

WIB BOARD MEMBERS

LARRY BOOTH
Frank M. Booth, Inc.

LESLIE BOTOS
Blood Source

BRIAN BROADWAY
Sacramento Job Corps

BILL CAMP
Sacramento Central Labor Council

PAUL CASTRO
California Human Development Corporation

COREENA CONLEY
Sacramento Veterans Resource Center

LYNN R. CONNER
Parasec

MICHAEL DOURGARIAN
MDDV, Inc.

MARK ERLICHMAN
California Department of Rehabilitation

DIANE FERRARI
Employment Development Department

TROY GIVANS
County of Sacramento, Economic
Development

DAVID W. GORDON
Sacramento County Office of Education

BERNADETTE HALBROOK
CSUS

JASON HANSON
Sierra Pacific Home and Comfort, Inc.

LISA HARR
Vision Service Plan

BARBARA HAYES
Sacramento Area Commerce & Trade
Organization

MATTHEW KELLY
Sacramento Sierra Building & Construction
Trades Council

GARY R. KING
SMUD

DANIEL KOEN
California Teachers Association

KATHY KOSSICK
Sacramento Employment & Training Agency

STEVEN M. LADD, Ed.D
Elk Grove Unified School District

PAUL LAKE
County Department of Human Assistance

JAMES E. LAMBERT
Sacramento Builder's Exchange

FRANK A. LOUIE
Xerox Corporation

JOANNE MAHANEY-BUEHLER
Area 4 Agency on Aging

ELIZABETH MCCLATCHY
The Safety Center, Inc.

DENNIS MORIN
Sacramento Area Electrical Training Center

KIM PARKER
California Employers Association

MARTHA PENRY
California School Employees Association

DEBORAH PORTELA
Casa Coloma Health Care Center

MAURICE READ
Sacramento Sierra Building & Construction
Trades Council

LOREANDA T. SANCHEZ
California Indian Manpower Consortium

ANETTE SMITH-DOHRING
Sutter Health – Sacramento Sierra Region

MICHAEL R. TESTA
Sacramento Convention & Visitors Bureau

DR. DAN THROGMORTON
Los Rios Community College District

KINGMAN TSANG
East West Bank

TERRY A. WILLS, ESQ.
Cook Brown, LLP

RICK WYLIE
Beutler Corporation

DAVID P. YOUNGER
Lionakis Beaumont Design Group



SACRAMENTOWORKS

SACRAMENTO WORKS, INC. PLANNING/OVERSIGHT COMMITTEE

Date: Wednesday, May 16, 2012

Time: 8:30 a.m.

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

AGENDA

1. Call to Order/Roll Call
2. Approval of the March 21, 2012 Meeting Minutes
3. Policy discussion on High Performing Workforce Investment Boards
4. Approval of the Workforce Investment Act Sacramento Works Resource Allocation Plan For 2012-2013
5. Information Item: SB734 - Training Expenditure Requirements for Local Workforce Investment Boards
6. Input from the public
7. Adjournment

Committee Members: Lynn Conner (Chair), Leslie Botos, Paul Castro, Coreena Conley, Bernadette Halbrook, Matt Kelly, Kathy Kossick, Paul Lake, Jim Lambert, Frank Louie, Dan Throgmorton

DISTRIBUTION DATE: THURSDAY, MAY 10, 2012

SACRAMENTO WORKS 925 Del Paso Boulevard, Suite 100 • Sacramento, CA 95815

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Planning/Oversight Committee

Minutes/Synopsis

(Minutes reflect the actual progression of the meeting.)

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

Wednesday, March 21, 2012
8:30 a.m.

1. Call to Order/Roll Call: Ms. Conner called the meeting to order at 8:35 a.m.

Present: Lynn Conner, Kathy Kossick, Paul Lake, Jim Lambert, Frank Louie

Absent: Coreena Conley, Paul Castro, Bernadette Halbrook, Matt Kelly, Dan Throgmorton

Other Present: Robin Purdy, Phil Cunningham, Marty Araiza, Cindy Sherwood Green, Michelle O'Camb, Ralph Giddings, Terri Carpenter, Sandra Brown, Ellen Franz.

2. Approval of the January 18, 2012 Meeting Minutes

Minutes were reviewed; no questions or comments.

Moved/Lambert, second/Kossick, to approve the minutes of the January 18, 2012 meeting.

Voice Vote: Unanimous approval.

3. Action Item: Review and Approval of the Regional Workforce Investment Board Strategic Plan

Ms. Purdy stated that this item is being sent forward by the conveners from the action teams.

Staff has been working on the strategic plan since August with Golden Sierra, NCCC, Yolo and Sacramento workforce investment areas.

Several of the members of the Executive Committee went to the National Association of Workforce Boards and have suggested some fine-tuning of the strategic plan. Ms. Purdy stated that it was fortuitous that the goals developed regionally also came up nationally.

Ms. Terri Carpenter reported that her group had representatives from the various WIBs in brainstorming session to come up with strategies. Ms. Conner reported that at the NAWB national conference, President Obama announced that he would like the WIBs to all have a common tag line nationwide. The best way to do it is through a tag line: "America's Job Training Centers." This came out from the Department of Labor; the state will also come out with a tag line.

Ms. Carpenter stated that a regional 'brand' has been developed, which was one of the goals. Another idea is to develop a 'splash' page where anyone wanting to go into employer services on a regional level can be directed to the splash page. The splash page would also have testimonials for each of the WIBs. She is also recommending developing a marketing budget for all of the WIBs to sustain the marketing.

Ms. Sandra Brown reported that there has been a regional training team since 1996 (Capital Area Investment Zone), which was good for the first 4-5 years. It now needs to be re-energized. The CAIZ includes NCCC along with Golden Sierra, Yolo and Sacramento. Members continue to meet and determine what training is needed for the staff at the centers, or trainings such as disability awareness, etc. A new assessment survey is being developed to engage staff.

Ms. Ellen Franz reported that she is working with Walter Lott, who developed the original CAIZ web site, to expand it to make it prettier; \$2,000 has been allotted to enhance the website.

Mr. Ralph Giddings reported that his group is working to design, improve and market the virtual one stop system website and technology. A new system, CWSN, will be replacing CalJobs. The implementation will be done in phases with CalJobs changing in the beginning of July, JTA changing in August or September. There is a great deal of concern to maintain the quality of services for the employers and job seekers. Staff is working with the state to get trainers for 'super trainers'. Staff have gone through two different boot camps; the system was recently reviewed to see if there are any glitches.

The regional take is that the Sacramento WIB is already using the system that the state is transferring to; we already use a virtual one stop. Staff is working to identify differences of the versions in the state program. A week-long training will be offered by Geographic Solutions beginning April 9. There will be representatives from each of the regional WIBs.

The Technology improvements group is looking at creating an application for the region to access information on Smart Phones or I pads.

Ms. Purdy stated that the goal regarding the preparation for youth in the workforce was revised to strengthen their youth councils. They want to do a regional best practices conference to focus in on what works for youth. Their plan is to take each of the strategies to their respective youth councils.

Ms. Conner reported that another thing she learned from the NAWB conference is that no money was allocated for summer youth. Instead, local employers will be asked to hire/commit to hire youth this summer. Ms. Purdy has a list of employers that have signed on nationally (The Gap).

Ms. Purdy reported that goals 4 and 5 were combined. Staff is waiting to see what is coming out with the Next Economy plan. A lot of research has been done on demand occupations. Bill Mueller from Valley Vision will be speaking before the WIB next week.

Ms. Purdy reported that there is movement on the recertification of the WIA; however, the Senate and House have different goals. It is not expected to pass in the near future.

Mr. Lambert stated that a lot of money is spent promoting community colleges. At least 35% of high school kids drop out of school. Where do these kids go? It would be good to encourage the youth to go to work instead of hanging out on the streets.

Ms. Conner reported that 25% of high school kids nationwide do not graduate. The GED program will be changing dramatically in 2014 making it much harder to pass the GED. There will be a need to have some sort of a certificate for kids that do not pass the GED but give them a certificate so they can get a better job.

Ms. Purdy suggested that the Planning/Oversight Committee focus on 16-18 year olds keeping them in school and re-engage out-of-school kids in work/training. She also recommends a research project to find out the local apprenticeship programs sponsored by the private sector.

Moved/lambert, second/Louie, to approve the plan to be submitted to the full Board for review and approval.

Voice Vote: Unanimous approval.

4. Action Item: Approval to Submit Northern California Innovation Strategies Workforce Innovation Fund Proposal to the U.S. Department of Labor

Ms. Purdy reported that everyone she spoke with at the NAWB conference stated that they will be putting in a proposal for the workforce innovation funds.

Ms. Purdy stated that \$12 million will be requested for the seven Northern California workforce investment boards. The Northern California/Sacramento region proposes to invest in strategies that deliver services more efficiently and achieve better outcomes, particularly for vulnerable populations (e.g. low-wage and less-skilled workers, youth, welfare recipients and veterans) and dislocated workers, especially those who have been unemployed for many months. The funds are expected to serve 1,400 people in Northern California. Ms. Purdy reviewed the goals of the proposal.

Ms. Conner reported that there will be a law presented to Congress prohibiting employers from refusing to consider people unless they are already employed.

Moved/Lake, second/Lambert, to approve the submittal of a proposal by SETA on behalf of the Northern California Innovation Strategies Consortium in response to the Workforce Innovation Fund solicitation for grant innovation.
Voice Vote: Unanimous approval.

5. Information Item: Update on National Association of Workforce Boards Conference in Washington D.C.

Ms. Purdy reported on the NAWB conferences; there were about 1,000 people there.

6. Input from the public: None.
7. Adjournment: The meeting was adjourned at 9:27 a.m.

ITEM 3 - DISCUSSION

POLICY DISCUSSION ON HIGH PERFORMING WORKFORCE INVESTMENT BOARDS

BACKGROUND:

In September 2011, SB698 was passed and signed into law. This bill requires the Governor to establish, through the California Workforce Investment Board, standards for certification of high-performance local workforce investment boards (LWIBs). The bill requires the Governor and the Legislature, in consultation with the California Workforce Investment Board, to reserve specified federal discretionary funds for high-performance local workforce investment boards.

The California Workforce Investment Board is currently drafting the High Performing WIB policy. Two documents, one titled "Kentucky High-Performing WIB Standards: Baseline Year 2010" and "A Structured Framework for Determining High Performance Boards" (see attachments) are being used as the basis for the policy discussion.

The Kentucky High-Performing WIB Standards establishes 3 LWIB functions that are the focus for evaluation: Working Strategically, Developing and Managing Resources, and Managing the Work of the Board. In total, there are 11 criteria and 55 indicators associated with the three LWIB functions being evaluated. To receive a high performing WIB designation, boards must obtain a "Yes" on at least 9 of the 11 criteria, with 5 of those criteria deemed "deal breakers". The 55 indicators provide the basis for determining whether a LWIB meets a specific criteria and function as a numerical evaluation to back up a "yes" or "no" answer on a specific criteria.

The Structured Framework for Determining High Performing Boards is a draft in progress which outlines criteria related to SB698.

The Planning/Oversight Committee is being asked to review the documents and structure the discussion for the full board to determine the high priority functions, criteria, and indicators for Sacramento Works, Inc.

Kentucky High-Performing WIB Standards: Baseline Year 2010

| Working Strategically | | | |
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| GOAL: WIBs have a clear strategic direction | | | |
| Criteria | Indicators | Measures and Tools | High Performing |
| <ul style="list-style-type: none"> There is a strategic plan that is goal/objective oriented and goes beyond the scope of WIA funded activities | <ul style="list-style-type: none"> Objectives are clear, state defined outcomes, and have related action plans Plan reflects employer and job seeker needs | <ul style="list-style-type: none"> The objectives are clearly articulated and strategic. The objectives reflect community objectives, beyond measures of WIA or one-stop. Objectives are based on a stated level of improvement over an identified baseline condition. Attainment of the objectives will clearly produce benefit for both employers and job seekers. The plan explains how the level of improvement will be measured/quantified¹ There is an action plan related to the objectives. The action being planned is sufficient to meet the objectives. | <ul style="list-style-type: none"> Yes/No evaluation: board is "High" if it receives positive marks for at least 6 of the 7 measures. Numerical Evaluation: Board receives 1 point for each positive measure and must score at least 6 points. <p>NOTE: This criteria MUST be met for a board to be considered "high performing" regardless of total points scored.</p> |
| <ul style="list-style-type: none"> The strategic plan emerged from a broadly inclusive process | <ul style="list-style-type: none"> The plan (and any updates) reflects the input or participation of economic development, employer, and education stakeholders. | <ul style="list-style-type: none"> Reviewer interviews/surveys with (minimally) economic developers, educators, and employers on the board demonstrate that they feel they were listened to and were able to fully participate in the planning process to the extent they desired. Reviewer interviews/surveys with (minimally) economic developers, educators, and employers— beyond those who are WIB members— demonstrate that they feel they were listened to and were able to fully participate in the planning process to the extent they desired (the board will identify participants for the reviewers to survey and/or interview). The WIB can document all efforts it made to | <ul style="list-style-type: none"> Yes/No evaluation: board is "High" if it receives positive marks for at least 3 of the 4 measures Numerical Evaluation: Board receives 1 point for each positive measure and must score at least 3 points. <p>NOTE: This criteria MUST be met for a board to be considered "high performing" regardless of total points scored.</p> |

¹ Reference tool: *Good to Great and the Social Sectors* by Jim Collins. The monograph explains how to hold yourself accountable for progress in outputs, *even if those outputs defy measurement*. Goals answer the question of how effectively the board delivers on its mission and makes a distinctive impact, relative to its resources.

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| | | <p>obtain input from employers, educators, and economic developers (e.g., surveys, meeting invitations, meeting minutes and summaries showing attendance and active participation, summaries of interviews, etc.)</p> <ul style="list-style-type: none"> • There are references in the board's strategic plan to the plans of other organizations | |
| <ul style="list-style-type: none"> • The board has adopted a sector approach to workforce development. | <ul style="list-style-type: none"> • The WIB has analyzed the regional labor market using the most current available data, and is effectively using this information to guide sector policy and investments. • Employers are engaged through sector strategies. • Where sector strategies have not been implemented at the time of the first review, there is clear plan in place to create them with definitive steps and timelines. • The board supports Sector Partnerships. | <ul style="list-style-type: none"> • Target sectors are identified using data • The sector approach is clearly reflected in the goals and actions of the strategic plan (whether to enhance existing sector strategies or to create them with definitive steps and timelines.) • The WIB gives clear direction to the one-stop operator regarding sectors to be targeted through contract requirements, local plan requirements, business plan requirements, MOUs, or similar means. • The WIB sets quantified expectations for the one-stop for addressing the needs of target sectors. • Sector partnerships, whether existing, or planned, include key employers in the sectors (or if planned, key employers to invite as members have been identified) as demonstrated through meeting summaries, e-mails, etc. • Staff support is provided to sector partnerships as demonstrated by meeting summaries, e-mails, etc. • Sector partnerships are employer driven, as demonstrated by meeting summaries, e-mails, etc. | <ul style="list-style-type: none"> • Yes/No evaluation: board is "High" if it receives positive marks for at least 6 of the 7 measures. • Numerical Evaluation: Board receives 1 point for each positive measure. |
| <ul style="list-style-type: none"> • The strategic plan is part of a continuous improvement process; the plan is a "living" document | <ul style="list-style-type: none"> • There is an update mechanism for the plan • The Board seeks feedback on the plan from relevant stakeholders | <ul style="list-style-type: none"> • The strategic plan describes the timeframes and mechanisms for updating the plan. • WIB meeting summaries demonstrate that progress on the plan is discussed at every board meeting. • Evidence is provided showing how the WIB sought feedback on the plan from stakeholders through interviews and/or surveys. | <ul style="list-style-type: none"> • Yes/No evaluation: board is "High" if it receives positive marks for all 3 measures • Numerical Evaluation: Board receives 1 point for each positive measure. |

Developing and Managing Resources

GOAL: WIBs effectively (fill community need/gaps) and efficiently (avoids duplication) manages assets in the community

| Criteria | Indicators | Measures and Tools | High Performing |
|--|---|---|--|
| <ul style="list-style-type: none"> Staff develops the budget under the direction of the WIB. | <ul style="list-style-type: none"> The Chief Elected Official is involved in development of the budget. The budget supports the strategic plan. The WIB invests resources to develop skills in high priority occupational areas. | <ul style="list-style-type: none"> A process is in place for the board to provide direction for development of the budget. The process is in writing (e.g., in the by-laws, in the strategic plan, etc.) and for the chief elected official to be involved. Interview or survey with the chief elected official confirms that s/he was consulted in budget development. Minutes of the budget or finance committee or executive committee or full board reflect discussion of the connection between the strategic plan and the budget. Clear direction is provided to the one-stop operator on targeting resources to develop skills in high priority occupational areas as demonstrated in contract requirements, local plan requirements, business plan requirements, MOUs, or similar means. Board meeting minutes or copies of e-mails demonstrate that staff has shared full findings from independent audits with the WIB, and that any fiscal findings are being addressed. Understandable fiscal reports are provided to the WIB on a regular basis as demonstrated by meeting handouts or e-mails. Written policies exist for procurement, fiscal processes, cost allocation procedures, and travel reimbursement. | <ul style="list-style-type: none"> Yes/No evaluation: board is "High" if it receives positive marks for at least 6 of the 7 measures. Numerical Evaluation: Board receives 1 point for each positive measure and must score at least 6 points. <p>NOTE: This criteria MUST be met for a board to be considered "high performing" regardless of total points scored.</p> |
| <ul style="list-style-type: none"> Resources and assets are coordinated and leveraged from other workforce, economic development, and educational | <ul style="list-style-type: none"> The Board is aware of and influences resources beyond WIA funding, such as foundation funds, Perkins resources, etc. WIBs have mapped what assets are available in the community relative to the key issues they identify in the strategic plan. | <ul style="list-style-type: none"> The board has an asset map. Board meeting or committee summaries demonstrate that the asset map has been discussed and is being used as a tool for planning. 1st year: there is at least a solid plan in place for leveraging resources, including | <ul style="list-style-type: none"> Yes/No evaluation: board is "High" if it receives positive marks for at least 3 of the 4 measures Numerical Evaluation: Board receives 1 point for each positive measure. |

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| <p>9</p> <p>organizations/agencies.</p> | <ul style="list-style-type: none"> Asset mapping is used in the board's discussions and decision-making. Resource utilization is aligned with goals and objectives in the strategic plan Non-WIA resources, including from the private sector, foundation, and other public entities are being leveraged (or planned to be leveraged, with a definitive set of action steps and timeframes.) | <p>steps and timeframes, and desired results. 2nd year: resources have been successfully leveraged.²</p> <ul style="list-style-type: none"> 1st year: a quantified goal has been set for leveraging non-WIA allocated resources. 2nd year: There is documentation tool for determining the amount of resources leveraged, which is included in reports to the WIB. | |
| <p>8</p> <ul style="list-style-type: none"> WIBs are fiscally responsive to shifts in trends and economic conditions. | <ul style="list-style-type: none"> There is an update mechanism to reallocate human and financial resources in the business services and youth plans, linked to labor market shifts and tied to the strategic plan. The Board seeks feedback on financial investments | <ul style="list-style-type: none"> There is a written process for reallocating resources based on economic shifts (outlined in the strategic plan, the plan of service, by-laws, or other location). WIB or WIB committee meeting minutes reflect discussion of the impact of changing economic trends, new developments and opportunities, or new challenges and whether those changes should also change the budget; adjustments are made as determined necessary. | <ul style="list-style-type: none"> Yes/No evaluation: board is "High" if it receives positive marks for both measures Numerical Evaluation: Board receives 1 point for each positive measure. |

² Note: "Leveraged funds" can also be funds that the WIB contributed to another organization to fulfill goals that also benefit the WIB's strategic plan and mission. For example, if the WIB contributes \$10,000 to an economic development corporation's \$150,000 labor market research project that will benefit the board's planning efforts, the board has effectively leveraged \$140,000.

Managing the work of the board

GOAL: WIBs have a strong and engaged Board that drives the mission and implementation steps

| Criteria | Indicators | Measures and Tools | High Performing |
|--|---|---|--|
| <ul style="list-style-type: none"> The Board is diverse, connected to the community, and business driven. | <ul style="list-style-type: none"> There is strong business leadership on the board. Board members reflect the diversity of the region. | <ul style="list-style-type: none"> The by-laws define a quorum of business members necessary to have a meeting. The by-laws include attendance expectations and a process for removing members who do not attend meetings. There is a written board member recruitment plan that is linked to sector priorities, geographic diversity, and the need for community opinion leaders. Nominations for board membership presented to the chief elected official include a rationale for member appointment based on sectors, geography, leadership skills, community influence, and connection to the strategic plan Committee chairs are all from the private sector. The executive committee is majority private sector. Committee chairs make reports to full board, not staff. | <ul style="list-style-type: none"> Yes/No evaluation: board is "High" if it receives positive marks for at least 6 of the 7 measures. Numerical Evaluation: Board receives 1 point for each positive measure and must score at least 6 points. <p>NOTE: This criteria MUST be met for a board to be considered "high performing" regardless of total points scored.</p> |
| <ul style="list-style-type: none"> WIBs are measuring success using locally relevant outcomes beyond the mandatory WIA performance standards. | <ul style="list-style-type: none"> The WIB has established outcomes or results that reflect their strategic intent. Outcomes are applied to the One-Stop system reflective of the strategic intent. Sector strategies have measurable outcomes (locally defined). Achievement against measures are made public. The WIB has a plan for action if the measures are not met, including action related to service providers. There is a plan for determining | <ul style="list-style-type: none"> The board has identified tools to measure its desired outcomes and results. There is a relationship between the tools and the measures. The WIB has a plan for how achievement of outcomes will be made public. 1st year: plans for sector strategies include a plan for creating measurable outcomes. 2nd year: sector strategies have measurable outcomes. The WIB has a formal process in place for how to communicate performance expectations with the one-stop operator and gives the one-stop a voice. There is a written process for WIB action that will be taken if measures given to the | <ul style="list-style-type: none"> Yes/No evaluation: board is "High" if it receives positive marks for at least 6 of the 7 measures. Numerical Evaluation: Board receives 1 point for each positive measure and must score at least 6 points. <p>NOTE: This criteria MUST be met for a board to be considered "high performing" regardless of total points scored.</p> |

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| | return on investment. | one-stop operator are not being met. | |
| <ul style="list-style-type: none"> The board agenda is developed by staff with direction actively sought from the WIB. The agendas demonstrate that the WIB is engaged in Big Picture issues, not minutia. | <ul style="list-style-type: none"> Board members actively participate. The agenda reflects policy issues relevant to its members, not individual programs | <ul style="list-style-type: none"> There is a written plan for how the WIB will determine if it is getting the most benefit possible from its investments. | <ul style="list-style-type: none"> Yes/No evaluation: board is "High" if it receives positive marks for 4 of the 5 measures Numerical Evaluation: Board receives 1 point for each positive measure. |
| <ul style="list-style-type: none"> The board is organized and staffed to be efficient and effective. | <ul style="list-style-type: none"> Committees are empowered. Staff provide information to the board so that the board can make strategic decisions. Staff carry out the mission of the board | <ul style="list-style-type: none"> The by-laws or committee charges outline the authorities of the committees. The by-laws address how the WIB can take action between regular meetings (e.g., option for special meetings to be called, option for executive committee to act on behalf of the full board). Surveys/interviews with board members document satisfaction with staff communications. Interviews/surveys with board members demonstrate that board members are satisfied with the quality and quantity of information they receive in order to make decisions. The Executive Director job description reflects responsibility for carrying out the | <ul style="list-style-type: none"> Yes/No evaluation: board is "High" if it receives positive marks for at least 8 of the 10 measures. Numerical Evaluation: Board receives 1 point for each positive measure. |

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| | | <p>mission/strategic plan of the board.</p> <ul style="list-style-type: none">• The Executive Director evaluation tools include assessment of how well the ED carries out the strategic plan of the board.• Information needed for meetings is distributed to board members at least one week prior, as documented by e-mails or dated copies of hard-copy mailings.• There is a mechanism for project management (e.g., an operational plan).• There is a written process for how the WIB has input into the ED's evaluation.• The organizational chart clearly shows the staff reporting to the board. | |
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Scoring Results

Yes/No Approach.

- There are 11 total criteria, so 11 possible “Yeses.”
- Boards must receive a “yes” on at least 9 of the 11 to be considered “high performing.” (82%)
- 5 of the 11 criteria are “deal breakers.” That is, those criteria MUST be 5 of the 9 criteria met.

Numerical Evaluation:

- There are 55 possible indicators.
- There are 32 indicators that are in deal breaker criteria, and 23 that are not.
- To be high-performing:
 - The boards must collect the appropriate number of points in each of the deal breaker criteria³ AND
 - Earn at least 82% of remaining 23 possible points (which would be 19 points).

³ There are 32 possible points among the deal breakers, and earning the requisite number of points among them would require earning 27 (84%) of the possible points. However, boards must separately meet the required number of points for EACH deal breaker criteria rather than simply a total number of points.

A Structured Framework For Determining High Performance Boards

- **Standards Should Be Meaningful**
- **Should Incentivize the Desired Behaviors**
- **Should Be Achievable**
- **Strategic planning and implementation:** Focus is on development of an actionable strategic plan through an inclusive stakeholder process that maps local plan to workforce needs of LWIA. One point for each criteria met, must meet 1 and 4/5 to qualify
 1. Local Planning Requirements in SB 698—Must Meet All of 1 To Qualify
 - a. Plan is not just a Compliance Document for purposes of WIA
 - b. Incorporates Policy Priorities of the State Plan
 - c. Has Measurable Goals
 - d. Contains a well-specified blueprint for attaining the goals, with benchmarks and timelines
 - e. Specifies who will take action to meet the goals
 2. Involvement of Key Stakeholders in Planning Process
 - a. Are the predominant sectors in the LWIA or regional economy on the board
 1. What board meeting or planning events did they attend on what dates?
 2. How did their involvement affect plan development, goals, timelines
 - b. Does the board meet the 15% organized labor requirement
 1. What board meeting or planning events did they attend on what dates?
 2. How did their involvement affect plan development, goals, timelines
 - c. CTE, K-12, Community College Involvement in planning process is documented?
 1. What board meeting or planning events did they attend on what dates?
 2. How did their involvement affect plan development, goals, timelines
 - d. Cooperation, Coordination with other LWIAs in the Regional Economy
 1. Evidence of partnering, pooling resources, and coordinating to meet regional labor market needs?
 3. Scope of Vision
 - a. Does the plan demonstrate an awareness of the workforce needs of the key industry sectors in the LWIA and regional economy?
 - b. Do the goals of the plan address the workforce needs of the key industry sectors in the LWIA and regional economy?
 - c. Does the plan demonstrate an awareness of the various workforce, education and training services provided in the LWIA and the regional economy and their relevance to meeting industries' labor market needs?
 - d. Does the plan articulate how the LWIB and One-Stop Delivery system will make use of and coordinate with the various workforce, education and training service delivery systems in the LWIA and the regional economy?
 4. Use of Data in Planning Process

- **Investment in training/skills development/career ladders.** Focus is on effective skilling of the workforce, development of workplace competencies, based on local needs. One point for each criteria met, must meet 1. and must meet x/y to qualify. Measures should be outputs?
 1. Does the LWIB meet 734 requirements? (If not, then not HP)
 2. Share of enrollees receiving occupational skills training in an in-demand sector in the local economy OR number of enrollees who received occupational skills training measured against a benchmark (from, local plan) OR a measure of growth in the number or share of enrollees receiving occupational skills training
 3. Share of enrolled trainees who complete training program OR number who completed training measured against a bench mark (from the local plan) OR a measure of growth in the number of enrollees completing the program
 4. Share of enrolled trainees who got industry recognized credential, certificate, or degree OR number who got the credential, certificate, or degree measured against a benchmark (from the local plan) OR a measure of growth in the number of enrollees completing the program
- **Business Services/Partnerships/sector strategies:** One point for each criteria met, must meet x/y to qualify
 - 1.
- **Youth strategy:** One point for each criteria met, must meet x/y to qualify
 1. Does the board
- **Managing the work of the WIB:** One point for each criteria met, must meet x/y to qualify
 1. WIB Performance Measures Criteria
 - Has met or exceeded 6 of the 9, regression-adjusted, common metrics in three of the last 4 quarters?
 2. Compliance with State WIA requirements
 3. Compliance with Federal WIA requirements

Two Stage Assessment:

Pre-Screen based on review of written documentation and analysis of the foregoing followed by a more qualitative on site assessment.

Deeper assessment done by review team (including board members, key agencies, elected officials) not a single CWIB staffer. Second stage review does more than look at written material or respond to written plan. It also involves interviews with key players, stakeholders in LWIA.

ITEM 4 - ACTION

APPROVAL OF THE WORKFORCE INVESTMENT ACT SACRAMENTO WORKS RESOURCE ALLOCATION PLAN FOR 2012-2013

BACKGROUND:

The Resource Allocation Plan determines what activities and services are offered through the Sacramento Works One Stop Career Center system. On an annual basis, the Sacramento Works Workforce Investment Board reviews the plan and determines the percentage of funds that will be allocated to each activity in the next fiscal year with Workforce Investment Act (WIA) Adult and Dislocated Worker formula funds.

The allocation for Fiscal Year 2012-2013 for the Workforce Investment Act Adult and Dislocated Worker programs is projected to be \$8,739,581.

The Resource Allocation Plan that was reviewed by the Planning Committee and approved by Sacramento Works in 2011, reflected the following allocation plan for activities/functions in the one-stop system:

- 28.5% Talent Engagement (Recruitment and Referral)
- 46% Talent Development (Training)
- 7% Talent Marketing (Employer Services/ On-the-Job Training)
- 2% Board Initiatives
- 9% One-Stop Support
- 7.5% Administration
- 100% Total**

Staff is recommending no changes to the Resource Allocation Plan for 2012-2013.

The proposed Resource Allocation Plan chart and definitions are attached for your review.

RECOMMENDATION:

Review and approve the Resource Allocation Plan for 2012-2013.

Attachment 1
Recommended Resource Allocation Plan for FY 2012-2013

| One-Stop Services Activities and Functions | Approved Allocation % for Fiscal Year 2011-2012 | Proposed Allocation % for Fiscal Year 2012-2013 | WIA Adult and Dislocated Worker Funding 2011-2012 | Proposed WIA Adult and Dislocated Worker Funding 2012-2013 | Increase/Decrease from last year |
|---|--|--|--|---|---|
| Talent Engagement: Costs associated with welcoming customers, providing orientation, registration and eligibility determination, skill review, initial/vocational assessments, career planning and coaching, counseling, referral to social services, information workshops, and labor market and job forecasting. | 28.5% | 28.5% | \$ 2,413,286 | \$ 2,490,781 | \$ 77,494 |
| Talent Development: Costs associated with customers enrolled in on-site skills development classes, scholarships, On-the-job Training, occupational skills training, employed worker training, English-language training and support services. | 46% | 46% | \$ 3,895,129 | \$ 4,020,207 | \$ 125,079 |
| Talent Marketing: Costs associated with employer outreach, job development, resume and interview assistance, pre-screening and referral, job advancement and job retention. | 7% | 7% | \$ 592,737 | \$ 611,771 | \$ 19,034 |
| One Stop Support: Program Monitoring, SacWorks support, Client tracking, reporting and follow-up. | 9.0% | 9.0% | \$ 762,090 | \$ 786,562 | \$ 24,472 |
| Administration: General Administration, Personnel, Payroll, Information Systems, Fiscal and Contracts staff. | 7.5% | 7.5% | \$ 635,075 | \$ 655,469 | \$ 20,393 |
| Board Initiatives: Funds Sacramento Works Board initiatives, including employer outreach, labor market research, participating in regional workforce plans and initiatives. | 2% | 2% | \$ 169,353 | \$ 174,792 | \$ 5,438 |
| Total | 100.00% | 100.00% | \$ 8,467,671 | \$ 8,739,581 | \$ 271,910 |

**Attachment 2
Resource Allocation Plan
Summary of One Stop Services
2012-2013**

| One Stop Services Activities/Services | Proposed Allocation | \$ Allocated |
|---|-----------------------------|---------------------|
| WIA Adult and Dislocated Worker Program | 82% | \$ 7,122,759 |
| Talent Engagement: Costs associated with welcoming customers, providing orientation, registration and eligibility determination, skill review, initial/vocational assessments, career planning and coaching, counseling, referral to social services, information workshops, and labor market and job forecasting. Staffing and infrastructure for Talent Engagement | 28.5% of Total Funds | \$ 2,490,781 |
| | 100% | \$ 2,490,781 |
| Talent Development: Costs associated with customers enrolled in on-site skills development classes, scholarships, On-the-job Training, occupational skills training, employed worker training, English-language training and support services. Scholarships (Tuition/Support services) On-the-job Training Staff and infrastructure for Talent Development | 46% of Total Funds | \$ 4,020,207 |
| | 40% | \$ 1,620,000 |
| | 29% | \$ 1,169,419 |
| | 31% | \$ 1,230,788 |
| Talent Marketing: Costs associated with employer outreach, job development, resume and interview assistance, pre-screening and referral, job advancement and job retention. Staffing and Infrastructure for Talent Marketing | 7% of Total Funds | \$ 611,771 |
| | 100% | \$ 611,771 |

ITEM 5- INFORMATION

SB 734: TRAINING EXPENDITURE REQUIREMENT FOR LOCAL WORKFORCE BOARDS

BACKGROUND:

In September, 2011 a bill that requires local workforce investment boards to spend a certain percentage of available federal funds for adults and dislocated workers on workforce training activities, was passed by the California Legislature and signed into law by the Governor.

The California Employment Development Department has developed a draft policy to implement the requirements of SB734. EDD proposes that beginning in Program Year (PY) 2012-13, local boards will be required to spend at least 25 percent of their adult and dislocated worker WIA formula fund allocations on workforce training services. A portion of the minimum training expenditure requirement (an amount of up to 10 percent of the adult and dislocated worker formula fund allocation) can be met by applying designated leveraged resources used for training services. Beginning PY 2016-17, the minimum training expenditure requirement will increase from 25 percent to 30 percent.

SETA/Sacramento Works Exceeds SB734 Training Expenditure Requirements:

The Resource Allocation Plan for the WIA formula funds provided to Sacramento allocates 46% of funds to Talent Development, or Training activities, far exceeding the 25% required by SB 734.

Definition of Training Services

In order to apply toward the minimum training expenditure requirement, formula funds and leveraged resources must be spent on training services. Training services are defined as:

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, associate degree, or baccalaureate degree; or
- (2) the skills or competencies needed for a specific job or jobs, an occupation, occupational group, or generally, for many types of jobs or occupations, as recognized by employers and determined prior to training.

Training services include:

- Occupational skills training, including training for nontraditional employment
- On-the-job training
- Programs that combine workplace training with related instruction
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training

ITEM 5 – INFORMATION (continued)
Page 2

- Job readiness training - services that teach skills needed to be successful *in the workplace*
- 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 an individual upon successful completion of the training

Leveraged Resources

Local boards may apply leveraged resources used for training services toward meeting up to 10% of their minimum training expenditure requirement. Leveraged funds that can be included are:

- Federal Pell Grants established under Title IV of the Higher Education Act of 1965
- Public programs authorized by the Workforce Investment Act of 1998 (e.g., Job Corps, Migrant Seasonal Farm Worker, Rapid Response, WIA Title II Adult Education and Literacy, national and state WIA discretionary grants, etc.)
- Trade adjustment assistance
- Department of Labor National Emergency Grants
- Match funds from employers, industry, and industry associations (including the employer paid portion of on-the-job training)
- Match funds from joint labor-management trusts
- Employment training panel grants