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Ramos Oil Company, Inc.

**LARRY BOOTH**  
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Sacramento Job Corps

**LARRY BURKHARD**  
City of Sacramento.

**DENNIS CANEVARI**  
Sheet Metal Workers Local #104

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Blood Source, Inc.

**LYNN R. CONNER –Chair**  
Parasec

**MICHAEL DOURGARIAN**  
Asher College

**ANN EDWARDS**  
Department of Human Assistance

**DIANE FERRARI**  
Employment Development Department

**DAVID W. GORDON**  
Sacramento County Office of Education

**GARY R. KING – First Vice Chair**  
SMUD

**KATHY KOSSICK**  
Sacramento Employment & Training Agency

**MATT LEGE**  
SEIU – United Healthcare Workers

**FRANK A. LOUIE**  
Sacramento Asian Chamber of Commerce

**ELIZABETH MCCLATCHY**  
The Safety Center, Inc.

**CHARLOTTE MITCHELL**  
Sacramento County Farm Bureau

**DENNIS MORIN**  
Sacramento Area Electrical Training Center

**DR. JAMEY NYE**  
Los Rios Community College District

**JAY ONASCH**  
California Department of Rehabilitation

**KIM PARKER**  
California Employers Association

**FABRIZIO SASSO**  
Sacramento Central Labor Council

**ANETTE SMITH-DOHRING**  
Sutter Health – Sacramento Sierra Region

**PETER TATEISHI**  
Sacramento Metro Chamber of Commerce

**RICK WYLIE – Secretary/Treasurer**  
Villara Building Systems



SACRAMENTOWORKS

## Meeting of the Sacramento Works Youth Committee

**Date:** Wednesday, February 1, 2017

**Time:** 8:30 a.m.

**Location:** SETA Board Room  
925 Del Paso Blvd., Suite 100  
Sacramento, CA 95815

## AGENDA

	<u>PAGE NUMBER</u>
1. Call to Order/Roll Call	
2. <b><u>ACTION:</u></b> Approval of the November 9, 2016 Minutes	1-3
3. <b><u>ACTION:</u></b> Approval of Funding Recommendations for the Workforce Innovation and Opportunity Act (WIOA), Title I, Youth Program Services for the Galt Area	4-6
4. <b><u>INFORMATION ITEM:</u></b> ETP Pilot for Sacramento At-Risk Youth	7-9
5. Review/Discussion of Workforce Board Strategic Planning Session	10-22
6. Public Input	
7. Adjournment	

**Members:** Brian Broadway, Paul Castro, Zak Ford, David Gordon, Brandon Louie, Dennis Morin, Matt Perry, Lorenda Sanchez, Susan Wheeler

**DISTRIBUTION DATE: FRIDAY, JANUARY 27, 2017**

## SACRAMENTO WORKS YOUTH COMMITTEE

### Minutes

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

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

Wednesday, November 9, 2016  
8:30 a.m.

#### 1. Call to Order/Roll Call

Mr. Paul Castro was welcomed to the Youth Committee.

The meeting to order at 8:33 a.m. The roll was called and a quorum established.

Members Present: Paul Castro, Zak Ford, David Gordon, Matt Perry, Susan Wheeler

Members Absent: Brian Broadway, Brandon Louie, and Dennis Morin

#### 2. ACTION: Approval of the September 14, 2016 Minutes

The minutes were reviewed; no questions or corrections.

Moved/Gordon, second/Castro, to approve the September 14 minutes.

Roll call vote:

Aye: 5 (Castro, Ford, Gordon, Perry, Wheeler)

Nay: 0

Abstentions: 0

Absent: 3 (Broadway, Louie, Morin)

#### 3. ACTION: Approval to Allocate WIOA Title I Youth Funds to support a Transitional Foster Youth Employment Pilot

Ms. Carpenter reviewed this item. SETA will be the case manager for this program.

Mr. Perry asked where the initial 32 hour program takes place. Ms. Carpenter replied that she is thinking of having it here but another option is Stanford Settlement. When the 20 youth are identified, the program will be held at a central location. Stanford Youth Solutions will provide transportation support.

Ms. Carpenter stated that it is a six month program. The program begins in January and we are hoping to have placements by June 30. The goal is to have the kids trained successfully so they will be retained by the employers.

Mr. Ford inquired how the \$26,000 remaining will be allocated. Ms. Carpenter replied that it is yet to be determined. This program entails more comprehensive case management.

At the next meeting, staff will provide an update on all WIOA programs and will be engaging more with our partners. Mr. Castro requested regular updates.

Mr. Gordon acknowledged Ms. Carpenter's work for following through on this initiative. The goal is to try to create a special relationship with government to feed kids into the employment pipeline.

Moved/Gordon, second/ Ford, to approve the allocation of \$74,380 WIOA Title I Youth Funds to support a Transitional Foster Youth Employment Pilot.

Aye: 5 (Castro, Ford, Gordon, Perry, Wheeler)

Nay: 0

Abstentions: 0

Absent: 3 (Broadway, Louie, Morin)

4. **Review/Discussion on updating the 2011 Youth Committee Strategic plan**

Most of the issues are around placement in employment; each group may have different ways of placing youth in employment.

Mr. Gordon asked if there was a profile of people we have traditionally been serving, i.e., Homeless/out-of-school youth, in- school youth? Are there special populations? Ms. Carpenter replied that we should be serving all of the special populations. Youth in general need to have opportunities for work readiness. The focus now is out-of-school youth. Ms. Carpenter will get the demographics of who we are actually serving.

Ms. Carpenter will continue looking for more background information; Mr. Gordon asked her to look at other workforce development areas to see what other areas are doing.

Mr. Perry wants to see in real time how the kids are being served, i.e., here's who we are serving, and here is where they are coming from. Mr. Gordon suggested having a focus group of service providers and ask what areas have they had success and where do we need to have more outreach.

At the first of the year, the providers and other organizations will be brought together to analyze the WIOA youth program and to give data and direction to complete the plan. It will take at least a couple of hours.

Ms. Carpenter asked if there would be a better time/day for the committee meetings. It was decided that a Doodle poll will be sent out to members to secure regular meeting dates.

Meristem has rescinded the \$33,000 they were granted for their Youth program; there was a change in leadership, but they're still in business. Staff also was informed of an issue with Galt Joint Union High School District. The case manager working on the youth program left. They enrolled four youth into the program; they have a goal to serve 20. Under the procurement process, staff contacted all providers to see if anyone was interested in serving the Galt area. Galt has been unserved for the last five years. Staff is looking at options to ensure the services are provided.

Ms. Wheeler stated that it is great that we are continuing to focus on providing services to this area; it is not easy to do but it is necessary. Mr. Perry asked when the RFP would go out and Ms. Carpenter stated by the end of the fiscal year. Mr. Gordon asked staff to consider doing it earlier.

Mr. Cunningham stated that we could do a small purchase procurement for that area; he will research that. Mr. Kim stated that we can do some procurement to align with the year but either way, it is important to have a temporary solution and continue to serve that community. We could do a procurement specifically for Galt. Mr. Gordon stated that their high school district is very small; they have to run two comprehensive high schools so their budget is very stretched and there are not a lot of other services in that area. We need to develop the capacity to serve that area. The high school would like to do the program if they could but they do not have the capacity.

Mr. Cunningham stated that this committee could authorize staff to prepare the procurement and issue it. Take the old procurement (RFP) and focus it down to Galt. This could be brought back as a ratification item.

Mr. Perry stated that the returns for the kids in Galt are very profound.

Mr. Cunningham stated that it is his sense that the committee wants to move forward as quickly as possible.

5. **Public Input:** Mr. Richard Thornhill introduced himself; he has five youth which he mentors. He introduced a young man who will be considered as a youth member. This will be an action item at the January meeting.
6. **Adjournment:** The meeting was adjourned at 9:27 a.m.

## ITEM 3 - ACTION

### APPROVAL OF FUNDING RECOMMENDATIONS FOR THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA), TITLE I, YOUTH PROGRAM SERVICES FOR THE GALT AREA

#### BACKGROUND:

At the request of the Youth Committee on November 16, 2016 the Sacramento Works Workforce Development Board voted to recommend to the SETA Governing Board the release of a Request for Proposals (RFP) to serve disconnected youth in the Galt area due to a return of funds from the Galt Joint Union High School District. The SETA Governing Board approved the release of this RFP on December 1, 2016. Proposals were due at SETA on January 12, 2017.

The WIOA Youth RFP focus included:

- Significantly increased services to out-of-school youth 16-24 (75% of WIOA youth funds must be expended on providing intensive services for out-of-school youth)
- Paid or unpaid work based learning activities that include both an academic and occupation education component for both in-school and out-of-school youth (at least 20% of WIOA youth funds must be expended on work experience activities)
- The incorporation of specific WIOA Required Youth Elements into program services and training provided to the youth
- Individualized services focusing on career pathways and work-based learning tied to a systematic approach that offers youth a comprehensive set of service strategies to help identify personal and vocational interests and begin to clarify long-term employment goals
- Innovative youth program service strategies which provide support for high school dropout recovery, child care, housing, comprehensive guidance/counseling and mentoring
- Demonstrated linkages with the public schools, alternative schools, and various training providers to extend and enhance learning opportunities as part of a year-round strategy to improve academic achievement and build connections between work and learning
- Achievement of recognized post-secondary credentials
- Required connection between WIOA-funded youth programs and the One-Stop Center System providing information on the full array of appropriate services that are available to youth

#### Selection/Evaluation Procedure/Criteria

A proposal evaluation committee comprised of staff and Youth Committee members evaluates each proposal and provides the results of their evaluation. Youth program

### ITEM 3 – ACTION (continued)

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funding recommendations are based upon an evaluation of each proposal submitted and the applicant agency's past program performance.

Proposal evaluation criteria includes program summary, target area, target group, program design, performance benchmarks, statement of capabilities/references, financial management and budget. Points possible in this section are 105 points.

All applicants who are either current or recent SETA funded program operators were evaluated based upon their ability to meet contractual performance standards for up to the last three fiscal years. Other organizations not currently or previously funded by SETA and service providers who received SETA funds prior to 2013 were evaluated based on information obtained from references submitted in their proposal. Points possible in this section are 40 points

### **FUNDING ALLOCATIONS**

The amount of funding estimated to be available is \$95,640. The subgrant will be awarded for an initial term beginning March 6, 2017 and ending June 30, 2018. The Sacramento WIOA youth funds are allocated for Individualized Services for Out-of-School Youth.

#### **Individualized Services:**

The Workforce Innovation and Opportunity Act identified specific program elements to be incorporated into the delivery of youth services.

1. Secondary School Completion Services
2. Alternative Secondary School Services
3. Paid or unpaid work experience that have academic and occupation education as a component of the work experience
4. Occupational Skills Training that lead to recognized post-secondary credentials that align with in-demand industry occupations
5. Education offered concurrently with and in the same context as workforce activities and training for a specific occupation
6. Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive and civic behaviors
7. Supportive Services
8. Adult Mentoring
9. Comprehensive Guidance and Counseling
10. Follow-up Services for not less than 12 months after program completion
11. Financial literacy education

ITEM 3 – ACTION (continued)  
Page 3

12. Entrepreneurial skills training
13. Career awareness, career counseling and career exploration services about in-demand industry sectors/occupations
14. Activities that help youth prepare for and transition to post-secondary education and training.

The WIOA Youth Program requires that these elements be part of a comprehensive and community-focused program design providing an age continuum of services to the target population. Program services will address the barriers of the targeted youth and prepare them to obtain employment in a high wage/high growth industry or in an occupation with future career advancement opportunity, enter an education or training program, attain a degree/certificate, achieve measureable skill gains or return to/remain in secondary/alternative secondary school.

**FUNDING RECOMMENDATIONS BASED ON AVAILABLE FUNDING AND WIOA PROGRAM REQUIREMENTS**

Two proposals were received to provide WIOA Youth Program Services for the Galt Area:

1. Sacramento Youth Empowerment Organization, Inc.
2. California Human Development

Note: Funding Chart with scoring totals and proposal summaries will be presented at the February 1 Committee meeting.

**RECOMMENDATION:**

Review and approve the staff funding recommendations and submit final funding recommendations for WIOA Youth Services for the Galt area to the Sacramento Works, Inc. Executive Committee for approval.

Approve with the stipulation that all funding recommendations are contingent upon satisfactory year-end program performance reviews.

## ITEM 4 - INFORMATION

### ETP PILOT FOR SACRAMENTO AT-RISK YOUTH

#### BACKGROUND:

SETA will be partnering with the Mayor's Office, Industry Associations, Employers and Community Based Organizations to create a pipeline connecting students in the summer between their junior and senior years to paid skills training, civic education and employment. The program will be funded through the Employment and Training Panel.

The attached document provides an overview of the program.

## ETP PILOT PROPOSAL for SACRAMENTO'S AT-RISK YOUTH

### VISION

Create a pipeline connecting students in the summer between their junior and senior years to full-time, paid skills training, civic education and employment. Employers will commit to retaining the students for a minimum of 10 hours a week during their senior year. This will result in an educated, well trained and skilled workforce for the engaged industries upon the students' graduation from high school. This program will target 500 youth over the course of a two-year contract, focusing on students in our most impacted neighborhoods (Grant, Hiram Johnson, Luther Burbank, Valley High, American Legion, Health Professions High School). By partnering with Sacramento's local workforce development agency, SETA, and regional industry leaders, we will create a sustainable model that can be replicated in other metropolitan regions across the state.

### STRUCTURE

This program will target two primary industries, Construction and Hospitality, serving ETP eligible employers. Additional areas of focus may be included based upon employer interest, including Healthcare.

Construction	Hospitality
<ul style="list-style-type: none"><li>• Introduction to Construction</li><li>• General Business/Computer Skills</li></ul>	<ul style="list-style-type: none"><li>• SETA/CSUS Hospitality Training</li><li>• General Business/Computer Skills</li></ul>

### PROGRAM OUTLINE

#### April-May

- 20-24 hours Job Readiness Skills Trainings (500+ students, unpaid) in cohorts of up to 25 students.
- At the end of this training students will be assessed, 350 of the most job ready then are hired.
- *Training will be tracked for ETP reporting purposes, this training will be job readiness in nature and therefore eligible for ETP funding for eventual 350 ETP participants.*

#### June

- 350 of most "job-ready" students are hired and then placed in industry-specific job skills training, consisting of 80 hours of training resulting. The 80 hour trainings will be designed with input from industry partners and be structured to provide industry recognized certificates when possible.
- Combined with 20-24 hours Job Readiness training, ETP eligible training for the 350 trainees will range from 100 – 104 hours per trainee.
- Students not placed are provided alternate opportunity (non-ETP)

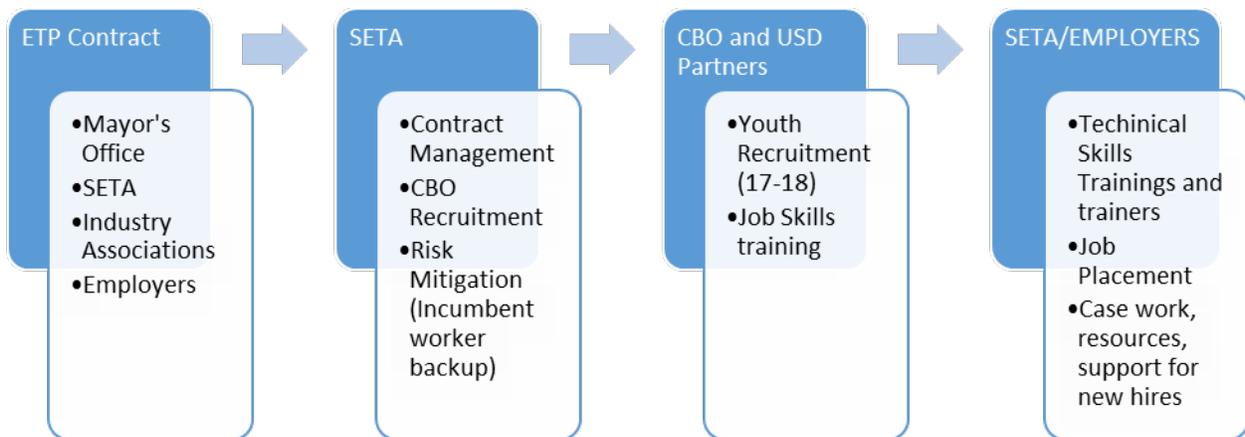
### June/July/August

- Students start work (32 hours a week)
- Students participate in ongoing job skill training (8 hours per week) that is NOT tracked for ETP purposes and doesn't impact ETP retention requirements.

### August – April/May

- Students work min 10 hours per week over the school year, ramping up to ETP full-time requirements during holidays, etc.
- At end of contract year, participants will have 500+ hours of paid work experience.

## CONTRACT PARTNERS



## NEXT STEPS

- 1) Touch base with CBOs to make sure they are on board and fully participating in project development. (Jan)
- 2) Work with ETP, SETA, and Mayor's Office to lock down 350 initial slots from employers. (Jan)
- 3) Draft contract and get project formally approved by ETP. (by March)
- 4) Implement by May 1, 2017.

# Event Report:

## Sacramento Works Strategic Plan Review and Update

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January 20<sup>th</sup>, 2017 ~ Sutter Club, Sacramento, CA

Facilitated and compiled by Alisa Oyler, Partners in Participation ([alisaoyler@gmail.com](mailto:alisaoyler@gmail.com)).

### Event Objectives:

- 1) Review prior strategic plan and progress made towards key goals.
- 2) Assess changes in the current context and implications for future plan benchmarks.
- 3) Update target accomplishments within key goals, and plan for implementation.
- 4) Assess need for new strategic planning process to be conducted.
- 5) Ensure all new and veteran Board members are working together off the same information.

### Agenda

<u>TIME</u>	<u>SESSION</u>	<u>LEAD</u>
8:00 a.m.	Welcome, Agenda and Opening Conversation	Kathy and Facilitator
8:30 a.m.	<b>Presentations</b> Updates on 3 Committee Goals (3-5 min each)	Committee Chairs and key staff
8:50 a.m.	<b>Small Group Work</b> 5 Year Workforce Development Plan Goals – reports on progress made.	Facilitator
9:30 a.m.	Small Group Reports	Participants
10:00 a.m.	<i>Break</i>	
10:15 a.m.	<b>Current Reality Analysis Workshop</b> <i>“What are the key trends that are emerging, established, and dying within our industry that could affect how we shift or change our plan implementation?”</i>	Facilitator
11:00 a.m.	<b>Small Group Work</b> Update strategies within key Goals to reflect shifting reality, and plot on a calendar for implementation.	Facilitator
11:45 a.m.	Small Group Reports and Next Steps	Participants
12:00 p.m.	Evaluation and Close	

# Participants

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Janet Bard, Ramos Oil Company, Inc.  
Larry Booth, Frank M. Booth, Inc.  
Brian Broadway, Sacramento Job Corps  
Larry Burkhardt, City of Sacramento  
Dennis Canevari, Sheet Metal Works Local 104  
Mike Dourgarian, Asher College  
Diane Ferrari, Employment Development Department  
David Gordon, Sacramento County Office of Education  
Gary King, Sacramento Municipal Utility District  
Kathy Kossick, Sacramento Employment and Training Agency  
Matt Legé, SEIU – United Healthcare Works  
Frank Louie, Sacramento Asian Chamber of Commerce  
Elizabeth McClatchy, Safety Center, Inc.  
Kim Parker, California Employers Association  
Fabrizio Sasso, Sacramento Central Labor Council  
Anette Smith-Dohring, Sutter Health  
Rick Wylie, Villara Corporation

Phillip M. Cunningham, Esq., Legal Counsel

## Staff:

Roy Kim  
Terri Carpenter  
Julie Davis-Jaffe  
Michelle O’Camb  
William Walker

# Expectations

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After introductions participants shared their expectations for this event. They answered the following statement: By the end of the morning I would like us to have achieved. The following were mentioned.

- An updated Strategic Plan with specific action steps / accountabilities.
- A clear link of the Mission to the individual mandates and activities, the “weeds” of our work. Ensuring consistency.
- Agreement on a “fast win”, perhaps in the arena of employer outreach.
- Understanding of our legitimate role within communities and the difficulties they face.
- Something measureable that we can hold ourselves accountable to.

# Committee Updates

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## **Employer Outreach Committee: Rick Wylie**

Comments made during the discussion resonates, one was weaknesses. Disruptive technology is something we have to get used to. There was a comment on keeping foremen and not training entry level people. There is a hangover from the recession where employers are not confident if training their entry level people. There is a continuum of disruptive technology displacing employees. Before, our committee was public relations, informing people that we are here. Now we are helping our employers build confidence in building our workforce. Giving them tools for hiring entry level people will accomplish goals of connecting with employers; also connecting our workforce job seekers we are serving so there will now be more people available even though they don't have training. Ms. Carpenter commented on the past public relations and traditional marketing outreach; web based outreach was the focus of the committee. Now the committee has turned everything upside down with the new initiative.

## **Planning/Oversight Committee: Anette Smith-Dohring**

Reviewed and approved the ETPL requests and conducted public hearings for the resource allocation plan. Hosted multiple State Workforce Board convenings to get input to the state plan. Approved revised industry clusters and discussing where our region is going and how to recover.

We spent a lot of time approving the stretch performance goals. As a board we have our initiatives and the services provided are amazing and we always exceed our goals so the committee discussed where we could have stretch goals.

## **Youth Committee: Brian Broadway**

Work concentrating on implementing services for at risk youth. Building skills set and soft skills for kids; train them and move them forward. Develop ways to reach out and educate employers to give kids an opportunity. Strategizing the initiative for the ETP pilot and working with youth and foster youth and find ways to move them into employment.

Ms. Carpenter added that we are also looking at leveraging or braiding resources from other organizations. Looking at ways to provide services to in school youth with special initiatives. Trying to build more relationships that provide services to youth. Need to strengthen resources to assist the kids.

## **State Planning Process**

Roy Kim noted that SETA released a draft local WIOA document plan. It is focused on compliance ensuring that the local WDB is in compliance with the state plan. Staff also developed a draft regional plan and prepared a local plan for Sacramento. The plan is available via the website. There is a public notice announcing this to a number of different partners. Please help to share the information and solicit feedback. Comments are encouraged.

Michelle O’Camb noted that both plans align with the state objectives and strategies. The regional plan is for the four workforce development areas included in the Capital Region. There is a challenge between the regional and local plans. Staff is definitely interested in feedback on the plans.

Roy Kim noted that both plans will come to the boards for approval after the 30 day public comment period.

# Strategic Plan Goal Updates

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Board and staff worked in small groups to review the three goals established in the 5 Year Strategic Plan (2013 to 2018) and answer the following questions:

- 1) Accomplishments: What's been accomplished within each strategy held within that goal?
- 2) Gaps: What is left to be done?
- 3) Challenges: What stumbling blocks have we faced?
- 4) Implications: What does this imply about our work going forward?

**Goal 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 sectors/clusters with high-growth potential:

Health Services  
Life Sciences  
Advanced Manufacturing  
Construction Information and Communications Technology  
Clean Economy  
Food and Agriculture Education and Knowledge Creation

## Accomplishments

- Develop strategic alliances with business associates
- Professional Edge – 500 unemployed prof, 60% placement
- CRANE implemented – Career GPS – 1,000 kids – pathway growth
- Participating in Next Economy
- Visibility
- “Build Your Own Workforce”
- Visibility in business community and develop PR plan
- Promote success of employee involvement
- Employer focused ads
- Airport ads

## Gaps

- Board unaware of GSEC activities
- Reports / updates
- Bring employers to job seekers etc., value proposition – policy, law, training
- Lack of employer knowledge about services
- AJC did not gain traction nationally

## Challenges

- Unable to measure some activities
- Getting the word out
- Can't advocate

- No measureable outcomes
- Did not fully implement American's Job Center Brand
- Entry-level workforce engagement – can't provide workers for high wage jobs

#### Implications

- Employers have access to talent, increase retention, increase employee advancement
- Regional success stories get national traction.

#### **Goal 2:** Build and Maintain a World-Class Talent Pool by:

A: Increasing the number of Californians 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

B: Increasing the number of high school students and high school drop-outs, with emphasis on at-risk youth and those from low-income communities, who graduate (or complete equivalency programs) prepared for postsecondary education or a career.

#### Accomplishments

- CalJobs – online assessments
- Transition to comprehensive centers
- Universal access to all services
- Basic career services
- Individualized career services
- Training based on demand
- Occupations / career pathways
- Transition to WIOA
- CAP / CRANE
- Launch several of special initiatives to serve high risk youth

#### Gaps / Challenges

- WIOA ability to support more paid internships / OJT
- Employers hesitant to hire younger / entry level workers
- Higher minimum wage depresses opportunity for internships
- Measurement of service consistency – results driven

#### Implications

- Without internships / mentorship depresses company growth
- Financial sustainability of career pathway programs
- “First job” opportunity is key to development of workforce

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

#### Accomplishments

- Regional plan, MOU
- Establishment of regional partnerships
- Comm. Colleges, Title II – Adult E regions

- Relationships improved
- Mobile service design (navigators)
- Board policies based on data

#### Gaps

- Lack of Board knowledge for Board members
- Regional partnerships not integrated
- Connectivity

#### Challenges

- Siloed data systems
- Mandate vs individual program performance
- Reaching field staff
- Cost + political will

#### Implications

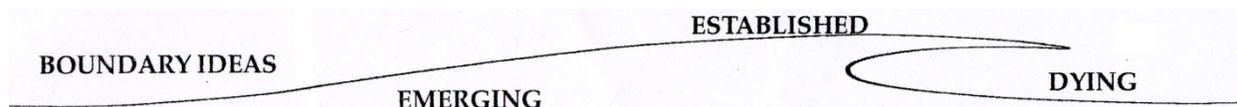
- Inefficiency
- No common goal
- More engagement in other systems

# The Wave: A Current Reality Analysis

In order to ensure that our future planning reflects the ever shifting context we are operating within, we worked together to map out the trends within Workforce Development within our region. We conducted a workshop called “The Wave” that asked us to address the following focus question:

*What are the events, trends, practices and approaches within workforce development in our region that shape our current reality?*

The trends were according to the four categories below. The following is a summary of that conversation and the implications this context may have for our planning.



Key:

Pleased = █

Cautious = &:

## Boundary

Innovative Technology: Gov. Tech
Will “on shoring” create jobs in corporate America? Are we prepared?
Avoiding redundancy through collaborations
Individualized services through case management
Instantaneous feedback using data analytics
Employer is our customer; job seeker will benefit; this should be established █ and &
You don’t need a four year college degree to be more successful *
Integrating data systems and services
Small scale manufacturing (microbreweries) █
Greater acceptance and understanding of pre-apprenticeship programs

## Emerging

Multi-employer workforce &
- Multiple jobs
- ‘Gig’ economy
- How to work ourselves out of poverty
Employer awareness of the need for a multi-talented/cultural workforce
Expanding our key partnerships in education
Accountability and measuring of results

Remove mystery of apprenticeship programs within trades and crafts
Deploy technology to fill gaps <ul style="list-style-type: none"> <li>- Employees displaced</li> <li>- Confirm no added employees</li> </ul>
More CTE value job opportunities
K-12 Career Pathways Metrics? * and &
Bring employers to the table
Career Pathways &
Career Lattices
Internships
Community competition for talent
Human Centered Design - meet them where they are

**Established**

Global market impacts in California
Downsize mergers and splits
Shortage of skilled labor (attrition, baby boomers)
Get all centers/partners to perform consistently
Do more with less
Bricks & Mortar AJCC's
Demand focused sectors
Soft skills (work readiness/essential skills) Still not clearly defined. &
Knowledge of all grants.
Employers hiring based on government mandates Ex: Health insurance 50+ employers, employer hires 48.
Best indicator of job success is time performing the job

**Dying**

Reactive to industry trends vs. proactive.
Are we proactive in preparation of job seekers or losing ground ("tech innovation")
(Face to face) Old ways of hiring
Job Fairs multi-industry with paper resumes, etc.
Computer illiteracy
Sourcing and placing of skilled workers (fully experienced)
Exclusively Unpaid internships (as free labor)
Silo approach service and data systems
"Everyone" Need for a four year degree; Still no requirement to have a high school document.
Single skilled/single job workforce
Individual performance
Static delivery models

# Implications

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Throughout the day participants were asked to reflect on their work and draw out any implications for the planning efforts going forward. This was especially true after the current reality analysis. The following is a list of some of those implications.

- Working within an area of extreme poverty.
- De-siloing between regions as well. Regional alignment within established limitations.
- New Mayor's goal regarding internships should be considered an opportunity. It's more focused on High School than college, gap fill?
- Small and medium businesses – barriers to entry for internships need to be addressed.
- Money in the January budget for “federated data system” – leverage?
- Rather than ‘not everyone needs a four year degree’ – there are alternatives, and some degrees could be restructured – i.e. teaching
- Re: risks of the multi-employer workforce, keep in mind also that workforce flexibility correlates with increased economic growth.
- Need to map the workforce ‘gaps’ in order to help address.
- Internships: reflect in our goals the need to reach out to the employer community – balance interests to inform our focus.
- Changes in the minimum wage and its implications.
- New administration likely to be more business focused – emphasis on “employer is our customer” language
- May be more flexibility in how to use funding with incoming administration.

# Goal Groups: Implementation Planning

Participants gathered again by small groups to incorporate the progress reports, and current reality analysis to inform the planning for the coming year (into FY 2018). Groups were asked to determine: 1) 2 Year Success Measures for that Goal going forward. 2) Accomplishments needed by Quarter to move us towards those impacts. And 3) A launch activity within that Goal to build momentum. The following is a moment-in-time snapshot of the planned actions going forward, with **Point Persons** bolded and *Deadlines* in italics.

GOAL	LAUNCH ACTIVITY	Q3: JAN-MAR	Q4: APRIL – JUNE	Q1: JUL – SEP	Q2: OCT-DEC	2 YEAR SUCCESS MEASURES
<p><b>Goal 1: Meet the workforce needs of high demand sectors of state &amp; regional economies</b> .....</p>	<ul style="list-style-type: none"> <li>• Pilot program <b>Terri / William</b> <i>Dec 2017</i></li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Identify 250 prospective employers <b>Terri / William</b> <i>June 2017</i></li> <li>• CRM – Identify potential software solution <b>Roy / William</b> <i>June 2017</i></li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• CRM Identify data points to capture <b>Staff / EOC</b> <i>Dec 2017</i></li> <li>• Implement career portfolio tool <b>Anette</b> <i>Dec 2017</i></li> </ul>	<ul style="list-style-type: none"> <li>• Build your own workforce implementation               <ul style="list-style-type: none"> <li>○ 25 employers implementing (use system)</li> <li>○ Complete robust tool box for employers</li> <li>○ Pilot</li> </ul> </li> <li>• Engage 250 employers in internships               <ul style="list-style-type: none"> <li>○ Educate in legality</li> <li>○ Funding access</li> <li>○ Internship – build your program</li> </ul> </li> <li>• Collaboration               <ul style="list-style-type: none"> <li>○ Continue successful partnerships</li> <li>○ Update from GSEC</li> </ul> </li> <li>• Employer Outreach               <ul style="list-style-type: none"> <li>○ Identify # of employers by region /sector</li> <li>○ Increase number of employers that use SETA by 25% based on Q1 data</li> <li>○ CRM identified, purchased and implementing</li> </ul> </li> </ul>

GOAL	LAUNCH ACTIVITY	Q3: JAN-MAR	Q4: APRIL – JUNE	Q1: JUL – SEP	Q2: OCT-DEC	2 YEAR SUCCESS MEASURES
<p><b>Goal 2: World class talent pool. Increase in #of degrees and increase in # of High School graduations of ‘at risk’ youth</b></p>	<ul style="list-style-type: none"> <li>• Launch of foster youth employment initiative <b>SETA, CEA, Stanford Youth Options Feb 2017</b></li> <li>• ETP pilot for disadvantaged youth <b>Employer, Mayors Office, SETA, Community based orgs May 2017</b></li> </ul>	<ul style="list-style-type: none"> <li>• Determine # Adults of 18 – 24 OSY <b>Youth committee March 2017</b></li> </ul>	<ul style="list-style-type: none"> <li>• Determine %of HS / Equivalency <b>Youth Committee April 2017</b></li> <li>• Increase the employment of 16- 24 age group <b>Youth Committee June 2017</b></li> <li>• Program to develop, refer and place internships <b>Youth Committee June 2017</b></li> </ul>			<ul style="list-style-type: none"> <li>• Increase in the number of 18 – 24 employed</li> <li>• Increase in the number of 18 to 24 that have High School Diploma / Equivalent</li> <li>• Increase in the number of internships for High School Juniors / Seniors</li> </ul>
GOAL	LAUNCH ACTIVITY	Q3: JAN-MAR	Q4: APRIL – JUNE	Q1: JUL – SEP	Q2: OCT-DEC	2 YEAR SUCCESS MEASURES
<p><b>Goal 3: Service integration and continuous improvement using data for evidence-based policymaking</b></p>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Align Capital Region – membership <b>Kathy, Terri, Youth Committee March 28<sup>th</sup></b></li> </ul>	<ul style="list-style-type: none"> <li>• Establish formal GSEC relationship <b>Kathy, Roy, EC June 30<sup>th</sup></b></li> </ul>	<ul style="list-style-type: none"> <li>• Integrated Admin / FX procurement within Reg <b>Roy, Michelle Sept 30<sup>th</sup></b></li> <li>• % identified for increase in board engagements <b>Kathy, Roy Sept 30<sup>h</sup></b></li> </ul>	<ul style="list-style-type: none"> <li>• Formal engagement in the effort to address income inequality <b>Roy, P/O (?) Dec 31</b></li> <li>• Joint efforts on critical social issues and homelessness <b>Dec 31</b></li> <li>• Achieve / increase entered employment rates and median earning <b>Michelle, P/O Dec 31</b></li> <li>• Stipulate % of accomplishment for education success <b>Dec 31</b></li> </ul>	<ul style="list-style-type: none"> <li>• Expanded systems alignment</li> <li>• Increased board engagement (internal and external)</li> <li>• Defined regular board meetings</li> <li>• Increased coordination with partners, services and data systems and resources</li> <li>• Define our role for addressing income equality</li> <li>• Increase # of individuals that accomplish education goals: GED, HS diploma</li> </ul>

# Next Steps

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We took time at the end to briefly discuss where we go from here.

- Event documentation into a report completed and submitted to Nancy Jan 20<sup>th</sup>
- Nancy to review and submit to Board for feedback by Tuesday Jan 24<sup>th</sup>
- **Board to review draft report and submit corrections, clarifications and additions to Nancy by Jan 31<sup>st</sup>**
- While reviewing, if individual Board members have “aha’s” about new ideas to include they will 1) submit to Nancy for inclusion and 2) add to the agenda of their next committee meeting for discussion.
- In answer to the question of whether or not to revisit the overall goals and Strategic Plan product it was decided:
  - A) We’d like to see some products and momentum within the existing goals before revisiting.
  - B) There is some new information coming that would inform a new strategic plan.
  - C) This plan product was initially designed to carry us through 2018, let’s continue and build energy.
  - D) Plan for a new Strategic Plan in 2018!