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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

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Parasec

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MDDV, Inc.

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Employment Development Department

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County of Sacramento, Economic
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Sacramento County Office of Education

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Sierra Pacific Home and Comfort, Inc.

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Vision Service Plan

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American River Packaging

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Sacramento Employment & Training Agency

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Elk Grove Unified School District

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JOANNE MAHANEY-BUEHLER
Area 4 Agency on Aging

ELIZABETH MCCLATCHY
The Safety Center, Inc.

DENNIS MORIN
Sacramento Area Electrical Training Center

ROGER NIELLO
Sacramento Metropolitan Chamber of
Commerce

KIM PARKER
California Employers Association

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California School Employees Association

DEBORAH PORTELA
Casa Coloma Health Care Center

MAURICE READ
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LORENDIA 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.
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DAVID P. YOUNGER
Lionakis Beaumont Design Group



SACRAMENTOWORKS

SACRAMENTO WORKS, INC. PLANNING/OVERSIGHT COMMITTEE

Date: Wednesday, July 18, 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 June 20, 2012 Meeting Minutes
3. Discussion/Action: Recommendations on Sacramento Works Board Initiative Fund Priorities
 - Review of Regional Workforce Investment Board Strategic Plan Priorities
 - Review of Next Economy Report and Recommendations
 - Review California Economic Summit Workforce Development Recommendations
4. Discussion/Action: Finalize Input into CWIB High Performing Workforce Investment Board Policy
 - Review California High Performing WIB Policy with comments from Sacramento Works Planning/Oversight Committee
5. Preliminary Report on Job Creations from OECD
6. Input from the public
7. Adjournment

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

DISTRIBUTION DATE: FRIDAY, JULY 6, 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, June 20, 2012
8:30 a.m.

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

Present: Leslie Botos, Paul Castro, Lynn Conner, Matt Kelly, Kathy Kossick, Jim Lambert, Frank Louie, Dan Throgmorton, Coreena Conley (on speaker phone)

Absent: Bernadette Halbrook, Paul Lake

Others Present: Robin Purdy, Phil Cunningham, Dr. Steven Ladd, Diane Ferrari, Cindy Sherwood-Green, Christine Welsch, Julie Davis Jaffe, Edward Procter, Terri Carpenter, Mario Montes, Michelle O'Camb, Martha Soletto, Bill Walker, Janet Eiffel, Nancy Crooks, NCCC, Jason Buckingham, Golden Sierra, Tanya Provencher, Yolo County, Barbara Halsey, Executive Director, CWA

2. **Approval of the May 16, 2012 Meeting Minutes**

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

Moved/Throgmorton, second/Kossick, to approve the minutes.

Voice Vote: Unanimous approval.

3. **Discussion: Criteria for High Performing Workforce Investment Boards**

Ms. Conner welcomed representatives from adjoining Workforce Investment Areas. The purpose of this meeting is to have an open discussion and suggestions for what are considered high performing boards. This information will be compiled and given to the State California Workforce Investment Board.

Ms. Purdy stated that Sacramento Works, NCCC, Yolo and Golden Sierra have been working to develop strategic plans to provide better services to the community. There are other boards in other states that have developed criteria for high performing boards. The idea is to bring all of the ideas from other WIBs in all of the states so they are working better for the customers. The California State WIB is requesting input from all 49 WIBs.

Sacramento is looking at what has been done nationally to come up with input on what should be the criteria of what is a high performing WIB.

Last month, the Planning/Oversight Committee asked to look for states that had high performing criteria and work with the California Workforce Investment Board to see the direction they are going. Tanya Provencher and Jason Buckingham (from Yolo and Golden Sierra, respectively) will be in attendance later in the morning to provide input.

Ms. Conner asked committee members to review the chart to see if anything was missing. Ms. Diane Ferrari stated that there were no connections to the political entities; never identified the board of supervisors or legislators, or political people to get them involved in what we do and how we do it. They are the voice for us in Congress for funding. This seems to be a hole in the chart.

Ms. Conner replied that Kentucky has the more detailed criteria and Massachusetts has a strategic plan has the participation of the lead/elected officials. Ms. Kossick stated that the WIA requires the cooperation of local elected officials.

Ms. Kossick stated that it is articulated that you have to have a highly functioning accountability system to ensure there is trust. She is surprised that it is a requirement in the criteria.

Ms. Conner asked what kind of paperwork is going to be generated. Will it be an onerous task to be certified as a high performing board? It is of concern to Ms. Conner that there will be a lot of paperwork required and she wants to know if there are ways to minimize it.

Ms. Botos stated that she was very impressed with Kentucky's criteria as it was very simple and it impressed her. The others seemed to be too detailed.

Mr. Kelly asked what the end result of this will be. Will it just put the Sacramento WIB on a list of highly performing WIBs? Ms. Kossick replied that it is important at the state level and it is beneficial for the WIB to be certified to participate in some state programs.

Ms. Nancy Crooks stated that that if in the future if there are any funds, High Performing WIB's would have the edge up on other WIB's.

Mr. Kelly stated that most of these things on the list are what the WIB is already doing, especially in relation to the youth program. The Sacramento Youth Council already does this stuff; he was looking for other things to do.

Mr. Louie asked if this is an evaluation based on how well the plan is written or is it based on results. It is important to find out how the decision is made as to who is considered high performing and who makes that decision.

Dr. Throgmorton hopes that the group can achieve very simple language to ensure we all know what the board does. We do not have to evaluate our speech to make people understand what we do.

The California criterion focuses on cooperation and collaboration. It is a little different from the other states but this is where California has been going for many years; this focuses more on developing training initiatives than the one stop systems. There may be a chance to put more energy and more money into training people. Right now, a huge amount of resources is going into the one stop system.

Mr. Buckingham spoke of performance based on four quarters and asked if that will be changed and will there be an opportunity to provide input. Is the infrastructure in place to track the performance requirements?

Ms. Conner noted that one of the criteria is that a WIB must have met or exceeded six of the nine performance standards; this allows WIBs to do poorly in three of the nine and still be certified. Ms. Conner asked if the WIBs have to be recertified every year and Ms. Kossick replied that she thinks it is every other year.

Ms. Kossick inquired that if a WIB is not selected or certified as a high performing WIB, does the state have the technical assistance funds to assist the WIBs to become high performing WIBs? Would they take resources away or provide technical assistance?

Ms. Crooks replied that there was discussion of how to bring all of the WIBs up to high performing boards. It is an attempt to bring some of the WIBs that are not performing well up to do better. This is a voluntary program but if it becomes an opportunity for funds, it may bring more WIBs up to allow them to apply for discretionary funding.

Dr. Throgmorton stated that there is also discussion of WIBs focusing on sector strategy. It is important to focus regionally because the state is so large.

Mr. Kelly stated that the WIBs have a certain amount of autonomy; what is the drive for the state to put parameters on the local WIBs and maybe take some of their autonomy away? Ms. Kossick replied that the state is trying to make the local WIB be thriving regional WIBs; they really want to push the regional effort.

Dr. Ladd asked how a 'high performing WIB' would be defined if there is an emphasis on regional collaboration. The fact that regional WIBs are working together makes the WIB high performing. There is already sector development so you get a laddering of performance and it becomes evidence base.

Ms. Purdy stated highlights of the meeting included: Involving local elected officials, participation of LEOs; keeping it simple, make it a regional effort/focus; the benefits would be recognition and the ability to better meet requirements for future funding. Make sure the one stop system is included in the high performing WIB policy and measurements. Is it a way to reduce the number of WIBs in the state or is it a way to get WIBs to work regionally.

Ms. Kossick stated that Massachusetts specifically mentions return on investment which is something the California Workforce Association is emphasizing.

Ms. Halsey stated that she is not sure how the determination will impact a WIB's ability to apply for additional funding. The CWA is starting to see the language expressed in the draft directive appearing in subsequent planning documents. There is a baseline required, which will probably kick in early 2013 and the high performing criteria is a way to determine cooperation. Ms. Ferrari asked that there are no discretionary funds set aside right now and Ms. Halsey replied that the intent of the bill was to direct the 15% discretionary funds toward high performing WIBs. The discretionary funds were modified down to 5%.

Ms. Halsey was asked if the State WIB had plans for recognizing high performing boards. Ms. Halsey replied that there was discussion but it is nebulous right now. In the draft, there was discussion of publicizing the high performance boards.

Ms. Halsey stated that she would not be surprised that there is an undertone of how to reconfigure administrative structure under a depressed economy. The level that is demonstrated that there is cooperation at the regional level gives the local WIBs recognition. There seems to be a cabinet level activity that is discussing how to realign funding at the state level. Ms. Halsey stated that she suspects the high performing designation criteria would allow WIBs to get additional points in a competitive process or restriction from applying for funds.

Dr. Ladd asked that if the region submitted documentation ascribing them to be high performing, would it be recognized as a favorable point. If there is distribution of dollars, the State does not have to pick and choose which region would get it since the local WIB is already designated as high performing.

Ms. Kossick stated that she tried to get the entire Sacramento WIB to participate in this planning meeting. Staff will put the information together and submit it to the WIB at the July board meeting and then submit it to the State WIB. Dr. Throgmorton stated that he appreciated the fact that other WIBs are at the table today.

Ms. Botos stated that from the public relations point of view, she can see that it be used to position this WIB as one of the best in the region. It is the

responsibility of all of the board members to tell everyone about how great we are.

Ms. Kossick asked if Ms. Halsey has seen input from other WIBs. Ms. Halsey replied that she is hoping to see more after the CWA board of directors meeting.

Mr. Buckingham asked Ms. Halsey about whether the process could be voluntary and Ms. Halsey replied that the certification process is all voluntary. It is voluntary because there is only a very small amount of discretionary funds.

Ms. Purdy will work on a draft of the policy with the State WIB, take the comments received at today's meeting, attach them to the draft and send it out to committee members. Ms. Crooks stated that the next meeting of the state committee is July 9.

4. **Input from the public:** None.
5. **Adjournment:** The meeting was adjourned at 9:31 a.m.

ITEM 3 – DISCUSSION/ACTION

RECOMMENDATIONS ON SACRAMENTO WORKS BOARD INITIATIVE FUND PRIORITIES

BACKGROUND:

Every year the Sacramento Works Board approves a Resource Allocation Plan to determine how federal Workforce Investment Act funds will be used in the local area to serve job seekers and employers.

For Fiscal Year 2012-2013, the board reserved \$221,897 in WIA funds for Board Initiatives. The Employer Outreach Committee has requested \$133,733 for employer outreach activities to include public relations, advertising and event sponsorships.

The remaining Board Initiative funds of \$88,164 will be reserved for additional board initiatives for FY 2012-2013. The Planning/Oversight Committee is being asked to review local workforce and economic development plans (Regional Workforce Investment Board Strategic Plan, Next Economy Report, California Economic Summit Recommendations), and identify priorities for funding. These reports are attached for your review and staff has included a one-page summary of the key findings, goals and recommendations on the page 7. Once priorities are identified and approved by the full board, a Request for Proposal will be developed and released which will seek qualified agencies to provide the services.

Last year, Sacramento Works identified workforce research, employer outreach and business retention and expansion as the priorities and funded Valley Vision for the Next Economy research and planning process and the Sacramento Veterans Resource Center for small business assistance programs targeting veterans.

RECOMMENDATION:

Identify regional priorities for Board Initiative funding that are consistent with the Regional Workforce Investment Plan, and the recommendations of the Next Economy and the California Economic Summit.

Key Findings and Recommendations from Regional
Economic and Workforce Planning - 2012
Key Findings/Goals/Recommendations

Regional Workforce Investment Board Strategic Plan (Futures)

Policy Analysis and Planning: Research and educate stakeholders regarding policy changes affecting workforce development. Participate in Next Economy Capital Area Prosperity Planning process. Identify critical economic and workforce development issues and trends. Update critical occupational cluster report. Conduct research on job loss and emerging jobs. Identify transferable skills of workers and market to employers.

Operational Policy: Use a sector/cluster approach to training, Focus on career pathways. Focus training funds on critical occupational clusters. Identify employer and job seeker training and career pathway needs and gaps.

California Economic Summit

Prioritize and align existing workforce-training resources to focus on major regional industry sectors/ clusters. Work together across agencies to create a shared agenda to promote industry sectors/clusters across the region.

Seed and leverage funding for regional industry partnerships: Identify and target priority industry clusters. Fund regional intermediaries to bring together stakeholders to address workforce gaps. Integrate workforce training activities and postsecondary education to create seamless career pathways leading to high value jobs in target industries.

Next Economy - Capital Region Prosperity Plan

2012 Sacramento Region Innovation Score Card identified four key impediments inhibiting the level of innovation maturity in the Sacramento Region: 1. Lack of early-stage venture capital. 2. Unfulfilled commercialization and technology transfer capability. 3. Lack of venture-backed executives and serial entrepreneurs. 4. Insufficient skilled technical workforce

Availability of business finance provided directly through regional organizations is very limited

There are no active broad regional talent attraction and retention campaigns in the region

There is currently limited business incubation space for entrepreneurs and small businesses in the Region to help these types of establishments mature and grow into successful and sustainable companies. There are no formal business accelerator programs in the region that rely on concentrated mentor and peer exposure to help entrepreneurs build strong companies.

Economic development outcomes are not documented or collected in a way to demonstrate value. There is limited business and organizational knowledge of the available programs and services and direct point of contact for those offerings. There is uneven coordination among the regional economic development organizations in the region.

Activities in black bold are activities that are allowable under the Workforce Investment Act

Activities in blue italics are activities that are not allowable under the Workforce Investment Act

Activities in green standard font are activities that could be partially (not fully) funded with Workforce Investment Act

Regional Workforce Strategic Plan

Golden Sierra, North Central Counties, Sacramento and Yolo Local Workforce Investment Boards August 2, 2011

Regional Workforce Investment Board Mission Statements

Sacramento Works, Inc.

Building a dynamic workforce for the Sacramento Region.

Golden Sierra

Striving to be the premier provider of business and job seeker services
within the region we serve

Yolo County

Yolo County is a place where existing and new businesses have their employment
needs met by a trained and motivated workforce and where residents have the
opportunity for a fulfilling and motivated career.

North Central Counties Consortium

Supporting economic vitality in the counties
of Colusa, Glenn, Sutter and Yuba

Regional Workforce Investment Board Goals

Goal 1: Conduct Regional Outreach to Employers

ACTION AREAS:

Create a “Regional Brand”

- Create one simple tagline to create regional identity
- Present a clear message to employers on value of services

Collect, track and publicize workforce system successes

- Showcase employers who have hired great workers in high wage jobs

Employer outreach

- Develop a tiered outreach strategy (regional, county, one-stop career center and staff strategies to reach employers)
- Develop a common message and promote specific programs and services

Communicate workforce system value and availability

- Conduct employer focus groups to assess employer needs, define employer perception of the workforce system, and identify what works to make the WIBs visible

RESPONSIBLE LEADERSHIP:

- A Committee made up of one staff and one private sector Board members from each local Board
- Convener: Terri Carpenter, Sacramento

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

ACTION AREAS:

Improve and market the value of the One-stop system

- Regionally promote the One Stop Career Center system
- Focus on capacity building and training for staff and partners
- Promote specific services (Tax Credits, OJT, Employer recruitment)

Design, improve and market the virtual one-stop system website and technology

- Develop a regional Virtual One Stop (VOS) User Group
- Utilize social media and internet tools
- Recommend technology improvements

RESPONSIBLE LEADERSHIP:

- Capital Area Investment Zone (CAIZ) Training Team will add members representing all four WIBs and focus on capacity building. (Convener: Sandra Brown and Ellen Frasz, Sacramento)
- A roster of VOS Users made up of VOS coordinators from each local Board will be developed to share information, identify training needs, and coordinate technical assistance. (Convener: Ed Proctor, Sacramento)

Goal 3: Prepare Youth to Thrive and Succeed

ACTION AREAS:

Engage regional employers and academia

- Share information on regional strategies to develop career pathways and promote attainment of diplomas and degrees

Create a regional platform for youth services providers

- Share youth services best practices within the region including practitioners, partners, and Youth Councils.

RESPONSIBLE LEADERSHIP:

Youth Council Chairs and lead staff will meet to make recommendations

Convener – Janice Holt, Yolo County

Goal 4: Get Ready for the Future

ACTION AREAS:

Policy Analysis and Planning

- Research and educate stakeholders regarding policy changes affecting workforce development
 - WIA Reauthorization
 - The American Jobs Act
- Participation in Next Economy, Capital Area Prosperity Planning process

Identify critical economic development and workforce issues and trends

- Share policies and directives on financial assistance awards and training activities
- Make recommendations for regional policies for training and financial assistance

Update critical occupational cluster report

- Use a sector/cluster approach to training
- Focus on career pathways
- Focus training funds on critical occupational clusters

Identify employer and job seeker training and career path needs and gaps

- Conduct research on job loss and emerging jobs
- Identify transferable skills of workers and market to employers

Regional grant writing

- Get ready for Workforce Innovation Grants: Identify clusters (Small Business/Entrepreneurs) and partners (Community Colleges, Welfare system, business, banks)
 - Regional grant management
 - Shared responsibility for grant management (oversight and benefit shared)
- Fundraising from corporations, individuals and foundations

RESPONSIBLE LEADERSHIP:

- Start with staff workgroup and report back to WIB Executive Committees
- Convener: Robin Purdy, SETA and Jason Buckingham, Golden Sierra

CALIFORNIA ECONOMIC SUMMIT 2012

The first-ever California Economic Summit, held May 11, 2012 in Santa Clara, California, was an unprecedented gathering of leaders focused on working together to put California's economy on a sustainable path for growth. Three framing documents - Think Long Committee for California's *The Task Force On Jobs, Infrastructure and Workforce*, Brookings Institution and McKinsey Global Institute's *An Economic Growth and Competitiveness Agenda for California* commissioned by the Lieutenant Governor, and California Stewardship Network's *Thriving Regions Lead to a Thriving State: A Shared Agenda* - provided the framework for discussion at the 14 Regional Forums around the state. The key objectives of the Summit were:

- Develop a shared agenda to generate jobs by improving regional competitiveness.
- Build upon input from the Regional Forums to identify economic opportunities and impediments.
- Align regional champions in support of a strong economic development strategy that will attract investment and promote sustainable growth.
- Establish the Summit as a valuable nonpartisan process to annually refine and focus the agenda and strengthen the coalition of supporters.

SUMMIT PROCESS ROADMAP



SMART WORKFORCE PRIORITIZE WORKFORCE-TRAINING RESOURCES TO SUPPORT GROWTH OF MAJOR REGIONAL INDUSTRY SECTORS

PROBLEM STATEMENT

There is a serious and growing shortage of skilled workers for major regional industry sectors across California—while there are also thousands of people who are unemployed or underemployed statewide. Our current approach is fragmented and under-resourced—not meeting the needs of our regional economies or communities. We face growing competition from other states and countries—and must be smarter about preparing our workforce to enable our regional industry sectors to compete and grow jobs for Californians.

GOAL STATEMENT

Prioritize workforce-training resources to support the growth of major regional industry sectors. This includes creating partnerships between local workforce investment boards (WIBs), community colleges, economic development organizations, businesses, and labor to prepare people for high-demand jobs in major industry sectors. This was voted as the top workforce priority at almost all Regional Forums.

MEASURABLE OBJECTIVES

- Prioritize existing workforce-training and career-education resources to focus on major regional industry sectors.
- Align state-level agencies in workforce and economic development around a shared agenda supporting regional industry sector/cluster strategies.
- Seed regional industry partnerships that bring together workforce and economic development, business and business-professional associations, education, labor, and other community partners to develop and implement specific sector/cluster strategies.
- Leverage funding and support from private and philanthropic sectors for regionally based industry sector/cluster partnerships.
- Deliver and measure tangible results, helping Californians secure jobs in growing regional industry sectors/clusters, with benefits for individuals, communities, and businesses.

ACTIONS TO ACHIEVE OBJECTIVES

1. Prioritize and align existing workforce-training and career-education resources to focus on major regional industry sectors/clusters.
 - Through legislation prioritize regional sector/cluster strategies within the community college and workforce development systems. Three pieces of current legislation appear to meet the goals of our workforce-training initiatives:

SB 1401 calls for the California Workforce Investment Board to assist the Governor in targeting resources to specified high-wage sectors and providing guidance to ensure that services reflect the needs of those sectors, including establishment of a California Industry Sector Initiative to help align and leverage state and local funding streams. Any industry-sector-focused initiative should address the inclusion of under-represented populations.

SB 1402 revises provisions of the California Community Colleges Economic and Workforce Program to include continuing support for economic and workforce development centers and consortia, authorizing these elements of the Program until at least 2018.

SB 1070 establishes the Career Technical Education Pathways Program, requiring the Chancellor of the California Community Colleges and the Superintendent of Public Instruction to assist economic and workforce regional development centers and consortia, middle schools, high schools, and regional occupational centers and programs to improve linkages and career technical education pathways between high schools and community colleges.

- Work together across agencies to create a shared agenda to promote regional industry sector/cluster partnerships across California—through aligned policy goals, funding priorities, common Request for Proposal (RFP) language, industry-specific skills panels, a regional roadmap committee, and other means.

- Encourage regions to follow a rigorous process to identify top-priority industry sectors/clusters and emerging ones, helping set a clearer framework for how the state invests in workforce and economic development.
2. Seed and leverage funding for regional industry partnerships that brings together workforce and economic development, business and business-professional associations, education, labor, and other community partners to develop and implement specific sector/cluster strategies. Depending on the region, partnerships will include local WIBs, economic development organizations, community colleges, K-12 education, and public and private universities.
 - Help regions identify and target priority industry clusters critical to regional competitiveness through access to labor market and other information. Tap successful practitioners to support regions in this process, and ensure industry is engaged from the beginning.
 - Fund regional intermediaries to bring together stakeholders to address workforce gaps and other business competitiveness challenges, and promote tangible solutions. Perhaps create a “race to grow high-demand industries” incentive grant program, with regional teams qualifying for seed funding.
 - Integrate workforce training activities and postsecondary education to create seamless career pathways leading to high-value jobs in target industries. In particular, include community college career technical education representative to align Career Technical Education (CTE) certificates and programs with clearly-defined industry sector based economic and workforce development strategies. Engage K-12, parents, counselors, and students early to create awareness of career pathways.
 - Develop pilot regional manufacturing partnerships, connecting advanced manufacturing businesses, WIBs, and education systems to enhance the manufacturing supply chain region by region. Pilots would focus on growing industries (e.g., Los Angeles – aerospace, Central Valley – food production, Bay Area – biomedical), and would be industry-led,

cluster-based, skills-oriented and scalable, drawing on available state and federal funding sources.

- Leverage philanthropic funding from regional and statewide foundations—both individually around specific regional partnerships, but also collectively in the form of a “funders collaborative” that would help seed sector/cluster partnerships statewide.

IMPLEMENTATION REQUIREMENTS

Simultaneously move forward with specific state and regional actions—including legislative changes to focus state resources, alignment of executive/administrative actions in workforce, education, and economic development on regional priorities, and regional coalition-building around priority industry sectors/clusters. Specific implementation steps to be taken by December 2012 are:

1. Prioritize and align existing workforce-training and career-education resources to focus on major regional industry sectors/clusters
 - Support passage of legislation that promotes regional industry partnerships/sector strategies—specifically SB1401, 1402, and 1070.
 - Use regional industry sector/cluster partnerships as a framework for state and local area workforce plans and grant funding—specifically in the CWIB’s new strategic plan and state support for local sector-based proposals to the federal government.
 - Identify commitments from state and local agencies and institutions to pursue regional industry sector/cluster strategies, launching a statewide peer network of practitioners pursuing regional sector/cluster strategies at the September 2012 Meeting of the Minds conference.
2. Seed and leverage funding for regional industry partnerships
 - Seed at least five new regional partnerships across California in 2012, through the Regional Industry Clusters of Opportunity grant program, regional manufacturing partnership pilots, and other means.
 - Create a shared agenda among existing regional funders collaboratives, building on best practices to expand support for regional partnerships across California.

ITEM 4 - DISCUSSION/ACTION

FINALIZE INPUT INTO CWIB HIGH PERFORMING WORKFORCE INVESTMENT BOARD POLICY

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. A document titled "Kentucky High-Performing WIB Standards: Baseline Year 2010" was used as the basis for the policy discussion.

The Planning/Oversight Committee discussed high performing Workforce Investment Board (WIB) standards at their May 16, 2012 meeting and set aside their June 20 meeting to develop input to provide to the California Workforce Association and the California Workforce Investment Board on the High Performing WIB policy.

Attached, for your review is the draft California Workforce Investment Board High Performing WIB Policy with comments and additions provided by the Sacramento Works Planning/Oversight Committee.

RECOMMENDATION:

Review, revise and approve the input from the Sacramento Works Planning/Oversight Committee on the California Policy on High Performing Workforce Investment Boards.

California Workforce Investment Board Draft Discussion

Determining High Performance Workforce Investment Boards

Purpose: The California Workforce Investment Board is undertaking a process of certifying local Workforce Investment Boards that consistently demonstrate they are “high performance”, consistent with the requirements of SB 698. This effort will provide local boards with clear feedback about their strengths and areas for improvement. Certification will also provide high performance boards with increased [recognition](#), credibility and visibility for their work. This is a voluntary process; ~~our goal is that ultimately all California WIBs are able to be certified as high performing.~~

Comment [R1]: Sacramento Works board members feel that the goal should be continuous improvement and disagree with the goal that all California WIBs should be high performing. The bar should move up as more WIBs are certified as high performing to ensure continuous improvement.

Assumptions

- **Standards Should Be Meaningful**– They should be credible to all stakeholders, and defensible in their correlation to whether a WIB is “high performance” or not.
- **Should Incentivize the Desired Behaviors** – The standards should encourage WIBs to a) take on strategic community leadership roles that engage diverse partners and stakeholders; b) prioritize and invest in worker training; c) adopt and use industry sector partnerships as a key part of service delivery; [d\) publicize the workforce successes](#), and ~~de~~) continuously improve.
- **Should Be Achievable/Replicable** -- The standards should be a “fair game” that strong WIBs can pass with realistic metrics; these standards should help identify WIBs that are “high performing”, and neither be set so low that all variants of practice pass, nor so high that no one can pass.
- **Should Be Simple** – [The standards should be clear and simple and not result in additional processes and paperwork.](#)

Standards

I. Strategic planning and implementation

Expectation: Development and implementation of an actionable strategic plan through an inclusive stakeholder process that articulates key workforce issues and prioritized strategies for impacting them, both within the local workforce area and, where applicable, the overall labor market.

Criteria:

1. The Plan Meets the Local Planning Requirements in SB 698.[Required]

Examples of evidence:

- The plan is a strategic plan, not just a WIA program plan.
- [The plan incorporates and reflects the policy priorities of the California Workforce Investment Board Plan.](#)
- [The plan identifies local and regional community stakeholders and includes their input.](#)

- The plan contains as measurable goals and a well-specified blueprint for attaining the goals, with benchmarks, timelines, and action steps that specify who will take action to meet the goals.
- The plan addresses the cost savings associated with leveraging resources and working together.

2. The Plan's Scope of Vision is Strategic and Comprehensive.

Examples of evidence:

- The plan demonstrates a good understanding of the workforce needs of the key industry sectors in the LWIA and regional economy.
- The goals and strategies of the plan address the workforce needs of the key industry sectors in the LWIA and regional economy, and include career pathway programs to provide upward mobility to unskilled and entry level workers in key industry sectors-
- The plan demonstrates 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.
- The plan articulates how the LWIB and One-Stop delivery system will make use of and coordinate with the various workforce, education and training service delivery organizations and systems in the LWIA and the regional economy.

3. Key Stakeholders are Actively Engaged both in the Planning and Implementation.

Examples of evidence could include describing how:

- Employers from major industry sectors in the LWIA or regional economy were actively engaged in the planning process and continue to be during implementation.
- Local Elected Officials were actively engaged in the planning process and continue to participate as champions for the Workforce System.
- Labor organizations were actively engaged in the planning process and continue to be during implementation.
- Education partners, including K-12, adult education, career-technical education, community colleges, and universities were actively involved in the planning process and continue to be during implementation.
- Community organizations representing target populations of job seekers were actively engaged in the planning process and continue to be during implementation.
- The LWIB collaborated with other LWIBs who share common labor markets during the planning process and continue to do so during implementation, including aligning resources in support of shared strategies.
- The plan is a living document, which the LWIB and community partners modify and update as needs and opportunities change.

4. The Plan's Goals and Strategies are Evidence-Based.

Examples of evidence:

- The plan is informed by and based upon data from a comprehensive, regional labor market analysis.
- Strategies chosen are based on evidence drawn from research, evaluation, and promising practices.
- The plan contains clear metrics, both quantitative and qualitative, for each strategy, and the LWIB is prepared to regularly assess progress against those strategies, including a game plan for collecting and analyzing needed information.
- The WIB [has a high functioning accountability system that has the ability to track performance metrics and measures and](#) regularly receives performance information to enable it [to](#) perform its oversight role of the One-Stop operations.

II. **Investment in training/skills development/career pathways.**

Expectation: The LWIB prioritizes increasing worker skills and workplace competencies, and development/use of career pathways that connect skills to good jobs [in key industry sectors](#).

Criteria:

1. **The LWIB meets the requirements of SB 734.[Required]**
2. **The LWIB prioritizes training for occupations in demand in the local economy resulting in completion and attainment of a degree and/or other credentials valued and used by industries within the region.**

Examples of evidence:

- The LWIB requires training funds be used to prepare workers for occupations for which demand can be articulated or projected.
- The LWIB engages with key industries to ascertain what degrees and credentials are of value to them.
- The LWIB sets training completion as a performance expectation for its training providers.
- The WIB identifies high quality training providers based on credentials attained and employment outcomes for graduates.
- The LWIB sets attainment of industry-recognized degrees or certificates as a measurable expectation in its training investments.

3. **The LWIB emphasizes career pathways as a framework through which learners can connect their skills and interests with viable career options.**

Examples of evidence:

- The LWIB collaborates with key industry sectors and local K-12 and post-secondary educators to map career pathways within and across those industries.
- The LWIB collaborates with educators, one-stop operators and training providers to ensure learners can obtain and make effective use of career pathway information.

4. The LWIB partners with employers, educators, and other stakeholders continually to identify funding to support worker training and education that results in improved skills, credentials, and employment.

Example of evidence:

- [The One-Stop Career Center system includes partnerships with education, economic development, social services and community based organizations and has developed policies to support attainment of improved skills, credentials and employment in key industry sectors.](#)
- There is a written revenue plan, or a similar document, which describes strategies to obtain or leverage resources, and includes goals and progress measures aligned to strategic plan.
- [There is evidence of collaboration with economic development agencies, business associations, and/or industry associations that represent key industries.](#)

III. Business Services/Partnerships/Sector Strategies.

Expectation: The LWIB partners effectively with businesses to identify and resolve skill gaps, working in particular through industry sector partnerships.

1. The LWIB has adopted a business services plan, consistent with its Strategic Plan, that integrates local business involvement with workforce initiatives.

Examples of content in the business services plan include:

- How the LWIB collaborates with businesses to identify skill gaps reducing the competitiveness of local businesses within relevant regional economies.
- How the LWIB effectively engages employers, including representatives from key industries, as members of the LWIB and in development of the business services plan.
- What regional, joint approaches with other LWIBs and other partners, are being undertaken to align services to employers.
- What metrics the LWIB is using to gauge the effectiveness of services provided to business.

2. The LWIB partners with employers in key industries and educators in developing and operating industry sector partnerships as a primary strategy.

Examples of evidence:

- The LWIB has identified target sectors using the most currently available regional labor market data and other information sources.
- Industry-sector partnerships are led by employers from their industry and include participation by educators, workforce developers and others the partnership deems important. An industry-credible convener facilitates the work of each partnership.
- Industry partnerships focus on identifying and meeting the skill needs of the industry while also focusing on developing career pathways that contain entry points for low-skilled workers.

- Industry partnerships operate at the regional geographic scale appropriate to the labor markets for the relevant industry.

3. The LWIB facilitates and/or participates in unified workforce services support to employers within their labor market, integrating with other relevant LWIBs, educators, and other partners.

Example of evidence:

- The LWIB leads and/or partners in a unified employer services strategy/network that provides businesses with single points of contact spanning all relevant agencies.

4. The LWIB leads in identifying and obtaining resources to sustain operation of industry sector partnerships over time.

Examples of evidence:

- The LWIB embeds industry sector partnerships into its use of formula WIA funds and other funds it manages.
- [The LWIB works with industry sector partnerships to develop and implement sustainability strategies, leveraging combinations of public and private funding.](#)
- [The LWIB seeks out funding opportunities and aligns resources with labor, education, corrections, social services, economic development and/or energy partners and programs.](#)

IV. Youth strategies.

Expectation: The LWIB is a strategic leader in building partnerships to reduce high school dropout rates, effectively re-engage disconnected youth in education and work, to help youth understand career pathway options, and to encourage attainment of post-secondary degrees and other credentials valued by industry in the LWIB's labor market.

1. The LWIB is a partner with K-12 education and others on strategies that reduce high school dropout rates.

Examples of evidence:

- The LWIB helps craft and execute strategies that identify students at risk of dropping out and interventions to work closely with those students to keep them engaged.
- The LWIB partners in setting metrics for dropout rate reduction and in engaging employers, parents, and other stakeholders in meeting those goals.

2. The LWIB is a partner in strategies to re-engage disconnected youth.

Examples of evidence:

- The LWIB partners with diverse stakeholders, such as education, juvenile justice, human services, faith-based organizations, and others, to develop and deliver a comprehensive set of services designed to re-engage young people who have already dropped out of school and are at risk in education and employment.
- The LWIB collaborates with those partners to fund disconnected youth re-engagement in education and employment.

- The LWIB works with its partners to set metrics for success rates in youth re-engagement and to make those results visible in the community.
- New and innovative strategies and partnerships have resulted in increased employment opportunities for youth in the local area\region.

3. The LWIB partners with employers, educators and others to help youth understand career pathway options.

Examples of evidence:

- The LWIB partners in developing career pathway information and tools that will work effectively with youth.
- [The LWIB contextualizes its youth employment strategies within career pathways.](#)

4. The LWIB encourages youth to focus on attainment of post-secondary degrees and other credentials important to employers in the LWIB's labor market.

Examples of evidence:

- [The One-Stop Career Center system is youth-friendly and provides information on career pathways to high-wage jobs in demand in the region, access to post-secondary education institutions that provide credentials and degrees in key industry sectors, and financial assistance and scholarship programs and opportunities](#)
- The LWIB publicizes widely information and research that shows connections of various kinds of post-secondary attainment with employment rates and wages.
- The LWIB informs young people about the market value of technical, industry-valued credentials that require less time than a two or four year degree.

V. Managing the work of the WIB.

Expectation: The LWIB has a strong, engaged board that represents the community, measures its effectiveness in meeting both legal requirements and its own local goals, has a process for continuous review and improvement of performance, and shares information about results.

1. The LWIB membership meets all legal requirements and is representative of the community. [Required]

Evidence must include:

- Membership includes business members from key industries within the labor market.
- LWIB meets the requirement of 15% of members coming from organized labor.

2. The LWIB meets all WIA requirements. [Required]

Evidence must include:

- WIA performance in the LWIB's area has met or exceeded at least 6 of the 9 WIA common performance measures during 3 of the previous 4 [quarters](#).
- The LWIB is in compliance with other WIA legal requirements.

3. The LWIB continuously reviews performance of both programs and LWIB initiatives, and has a strategy for encouraging and ensuring ongoing improvement.

Comment [R2]: Due to the use of the base wage file to measure performance, the data on the common measures for 3 of the previous 4 quarters will be unavailable. In addition, we normally only get performance data on common measures once per year. You might want to clarify this measurement.

Examples of evidence:

- The LWIB uses a dashboard tracking key metrics about the results from programs and initiatives.
- The LWIB seeks and receives feedback from its customers and partners and has a strategy for responding to customer\partner-identified issues and improving satisfaction.
- The LWIB engages local constituencies in the analysis of community workforce information and subsequent strategic planning
- The LWIB has a mechanism for determining return on investment (ROI)
- The LWIB works with partners and/or other LWIBs to streamline paper processes, improve efficiencies, reduce duplication and bureaucracy and save time and money.

4. The LWIB transparently communicates the results of its efforts within the community.

Examples of evidence:

- LWIB meeting summaries clearly articulate and ~~demonstrate progress~~demonstrate progress on the Strategic Plan.
- The LWIB publishes and widely disseminates a dashboard containing program and initiative results.
- The LWIB communicates the success of its programs, employers, and job seekers

Additional input:

- 1. If this is an effort to reduce the number of Workforce Investment Boards in the state, the CWIB should state this and ask for best practices on how to develop regional Workforce Investment Boards and show evidence of regional cooperation among counties and/or local workforce investment areas sharing a geographic region and alignment of industry sectors.**
- 2. Is there an opportunity through this High Performing Workforce Investment Board Certification process to create Regional Workforce Investment Boards that serve as the policy and oversight Board for several local Workforce Investment Areas?**
- 3. The High Performing Workforce Investment Board Certification process should be simple and based on results. It should include both a self-evaluation process and an external evaluation.**
- 4. To the extent possible, the High Performing WIB Policy should be consistent with proposed WIA Reauthorization legislation.**
- 5. The policy should contain language determining how often High Performing WIBs will be recertified. CWIB should consider combining the WIA 5 year plan and the High Performing WIB plan for time and cost efficiencies.**
- 6. Will the CWIB have resources to assist low performing WIBs to become high performers?**
- 7. The Policy should support focusing both on regional sector initiatives and a local focus on the needs of specific employers.**

ITEM 5 - INFORMATION

PRELIMINARY REPORT ON JOB CREATIONS FROM OECD

BACKGROUND:

The Sacramento Employment and Training Agency/Sacramento Works, Inc. was selected to participate in a study by the Organization for Economic Co-operation and Development (OECD) to assess the contribution of state and local workforce agencies in boosting quality employment and enhancing productivity. The OECD provides a forum in which governments can work together to share experiences and seek solutions to common problems. We work with governments to understand what drives economic, social and environmental change.

With the rising economic importance of a quality workforce that possesses the skill sets required by local businesses, employment and training agencies are often expected to play a greater role in local strategies to support new job creation, facilitate restructuring of local economies, and increase productivity of existing firms. OECD initiated this project to develop a set of “best practice” criteria to help employment and training agencies and their local partners achieve the goal of building sustainable employment growth in their local area. Based upon past practice and research, OECD has identified four principles that have been proven to contribute to this goal:

- Better aligning policies and programs to local economic development
- Adding value through skill development
- Targeting policy to local employment sectors and investing in quality jobs
- Being inclusive.

OECD is developing a dashboard that will enable national and local policy makers to gain a stronger overview of the strengths and weaknesses of the current policy framework, while better prioritizing future actions and resources.

The project involves a series of country reviews. At this time, nine countries are involved, including the United States. The W.E. Upjohn Institute for Employment Research is partnering with OECD to conduct site visits and perform the analysis at four local WIBs, two in California and two in Michigan. In addition, OECD is distributing surveys to WIB directors and other workforce officials within these two states as well as other states.

In May, 2012, Randy Eberts from the W.E. Upjohn Institute for Employment Research visited Northern California and met with WIB staff, board members and partners from the Sacramento Works and NORTEC Workforce Investment Boards. The preliminary report issued by Mr. Eberts after his visit is attached. In August, 2012, a delegation from the US and Europe will visit both WIBs to observe first-hand the best-practice principles that are gleaned from the study. The results will be disseminated to those involved in the study as well as to other interested parties.



**LOCAL JOB CREATION:
NORTEC AND SACRAMENTO**

INITIAL FINDINGS FROM THE DASHBOARD

OECD LEED LOCAL JOB CREATION PROJECT

JUNE 20, 2012

By Randall Eberts

SACRAMENTO REGION (CALIFORNIA)

Background

The Sacramento region included in this study is a six-county region—El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba counties—and 23 cities. The region is served by:

- Four Workforce Investment Areas providing workforce development services
- SACTO, Sacramento Area Commerce and Trade Organization, a private, non-profit, and member-supported organization whose mission is to recruit and grow high-value jobs in the region
- SETA, The Sacramento Employment and Training Agency, a joint powers agency of the City and County of Sacramento formed in 1978 to help connect people to jobs, business owners to quality employees, education and nutrition to children, and assistance to refugees
- Valley Vision, a non-profit association of people and organizations founded in 1994 to help secure the social, environmental and economic health of the Sacramento Region through regional problem-solving, community partnering, as well as impartial research for sound decision-making
- Two universities—University of California, Davis; California State University Sacramento
- The Los Rios Community College District with four campuses in the region
- Several private colleges and universities

Acknowledgements

Construction of the local job creation dashboard was based on interviews with key stakeholders and leaders in the community, information provided by local agencies, and additional information gleaned from other sources. The interviewer would like to thank the following individuals for generously offering their time and insights:

- Suzanne Mayes, Project Director Valley Vision
- Chris McCullough, Associate VP, American River College
- Kathy Kossick, Exec. Director, SETA
- Terri Carpenter, SETA Employer Outreach
- Robin Purdy, Deputy Director, SETA
- Barbara Hayes, President and CEO, SACTO

Barbara Halsey, Executive Director, California Workforce Association, has been instrumental in making this study possible with her support of and insights into this project.

Criteria 1: Better aligning policies and programs to local economic development



Sub-Criteria	
1.1	Flexibility in the delivery of employment and vocational training policies
1.2	Capacities within employment and VET sectors
1.3	Policy coordination, policy integration and cooperation with other sectors
1.4	Evidence based policy making

The Sacramento region is highly rated with respect to coordination and cooperation between workforce agencies and other sectors as well as with respect to evidence-based performance monitoring and policy making. The region is highly rated in all but one of the four sub-criteria associated with aligning workforce policies and programs with economic development efforts. Most workforce development programs are provided through a national-state-local partnership in which the federal government sets eligibility requirements and program guidelines and local entities design and provide the services.

The primary issue facing Sacramento, and sub-criterion that received the lowest rating, is insufficient funds to meet the needs of those eligible for the workforce programs. An issue facing most regions is that the federal workforce programs are not adequately funded to meet local needs, and state and local governments do not have the additional resources to augment federal dollars. Even with funding from the

American Recovery and Reinvestment Act, the federal stimulus program from 2009Q2 to 2011Q2, expenditures per participant of the WIA Adult and Dislocated Worker programs were much lower than before the recession, and currently without the recovery act money, expenditures per participant are even lower.

A strength of the federal workforce programs (WIA and ES) is the outcome-based performance measures and targets. Although far from perfect, the measures focus on participants finding and retaining jobs. In addition, the inclusion of earnings as a performance measure provides a way to determine the quality of the jobs. The Federal government sets goals at the national level and negotiates goals with each state based on these common performance measures, which are the same across all entities. These goals and metrics are used for decision making and accountability.

Local agencies and organizations generate and utilize additional data to monitor performance and assess the needs of businesses. For example, SACTO houses a sophisticated research center, the Center for Strategic Economic Research that conducts local surveys of businesses, compiles wage and employee skill surveys, and uses web crawler techniques to assess business needs and regional skill sets. The Center provides data to organizations other than SACTO. Local organizations also use LMI and contract with community colleges for additional analysis.

Cross-sector policy coordination takes place through the actions of local workforce investment boards and their partnerships with local community colleges and economic development agencies. The region benefits from several key organizations within the workforce, educational, and economic development arenas that work closely with one another. These include, but are not limited to SACTO, Valley Vision, SETA, and the Los Rios College District. Key leaders from each organization meet regularly, formally and informally, to discuss ways to collaborate and coordinate efforts. Personal relationships and trust means that organizations are only a telephone call or email message away. Particularly noteworthy is that four WIBs came together to develop integrated plans for the broader Sacramento region. In addition, community colleges work closely with businesses in designing training curricula to meet the needs of business and are flexible in meeting the needs of non-traditional students.

Criteria 2: Adding value through skills



Sub-Criteria	
2.1	Flexible training open to all in a broad range of sectors
2.2	Working with employers on training
2.3	Matching people to jobs
2.4	Joined up approaches to skills

The region excels in collective action among key regional organizations to attract and retain talent and nurture business in key clusters. SACTO takes a lead role in attracting businesses while working with SETA and the community colleges in developing and retaining talent. All entities work closely together to integrate their approaches. Valley Vision helps with the coordination and capacity building across agencies and within communities. Of particular note are the integrated plans of four Workforce Investment Boards.

Several sector initiatives have been carried out. Green Capital Alliance is a partnership of people and organizations working together to support the region’s clean-tech economy and promote sustainability and grow green jobs. Cosumnes River College provides training in Home Energy Auditing and Weatherization, American River College offers training in Solar Technology (installer), Solar System Design, Estimation and Sales, and the Sacramento Area Electrical Training Center offers a pre-apprenticeship construction

training that focuses on emerging work in clean energy such as photovoltaic, solar energy, geo-thermal energy, wind power and sustainability. From the business start-up side, the Sacramento Area Regional Technology Alliance (SARTA) provides mentoring and service support to early stage and emerging growth clean tech companies in the region.

The other three sub-criteria were equally rated with relatively high marks for working with employers on training, matching people to jobs and flexibility across sectors. There are numerous training and apprenticeship programs that offer certification.

Criteria 3: Targeting policy to local employment sectors and investing in quality jobs



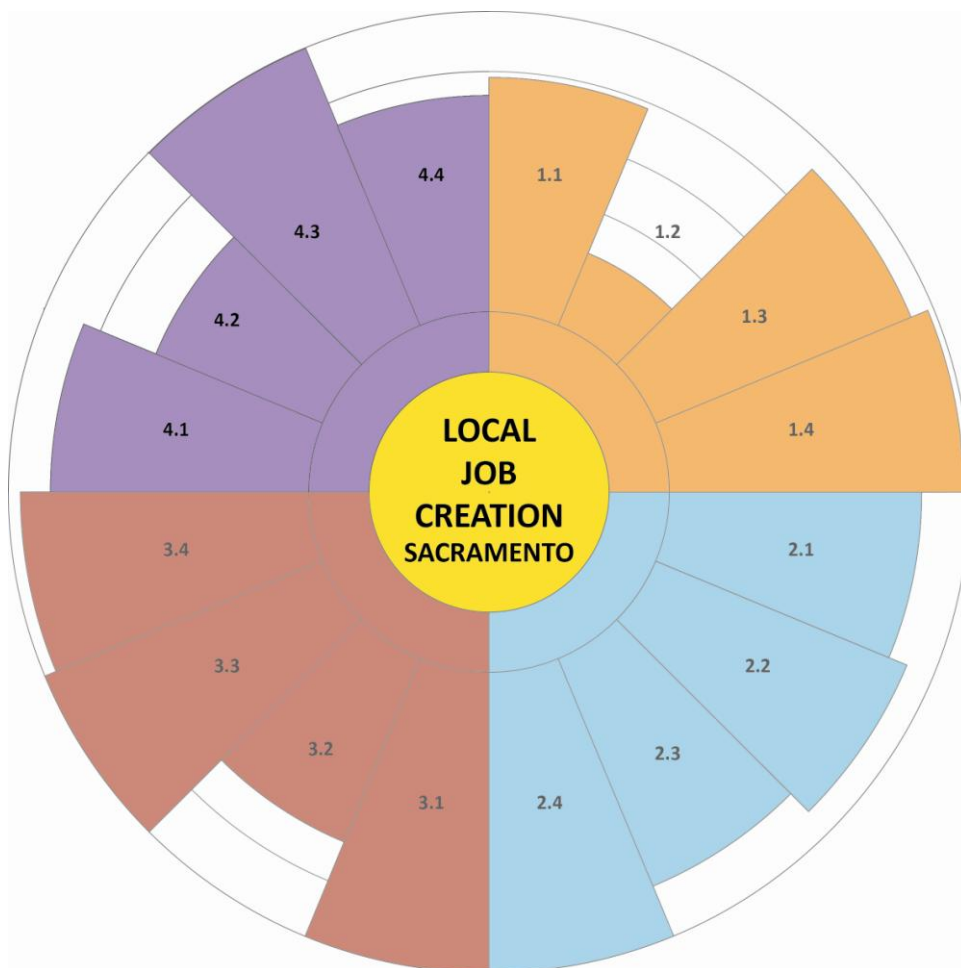
Sub-Criteria	
3.1	Relevance of provision to important local employment sectors and global trends and challenges
3.2	Work with employers on career ladders, assuring decent work and skills utilisation
3.3	Promotion of skills for entrepreneurship
3.4	Economic development promotes quality jobs for local people

Regional organizations excel in identifying viable clusters and in business attraction efforts, particularly for high value jobs. Research performed by Valley Vision identified additional viable clusters, around which additional training efforts and business support will be provided. In addition to clean energy technology, the clusters include advanced manufacturing, agriculture and food, and life sciences and health services, to name three more out of the total of seven. Training efforts include retraining displaced construction workers to install solar panels.

Local organizations, such as SACTO, focus on attracting high value jobs to the region. They provide detailed information to prospective businesses about the region. The in-house Center for Strategic Research provides assessments of worker skills, locational advantages, and market outlooks. SACTO promotes the region through direct contact with businesses and through other means of outreach. Local organizations provide mentoring, training, and other assistance to entrepreneurs. The federally-funded employment programs also provide financial and other assistance to displaced workers in starting their own business. SACTO links businesses to specific faculty members or projects at local universities.

The lowest rated sub-criteria in this section relates to career ladders and assuring decent work and skill utilization. Many of the questions for this sub-criteria called for the public sector to work with employers to improve skills utilization and work organization within their businesses. There does not appear to be a concerted effort to provide such assistance, except perhaps in isolated cases.

Criteria 4: Inclusion



Sub-Criteria	
4.1	Employment and training programmes are geared to local “at risk” groups
4.2	Childcare and family friendly policies to support women’s participation in employment
4.3	Tackling youth unemployment
4.4	Openness to immigration

Many of the services for “at risk” groups are provided through federal programs, which provide mainstream actions and do leverage local efforts as well. Nonetheless, resources are not sufficient to reach all or even a high percentage of those who need the services, particularly youth.

Many of the services directed toward “at risk” or disadvantaged populations are provided through federal programs administered at the local level. In brief, these include training and remedial education for disadvantaged youth through the WIA program and Job Corps and for disadvantaged adults through WIA. Federal programs for immigrants, migrants and farm workers are also available. Local agencies have also partnered with the state to target services to “at risk” groups. For example, SETA’s New Start program is a partnership with the California Department of Corrections and Rehabilitation (CDCR) along with five Sacramento Work Career Centers. SETA has partnered with the Youth Council and the City of Sacramento to provide services to youth involved in gang activities. SETA also cultivates partners and strengthens the capacity of Career Center staff in providing services and support to job seekers with disabilities.

The sub-criteria that was difficult to answer, given the focus of the organizations included in the interviews, was related to child care and family friendly policies to support women’s participation in employment and the workplace. Sacramento employers are governed by labor laws that provide maternity leave and other provisions for mothers or caregivers. Employers and their business associations promote best practice for providing a family friendly environment for mothers (and fathers) with paid leave, child care, concierge service, and so forth. Many of these provisions are not required by law but are seen as good business practice to maintain a quality workforce and to promote proper balance between home and work. Child care, and to a lesser extent, elder care are provided through government programs along with private providers. How isolated and limited this array of services and benefits are for families in the Sacramento area was beyond the scope of this study, which may be why the rating is lower than the others.

It should also be mentioned that the rating for sub-criteria 4.3, dealing with youth unemployment, is quite high in light of the high unemployment rate in the area. However, the questions related to this issue ask for mainstream actions, as opposed to ad hoc initiatives, and the WIA youth program and Job Corps is considered mainstream but not nearly enough funds are available to reach all youth who need the services.

Overall View



Sub-Criteria	Value (0-5)
1.1	3.9
1.2	1.3
1.3	4.6
1.4	4.9
2.1	4.2
2.2	4.5
2.3	4.1
2.4	5.0
3.1	5.0
3.2	3.3
3.3	5.0
3.4	4.8
4.1	4.3
4.2	3.0
4.3	5.0
4.4	3.6