

## 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, March 21, 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 January 18, 2012 Meeting Minutes
3. Action Item: Review and Approval of the Regional Workforce Investment Board Strategic Plan
4. Action Item: Approval to Submit Northern California Innovation Strategies Workforce Innovation Fund Proposal to the U.S. Department of Labor
5. Information Item: Update on National Association of Workforce Boards Conference in Washington D.C.
6. Input from the public
7. Adjournment

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

**DISTRIBUTION DATE: WEDNESDAY, MARCH 14, 2012**

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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, January 18, 2012  
8:30 a.m.

1. Call to Order/Roll Call: Ms. Conner called the meeting to order at 8:30 a.m.

**Present:** Paul Castro, Coreena Conley, Lynn Conner, Kathy Kossick, Paul Lake, Dan Throgmorton

**Absent:** Bernadette Halbrook, Matt Kelly, Jim Lambert, Frank Louie

Other Present: Robin Purdy, Phil Cunningham, Darby Patterson, Marty Araiza, Edward Proctor, Cindy Sherwood Green, Michelle O'Camb, Toni Corso, Julie Davis-Jaffe, Juanita Sendejas Lopez, Mario Montes, John Harden, Christine Welsch, Ralph Giddings, Terri Carpenter, Edward DeHerrera, Patty Perez, Chone Brown

2. Approval of the November 16, 2011 Meeting Minutes

Moved/Kossick, second/Lake, to approve the minutes of the November 16, 2011 meeting.

Voice Vote: Unanimous approval.

3. Approval of Endorsement of the Digital Literacy Initiative

Ms. Darby Patterson, Director of Sacramento STRIDE Center, reviewed the initiative. Her organization engages and trains low income displaced workers in the information industry. They are acutely aware that computer repair is essential to everyone's business. Technology is an integral part of everyone's everyday tasks. The graduates are going into the world to fix computer issues.

This has been a very successful program; they have been doing this in partnership with Goodwill Industries. The Sacramento STRIDE Center wants and needs the support of other programs across California. They are seeking support from the WIBs and local government and it is essential to recognize that technology is not just at Intel. Digital Literacy is crucial to all Californians. She is asking for the endorsement of the WIBs

The graduates need to look forward to a career that does not have a ceiling. It is essential to have all kinds of training programs available.

Ms. Purdy stated that this board has acknowledged information technology as a critical industry cluster and the endorsement of this is in keeping with the policy of the board and the committee.

Moved/Throgmorton, second/Lake, to approve the endorsement of the Digital Literacy Initiative launched by the California Emerging Technology Fund.

Voice Vote: Unanimous approval.

4. Approval of Local Eligible Training Provider List Policy

Mr. John Harden reviewed the process by which a provider is added to the local eligible training provider list. Staff is requesting modification to only reflect occupations that show 40 jobs or more for a five-year projection period as far as Career GPS. There were no restrictions before and if a provider qualified to be included on the list, SETA basically accepted whatever program they offered. Mr. Harden stated that the modification will result in better employment opportunities for customers.

Ms. Purdy stated that the Planning/Oversight Committee approved a policy that 90% of all scholarships need to be for jobs in our critical occupational cluster list. This shows occupations that will grow by 40 jobs or more in the next five years.

Ms. Conner asked if this would mean that only critical occupations will be on the list? Mr. Harden replied that the criteria are that the occupation has to reflect at least 200 jobs or more due to growth or separations over a five year period. Currently, 50% of the 800 jobs forecasted meet this requirement.

Mr. Harden reviewed the occupational forecast list posted on the web which includes over 800 occupations. Mr. Harden reviewed the jobs included on the occupations of the jobs has approved for scholarships.

Moved/Kossick, second/Conley, to approve the following:

All new education/training program(s) submitted for inclusion on the LTPL must prepare program completers for employment in a "demand" occupation. "Demand" is defined as those occupations that are forecast to grow by 40 jobs or more (based on absolute growth only) over the 5 year forecast period as reflected in the current Occupational Forecast (Employment Change – Numerical) included in CareerGPS.com ([http://www.careergps.com/occupation\\_forecast\\_data.asp?seta\\_check=&w=1250&h=800&t=Occupation Forecast Data](http://www.careergps.com/occupation_forecast_data.asp?seta_check=&w=1250&h=800&t=Occupation Forecast Data)).

In addition, Schools/institutions who submit an LTPL packet and meet SETA/Sacramento Works current LTPL contract qualifications must also agree to the following guidelines:

1. Schools/institutions must maintain and submit, as requested, necessary insurance documentation and endorsements as outlined in the LTPL Packet contract requirements. Failure to maintain and submit all necessary contractual documentation will result in the school/institution being placed on an LTPL Hold Status (schools/institutions will not be able to receive any additional training referrals from any of the One-Stop Career Centers) until the necessary documentation is submitted;
2. Schools/institutions must submit Customer/Student Progress Reports on a monthly basis;
3. Schools/institutions must submit Customer/Student Placement Form(s), as they occur, for training program completers who enter into unsubsidized employment;

4. Schools/institutions must demonstrate that they provide customer/student placement services. In addition, schools/institutions must maintain an overall Program Completion Rate of 80% and an Entered Employment (Placement) Rate of 60%. The completion and placement rates will be calculated and evaluated on an annual basis.

Voice Vote: Unanimous approval.

5. Workforce Innovation Fund Solicitation for Proposal

Ms. Robin Purdy reported that the Department of Labor has released an RFP for \$98 million available nationwide. In order to qualify, proposers have to be a state WIB or a WIB or a consortium of WIBS to apply, or a tribal workforce investment board. SETA has joined with NCCC, Yolo, Golden Sierra and NORTEC to submit a proposal. SETA has been asked to be the fiscal agent and lead in the proposal. Staff has met with some partners and is moving forward with testing four activities that have provided some success. The proposal is due March 22 and staff is in the process of forming a logic model and a writing team. The proposal will be focusing on four initiatives.

SETA will be requesting \$12 million which is the maximum. A logic model will be sent to the committee members for their review.

6. Career Center Quarterly Reports - Demonstration of web-based reports

Mr. Ed Proctor reported that in the past, when staff pulled reports together, there were multiple people pulling information from multiple sources. Staff embarked on a strategy to centralize the reporting and to create the background of the data. A platform called Bamboo was created which is a sturdy, fast and green presentation platform. Mr. Proctor introduced Mike Matrix as the web engineer, and Ralph Giddings, the system administrator for SacWorks. This has allowed staff to figure out what is going on at the career center level.

Mr. Proctor reviewed the occupational skills training report which shows the various occupational trainings and whether it is adult or youth. There are multiple grant codes within the report. Staff can also 'tear off' reports to show individual reports as needed. The SSNs are obscured throughout the reports.

Mr. Proctor reported that staff is also able to actually go into the system and look up customers. Staff built a layer on top of Bamboo that makes it easier to look people up.

7. Presentation by Sacramento Works Career Centers

Ms. Purdy introduced career center site supervisors and asked them to talk about what is going on at their career centers.

The career center system is structured by region managers; William Walker (South Sacramento County), Cindy Sherwood Green (far south and east Sacramento County), and Christine Welsch (North Sacramento County.)

Mario Montes, Rancho Cordova Career Center

Juanita Sendejas Lopez, Lemon Hill Career Center  
Julie Davis Jaffe, Hillsdale Career Center  
Patty Perez, Franklin Career Center

Rancho Cordova Career Center: Center Supervisor Mario Montes introduced Tatiana Soulimana, Workforce Development Professional III.

Franklin Career Center: Center Supervisor Patty Perez, introduced Chone Brown and Dianna Nash, Workforce Development Professional III

South County Career: Center Supervisor Juanita Sendejas Lopez introduced Juliana Vasquez.

Hillsdale Career Center: Center Supervisor Julie Davis Jaffe, introduced Toni Corso.

Ms. Purdy asked the staff to talk about challenges experienced at the centers.

Mario Montes: There are many challenges due to the economy; schools have been able to customize the training to fit the needs of the community and many times the career center staff is involved in the customization of the training with the schools. The Rancho Cordova Career Center has been working with Fresh and Easy and they are beginning to interview for 35 positions in the Folsom area.

Juanita Sendejas-Lopez: Their customers may have a high school diploma but the population is not highly skilled. The local employers are seeing the career centers as a true source of jobs and training. The Sacramento Professional Network utilizes her career center for job search.

Julie Davis Jaffe: There are quite a few youth partners. Other partners at Hillsdale include AmeriCorps, Sacramento Chinese Community Center, North State BIA, AARP, and the Department of Human Assistance. Home Depot is working with career center staff to recruit employees.

Patty Perez: Everyone pitches in at the career center. Fresh and Easy is also working with staff at the Franklin Career Center. Partners include Crossroads, Sacramento Chinese Community Center, and AARP.

Chone Brown: Each partner brings in their unique styles and strengths. Ms. Dianna Nash stated that the human touch is crucial to assist customers well. The business information center is also a great resource for local businesses.

Julie Vasquez: What works at the South County Career center is the employer partnership.

Tatiana Souliman: Core services are important. There are two coaches on the floor every day.

Toni Corso: What works at the Hillsdale Career Center is the staff and partnerships. They provide a variety of workshops including Job Search 101 and teaching customers

how to navigate the SacWorks web site. Thursday they have 30-40 employers come in to the career center for Job Talk.

Toni: Staff just finished training on the Gold Standard Evaluation that is coming up. Have to determine which of the workshops are core and which of the workshops is considered intensive.

Juanita: The biggest issue is that there needs to be more staffing. It is needed to help the people that come into the career centers. There is also a need to have more and better equipment in the career centers and WIFI at the centers.

Need to find a better way to connect customers to a jobs. Employers need to be reminded that the career centers can provide the same services as Manpower without the cost. Also, the career centers need to have more technology.

Dianna: It would be great to provide seed money for businesses or funding for startup businesses.

8. Input from the public: None.
9. Adjournment: The meeting was adjourned at 10:29 a.m.

## ITEM 3 - ACTION

### REVIEW AND APPROVAL OF THE REGIONAL WORKFORCE INVESTMENT BOARD STRATEGIC PLAN

#### BACKGROUND:

With the formation of the Capital Area Investment Zone in July, 1996, the Sacramento Employment and Training Agency, Golden Sierra Job Training Agency and Yolo County's Department of Employment and Social Services have conducted regional planning, capacity building and outreach to employers to fully implement the Workforce Investment Act and One-Stop Career Center system services in the region. In 2001 the Regional WIB's collaborated to develop a Healthcare Industry Sector with local Community Colleges, Sacramento State University, and the 5 major hospitals in the region. In 2009, in collaboration with the Green Capital Alliance and local energy employers, and joined by North Central Counties Consortium, the WIBs supported the development of a sector initiative focusing on clean energy technology.

Since 2009, the Executive Committees of the four Workforce Investment Boards (Sacramento, Yolo, Golden Sierra and North Central Counties Consortium) have been meeting on an annual basis to align the policies and plans of the four Workforce Investment Boards in the region. At their meeting on August 2, 2011 the Executive Committees and staff of the four Workforce Investment Boards in the region (Sacramento Works, Inc., Golden Sierra Workforce Investment Board, Yolo County Workforce Investment Board, and North Central Counties Workforce Investment Board) identified five common goals and have worked over the past six months to develop a Regional WIB Strategic Plan that includes actions plans to implement each of the following goals:

1. Conducting regional outreach to employers
2. Providing high quality services through the One Stop Career Center system
3. Preparing youth to thrive and succeed
4. Gathering and using workforce intelligence to improve outcomes
5. Getting ready for future changes in workforce development policy

Attached is the draft Regional Workforce Investment Board Strategic Plan for review and approval.

#### RECOMMENDATION:

Provide input to the action teams on the Regional WIB Strategic Plan and approve the plan to be submitted to the full Board for review and approval.

**Regional Workforce Investment Board Strategic Plan Template  
Draft—February 1, 2012**

**Vision**

**Five Regional Goals**

In order to achieve greater collaboration and consistent services to the region’s employers and job seekers there are five 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, implementation timeframes and resources.

**Goal Statement #1: Conduct Regional Outreach to Employers**

<b>Strategy</b>	<b>Action Steps</b>	<b>Performance Metrics</b>	<b>Timeframe</b>	<b>Responsible Parties</b>	<b>Needed &amp; Available Resources</b>
<p><b>Create a “Regional Brand”</b> 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"> <li>1. Conduct brainstorming to develop tag line ideas</li> <li>2. Finalize a statement representing what the regional workforce development system can provide to employers</li> <li>3. Conduct brainstorming session to develop list of core employer benefits/services provided by all WIBs</li> </ol>	<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 completed 4/11</p>	<p>Regional Employer Outreach Committee, local area Employer Outreach Groups/Committees</p>	<p>WIB and staff support</p>
<p><b>Collect, track and publicize workforce system successes</b> Showcase employers who have hired great workers in high wage jobs</p>	<ol style="list-style-type: none"> <li>1. Develop and promote employer success stories</li> <li>2. Utilize success stories in employer outreach campaign</li> <li>3. Develop employer satisfaction survey</li> </ol>	<p>Conduct on-going employer surveys after completion of service</p> <p>Track employer hires and wages</p>	<p>March 2011</p>	<p>Regional WIB Employer Services and One Stop Staff</p>	<p>WIB and staff support</p>
<p><b>Employer outreach</b> 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</p>	<ol style="list-style-type: none"> <li>1. Develop Regional Workforce System Web Splash Page promoting regional brand and core employer services</li> <li>2. Link Splash page to individual WIB websites</li> </ol>	<p>Use Google Analytics to track website traffic and unique visitors driven to WIB websites</p>	<p>Splash page launch June 2012</p>	<p>Regional Employer Outreach Committee in partnership with local WIB staff</p>	<p>\$5,000 - Splash page development and linkage to regional WIB websites</p> <p>Establish a regional marketing budget supported</p>



Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties	Needed & Available Resources
	<ul style="list-style-type: none"> <li>3. Develop a regional system advertisement for placement in business/employer focused publications</li> <li>4. Development of on-going Regional WIB Employer Outreach Committee to maintain consistent regional branding</li> <li>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</li> <li>6. Develop WIB specific employer outreach marketing efforts building on core regional services and maximizing local area services and programs</li> </ul>	<p>Use employer login page to capture and track employer visitors to splash page</p>			<p>by local WIB fiscal support of \$5,000 annually</p>

**Goal Statement #2: Provide high-quality services through the One-Stop System**

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties	Needed & Available Resources
<p><b>Improve and market the value of the One-stop system</b>                      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>	<ol style="list-style-type: none"> <li>1. How to best determine the capacity building needs of the region.</li> <li>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.</li> <li>3. Determine the most efficient way to encourage staff in all regions to participate</li> <li>4. Send out an email requesting completion of needs assessment survey to all staff and partners of Regional WIB One Stop System.</li> <li>5. Develop Goal Statement for Regional (CAIZ) Training Website and design a portal for each local area.</li> <li>6. Determine top 10 areas of needs assessment to focus new training on.</li> <li>7. Set timeline to meet ongoing goals of developing training from results of survey.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reviewed prior tools from all regions.</li> <li>2. Developed needs assessment tool.</li> <li>3. Designed email verbiage to promote survey.</li> <li>4. Email and survey delivered to staff in all regions.</li> <li>5. Goal Statement Developed</li> <li>6. To determine goals once survey completed.</li> <li>7. Timelines set.</li> </ol>	<ol style="list-style-type: none"> <li>1. Completed on 11/29/2011</li> <li>2. Completed on 12/20/2011</li> <li>3. Completed on 1/06/2012</li> <li>4. Completed on 1/9/2012</li> <li>5. Completed on 1/10/2012</li> <li>6. To complete by 2/14/2012</li> <li>7. Team will meet monthly and begin coordinating training. Goals to be completed by 1/ 10/2013</li> </ol>	<ol style="list-style-type: none"> <li>Action Steps #1 through #5 were discussed and unanimously decided on by Regional WIB Team.</li> <li>6. Regional CAIZ Training Team will meet and determine goals.</li> <li>7. Each Member of the Regional CAIZ Training Team will take on an area of the top 10 Training Needs to coordinate.</li> </ol>	<p>Action steps 1 though 4 are the Regional WIB Training Team (CAIZ) staff.</p> <p>5. Budget of \$2000 for Splash Page enhancements to CAIZ Regional Training website</p> <p>7 .Regional budget of \$12,000 to be established for consultants when free training is not available</p>

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties	Needed & Available Resources
<b>Design, improve and market the virtual one-stop system website and technology</b>  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	1. Completed 11/30/2011	Ralph Giddings (SETA) Cindy Newton (NCCC) Tanya Provencher (Yolo) Larry Yanni (Golden Sierra) Robert Myers (EDD) Ed Proctor (Convener)	
	2. Understand State's functional set-up and operational features of CWSN.	2. Identify questions needing answers from State and Geographic Solutions	2. In Process. initial list developed. Meeting with GeoSol and State planned for mid March.	2. Team	Need availability of GeoSol and State staff to meet and discuss. State needs answers to questions.
	3. Determine the impact of #2 for each LWIA	3. Service and activity mapping for each LWIA to CWSN Set-up	3. Early April	3. LWIA Staff	
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.	1. April 2012	1. LWIA Staff	
	2. Identify "bug" fixes and enhancements for effective implementation	2. List of bugs and enhancements	2. March 2012		
	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		3. LWIA Staff	
Train staff and partners on Virtual One Stop customer modules	1. Create LWIA training teams.	1. Team created	1. Complete 2/9/2012 with "Boot Camp"	1. LWIA Staff	Note: Training Plans address VOS/CWSN functionality and are not tailored to internal LWIA changes required.
	2. Create LWIA Training Plan	2. Plans Created	2. Complete 2/24/2012	2. LWIA Staff	
	3. Execute the training plan	3. Staff Training			

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties	Needed & Available Resources
Implement LWIA on CWSN (each WIA)	<ol style="list-style-type: none"> <li>1. Implement LWIA changes (One Stop changes required after conversion to CWSN)</li> <li>2. Verify and Validate LWIA Set-up Conversion successful</li> <li>3. Verify and validate LWIA Data Conversion successful</li> </ol>				
Create Reports to use in improving the system	<ol style="list-style-type: none"> <li>1. JTA Reports</li> <li>2. Use of Bamboo reporting system by CWSN</li> <li>3. Availability of additional data (Wage and Employment Data)</li> </ol>	1. JTA Reports identified	1. Completed 2/24/2012		Need to review with State and GeoSol. If reports are not available in CWSN can they be created?
Recommend Technology and Functional Improvements (Future Tasks)	<ol style="list-style-type: none"> <li>1. High Tech and High Touch Virtual Services/Infrastructure</li> </ol>				

**Goal Statement #3: Prepare Youth to Thrive and Succeed**

Strategy				Acti on Ste ps	Perform ance Metrics	Timefr ame	Respon sible Parties	Neede & Availa ble Resou rces
<p><b>Engage regional employers and academia</b> Strengthen Youth Councils in the region Share information on regional strategies to develop career pathways and promote attainment of diplomas and degrees</p>	<ol style="list-style-type: none"> <li>1. Regional meeting of four Youth Councils</li> <li>2. Identify and share best practices strategies for youth council engagement – develop wider support to individual youth councils</li> <li>3. Potential for regional marketing for youth council member engagement</li> <li>4. Create and pursue opportunities for regional youth funding and career pathways</li> </ol>	<ol style="list-style-type: none"> <li>1. Feedback and approval from 4 individual Youth Councils</li> <li>2. Schedule Y.C. regional meeting</li> </ol>	5.	<ol style="list-style-type: none"> <li>1. 4/30/2012 fo Feedback</li> <li>2. NLT June 30, 2012</li> </ol>				
<p><b>Create a regional platform for youth services providers</b> Share youth services best practices within the region including practitioners, partners, and Youth Councils</p>	<ol style="list-style-type: none"> <li>1. Regional Best Practices Conference to be held annually (or semi-annually)</li> </ol>	<ol style="list-style-type: none"> <li>1. Enhance individual workforce area’s delivery of youth services and develop common strategies for regional efforts</li> </ol>		<ol style="list-style-type: none"> <li>1. Conference TBA in 2012.</li> </ol>				

**Goal Statement #4: Gather and Utilize Workforce Intelligence**

Recommendation to blend this goal statement with the Futures Goal Statement

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties	Needed & Available Resources
<b>Identify critical economic development and workforce issues and trends</b>	<ol style="list-style-type: none"> <li>1. Identify key employers and economic development partners in the region</li> <li>2. Share policies and directives on financial assistance awards and training activities</li> <li>3. Present options for regional policies for training and financial assistance</li> </ol>		6/20/2102	ETPL Coordinators at Regional WIBS Next Economy	
<b>Update critical occupational cluster report</b> Focus on career pathways Focus training funds on critical occupational clusters	<ol style="list-style-type: none"> <li>1. Participation in Next Economy, Capital Area Prosperity Planning process/</li> <li>2. Use a sector/cluster approach to training</li> </ol>	95% of WIA funded training in critical occupational career clusters	6/30/2013	Regional WIBS	
<b>Identify employer and job seeker training and career path needs and gaps</b>	<ol style="list-style-type: none"> <li>1. Conduct research on job loss and emerging jobs</li> <li>2. Identify transferable skills of workers and market to employers</li> </ol>	Short term training to quickly return workers to labor force	12/31/2012	Regional WIBS	

### Goal Statement #5: 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	Needed & Available Resources
<b>Policy Analysis and Planning</b> 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	SETA Staff and California Workforce Association legislative committee
	2. Summarize impacts of approved legislation and pending legislation	Proposed Policy changes for compliance with new laws.	9/19/2012	Planning/Oversight Committee	
Participation in Next Economy, Capital Area Prosperity Planning process	1. Participate in NEXT Economy regional planning process and align Strategic Plan with outcomes.	Alignment of goals	9/19/2012	Board Members	Sponsorship funding for the NEXT Economy planning process
	2. Focus on sectors identified by Regional Cluster Analysis providing career pathways <ul style="list-style-type: none"> <li>◆ Healthcare/Life Science</li> <li>◆ Information Communication Technology</li> <li>◆ Agriculture and Food</li> <li>◆ Advanced Manufacturing</li> </ul>	Support and funding for sector initiatives	6/30/2012	Regional Workforce Investment Boards	\$10,000 to support research by Center for Strategic Economic Research
<b>Regional grant writing</b> Develop and submit a Workforce Innovation Grant to the U.S. Department of Labor	1. Develop a consortium of Northern California WIBs to submit grants.	Consortium Agreement	2/28/2012		Staff from 6 WIBs, Community College grant writers
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	2. Develop regional grant management strategy				
	3. Recruit partners collect letters		March 2, 2012		
	4. Develop logic model with strategies focusing on clusters and partners	WIF Technical Proposal	March 2, 2012		
	5. Develop budget and leveraged funds	Cost Proposal	February		
	6. Select Evaluator and Develop Evaluation Plan	WIF Evaluation Plan	March 22, 2012		
	7. Submit Workforce Innovation Grant	WIF Proposal			
	8. Use Workforce Innovation Grant logic model as model for other grants				
9. Research new funding opportunities, fundraising assets and resources.					

Strategy	Action Steps	Performance Metrics	Timeframe	Responsible Parties	Needed & Available Resources
<b>Supporting Innovation</b> Focus on identifying and supportive promising practices in Workforce Innovation	<ol style="list-style-type: none"> <li>1. Integrate and align education, apprenticeship, human services, workforce development and economic development systems</li> <li>2. Identify promising innovation practices:               <ul style="list-style-type: none"> <li>◆ Career pathways integrating basic skills and academics for low-skills, vulnerable populations</li> <li>◆ Career exploration for high school students</li> <li>◆ Re-employment programs for dislocated workers and professionals</li> <li>◆ Bridge programs for youth</li> <li>◆ Small business development</li> <li>◆ Entrepreneurship support</li> <li>◆ High Tech and High Touch Virtual Services/Infrastructure</li> </ul> </li> </ol>	Consortium Meetings to discuss system alignment, service sharing, sector strategy planning, cross training staff, and innovative practices	November 2012 March 2013 November 2013	Contracted facilitator working with Workforce Investment Board staff	\$12,000



## ITEM 4 - ACTION

### APPROVAL TO SUBMIT NORTHERN CALIFORNIA INNOVATION STRATEGIES WORKFORCE INNOVATION FUND PROPOSAL TO THE U.S. DEPARTMENT OF LABOR

#### BACKGROUND:

The U.S. Department of Labor announced a Solicitation for Grant Applications (SGA) for approximately \$98.5 million available through the Workforce Innovation Fund to support innovative employment and training service approaches. The fund invests in programs that support, evaluate and enhance workforce investment strategies, particularly for vulnerable populations. The grants will be administered by the Department of Labor, working closely with the Departments of Education and Health and Human Services.

SETA/Sacramento Works, Inc., Golden Sierra Job Training Agency, Yolo County Workforce Investment Board, North Central Counties Consortium, Humboldt County Workforce Investment Board, Mendocino County Workforce Investment Board, and Northern Rural Training and Employment Consortium are seeking to form a Northern California Consortium to respond to this funding opportunity. Collaborators in the consortium will include community college districts, welfare and social service agencies, employers and industry associations, community-based organizations and economic development entities. SETA will be the lead and fiscal agent for the consortium. SETA will be requesting \$12,000,000 on behalf of the consortium to be spend over a 40 month timeframe.

The proposal will test the theory that *stronger cooperation and* braided funding across funding streams (the workforce system, community colleges, welfare departments, and economic development entities) will result in:

- **Better outcomes for job seekers and employers -- higher job placement rates, increased wages and better retention.**
- **Improved methods of identifying and promoting transferable skills and providing short-term work ready services to return unemployment insurance recipients to the labor force.**
- **Increased efficiency in the delivery of quality services, reduced duplication, decrease in the cost of services and the time customers spend on public assistance and unemployment insurance.**

The proposed initiatives and services will test

1. The impact of skills certification and hands-on training on placement rates, wages and job retention of low-income youth and adults.
2. The impact that wage subsidies and tax incentives to employers have on long-term job retention.
3. Whether wage subsidies and tax incentives spur job creation by decreasing the risk small businesses take when hiring new workers.
4. Whether wage subsidies increase job creation by increasing the customers served by, and the products produced by, small business.
5. The impact of identifying transferable skills at the point of unemployment on the average length of unemployment.

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 proposed initiative will support both system reform and innovation that facilitate cooperation across programs and funding streams in the delivery of client-centered services.

1. One Stop Career Centers, Apprenticeships, and Community Colleges by addressing administrative barriers to adding community college certificate programs and apprenticeship programs to the State Eligible Training Provider list and using Individual Training Accounts to partially fund training in community colleges and apprenticeship training programs.
2. One Stop Career Centers and Human Assistance agencies to leverage WIA and TANF/AB98 funds to expand subsidized employment/on-the-job training programs providing wage subsidies to employers who agree to hire, train and retain workers.
3. Workforce Investment Boards, EDD, industry associations, and economic development partners in business development, expansion and job creation activities and in matching dislocated workers who have been on UI longer than 10 weeks to jobs open in the region by using technology and work readiness services.
4. Workforce Investment Boards, employer/industry associations, small business assistance programs, and economic development entities to develop policies and programs that create new small businesses and support entrepreneurs.

A proposal development team is finalizing a Technical Proposal, Cost Proposal and Evaluation Plan to be submitted to the U.S. D.O.L on March 22, 2012. The Proposal Abstract is attached.

RECOMMENDATION:

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.

Abstract

Workforce Innovation Fund Application

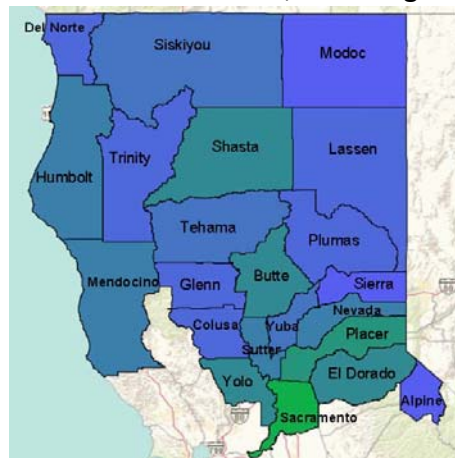
**Applicant Name:** Sacramento Employment and Training Agency

**Applicant Category:** Consortium of Workforce Investment Boards.

Consortium members include 7 Northern California Workforce Investment Boards: Sacramento Works, Golden Sierra Workforce Investment Board, NORTEC Workforce Investment Board, North Central Counties Workforce Investment Board, Yolo County Department of Employment and Social Services, Humboldt County Workforce Investment Board and Mendocino County Workforce Investment Board.

**Lead Applicant City/State:** Sacramento Employment and Training Agency, Sacramento, California

**Areas Served:** The areas served will be twenty-two Northern California counties, including Sacramento, Yolo, Placer, El Dorado, Alpine, Sierra, Nevada, Glenn, Colusa, Sutter, Yuba, Butte, Lassen, Tehama, Trinity, Modoc, Mendocino, Humboldt, Del Plumas, and Siskiyou Counties. The area consists of 38% California's counties (22 out of 58), 31% of California's mileage (48,354 square miles) and has a population of 3,351,588.



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**Project Name:** Northern California Innovation Strategies (NCIS)

**Funding Level Requested:** \$ \_\_\_\_\_ technical costs

\$ \_\_\_\_\_ evaluation costs

**Project Type:** C

**Description of Proposed Projects:**

The Northern California Innovation Strategies Consortium proposes to invest in four strategies that will provide better results for jobseekers and employers, increase efficiency in the delivery of quality services, encourage stronger cooperation across programs and funding streams, deliver services more efficiently and achieve better outcomes, particularly for vulnerable populations (e.g. low-wage workers, welfare recipients, and veterans) and dislocated workers. The Consortium will focus on aligning systems, braiding funding, and fostering collaboration between the Workforce System, Community Colleges, approved apprenticeship programs, and the Human Services/Welfare system.

The NCIS Consortium will ensure that education, employment, and training services are developed in partnership with specific employers and industry sectors and reflect current and future skill needs by using a sector approach to planning which is data driven, inclusive of and responsive to employers and targets the sectors identified by the both the Northern Regional Economic Development Sector Planning Consortium and the Next Economy Regional Cluster Analysis Findings developed in December 2011 by the Center for Strategic Economic Research (CSER) as competitive and growing industries creating new pathways into targeted industries, and good jobs and careers: **Life Science and Health, Clean Energy Technology, Information and Communications Technology, Agriculture and Food, and Advanced Manufacturing.**

The members of the Consortium will build upon successful system reforms and innovations being tested at the local level that increase cooperation across program and funding streams, and integrate successful strategies into existing programs and funding streams. System reforms will be continued beyond the grant and will ensure improvement in the delivery of client-centered services to jobseekers, youth, and employers. Proposed system reforms and innovations include:

5. Facilitating cooperation between Workforce Investment Boards, One Stop Career Centers, Apprenticeships, and Community Colleges to
  - ◆ train in apprenticeship and certificate programs with career pathways to demand occupations resulting in high wages and long-term retention
  - ◆ address administrative barriers faced by community colleges and apprenticeship programs seeking to qualify for the State’s Eligible Training Provider list,
  - ◆ develop procurement models for negotiating cohort training contracts using the state Eligible Training Provider list,
  - ◆ create pre-apprenticeship and apprenticeship opportunities in rural communities,
  - ◆ fund community college and apprenticeship training programs using WIA funded Individual Training Accounts, and
  - ◆ use technology to share success and outcome data on certificates/degrees completed, employment, and employment retention with all partners.
6. Facilitating cooperation across programs and funding streams to leverage Workforce Investment Act (WIA) and Temporary Assistance to Needy Families (TANF) funds to create and promote to employers, a subsidized employment program (internships, summer youth placements and on-the-job training opportunities) providing 50% to 100% wage subsidies to employers who agree to hire, train and retain workers. This system innovation will include testing and evaluating the success of new procurement strategies, including
  - Adjusting procurement and cost allocation strategies to allow the use of multiple funding streams for a common procurement of OJT providers;

- Driving down the costs of achieving successful outcomes through ‘pay for performance’ contracting
7. Facilitating cooperation between WIBs, EDD/UI and economic development partners in business development, expansion and job creation activities and in matching dislocated workers who have been on UI longer than 10 weeks to jobs open in the region by using technology and work ready training and services.
  8. Facilitating cooperation between entrepreneurship development programs, small business assistance programs, economic development organizations, community colleges, and regional industry alliances to eliminate barriers to starting small businesses.

**Description of Proposed Evaluation Strategy:**

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