, **es su opción personal.**

El departamento de Trabajo y La administración del Seguro Social ofrecen varios incentivos a gente con discapacidades para ayudarles a trabajar y convertirse auto suficientes. Bajo la Ley de Estadounidense con Discapacidades (ADA), los Centros del Trabajo "One-Stop" podrían preguntarle si tiene una discapacidad para poder determinar si es elegible para algunos de estos programas y para asegurarse que usted pueda participar y beneficiarse completamente de los servicios ofrecidos en el Centro de Trabajo. Esto no debe confundirse con las Disposiciones del Empleo ADA Bajo el título I, el cual prohíbe a empleadores preguntar acerca de la presencia de una discapacidad antes de ofrecerle empleo. Hay ventajas y desventajas al revelar su discapacidad. Usted tiene que decidir qué es lo mejor para usted.

Si tiene una discapacidad y necesita acomodaciones o asistencia para poder participar y beneficiarse completamente de los servicios del Centro de Trabajo, por favor informe al personal una semana antes de su visita.

Si tiene preguntas, por favor llamar a Jennifer a (916) 263-5400 o a Lorraine a (916) 263-6647 al Programa Navegador de Discapacidades.



EXHIBIT 21

PRIORITY OF SERVICE DIRECTIVE



March 25, 2010

To: Program Managers, SETA-Funded WIA Service Providers, Site Supervisors, Sacramento Works Career Centers (SWCCs)

From: Kathy Kossick, Executive Director

Re: Priority of Service

WIA Directive #IS23-09 Update #2

PRIORITY OF SERVICE SYSTEM

The Workforce Investment Act (WIA) states that if WIA funds are limited, “priority” for intensive and training services must be given to low-income adults. The State of California, therefore, requires that documentation and verification of customers’ income be obtained when customers are registered/enrolled in WIA Adult intensive or training services. “Priority of Service” is different from eligibility for services. “Priority” mean that if two or more customers are competing for the same service, a choice (based on a priority for low-income or public assistance recipients) must be made as to which customer will be served first.

Additionally, providing priority of service to veterans in qualified job training programs means the right to take precedence over non-covered persons in obtaining services. This directive provides guidance to staff in order to meet the demographic requirements for data collection as it relates to serving special populations.

1. State Policy

The State of California policy gives authority to Local Boards to develop and implement local policy guidance, procedures, and definitions targeting services to special participant populations such as veterans, dislocated workers, older workers, low-income individuals, and others with multiple barriers to employment and training. Limitations on funding may also require that Local Boards establish policies regarding Priority of Service to specific population groups.

2. Local Policy

Sacramento Works, Inc. has determined that at this time, WIA Adult funds are not limited in Sacramento County and that instituting a “priority of service” system is unnecessary because it would restrict an already limited customer pool. Policy has been approved to implement a priority of service only when enrollments into training services have increased to a level where the demand for services exceeds the availability of services. This policy is reviewed annually.

3. Veterans & Eligible Spouses of Veterans

Under federal law, all programs receiving any federal funding, including Recovery Act funding, are required to provide veterans priority of service without exception. Local Boards must ensure that veterans are afforded priority for DOL-funded employment and training services, if they meet existing eligibility requirements; however, it is not intended to displace existing eligibility requirements for WIA.

- a. A Veteran is an individual who served in the active military, naval, or air service, and who was discharged or released from service under conditions other than dishonorable, as specified in 38 U.S.C.101(2). Active service includes full-time duty in the National Guard or Reserve components, other than full-time for training purposes.
 - b. An Eligible Spouse means the spouse of any of the following:
 - i. Any veteran who died of a service-connected disability;
 - ii. Any member of the Armed Forces serving on active duty who, at the time of application, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:
 - Missing in Action
 - Captured in line of duty by hostile force; or
 - forcibly detained or interned in line of duty by foreign government or power
 - iii. Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs;
 - iv. Any veteran who died while a disability was in existence.
 - c. To provide evidence of meeting the criteria for Veteran, and for the collection of Demographic data, customers are asked to show a copy of their DD-214 or Veterans Administration Letter or Record.
4. SETA/Sacramento Works Career Centers will make known to Veterans and Eligible Spouses at the point of entry to programs and/or services at One-Stop Career Centers and on the agency website, the availability of programs and/or services so they can take full advantage of priority of services. “Attachment C” should be posted in a prominent place at each career center.

EXHIBIT 22

WIA TRAINING EXPENDITURE POLICY

WIA TRAINING EXPENDITURE POLICY

PURPOSE

The purpose of this policy is to provide guidance to SETA service providers and staff for implementing Workforce Investment Act (WIA) training expenditure requirements imposed by Senate Bill (SB) 734, as outlined in the Employment Development Department Workforce Services Directive WSD11-9.

REQUIRED TRAINING EXPENDITURE LEVELS

Beginning July 1, 2012, SETA is required to expend at least 25% of the Adult and Dislocated Worker formula funds on workforce training services. A portion of the minimum training expenditure requirement (up to 10 % of the original Adult and Dislocated Worker expenditures) may be met by applying designated leveraged resources used for training services (see “Leveraged Resources” section of this policy).

Beginning July 1, 2016, the minimum training expenditure requirement for Adult and Dislocated Worker formula fund expenditures will increase from 25% to 30%. A portion of the minimum training expenditure requirement (up to 10 % of the original Adult and Dislocated Worker expenditures) may be met by applying designated leveraged resources used for training services (see “Leveraged Resources” section of this policy).

TRAINING SERVICES

In order to apply toward the minimum training expenditure requirement, formula funds and leveraged resources must be expended on WIA Adult or Dislocated Worker participants enrolled in a training activity and entered into the SacWorks Management Information System (MIS). These funds must be spent on training services as defined in Title 20 CFR Section 663.508:

A program of training services is one or more courses or classes, or a structured regimen, that upon successful completion, leads to: (1) a certificate, credential, or associate degree (2) the skills or competencies needed for a specific job or jobs, an occupation or occupational group, or generally, for many types of jobs or occupations, as recognized by employers and determined prior to training.

Examples of training services include:

- Occupational skills training, including training for nontraditional employment
- On-the-job training (OJT)
- Programs that combine workplace training with related instruction, which may include cooperative education programs
- Training programs operated by the private sector

- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training¹
- Adult education and literacy activities *provided in conjunction with one or more of the other training services listed above*
- Customized training conducted with a commitment by an employer or group of employers to employ, or continue to employ, an individual upon successful completion of the training.

All participants receiving training must have a completed training plan that is tied to a specific or broad occupational goal. With the exception of OJT and customized training, all training services listed above will require that the training provider be on the State of California's Eligible Training Provider List (ETPL).

Internships, Work Experience, and Supportive Service expenditures are not considered training services, and may not be used to meet the minimum training percentage requirement.²

LEVERAGED RESOURCES

Leveraged resources may be used to meet a portion of the minimum training expenditure requirement in an amount of up to 10% of the Adult and Dislocated Worker expenditures.

Only the type of funds listed below may be utilized as part of the 10% credit:

- a. Federal Pell Grants established under Title IV of the High Education Act of 1965
- b. Public programs authorized by the Workforce Investment Act of 1998³
- c. Trade Adjustment Assistance
- d. Department of Labor National Emergency Grants
- e. Match funds from employers, industry, and industry associations⁴
- f. Match funds from joint labor-management trusts

¹ Job readiness training includes services that teach skills needed to be successful in the workplace, rather than the skills needed to get into the workplace. See Definition section of policy.

² Staffing and overhead costs associated with case managing a participant enrolled in a training activity may NOT be used to meet the minimum training expenditure requirement.

³ Examples include Job Corps, Migrant Seasonal Farm Worker, WIA Youth Program, WIA Title II Adult Education and Literacy, national and state WIA discretionary grants

⁴ Including the employer paid portion of OJTs and customized training contracts.

g. Employment Training Panel grants

In the event that SETA enters into an agreement for cohort training with a service provider, the service provider must report leveraged resources on the Summary of Training Expenditures and Leveraged Resources, when invoicing SETA. Additionally, the service provider must keep sufficient records of the leveraged resources that can be independently verified. Examples of sufficient records would include:

- a. A commitment letter or written agreement from an employer or training provider
- b. A training agreement with an employer detailing the employer's contribution
- c. A copy of the Pell Grant award letter or relevant correspondence from the school
- d. An executed worksite agreement and participant time record
- e. A participant progress report and/or evidence of completion

OVERSIGHT BY SETA

SETA's Fiscal Department will be responsible for collecting, monitoring and reporting the training expenditures. The following expenditures will automatically be considered training expenditures:

1. Tuition payments
2. Costs associated with developing and monitoring OJT training contracts and wage subsidies paid to employers to offset the cost of training.
3. Costs associated with providing adult basic education and literacy training (e.g., English-As-A-Second Language and GED Preparation) in conjunction with a one or more of the qualifying training services, Entrepreneurship Training, Job Readiness training and occupational skills training
4. Costs associated with customized training, Pre-apprenticeship and apprenticeship training, and industry-specific sector training.

In addition, service providers will be required to report leveraged training resources, which will be monitored by SETA via the Summary of Training Expenditures and Leveraged Resources.⁵

If a service provider's training expenditures are not meeting the required percentage of total expenditures (including both training expenditures and leveraged resources) , SETA may request a corrective action plan.

⁵ These reported monthly figures will be verified during on-site reviews of the Service Providers

If the training expenditure minimum (including both training expenditures and leveraged resources) is not met by the end of the fourth quarter, the Service Provider may face sanctions.

Waivers to this policy may be granted by SETA on a case-by-case basis. Requests for waiver must be submitted to SETA in writing, noting the specific provisions to be waived and providing the justification for the waiver being sought. Service Providers may apply approved waivers upon receipt of written authorization from SETA.

DEFINITIONS

Cash Contributions – Federal and/or non-federal contributions of funds made available for training services. *Examples include federal and/or non-federal money received from employers, foundations, private entities, local governments, etc.*

In-Kind Contributions – Federal and/or non-federal contributions of non-cash resources used for training services. *Examples include donated personnel, services, or use of equipment or space.*

Job Readiness Training - Job readiness training includes services that teach skills needed to be successful in the workplace, rather than skills needed to get into the workplace. For example, job readiness training courses could teach WIA clients skills such as how to communicate in an office environment, how to function as part of a team, or how to work in a deadline-driven workplace. In each of these instances, the focus of the training would be on competencies needed to succeed during the workday while on the job. The focus of job readiness training is not on the skills needed to find and apply for a job, for example, services that focus on the way one conducts a job search, or how to do an interview, or how to write a resume.

Leveraged Resources – All federal and non-federal resources (cash contributions and in-kind contributions) used for training services. Leveraged resources must be allowable and auditable under the WIA program, and meet the requirements included in the *“Leveraged Resources”* section of this policy.

Match – Resources expended to support training services, if required as a condition of funding. Match resources can be cash match and/or in-kind contribution match. Match resources must meet the requirements included in the *“Leveraged Resources”* section of this policy.

EXHIBIT 23

**SETA/SWI CLEAN/GREEN LOCAL TRAINING PROVIDER
LIST**

**Sacramento Employment and Training Agency (SETA)
Clean/Green Local Training Provider List (LTPL)**

EXHIBIT 23

(Not all of the Providers and/or Programs on this list are available for referral through the Sacramento Works Career Center system;
Go to <http://seta.net/pdfs/etpl.pdf> for a complete list of SETA approved Providers and Programs)

Provider Name	Contact	Provider Code (State ID)
Allied Business Schools, Inc. 22952 Alcalde Drive Laguna Hills, CA 92653 Website: www.alliedschools.com (All courses are Distance Learning)	Mr. James Parent Phone: (888) 925-4283 ext. 5687 Fax: (949) 598-0488 Email: jparent@alliedschools.com	1483
		Pell Grant - No

#	Courses/Programs (Allied Business Schools)	Critical Occupational Cluster	Cost	Hours/Program Length	Program Code
1.	Advanced Principles of PV Installation *	7	\$ 923	90 hours/4 weeks	15050522MI0000
2.	Advanced Principles of PV Installation w/OTPS *	7	\$ 1,163	90 hours/4 weeks	15050522MI0101
3.	Business of Solar (online only)	7	\$ 188	90 hours/4 weeks	15050522MI0201
4.	Business of Solar w/OTPS	7	\$ 428	90 hours/4 weeks	15050522MI0301
5.	Business of Weatherization and Retrofitting *	10	\$ 711	90 hours/4 weeks	15050322300201
6.	Business of Weatherization and Retrofitting w/OTPS *	10	\$ 952	90 hours/4 weeks	15050322300301
7.	Green Building Practices *	7	\$ 714	90 hours/4 weeks	15050522MI0401
8.	Green Building Practices w/OTPS *	7	\$ 954	90 hours/4 weeks	15050522MI0501
9.	Green Property Management (Prop. Man. + Bus. Of Solar) *	10	\$ 754	180 hours/9 weeks	52150122MI0000
10.	Green Real Estate Inspection (3 courses) *	10	\$ 2,206	380 hours/19 weeks	46040322MI0000
11.	Home Energy Survey Professional Course *	10	\$ 353	40 hours/2 weeks	15050322MI0000
12.	Home Energy Survey Professional Course w/OTPS *	10	\$ 473	40 hours/2 weeks	15050322MI0101
13.	Introduction to Green Building	3	\$ 188	16 hours/2 weeks	15050522MI0801
14.	Introduction to Green Building w/OTPS *	3	\$ 308	16 hours/2 weeks	15050522MI0901
15.	Introduction to Photovoltaic Systems Course *	7	\$ 913	90 hours/4 weeks	15050522MI0601
16.	Introduction to PV Systems Course w/OTPS *	7	\$ 1,153	90 hours/4 weeks	15050522MI0701
17.	Introduction to PV W/Green Bldg Practices *	7	\$ 1,627	180 hours/9 weeks	15050522300000
18.	Mold and Allergens	10	\$ 188	16 hours/2 weeks	15050322300000
19.	Mold and Allergens w/OTPS	10	\$ 248	16 hours/2 weeks	15050322300101
20.	Professional Home Inspection *	3	\$ 1,120	200 hours/10 weeks	46040352MI0000
21.	Professional Home Inspection & HESP Course *	3	\$ 1,471	240 hours/12 weeks	46040322300102

*Critical Occupational Cluster Key: 1=Administrative & Support Services; 2=Architecture & Engineering; 3=Construction; 4=Healthcare & Support Services; 5=Human Services; 6=Information Technology; 7=Installation, Maintenance & Repair; 8=Tourism/Hospitality; 9=Transportation & Production; 10=Non-Critical Occupations

**Sacramento Employment and Training Agency (SETA)
Clean/Green Local Training Provider List (LTPL)**

EXHIBIT 23

(Not all of the Providers and/or Programs on this list are available for referral through the Sacramento Works Career Center system;
Go to <http://seta.net/pdfs/etpl.pdf> for a complete list of SETA approved Providers and Programs)

#	Courses/Programs (Allied Business Schools)	Critical Occupational Cluster	Cost	Hours/Program Length	Program Code
22.	Professional Home Inspection & HESP Course w/OTPS *	3	\$ 2,191	240 hours/12 weeks	46040322300201
23.	Renewable Energy - Principles & Practices	7	\$ 1, 815	240 hours/12 weeks	15050322300401
24.	Weatherization & Green Building *	7	\$ 1,425	90 hours/4 weeks	15050322300601
25.	Weatherization & Green Building w/OTPS *	7	\$ 1,665	90 hours/4 weeks	15050322300701

* - Additional fees may be applicable

Provider Name	Contact	Provider Code (State ID)
American River College (ARC) 4700 College Oak Drive Sacramento, CA 95841 Website: www.arc.losrios.edu Note: Program costs for those individuals who receive a Board of Governor's Waiver (BOG) vary. Contact school for revised program cost.	Ms. Staci Teegarden Phone: (916) 484-8521 Fax: (916) 484-8183 (CALL FOR APPT ONLY)	1740
		Pell Grant - Yes (C) = Certificate Program Note: Program costs reflected <u>do not</u> include books and supplies. Book costs must be obligated separately (use Supportive Service – Books)

#	Courses/Programs (American River College)	Occupational Cluster*	Program Cost	Book Cost	Hours/Program Length	Program Code
1.	Alternative Fuels (C)	9	\$1,478	\$1,100	495 hours/2 semesters	47061412340000
2.	Biotechnology (C)	4	\$2,493	\$1,300	820 hours/3 semesters	41010112340000
3.	Clean Diesel Technology (C)	7	\$1,754	\$1,200	612 hours/2 semesters	47060512340101
4.	Diesel Technology (C)	7	\$2,769	\$1,900	648 hours/2 semesters	47060512340000
5.	Digital Home Technology Integrator (C)	7	\$1,432	\$750	450 hours/2 semesters	47010112340100
6.	Digital Repair & Upgrade Technician (C)	7	\$1,340	\$850	378 hours/2 semesters	47010112340000
7.	Electronics Systems Technology (C)	6	\$2,677	\$1,800	1062 hours/3 semesters	15030312340701
8.	Electronics Telecommunications, Advanced (C)	6	\$1,432	\$850	522 hours/2 semesters	15030312340100
9.	Electronics Telecommunications, Basic (C)	6	\$785	\$500	288 hours/1 semester	15030312340000
10.	Green Pre-Apprenticeship (C)	7	\$1,061	\$800	520 hours/1 semester	46999912340000

**Sacramento Employment and Training Agency (SETA)
Clean/Green Local Training Provider List (LTPL)**

EXHIBIT 23

(Not all of the Providers and/or Programs on this list are available for referral through the Sacramento Works Career Center system;
Go to <http://seta.net/pdfs/etpl.pdf> for a complete list of SETA approved Providers and Programs)

#	Courses/Programs (American River College)	Occupational Cluster*	Program Cost	Book Cost	Hours/Program Length	Program Code
11.	Nursery Industry (C)	1	\$1,984	\$1,595	810 hours/2 semesters	01060612340000
12.	Pre-Apprenticeship - Utility Workers (C)	7	\$785	\$500	315 hours/1 semester	46030112340000
13.	Solar Energy Systems Design, Estimation & Sales (C) *	7	\$1,754	\$1,200	576 hours/2 semesters	47010112340300
14.	Solar Energy Technology (C) *	7	\$1,478	\$900	468 hours/2 semesters	47010112340200
15.	Telecommunications Specialist Tech (C)	6	\$1,662	\$1,110	540 hours/2 semesters	15030312340500

* SETA Cohort program.

Provider Name	Contact	Provider Code (State ID)
Aviation and Electronics School of America 101 Broad Street Nevada City, CA 95959 Website: www.aesa.com	Mr. Michael Rainey Phone: (530) 265-0900 Fax: (530) 265-0904 Email: mrainey@aes.com	680
		Pell Grant – No

#	Courses/Programs (Aviation and Electronics School)	Occupational Cluster*	Cost	Hours/Program Length	Program Code
1.	Fiber Optics Technician	6	\$2,975	60 hours/2 weeks	15030412310000

**Sacramento Employment and Training Agency (SETA)
Clean/Green Local Training Provider List (LTPL)**

EXHIBIT 23

(Not all of the Providers and/or Programs on this list are available for referral through the Sacramento Works Career Center system;
Go to <http://seta.net/pdfs/etpl.pdf> for a complete list of SETA approved Providers and Programs)

Provider Name	Contact	Provider Code (State ID)
Build it Green 160 Franklin Street, Suite 310 Oakland, CA 94607 See website for training locations and dates in Sacramento region: http://www.builditgreen.org/event-calendar/ BPI Affiliate	Ms. Teresa Dawson Phone: (510) 590-3360x603 Fax: (510) 590-3361 Email: tdawson@builditgreen.org	2575
		Pell Grant - No

#	Courses/Programs (Build it Green)	Critical Occupational Cluster	Cost	Hours/Program Length	Program Code
1.	BPI Building Analyst Training	3	\$1,795	48 hours/2 weeks	46999912010100
2.	BPI Building Analyst Field Test	3	\$450	2 hours/1 week	46999912010301
3.	Certified Green Building Professional Training	3	\$450	16 hours/1 week	46999912340301
4.	Greenpoint Rated: Advisor/Rater Training	3	\$600	28 hours/2 weeks	46999912340000
5.	Greenpoint Rated: Existing Home	3	\$450	16 hours/1 week	46999912340100
6.	Hands on Field Test Prep	3	\$1,245	24 hours/1 week	46999912010401
7.	Understanding Whole House Approach	3	\$450	16 hours/1 week	46999912010200

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Provider Name	Contact	Provider Code (State ID)
CalCERTS, Inc. 31 Natoma Street, Suite 120 Folsom, CA 95630 See website for training locations and dates in Sacramento region: https://www.calcerts.com/Training.cfm	Ms. Toni Turnbull Phone: (916) 985-3400 ext. 206 Email: toni@calcerts.com Note: Program costs reflected <u>include</u> books and supplies.	2427
		Pell Grant - No

#	Certified HERS Training Program - Course Breakdown (CalCERTS, Inc.)	Critical Occupational Cluster	Cost	Hours/Program Length	Program Code
1.	HERS Building Performance Rater/Contractor (BPC)	1	\$5,290	100 hours/6-10 weeks	15050312340200
1a.	Alterations (T24)	1	\$325	1 day	N/A
1b.	BPC Orientation	1	\$150	4 hours	N/A
1c.	Building Energy Performance (BPC Fast track)	1	\$2,200	7 days	N/A
1d.	CA Specific topics	1	\$400	1 day	N/A
1e.	Energy Efficient Mortgage	1	\$300	1 day	N/A
1f.	EPA Study Class and Exam	1	\$250	2-4 hours	N/A
1g.	Field House Test for Compliance	1	\$315	2 hours	N/A
1h.	Hands-On Lab with RCA	1	\$625	2 days	N/A
1i.	HERS Basic	1	\$341	1 day	N/A
1j.	Newly Constructed Homes (T24)	1	\$625	2 days	N/A
1k.	Non-Residential	1	\$325	1 day	N/A
1l.	Refrigerant Charge & Airflow	1	\$325	1 day	N/A
1m.	Solar PV (NSHP)	1	\$325	2 days	N/A
1n.	Special Energy Programs	1	\$650	1 day	N/A
1o.	Whole House Field House Test	1	\$400	4 hours	N/A
1p.	Whole House Rater Class with Solar for T-24	1	\$1,240	4 days	N/A
2.	Comprehensive Certified HERS II Training	1	\$4,740	88 hours/2-8 weeks	15050312340101
3.	Existing Homes HERS Rater – Alterations	1	\$1,975	45 hours/1-3 weeks	15050312340300
4.	HERS II Training – whole House Energy Rater	1	\$4,740	88 hours/2-8 weeks	15050312340400

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Provider Name	Contact	Provider Code (State ID)
California Building Performance Contractors Association (CBPCA) 1000 Broadway, Suite 410 Oakland, CA 94607 See website for training locations and dates in Sacramento region: http://cbpca.org/index.php/training/calendar/ BPI Affiliate	Mr. Kanui Manley Phone: (510) 788-0556 Fax: (510) 433-5907 Email: kanui@thebcpca.org	2585
		Pell Grant - No

#	Courses/Programs (CBPCA)	Critical Occupational Cluster	Cost	Hours/Program Length	Program Code
1.	Building Codes Title 24 & BPI	1	\$250	8 hours/1 week	46999911340000
2.	Business Development	1	\$730	24 hours/3 days	46999911340101
3.	Hands On Field Mentoring	1	\$325	8 hours/1 week	46999911340201
4.	Hands On Field Mentoring 2	1	\$325	8 hours/1 week	46999911340301
5.	Hers 1	3	\$675	24 hours/3 days	46999911341401
6.	Hers 1 Field Mentoring	3	\$325	8 hours/1 week	4699991134160
7.	Home Performance W/Energy Star & BPI	3	\$3,520	96 hours/5 weeks	46999912340000
8.	Marketing And Sales Specialist	1	\$730	24 hours/3 days	46999911340801
9.	Prescriptive Path Based Training	3	\$730	24 hours/3 days	46999911340901
10.	PV Solar Specialist	3	\$730	24 hours/3 days	46999911341001
11.	Residential Retrofit - 12 Days	3	\$3,500	96 hours/12 days	46999911341101
12.	Residential Retrofit - 6 Day	3	\$2,600	48 hours/6 days	46999911341201
13.	Solar Water Heating	3	\$730	24 hours/3 days	46999911341301

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#	Courses/Programs (CBPCA)	Critical Occupational Cluster	Cost	Hours/Program Length	Program Code
<p>CBPCA also offers the following BPI Exams (these exams can be paid for through Supportive Services)</p> <p>BPI A/C Heat Pump Exam - \$250 BPI A/C Heat Pump Field Exam - \$415 BPI Building Analyst Exam - \$250* BPI Building Analyst Field Exam - \$415* BPI Envelope Specialist Exam - \$250* BPI Envelope Specialist Field Exam - \$415* BPI Heating Specialist Exam - \$250 BPI Heating Specialist Field Exam - \$415 BPI Multi-Family Housing Exam - \$250 BPI Multi-Family Housing Field Exam - \$415</p> <p>* These exams have specific training requirements</p>					

Provider Name	Contact	Provider Code (State ID)
Center for Employment Training (CET) 8376 Fruitridge Road Sacramento, CA 95828 Website: www.CETWEB.org	Ms. Rachel Wickland Phone: (916) 393-7401 Fax: (916) 393-7347 Email: sacramento@cet2000.org	69
		Pell Grant - Yes

#	Courses/Programs (Center for Employment Training)	Critical Occupational Cluster	Cost	Hours/Program Length	Program Code
1.	HVAC Technician & Green Technology	7	\$9,500	900 hours/30 weeks	47020112340000

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Provider Name	Contact	Provider Code (State ID)
Cosumnes River College (CRC) 8401 Center Parkway Sacramento, CA 95823 Website: www.crc.losrios.edu Note: Program costs for those individuals who receive a Board of Governor's Waiver (BOG) vary. Contact school for revised program cost.	Ms. Shelly Charron Phone: (916) 691-7518 Fax: (916) 691-7434 Email: charros@crc.losrios.edu Student Support Center: 691-7465	2125
		Pell Grant - Yes (C) = Certificate Program Note: Program costs reflected <u>do not</u> include books and supplies. Book costs must be obligated separately (use Supportive Service – Books)

#	Courses/Programs (Cosumnes River College)	Critical Occupational Cluster	Program Cost	Book Cost	Hours/Program Length	Program Code
1.	Architectural Technology (C) ↓	2	\$2,975	\$1,625	765 hours/5 semesters	04090112340000
2.	Building Inspection Technology (C) ↓	3	\$2,676	\$1,300	468 hours/5 semesters	46040312340101
3.	Construction (C) ↓	3	\$2,630	\$1,250	702 hours/5 semesters	46049912340000
4.	Construction Management Tech (C) ↓	3	\$2,242	\$1,150	522 hours/4 semesters	46049912340201
5.	Construction Pre-Apprenticeship (C) ↓	3	\$1,782	\$650	486 hours/4 semesters	46049912340101
6.	Electrical Construction Inspection (C) ↓	3	\$1,966	\$850	306 hours/4 semesters	46030212340000
7.	Green Building - Environmental Design (C) ↓	10	\$1,874	\$750	414 hours/4 semesters	15050312340000
8.	Home Energy Auditor (C) ↓	10	\$1,302	\$450	222 hours/3 semester	15050512340000
9.	HVAC Inspection (C) ↓	3	\$1,828	\$700	252 hours/4 semesters	46040312340201
10.	Plumbing Inspection (C) ↓	3	\$1,828	\$700	252 hours/4 semesters	46040312340401
11.	Weatherization Specialist (C) ↓	10	\$1,256	\$400	198 hours/3 semesters	47020112340000

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Provider Name		Contact		Provider Code (State ID)	
Everblue Energy, Inc. 2701 24 th Street Sacramento, CA 95818 See website for training locations and dates in Sacramento region: http://www.everblueenergy.com/locations?location=Sacramento,+CA <p align="center">Non-LTPL provider</p> BPI Affiliate		Ms. Velvet Nelson Phone: (888) 204-8735 Email: velvet@everblueti.com LTPL Contract Pending		2496 Pell Grant - No	
#	Courses/Programs (Everblue Energy)	Critical Occupational Cluster	Cost	Hours/Program Length	Program Code
1.	BPI Building Analyst/Energy Auditor	3	\$1,595	30 hours/1 week	46000012340101
2.	LEED Green Associate	3	\$995	14 hours/1 week	46000012340000

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Provider Name	Contact	Provider Code (State ID)
Folsom Lake College (FLC) 10 College Parkway Folsom, CA 95630 Website: www.flc.losrios.edu Note: Program costs for those individuals who receive a Board of Governor's Waiver (BOG) vary. Contact school for revised program cost.	Ms. Jeanne Northrup Phone: (916) 608-6687 Email: northrj@flc.losrios.edu	2321
		Pell Grant - Yes (C) = Certificate Program Note: Program costs reflected <u>do not</u> include books and supplies. Book costs must be obligated separately (use Supportive Service – Books)

#	Courses/Programs (Folsom Lake College)	Occupational Cluster*	Program Cost	Book Cost	Hours/Program Length	Program Code
1.	Wastewater Management (C)	9	\$1,259	\$1,450	524 hours/5 semesters	15050612340000
2.	Water Management (C)	9	\$1,259	\$1,450	524 hours/5 semesters	03020512340000

Provider Name	Contact	Provider Code (State ID)
Institute of Technology 6249 Sunrise Blvd Citrus Heights, CA 95610 Website: www.it-college.edu	Ms. Thecla Woolcott Phone: (916) 797-6337 Fax: (916) 797-6338 Email: twoolcott@it-email.com	1747
		Pell Grant - Yes Note: See school for exact training site location

#	Courses/Programs (Green Plumbers USA)	Critical Occupational Cluster	Cost	Hours/Program Length	Program Code
1.	Heating Ventilation A/C (HVAC)	7	\$9,319	800 hours/40 weeks	47020112340100

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Provider Name		Contact			Provider Code (State ID)
Sacramento Area Electrical Training Center 2836 El Centro Road Sacramento, CA 95833 Website: www.340jatc.org		Mr. Dennis Morin Phone: (916) 646-6688 Fax: (916) 646-0170 Email: dmorin@340jatc.org			2197
					Pell Grant - No
#	Courses/Programs (Sacramento Area Electrical Training)	Critical Occupational Cluster	Cost	Hours/Program Length	Program Code
1.	Energy Auditing*	3	\$750	24 hours/4 weeks	46030211340201
2.	Energy Efficiency/Lighting Control*	3	\$1,050	40 hours/7 weeks	46030211340101
1.	Electric Vehicle Infrastructure Training Program (EVITP)*	3	\$375	24 hours/1 week	46030211340501
2.	Inside Wireman Apprenticeship – Year 1 of 5	3	\$4,844	192 hours/4 weeks	46030211340601
3.	Instrumentation*	3	\$1,200	60 hours/10 weeks	46030212340101
4.	Motor Controls*	3	\$175	18 hours/3 weeks	46030211340401
3.	PV/Solar Installation*	3	\$850	32 hours/6 weeks	46030211340000
4.	Pre-Apprenticeship-Construction Training	3	\$775	32 hours/8 weeks	46030211340301

* Must be a journey-level electrician for program entry

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Provider Name	Contact	Provider Code (State ID)
Sacramento City College (SCC) 3835 Freeport Blvd. Sacramento, CA 95822 Website: www.scc.losrios.edu Note: Program costs for those individuals who receive a Board of Governor's Waiver (BOG) vary. Contact school for revised program cost.	Mr. Richard J. Ida, Associate VP Phone: 916-558-2097 Fax: 916-558-2098 Email: idar@scc.losrios.edu	2252
		Pell Grant - Yes (C) = Certificate Program Note: Program costs reflected <u>include</u> books and supplies.

#	Courses/Programs (Sacramento City College)	Critical Occupational Cluster	Cost	Hours/Program Length	Program Code
1.	Mechanical Systems Technician (C)	9	\$1,700	549 hours/4 semesters	15050112340000
2.	Wasterwater Treatment Plant Operator (C)	9	\$2,350	1368 hours/4 semesters	15050612340100
3.	Wasterwater Treatment Plant Operator (D)	9	\$8,150	2000 hours/6 semesters	15050615340100
4.	Water Treatment Plant Operator (C)	9	\$2,350	1368 hours/4 semesters	15050612340000
5.	Water Treatment Plant Operator (D)	9	\$8,150	2000 hours/6 semesters	15050615340000

Provider Name	Contact	Provider Code (State ID)
Sacramento City USD – Charles A. Jones Skills & Business Education Center 5451 Lemon Hill Avenue Sacramento, CA 95824 Website: www.scusd.edu	Ms. Eileen Prince Phone: (916) 433-2600 ext. 1058 Fax: (916) 433-2635 Email: Eileen-prince@sac-city.k12.ca.us	989
		Pell Grant – Yes Note: Program costs reflected <u>do not</u> include books and supplies.

#	Courses/Programs (Sacramento City USD – Charles A. Jones)	Occupational Cluster*	Cost	Hours/Program Length	Program Code
1.	Heating and Air Conditioning (HVAC) ↓	7	\$6,950	720 hours/42 weeks	47020112340000
2.	Heating and Air Conditioning (HVAC) ↓ (w/ books/uniform)	7	\$7,248	720 hours/42 weeks	47020112340101

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Provider Name		Contact			Provider Code (State ID)
Sacramento State – College of Continuing Ed. 3000 State University Drive East Sacramento, CA 95819 Website: www.cce.csus.edu		Ms. Arlene Hernandez/Kim Smith Phone: (916) 278-4433 x 2 Fax: (916) 278-4601 Email: alforquehernandez@csus.edu / kasmith@csus.edu			917
					Pell Grant – No NOTE: Cost includes books, materials, Registration Fee & Certificate Fee
#	Courses/Programs (Sacramento State – College of Cont. Ed.)	Critical Occupational Cluster	Cost	Hours/Program Length	Program Code
1.	Green Business Operations	10	\$2,333	108 hours/28 weeks	51220212340000
2.	Sustainable Facilities Management	7	\$3,959	141 hours/28 weeks	46040112340000
3.	Wastewater Treatment Plant Operator - Distance Learning	9	\$2,886	270 hours/36 weeks	15050632MI0000
4.	Water Treatment Plant Operator - Distance Learning	9	\$2,886	270 hours/36 weeks	15050622340000

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Provider Name	Contact	Provider Code (State ID)
Twin Rivers Adult School 3222 Winona Way North Highlands, CA 95660 (See the ETPL for exact training location) Website: www.tras.edu	Ms. Vasseliki Vervilos Phone: (916) 566-1600 ext. 66859 Fax: (916) 566-3524 Email: vasseliki.vervilos@twinriversusd.org	2204 Pell Grant - Yes Note: Costs include tuition & books only for all programs

#	Courses/Programs (Twin Rivers Adult School)	Critical Occupational Cluster	Cost	Hours/Program Length	Program Code
1.	BPI Energy Auditing & Retrofitting	3	\$4,295	160 hours/4 weeks	15050312340000
2.	Green Construction & Maintenance	3	\$3,858	1200 hours/30 weeks	46000012340000
3.	HVAC/R	7	\$4,127	900 hours/30 weeks	47020112340000

Provider Name	Contact	Provider Code (State ID)
Western Electrical Contractors Association (WECA) 3695 Bleckely Street Rancho Cordova, CA 95655 Website: www.goweca.com	Ms. Sheila Zuvich Phone: (916) 453-0112 x 121 Fax: (916) 452-7011 Email: szuvich@goweca.com	2096 Pell Grant - No Note: Individual modules of the programs are available

#	Courses/Programs (Western Electrical Contractors Assn)	Critical Occupational Cluster	Cost	Hours/Program Length	Program Code
1.	Electrician Continuing Ed	3	\$4,094	264 hours/6 months	46030212340101
2.	Electrician Trainee : Classroom	3	\$6,000	672 hours/12 months	46030212340000
3.	Electrician Trainee: Web Cast	3	\$6,000	672 hours/12 months	46030212340200