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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

LYNN R. CONNER
Parasec

MICHAEL DOURGARIAN
MDDV, Inc.

DIANE FERRARI
Employment Development Department

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

BARBARA HAYES
Sacramento Area Commerce & Trade Organization

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American River Packaging

MATTHEW KELLY
Sacramento Sierra Building & Construction Trades Council

GARY R. KING
SMUD

DANIEL KOEN
California Teachers Association

KATHY KOSSICK
Sacramento Employment & Training Agency

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

PAUL LAKE
County Department of Human Assistance

JAMES E. LAMBERT
Sacramento Builder's Exchange

FRANK A. LOUIE
Xerox Corporation

JOANNE MAHANEY-BUEHLER
Area 4 Agency on Aging

ELIZABETH MCCLATCHY
The Safety Center, Inc.

DENNIS MORIN
Sacramento Area Electrical Training Center

ROGER NIELLO
Sacramento Metropolitan Chamber of Commerce

JAY ONASCH
California Department of Rehabilitation

KIM PARKER
California Employers Association

MARTHA PENRY
California School Employees Association

DEBORAH PORTELA
Casa Coloma Health Care Center

MAURICE READ
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LORENDA T. SANCHEZ
California Indian Manpower Consortium

ANETTE SMITH-DOHRING
Sutter Health – Sacramento Sierra Region

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SACRAMENTOWORKS

**SPECIAL MEETING OF THE
SACRAMENTO WORKS, INC. BOARD**

DATE: Tuesday, September 25, 2012

TIME: 8:00 a.m.

LOCATION: SETA Board Room
925 Del Paso Blvd.
Sacramento, California 95815

While the Sacramento Works, Inc. Board welcomes and encourages participation in the Sacramento Works, Inc. meetings, it would be appreciated if you would limit your comments to five minutes so that everyone may be heard. Matters under the jurisdiction of the Sacramento Works, Inc. Board and not on the posted agenda may be addressed by the general public following completion of the regular agenda. The Sacramento Works, Inc. Board limits testimony on matters not on the agenda to five minutes per person and not more than fifteen minutes for a particular subject. Meeting facilities are accessible to persons with disabilities. Requests for Assisted Listening Devices or other considerations should be made through the Clerk's office at (916) 263-3827. This document and other Board meeting information may be accessed through the Internet by accessing the SETA home page: www.seta.net.

A G E N D A

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- ➔ **Introduction of New Member:** Jay Onasch, Department of Rehabilitation
- ➔ **Member Spotlight (5 Minutes):** Dr. Steven Ladd, Elk Grove Unified School District
- II. Consent Item (2 minutes)**
- A. Approval of Minutes of the July 25, 2012 Meeting 2-6
- III. Discussion/Action Items (5 Minutes)**
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1.	Chair	
2.	Members of the Board	
3.	Counsel	
4.	Public Participation	
VI.	<u>Adjournment</u>	

DISTRIBUTION DATE: FRIDAY, SEPTEMBER 14, 2012

Sacramento Works, Inc., Local Workforce Investment Board Strategic Plan

Sacramento Works, Inc., the local Workforce Investment Board for Sacramento County is a 41-member board charged with providing policy, planning and oversight for local workforce development initiatives.

Vision:

Building a dynamic workforce for the Sacramento Region.

Mission:

Sacramento Works partners with the workforce community to serve regional employment needs.

Goals:

Goal 1 (Planning/Oversight Committee):

Prepare customers for viable employment opportunities and career pathways in the region by improving the one stop career center system.

Goal 2 (Employer Outreach Committee):

Support regional employers' efforts to hire, train, and transition employees by enhancing and communicating the availability and value of Sacramento Works' employer and business services.

Goal 3 (Youth Council):

Prepare youth to thrive and succeed in the regional workforce by providing relevant work readiness and employment programs and engaging regional employers and academia.

(Adopted 5/25/11)

ITEM II-A – CONSENT

APPROVAL OF MINUTES OF THE JULY 25, 2012 MEETING

BACKGROUND:

Attached are the minutes of the July 25, 2012 meeting for review.

RECOMMENDATION:

That your Board review, modify if necessary, and approve the attached minutes.

REGULAR MEETING OF THE SACRAMENTO WORKS, INC. BOARD

Minutes/Synopsis

SETA Board Room
925 Del Paso Blvd.
Sacramento, California

Wednesday, July 25, 2012
8:00 a.m.

I. Call to Order/Roll Call: Ms. Kim Parker called the meeting to order at 8:00 a.m.

Members Present: Leslie Botos, Brian Broadway, Paul Castro, Lynn Conner, Mike Dourgarian, Diane Ferrari, Troy Givans, David Gordon, Lisa Harr, Jason Hanson, Thomas Kandris, Matt Kelly, Gary King, Kathy Kossick, James Lambert, Elizabeth McClatchy, Roger Niello, Dennis Morin, Kim Parker, Deborah Portela, Anette Smith-Dohring, Dan Throgmorton, Kingman Tsang, Terry Wills, Rick Wylie, David Younger.

Members Absent: Larry Booth, Bill Camp, Barbara Hayes, Daniel Koen, Steven Ladd, Paul Lake, Frank Louie, JoAnne Mahaney-Buehler, Martha Penry, Maurice Read, Lorenda Sanchez, Mike Testa.

➔ **Introduction of New Board Members:** Mr. Roger Niello and Mr. Thomas Kandris were welcomed to the board. Each spoke of their business and interest in serving on the Sacramento Works board.

➔ **Member Spotlight:** Ms. Deborah Portela is the owner/operator of Casa Coloma Care Center, which is a 138 bed facility. She serves on the board of the California Association of Health Facilities which represents the majority of the residential and skilled nursing centers. The association is dedicated to assisting in providing outstanding care for elderly and disabled clients. The age of the typical person with long-term patients is now 86 years of age. Her facility also serves people with long-term health issues such as knee replacements and rehabilitation.

➔ **Presentation:** Mr. Bill Mueller, Valley Vision, provided a status update on the Next Economy research report. The Sacramento Metropolitan Chamber of Commerce, SACTO, Sacramento Regional Technology Alliance, and Valley Vision came together to mobilize private industry, government, academic and civic leadership to focus on a set of common strategies and actions to accelerate job creation and new investment in California's Capital Region with the goals of supporting innovation and entrepreneurship, diversifying the regional economy, and improving the business climate for economic growth. Over 100 work sessions have been convened to discuss the Next Economy report. Funding for the Next Economy report comes from many Sacramento Works and other governmental and economic development organizations.

Mr. Ryan Sharp, Center for Strategic Economic Research, reviewed the strategies developed for the Next Economy report. There are eight 'guideposts' which if followed, will guide the community down a path toward job creation in the Sacramento area and regional prosperity.

II. Consent Item

A. Approval of Minutes of the May 23, 2012 Meeting

Minutes were reviewed; no questions or corrections.

Moved/Tsang, second/Portela, to approve the May 23 minutes as distributed.
Voice Vote: Unanimous approval

III. Discussion/Action Item

A. Approval of Board Initiative Funds

Ms. Terri Carpenter the budget includes board initiative activities. The Employer Outreach Committee met to approve the funding allocation of EOC activities to include public relations and advertising.

Moved/McClatchy, second/Conner, to approve the allocation of \$133,733 of Board Initiative funds to the Employer Outreach Budget and the remaining \$88,164 to be reserved for additional board initiatives for FY 2012-2013.
Roll Call Vote: Aye: 26, Nay: 0, Abstentions: 0.

B. Approval of Sacramento Works Board Initiative Priorities

Ms. Conner reported that this item is being forward from the Planning/Oversight Committee requesting approval to utilize Board Initiative funds to support the Catalytic Strategies developed by the Next Economy. The committee identified alignment between the strategic planning efforts of the Workforce Investment Board, the Next Economy Capital Region Prosperity Plan and the California Economic Summit.

There was discussion of allocating \$75,000 of the unused board initiative funds to support the Next Economy strategy. This could be a multi-phased project. The committee wants to support strategies that build and support a network of business accelerator service providers across the region, align workforce and training actions with critical industry sectors in the region, and create a broad regional talent attraction and retention campaign/strategy. Committee members want to look more deeply into the Next Economy critical industry clusters and ensure that there is inclusion of large industry sectors that currently provide career pathways for entry-level workers. There are concerns that a lot of entry level positions critical in the community may not be included in the sectors

targeted by the Next Economy. Jobs in tourism, administrative support, construction and call centers need to be included. This will be discussed in more detail at Planning/Oversight Committee meetings in September and October.

Ms. McClatchy emphasized the importance of bringing revenue into the area. If money is just shuffled around within the community, it does not generate new jobs. The best results are by creating new businesses, bringing in new jobs, and manufacturing and exporting products.

Mr. Ryan Sharp stated that the accelerator is a concept mainly focused on high growth potential companies that need targeted services in management, business plan, in order to take their business to the next level. It is a targeted type of service to assist companies with high growth potential.

Mr. Younger expressed concern regarding committing board initiative funds the first of the year; it may leave us with no money to commit later in the fiscal year.

Mr. Phil Cunningham stated that the intent of this board item is to earmark \$75,000 for this area. At a later date, a board item will come to the full board requesting the release of an RFP at a smaller amount; there was not a number amount set but he suspects it will be at the \$25,000 level. The RFP will be brought to the full board for approval.

Mr. Dourgarian stated that he could not support this proposal as it stands. It does not fully explain how the money is going to be spent. He recommends the board not act at this time and that the Planning/Oversight Committee refine their recommendation to include specific actions to be presented at the November Board meeting.

Ms. Parker asked for a motion; there was no motion before the board.

Ms. Parker asked the committee to come forward with a more detailed plan.

There was no action taken on this item.

IV. Information Items

- A. Update on Next Skills Curriculum Ms. Carpenter showed a three-minute You Tube video. Ms. Valerie Carrigan was introduced.
- B. Summary of Media Coverage Received for SETA and Sacramento Works from January 1, 2012 through July 1, 2012: No questions.
- C. California New Start Program: this is a closed out program; the program has ended.

- D. Long Term Outcomes for the OJT activity: No questions.
- E. Dislocated Worker Report: Mr. William Walker reported that the number of layoffs has started to reduce.
- F. Employer Recruitment Activity Report: Mr. Walker reported that Sacramento Works staff have been working with American Call Center Technology. This call center has asked Sacramento Works to provide services to recruit employees. They will be coming to Sacramento on July 30 to interview some key administrative staff. So far, 300 individuals have been tested; 90% of the people that have taken the test have passed. Sacramento has an outstanding pool of call center staff. ACT is planning to hire 2,000 workers over the next five years.
- G. Unemployment Update from the Employment Development Department: No questions.
- H. Committee Updates
- Employer Outreach Committee: No report.
 - Youth Council: Mr. Kelly reported that the next Youth Council meeting is scheduled for September 12.
 - Planning/Oversight Committee: No report.
 - Executive: Board engagement was discussed and the date of the social mixer was selected: September 11, 5:30 – 7:30 p.m. This will be a way to get to know each other. Board members were asked to please mark their calendars and plan to attend the September 11 mixer; there will be others in October and November.
 - Regional WIB Executive: Ms. Kossick reported that a meeting of Northern California WIB chairs/Economic Development representatives was held on June 26. There were representatives from Sacramento, Yolo, North Central, NORTEC, and Golden Sierra. Part of the discussion included how to bring in discretionary funding.

V. Other Reports

1. Chair: None.
2. Members of the Board: None.
3. Counsel: No report.
4. Public Participation: None.

VI. Adjournment: The meeting was adjourned a 9:24 a.m.

ITEM III-A - ACTION

APPOINTMENT OF SACRAMENTO WORKS YOUTH COUNCIL MEMBER

BACKGROUND:

The Sacramento Works Youth Council is responsible for the planning and procurement of the Workforce Investment Act youth services. The Sacramento Works Youth Council seeks to develop a continuum of services to engage youth in the workforce system; works with community partners to coordinate youth initiatives; and is responsible for the oversight of youth providers. The Workforce Investment Act (WIA) requires no minimum or maximum number of representatives on the Youth Council. The WIA states that there are six categories of membership on the Youth Council:

- Members of the local board with special interest or expertise in youth policy;
- Representatives of Youth Service Agencies, including juvenile justice and local law enforcement agencies;
- Representatives of local Public Housing Authorities;
- Parents of local youth seeking assistance under WIA;
- Youth, including former participants and representatives of organizations that have experience relating to youth activities; and
- Representatives of the Job Corps.

Mr. Matt Perry, Assistant Superintendent of Court and Community Schools and Technical Education Programs, submitted an application to represent the education sector. His application will be sent under separate cover.

Staff will provide an oral report on this item.

RECOMMENDATION:

Review and appoint the above individual to the Sacramento Works Youth Council.

ITEM IV-A - INFORMATION

LEGISLATIVE UPDATE

BACKGROUND:

FEDERAL UPDATE:

The California Workforce Association Legislative Committee has been providing information to the Workforce Investment Board Directors in California on pending legislation at the federal and state level. In August, 2012, the CWA Board of Directors developed a one page guide to policy decisions on key principles for Reauthorization of the Workforce Investment Act (See Attached). It is anticipated that reauthorization of WIA will be moved through Congress after the November elections.

STATE UPDATE

Governor Jerry Brown Announces CWIB Appointments

Governor Jerry Brown announced the appointments of 30 new leaders to the California Workforce Investment Board. Local Workforce Investment Board members were among those chosen by the Governor to serve on the state board. Congratulations to Sacramento Works Board members Bill Camp, Anette Smith-Doering and SMUD Director John DeStasio on their appointment to the State Board.

LEGISLATIVE UPDATE

High-Priority Bills

SB 1402 (Lieu-D) Community Colleges Economic and Workforce Development Program funding- Senate Bill 1402 has been passed by both houses of the Legislature and now goes to the Governor for signature.

SB 1401 (Lieu-D) Sector Strategies - Senate Bill 1401 failed the legislative deadline to pass out of committee and is now considered a dead bill. The bill was last heard in the Assembly Appropriations Committee. Senator Lieu's office plans to reintroduce the bill in the next legislative session.

SB 1070 (Steinberg-D) California Community Colleges Economic and Workforce Development Program: Career-Technical Education Pathways. Senate Bill 1070 passed out of the Assembly Appropriations Committee and now goes back to the Senate for final concurrence of Assembly amendments.

ITEM IV-A – INFORMATION (continued)

Page 2

AB 1450 (Allen-D) Employment Discrimination: Status as Unemployed. Assembly Bill 1450 passed out of the Senate Appropriations Committee and is scheduled for a third reading on the Senate floor on Wednesday, August 29th.

OTHER IMPORTANT BILLS

SB 1349 (Yee-D) Employer and Educator Use of Social Media - Senate Bill 1349 has been passed by both houses of the Legislature and now goes to the Governor for signature.

SB 1291 (Evans-D) Unemployment Benefits: Training: Teacher Credentialing - Senate Bill 1291 has been passed by both houses of the Legislature and now goes to the Governor for signature.

AB 2012 (J. Perez-D) International Trade and Investment. Assembly Bill 2012 passed out of the Senate Appropriations Committee and is scheduled for a third reading on the Senate floor on Tuesday, August 28th.

AB 1844 (Campos-D) Employer Use of Social Media. Assembly Bill 1844 passed out of the Senate Appropriations Committee and is scheduled for a third reading on the Senate floor on Tuesday, August 28th.



KEY PRINCIPLES TO GUIDE POLICY DECISIONS FOR REAUTHORIZATION OF THE WORKFORCE INVESTMENT ACT

August 2012

#

Workforce development is a critical policy issue for California and the nation and requires sufficient investment of resources to develop a highly competitive and effective system. Workforce development has enabled communities and regions to retain and grow their key industry sectors, and has provided opportunities for workers to develop the necessary skills needed to prosper in a changing economy while supporting the economic competitiveness of businesses. The California Workforce Association developed and adopted the following key principles to guide elected leaders and other stakeholders in crafting the public policy cornerstones that support the development of a highly competitive and effective workforce development system.

Key Principles of a Highly Competitive and Effective Workforce Investment System

1. Business-led Workforce Investment Boards
2. Governed and Supported by Local Leaders
3. Demand-Driven Strategies Connected to Regional Economies & Labor Markets
4. Responsive to Businesses and Job-Seekers
5. Delivered through One-Stop Career Centers

Business-Led Workforce Investment Boards

Business-led Workforce Investment Boards collaborate and coordinate with key partners and other stakeholders to ensure that economic demand is understood, that programs developed are designed in response to the needs of critical industry sectors, and that the employment programs, services and training opportunities provide job seekers with industry recognized, marketable skill sets.

Governed & Supported by Local Leaders

Local Workforce Investment Boards, in conjunction with local elected officials, maintain governance over the local structure and service delivery mechanism, establish budgets that align with local priorities, and adopt policies that support the strategic vision and implementation of a locally designed network that is responsive to the needs of industries and job seekers.

Demand-Driven Strategies that Connect to Regional Economies and Labor Markets

The Workforce Investment Act supports the ability of Local WIBs to develop and utilize information about local and regional economic and labor market trends. Local WIBs take a leadership role in connecting education to business to identify and close critical education and skills gaps affecting the ability of workers to compete for available jobs, and to understand key industry sectors that are critical to the economic competitiveness and future job growth of the region. Funding of technical assistance and capacity building in these critical research and planning-related areas is paramount to ensuring the relevance of services delivered to the needs of individuals and industries.

Focused on Businesses and Job Seekers

A responsive workforce development system provides customers with relevant services delivered in a flexible manner. For the job seeker, local WIBs facilitate access to a broad array of employment programs, services, and training opportunities that best meet their individual needs. For businesses, local WIBs facilitate access to a highly skilled, technical, and educated workforce. Local WIBs enhance businesses access to a broad array of resources and services through partnerships with business and trade associations, economic development, and educational organizations.

Delivered through One-Stop Career Centers

The One-Stop Career Center system has proven its ability to connect job seekers to career information, services and job opportunities and should be adequately funded and maintained to ensure workers have access to critical employment programs, services and training opportunities. The customer support network and career coaching services facilitated in the One-Stop environment have been recognized in nationally published studies as instrumental to the long term success of workers as they reskill and reenter the job market.

Contact: Barbara Halsey at bhalsey@calworkforce.org or Randall Echevarria at rechevarria@calworkforce.org.

The California Workforce Association is a non-profit membership based organization that represents local Workforce Investment Boards, One-Stop Career Centers, and other critical workforce development partners in California.

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ITEM IV – B - INFORMATION

CALIFORNIA WORKFORCE ASSOCIATION'S MEETING OF THE MINDS
CONFERENCE DEBRIEFING

BACKGROUND:

The 2012 Meeting of the Minds provided a forum for training, tools and collaboration. Board members, staff and partners from the WIBs in California examined how to enhance our “collective impact”, as well as build on critical statewide initiatives aimed at growing California’s economy. Conference attendees examined how to advance the Smart Workforce Initiative from the 2012 California Economic Summit and received information and insight from a federal funders panel moderated by Tim Rainey, Director of the California Workforce Investment Board consisting of Virginia Hamilton, Regional Administrator of the US Department of Labor, Glenda Humiston, Regional Administrator of the US Department of Agriculture, Elizabeth Echols, Regional Administrator of the US Small Business Administration and Van Ton Quinlivan, Vice Chancellor of Workforce and Economic Development from the California Community College Chancellor’s Office. The Conference provided a venue for regional action teams in workforce, economic development, education, business and industry to work together to identify or refine workforce development initiatives that support our major regional industry sectors. Attendees from the Sacramento Region included:

Sacramento Works Inc. Members:

Kim Parker
Paul Castro
Brian Broadway

SETA/Sacramento Works staff:

Robin Purdy
Diana Douglas
Mario Montes

Sacramento Works One Stop Career Center Partners:

Juanita Sendejas-Lopez, South County Career Center
Carlos Lopez, Center for Employment Training
Stephanie Nguyen, Asian Resources, Inc.

Collective Impact
By John Kania & Mark Kramer

Stanford Social Innovation Review
Winter 2011

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Collective Impact

LARGE-SCALE SOCIAL CHANGE REQUIRES BROAD CROSS-SECTOR COORDINATION, YET THE SOCIAL SECTOR REMAINS FOCUSED ON THE ISOLATED INTERVENTION OF INDIVIDUAL ORGANIZATIONS.

BY JOHN KANIA & MARK KRAMER

Illustration by Martin Jarric

The scale and complexity of the U.S. public education system has thwarted attempted reforms for decades. Major funders, such as the Annenberg Foundation, Ford Foundation, and Pew Charitable Trusts have abandoned many of their efforts in frustration after acknowledging their lack of progress. Once the global leader—after World War II the United States had the highest high school graduation rate in the world—the country now ranks 18th among the top 24 industrialized nations, with more than 1 million secondary school students dropping out every year. The heroic efforts of countless teachers, administrators, and nonprofits, together with billions of dollars in charitable contributions, may have led to important improvements in individual schools and classrooms, yet system-wide progress has seemed virtually unobtainable.

Against these daunting odds, a remarkable exception seems to be emerging in Cincinnati. Strive, a nonprofit subsidiary of KnowledgeWorks, has brought together local leaders to tackle the student achievement crisis and improve education throughout greater Cincinnati and northern Kentucky. In the four years since the group was launched, Strive partners have improved student success in dozens of key areas across three large public school districts. Despite the recession and budget cuts, 34 of the 53 success indicators that Strive tracks have shown positive trends, including high school graduation rates, fourth-grade reading and math scores, and the number of preschool children prepared for kindergarten.

Why has Strive made progress when so many other efforts have failed? It is because a core group of community leaders decided to abandon their individual agendas in favor of a collective approach to improving student achievement. More than

300 leaders of local organizations agreed to participate, including the heads of influential private and corporate foundations, city government officials, school district representatives, the presidents of eight universities and community colleges, and the executive directors of hundreds of education-related nonprofit and advocacy groups.

These leaders realized that fixing one point on the educational continuum—such as better after-school programs—wouldn't make much difference unless all parts of the continuum improved at the same time. No

single organization, however innovative or powerful, could accomplish this alone. Instead, their ambitious mission became to coordinate improvements at every stage of a young person's life, from "cradle to career."

Strive didn't try to create a new educational program or attempt to convince donors to spend more money. Instead,

through a carefully structured process, Strive focused the entire educational community on a single set of goals, measured in the same way. Participating organizations are grouped into 15 different Student Success Networks (SSNs) by type of activity, such as early childhood education or tutoring. Each SSN has been meeting with coaches and facilitators for two hours every two weeks for the past three years, developing shared performance indicators, discussing their progress, and most important, learning from each other and aligning their efforts to support each other.

Strive, both the organization and the process it helps facilitate, is an example of *collective impact, the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem.* Collaboration is nothing new. The social sector is filled with examples of partnerships, networks, and other types of joint efforts. But collective impact initiatives are distinctly different. Unlike most



collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants. (See “Types of Collaborations” on page 39.)

Although rare, other successful examples of collective impact are addressing social issues that, like education, require many different players to change their behavior in order to solve a complex problem. In 1993, Marjorie Mayfield Jackson helped found the Elizabeth River Project with a mission of cleaning up the Elizabeth River in southeastern Virginia, which for decades had been a dumping ground for industrial waste. They engaged more than 100 stakeholders, including the city governments of Chesapeake, Norfolk, Portsmouth, and Virginia Beach, Va., the Virginia Department of Environmental Quality, the U.S. Environmental Protection Agency (EPA), the U.S. Navy, and dozens of local businesses, schools, community groups, environmental organizations, and universities, in developing an 18-point plan to restore the watershed. Fifteen years later, more than 1,000 acres of watershed land have been conserved or restored, pollution has been reduced by more than 215 million pounds, concentrations of the most severe carcinogen have been cut sixfold, and water quality has significantly improved. Much remains to be done before the river is fully restored, but already 27 species of fish and oysters are thriving in the restored wetlands, and bald eagles have returned to nest on the shores.

Or consider Shape up Somerville, a citywide effort to reduce and prevent childhood obesity in elementary school children in Somerville, Mass. Led by Christina Economos, an associate professor at Tufts University’s Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy, and funded by the Centers for Disease Control and Prevention, the Robert Wood Johnson Foundation, Blue Cross Blue Shield of Massachusetts, and United Way of Massachusetts Bay and Merrimack Valley, the program engaged government officials, educators, businesses, nonprofits, and citizens in collectively defining wellness and weight gain prevention practices. Schools agreed to offer healthier foods, teach nutrition, and promote physical activity. Local restaurants received a certification if they served low-fat, high nutritional food. The city organized a farmers’ market and provided healthy lifestyle incentives such as reduced-price gym memberships for city employees. Even sidewalks were modified and crosswalks repainted to encourage more children to walk to school. The result was a statistically significant decrease in body mass index among the community’s young children between 2002 and 2005.

Even companies are beginning to explore collective impact to tackle social problems. Mars, a manufacturer of chocolate brands such as M&M’s, Snickers, and Dove, is working with NGOs, local governments, and even direct competitors to improve the lives of more than 500,000 impoverished cocoa farmers in Cote d’Ivoire, where Mars sources a large portion of its cocoa. Research suggests

that better farming practices and improved plant stocks could triple the yield per hectare, dramatically increasing farmer incomes and improving the sustainability of Mars’s supply chain. To accomplish this, Mars must enlist the coordinated efforts of multiple organizations: the Cote d’Ivoire government needs to provide more agricultural extension workers, the World Bank needs to finance new roads, and bilateral donors need to support NGOs in improving health care, nutrition, and education in cocoa growing communities. And Mars must find ways to work with its direct competitors on pre-competitive issues to reach farmers outside its supply chain.

These varied examples all have a common theme: that large-scale social change comes from better cross-sector coordination rather than from the isolated intervention of individual organizations. Evidence of the effectiveness of this approach is still limited, but these examples suggest that substantially greater progress could be made in alleviating many of our most serious and complex social problems if nonprofits, governments, businesses, and the public were brought together around a common agenda to create collective impact. It doesn’t happen often, not because it is impossible, but because it is so rarely attempted. Funders and nonprofits alike overlook the potential for collective impact because they are used to focusing on independent action as the primary vehicle for social change.

ISOLATED IMPACT

Most funders, faced with the task of choosing a few grantees from many applicants, try to ascertain which organizations make the greatest contribution toward solving a social problem. Grantees, in turn, compete to be chosen by emphasizing how their individual activities produce the greatest effect. Each organization is judged on its own potential to achieve impact, independent of the numerous other organizations that may also influence the issue. And when a grantee is asked to evaluate the impact of its work, every attempt is made to isolate that grantee’s individual influence from all other variables.

In short, the nonprofit sector most frequently operates using an approach that we call *isolated impact*. It is an approach oriented toward finding and funding a solution embodied within a single organization, combined with the hope that the most effective organizations will grow or replicate to extend their impact more widely. Funders search for more effective interventions as if there were a cure for failing schools that only needs to be discovered, in the way that medical cures are discovered in laboratories. As a result of this process, nearly 1.4 million nonprofits try to invent independent solutions to major social problems, often working at odds with each other and exponentially increasing the perceived resources required to make meaningful progress. Recent trends have only reinforced this perspective. The growing interest in venture philanthropy and social entrepreneurship, for example, has greatly benefited the social sector by identifying and accelerating the growth of many high-performing nonprofits, yet it has also accentuated an emphasis on scaling up a few select organizations as the key to social progress.

Despite the dominance of this approach, there is scant evidence that isolated initiatives are the best way to solve many social problems in today’s complex and interdependent world. No single organization is responsible for any major social problem, nor can any single

JOHN KANIA is a managing director at FSG, where he oversees the firm’s consulting practice. Before joining FSG, he was a consultant at Mercer Management Consulting and Corporate Decisions Inc. This is Kania’s third article for the *Stanford Social Innovation Review*.

MARK KRAMER is the co-founder and a managing director of FSG. He is also the co-founder and the initial board chair of the Center for Effective Philanthropy, and a senior fellow at Harvard University’s John F. Kennedy School of Government. This is Kramer’s fifth article for the *Stanford Social Innovation Review*.

TYPES OF COLLABORATIONS

Organizations have attempted to solve social problems by collaboration for decades without producing many results. The vast majority of these efforts lack the elements of success that enable collective impact initiatives to achieve a sustained alignment of efforts.

Funder Collaboratives are groups of funders interested in supporting the same issue who pool their resources. Generally, participants do not adopt an overarching evidence-based plan of action or a shared measurement system, nor do they engage in differentiated activities beyond check writing or engage stakeholders from other sectors.

Public-Private Partnerships are partnerships formed between government and private sector organizations to deliver specific services or benefits. They are often targeted narrowly, such as developing a particular drug to fight a single disease, and usually don't engage the full set of stakeholders that affect the issue, such as the potential drug's distribution system.

Multi-Stakeholder Initiatives are voluntary activities by stakeholders from different sectors around a common theme. Typically, these initiatives lack any shared measurement of impact and the supporting infrastructure to forge any true alignment of efforts or accountability for results.

Social Sector Networks are groups of individuals or organizations fluidly connected through purposeful relationships, whether formal or informal. Collaboration is generally ad hoc, and most often the emphasis is placed on information sharing and targeted short-term actions, rather than a sustained and structured initiative.

Collective Impact Initiatives are long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem. Their actions are supported by a shared measurement system, mutually reinforcing activities, and ongoing communication, and are staffed by an independent backbone organization.

organization cure it. In the field of education, even the most highly respected nonprofits—such as the Harlem Children's Zone, Teach for America, and the Knowledge Is Power Program (KIPP)—have taken decades to reach tens of thousands of children, a remarkable achievement that deserves praise, but one that is three orders of magnitude short of the tens of millions of U.S. children that need help.

The problem with relying on the isolated impact of individual organizations is further compounded by the isolation of the nonprofit sector. Social problems arise from the interplay of governmental and commercial activities, not only from the behavior of social sector organizations. As a result, complex problems can be solved only by cross-sector coalitions that engage those outside the nonprofit sector.

We don't want to imply that all social problems require collective impact. In fact, some problems are best solved by individual organizations. In "Leading Boldly," an article we wrote with Ron Heifetz for the winter 2004 issue of the *Stanford Social Innovation Review*, we described the difference between *technical problems* and *adaptive problems*. Some social problems are technical in that the problem is well defined, the answer is known in advance, and one or a few organizations have the ability to implement the solution. Examples include funding college scholarships, building a hospital, or installing inventory controls in a food bank. **Adaptive problems, by contrast, are complex, the answer is not known, and even if it were, no single entity has the resources or authority to bring about the necessary change. Reforming public education, restoring wetland environments, and improving community health are all adaptive problems.** In these cases, reaching an effective solution requires learning by the stakeholders involved in the problem, who must then change their own behavior in order to create a solution.

vision for change, one that includes a common understanding of the problem and a joint approach to solving it through agreed upon actions. Take a close look at any group of funders and nonprofits that believe they are working on the same social issue, and you quickly find that it is often not the same issue at all. Each organization often has a slightly different definition of the problem and the ultimate goal. These differences are easily ignored when organizations work independently on isolated initiatives, yet these differences splinter the efforts and undermine the impact of the field as a whole. Collective impact requires that these differences be discussed and resolved. Every participant need not agree with every other participant on all dimensions of the problem. In fact, disagreements continue to divide participants in all of our examples of collective impact. **All participants must agree, however, on the primary goals for the collective impact initiative as a whole.** The Elizabeth River Project, for example, had to find common ground among the different objectives of corporations, governments, community groups, and local citizens in order to establish workable cross-sector initiatives.

Funders can play an important role in getting organizations to act in concert. In the case of Strive, rather than fueling hundreds of strategies and nonprofits, many funders have aligned to support Strive's central goals. The Greater Cincinnati Foundation realigned its education goals to be more compatible with Strive, adopting Strive's annual report card as the foundation's own measures for progress in education. Every time an organization applied to Duke Energy for a grant, Duke asked, "Are you part of the [Strive] network?" And when a new funder, the Carol Ann and Ralph V. Haile Jr./U.S. Bank Foundation, expressed interest in education, they were encouraged by virtually every major education leader in Cincinnati to join Strive if they wanted to have an impact in local education.¹

Shifting from isolated impact to collective impact is not merely a matter of encouraging more collaboration or public-private partnerships. It requires a systemic approach to social impact that focuses on the relationships between organizations and the progress toward shared objectives. And it requires the creation of a new set of nonprofit management organizations that have the skills and resources to assemble and coordinate the specific elements necessary for collective action to succeed.

THE FIVE CONDITIONS OF COLLECTIVE SUCCESS

Our research shows that successful collective impact initiatives typically have five conditions that together produce true alignment and lead to powerful results: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations.

Common Agenda | Collective impact

requires all participants to have a shared

Shared Measurement Systems Developing a shared measurement system is essential to collective impact. Agreement on a common agenda is illusory without agreement on the ways success will be measured and reported. Collecting data and measuring results consistently on a short list of indicators at the community level and across all participating organizations not only ensures that all efforts remain aligned, it also enables the participants to hold each other accountable and learn from each other's successes and failures.

It may seem impossible to evaluate hundreds of different organizations on the same set of measures. Yet recent advances in Web-based technologies have enabled common systems for reporting performance and measuring outcomes. These systems increase efficiency and reduce cost. They can also improve the quality and credibility of the data collected, increase effectiveness by enabling grantees to learn from each other's performance, and document the progress of the field as a whole.²

All of the preschool programs in Strive, for example, have agreed to measure their results on the same criteria and use only evidence-based decision making. Each type of activity requires a different set of measures, but all organizations engaged in the same type of activity report on the same measures. Looking at results across multiple organizations enables the participants to spot patterns, find solutions, and implement them rapidly. The preschool programs discovered that children regress during the summer break before kindergarten. By launching an innovative "summer bridge" session, a technique more often used in middle school, and implementing it simultaneously in all preschool programs, they increased the average kindergarten readiness scores throughout the region by an average of 10 percent in a single year.³

Mutually Reinforcing Activities Collective impact initiatives depend on a diverse group of stakeholders working together, not by requiring that all participants do the same thing, but by encouraging each participant to undertake the specific set of activities at which it excels in a way that supports and is coordinated with the actions of others.

The power of collective action comes not from the sheer number of participants or the uniformity of their efforts, but from the coordination of their differentiated activities through a mutually reinforcing plan of action. Each stakeholder's efforts must fit into an overarching plan if their combined efforts are to succeed. The multiple causes of social problems, and the components of their solutions, are interdependent. They cannot be addressed by uncoordinated actions among isolated organizations.

All participants in the Elizabeth River Project, for example, agreed on the 18-point watershed restoration plan, but each is playing a different role based on its particular capabilities. One group of organizations works on creating grassroots support and engagement among citizens, a second provides peer review and recruitment for industrial participants who voluntarily reduce pollution, and a third coordinates and reviews scientific research.

The 15 SSNs in Strive each undertake different types of activities at different stages of the educational continuum. Strive does not prescribe what practices each of the 300 participating organizations should pursue. Each organization and network is free to chart its own course consistent with the common agenda, and informed by the shared measurement of results.

Continuous Communication Developing trust among nonprofits, corporations, and government agencies is a monumental challenge. Participants need several years of regular meetings to build up enough experience with each other to recognize and appreciate the common motivation behind their different efforts. They need time to see that their own interests will be treated fairly, and that decisions will be made on the basis of objective evidence and the best possible solution to the problem, not to favor the priorities of one organization over another.

Even the process of creating a common vocabulary takes time, and it is an essential prerequisite to developing shared measurement systems. All the collective impact initiatives we have studied held monthly or even biweekly in-person meetings among the organizations' CEO-level leaders. Skipping meetings or sending lower-level delegates was not acceptable. Most of the meetings were supported by external facilitators and followed a structured agenda.

The Strive networks, for example, have been meeting regularly for more than three years. Communication happens between meetings too: Strive uses Web-based tools, such as Google Groups, to keep communication flowing among and within the networks. At first, many of the leaders showed up because they hoped that their participation would bring their organizations additional funding, but they soon learned that was not the meetings' purpose. What they discovered instead were the rewards of learning and solving problems together with others who shared their same deep knowledge and passion about the issue.

Backbone Support Organizations Creating and managing collective impact requires a separate organization and staff with a very specific set of skills to serve as the backbone for the entire initiative. Coordination takes time, and none of the participating organizations has any to spare. The expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails.

The backbone organization requires a dedicated staff separate from the participating organizations who can plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly. Strive has simplified the initial staffing requirements for a backbone organization to three roles: project manager, data manager, and facilitator.

Collective impact also requires a highly structured process that leads to effective decision making. In the case of Strive, staff worked with General Electric (GE) to adapt for the social sector the Six Sigma process that GE uses for its own continuous quality improvement. The Strive Six Sigma process includes training, tools, and resources that each SSN uses to define its common agenda, shared measures, and plan of action, supported by Strive facilitators to guide the process.

In the best of circumstances, these backbone organizations embody the principles of adaptive leadership: the ability to focus people's attention and create a sense of urgency, the skill to apply pressure to stakeholders without overwhelming them, the competence to frame issues in a way that presents opportunities as well as difficulties, and the strength to mediate conflict among stakeholders.

FUNDING COLLECTIVE IMPACT

Creating a successful collective impact initiative requires a significant financial investment: the time participating organizations must dedicate to the work, the development and monitoring of shared measurement systems, and the staff of the backbone organization needed to lead and support the initiative's ongoing work.

As successful as Strive has been, it has struggled to raise money, confronting funders' reluctance to pay for infrastructure and preference for short-term solutions. Collective impact requires instead that funders support a long-term process of social change without identifying any particular solution in advance. They must be willing to let grantees steer the work and have the patience to stay with an initiative for years, recognizing that social change can come from the gradual improvement of an entire system over time, not just from a single breakthrough by an individual organization.

This requires a fundamental change in how funders see their role, from funding organizations to leading a long-term process of social change. It is no longer enough to fund an innovative solution created by a single nonprofit or to build that organization's capacity. Instead, funders must help create and sustain the collective processes, measurement reporting systems, and community leadership that enable cross-sector coalitions to arise and thrive.

This is a shift that we foreshadowed in both "Leading Boldly" and our more recent article, "Catalytic Philanthropy," in the fall 2009 issue of the *Stanford Social Innovation Review*. In the former, we suggested that the most powerful role for funders to play in addressing adaptive problems is to focus attention on the issue and help to create a process that mobilizes the organizations involved to find a solution themselves. In "Catalytic Philanthropy," we wrote: "Mobilizing and coordinating stakeholders is far messier and slower work than funding a compelling grant request from a single organization. Systemic change, however, ultimately depends on a sustained campaign to increase the capacity and coordination of an entire field." We recommended that funders who want to create large-scale change follow four practices: take responsibility for assembling the elements of a solution; create a movement for change; include solutions from outside the nonprofit sector; and use actionable knowledge to influence behavior and improve performance.

These same four principles are embodied in collective impact initiatives. The organizers of Strive abandoned the conventional approach of funding specific programs at education nonprofits and took responsibility for advancing education reform themselves. They built a movement, engaging hundreds of organizations in a drive toward shared goals. They used tools outside the nonprofit sector, adapting GE's Six Sigma planning process for the social sector. And through the community report card and the biweekly meetings of the SSNs they created actionable knowledge that motivated the community and improved performance among the participants.

Funding collective impact initiatives costs money, but it can be a highly leveraged investment. A backbone organization with a modest annual budget can support a collective impact initiative of several hundred organizations, magnifying the impact of millions or even billions of dollars in existing funding. Strive, for example, has a \$1.5 million annual budget but is coordinating the efforts and

increasing the effectiveness of organizations with combined budgets of \$7 billion. The social sector, however, has not yet changed its funding practices to enable the shift to collective impact. Until funders are willing to embrace this new approach and invest sufficient resources in the necessary facilitation, coordination, and measurement that enable organizations to work in concert, the requisite infrastructure will not evolve.

FUTURE SHOCK

What might social change look like if funders, nonprofits, government officials, civic leaders, and business executives embraced collective impact? Recent events at Strive provide an exciting indication of what might be possible.

Strive has begun to codify what it has learned so that other communities can achieve collective impact more rapidly. The organization is working with nine other communities to establish similar cradle to career initiatives.⁴ Importantly, although Strive is broadening its impact to a national level, the organization is not scaling up its own operations by opening branches in other cities. Instead, Strive is promulgating a flexible process for change, offering each community a set of tools for collective impact, drawn from Strive's experience but adaptable to the community's own needs and resources. As a result, the new communities take true ownership of their own collective impact initiatives, but they don't need to start the process from scratch. Activities such as developing a collective educational reform mission and vision or creating specific community-level educational indicators are expedited through the use of Strive materials and assistance from Strive staff. Processes that took Strive several years to develop are being adapted and modified by other communities in significantly less time.

These nine communities plus Cincinnati have formed a community of practice in which representatives from each effort connect regularly to share what they are learning. Because of the number and diversity of the communities, Strive and its partners can quickly determine what processes are universal and which require adaptation to a local context. As learning accumulates, Strive staff will incorporate new findings into an Internet-based knowledge portal that will be available to any community wishing to create a collective impact initiative based on Strive's model.

This exciting evolution of the Strive collective impact initiative is far removed from the isolated impact approach that now dominates the social sector and that inhibits any major effort at comprehensive, large-scale change. If successful, it presages the spread of a new approach that will enable us to solve today's most serious social problems with the resources we already have at our disposal. It would be a shock to the system. But it's a form of shock therapy that's badly needed. ■

Notes

- 1 Interview with Kathy Merchant, CEO of the Greater Cincinnati Foundation, April 10, 2010.
- 2 See Mark Kramer, Marcie Parkhurst, and Lalitha Vaidyanathan, *Breakthroughs in Shared Measurement and Social Impact*, FSG Social Impact Advisors, 2009.
- 3 "Successful Starts," United Way of Greater Cincinnati, second edition, fall 2009.
- 4 Indianapolis, Houston, Richmond, Va., and Hayward, Calif., are the first four communities to implement Strive's process for educational reform. Portland, Ore., Fresno, Calif., Mesa, Ariz., Albuquerque, and Memphis are just beginning their efforts.

ITEM IV-C - INFORMATION

PLANNING/OVERSIGHT COMMITTEE UPDATE REGARDING SUPPORT OF
THE NEXT ECONOMY REGION PROSPERITY PLAN

BACKGROUND:

At the July 2012 Sacramento Works, Inc. meeting, the Planning/Oversight Committee recommended that Sacramento Works allocate up to \$75,000 of the Board Initiative funds this year to support implementation of the Next Economy Capital Region Prosperity Plan. The full board requested more specific information on services provided by existing small business assistance and development programs, a more detailed definition of “business accelerator” services, and more specific recommendations for the use of board initiative funds to support the next economy capital region prosperity plan.

In September, 2012, the Next Economy leadership team published a preliminary draft (attached) of the Capital Region Prosperity Plan which contains five overarching goals. The Planning/Oversight Committee is proposing to focus on three of the goals which are consistent with the strategic plan strategies of Sacramento Works and the Northern California Workforce Investment Boards. In order to provide the full board with specific recommendations on the use of board initiative funds, the committee has scheduled discussion of these goals at the Planning/Oversight Committee agendas in September, October, and November. The proposed schedule is:

September 19, 2012

Goal #1: Foster a Strong Innovation Environment
Objective #3: Build a Robust Network of Business Incubator and Accelerator Services

October 17, 2012

Goal #4: Grow and Maintain a World-Class Talent Base
Objective #1: Create Mechanisms to Attract New Talent and Retain Existing Talent
Objective #2: Align Training and Education Pathways to increase Economic Prosperity for Businesses and Workers

November, 2012

Goal #3: Diversify the Economy through Growth and Support of Cores Business Clusters
Objective #3: Build Strong Economic Foundations for Sustained Cluster Growth
Discuss and define proposed recommendation to Sacramento Works Inc.

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On September 19, 2012, staff has invited representatives of organizations in the region providing support to entrepreneurs and small businesses to provide information on business accelerator services and their relationship to workforce development; examples of existing services in the region; and a discussion on the feasibility of developing a framework within which a comprehensive landscape of all existing resources and services could be developed. One anticipated outcome of the landscape analysis is the identification of gaps that currently exist in the continuum of small business, incubator and accelerator services that could be filled or supported using Workforce Investment Act funds, and development of a recommendation to forward to the full Sacramento Works Board for the use of Board Initiative funds.

CALL TO ACTION: Accelerate Job Creation and New Investment in California’s Capital Region

Through this action-oriented Prosperity Plan, the Capital Region of California, covering El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba counties, joins together to pursue a competitive and strategic economic development agenda to bring about resiliency, vitality and a wide range of new opportunities for job creation, innovation and increased investment.

Next Economy is a business-led volunteer-driven regional endeavor that strives to move a \$97 billion annual economy that has suffered economic hardship and a lagging recovery into one that is diversified, robust and sustainable. Recognizing that competition in today’s global economy increasingly occurs at the regional level, and that the Region’s economic advantages are narrowing under dated models, business leadership from the Sacramento Metro Chamber, the Sacramento Area Commerce and Trade Organization (SACTO), the Sacramento Regional Technology Alliance (SARTA) and Valley Vision launched **Next Economy** as a collective response. This initiative uncovers competitive strengths and maps out a set of interlocking strategies that can accelerate job and wealth creation and boost new investment across the Capital Region.

Given the size and complexity of the challenge, economic development activities must be strategic and synchronized if they are to have lasting impact. It is clear that broad based job creation efforts are necessary to revive economic health on a regional scale and that a series of independent, localized steps will not bring about true economic growth and prosperity for all.

More than a plan, **Next Economy** is a movement. It aims to align regional economic development activities and focus them for maximum impact. To do so, **Next Economy** poses a region-wide **CALL-TO-ACTION: Mobilize private industry, government, academic and civic leadership to focus on a set of common strategies and actions to accelerate job creation and new investment in California’s Capital Region with the goals of supporting innovation and entrepreneurship, diversifying the regional economy, and improving the business climate for economic growth.**

Realizing that no single organization can accomplish the broad range of strategies and actions encompassed within the Prosperity Plan, **Next Economy** challenges government leaders, educational institutions, not-for-profit economic development organizations and private industry to activate bold new approaches to bring about economic recovery and to actively work together to make those approaches succeed. In this way, **Next Economy** is deliberately designed to invite active participation from the broadest array of organizations and people possible who are committed to widespread prosperity across the Region. This Prosperity Plan sets the stage to transform the Region’s economy by mobilizing leaders around a **common playbook for action**, enabling organizations to select certain “plays” that suit their strengths and capabilities, and put them to action in ways that fit the needs of those they serve.

In the end, however, success lies in ensuring that **Next Economy** strategies and actions are deeply integrated into organizations’ work plans with strong accountability mechanisms and champions across all segments of the Capital Region’s leadership. We encourage you to take part in this important movement to accelerate job creation and investment and together we will move the Capital Region to the **Next Economy**.

Mark Otero | Susan Peters | Martha Lofgren | Jim Williams | Brice Harris | Craig McNamara
BioWare Sacramento County Brewer Lofgren Williams Paddon Los Rios Sierra Orchards

A Unified Vision

By uniting activities against a common vision and activating joint implementation of that vision, the Capital Region becomes poised to engender a new reputation.

Vision—Within five years, the Capital Region will be widely regarded as a:

1. Sought-after place for business growth, investment and entrepreneurship
2. Desirable place for young professionals to live, study, work and play
3. Diverse economy renowned for its core business clusters and driven in large part by export activity

1. Foster a strong innovation environment
2. Amplify the Region’s global market transactions
3. Diversity the economy through growth and support of core business clusters
4. Grow and maintain a world-class talent base
5. Improve the regional business climate for economic growth

Goals

The Capital Region Prosperity Plan lays out five overarching goals:

Success Measures

- ◆ Total number of jobs
- ◆ Capital investment
- ◆ Economic base activity impact
- ◆ Total number of patents
- ◆ Foreign investment
- ◆ Export volume
- ◆ Local tax base growth
- ◆ Organizational revenue and employee growth

“Initiatives such as Next Economy are the kinds of regional efforts that are necessary to drive American economic competitiveness and will become the defining model for growing jobs throughout our nation.”

—Matthew Erskine, Assistant Secretary of Commerce for Economic Development for EDA

Strategic Economic Agenda

The Capital Region Prosperity Plan lays out five overarching goals, with associated long range objectives and action-oriented strategies. To move the Region’s Next Economy vision to reality, these objectives and strategies will be activated through a set of high-priority year-one actions and performance measures to be developed in coordination with regional stakeholders and organizations. Full implementation begins January 2013.

1. FOSTER A STRONG INNOVATION ENVIRONMENT#

Objective 1:
PERFORM ACTIVE UNIVERSITY TECHNOLOGY TRANSFER AND COMMERCIALIZATION

Strategies:

- ◆ UC Davis to drive regional research prominence in technology transfer and entrepreneurship programs
- ◆ Identify regional industry needs and actively engage regional universities to align research capacity for new discoveries or adapting emerging technologies
- ◆ Develop strong relationships between regional research universities and small business, financing, and incubator and accelerator programs and services
- ◆ Encourage linkages between researchers making discoveries with entrepreneurs and companies able to commercialize and deploy
- ◆ Explore opportunities for developing university-industry research centers around core research strengths and economic clusters

Objective 2:

EXPAND ACCESS TO CAPITAL FOR HIGH GROWTH COMPANIES AND SMALL AND MEDIUM ENTERPRISES

Strategies:

- ◆ Establish a centralized access point for information about the sources of capital available across all stages of a company lifecycle
- ◆ Build new forms of debt and equity capital available to high-growth companies and small and medium enterprises
- ◆ Facilitate effective connections between funders and companies
- ◆ Strengthen relationships with external funding sources interested in regional deal opportunities
- ◆ Leverage public sector investment power to increase the level of regional investment

Objective 3:

BUILD A ROBUST NETWORK OF BUSINESS INCUBATOR AND ACCELERATOR SERVICES

Strategies:

- ◆ Link existing and emerging incubator and accelerator programs into a regional network
- ◆ Expand the scope and capacity of incubator and accelerator services based on market demand
- ◆ Connect emerging companies in the Region to appropriate components of the incubator and accelerator network
- ◆ Market the existence and outcomes of the incubator and accelerator network internally and externally
- ◆ Build a targeted retention effort focused on viable companies that have received incubator and accelerator services

2. AMPLIFY THE REGION'S GLOBAL MARKET TRANSACTIONS#

Objective 1:

GROW INTERNATIONAL TRADE AND EXPORT ACTIVITY

Strategies:

- ◆ Build a comprehensive regional service provider network that offers effective business assistance, financing, and targeted support services for international trade
- ◆ Market the availability and outcomes of the service provider network internally and externally
- ◆ Develop an ongoing series of foreign trade missions exclusively designed for local company export promotion
- ◆ Form strategic relationships with international business networks, existing foreign companies and foreign government agencies
- ◆ Explore opportunities for import substitution to facilitate new supplier relationships within the Region and abroad
- ◆ Ensure transportation infrastructure has the capacity to increase global goods movement and passenger travel, and leverage recent modernization of Sacramento International Airport as a gateway to increasing the region as an international hub

Objective 2:

INCREASE THE LEVEL OF FOREIGN DIRECT INVESTMENT

Strategies:

- ◆ Enhance coordinated marketing efforts focused on foreign direct investment
- ◆ Create a diverse and effective group of lead generation resources for priority foreign direct investment targets
- ◆ Expand the amount and frequency of foreign trade trips targeting specific companies, industry trade shows, and business networks
- ◆ Develop a strategic network of service providers and regional leaders to assist with outreach efforts and foreign company prospects
- ◆ Market investment opportunities within the Region to potential foreign investors

3. DIVERSIFY THE ECONOMY THROUGH GROWTH AND SUPPORT OF CORE BUSINESS CLUSTERS#

Objective 1:

FORM FUNCTIONAL BUSINESS NETWORKS AND ESTABLISH SPECIFIC CLUSTER INITIATIVES

Strategies:

- ◆ Recruit members from across the entire value chain including universities and related service providers to form cluster alliance groups
- ◆ Perform ongoing cluster needs assessments and facilitate effective solutions
- ◆ Maintain cluster-specific resource guides listing relevant regional programs, services, and providers
- ◆ Develop annual cluster alliance group priorities and action plans that focus on increased jobs and investment and monitor implementation progress

Objective 2:

CREATE AND ALIGN TARGETED PROGRAMS AND SERVICES TO SUPPORT CLUSTERS

Strategies:

- ◆ Develop marketing materials to build internal and external cluster visibility
- ◆ Align regional business attraction and retention programs with cluster opportunities
- ◆ Build targeted innovation and entrepreneurship resources for cluster activities
- ◆ Explore opportunities to create formal public-private partnerships to foster and grow cluster opportunities
- ◆ Facilitate new domestic business-to-business sales and foreign exports to increase economic base activities within core clusters
- ◆ Encourage the creation of local and regional incentives that support growth of primary jobs across core clusters and other industries

**Capital Region
Core Business Clusters**

1. Advanced Manufacturing
2. Agriculture & Food
3. Clean Energy Technology
4. Education & Knowledge Creation
5. Information & Communications Technology
6. Life Sciences & Health Services

Objective 3:

BUILD STRONG ECONOMIC FOUNDATIONS FOR SUSTAINED CLUSTER GROWTH

Strategies:

- ◆ Align workforce development efforts to address current and anticipated gaps in labor supply and demand within the clusters
- ◆ Advocate for public policy at the state and local levels that supports conditions necessary for cluster growth
- ◆ Build a robust regional network of suppliers and service providers for effective cluster operations
- ◆ Address specialized facilities and infrastructure needs

4. GROW AND MAINTAIN A WORLD-CLASS TALENT BASE

Objective 1:

CREATE MECHANISMS TO ATTRACT NEW TALENT AND RETAIN EXISTING TALENT

Strategies:

- ◆ Establish a formal young professionals network that connects the various YP groups across the Region and engages members as ambassadors in talent attraction and retention efforts
- ◆ Execute a talent attraction campaign targeting young professionals, experienced entrepreneurs, and high demand occupations and skills
- ◆ Implement a talent retention strategy focusing on students and recent graduates of regional education and training programs
- ◆ Develop mechanisms to better connect new, existing and prospective students and residents to career opportunities and lifestyle assets in the Region
- ◆ Invest in the Region’s cultural infrastructure as a means to retain and attract talent; implement the Greater Sacramento Region Civic Amenities strategic plan

Objective 2:

ALIGN TRAINING AND EDUCATION PATHWAYS TO INCREASE ECONOMIC PROSPERITY FOR BUSINESSES AND WORKERS

Strategies:

- ◆ Mobilize the community to advance and support continued investment in education and related infrastructure
- ◆ Develop critical career pathways that align with core economic clusters across all education and training levels
- ◆ Address critical gaps in workforce supply and demand across core economic clusters and other large industry sectors
- ◆ Track regional benchmarks for education and evaluate feasible strategies to improve performance and student outcomes

5. IMPROVE THE REGIONAL BUSINESS CLIMATE FOR ECONOMIC GROWTH#

Objective 1:

REMOVE ECONOMIC AND REGULATORY BARRIERS TO STIMULATE GROWTH

Strategies:

- ◆ Partner with the business community and other regions in the state to communicate with and influence state policymakers
- ◆ Coordinate the Region’s business advocacy efforts to reduce local and regional regulatory barriers to improve the Region’s business climate
- ◆ Leverage existing regional advocacy programs and, where possible, other state associations’ and prominent industry-specific lobbying efforts to influence a reduction of regulatory barriers at the state and federal levels
- ◆ Administer a system to respond to company-specific local-level regulatory issues
- ◆ Encourage streamlined and predictable permitting policies and procedures across all local jurisdictions in the Region are guided by full cost/benefit analysis, including costs of compliance
- ◆ Ensure that local implementation of state and federal regulatory requirements are uniform, streamlines and cost effective

Objective 2:

AMPLIFY THE REGION’S REPUTATION AND VISIBILITY AMONG KEY AUDIENCES

Strategies:

- ◆ Mobilize a set of inter-locking campaigns, aligned with the Next Economy vision, that solidify the Region’s reputation as the economic, cultural and recreational capital of the State of California
- ◆ Establish a media partner network committed to publishing content that celebrates local and regional achievements internally and externally
- ◆ Establish a mechanism for collecting, assembling, coordinating and disseminating key messages and celebratory content

Objective 3:

BOOST INVESTMENT IN ECONOMIC DEVELOPMENT ACTIVITIES THAT DRIVE GROWTH AND INVESTMENT

Strategies:

- ◆ Build a significant fund that can be used to directly invest in competitive new company locations or expansions that create high value jobs
- ◆ Facilitate new funding mechanisms to relieve resources constraints and enhance critical regional economic development programs and services
- ◆ Prioritize Next Economy strategies and identify strategic and coordinated funding sources for implementation of actions that offer high anticipated job and wealth creation outcomes
- ◆ Pursue opportunities with state agencies and departments that result in increased investment, procurement, and/or private-sector job creation

Objective 4:

DEVELOP A NEXT ECONOMY GOVERNANCE STRUCTURE THAT ENSURES IMPLEMENTATION, ACCOUNTABILITY AND COORDINATION AMONG NON-PROFIT, GOVERNMENT AND BUSINESSES ENGAGED IN ECONOMIC DEVELOPMENT ACTIVITIES

Strategies:

- ◆ Align organizational missions of Capital Region non-profit organizations with a goal of collaborating on Next Economy implementation strategies
- ◆ Obtain endorsement of Next Economy implementation strategies by cities and counties in the Capital Region and coordinate Next Economy implementation strategies with public agency partners
- ◆ Evaluate organizational alignment to achieve efficiency and maximum return on investment for economic development activities

ITEM IV-D - INFORMATION

REDUCED FUNDING FROM THE SACRAMENTO COUNTY DEPARTMENT OF HUMAN ASSISTANCE

BACKGROUND:

On August 8, 2012 SETA received an email from Paul Lake, Director of the Sacramento County Department of Human Assistance informing us of budget cuts in the CalWORKS program. Sacramento County's CalWORKS preliminary allocation for Fiscal Year 2012-2013 will be \$108,000,000, \$9 million less than what was budgeted in their proposed budget for the fiscal year. This reduction requires DHA to set priorities and reduce some services.

DHA has set service levels mandated by the CalWORKs program as their highest priority. These include:

- Determining eligibility and issuing benefits within mandated time frames and according to specific review and accuracy requirements
- Providing due process for clients to receive benefits
- Getting specified percentages of recipients into activities and training that will lead to self-sufficiency
- Providing allowable supportive services to welfare-to-work participants, such as assistance with learning disabilities, child care, and transportation.

DHA currently contracts out \$16,000,000 to County Departments, Community Colleges, SETA, school districts, and community agencies to provide employment services, child care services, mental health/alcohol and drug counseling, and homeless assistance services to CalWORKS recipients. DHA is recommending that the majority of cuts occur from the One Stop Share of Cost Contract and the Subsidized Employment Contract with SETA. The funding reductions proposed for SETA and their impact on on-going operations are:

1. Reduction in funding to **Sacramento Employment and Training Agency's employment services** contract by \$2.3 million. This **62% reduction** significantly reduces employment services and may result in closure of career centers, and reduction of on-the-job training/subsidized employment programs providing OJT/SE training to 400 CalWORKS recipients effective July 1, 2013.
2. Reduction in funding to Sacramento Employment and Training Agency On-the-Job Training/**Subsidized Employment** contract by \$775,000 (a **32% reduction**). DHA had hoped to grow this program this fiscal year to provide wage reimbursements to employers for 500 CalWORKS recipients, but the contract will be reduced back to last year's level and will train and place 400 CalWORKS recipients in unsubsidized employment in the current fiscal year (July 1, 2012-June 30, 2013).

ITEM IV-E - INFORMATION

SACRAMENTO WORKS ONE STOP CAREER CENTER SYSTEM ANNUAL
PERFORMANCE REPORTS JULY 1, 2011 –JUNE 30, 2012

BACKGROUND:

A copy of the Annual Performance Reports for last fiscal will be sent under separate cover.

Staff will be available to answer questions.

ITEM IV - F – INFORMATION

DISLOCATED WORKER REPORT

BACKGROUND:

The most current dislocated worker update is attached; staff will be available to answer questions.

Dislocated Worker Information PY 2012/2013

The following is an update of information as of August 27, 2012 on the Worker Adjustment and Training Notification (WARN) notices and Non WARN notifications in Sacramento County

	MONTH RECEIVE NOTICE	COMPANY AND ADDRESS	WARN STATUS	# OF AFFECTED WORKERS	SETA'S INTERVENTION
Unofficial	5/16/2012	California Dept. Corrections and Rehabilitation 100 Prison Rd Represa, CA 95671	9/30/2012	90	6/18/2012
Unofficial	6/14/2012	California State Senate State Capital Sacramento, CA 95814	11/30/2012	250	9/26/2012
Unofficial	7/17/2012	California State Assembly State Capital Sacramento, CA 95814	11/30/2012	450	Pending
Official	8/6/2012	Microsemi 105 Lake Forest Way Folsom, CA 95630	9/30/2012	130	Pending
Official	8/17/2012	Wise Buys Liquidators, Inc. 8457 Elk Grove Blvd. Elk Grove, CA 95758	10/31/2012		Pending
Official	8/23/2012	Xerox 1501 Capitol Ave, Ste. 71-3002 MS4510 Sacramento, CA 95814	10/20/2012	4	Pending
			Total # of Affected Workers	924	

ITEM IV – G – INFORMATION
EMPLOYER RECRUITMENT ACTIVITY REPORT

BACKGROUND:

Staff at Sacramento Works Career Centers and internal Employer Services staff work with local employers to recruit qualified employees. The most current update is attached.

Mr. William Walker will be available to answer questions.

**EMPLOYER RECRUITMENT ACTIVITY REPORT
JULY 1 ~ AUGUST 15, 2012**

EMPLOYER	JOB	NO OF POSITIONS
American River Package One	Rotary Press Machine Operator	1
Academic Advantage	Enrollment Representative	4
Advanced Call Center Technologies	Call Center Representatives	120
	Office Assistant	1
	Receptionist	1
ATLAS DISPOSAL INDUSTRIES	Diesel Mechanic	1
Atrium of Carmichael	Housekeeping Worker	3
Cenveo	Facilities Maintenance Technician	1
Community Link Capital Region	Resource Database Technician	1
Easy Circulation Promotions	Promotion Specialist	7
Easy Circulation Promotions	Sales Representative	7
Folsom OK Tire Stores, Inc.	Tire Technician	1
Folsom OK Tire Stores, Inc.	Auto Mechanic	1
Fresh Market Inc.	Assistant Deli Manager	3
Fresh Market Inc.	Assistant Front End Manager	2
Fresh Market Inc.	Assistant Grocery Specialist	2
Fresh Market Inc.	Assistant Produce Manager	2
Fresh Market Inc.	Baker	2
Fresh Market Inc.	Bakery Manager	1
Fresh Market Inc.	Bulk Specialist	2
Fresh Market Inc.	Cheese Specialist	2
Fresh Market Inc.	Coffee/Candy Specialist	1
Fresh Market Inc.	Floral/Gift Specialist	2
Fresh Market Inc.	Grocery Specialist	2
Fresh Market Inc.	Meat Cutter	2
Fresh Market Inc.	Seafood Specialist	2
L-3 Narda Microwave-West	Top Level Assemblers	3
Los Rios Community College	Admissions/Records Clerk I (Temporary)	2
Los Rios Community College	Aeronautics Adjunct Assistant Professor Pool (SCC)	1
Los Rios Community College	College Police Officer	2
Los Rios Community College	Commercial Music Adjunct Assistant Professor Pool	1
Los Rios Community College	Electronics Technology Adjunct Assistant Professor Pool	1
Los Rios Community College	Facilities Management Operations Supervisor	1
Los Rios Community College	Information Technology Assistant I - Microcomputer Support	1
Los Rios Community College	Instructional Assistant - Tutorial Center (Temporary)	1
Los Rios Community College	Instructional Science Laboratory Supervisor	1
Los Rios Community College	Library/Media Technical Assistant (Temporary)	1
Los Rios Community College	Payroll Supervisor	1
Los Rios Community College	Psychology Adjunct Assistant Professor Pool (Biological Psychology Class)	1
Los Rios Community College	Special Projects - Education Coach, College to Career (C2C) (Temporary)	2
Los Rios Community College	Student Government Adjunct Assistant Professor	1
Los Rios Community College	Student Personnel Assistant - Student Services (Temporary)	1

**EMPLOYER RECRUITMENT ACTIVITY REPORT
JULY 1 ~ AUGUST 15, 2012**

EMPLOYER	JOBS	NO OF POSITIONS
Microform Precision	Account Manager	1
Microform Precision	Painter	1
Microform Precision	Shipping Clerk	1
Microform Precision	Shipping Team Leader	1
Microform Precision	Utility Worker	1
Microform Precision	Welder	1
Netbuilds	Lead Construction Working Superintendent	1
Pacific Gas and Electric Company	Utility Worker	30
Paramount Petroleum Corporation	Terminal Operator	1
Pride Staff	Production and Manufacturing Technician	50
Sacramento Loaves & Fishes	Accountant/Bookkeeper	1
Salvation Army Sac Metro	Receptionist	1
Social Security Number	Merchandise Associates	21
Special Order Systems - SOS	Executive Administrative Assistant	1
Special Order Systems - SOS	Office Assistant	2
Special Order Systems - SOS	Project Coordinator	1
Special Order Systems - SOS	Service Coordinator	1
The UPS Store	Sales Associate	1
Tony's Fine Foods, Inc.	Accounts Payable Specialist	2
Tony's Fine Foods, Inc.	Class A Route Driver	1
Tony's Fine Foods, Inc.	Class B Route Driver - Berkeley	1
Tony's Fine Foods, Inc.	Logistics Support	1
Tony's Fine Foods, Inc.	Order Selector	1
Tony's Fine Foods, Inc.	Staff Accountant	1
Western & Southern Life Insurance	Sale Representative	10
TOTAL		329

ITEM IV – H – INFORMATION

UNEMPLOYMENT UPDATE/PRESS RELEASE FROM THE EMPLOYMENT
DEVELOPMENT DEPARTMENT

BACKGROUND:

The unemployment rate for Sacramento County for the month July was 10.7%.

Attached is a copy of a press release from the Employment Development Department breaking down the job losses and job creations for the regional area.

Staff will be available to answer questions.

**SACRAMENTO-ARDEN-ARCADE-ROSEVILLE METROPOLITAN STATISTICAL AREA (MSA)
(EL DORADO, PLACER, SACRAMENTO, AND YOLO COUNTIES)**

Government led month-over job losses, but also led year-over job gains

The unemployment rate in the Sacramento-Arden Arcade-Roseville MSA was 10.7 percent in July 2012, down from a revised 10.8 percent in June 2012, and below the year-ago estimate of 12.3 percent. This compares with an unadjusted unemployment rate of 10.9 percent for California and 8.6 percent for the nation during the same period. The unemployment rate was 10.1 percent in El Dorado County, 9.6 percent in Placer County, 11.1 percent in Sacramento County, and 10.5 percent in Yolo County.

Between June 2012 and July 2012, total wage and salary employment located in the counties of El Dorado, Placer, Sacramento, and Yolo decreased by 3,800 to total 823,400 jobs.

- Government declined by 6,400 jobs, below its average 8,000-job loss from June to July over the last 22 years. Local government (down 4,700 jobs) and state government (down 1,900 jobs) offset a gain in federal government (up 200 jobs) to account for the decrease.
- Education and health services lost 1,200 jobs. Education services (down 700 jobs) and health care and social assistance (down 500 jobs) accounted for the loss.
- On the upside, construction gained 1,900 jobs. Specialty trade contractors (up 1,500 jobs) accounted for the majority of the increase.
- Professional and business services boosted payrolls by 1,700 jobs. Administrative and support and waste management and remediation services (up 1,600 jobs) and professional, scientific, and technical services (up 100 jobs) accounted for the increase.

Between July 2011 and July 2012, the total number of jobs located in the region increased by 21,800 or 2.72 percent.

- Government expanded by 10,400 jobs. Local government (up 10,500 jobs) and state government (up 300 jobs) offset a decline in federal government (down 400 jobs) to account for the increase.
- Professional and business services added 4,100 jobs. Administrative and support and waste management and remediation services (up 3,500 jobs) and professional, scientific, and technical services (up 600 jobs) accounted for the expansion.
- Construction (up 3,500 jobs), education and health services (up 2,900 jobs), and trade, transportation, and utilities (up 2,100 jobs) each experienced sizable gains.
- On the downside, manufacturing contracted by 1,700 jobs. Durable goods (down 1,200 jobs) and non-durable goods (down 500 jobs) accounted for the decrease.

**Monthly Labor Force Data for Cities and Census Designated Places (CDP)
 July 2012 - Preliminary
 Data Not Seasonally Adjusted**

Area Name	Labor Force	Employment	Unemployment Number	Unemployment Rate	Census Ratios Emp	Census Ratios Unemp
Sacramento County	684,800	609,000	75,800	11.1%	1.000000	1.000000
Arden Arcade CDP	57,000	50,700	6,300	11.0%	0.083249	0.082638
Carmichael CDP	29,400	26,900	2,500	8.6%	0.044196	0.033389
Citrus Heights city	50,700	46,800	3,900	7.8%	0.076838	0.052031
Elk Grove CDP	35,500	32,300	3,200	9.0%	0.052995	0.042014
Fair Oaks CDP	17,300	16,300	1,000	6.0%	0.026690	0.013634
Florin CDP	12,800	10,600	2,200	17.3%	0.017414	0.029215
Folsom city	27,300	25,900	1,400	5.0%	0.042525	0.018086
Foothill Farms CDP	9,800	8,300	1,500	15.1%	0.013648	0.019477
Galt city	11,000	9,000	2,000	17.9%	0.014787	0.025876
Gold River CDP	4,900	4,800	100	2.2%	0.007807	0.001391
Isleton city	400	400	100	14.6%	0.000606	0.000835
La Riviera CDP	7,000	6,600	500	6.6%	0.010764	0.006121
Laguna CDP	20,600	19,400	1,200	6.0%	0.031834	0.016416
Laguna West Lakeside CDP	5,300	4,900	400	7.9%	0.008082	0.005565
North Highlands CDP	22,800	18,900	3,900	17.1%	0.030952	0.051475
Orangevale CDP	16,000	14,800	1,200	7.5%	0.024229	0.015860
Parkway South Sacramento CD	16,200	13,000	3,100	19.3%	0.021400	0.041180
Rancho Cordova City	31,100	27,200	3,900	12.7%	0.044619	0.052031
Rancho Murieta CDP	2,300	2,200	100	3.7%	0.003619	0.001113
Rio Linda CDP	5,800	4,800	1,000	17.3%	0.007917	0.013356
Rosemont CDP	14,000	12,700	1,300	9.3%	0.020867	0.017251
Sacramento city	217,400	189,200	28,200	13.0%	0.310678	0.371731
Vineyard CDP	5,900	5,600	300	5.7%	0.009185	0.004452
Walnut Grove CDP	500	300	100	26.6%	0.000569	0.001669
Wilton CDP	2,800	2,600	200	7.6%	0.004225	0.002782

CDP is "Census Designated Place" - a recognized community that was unincorporated at the time of the 2000 Census.

Notes:

- 1) Data may not add due to rounding. All unemployment rates shown are calculated on unrounded data.
- 2) These data are not seasonally adjusted.

Methodology:

Monthly city and CDP labor force data are derived by multiplying current estimates of county employment and unemployment by the employment and unemployment shares (ratios) of

Data Not Seasonally Adjusted

Area Name	Labor Force	Employment	Unemployment Number	Unemployment Rate	Census Ratios	
					Emp	Unemp

each city and CDP at the time of the 2000 Census. Ratios for cities of 25,000 or more persons were developed from special tabulations based on household population only from the Bureau of Labor Statistics. For smaller cities and CDP, ratios were calculated from published census data.

City and CDP unrounded employment and unemployment are summed to get the labor force. The unemployment rate is calculated by dividing unemployment by the labor force. Then the labor force, employment, and unemployment are rounded.

This method assumes that the rates of change in employment and unemployment, since 2000, are exactly the same in each city and CDP as at the county level (i.e., that the shares are still accurate). If this assumption is not true for a specific city or CDP, then the estimates for that area may not represent the current economic conditions. Since this assumption is untested, caution should be employed when using these data.

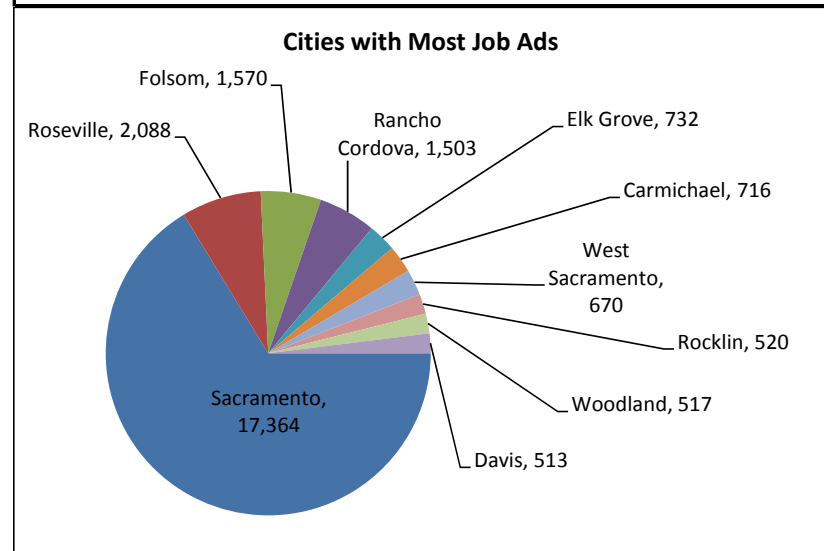
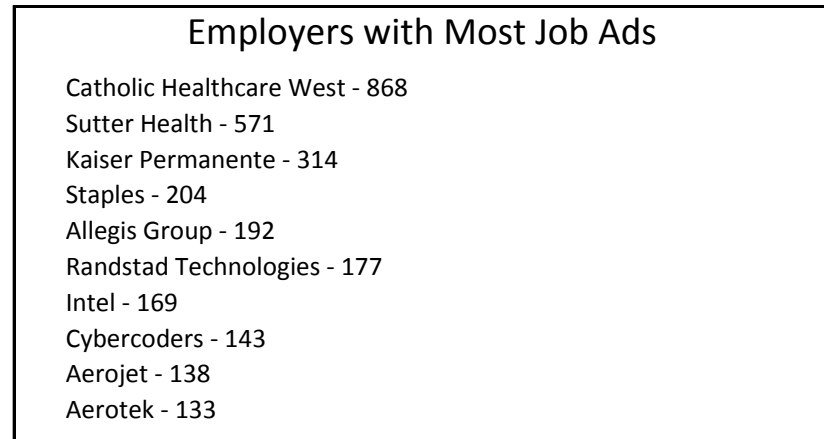
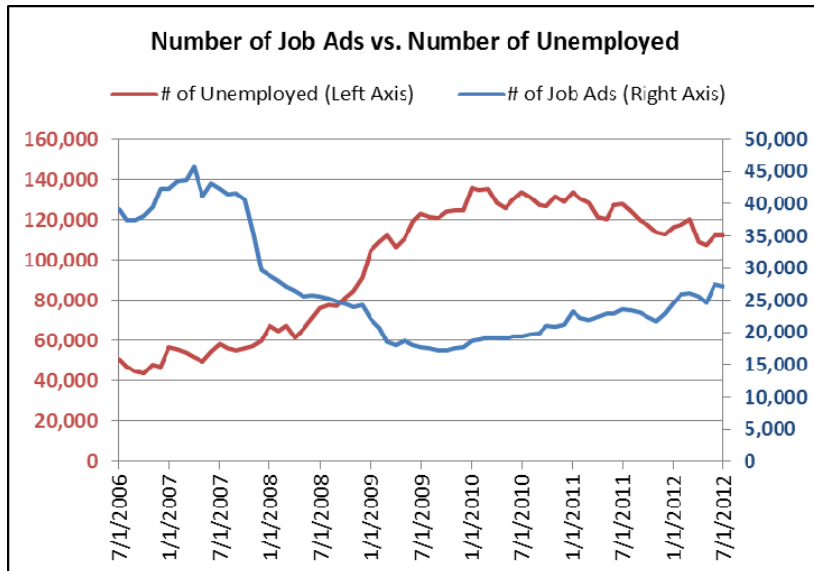
REPORT 400 C
Monthly Labor Force Data for Counties
July 2012 - Preliminary
 Data Not Seasonally Adjusted

COUNTY	RANK BY RATE	LABOR FORCE	EMPLOYMENT	UNEMPLOYMENT	RATE
STATE TOTAL	---	18,486,100	16,475,000	2,011,000	10.9%
ALAMEDA	14	771,900	698,400	73,600	9.5%
ALPINE	49	430	360	70	15.3%
AMADOR	30	16,710	14,710	2,000	11.9%
BUTTE	34	101,800	88,800	13,000	12.8%
CALAVERAS	36	19,680	17,110	2,570	13.1%
COLUSA	55	11,990	9,920	2,070	17.3%
CONTRA COSTA	11	530,500	480,800	49,600	9.4%
DEL NORTE	41	11,170	9,620	1,540	13.8%
EL DORADO	21	91,500	82,300	9,200	10.1%
FRESNO	45	451,500	385,000	66,600	14.7%
GLENN	48	12,690	10,760	1,930	15.2%
HUMBOLDT	25	59,200	52,800	6,400	10.8%
IMPERIAL	58	76,400	53,600	22,800	29.9%
INYO	11	9,390	8,500	880	9.4%
KERN	40	382,200	330,100	52,100	13.6%
KINGS	44	63,200	54,100	9,100	14.5%
LAKE	45	25,550	21,790	3,760	14.7%
LASSEN	33	12,820	11,190	1,630	12.7%
LOS ANGELES	30	4,845,100	4,268,900	576,200	11.9%
MADERA	42	65,500	56,300	9,300	14.1%
MARIN	1	139,900	130,600	9,300	6.7%
MARIPOSA	17	10,200	9,220	980	9.6%
MENDOCINO	20	41,660	37,590	4,070	9.8%
MERCED	56	106,400	87,700	18,600	17.5%
MODOC	39	3,760	3,250	500	13.3%
MONO	23	8,440	7,550	890	10.5%
MONTEREY	14	237,900	215,400	22,600	9.5%
NAPA	4	78,200	72,200	6,000	7.7%
NEVADA	14	51,120	46,250	4,870	9.5%
ORANGE	5	1,626,900	1,498,200	128,700	7.9%
PLACER	17	177,100	160,100	17,000	9.6%
PLUMAS	38	9,550	8,300	1,260	13.2%
RIVERSIDE	35	942,600	820,500	122,100	13.0%
SACRAMENTO	26	684,800	609,000	75,800	11.1%
SAN BENITO	28	26,100	23,100	3,000	11.6%
SAN BERNARDINO	32	863,600	756,200	107,300	12.4%
SAN DIEGO	10	1,615,100	1,465,700	149,400	9.2%
SAN FRANCISCO	3	476,800	440,300	36,500	7.6%
SAN JOAQUIN	47	300,300	254,800	45,500	15.1%
SAN LUIS OBISPO	7	139,600	127,700	11,800	8.5%
SAN MATEO	2	392,400	364,800	27,600	7.0%
SANTA BARBARA	5	230,800	212,700	18,100	7.9%
SANTA CLARA	9	918,600	839,000	79,600	8.7%
SANTA CRUZ	19	157,900	142,500	15,400	9.7%
SHASTA	36	83,100	72,300	10,900	13.1%
SIERRA	27	1,760	1,560	200	11.5%
SISKIYOU	43	19,300	16,530	2,770	14.4%
SOLANO	22	219,000	196,400	22,600	10.3%
SONOMA	8	263,300	240,600	22,700	8.6%
STANISLAUS	51	236,500	199,300	37,200	15.7%
SUTTER	54	42,000	35,000	7,000	16.7%
TEHAMA	49	23,740	20,110	3,630	15.3%
TRINITY	51	4,900	4,140	770	15.7%
TULARE	53	206,000	173,500	32,500	15.8%
TUOLUMNE	29	25,910	22,880	3,030	11.7%
VENTURA	11	435,600	394,700	40,900	9.4%
YOLO	23	98,100	87,800	10,300	10.5%
YUBA	57	27,800	22,800	5,100	18.2%

Notes

- 1) Data may not add due to rounding. The unemployment rate is calculated using unrounded data.
- 2) Labor force data for all geographic areas now reflect the March 2011 benchmark and Census 2010 population controls at the state level.

Recent Job Ads for Sacramento Arden Arcade Roseville MSA July 2012



Sacramento Arden Arcade Roseville MSA
(El Dorado, Placer, Sacramento, and Yolo Counties)
Industry Employment & Labor Force
March 2011 Benchmark

Data Not Seasonally Adjusted

	Jul 11	May 12	Jun 12 Revised	Jul 12 Prelim	Percent Change	
					Month	Year
Civilian Labor Force (1)	1,039,700	1,032,900	1,042,000	1,051,600	0.9%	1.1%
Civilian Employment	911,700	925,500	929,700	939,200	1.0%	3.0%
Civilian Unemployment	128,100	107,500	112,300	112,400	0.1%	-12.3%
Civilian Unemployment Rate (CA Unemployment Rate)	12.3%	10.4%	10.8%	10.7%		
(U.S. Unemployment Rate)	9.3%	7.9%	8.4%	8.6%		

Total, All Industries (2)	801,600	818,000	827,200	823,400	-0.5%	2.7%
Total Farm	9,400	9,000	9,200	9,400	2.2%	0.0%
Total Nonfarm	792,200	809,000	818,000	814,000	-0.5%	2.8%
Total Private	580,800	580,400	589,800	592,200	0.4%	2.0%
Goods Producing	71,400	66,900	71,400	73,200	2.5%	2.5%
Mining and Logging	400	400	400	400	0.0%	0.0%
Construction	37,300	34,200	38,900	40,800	4.9%	9.4%
Construction of Buildings	8,700	9,400	10,500	10,500	0.0%	20.7%
Specialty Trade Contractors	24,300	22,100	24,800	26,300	6.0%	8.2%
Building Foundation & Exterior Contractors	5,400	5,400	6,600	6,800	3.0%	25.9%
Building Equipment Contractors	9,800	9,100	9,300	9,400	1.1%	-4.1%
Building Finishing Contractors	5,400	5,600	5,900	6,300	6.8%	16.7%
Manufacturing	33,700	32,300	32,100	32,000	-0.3%	-5.0%
Durable Goods	22,900	21,900	21,800	21,700	-0.5%	-5.2%
Computer & Electronic Product Manufacturing	7,600	7,300	7,300	7,200	-1.4%	-5.3%
Nondurable Goods	10,800	10,400	10,300	10,300	0.0%	-4.6%
Food Manufacturing	4,300	4,200	4,200	4,300	2.4%	0.0%
Service Providing	720,800	742,100	746,600	740,800	-0.8%	2.8%
Private Service Producing	509,400	513,500	518,400	519,000	0.1%	1.9%
Trade, Transportation & Utilities	132,300	133,000	134,900	134,400	-0.4%	1.6%
Wholesale Trade	23,100	23,100	23,300	23,200	-0.4%	0.4%
Merchant Wholesalers, Durable Goods	11,900	12,000	12,100	12,000	-0.8%	0.8%
Merchant Wholesalers, Nondurable Goods	8,800	8,800	8,800	8,800	0.0%	0.0%
Retail Trade	88,200	89,500	90,900	90,800	-0.1%	2.9%
Motor Vehicle & Parts Dealer	11,000	11,100	11,100	11,200	0.9%	1.8%
Building Material & Garden Equipment Stores	7,400	7,100	7,000	7,000	0.0%	-5.4%
Grocery Stores	16,500	16,800	16,800	16,900	0.6%	2.4%
Health & Personal Care Stores	5,400	5,500	5,500	5,500	0.0%	1.9%
Clothing & Clothing Accessories Stores	7,000	7,000	7,100	7,000	-1.4%	0.0%
Sporting Goods, Hobby, Book & Music Stores	4,100	4,300	4,200	4,200	0.0%	2.4%
General Merchandise Stores	18,800	19,100	19,000	19,200	1.1%	2.1%
Transportation, Warehousing & Utilities	21,000	20,400	20,700	20,400	-1.4%	-2.9%
Information	16,700	16,500	16,500	16,500	0.0%	-1.2%
Publishing Industries (except Internet)	2,800	2,700	2,800	2,800	0.0%	0.0%
Telecommunications	9,000	8,900	8,800	8,800	0.0%	-2.2%
Financial Activities	46,400	46,900	47,100	47,800	1.5%	3.0%
Finance & Insurance	34,500	35,300	35,400	35,900	1.4%	4.1%
Credit Intermediation & Related Activities	12,300	12,100	12,100	12,000	-0.8%	-2.4%
Depository Credit Intermediation	7,800	7,500	7,400	7,400	0.0%	-5.1%
Nondepository Credit Intermediation	2,400	2,500	2,500	2,600	4.0%	8.3%
Insurance Carriers & Related	18,200	18,400	18,500	18,700	1.1%	2.7%
Real Estate & Rental & Leasing	11,900	11,600	11,700	11,900	1.7%	0.0%
Real Estate	9,000	8,800	8,900	9,000	1.1%	0.0%
Professional & Business Services	101,500	102,400	103,900	105,600	1.6%	4.0%
Professional, Scientific & Technical Services	50,400	50,000	50,900	51,000	0.2%	1.2%
Architectural, Engineering & Related Services	8,700	8,500	8,600	8,600	0.0%	-1.1%
Management of Companies & Enterprises	9,700	9,800	9,700	9,700	0.0%	0.0%
Administrative & Support & Waste Services	41,400	42,600	43,300	44,900	3.7%	8.5%
Administrative & Support Services	39,100	40,700	41,300	43,000	4.1%	10.0%
Employment Services	14,200	14,900	14,800	14,800	0.0%	4.2%

Data Not Seasonally Adjusted

	Jul 11	May 12	Jun 12 Revised	Jul 12 Prelim	Percent Change	
					Month	Year
Services to Buildings & Dwellings	10,400	10,300	10,500	10,600	1.0%	1.9%
Educational & Health Services	101,600	107,400	105,700	104,500	-1.1%	2.9%
Education Services	11,900	13,700	12,900	12,200	-5.4%	2.5%
Health Care & Social Assistance	89,700	93,700	92,800	92,300	-0.5%	2.9%
Ambulatory Health Care Services	38,500	39,500	39,700	39,700	0.0%	3.1%
Hospitals	23,000	23,200	23,300	23,300	0.0%	1.3%
Nursing & Residential Care Facilities	14,500	14,600	14,700	14,600	-0.7%	0.7%
Leisure & Hospitality	82,400	79,400	82,000	81,700	-0.4%	-0.8%
Arts, Entertainment & Recreation	13,300	11,800	12,300	12,300	0.0%	-7.5%
Accommodation & Food Services	69,100	67,600	69,700	69,400	-0.4%	0.4%
Accommodation	8,300	7,400	8,000	8,100	1.3%	-2.4%
Food Services & Drinking Places	60,800	60,200	61,700	61,300	-0.6%	0.8%
Full-Service Restaurants	28,100	26,900	27,100	27,000	-0.4%	-3.9%
Limited-Service Eating Places	29,500	28,600	28,700	28,400	-1.0%	-3.7%
Other Services	28,500	27,900	28,300	28,500	0.7%	0.0%
Repair & Maintenance	7,800	7,600	7,700	7,700	0.0%	-1.3%
Government	211,400	228,600	228,200	221,800	-2.8%	4.9%
Federal Government	14,200	13,500	13,600	13,800	1.5%	-2.8%
Department of Defense	1,700	1,700	1,700	1,700	0.0%	0.0%
State & Local Government	197,200	215,100	214,600	208,000	-3.1%	5.5%
State Government	107,300	109,400	109,500	107,600	-1.7%	0.3%
State Government Education	25,300	27,700	27,600	25,800	-6.5%	2.0%
State Government Excluding Education	82,100	81,700	81,900	81,800	-0.1%	-0.4%
Local Government	89,900	105,700	105,100	100,400	-4.5%	11.7%
Local Government Education	45,800	63,400	61,700	57,500	-6.8%	25.5%
County	18,300	17,800	17,800	17,600	-1.1%	-3.8%
City	10,600	9,600	10,200	10,000	-2.0%	-5.7%
Special Districts plus Indian Tribes	15,200	14,900	15,400	15,300	-0.6%	0.7%

Notes:

(1) Civilian labor force data are by place of residence; include self-employed individuals, unpaid family workers, household domestic workers, & workers on strike. Data may not add due to rounding. The unemployment rate is calculated using unrounded data.

(2) Industry employment is by place of work; excludes self-employed individuals, unpaid family workers, household domestic workers, & workers on strike. Data may not add due to rounding.

These data are produced by the Labor Market Information Division of the California Employment Development Department (EDD). Questions should be directed to: Justin Wehner 916/227-0298 or Diane Patterson 916/865-2453

These data, as well as other labor market data, are available via the Internet at <http://www.labormarketinfo.edd.ca.gov>. If you need assistance, please call (916) 262-2162.

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**Monthly Labor Force Data for Cities and Census Designated Places (CDP)
 July 2012 - Preliminary
 Data Not Seasonally Adjusted**

Area Name	Labor Force	Employment	Unemployment Number	Unemployment Rate	Census Ratios Emp	Census Ratios Unemp
Sacramento County	684,800	609,000	75,800	11.1%	1.000000	1.000000
Arden Arcade CDP	57,000	50,700	6,300	11.0%	0.083249	0.082638
Carmichael CDP	29,400	26,900	2,500	8.6%	0.044196	0.033389
Citrus Heights city	50,700	46,800	3,900	7.8%	0.076838	0.052031
Elk Grove CDP	35,500	32,300	3,200	9.0%	0.052995	0.042014
Fair Oaks CDP	17,300	16,300	1,000	6.0%	0.026690	0.013634
Florin CDP	12,800	10,600	2,200	17.3%	0.017414	0.029215
Folsom city	27,300	25,900	1,400	5.0%	0.042525	0.018086
Foothill Farms CDP	9,800	8,300	1,500	15.1%	0.013648	0.019477
Galt city	11,000	9,000	2,000	17.9%	0.014787	0.025876
Gold River CDP	4,900	4,800	100	2.2%	0.007807	0.001391
Isleton city	400	400	100	14.6%	0.000606	0.000835
La Riviera CDP	7,000	6,600	500	6.6%	0.010764	0.006121
Laguna CDP	20,600	19,400	1,200	6.0%	0.031834	0.016416
Laguna West Lakeside CDP	5,300	4,900	400	7.9%	0.008082	0.005565
North Highlands CDP	22,800	18,900	3,900	17.1%	0.030952	0.051475
Orangevale CDP	16,000	14,800	1,200	7.5%	0.024229	0.015860
Parkway South Sacramento CD	16,200	13,000	3,100	19.3%	0.021400	0.041180
Rancho Cordova City	31,100	27,200	3,900	12.7%	0.044619	0.052031
Rancho Murieta CDP	2,300	2,200	100	3.7%	0.003619	0.001113
Rio Linda CDP	5,800	4,800	1,000	17.3%	0.007917	0.013356
Rosemont CDP	14,000	12,700	1,300	9.3%	0.020867	0.017251
Sacramento city	217,400	189,200	28,200	13.0%	0.310678	0.371731
Vineyard CDP	5,900	5,600	300	5.7%	0.009185	0.004452
Walnut Grove CDP	500	300	100	26.6%	0.000569	0.001669
Wilton CDP	2,800	2,600	200	7.6%	0.004225	0.002782

CDP is "Census Designated Place" - a recognized community that was unincorporated at the time of the 2000 Census.

Notes:

- 1) Data may not add due to rounding. All unemployment rates shown are calculated on unrounded data.
- 2) These data are not seasonally adjusted.

Methodology:

Monthly city and CDP labor force data are derived by multiplying current estimates of county employment and unemployment by the employment and unemployment shares (ratios) of

Data Not Seasonally Adjusted

Area Name	Labor Force	Employment	Unemployment Number	Unemployment Rate	Census Ratios	
					Emp	Unemp

each city and CDP at the time of the 2000 Census. Ratios for cities of 25,000 or more persons were developed from special tabulations based on household population only from the Bureau of Labor Statistics. For smaller cities and CDP, ratios were calculated from published census data.

City and CDP unrounded employment and unemployment are summed to get the labor force. The unemployment rate is calculated by dividing unemployment by the labor force. Then the labor force, employment, and unemployment are rounded.

This method assumes that the rates of change in employment and unemployment, since 2000, are exactly the same in each city and CDP as at the county level (i.e., that the shares are still accurate). If this assumption is not true for a specific city or CDP, then the estimates for that area may not represent the current economic conditions. Since this assumption is untested, caution should be employed when using these data.

ITEM IV – I – INFORMATION

COMMITTEE UPDATES

BACKGROUND:

This item provides an opportunity for a report from the following committees:

- Youth Council – Matt Kelly
- Planning/Oversight Committee – Lynn Conner
- Employer Outreach Committee – Terry Wills
- Board Development Committee – Kingman Tsang

ITEM V - OTHER REPORTS

1. CHAIR'S REPORT

The Chair of the Sacramento Works, Inc. Board, on a regular basis, receives numerous items of information concerning employment and training legislation, current programs, agency activities, and miscellaneous articles.

The important information from the material received and meetings attended will be shared with the entire Board and the method proposed by the Chair is to give a verbal report at each regular meeting. It will also allow time for the Board to provide input on items that may require future action.

2. MEMBERS OF THE BOARD

This item provides the opportunity for Workforce Investment Board members to raise any items for consideration not covered under the formal agenda. It also provides the opportunity for Board members to request staff to research or follow up on specific requests or to ask that certain items be placed on the next agenda.

3. COUNSEL REPORT:

The Sacramento Works, Inc. Legal Counsel is the firm of Phillip M. Cunningham, Attorney at Law. This item provides the opportunity for Legal Counsel to provide the Sacramento Works, Inc. Board with an oral or written report on legal activities

4. PUBLIC PARTICIPATION:

Participation of the general public at Sacramento Works, Inc. Board meetings is encouraged. The Sacramento Works, Inc. Board has decided to incorporate participants of the audience as part of its agenda for all meetings. Members of the audience are asked to address their requests to the Chair, if they wish to speak.