

WIB BOARD MEMBERS

LARRY BOOTH
Frank M. Booth, Inc.

BRIAN BROADWAY
Sacramento Job Corps

PAUL CASTRO
California Human Development Corporation

N. LISA CLAWSON
Blood Source, Inc.

LYNN R. CONNER –Chair
Parasec.

MICHAEL DOURGARIAN
Asher College

ANN EDWARDS
Department of Human Assistance

DIANE FERRARI
Employment Development Department

KEVIN FERREIRA
Sacramento-Sierra Building & Construction
Trades Council

TROY GIVANS
County of Sacramento, Economic
Development

DAVID W. GORDON
Sacramento County Office of Education

JASON HANSON
Sierra Pacific Home and Comfort, Inc.

LISA HARR
Vision Service Plan

THOMAS P. KANDRIS
Package One

MATTHEW KELLY
Northern California Construction Training

DAVID KIEFFER
SEIU-United Health Workers

GARY R. KING – First Vice Chair
SMUD

DANIEL KOEN
California Teachers Association

KATHY KOSSICK
Sacramento Employment & Training Agency

FRANK A. LOUIE
Xerox Corporation

SUSAN MANSFIELD
A. Teichert & Son, Inc.

ELIZABETH MCCLATCHY
The Safety Center, Inc.

DENNIS MORIN
Sacramento Area Electrical Training Center

DR. JENNI MURPHY
California State University, Sacramento

JAY ONASCH
California Department of Rehabilitation

KIM PARKER
California Employers Association

DEBORAH PORTELA
Casa Coloma Health Care Center

LORENDA T. SANCHEZ
California Indian Manpower Consortium

ANETTE SMITH-DOHRING
Sutter Health – Sacramento Sierra Region

MICHAEL R. TESTA
Sacramento Convention & Visitors Bureau

DALE WALDSCHMITT
Pacific Coast Companies, Inc.

TERRY A. WILLS, ESQ.
Cook Brown, LLP

RICK WYLIE – Secretary/Treasurer
Beutler Corporation

DAVID P. YOUNGER
Lionakis Beaumont Design Group



SACRAMENTOWORKS

SACRAMENTO WORKS, INC. PLANNING/OVERSIGHT COMMITTEE

Date: Wednesday, March 18, 2015

Time: 8:30 a.m.

Location: SETA - Shasta Room
925 Del Paso Blvd., Suite 100
Sacramento, CA 95815

AGENDA

1. Call to Order/Roll Call
2. **Consent Items:**
 - A. Approval of the November 13, 2014 Minutes
 - B. Approval to Submit an Application to the California Workforce Investment Board (CWIB) for Initial Local Area Designation and Local Board Certification Under the Workforce Innovation and Opportunity Act (WIOA)
3. **Action:** Approval of Eligible Training Provider List (ETPL) Waiver Request for the Center for Employment Training
4. Final PY2013-14 WIA Performance Results
5. Update on Slingshot
6. Input from the public
7. Adjournment

Planning/Oversight Committee Members: Anette Smith-Dohring (Chair), Paul Castro, Kathy Kossick, Frank Louie, Jay Onasch

DISTRIBUTION DATE: WEDNESDAY, MARCH 11, 2015

ITEM 2-A - CONSENT

PLANNING/OVERSIGHT COMMITTEE

Minutes/Synopsis

(Minutes reflect the actual progression of the meeting.)

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

Thursday, November 13, 2014
8:30 a.m.

1. **Call to Order/Roll Call:** Ms. Anette Smith-Dohring called the meeting to order at 8:34 a.m.

Members Present: Paul Castro, Kathy Kossick, Anette Smith-Dohring

Members Absent: Jay Onasch, Frank Louie, Walter DiMantova

Ad Hoc SlingShot Committee Member Present: Dr. Jenni Murphy

Staff present: Roy Kim, Robin Purdy, Janet Neitzel, Michelle O'Camb, Terri Carpenter, Phil Cunningham

5. **Information:** Update on WIOA Implementation

Ms. Purdy stated that each committee member was sent the NAWB summary of the new Workforce Investment and Opportunity Act (WIOA). The regulations will be published in January. Summaries and updates will be sent as they are received.

Mr. Castro arrived at 8:37 a.m.

Ms. Purdy reviewed major changes with the new Act. For the WIOA Youth Program, eligibility will be expanded so most out-of-school youth are eligible for services. Seventy-five percent of funding and services is expected to be allocated for out-of-school youth. There will be emphasis on post-secondary education, and putting kids to work and/or in college. Performance outcomes will change for the Adult, Dislocated Worker and Youth programs. There will be five indicators across all programs and one indicator of effectiveness in serving employers. There will be a lot more emphasis on the provision of business services. The composition of the WIB will change; not all partners under WIA will be required under WIOA. This board has to decide how the board will be configured. Lastly, there is a requirement for a firewall between the WIB board and the one stop career systems which includes procurement.

Mr. Proctor stated that the new Act has guidance on data analysis. Perhaps there is a way to gather and manage different data.

Ms. Purdy stated that it is exciting because the feds and state told us to collaborate but they did not; there now seems to be a more collaborative spirit toward a common goal at both the state and the federal level.

2. **Action:** Approval of the August 20, 2014 Minutes

Moved/Kossick, second/Paul, to approve the August 20 minutes.
Voice Vote: Unanimous approval.

3. **Action:** Approval to Submit a Request to Transfer Workforce Investment Act (WIA) Dislocated Worker Funds to Adult Funds, Program Year (PY) 2014-15

This action is in response to a waiver granted to California by the Department of Labor to transfer funds between programs. Sacramento Works has approved this annually to transfer funds from dislocated worker to the adult funding area to streamline administrative processes, reduce eligibility paperwork, and serve more adults. This will not negatively impact services to dislocated workers because they are also eligible for the adult funding stream.

Moved/Kossick, second/Castro, to approve the submission to the State of California, EDD of a request to transfer \$1,986,752 in WIA dislocated worker formula funds to the WIA adult formula funding stream for PY 2014-15.

Roll Call Vote:

Aye: 3 (Castro, Kossick, Smith-Dohring)

Nay: 0

Abstentions: 0

Absent: 3 (Onasch, Louie, DiMantova)

4. **Action:** Review and Approval of SlingShot Proposal to the California Workforce Investment Board and Action Planning Next Steps - Robin Purdy

Ms. Purdy introduced people that were part of the brainstorming process: Dean Peckham, from the City of Sacramento's Economic Development Department and Trish Kelly from Valley Vision. Valley Vision will be the project manager for the SlingShot initiative and will coordinate and facilitate the process for the four WIBs in the region. Ms. Kossick stated that during a recent conference call she learned that there were five current proposals received: Inland Empire, Central Valley, Capital region, East Bay, and Northern California. The state has procured consultants to provide technical assistance to all proposers; our regional group will be assigned a consultant from Collaborative Economics to work with us to ensure our action plan is ready to submit in February, 2015.

Ms. Purdy stated that we came up with a one page summary of goals and there will be two phases for implementation: 1) The planning phase has begun and we

have set up goals/objectives to be met. 2) The implementation phase where we will provide seed funding for innovative projects.

Ms. Trish Kelly stated that the process has started and they are working with many partners from throughout the region. This will be an exciting time to see what will be pulled together.

Ms. Smith-Dohring reported that the Metro Chamber recently conducted a study mission to Nashville and visited their entrepreneur center; it was very impressive. The center has a series of courses that people are required to take in order to be successful. Each entrepreneur has 11 months, 29 days to launch their business.

Ms. Purdy asked if members had ideas on how to move forward? Are there things we have not yet considered and want included? The planning process will go through February and then the program will be implemented.

Mr. Dean Peckam stated that he ran across a group in Kansas City called Source Link. Source Link originated in Kansas City and expanded across the country. It works to create more of an entrepreneurial atmosphere for companies ranging from micro to huge in size.

Ms. Purdy stated that a lot of people are contacting SETA staff with ideas on how to roll out Sling shot. Ms. Kossick stated that the three other regional WIBs will be included in the proposal and their chambers will be included. We want to be inclusive of all groups.

Each WIB has been asked to submit names of stakeholders and WIB members to act as champions and advisory committee members for SlingShot. The Planning/Oversight Committee is asking WIB members Tom Kandris, Rick Wylie and Frank Louie to be the SlingShot champions, and add Anette Smith-Dohring, Dean Peckam, Walter DiMantova, Los Rios Community College District, and Christine Irione (representing Jenni Murphy from Sacramento State) to the Advisory Committee.

Moved/Kossick, Castro, to approve the plan. In addition, approve the addition of Tom Kandris, Frank Louie and Rick Wylie as WIB members/entrepreneurs to act as Champions for the SlingShot Initiative.

Voice Vote:

Roll Call Vote:

Aye: 3 (Castro, Kossick, Smith-Dohring)

Nay: 0

Abstentions: 0

Absent: 3 (Onasch, Louie, DiMantova)

6. **Information:** Update on Workforce Accelerator Grant –Cindy Sherwood-Green, Terri Carpenter, and William Walker

Ms. Kossick stated that the proposal will be utilized to put together a program to engage the long-term unemployed. It will look at why they are not coming into the centers, what programs we need to engage them and get them into the jobs. There are 15 staff engaged in two teams.

Ms. Sherwood-Green is the lead person for the veteran's bridge project which is being done in partnership with American River College. Staff is working to develop a summer bridge course to help veterans with experience earn college credit for their work experience. It is anticipated that there will be a six week course in the summer of 2015. Courses will be available in nursing, respiratory therapy, or EMS training. The course content is being reviewed and compared to what the veterans learned in the military. There are 150 veterans currently in the program.

Mr. Castro stated that this is a good way to give veterans credit for what they have done. They have the experience but not the education to get the job. This is a good way to blend things.

Dr. Murphy stated that Governor Brown is a big fan of this type of program. CSUS has a similar program that grants a certain number college credits for prior learning opportunities.

Ms. Carpenter stated that another strategy included in the Workforce Accelerator is Human Centered Design of workforce services offered at the job centers for long-term unemployed individuals. About 15 SETA staff have volunteered to go through an on-line Human Centered Design training provided by IDEO. As part of their training they are working on designing prototypes to assist long-term unemployed jobs seekers to return faster to the labor market.

7. **Discussion:** Committee Priorities and Plan for 2015 – Where do we go from here?

Ms. Smith-Dohring stated that she would like to spend some time as a committee talking about our priorities and what is it we want this committee to accomplish over the next year. Two priorities that the committee should include are the SlingShot Initiative and the implementation of the Workforce Innovation and Opportunity Act. Ms. Kossick suggested putting this discussion item on next month's agenda since there as so many committee members absent.

Mr. Castro stated that he sits on many WIB boards and SETA is considered a model. It is a responsibility because other communities are looking at us. There are also going to be a lot of staffing changes here which will be reflected in how services are provided.

Ms. Purdy suggested that it might be a good idea to invite members of the other WIB's planning committees to join us and create a regional planning committee; this could become the basis for regional collaboration. Ms. Janet Nietzel suggested that this committee could also include stakeholders that do not serve on the board but are involved with the regional WIBs.

Staff will send out a request for feedback with minutes and agenda to those not here and make it the first agenda item on January 21 agenda. It is hoped that representatives from Valley Vision and other ad hoc partners could attend.

8. **Input from the public:** Ms. Smith-Dohring thanked Ms. Purdy for supporting this committee and for being a guiding light for our program.
9. **Adjournment:** The meeting was adjourned at 9:27 a.m.

ITEM 2-B – CONSENT

APPROVAL TO SUBMIT AN APPLICATION TO THE CALIFORNIA WORKFORCE INVESTMENT BOARD (CWIB) FOR INITIAL LOCAL AREA DESIGNATION AND LOCAL BOARD CERTIFICATION UNDER THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

BACKGROUND:

On February 20, 2015, the Employment Development Department (EDD), acting under the authority of the Governor, released Workforce Services Directive WSD14-10, which communicates the policies and procedures regarding the initial designation of Local Workforce Development Areas and the initial certification of Local Workforce Development Boards under the Workforce Innovation and Opportunity Act (WIOA). The policies are intended to provide maximum flexibility to local areas to allow for sufficient time to prepare for and fully comply with the new WIOA requirements for subsequent local area designation and local board certification.

Initial local area designation shall be approved by the Governor for all local areas who, during PYs 2012-13 and 2013-14, were designated as a local area under the Workforce Investment Act (WIA), performed successfully, and sustained fiscal integrity. Initial designation is effective July 1, 2015 through June 30, 2017. Subsequent designation will be effective July 1, 2017.

The region's current Local Workforce Investment Area (LWIA) has met the eligibility criteria for initial designation and certification of its Local Workforce Investment Board (LWIB), therefore, staff seek approval to submit the application for Initial Local Area Designation (July 1, 2015- June 30, 2017) and Initial Board Certification (July 1, 2015- June 30, 2016) to the EDD and CWIB by the deadline of March 31, 2015.

RECOMMENDATION:

Approve the submission of the application for Initial Local Area Designation and Initial Board Certification under WIOA to the California Workforce Investment Board.

ITEM 3 - ACTION

APPROVAL OF ELIGIBLE TRAINING PROVIDER LIST (ETPL) WAIVER REQUEST FOR THE CENTER FOR EMPLOYMENT TRAINING

BACKGROUND

Under the California Workforce Investment Board's policy for the Eligible Training Provider List (ETPL), to be eligible to receive WIA funds to provide training services, postsecondary education providers must meet a 70 percent entered employment rate (placement).

On February 2, 2015, an "Eligibility Waiver Process" was published in EDD Directive WSD 14-7. The Directive allows for local boards, on behalf of postsecondary education providers, to request waivers to the 70 percent placement rate under limited circumstances. The waiver process is intended to allow for consideration of the characteristics of the populations served and relevant economic conditions. The request must be supported by a publicly noticed Action of the local board, and must explain why the training provider is unable to achieve the state's minimum placement rate of 70 percent and actions the local board will take to ensure the continuous improvement of this rate during the waiver period.

In addition to meeting all other applicable requirements, should a waiver be approved, the following minimum waiver performance levels must be met for the following performance periods:

- Calendar Year 2013 – 54 percent
- Calendar Year 2014 and 2015 – 64.2 percent
- Calendar Year 2016 – 70 percent

RECOMMENDATION:

Review and approve the Center for Employment Training's Waiver Request.

ITEM 4 - INFORMATION

FINAL PY2013-14 WIA PERFORMANCE RESULTS

BACKGROUND:

The performance results for program year 2013-2014 are attached.

Staff will be available to answer questions.

ADULT	ADULT FINAL LWIA PERFORMANCE RESULTS 2013-14								
	ENTERED EMPLOYMENT			RETENTION			AVERAGE EARNINGS		
07/2013-06/2014	Actual Perf Rate	Current Neg Goal	Success Rate	Actual Perf Rate	Current Neg Goal	Success Rate	Actual Perf Rate	Current Neg Goal	Success Rate
California	64.7%	63.4%	102.7%	82.5%	83.0%	99.4%	\$14,610.	\$14,200	102.8%
Alameda	57.8%	58.5%	98.8%	83.8%	81.8%	102.4%	\$19,180	\$15,900	120.6%
Anaheim	88.8%	77.0%	115.3%	90.0%	84.0%	107.1%	\$15,169	\$13,500	112.4%
Contra Costa	80.6%	79.2%	101.8%	91.1%	84.0%	108.4%	\$14,719	\$14,581	100.9%
Foothill	77.6%	76.7%	101.2%	90.3%	83.0%	108.8%	\$17,698	\$13,408	132.0%
Fresno	66.1%	70.1%	94.3%	82.9%	80.8%	102.6%	\$13,767	\$12,726	108.2%
Golden Sierra	77.3%	72.5%	106.6%	85.7%	85.0%	100.8%	\$18,442	\$16,750	110.1%
Humboldt	52.3%	63.4%	82.6%	79.8%	81.0%	98.5%	\$12,277	\$14,400	85.3%
Imperial	73.3%	73.6%	99.6%	87.6%	80.0%	109.5%	\$10,835	\$10,000	108.4%
Kern/Inyo/Mono	73.3%	72.0%	101.7%	86.9%	82.0%	105.9%	\$13,360	\$12,700	105.2%
Kings	79.8%	61.0%	130.8%	79.1%	83.3%	94.9%	\$13,642	\$12,700	107.4%
Los Angeles City	84.5%	77.0%	109.8%	85.2%	79.0%	107.8%	\$14,420	\$12,500	115.4%
Los Angeles Co.	80.8%	55.0%	146.9%	84.8%	67.0%	126.5%	\$13,904	\$12,800	108.6%
Long Beach	55.6%	50.8%	109.5%	80.5%	76.9%	104.7%	\$13,935	\$13,324	104.6%
Madera	54.3%	55.0%	98.6%	74.4%	72.0%	103.4%	\$12,019	\$11,500	104.5%
Marin	58.3%	74.6%	78.2%	88.0%	81.8%	107.6%	\$14,646	\$16,427	89.2%
Mendocino	100.0%	80.0%	125.0%	100.0%	85.0%	117.6%	\$12,536	\$15,500	80.9%
Merced	76.7%	76.0%	100.9%	83.8%	81.9%	102.3%	\$11,850	\$14,200	83.4%
Mother Lode	78.5%	69.5%	112.9%	85.1%	81.0%	105.1%	\$13,362	\$12,000	111.4%
Monterey	74.4%	62.1%	119.8%	75.2%	74.0%	101.6%	\$10,581	\$10,129	104.5%
Napa	72.7%	73.6%	98.8%	90.9%	81.2%	112.0%	\$19,085	\$16,411	116.3%
North Central Con.	82.3%	67.2%	122.4%	88.4%	78.0%	113.3%	\$16,974	\$13,500	125.7%
NORTEC	87.2%	76.6%	113.9%	87.4%	78.9%	110.8%	\$19,821	\$13,700	144.7%
NOVA	54.8%	51.0%	107.5%	83.7%	78.5%	106.6%	\$23,180	\$18,000	128.8%
Oakland	67.3%	68.0%	99.0%	81.3%	78.0%	104.3%	\$11,087	\$11,800	94.0%
Orange	80.7%	78.2%	103.2%	84.9%	82.3%	103.1%	\$16,040	\$15,841	101.3%
Richmond	86.1%	73.4%	117.2%	84.6%	87.5%	96.7%	\$15,872	\$15,100	105.1%
Riverside	51.1%	50.7%	100.7%	78.4%	74.0%	105.9%	\$12,444	\$10,776	115.5%
Sacramento	64.6%	51.0%	126.6%	81.5%	78.0%	104.4%	\$14,336	\$12,177	117.7%
Santa Ana	77.6%	64.0%	121.2%	78.9%	82.0%	96.2%	\$12,164	\$12,000	101.4%
Santa Barbara	80.5%	68.0%	118.4%	85.3%	83.7%	101.9%	\$11,954	\$12,000	99.6%
San Benito	85.7%	80.0%	107.1%	81.8%	85.0%	96.3%	\$15,305	\$13,500	113.4%
San Bernardino City	85.0%	77.0%	110.4%	95.0%	86.0%	110.5%	\$17,946	\$11,300	158.8%
San Bernardino Co.	51.8%	50.7%	102.1%	80.9%	74.7%	108.3%	\$13,135	\$12,780	102.8%
South Bay	94.0%	80.0%	117.6%	82.7%	85.0%	97.3%	\$11,851	\$11,450	103.5%
Santa Cruz	87.0%	74.7%	116.5%	87.2%	83.0%	105.1%	\$16,449	\$15,000	109.7%
San Diego	67.1%	51.6%	130.0%	83.7%	78.5%	106.7%	\$15,087	\$12,500	120.7%
SELACO	75.5%	76.8%	98.3%	90.8%	81.7%	111.2%	\$23,169	\$14,500	159.8%
San Francisco	74.3%	73.2%	101.5%	85.4%	80.0%	106.8%	\$11,574	\$12,950	89.4%
San Joaquin	73.5%	66.0%	111.3%	81.5%	80.0%	101.9%	\$13,054	\$14,500	90.0%
San Jose City	53.3%	50.7%	105.1%	82.1%	78.7%	104.3%	\$15,042	\$13,724	109.6%
San Luis Obispo	58.6%	76.5%	76.6%	77.2%	80.9%	95.4%	\$13,012	\$12,950	100.5%
San Mateo	70.1%	65.0%	107.8%	80.4%	82.0%	98.0%	\$14,760	\$14,122	104.5%
Solano	78.2%	73.6%	106.3%	86.4%	80.0%	108.1%	\$15,885	\$14,382	110.5%
Sonoma	59.1%	53.9%	109.6%	83.6%	78.3%	106.7%	\$16,647	\$12,600	132.1%
Stanislaus	74.0%	69.5%	106.4%	81.6%	75.7%	107.8%	\$12,998	\$11,133	116.7%
Tulare	52.9%	50.8%	104.2%	79.5%	77.4%	102.8%	\$11,128	\$9,950	111.8%
Ventura	79.2%	72.0%	110.0%	85.9%	81.0%	106.0%	\$14,369	\$13,251	108.4%
Verdugo	75.4%	53.0%	142.3%	83.5%	82.0%	101.8%	\$14,331	\$14,033	102.1%
Yolo	81.0%	75.8%	106.8%	71.4%	82.4%	86.7%	\$11,083	\$14,000	79.2%

DISLOCATED WORKER	DISLOCATED WORKER FINAL LWIA PERFORMANCE RESULTS 2013-14								
	ENTERED EMPLOYMENT			RETENTION			AVERAGE EARNINGS		
	Actual Perf Rate	Current Neg Goal	Success Rate	Actual Perf Rate	Current Neg Goal	Success Rate	Actual Perf Rate	Current Neg Goal	Success Rate
07/2013-06/2014									
California	72.0%	72.0%	100.0%	86.1%	89.5%	96.2%	\$19,178	\$18,842	98.2%
Alameda	70.6%	67.8%	104.1%	86.0%	87.0%	98.9%	\$20,621	\$19,500	105.7%
Anaheim	90.5%	82.5%	109.7%	92.6%	88.1%	105.1%	\$16,897	\$17,000	99.4%
Contra Costa	83.5%	80.4%	103.9%	91.3%	89.3%	102.2%	\$20,493	\$19,500	105.1%
Foothill	82.5%	71.9%	114.7%	83.8%	87.5%	95.8%	\$21,694	\$19,200	113.0%
Fresno	76.1%	78.5%	97.0%	84.7%	84.7%	100.0%	\$16,432	\$13,467	122.0%
Golden Sierra	78.1%	67.0%	116.5%	88.2%	87.5%	100.8%	\$25,652	\$17,900	143.3%
Humboldt	71.7%	68.0%	105.4%	88.5%	84.5%	104.7%	\$14,658	\$15,500	94.6%
Imperial	79.6%	73.1%	108.9%	90.5%	83.0%	109.0%	\$14,211	\$10,500	135.3%
Kern/Inyo/Mono	75.8%	76.0%	99.8%	82.8%	84.5%	98.0%	\$15,662	\$15,000	104.4%
Kings	71.1%	65.0%	109.3%	83.0%	83.0%	100.0%	\$15,385	\$16,350	94.1%
Los Angeles City	84.6%	78.5%	107.8%	86.0%	84.0%	102.4%	\$16,718	\$15,000	111.5%
Los Angeles Co.	84.4%	60.0%	140.6%	86.0%	71.6%	120.0%	\$16,540	\$15,119	109.4%
Long Beach	64.6%	59.2%	109.1%	86.3%	82.0%	105.2%	\$19,164	\$16,500	116.1%
Madera	73.0%	64.5%	113.2%	76.5%	82.1%	93.2%	\$14,249	\$12,500	114.0%
Marin	46.7%	67.1%	69.6%	100.0%	82.3%	121.5%	\$15,458	\$18,500	83.6%
Mendocino	93.8%	82.5%	113.6%	90.3%	85.0%	106.3%	\$18,331	\$16,000	114.6%
Merced	77.8%	79.0%	98.5%	84.9%	83.5%	101.7%	\$15,609	\$15,600	100.1%
Mother Lode	81.0%	77.0%	105.1%	87.2%	81.0%	107.6%	\$16,611	\$15,000	110.7%
Monterey	74.5%	61.8%	120.5%	83.5%	75.6%	110.5%	\$19,518	\$13,122	148.7%
Napa	78.6%	75.0%	104.8%	85.7%	85.0%	100.8%	\$17,966	\$16,430	109.3%
North Central Con.	82.9%	68.7%	120.7%	90.3%	78.5%	115.1%	\$17,389	\$13,863	125.4%
NORTEC	83.4%	77.6%	107.5%	88.2%	79.4%	111.1%	\$15,660	\$14,759	106.1%
NOVA	63.4%	58.0%	109.3%	85.4%	80.0%	106.8%	\$31,655	\$24,500	129.2%
Oakland	76.3%	68.1%	112.0%	85.0%	82.6%	103.0%	\$16,084	\$16,370	98.3%
Orange	86.9%	80.0%	108.6%	90.3%	86.0%	105.0%	\$21,500	\$19,581	109.8%
Richmond	91.7%	76.6%	119.7%	86.4%	87.3%	99.0%	\$19,988	\$18,200	109.8%
Riverside	60.6%	57.6%	105.1%	83.9%	75.0%	111.9%	\$15,208	\$13,748	110.6%
Sacramento	76.4%	57.6%	132.6%	87.5%	79.7%	109.8%	\$19,446	\$15,500	125.5%
Santa Ana	70.8%	65.0%	108.8%	85.5%	85.0%	100.5%	\$14,376	\$14,750	97.5%
Santa Barbara	92.7%	76.0%	121.9%	91.8%	83.1%	110.5%	\$14,207	\$14,070	101.0%
San Benito	75.0%	82.5%	90.9%	96.6%	89.5%	107.9%	\$15,198	\$15,570	97.6%
San Bernardino City	96.3%	82.5%	116.7%	86.7%	85.0%	102.0%	\$16,299	\$13,500	120.7%
San Bernardino Co.	57.2%	57.6%	99.4%	84.6%	79.9%	105.8%	\$15,958	\$12,500	127.7%
South Bay	88.9%	82.5%	107.8%	87.3%	87.0%	100.3%	\$19,402	\$15,500	125.2%
Santa Cruz	73.6%	72.7%	101.2%	86.8%	86.0%	100.9%	\$17,177	\$14,500	118.5%
San Diego	75.4%	61.0%	123.6%	87.3%	79.7%	109.6%	\$19,244	\$16,700	115.2%
SELACO	72.2%	76.7%	94.2%	95.6%	86.9%	110.0%	\$15,009	\$16,500	91.0%
San Francisco	74.0%	75.0%	98.7%	87.6%	88.0%	99.5%	\$18,697	\$16,500	113.3%
San Joaquin	78.2%	71.9%	108.8%	85.1%	82.8%	102.8%	\$16,898	\$17,225	98.1%
San Jose City	60.6%	57.6%	105.2%	84.7%	82.4%	102.8%	\$22,193	\$19,460	114.0%
San Luis Obispo	64.0%	82.5%	77.5%	87.1%	89.6%	97.2%	\$14,805	\$15,975	92.7%
San Mateo	76.1%	70.5%	107.9%	81.2%	85.0%	95.5%	\$18,500	\$17,528	105.5%
Solano	82.5%	82.1%	99.5%	88.7%	87.0%	102.0%	\$19,546	\$18,500	105.7%
Sonoma	68.8%	57.6%	119.4%	87.6%	81.9%	107.0%	\$15,471	\$16,615	93.1%
Stanislaus	86.0%	76.9%	111.9%	89.3%	80.0%	111.7%	\$16,511	\$14,700	112.3%
Tulare	65.2%	57.6%	113.2%	80.9%	78.0%	103.7%	\$13,543	\$11,900	113.8%
Ventura	80.2%	75.0%	107.0%	92.8%	84.0%	110.5%	\$18,772	\$16,000	117.3%
Verdugo	75.8%	60.0%	126.3%	80.8%	82.5%	98.0%	\$20,314	\$17,000	119.5%
Yolo	79.4%	77.1%	103.0%	88.5%	89.3%	99.1%	\$21,598	\$16,900	127.8%

YOUTH	YOUTH FINAL LWIA PERFORMANCE RESULTS 2013-14								
	PLACEMENT			ATTAINMENT			LITERACY/NUMERACY		
	Actual Perf Rate	Current Neg Goal	Success Rate	Actual Perf Rate	Current Neg Goal	Success Rate	Actual Perf Rate	Current Neg Goal	Success Rate
07/2013-06/2014									
California	66.2%	74.0%	89.4%	67.7%	60.0%	112.8%	61.6%	60.5%	101.7%
Alameda	58.3%	59.2%	98.5%	44.6%	40.0%	111.6%	28.4%	25.0%	113.5%
Anaheim	86.0%	72.0%	119.5%	95.4%	70.0%	136.2%	87.9%	61.9%	142.0%
Contra Costa	77.2%	65.2%	118.5%	74.6%	43.6%	171.2%	55.0%	34.3%	160.3%
Foothill	58.4%	71.5%	81.7%	53.5%	57.3%	93.4%	71.4%	55.0%	129.9%
Fresno	62.9%	70.0%	89.8%	65.1%	59.6%	109.2%	50.7%	76.2%	66.6%
Golden Sierra	73.9%	57.0%	129.6%	77.1%	48.0%	160.5%	57.5%	30.0%	191.7%
Humboldt	53.8%	64.0%	84.0%	71.3%	68.0%	104.8%	0.0%	60.5%	0.0%
Imperial	50.4%	55.0%	91.6%	76.4%	55.0%	138.8%	33.3%	55.0%	60.6%
Kern/Inyo/Mono	62.8%	64.6%	97.2%	82.4%	60.0%	137.3%	45.7%	25.0%	182.6%
Kings	72.6%	72.0%	100.8%	90.0%	67.0%	134.3%	83.3%	60.5%	137.7%
Los Angeles City	65.5%	72.0%	90.9%	59.3%	60.0%	98.8%	59.8%	60.5%	98.9%
Los Angeles Co.	66.4%	65.9%	100.7%	69.0%	60.0%	115.1%	62.5%	57.1%	109.4%
Long Beach	85.9%	72.0%	119.3%	95.4%	60.0%	159.0%	94.9%	80.0%	118.7%
Madera	53.0%	52.3%	101.4%	66.1%	54.5%	121.3%	78.8%	51.6%	152.7%
Marin	48.7%	55.0%	88.6%	75.0%	60.0%	125.0%	0.0%	60.5%	0.0%
Mendocino	100.0%	67.0%	149.3%	50.0%	61.0%	82.0%	50.0%	47.0%	106.4%
Merced	69.6%	74.0%	94.0%	84.0%	70.0%	120.0%	36.7%	46.8%	78.4%
Mother Lode	76.9%	74.0%	103.9%	70.0%	62.0%	112.9%	50.0%	55.0%	90.9%
Monterey	72.4%	70.1%	103.2%	83.1%	64.3%	129.2%	81.3%	61.0%	133.2%
Napa	83.3%	74.0%	112.6%	68.0%	60.0%	113.3%	31.8%	48.4%	65.7%
North Central Con.									
	87.1%	74.0%	117.7%	77.2%	70.0%	110.3%	55.9%	54.0%	103.6%
NORTEC	76.2%	62.1%	122.6%	55.7%	75.0%	134.6%	69.9%	59.4%	117.7%
NOVA	83.3%	59.2%	140.8%	79.0%	48.0%	164.6%	66.7%	48.4%	137.7%
Oakland	46.3%	59.2%	78.3%	24.3%	55.0%	44.1%	7.4%	25.0%	29.7%
Orange	75.8%	70.8%	107.0%	80.4%	51.7%	155.5%	77.3%	68.2%	113.3%
Richmond	59.1%	70.0%	84.4%	34.8%	42.7%	81.5%	20.0%	33.0%	60.6%
Riverside	66.4%	45.0%	147.5%	81.7%	54.8%	149.0%	77.2%	65.0%	118.8%
Sacramento	78.0%	64.3%	121.4%	81.3%	60.5%	134.3%	66.9%	55.0%	121.7%
Santa Ana	72.0%	74.0%	97.4%	86.0%	65.0%	132.3%	83.1%	67.0%	124.0%
Santa Barbara	88.6%	62.0%	142.9%	89.5%	55.0%	162.7%	60.9%	52.5%	115.9%
San Benito	66.7%	74.0%	90.1%	71.4%	69.0%	103.5%	25.0%	48.4%	51.7%
San Bernardino City									
	79.7%	74.0%	107.7%	98.5%	60.0%	164.2%	78.3%	63.0%	124.2%
San Bernardino Co.									
	58.0%	68.0%	85.4%	80.6%	53.5%	150.7%	57.1%	60.5%	94.4%
South Bay	89.4%	72.0%	124.2%	87.6%	65.0%	134.8%	71.6%	48.0%	149.1%
Santa Cruz	79.3%	70.5%	112.4%	81.2%	70.0%	115.9%	94.3%	75.0%	125.7%
San Diego	58.6%	72.0%	81.4%	66.2%	60.0%	110.3%	73.3%	54.5%	134.6%
SELACO	57.7%	67.7%	85.2%	51.6%	34.3%	150.3%	47.4%	50.5%	93.8%
San Francisco	49.1%	50.0%	98.1%	48.1%	40.0%	120.3%	23.1%	35.0%	65.9%
San Joaquin	70.3%	67.9%	103.6%	83.9%	67.0%	125.2%	59.0%	53.0%	111.4%
San Jose City	65.1%	67.0%	97.2%	79.0%	41.4%	190.9%	63.3%	60.5%	104.7%
San Luis Obispo	61.2%	67.1%	91.2%	74.5%	68.7%	108.5%	95.0%	78.7%	120.7%
San Mateo	71.6%	68.0%	105.3%	78.0%	62.7%	124.4%	14.3%	40.0%	35.7%
Solano	61.0%	70.0%	87.2%	84.4%	70.0%	120.6%	58.1%	60.5%	96.1%
Sonoma	69.2%	59.2%	116.9%	41.0%	41.8%	98.0%	29.6%	22.0%	134.3%
Stanislaus	60.1%	70.5%	85.3%	49.5%	62.0%	79.8%	66.0%	60.5%	109.1%
Tulare	65.0%	67.5%	96.3%	56.3%	46.1%	122.2%	67.1%	48.4%	138.7%
Ventura	71.3%	70.0%	101.9%	80.7%	60.0%	134.5%	78.5%	60.5%	129.8%
Verdugo	74.0%	70.5%	105.0%	68.8%	52.1%	132.1%	83.1%	65.0%	127.8%
Yolo	94.4%	72.0%	131.2%	78.1%	70.0%	111.5%	0.0%	75.0%	0.0%

ITEM 5 - INFORMATION

UPDATE ON SLINGSHOT

BACKGROUND:

Attached is a report on the Capital Region SlingShot Compact Development Plan.

Staff will be available to answer questions.

Capital Region SlingShot Compact Development Plan

The Strategy: Strengthening the Capital Region's Innovation Ecosystem

The Capital Region SlingShot initiative aims to strengthen regional economic prosperity and improve income mobility by creating a stronger regional innovation ecosystem. The Capital Region's innovation economy is the major driver of regional economic prosperity. Innovative businesses—both start-ups and more established firms—increase economic productivity, making rising wages and income mobility possible. But the region's innovative economy alone will not necessarily create widely shared prosperity. Through SlingShot, the Capital Region seeks to develop and implement a strategy for increasing the region's capacity to innovate, while ensuring that all of the region's residents are prepared to access opportunity in the innovation economy.

Strengthening the region's innovation ecosystem will require a broad-based, collaborative approach that mobilizes the region's innovation assets. The SlingShot initiative will center on:

- A set of shared outcomes among business and public partners that includes both process and long-term impact measures to ground the SlingShot strategy.
- Strong industry engagement from both established businesses as well as start-ups in defining and championing priorities for action in strengthening the region's innovation ecosystem;
- An integrated approach among partners in workforce development, education, economic development, and others to play complementary roles in promoting and accelerating innovation and addressing priority opportunities and system gaps.

The SlingShot project builds on the work of Next Economy, a regional shared prosperity plan, which focuses on six key business clusters that demonstrated growth potential and also includes other sectors that are emerging in the more rural parts of the region. Next Economy also outlined three initial strategies for fostering a strong innovation environment, including:

- Bolstering university technology transfer and commercialization,
- Expanding access to capital for high-growth companies and small and medium enterprises, and
- Building a robust network of business incubator and accelerator services.

We will build upon these strategies during the next phase of the SlingShot project.

Next Phase: Developing a Regional Compact

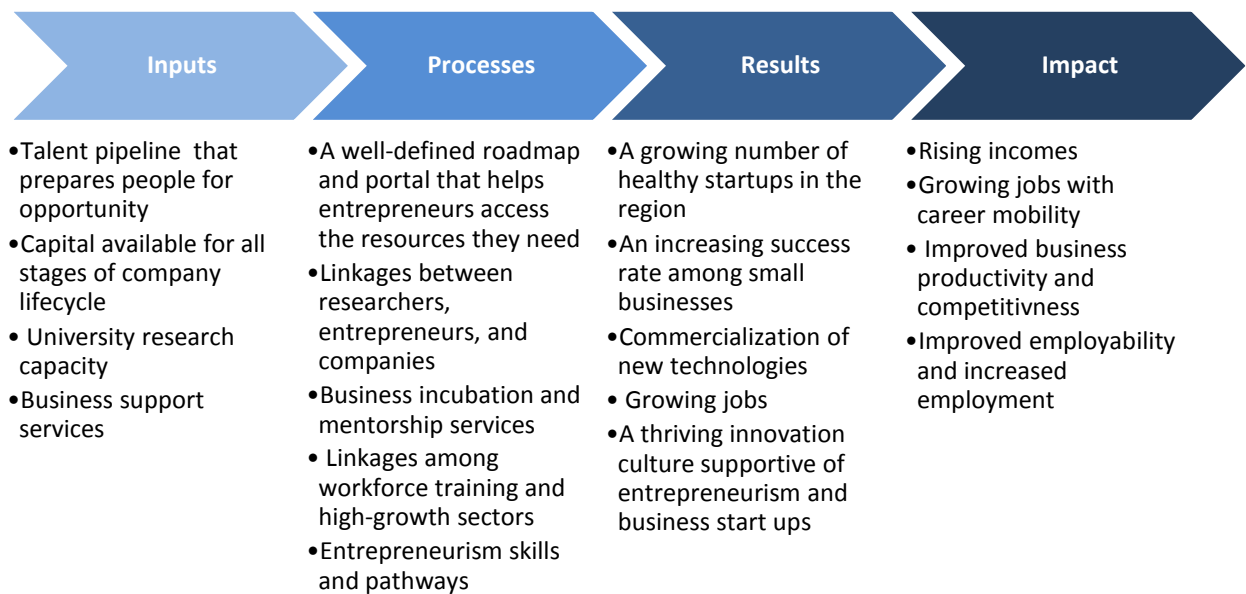
In the design phase, the Capital Region SlingShot Advisory Committee has engaged a broad group of stakeholders who are committed to working together to strengthen the region's innovation ecosystem (the SlingShot team). This team defined an initial set of goals, strategies, and metrics to guide the collaboration. The next "Compact Development" phase (March-June) will build on this work and include three elements: 1) developing shared outcomes that define

success; 2) engaging businesses and entrepreneurs as partners and champions; and 3) building an integrated approach among public partners for strategy implementation.

1) Shared outcomes

The SlingShot Advisory Committee identified an initial set of outcome measures that define success in strengthening the region’s innovation ecosystem. These measures include long-term impact metrics at the intersection of regional economic prosperity and income mobility; for example, rising incomes, growth in jobs with career mobility, and improved business productivity and competitiveness. The Team also identified a series of process indicators that measure progress in developing a robust innovation ecosystem (see Figure 1). These indicators will help to anchor the SlingShot strategy in a shared definition of success.

Figure 1: Measuring the Innovation Ecosystem



Next Steps

Beginning in March, the SlingShot Advisory Committee will convene a metrics working group to further refine and develop these metrics, with the goal of developing a final set of outcomes measures to be included in the SlingShot compact. These will include both impact metrics (e.g. income mobility and regional prosperity) as well as process measures (e.g., connections among researchers, entrepreneurs, and companies).

2) Industry Engagement

In the Compact Development Phase, the SlingShot Advisory Committee will begin to engage a group of innovative business leaders to identify specific areas of opportunity to strengthen the region’s innovation ecosystem. Outreach and employer engagement will target business

leaders and entrepreneurs from across the region’s innovation-focused clusters, including advanced manufacturing, agriculture and food, clean energy technology, education and knowledge creation, information and communications technology, and life sciences and health care. The existing SlingShot Advisory Committee has rich connections and relationships with entrepreneurs, small business innovators and larger business leaders, some engaging hundreds of entrepreneurs and small business owners yearly. The team will draw on these relationships to engage deeper with these individuals to better understand the existing assets and conditions that foster innovation, what helped them succeed, what were barriers to success, and what is still needed to build a strong ecosystem.

From this engagement, champions will emerge and be invited to join the SlingShot Advisory Committee. From March to June 2015, the SlingShot Advisory Committee team will conduct interviews, convene focus groups, and solicit commitments and participation from entrepreneurs as well as leaders from fast-growing, innovative companies and larger employers fostering an innovative culture and mentoring business peers. The following sets forth the types of engagement that will occur.

Figure 2: Engaging Entrepreneurs, Employers and Thought Leaders

Type of engagement	Who	Process	What
Individual interviews	Employers, thought leaders, researchers, elected officials, economic development professionals	Individual interviews of SlingShot team contacts: <ul style="list-style-type: none"> • Greater Sacramento Area Economic Council, Bob Burris • Cities of Sacramento, West Sacramento, Roseville, and others • CA Capital, Clarence Williams • Velocity Venture Capital, Jack Crawford • Yuba-Sutter EDC • Metro Chamber SBDC, Scott Leslie • Sierra Business Council • UCD, Graduate School of Management, Andy Hargadon • Sac State Center for Entrepreneurship • Chico State Center for Economic Development, Dan Ripke • Yuba College 	<ul style="list-style-type: none"> • Learn more about the conditions that enabled entrepreneurial and business growth success and systems that would foster innovation for current entrepreneurs and businesses • Identify new resources • Identify champions and solicit commitments around time, investment, mentoring and employment

Type of engagement	Who	Process	What
		<ul style="list-style-type: none"> • Sacramento Asian-Pacific Chamber of Chamber, Pat Fong Kushida • SBA, Joe McClure 	
Focus groups	Entrepreneurs and small business startups	<p>SlingShot team contacts (representing each cluster)</p> <ul style="list-style-type: none"> • ICT: Hacker Lab, Urban Hive, Capsity, Velocity Venture Capital, UCD Child Family Institute for Entrepreneurship and Innovation • Life Sciences and Health Services: SARTA, Sutter Health • Food and Ag: SARTA, Center for Land Based Learning, UCD Sustainable AG Tech Innovation Center • Advanced Manufacturing: Hacker Lab, SME Sac Valley Chapter • Clean Energy Technology: SARTA, Green Capital Alliance • Education and Knowledge Creation: Drexel 	<ul style="list-style-type: none"> • Understand what services/assets are currently being accessed and learn more about what is missing. • Identify new resources • Identify champions and solicit commitments around time, investment and employment
Focus groups/ small group meetings	Geographic sub-regions	<ul style="list-style-type: none"> • WIBs • SBDC network • Sierra Business Council • Yuba-Sutter EDC 	<ul style="list-style-type: none"> • Understand the conditions in the rural or outer regional areas, identify emerging areas of opportunity and how to best engage those communities • Identify champions and solicit commitments around time, investment and employment
Surveys	Small businesses	Conducted by Chico State Center for Economic Development for SBDC network, and sharing results with SlingShot team	<ul style="list-style-type: none"> • Business climate and growth issues • Business services, capital access needs,

Type of engagement	Who	Process	What
		Other possible on-line surveys by Advisory Team partners	workforce

An innovation ecosystem will require aligned actions of the business community and business supporters. As such, it is critical for the Capital region to cast a wide net of engagement and outreach, drawing from rich relationships of the existing SlingShot team. The findings of the interviews, focus groups, surveys and champion identification will inform the development of the SlingShot Compact. Further, this engagement will inform how champions will participate in the SlingShot design formation and/or Advisory Committee. The SlingShot team will be flexible in its approach with the expectation that entrepreneurs, employers, and business supporters will work together to create the Innovation Ecosystem. The SlingShot Advisory Committee plays several critical roles in the development of the SlingShot Compact:

- **Identifying what is most important to innovation.** Building on an initial inventory that the SlingShot Advisory Committee has compiled of networks and services available to Capital Region entrepreneurs and small businesses. Entrepreneurs and employers will be asked to identify what has helped them innovate most. The discussion will include:

 - **Assets** such as R&D, technology, talent, financial capital, or physical infrastructure including incubators, co-working spaces and accelerators which help nurture and grow businesses.
 - **Networks** that help to translate ideas into new products, services, policies, or initiatives.
 - **Culture** that supports innovation, including attitudes, beliefs and mindsets that encourage creativity and risk taking.
 - **Community** and quality of life that help to recruit and retain talented people and investors.
- **Championing specific priorities to strengthen the region’s innovation ecosystem.** The SlingShot Advisory Committee members, with the engagement and participation of entrepreneurs and employers will identify a set of priority opportunities and requirements that they are willing to personally champion to strengthen the region’s innovation capacity and increase economic prosperity and income mobility. Industry champions will commit to work in partnership with workforce, education, economic development and other stakeholders to implement the recommended strategies.

Next Steps

In March, the SlingShot team will identify and engage business leaders and entrepreneurs. Engagement will focus on small businesses and start-ups as well as larger innovative companies that play important roles in the region's innovation ecosystem. Engagement will also include businesses from each of the region's targeted sectors and will represent all sub-regions.

3) An integrated approach

Creating a strong innovation ecosystem requires a broad base of support from a range of public partners who share common goals and play complementary roles to address priority opportunities and system gaps. Creating an integrated approach will require identifying specific ways for education, workforce development, economic development, and other stakeholders to work together to promote innovation and catalyze synergies.

The SlingShot Advisory Committee identified a set of initial commitments that will leverage the range of organizational assets in the region to support innovation and advance regional prosperity and income mobility. These included:

- Support in the next phase of the SlingShot process
 - Identification of companies and business leaders that can address the innovation ecosystem
 - Facilitation and engagement of business and public partners
- Support in implementing the SlingShot Strategy
 - Small business development resources
 - Entrepreneurship training and access to capital
 - Workforce training and professional development

By engaging with entrepreneurs, business leaders, and business supporters, the SlingShot Advisory Committee will develop a set of priority opportunities and requirements for strengthening the innovation ecosystem, these commitments will be refined and further developed.

Next Steps

The team will work together to engage entrepreneurs, small businesses and employers, drawing from existing networks throughout the region, including sub-regional meetings. In addition, the team will continue to develop an initial inventory of innovation-related assets and services in the region to serve as a starting place for a coordinated regional strategy. The Team will also conduct further research on the inventory of ecosystem assets and resources, and best practices and models that can inform the design and development of implementation strategies.

Summary: Compact Development Plan

	March	April	May	June	June 30
Shared Outcomes		Convene metrics working group to refine a set of key outcome measures (both impact and process).	Metrics working group finalizes outcomes measures.		SlingShot Compact finalized, including shared outcomes, strategies, and implementation commitments from industry leaders and community partners. Preparation of Implementation strategies.
Industry Engagement	Engage entrepreneurs, small business, employers, geographic subregions and thought leaders in interviews, focus groups and surveys	Engagement will : 1) Identify most important drivers of the region’s innovation ecosystem 2) Identify initial opportunities, requirements and champions to strengthen and accelerate regional innovation capacity	Email updates to disseminate results of engagement to SlingShot Advisory Committee Conference calls to further refine priorities and develop Action Plan. Cluster team meetings, if needed. Visit subregions	SlingShot Advisory Committee meeting to review and finalize Action Plan and discuss implementation commitments	
Integrated Approach	Further develop initial gap analysis/asset mapping of innovation-related assets and services,	Review initial results of entrepreneur, small and larger business leaders engagement meetings to identify areas where partners can support implementation.	Teams of community partners organize around industry-determined priorities and strategies. Conduct research on best practices and models, investigate what resources are needed for data or resource publishing tools	Finalize initial inventory of innovation-related assets and services. Identify promising model components.	

Current SlingShot Advisory Committee

Sacramento:

Monique Brown, Velocity Venture Capital
Dave Butler, NextEd
Terri Carpenter, SETA
Amber Harris, SARTA
Christine Irion, Sacramento State
Tom Kandris, PackageOne
Trish Kelly, Valley Vision
Roy Kim, SETA
Brian King, Los Rios Community College
Kathy Kossick, SETA
Pat Fong Kushida, Asian Chamber of Commerce
Jason Law, Velocity Venture Capital
Scott Leslie, Sacramento Metro Chamber of Commerce
Frank Louie, Xerox
Gina Lujan, Hacker Lab
Joe McClure, SBA
Deborah Muramoto, California Capital WBC
Jamey Nye, Los Rios Community College
Brooks Ohlson, Los Rios Community College
Dean Peckam, City of Sacramento E.D.
Dr. Matt Perry, CRANE
Stella Premo, NextEd
Evan Schmidt, Valley Vision
Anette Smith-Dohring, Sutter Health
Kirk Uhler, SARTA
William Walker, SETA
Clarence Williams, California Capital
Greg Williams Sr., SETA
Rick Wylie, Beutler Corp.

Golden Sierra:

Virginia Boyar, Lake Tahoe Community College
Jason Buckingham, Golden Sierra WIB
Jim Claybaugh, El Dorado County EDC
Darlene Galipo, Golden Sierra WIB
Karen Garner, City of Rocklin
Michael Indiveri, Golden Sierra WIB
Laura Matteoli, City of Roseville

Carol Pepper-Kittredge, Sierra College
Dave Snyder, Placer County
Shawn Tillman, City of Lincoln
Dale Van Dam, Folsom Lake Community College
Michael Ward, HighBar Global Consulting
Kristin York, Sierra Business Council
Randy Wagner, Sierra Business Council

North Central Counties Consortium

Nancy Crooks, North Central Counties Consortium
Ed Davis, Yuba Community College
Ben Felt, Colusa County Economic Development
John Fleming, Yuba County Economic Development
Ken Freeman, Yuba College
Darin Gale, Yuba City Economic Development
Doug Gibbs, Product Builders / Gibbs Group LLC
Jeff Lucas, Community Development Services
Rickki Shaffer, Yuba - Sutter Chamber of Commerce
Lettie Seaver, North Central Counties Consortium
Brynda Stranix, Yuba-Sutter EDC

Yolo County

Josette Lewis, UC Davis World Food Center
Elaine Lytle, Yolo County WIB
Edward Silva, UC Davis