

WIB BOARD MEMBERS

LARRY BOOTH
Frank M. Booth, Inc.

LESLIE BOTOS
Blood Source

BRIAN BROADWAY
Sacramento Job Corps

BILL CAMP
Sacramento Central Labor Council

PAUL CASTRO
California Human Development Corporation

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

THOMAS P. KANDRIS
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

JONATHAN RAYMOND
Sacramento City Unified School District

MAURICE READ
Sacramento Sierra Building & Construction Trades Council

LORENDA T. SANCHEZ
California Indian Manpower Consortium

ANETTE SMITH-DOHRING
Sutter Health – Sacramento Sierra Region

MICHAEL R. TESTA
Sacramento Convention & Visitors Bureau

DR. DAN THROGMORTON
Los Rios Community College District

KINGMAN TSANG
East West Bank

TERRY A. WILLS, ESQ.
Cook Brown, LLP

JIM WONG.
Veterans Business Outreach Center

RICK WYLIE
Beutler Corporation

DAVID P. YOUNGER
Lionakis Beaumont Design Group



SACRAMENTOWORKS

REGULAR MEETING OF THE SACRAMENTO WORKS, INC. BOARD

DATE: Wednesday, November 28, 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

PAGE NUMBER

I. Call to Order/Roll Call

➔ **Introduction of New Member:** Jonathan Raymond, Sacramento City Unified School District

➔ **Member Spotlight (5 Minutes):** Brian Broadway, Sacramento Job Corps

II. Consent Item (2 minutes)

A. Approval of Minutes of the September 25, 2012 Meeting 2-6

III. Discussion/Action Items (30 Minutes)

A. **ACTION:** Approval to Submit a Request to Transfer Workforce Investment Act (WIA) Dislocated Worker Funds to Adult Funds, Program Year (PY) 2012-13 (Michelle O'Camb) 7

B.	<u>DISCUSSION:</u> Discussion Regarding Next Economy Goals and Investment Opportunities for Workforce Investment Boards (Lynn Connor and Robin Purdy)	8-14
C.	<u>DISCUSSION:</u> Review and Input on California's Strategic Workforce Investment Plan (Bill Camp and Robin Purdy)	15-47
IV.	<u>Information Items</u> (20 Minutes)	
A.	2014-2018 Workforce Investment Act Annual Planning Process Five-Year Strategic Plan (Robin Purdy)	48
B.	Executive Summary Next Economy Region Prosperity Plan (Robin Purdy)	49-54
C.	Capital Region Occupational Outlook and Critical Clusters (Robin Purdy)	55-63
D.	Update on Enactment of Assembly Bill 554 – Coordination with Joint Apprenticeship Training Committees (Robin Purdy)	64
E.	Implementation of WIA Training Expenditure Policy (Robin Purdy)	65-67
F.	Business Leaders United Meeting in Washington D.C. (Gary King)	68
G.	Dislocated Worker Report (William Walker)	69-70
H.	Employer Recruitment Activity Report (William Walker)	71-75
I.	Unemployment Update from the Employment Development Department (Robin Purdy)	76-83
J.	Committee Updates	84
V.	<u>Other Reports</u> (5 minutes)	85
1.	Chair	
2.	Members of the Board	
3.	Counsel	
4.	Public Participation	

VI. Adjournment

DISTRIBUTION DATE: TUESDAY, NOVEMBER 20, 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 SEPTEMBER 25, 2012 MEETING

BACKGROUND:

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

RECOMMENDATION:

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

SPECIAL MEETING OF THE SACRAMENTO WORKS, INC. BOARD

Minutes/Synopsis

SETA Board Room
925 Del Paso Blvd.
Sacramento, California

Tuesday, September 25, 2012
8:00 a.m.

I. Call to Order/Roll Call: Ms. Kim Parker called the meeting to order at 8:04 a.m.

Members Present: Leslie Botos, Brian Broadway, Bill Camp, Lynn Conner, Mike Dourgarian, Diane Ferrari, David Gordon, Jason Hanson, Thomas Kandris, Daniel Koen, Kathy Kossick, Steven Ladd, Paul Lake, JoAnne Mahaney-Buehler, Elizabeth McClatchy, Dennis Morin, Roger Niello, Jay Onasch, Kim Parker, Martha Penry, Maurice Read, Mike Testa, Kingman Tsang, Terry Wills, Rick Wylie, David Younger.

Members Absent: Paul Castro, Larry Booth, Troy Givans, Lisa Harr, Barbara Hayes, Matt Kelly, Gary King, James Lambert, Frank Louie, Deborah Portela, Anette Smith-Dohring, Lorenda Sanchez, Dan Throgmorton.

➔ **Member Spotlight:** Dr. Steven Ladd, Superintendent of Elk Grove Unified School District, provided a brief overview. Their goal is to provide all of their children an education for the 21st century. Elk Grove USD is the fifth largest school district in California. There are 27 schools within the district that have received the California Distinguished School Award. A wellness campaign was recently begun for staff to get healthy. Over the long-term, it is hoped that the insurance premium increases will be mitigated.

➔ **Introduction of New Member:** Jay Onasch, Department of Rehabilitation, was introduced and welcomed to the board.

II. Consent Item

A. Approval of Minutes of the July 25, 2012 Meeting

The minutes were reviewed; no questions or corrections.

Moved/Camp, second/Wylie, to approve the minutes of the July 25, 2012 meeting.

Voice Vote: Unanimous approval.

III. Discussion/Action Items

A. Appointment of Sacramento Works Youth Council Member

Ms. Parker stated that Mr. David Gordon has nominated Matt Perry for a seat on the Youth Council. There were no questions or comments.

Moved/Dourgarian, second/Camp, to approve the appointment of Matt Perry, Assistant Superintendent of Court and Community Schools and Technical Education Programs, to the Sacramento Works Youth Council.
Voice vote: Unanimous approval.

IV. Information Items

A. Legislative Update

Governor Brown recently announced 30 new members to the State Workforce Investment Board. Mr. Camp and Ms. Smith-Dohring are recent appointees to this board.

Ms. Purdy stated that the State Workforce Investment Board is responsible for setting policies for the Workforce Investment Boards across the state. The first meeting is scheduled for late October and the State Plan, Recertification of Local WIBs, and High Performing Board Policy are expected to be on the agenda.

Ms. Purdy referred to the one page summary of key principles being reviewed at the federal level. It is hoped that after the election, WIA Reauthorization will move through Congress.

B. California Workforce Association's Meeting of the Minds Conference Debriefing

Ms. Parker spoke of the Meeting of the Minds conference recently held in Monterey, CA. All board members were encouraged to attend a California Workforce Association Conference that is offered twice a year. These conferences are very helpful for the board members to gain a bigger picture. Ms. Parker, Mr. Castro and Mr. Broadway all attended the conference.

Mr. Broadway stated it was an enlightening event for him to see how the inner workings are done.

Ms. Parker the conference theme was regional collaboration and SETA was utilized as an example of good collaboration between WIBs.

C. Planning/Oversight Committee Update Regarding Support of the Next Economy Region Prosperity Plan

Ms. Lynn Conner reported that the Committee has been discussing ways to implement the Next Economy plan. The Planning/Oversight Committee is planning on requesting board initiative funding to help with some of the planning and development of accelerators in the area. The board had questions regarding

what is considered an accelerator. At the last Committee meeting, three individuals that work in entities that assist with the accelerators provided a better definition of what is considered an accelerator.

In addition, the Committee has looked at other parts of Next Economy for possibly funding. The Committee will be bringing in people to discuss other areas of the plan. Two meetings will be held to collect information and it is expected that the Committee will be presenting an item before the full board in January regarding potential funding.

D. Reduced Funding from the Sacramento County Department of Human Assistance

Mr. Paul Lake reported that Sacramento County DHA recently took a \$9 million CalWorks reduction. There were a number of cuts in staffing and more difficult decisions will be made, including a large reduction of the one stop contract with SETA.

E. Sacramento Works One Stop Career Center System Annual Performance Reports July 1, 2011 – June 30, 2012

Mr. Edward Proctor reviewed the annual performance report.

Ms. Purdy answered a number of questions regarding dislocated workers.

Ms. Ferrari thanked SETA and EDD for all of the work done to help people to receive assistance in obtaining employment. She appreciates the hard work of staff in assisting the job-seeking customers.

F. Dislocated Worker Report

Mr. William Walker reviewed the report. While job orders went down, 1,800 positions were filled as a result of 400 job orders. The wages have gone up over a period of time but remain essentially the same.

G. Employer Recruitment Activity Report

Mr. William Walker reported that staff is working with ACT for the past four months. The Sacramento Works Career Center System, DHA, EDD, and SACTO, have all worked together to provide services to ACT. To date, 200 individuals have been hired based on the testing and referrals provided by Sacramento Works.

Mr. Walker has been working with SACTO to assist new employers that are coming to Sacramento; more information will be provided at a later date.

H. Unemployment Update from the Employment Development Department

Ms. Purdy reported that the unemployment rate continues to go down.

I. Committee Updates

- ➔ Employer Outreach Committee: Ms. Wills thanked Barbara Hayes for hosting the last committee meeting. The Committee talked at length about the sponsorships. One thing that was decided is to be more effective by engaging the board more to participate in some of the upcoming events.
- ➔ Youth Council: No report.
- ➔ Executive Committee: Ms. Parker reported that the first mixer was recently held; 9-10 showed up. The next mixer is scheduled for October 10 at the Red Rabbit; board members will be sent a reminder e-mail.
- ➔ Planning/Oversight Committee: No report.

V. Other Reports

1. Chair: Ms. Parker stated that after several invitations from Mr. Broadway, she recently attended a luncheon at the Sacramento Job Corps; it was fabulous. She will be talking with employers about the Sacramento Job Corps. Ms. Parker encouraged board members to check out Sacramento Job Corps.
2. Members of the Board: No comments.
3. Counsel: No report.
4. Public Participation: Ms. Janet Neitzel distributed flyers for "Honor a Hero, Hire a Vet", a job and resource fair to be held at McClellan Park.

VI. Adjournment: The meeting was adjourned at 9:08 a.m.

ITEM III-A – ACTION

APPROVAL TO SUBMIT A REQUEST TO TRANSFER WORKFORCE INVESTMENT ACT (WIA) DISLOCATED WORKER FUNDS TO ADULT FUNDS, PROGRAM YEAR (PY) 2012-13

BACKGROUND:

This item addresses the transfer of Workforce Investment Act (WIA) Adult and Dislocated Workers funds for Program Year (PY) 2012-13. Based on a waiver submitted by the California Workforce Investment Board (CWIB) and approved by the Department of Labor (DOL) on August 15, 2012, the Local Workforce Investment Areas (LWIA) may transfer up to 50 percent of the WIA formula adult funds and up to 50 percent of the dislocated worker funds allocated to the local area between the adult and dislocated worker funding streams. The DOL granted California an extension of the waiver through December 31, 2012 to permit an increase in the funds transfer limitation found in WIA Section 133(b)(4). The CWIB intends to submit a request to extend the waiver through June 30, 2013 as part of its State Plan submission. The new State Plan and waiver extension is expected to be approved by December 31, 2012.

The WIA allows the transfer of funds between adult and dislocated worker funding streams in order to maximize customer service and provide local boards with greater flexibility to respond to changes in their local labor markets.

Staff is recommending that the Board approve an initial transfer of 25 percent WIA dislocated worker funds to the adult funding allocation for PY 2012-13, and authorize staff to request additional transfers of up to 50 percent. Each year, approximately 30 percent of eligible dislocated workers are served under SETA's WIA adult funding stream. By being alleviated of the labor-intensive eligibility, data collection, accounting and reporting procedures required when serving customers under the dislocated worker funding, SETA staff are able to focus efforts on training and job development services.

The amount of funds in the initial transfer will be \$1,163,888.

RECOMMENDATION:

Approve the submission to the State of California, EDD of an initial request to transfer \$1,163,888 WIA Dislocated Worker funds into the WIA Adult funding stream for PY 2012-13 through December 31, 2012, to be extended through June 30, 2013 upon approval by DOL of the CWIB's waiver extension request. Authorize staff to request additional transfers of up to \$2,327,775 for the year.

ITEM III-B – DISCUSSION/ACTION

DISCUSSION REGARDING NEXT ECONOMY GOALS AND INVESTMENT OPPORTUNITIES FOR WORKFORCE INVESTMENT BOARDS

BACKGROUND:

Since July, 2012, the Sacramento Works, Inc. Planning/Oversight Committee has been reviewing the goals and strategies included in the Next Economy Plan (See Executive Summary in the Information Item section of the agenda) and identifying those which are consistent with the strategic plan strategies of Sacramento Works, the Northern California Workforce Investment Boards, and the Workforce Investment Act. The Committee plans to present a set of recommendations to the full Board in January, 2013 on the use of Sacramento Works Board Initiative funds to support the Next Economy goals.

To assist the Planning/Oversight Committee in developing recommendations to the full board, staff has summarized the discussion the committee has had relevant to the Next Economy goals, and identified investment opportunities for Workforce Investment Boards that will support the Next Economy Goals. The summaries are attached and identify three Next Economy Goals for possible support and investment:

Goal #1: Foster a Strong Innovation Environment

Objective #3: Build a Robust Network of Business Incubator and Accelerator Services

Goal #3: Diversify the Economy through Growth and Support of Core Business Clusters

Objective #1: Form Functional Business Networks and Establish Specific Cluster Initiatives

Objective #2: Create and Align Targeted Programs and Services to Support Clusters

Objective #3: Build Strong Economic Foundations for Sustained Cluster Growth

Goal #4: Build 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

ITEM III-B – DISCUSSION/ACTION (continued)
Page 2

The committee also identified layoff aversion and business retention as an important area to consider adding as an objective to improve the regional business climate in the Next Economy plan.

RECOMMENDATION:

The committee is requesting that the full board review the summaries and participate in the discussion of the selected goals and objectives, and provide input to the committee for use in the development of specific recommendations for further action.

**NEXT ECONOMY GOAL #1: FOSTER A STRONG INNOVATION ENVIRONMENT –
Objectives and strategies that are consistent with
Workforce Investment Act (WIA)**

**Objective 3:
BUILD A ROBUST NETWORK OF
BUSINESS INCUBATOR AND ACCELERATOR SERVICES**

Strategies 1,2,3,4:

- ◆ Link existing and emerging incubator and accelerator programs into a regional network
- ◆ Expand the scope and capacity of incubator and accelerator services based on potential 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

**Types of Incubator and
Accelerator Services that are
consistent with WIA funding:**

- ◆ **Mentoring**
- ◆ **Basic Business Training and Technical Assistance**
- ◆ **Peer-Based Support**
- ◆ **Education Sessions**
- ◆ **Networking**
- ◆ **Access to Subject Matter Expertise**

Investment Opportunities for Workforce Investment Boards

Sacramento Works, Sacramento County’s local Workforce Investment Board is working with the Sacramento Regional Technology Alliance (SARTA), NorthEastern California Small Business Development Center (SBDC) to convene and link small business practitioners and organizations providing existing incubator/accelerator services to:

- Reach an understanding of the current landscape of small business assistance and accelerator programs-- what programs and services exist now, who they serve, how they all related to each other.
- Identify gaps that currently exist
- Create an action plan for the region, by prioritizing the service gaps that are identified.

Investment opportunities for the future include:

- Develop a consistent communication plan and business assessment process to ensure businesses and start-ups are connected to the full range of offerings in the region, and that the message from all organizations is consistent and comprehensible by the companies and entrepreneurs Sacramento Works wants to support.
- Expand the scope and capacity of accelerator programs to support and grow start-ups and small businesses in the region.

**NEXT ECONOMY GOAL 3
DIVERSIFY THE ECONOMY THROUGH GROWTH AND
SUPPORT OF CORE BUSINESS CLUSTERS**

**Objectives and strategies that are consistent with
Workforce Investment Act (WIA)**

**Objective 1:
FORM FUNCTIONAL BUSINESS NETWORKS AND ESTABLISH
SPECIFIC CLUSTER INITIATIVES**

Strategies 3 and 4:

- ◆ 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, drive implementation of needed growth activities, and monitor progress against stated annual objectives

**Objective 2:
CREATE AND ALIGN TARGETED PROGRAMS AND SERVICES TO
SUPPORT CLUSTERS**

Strategy 4:

- ◆ Explore opportunities to create formal public-private partnerships to foster and grow cluster opportunities

**Objective 3:
BUILD STRONG ECONOMIC FOUNDATIONS FOR SUSTAINED CLUSTER GROWTH**

Strategy 1:

- ◆ Align workforce development efforts to address current and anticipated gaps in labor supply and demand within the clusters

A regional cluster

analysis revealed six core business clusters in the Capital Region as presenting the greatest opportunities for wealth generation, new investment and expansion of economic base activities, based on economic performance, innovation activity, and other relevant dynamics:

- ◆ **Advanced manufacturing**
- ◆ **Agriculture and Food**
- ◆ **Clean Energy Technology**
- ◆ **Education and Knowledge Creation**
- ◆ **Information and Communications Technology**
- ◆ **Life sciences and health services**

Investment Opportunities for Workforce Investment Boards

The Workforce Investment Boards in the Capital region could support this goal of the Next Economy by participating in and investing in the facilitation of cluster alliance groups focused on identifying the priorities and action plans that would increase jobs and investment and drive implementation of needed growth activities. Outputs of the cluster alliances could include resource guides listing relevant regional programs, services and providers which would assist students and job seekers in accessing training and jobs in high wage, high demand jobs in core business clusters.

Workforce Investment Boards in the region could create, support and/or participate in formal public-private partnerships to foster and grow cluster opportunities by developing career exploration and career pathways for core business clusters

Workforce Investment Boards in the region can align the Critical Occupational Clusters with the Next Economy Core Business Clusters and target training to occupations that are in high demand or project high growth.

NEXT ECONOMY GOAL 4.
GROW AND MAINTAIN A WORLD-CLASS TALENT BASE
Objectives and strategies that are consistent with
Workforce Investment Act (WIA)

Objective 1:

CREATE MECHANISMS TO ATTRACT NEW TALENT AND RETAIN EXISTING TALENT

Strategy 4:

- Develop mechanisms to better connect new, existing and prospective students and residents to career opportunities and lifestyle assets in the Region

Objective 2:

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

Strategies 2 and 3:

- Develop critical career pathways that align with core business clusters across all education and training levels
- Address critical gaps in workforce supply and demand across core business clusters and other large industry sectors

Investment Opportunities for Workforce Investment Boards

To better connect new, existing and prospective students and residents to career opportunities in the region, the Workforce Investment Boards in the region (Sacramento Works/SETA, Golden Sierra, North Central Counties Consortium, and Yolo County) have purchased the Virtual One-Stop system, the most advanced and comprehensive Internet workforce development software available. The Workforce Investment Boards will train schools, training providers, community organizations, employers, and interested parties on the use of the Virtual One-Stop System. The system provides:

- Millions of quality, unduplicated job postings
- The most powerful job search engine available
- Career tools to allow job seekers to effectively find jobs that match their skills, values, and interests
- Local labor market information
- State-of-the-art interface for employers looking to advertise jobs and recruit talent
- Comprehensive information on education, training programs, and financial aid

To develop critical career pathways that align with core business clusters across all education and training levels, Sacramento Works, on behalf of the Workforce Investment Boards in the region, will maintain and align CareerGPS.com with core economic clusters. **CareerGPS.com** is a website providing one central location to find current, detailed information about which jobs are in high demand in the Capital Region, how much they pay, what type of education or training is recommended, and which schools/training providers are certified to provide training. In addition, Sacramento Works could:

- Provide financial support and in-kind staffing to support CareerGPS career pathways exploration event sponsored by LEED.
- Collect career pathways for all programs listed by schools/training providers in the Sacramento region on the California Eligible Training Provider list.
- Work with schools/training providers to publicize and increase course offerings across the core economic clusters and other large industry sectors
- Continue the policy of using federal workforce funds to support training in critical occupations and business clusters which provide career pathways to high wage jobs in demand.

To address critical gaps in workforce supply and demand across core business clusters and other large industry sectors, Sacramento Works, on behalf of the Workforce Investment Boards in the region could:

- Assist in identifying workforce supply by adding questions to CareerGPS.com schools/training provider data-base to identify the number of training slots available per year in each of their certificate/degree programs and the number of program completers they certify each year.
- Assist in identifying workforce demand by providing current labor market information provided by EMSI and EDD Labor Market Information Division.
- Invest in research and analysis of workforce supply/demand for the region
- Use results of workforce supply/demand analysis to guide future investments in training programs.

ITEM III-C – DISCUSSION/ACTION

REVIEW AND INPUT ON CALIFORNIA'S STRATEGIC WORKFORCE INVESTMENT PLAN

BACKGROUND:

The California Workforce Investment Board approved California's Strategic Workforce Investment Plan in October 2012 and has released the plan for public review and comment. The plan was developed from input by State and regional stakeholders who identified goals in four key areas to guide the activities of the workforce system over the next five years:

1. **Business and Industry.** *Meet the workforce needs of regional economies and high demand industry sectors with the best potential for new jobs.*
2. **Adults.** *Increase the number of Californians, including from under-represented demographic groups, who complete at least one year of postsecondary education with a marketable credential or degree, with a special emphasis on veterans, disabled individuals, disconnected youth, formerly incarcerated, and other at-risk populations.*
3. **Youth.** *Increase the number of high school students, including those from under-represented demographic groups, who graduate prepared for postsecondary education and/or a career.*
4. **System Alignment and Accountability.** *Support system alignment, service integration, and continuous improvement through shared data, common participant tracking, and evidence-based policymaking*

The Introduction and Summary of the plan is attached for review, along with draft responses provided by the California Workforce Association (CWA) and a member of the NOVA and California Workforce Investment Boards. The public comment period has been extended through November 30, 2012 and staff is requesting input from Board members to strengthen the plan.

Public testimony will be presented to the California Workforce Investment Board's Issues and Policies Committee, chaired by Bill Camp. The Issues and Policy Committee will make suggestions for changes to the State Plan based on the public comment and present their suggestions to the full State Board for consideration during its February, 2013 meeting.

**SHARED STRATEGY FOR A
SHARED PROSPERITY**

**CALIFORNIA'S
STRATEGIC WORKFORCE
DEVELOPMENT PLAN:
2012-2017**



I. Introduction

California's economy is finally emerging from the worst recession in a generation. In fact, according to the Labor Day 2012 employment report from California's Employment Development Department (EDD), our state is currently leading the nation in job growth. Notwithstanding, the impacts of the Great Recession have been serious both for workers and employers. There are still many more job-seekers than jobs. Perhaps even more importantly, today's workers face a very different labor market from their parents, one that is more volatile and rapidly changing. Many of our institutions, both public and private – including education, training, unemployment, and re-employment systems – have failed to keep pace. They were designed for a time when technological change was slower, the labor force was less globalized, and occupations and careers were more stable.

For California to maintain its status as a place of innovation and shared prosperity, those institutions must support a “retraining economy.” All workers must be learners who can dexterously traverse a labor market landscape that is less about “jobs” and more about a set of marketable skills broadly relevant to industry sectors within regional economies. Through the implementation of California's Strategic Workforce Development Plan, Governor Edmund G. Brown, Jr. and the California Workforce Investment Board (State Board) are committed to making the retraining economy a reality by:

- Aligning the state's workforce institutions and programs around the needs of regional growth sectors; and thereby
- Increasing the number of Californians, including those from underrepresented demographic groups, who are able to access and succeed in postsecondary education and training programs.

Regions will carry out and lead most of this work, but the state also has key roles to play. These include working with the regions to forge a shared vision, as well as coordinating the activities of state institutions to support that vision and removing barriers to implementation.

The development of California's Strategic Workforce Development Plan was the first step. The State Board convened the directors of the state's key workforce departments and agencies to develop a blueprint for action, which committed them to common strategies, goals, and concrete action steps. The draft blueprint was then taken to regional focus groups to validate, revise, and improve. Essential elements of the plan include:

- Regional workforce and economic development networks that can engage employers, labor, education and workforce training providers, economic developers, and other community partners to address a region’s education and training priorities; and
- Industry sector partnerships with deep employer engagement that develop career pathway programs that support job-seekers and workers to acquire and enhance industry-relevant skills over the course of their lifetimes.

Within this framework, Local Workforce Investment Boards (Local Boards) are expected to play multiple roles:

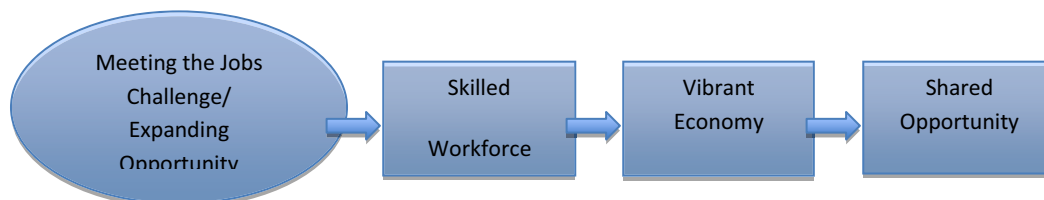
- Convening, supporting, and participating in regional efforts;
- Working with partners to build new kinds of integrated programs, including career pathway programs;
- Engaging employers; and
- Providing feedback to state institutions, the Legislature, and the Governor about what works and what doesn’t.

Community colleges, adult education programs, apprenticeship programs, and economic development programs are also expected to play some of these as well as other roles that contribute to attaining our shared goals. Employers and employer organizations, labor unions, and community-based organizations will have to be deeply engaged for the strategies to be successful.

The California Strategic Workforce Development Plan has a five-year time horizon. As such, we see it as a living document that – based on experience and changing conditions – will be reworked over time. However, the core commitments of the Plan will not change. These commitments are to a skilled workforce, a vibrant economy, and shared prosperity for all Californians.

II. Governor's Vision

Shared Strategy for Shared Prosperity



The Challenge

California workers face multiple serious challenges over the next decade, including an increasingly globalizing and rapidly changing economy accompanied by unprecedented volatility and labor market churn. Workers who lose their jobs lose ground, often permanently.

At the same time, the pressure on workers to gain higher levels of skill continues to grow. To quote the White House's Education Blueprint:

Earning a post-secondary degree or credential is no longer just a pathway to opportunity for a talented few; rather, it is a prerequisite for the growing jobs of the new economy. Over this decade, employment in jobs requiring education beyond a high school diploma will grow more rapidly than employment in jobs that do not; of the 30 fastest growing occupations, more than half require postsecondary education.

In California, as in the rest of the nation, many of these are "middle skill" jobs. They require less than a bachelor's degree but some postsecondary training through a community college, adult school, career technical education program, state-approved apprenticeship, or other training provider. Nonetheless, without a change in direction, California faces a looming skills gap fueled by dramatic demographic shifts. By 2020, approximately 60 percent of the state's prime age workforce will be from populations with historically low levels of educational attainment.

Therefore, California workers will need more education and training. But skills attainment also must be an ongoing process over the course of a lifetime that permits individuals to re-tool their skills in response to the changing workforce needs. This is the overarching goal of California's Strategic Workforce Development Plan: reorientation and realignment of California's workforce programs and institutions to support a dynamic and globally successful state economy that offers all residents – including the most vulnerable – a high quality of life.

Our vision calls for a state strategy based on ongoing skills attainment focused on regional growth industry sectors and clusters. By braiding education, training, and employment services together to support these sectors, we can both effectively address employers' needs for a high quality, appropriately skilled workforce and support workers' needs for well-paid, steady work. This strategy draws on lessons from the traditional apprenticeship model -- providing workers maximum employment outcomes through mobility among multiple employers within an industry sector or cluster.

Pieces of this approach are being implemented by communities and regions throughout California, but real barriers stand in their way. These include:

- *California's workforce system is not aligned to key regional industry sectors and employers committed to providing jobs.* As a result, limited resources are not well targeted.
- *California's workforce institutions and programs are siloed.* Poor articulation, fiscal restrictions, and conflicting policies make it difficult to scale effective practices across workforce programs. Data collection is also particularly fractured in California, making it almost impossible to measure the results from workforce investments meaningfully.
- *Too few job-seekers – including displaced workers and veterans – are provided access to high quality career technical education (CTE) programs.* Competing demands for scarce resources threaten to exacerbate this problem.
- *CTE programs are not linked into coherent career pathways and too few have implemented evidence-based practices.* Research suggests that California's CTE programs do not place enough priority on sequencing lower-to-higher credentials within a field, impeding student progress to high levels of education. Too few integrate

practices that improve student success such as contextualized remediation, cohort-based instruction, and accelerated learning.

- *Basic skills deficiencies are a critical barrier to most individuals accessing high quality CTE, yet California's system of basic skills education is failing most students. One of every four working age adults in California possesses very low basic skills, and few overcome that gap, blocking them from most good paying jobs. The adult education and non-credit programs of the California Community Colleges (CCCs) transition very few students into postsecondary education and training; just one in five basic skills students in the CCCs achieve a certificate, degree, or transfer, and it takes on average one-to-two years longer to obtain credentials as compared to their peers.*
- *Workforce and education programs, community-based organizations, and others fail to coordinate effectively to provide individuals in training the range of supportive services they need to succeed.*

California's Strategic Workforce Development Plan

California's Strategic Workforce Development Plan builds on emerging efforts by Local Boards, community colleges, adult education providers, community-based and economic development organizations, unions, and employers to address these and other critical challenges. The Plan begins with the articulation of broadly shared goals.

Goals

State and regional stakeholders identified goals in four key areas to guide the activities of the workforce system over the next five years:

- **Business and Industry.** *Meet the workforce needs of regional economies and high demand industry sectors with the best potential for new jobs.*
- **Adults.** *Increase the number of Californians, including from under-represented demographic groups, who complete at least one year of postsecondary education with a marketable credential or degree, with a special emphasis on veterans, disabled individuals, disconnected youth, formerly incarcerated, and other at-risk populations.*
- **Youth.** *Increase the number of high school students, including those from under-represented demographic groups, who graduate prepared for postsecondary education and/or a career.*
- **System Alignment and Accountability.** *Support system alignment, service integration, and continuous improvement through shared data, common participant tracking, and evidence-based policymaking.*

Strategy

To support these goals, state and regional stakeholders agreed on an overarching strategy designed to address regional economic needs and promote skill development. State stakeholders also committed to a set of specific short-term (within 18 months or less) and longer-term activities.

Regional Sector Strategy

California's regional sector strategy builds on regional workforce and economic development networks and industry-specific sector partnerships, often with career pathway programs at their center, that have begun to develop over the past decade in regions throughout the state. The Los Angeles Workforce Systems Collaborative (LAWSC) is a good example of a regional network. LAWSC is a coalition of business associations, labor, community organizations, economic development, community colleges, local boards, and philanthropy focused on directing resources toward the region's growth industries. Examples of industry sector partnerships include some formed around manufacturing and goods movement in the East Bay and Los Angeles regions; healthcare and biotechnology in San Diego and the Bay Area; high technology in Silicon Valley; food production in the Central Valley; and entertainment and hospitality in Los Angeles.

Regional workforce and economic development networks

Existing regional networks were formed for different purposes with a variety of organizations in leadership. The California Strategic Workforce Development Plan envisions continued diversity but encourages regions to bring together all major stakeholders, guided and sustained by a "backbone" organization that has the trust of all partners. One key purpose of the regional networks is to develop and support industry-specific partnerships and career pathways. Roles of the regional network include:

- Identifying key competitive and emerging industries in the region;
- Aligning, coordinating, and integrating a region's resources to support the development of industry-specific partnerships in those targeted industries;
- Removing local policy and administrative barriers to the alignment of multiple public programs and funding streams; and
- Identifying and accessing additional federal, state, private and philanthropic resources to sustain the network, invest in specific programs, and to seed sector partnerships.

Industry sector partnerships

In industry sector partnerships, workforce practitioners work closely with employers and labor organizations to develop education and training curriculum and programs to meet business demands for skilled labor. Partnerships include the range of stakeholders needed to address employers' pipeline needs and build robust career pathways. The geographic reach of a sector partnership is typically regional, with the specifics driven by how labor markets operate

within a given industry. Lead organizations may be a local board, industry association, formal labor-management partnership, regional non-profit, or community college. In the Sacramento Valley, for example, Valley Vision – a regional non-profit – leads the Green Capital Alliance (GCA). GCA is a broad partnership of business, academic, workforce, economic development, sustainability, and clean technology organizations working to support the region’s clean technology economy. In Los Angeles, the Hospitality Training Academy grew out of a labor-management partnership of UNITE-HERE Local 11 and several hotel properties. The Academy is now the flagship hospitality sector project of the Los Angeles City Workforce Investment Board and the Los Angeles Community College District.

The roles played by effective industry sector partnerships include:

- Identifying and articulating current and anticipated skill needs within the industry;
- Mapping out and establishing career pathways in the targeted industry sector;
- Integrating programs and “braiding” funding streams along career pathways, and providing supportive services for underprepared students and workers;
- Developing training curriculum and/or adjusting existing curriculum;
- Developing common systems to track participant success;
- Providing students and workers with industry valued skills certifications, credentials, and degrees at multiple points along career pathways; and
- Developing other strategies to support industry workforce needs and worker career advancement.

State role

California’s Strategic Workforce Development Plan provides new support for these efforts at the state level. The State Board and its committees – including the State Working Group of department directors that developed the blueprint for the state plan – are committed to scaling up existing regional network and industry sector partnerships and spreading the model to new regions. State institutions and programs will direct resources to this work and support it by:

- Aligning their policy goals;
- Establishing common success metrics;
- Maximizing, leveraging, and aligning resources; and
- Identifying, removing or erasing administrative or policy barriers.

Specific Strategic Opportunities

More specifically, the state partners identified short- and longer-term activities to achieve identified goals. Specific goals and sub-goals and identified strategic opportunities and activities are detailed in Chapter III.

III. Goals, Objectives, Actions

Business and Industry Goal

Meet the workforce needs of high demand sectors of the state and regional economies.

Objective 1: Prepare skilled workers for employment in competitive and emergent regional industry sectors.

ACTIONS TO GET US THERE

1. Coordinate and develop high quality, actionable labor market information (LMI) data that assesses regional industry and occupational trends and needs; annually publish sector and regional profiles that include a “skills gap” analysis.
2. Work with Local Boards to collaborate with their local school districts and community colleges to share regional workforce and economic analysis and to identify priority industry sectors and clusters.
3. Increase the share of state and local CTE and training funds invested in competitive and emergent sectors with a focus on science, technology, engineering and math (STEM) disciplines and entrepreneurial skills.
4. Prioritize, invest and braid community college economic and workforce development funding streams to focus on competitive and emergent industries.
5. Focus more incumbent worker funding on multi-employer (sector) training that meets regionally identified needs and, when appropriate, articulate with community college career pathways.
6. Work with business, industry, and industry associations to identify and develop industry recognized readiness and skill standards.

Objective 2: Support the development of regional workforce and economic development networks in California regions to address workforce education and training priorities.

ACTIONS TO GET US THERE

1. Create and align sector-focused efforts among state-level partners to guide regions in their sector work. The State Board will establish sector-focused subcommittees to guide multi-region efforts to develop career pathways. The CCCs will utilize system navigators to guide multi-region efforts to develop career pathways that respond to key industry needs.
2. Promote the expansion, connection, and replication of regional workforce and economic development networks around major regional priority sector partnerships by engaging employers, labor, education and workforce training providers, local elected officials, community advocates and other community partners; identify and, to the extent available, provide seed/incentive funding for regional workforce and economic development networks and sector partnerships.
3. Identify, develop, expand, replicate and promote industry-specific career pathway sector partnerships with employer engagement and leadership to improve outreach to employers and involve them in identifying skill standards and training needs as well as creating workplace-learning opportunities.

Adults Goal

Increase the number of Californians, including from under-represented demographic groups, who complete at least one year of postsecondary education with a marketable credential or degree, with a special emphasis on veterans, disabled individuals, disconnected youth, and other at-risk populations.

Objective 1: Increase the capacity of career technical education.

ACTIONS TO GET US THERE

1. Advocate for more CTE courses at the community colleges.
2. Identify and remove barriers to investments of local job training funds in CTE programs.
3. Create and distribute model curriculums for high demand occupations.

4. Develop a campaign to increase public/private investments in instructional equipment.

Objective 2: Increase the number of career pathway programs in demand industries.

ACTIONS TO GET US THERE

1. Improve linkages and pathways between high schools, adult education, and community colleges by aligning programs to high demand occupations in target industry sectors.
2. Support the development of stackable credentials, basic skills on-ramps, and bridge programs that provide for interim achievement with multiple entry and exit points, leading to support services and employability along a career pathway.
3. Prioritize the investment of categorical funding streams on high demand CTE and contextualized basic skills approaches.
4. Align curricula within pathways to growing and emergent industry sectors.
5. Provide guidance, strategies and incentives to local partners to support programs for students in career pathway programs.

Objective 3: Increase the number of adult basic education students who successfully transition to postsecondary education/training or employment, and reduce the time students spend in remediation.

ACTIONS TO GET US THERE

1. Identify, test, and implement evidence-based models and best practices that build partnerships between adult schools, community colleges, and Local Boards, and reduce the time students spend in remediation.
2. Improve articulation of basic skills education between high schools, adult education programs, community colleges, four-year institutions and Local Boards.
3. Provide professional development support for adult education and community college faculty on contextualized instruction and other evidence-based practices that accelerate basic skills students' transition to, and success in, postsecondary education or employment.

4. Develop partnerships among community colleges, One-Stop Career Centers, adult education programs, community-based organizations and others to provide support services to basic skills students.

Objective 4: Increase the number of under-prepared job-seekers and dislocated workers who enter and successfully complete education and training programs in demand industries and occupations.

ACTIONS TO GET US THERE

1. Ensure that all accredited career education programs (community college, adult education, regional occupation centers/programs, and apprenticeship programs) are automatically on the state's Eligible Training Provider List (ETPL).
2. Strive for the consistent adoption of a process for community colleges to recognize and grant credit to veterans for educational training completed in the armed forces.
3. Replicate/bring to scale the best practices of the "Adult Entry Points of Entry" initiative that promote the development of career pathways and transition programs targeted to incarcerated adults, ex-offenders and low-skilled adults (those with basic skills in the 6th-8th grade level range).

Objective 5: Develop and implement a strategic layoff aversion strategy that helps retain workers in their current jobs and/or provides rapid transitions to new employment, minimizing periods of unemployment.

ACTIONS TO GET US THERE

1. Connect regional Rapid Response coordinators and Employment Training Panel (ETP) staff to regional workforce and economic development networks to develop proactive activities to respond to regional needs.
2. Ensure that the Workforce Investment Act (WIA) 25 percent Dislocated Worker policy (both Additional Assistance and Rapid Response) addresses layoff aversion in targeted industry sectors.
3. Market the Work Sharing Unemployment Insurance (UI) program with regional workforce and economic development networks and industry associations.
4. Redefine regional Rapid Response activities around layoff aversion.

5. Explore how to effectively mine UI claimant data, mass layoff data, and Worker Adjustment and Retraining Notification (WARN) data to identify industry trends and inform layoff aversion efforts in order to develop a focused strategy on re-employment of laid off workers in key sectors.

Objective 6: Expand availability of and participation in “Earn and Learn” models such as apprenticeships, where students and workers can build skills while working.

ACTIONS TO GET US THERE

1. Create credit-bearing linkages between approved apprenticeship programs, community colleges, and adult education programs.
2. Develop a campaign to promote the value of approved apprenticeship and “Earn and Learn” models of training, and seek to increase traditional and non-traditional investments in these models.
3. Expand formal apprenticeship programs in key regional priority sectors and occupations.
4. Implement Assembly Bill (AB) 554 (Statutes of 2011) that requires the State Board and Local Boards to ensure that WIA training funds targeted to apprentice-able occupations, including pre-apprenticeships, are coordinated with the Department of Industrial Relations - Division of Apprenticeship Standards (DIR-DAS)-approved apprenticeship programs.

Youth Goal

Increase the number of high school students, including those from under-represented demographic groups, who graduate prepared for postsecondary education and/or a career.

Objective 1: Increase the number of high school students who complete a rigorous education including math and science gateway coursework and other industry-based curriculum that prepare them for college, approved apprenticeship, and other postsecondary training.

ACTIONS TO GET US THERE

1. Identify and promote best practices on articulation, integration, and collaboration of K-12 and adult education CTE programs to community college pathways, programs and workforce/employment offerings.
2. Revise and disseminate CTE standards aligned with the Common Core State Standards.
3. Promote and increase the use of and enrollment in CTE programs, career-based academies, and industry-themed high schools as a viable pathway to career readiness.
4. Align, promote and increase the use of career exploration resources such as the California (CA) Career Zone, CA Career Center, EDD/LMI, and Community College Career Café.

Objective 2: Increase opportunities for disconnected youth to transition into postsecondary education and careers.

ACTIONS TO GET US THERE

1. Encourage (in collaboration with the higher education segments) successful concurrent enrollment practices among school districts and colleges; share best practices statewide and examine barriers to the use of concurrent enrollment and early college programs.
2. Align supportive services for disconnected youth to ensure successful transition into the workforce and postsecondary education.
3. Expand high school dropout intervention and credit recovery programs.
4. Work with Local Boards to identify strategies to engage youth councils, local school districts, and community colleges to increase the number of high school graduates in CTE and career pathways, particularly within groups that now have higher than average non-completion rates.

System Alignment and Accountability Goal

Support system alignment, service integration, and continuous improvement using data to support evidence-based policymaking.

Objective 1: Develop and sustain a state-level leadership team to improve state and regional communication, better align state-level efforts, and more effectively respond to barriers and obstacles faced by regions.

ACTIONS TO GET US THERE

1. Develop a statewide education and outreach plan that promotes a common vision, goals and language; clarifies roles and responsibilities of state and local workforce partners; and works to identify, access and target additional resources into the system.
2. Align multiple agency state plans to address statewide goals and priorities, and identify and resolve inconsistencies in program measures, goals, and rules to improve program alignment and outcomes.
3. Create a process to receive input on specific obstacles brought to the State Working Group to get interagency cooperation on addressing problem issues.
4. Provide technical assistance to Local Boards on developing their local workforce investment plans (local plans) and complying with state and federal legislation and regulations.
5. Ensure WIA state discretionary investments (including WIA 5 percent, WIA 25 percent, and Wagner-Peyser Act (WPA) 10 percent) are consistent with California's Strategic Workforce Development Plan.
6. Promote implementation of Integrated Service Delivery (ISD) based on the recommendations put forward by the California State University Northridge evaluation (2011).
7. Work with Local Boards to identify strategies for One-Stop service delivery that ensure appropriate services for individuals with disabilities and the elderly; align services for veterans with veterans services organizations, EDD, California Department of Veterans Affairs, and businesses in priority industry sectors; and coordinate services with WIA 166 Indian/Native Americans Programs and WIA 167 Migrant Seasonal Farmworker Programs.
8. Work with and support Local Boards considering voluntary consolidation and re-designation of Local Workforce Investment Areas (LWIAs), especially where the regional labor market analysis supports shared governance and where duplicative

administrative services could be eliminated without adversely affecting consumer service delivery.

9. Participate in US Department of Labor Employment and Training Administration's (DOLETA) effort to institute a national branding of the WIA and WPA programs and work with EDD to establish eligibility criteria for the Local Boards and affiliated One-Stops to be identified as an "American Jobs Center of California."

Objective 2: Develop a common workforce accountability system.

ACTIONS TO GET US THERE

1. Develop common cross-system metrics, align performance outcome measures, monitor and report annually on progress towards goals.
2. Develop use of data (including EDD base wage file data) to track participants across programs and institutions and into the labor market.
3. Develop standards for certifications of high-performance Local Boards and a policy for allocation of any WIA discretionary funds to high-performance Local Boards pursuant to the Senate Bill (SB) 698 (Statutes of 2011).
4. Create a reporting mechanism that counts community college CTE for fewer than 12 units.
5. Work with the DOLETA to develop WIA performance measures and outcomes consistent with the goals of California's Strategic Workforce Development Plan.
6. Identify WIA Service Record Data (WIASRD) fields consistent with California's Strategic Workforce Development Plan Goals and Actions in order to collect accurate data to track performance. Work with EDD and Local Boards to ensure those fields are completed.
7. Establish clear policy and a transparent process for Local Board recertification based on criteria consistent with California's Strategic Workforce Development Plan and compliance with state and federal law, regulation, and policy. Ensure a clear process for notification of substandard performance and technical assistance, and allow sufficient time to improve performance.



California Workforce Investment Board
777 12th Street, Suite 200
Sacramento, CA 95814

November 9, 2012

To Whom It May Concern:

The California Workforce Association (CWA) would like to take this opportunity to offer comments on the California Workforce Investment Board's (CWIB) Strategic Plan (Plan) for 2012-2017 published and made available for public comment on November 1, 2012. CWA members have adopted a set of values and standards that articulate the commitment of our member local workforce investment boards to continuous improvement and fulfillment of our charge to serve as leaders on workforce issues in our respective communities. It is in the spirit of continuous improvement and with full understanding of the leadership role our members fill at the local level that these comments are sent forward. We have attempted to organize our comments into general comments on the overarching strategies expressed in the Plan, and comments specific to particular sections of the Plan.

General Comments

We applaud the vision and commitment of the Governor and the CWIB to alignment of the state's workforce and education institutions and programs around the demands of industry sectors through the implementation of regional sector strategies. As a membership, we have been involved in the design and implementation of effective sector based workforce strategies across the state—many of which were mentioned in the CWIB's Plan—over the course of the past several years. We would encourage the CWIB to broaden the language it uses in the Business and Industry goals section of the Plan targeting particular segments of the economy. The Plan seems to narrowly focus on *growth/high demand* sectors at the regional level. We agree that in this changing economic time, sectors projecting high growth should receive the attention of the workforce system, but there are also a multitude of industries across the many regions of California that, because of retirements and churn within their employee base provide employment opportunities that cannot and should not be dismissed at a time when so many Californian's are trying to return to work. Mature and stable segments of regional economies like Manufacturing, traditional energy, travel and tourism, and agriculture, along with a host of other industries would not necessarily fall under the definition of *growth* industries, but are none-the-less critical to particular economies in distinct regions of our state. Our members recognize that these sectors provide well-paying jobs that offer long-term stable employment. Many of these sectors are facing "retirement bubbles" which will, if not planned for, decimate the labor force available to backfill jobs becoming available as aging baby boomers move to retire. In fact, according to the CA Employment Development Department's Occupational Employment Projections for 2010-2020 while California is anticipated to generate about 2.7 million new jobs from industry growth,

and more than 3.7 million jobs from replacement needs. Meeting the replacement job opportunities in mature sectors should be prominent in the CWIBs strategy. **We ask that the CWIB add language into the Plan that acknowledges the replacement workforce crisis that looms in many of our stable and mature industries across the state.**

Likewise, our members recognize the importance of post-secondary education and its correlation to improved employability, increased earning power and improved job retention for both youth and adults. We believe it is critically important to the economic health of individuals, families, regions and the state that priority be placed on how the knowledge and skills are valued by industry sectors, evidenced by an individual's ability to attach to the workforce upon completion of training. The value proposition represented by the acquisition and subsequent utilization of skills via *competitive employment* and job *retention* seem to be under emphasized throughout in the Plan. Thus, **we ask that the CWIB add language that acknowledges placement into employment as an outcome tantamount to successful workforce development strategies and the ultimate evidence of their effectiveness.**

The emphasis placed on *retraining* as critical to our state's ability to maintain its status as innovative and prosperous is a tenet on which we agree. Our local experience since the beginning of the Great Recession in 2007 has demonstrated to us time and time again that the unprecedented number of Californians who currently find themselves unemployed and living hand to mouth are in need of assistance with immediate employment and reemployment services. **We recommend that the CWIB acknowledge employment and reemployment services delivered through the One-Stop Career Centers as a valued and important complement to the array of strategic workforce solutions needed to stabilize California's economy and fully address the needs of job seekers and businesses.** Exclusion of this acknowledgement in the Plan is a failure to recognize the complex needs of the 2 million plus unemployed citizens of this state who may seek services through the LWIB funded One-Stop System. **In addition, CWA asks the CWIB to dedicate a portion of the state Plan to address strategies that place the One-Stop Service Delivery System as the hub for talent pipeline development, connecting Californian's with the information and services they need to design fully informed and actionable individual employment plans.**

In this same vein, CWA agrees and supports the premise that acquiring additional training and education beyond a high school diploma is an important and attainable goal. Increased education levels have long been recognized as indicative of increased employment opportunities for Californians. **We would ask that, in addition to calling out the importance of increasing the number of Californians receiving one year of post-secondary education, that the CWIB recognize training which may be equivalent to one year of post-secondary education by adding the attainment of shorter-term intensive industry recognized credentials as a key strategy for in connecting youth and adults to employment opportunities.** This would ensure the provision of marketable credentials as part of the skill-enhancement strategy and provide greater balance to the array of service strategies that can be deployed, increasing the relevance of the workforce system to the needs of employers.

CWA recognizes the Governor and the CWIB for convening state agencies and departments that are integral partners in the delivery of workforce services across the state, including those which hold authority over statewide systems that share accountability for solving California's workforce challenges. We believe the assemblage of this working team will be instrumental to the success of

the Plan. This team, fully engaged and empowered by the Governor can drive and support change across multiple systems, which will be essential for this ambitious Plan to realize the evidence-based results it espouses. Coordinated, committed and effective leadership at the state level, with authoritative direction being given to the local branches of their subordinate institutions is paramount to the success of this strategy. Absent that leadership, LWIBs who attempt to convene these local systems will lack the backing needed to succeed in implementing the framework of the Plan. One of the shortfalls of the Workforce Investment Act of 1998 that has been called out in every reauthorization attempt was that of “accountability absent appropriate authority”. As WIA was implemented, the demand that WIBs organize a comprehensive array of partners and services through the lynchpin One-Stop Delivery System proved to be a stumbling stone within the Law. Likewise, the planning and organizing role described in the state Plan alludes to a similar expectation of the LWIBs for “accountability absent appropriate authority”. **CWA respectfully asks how the state agencies and departments involved in the state level coordination of effort under this Plan will communicate the need for collaboration, partnership and cooperation with the LWIBs to their local institutions.** We ask that the CWIB work in concert with the state level workgroup to articulate a “feedback loop” to ensure it is able to fulfill its stated role of “supporting that vision and removing barriers to implementation”.

The system alignment and accountability goal expressed in the Plan has the support of our membership. We look forward to the CWIB taking on this work as part of its mission and leading cross-agency collaboration on the design and implementation of a dashboard and data collection platform which will comprehensively capture the contributions of all the entities engaged in workforce development in the state. The goal of conducting research and exercising continuous improvement principles with critical evidence as the basis for influencing design and implementation of interventions strategies is something that has long been discussed and is long overdue in the field of workforce development. We applaud the CWIB for leading this important statewide effort and look forward to partnering with the CWIB and other state agencies as this tool is implemented. **CWA encourages the CWIB to promote the use of the California Workforce Services Network (CWSN) as this comprehensive data repository, and would support it as *the* system for aggregation of data across systems thereby supporting the uniform collection of information related to the success matrices determined critical in this unified Plan.**

As the state looks to support scaling up and replication of existing regional networks and industry sector partnerships, **CWA offers its support with facilitating discussions and distribution of information on acknowledged best practices and models during its Fall, Youth and Spring conferences. In addition, CWA’s newly designed member management platform may be a useful tool in managing discussion groups and threads around key themes in the state Plan which would benefit from real-time knowledge sharing.** CWA looks forward to a discussion on how it can support the timely identification of obstacles identified in specific regions/partner institutions, and become part of the formal feedback loop established to alert the state working group to challenges encountered so that they may effectively fulfill their role of assisting with the removal of barriers as stated in the Plan.

Section III: Goals, Objectives, Actions

Comments regarding the Business and Industry Goal

Our members are committed to ensuring that data developed at the state level is meaningful and correlated to the demands experienced at the regional and local level and look forward to working with CWIB and the state work group to ensure this occurs.

Regarding the development of high quality actionable labor market information data, **CWA recommends the following:**

- Coordinate labor market information research in a comprehensive manner with other organizations that are already producing labor market information
- Identify a lead organization and champion for development of enhanced LMI and encourage the EDD Labor Market Information Division and the Community College Centers of Excellence to work closely together to produce more robust information that also incorporates real-time anecdotal information from business critical to thorough understanding of their workforce challenges
- Develop an input loop that allows for the anecdotal information coming out of the regional sector partnerships to be reflected in the LMI produced
- Aggregate data at the state level, but support the need for more granular information in support of effective regional workforce strategies at the local level
- Emphasize declining industry and occupational trends as a way to classify and identify churn in the state's economy
- Identify resources at the state level to support the production of this foundational LMI information

On the use of the term “braided funding” in sections throughout the document, **CWA recommends the use of “braided or leveraged funding” and the definition of this term as the leveraging of multiple funding streams for the support of a single individual's employment goals.** This places the emphasis on utilization of appropriate funding streams in support of Californians and their achievement of employment objectives relevant to regional/local economic demand, and provides the greatest flexibility to partner organization in designing comprehensive complimentary funding strategies that address individual and business needs.

CWA recommends the addition of the following language to Objective 2 under this goal: Where functioning, support existing regional workforce and economic development networks, and where not in existence support the development of these networks in California’s regions to address workforce education and training priorities.

In order for the local planning efforts of LWIBs be successful, it is important that the system navigators called for under this objective and deployed with in the California Community College Chancellor’s Office, Workforce and Economic Development Division have some relationship to strategies being formulated by LWIBs. **CWA requests that additional information be included in the plan regarding the role of the system navigators and the industry sectors they represent and clarification on how the linkage between the system navigators in the CCCs and the business services efforts undertaken by LWIBs will be accomplished.**

Within the funding strategy articulated under this objective, **CWA strongly encourages the CWIB to take the steps necessary to ensure that funding opportunities developed at the state level are written to support the networked approach described throughout the planning document Attention must be given to the language used in describing the partnerships requirements called for in future RFPs to incent this approach and avoid funding one partner over another in a silo'd approach to solving a particular workforce related issue.**

Just as it is important to involve business in the process of constructing the skill standard and training needs of their industry, it is important that they be engaged as a critical feedback mechanism on the development of curriculum to address those needs. The input received from these business partners on specific curriculum content is critical to the success of career technical education. **We would encourage the CWIB to emphasize the importance of business involvement in the curriculum development process.**

Comments regarding the Adult Goal

CWA has addressed concerns regarding the stipulation of at least one year of postsecondary education earlier in this document. CWA is requesting that the plan include an expanded definition of one-year of post-secondary education that allows for recognition of training which may be equivalent to one year of post-secondary education by adding the attainment of shorter-term intensive industry recognized credentials as a key strategy for in connecting youth and adults to employment opportunities. In addition to earlier comments, **our membership asks that this goal be expanded to include employment as an outcome for the adult goal by adding “and join the workforce in a job related to their field of study, thereby providing evidence of the relevance of the credential/degree to the marketplace.”**

It will be critically important for the CWIB to involve its state level human services partner in establishing guidelines for the welfare system in respect to this goal. The traditional connection between local workforce and local welfare program strategies occurs in the use of On-the-Job Training/Subsidized Employment models as a vehicle for moving CalWORKs recipients into gainful employment. One year of postsecondary education is not currently a priority outcome for the welfare system. Espousing this as a goal for the Adult population may have the unintended consequence of excluding the CalWORKs population from workforce services.

The members of CWA agree in principle with the Adult goal set forth, but feel strongly that accountability for increasing the capacity of community colleges and adult education to provide CTE; increasing the number of career pathway programs in demand industries; increasing the number of adult basic education students who successfully transition to postsecondary education, training or employment and reduce the time students spend in remediation; and increasing the number of underprepared job seekers and displaced workers who enter and successfully complete education and training programs in demand industries and occupations, cannot be accomplished without the commitment and funding by the California Community College system and the California Department of Education. LWIBs have no authority to directly implement actions to achieve the vision of a world in which career technical education is valued as much as college prep and that all high schools and colleges have the funds necessary to train teachers and develop curriculum for career pathways. While these are goals that are supported by the LWIBS, and while WIA funds have been used to assist in the capacity building efforts of CTE and career pathways, **CWA asks the CWIB to remove language that implicates the LWIB as having the authority necessary to direct actions of local educational institutions and instead asks that this responsibility be placed on the appropriate educational institutions, requiring them to provide their articulated strategies to the LWIB for inclusion in the local plan as demonstrative of shared accountability across systems.**

Within Objective 3 there is a call for the provision of support services to basic skills students. **CWA asks the CWIB to work to amend the SB734 definition of training to allow the allocation of the cost associated with the provision of supportive services to the training cost category.** Supportive services, which can include uniforms, boots, books, tools, transportation, housing assistance, and child care assistance, are often provided to individuals enrolled in training programs and have proven to be a key factor influencing an individual's ability to persist in and complete training.

In response to Objective 4, CWA is interested in working with the CWIB and EDD to modernize the state's Eligible Training Provider List. WIA statute requires that LWIB's institute a local process for designating inclusion on the state ETPL that is based in an understanding of the demand present in the local economy for training. **CWA supports development of a policy that ensures that training programs are responsive to economic demand and that programs that do not produce attachment to the workforce are removed from the ETPL.**

Our members wholeheartedly support any actions that can be taken to adopt a process within the community colleges to recognize and give credit for veterans for education training completed in the armed forces. **We would recommend an additional action that would create a process within the community colleges for the assessment and granting of credit for the work experience gained by adults over the course of their working life.**

Comments regarding the Youth Goal

CWA would encourage the CWIB to add an action item that encourages the development of a standardized curriculum by the California Department of Education and consistent statewide delivery of career exploration classes beginning in junior high that exposes youth to career options over the course of their middle and high school years.

Comments regarding the System Alignment and Accountability Goal

CWA recommends the addition of "and communicate resolution of those issues back to partners across systems at the local and regional level" to action 3 under this goal.

We would like to offer the cooperation and assistance of CWA in achieving actions under number 4 of this goal. **CWA stands ready to assist the CWIB as it rolls out technical assistance to LWIBs on the development of Local Plans, including support for ongoing peer to peer sharing of effective strategies.**

CWA asks for clarification regarding action number 6 concerning the promotion of the Integrated Service Delivery model. Implementation of this model relies heavily on moving the majority of the customers coming through the doors of the One Stop Service Delivery System into employment as quickly as possible, with skill development happening in a more informal manner in the one-stop environment. Full integration makes increasing training expenditures difficult because of the staffing resources required to manage high numbers of universal customers. While LWIBs acknowledge there is a high demand for access to services and many are interested in exploring the ISD model, there seem to be competing priorities expressed in the Plan. **CWA looks forward to working with the CWIB to better understand the goals of the CWIB in encouraging wider adoption of the ISD model, and recommends that language regarding the promotion of the**

model be removed from the Plan and Local Guidance until further evaluation of the pros and cons of this model in light of increased demands for training expenditures can be completely assessed.

Because the Chief Local Elected Official must be included in any discussions that may occur regarding potential consolidations of local areas, **CWA would ask that action number 7 be revised to read “ Work with the Chief Local Elected Official and support Local Boards...”**.

CWA asks for clarification on the use of the work American versus America’s in action number 9.

In consideration of the actions described under objective number 2 of this section, will there be subsequent efforts to designate high performing community colleges, adult education programs, ROCs, etc., in an effort to further align system partners around continuous improvement efforts and shared accountability?

We respectfully ask that CWA and the LWIBs be added to action item 5, modifying it to read, “Work with the DOLETA, LWIBs, and CWA to develop and negotiate WIA performance measures and outcomes consistent with the goals of California’s Strategic Workforce Development Plan and the LWIB Local Plans”.

Comments regarding Chapter V: Performance and Outcome Measures

CWA understands that the Governor’s vision is for “shared strategy” to be the foundation for achieving the Plan. As such, it is critical that the Performance and Outcome Measures reflect shared accountability across the state level partners and system-wide performance measures impacting all partners in the workforce system, not only LWIBs. The performance and outcome measures described in this section of the Plan appear to focus only on the results as they are achieved and reported by the LWIBs. The majority of the big picture goals and supporting objectives detailed in the Plan will require the willing and fully engaged participation of multiple other institutions. Achieving the goals will require significant changes in the way the education system delivers its services to students. Absent education’s ability to organize credentials and classes in new ways to respond to demand, the ability of WIA to do what’s expected is severely limited. **CWA is requesting that the CWIB work with the Community College Chancellor’s Office and the California Department of Education to establish an accountability system for the education system for delivery of curriculum that leads to in-demand credentials.**

The members of CWA would like to point out that obtaining employment is an evidenced based outcome that speaks to the effectiveness of all systems charged with workforce development and advocates for the use of employment, retention, and wage measures as evidenced-based, longitudinal measures of the success of a variety of workforce intervention strategies. We strongly encourage the CWIB to call placement into employment out as part of the measures that should go across all systems that contribute to the talent development pipeline.

Regarding the consideration of additional state performance measures, **CWA offers Employer Satisfaction as an alternative to the measure of Market Penetration as was recommended by the six state workgroup in concert with NGA.** A measure of market penetration places the WIA system in competition against temporary and staffing agencies and other private sector

business with whom we are called upon to collaborate. There is also some question whether market penetration is an effective proxy for how effectively the workforce system is meeting the needs of important industry sectors within the economy. Additionally, **CWA encourages the CWIB to continue to look at cost/benefit and return on investment methodologies as potentially more accurate proxies of effective deployment of workforce strategies.**

Comments regarding Chapter VI: WIA System Overview

CWA members ask for further information on the intent of the CWIB in relationship to the following statements in the Plan: “ The state Board will seek efficiency and cost saving mechanisms for the operation of California’s One-Stop system, including greater integration as exemplified by the ISD model. The State Board will also work to ensure that WIA required partners make their services available to customers through the One-Stop system and share in the cost of the One-Stop facilities and operations.” In the first sentence quoted above, **CWA wants to ensure that it is not the intent of the State Board to infringe on systems operations decisions that are statutorily given to LWIBs in cooperation with the CLEO’s.** Regarding sharing of operational costs by One-Stop partners, **CWA appreciates the assistance of the CWIB in calling for the development of an approved cost sharing agreement that maybe used statewide.** Since the implementation of WIA in California, there has not been a DOL approved cost sharing methodology in place. CWA appreciates the CWIB’s willingness to assist with mediating this long- term issue which has hampered cross-organizational sharing of the burden of operating a universal access demand driven workforce system.

Comments on Appendix H: Proposed Timeline for Local Plan Review, LWIB Re-Certification and High Performance LWIB Certification

The proposed timeline for the development and review of local plans is an aggressive timeline. Understanding that the Plan developed by the CWIB is a significant departure from the traditional compliance driven planning process historically in place for LWIBs, the CWIB has indicated it will be providing extensive technical assistance to support LWIBs as they develop their local plans. Those LWIBs who have access to early technical assistance will be at a distinct advantage in meeting the plan submission deadlines. The level of partner coordination, resource identification, strategy development, in depth analysis of local and regional economic trends, assessment of the current state of partner training institutions against the vision described in the state Plan, will require a significant amount of engagement and time. Indeed the language in the Plan requires deep engagement of local and regional partners in the purposeful design of the strategies that will become part and parcel of the local plan. Add to the local plan project time line the need to allow for the LWIB, CLEO and/or other appropriate local control agencies to vet and review the plan, as well as release the plan for the required public comment period, there is great concern that the April 1, 2013 due date for local plan submission to the CWIB is not realistic. It is also the understanding of CWA that CWIB has been granted until April 1, 2012 to submit its final plan. In light of this, our members ask that the CWIB:

- Adjust the due date of the local plans commensurate with the additional time being granted to the CWIB for the submission of its fully approved plan, or
- Allow LWIBs to submit “draft” local plans to the CWIB—as the CWIB has done to the Department of Labor with its current Plan—allowing for LWIBs to meeting the April 1,

2013 deadline for submission and providing an avenue for the final locally vetted and approved plan to be submitted when all review and administrative processes have been completed.

CWA encourages and offers its assistance in the delivery of technical assistance session to LWIBs beginning as soon as possible. In addition, CWA strongly encourages the CWIB to begin capturing, categorizing and publishing answers to frequently asked questions coming out of the technical assistance sessions.

In order to enhance the quality of the local plans submitted, CWA would encourage the CWIB to consider engaging with LWIBs during the local plan review process to alert them to perceived deficiencies in their local plans and engage with them on “in review corrective action processes” which will ensure that the greatest majority of local plans acted upon by the CWIB will be in compliance with state Plan guidelines.

CWA would like to point out that in some instances, accomplishing the goals contained in the vision for California’s workforce system may require statutory change. In this regard, two issues seem worthy of note. First, this is a five-year plan, and as such implies that a developmental, staged process will be central to its implementation. Second, it will be necessary to assess outcomes against the stated plan to evaluate whether any given local plan was successful, and this cannot be done without the history of performance as the basis of evaluation. CWA looks forward to engaging with the CWIB on the delivery of continuous technical assistance focused on refining and improving strategies used across the state to achieve the Governor’s vision.

As the Great Recession of 2007 has taught us, economic stability of sectors may be fleeting. As such, local priorities identified in a plan submitted in 2013 may be completely irrelevant in 2014. CWA agrees with CWIB that the plan should be seen as a living document that—based on experience and changing conditions—will be reworked over time. In light of this, CWA requests a formal process for submission of plan modifications.

From an editorial perspective, the statements regarding ISD on page 5 of Appendix H Interim Local Plan Guidance, seems out of place in Section 1. Vision. If the CWIB sees ISD as a component of sector strategies, this may be appropriately placed. However, it would seem more appropriately placed in the body of Section 6. Administration.

Section 2 provides instruction on Economic and Workforce Information Analysis. **Our members would like clarification on what the CWIB means when referring to the inclusion of “skill gap” analysis as part of the LMI data produced. Examples of the kind of analysis that meets this expectation would be useful.**

Comments related to Section 4 of the planning guidance have been presented earlier in this document in comments on the Adult Goal.

As a general comment on the teams that will be assembled to review the LWIB local plan submissions, **CWA would recommend that those who will be responsible for the review of the plans also be integrated into the team that will be providing technical assistance.** We believe doing so will strengthen the connection between the technical assistance given, improve the lens that the review team will use as it assesses responsiveness of local plans to state guidance

and speed the review process by having those most familiar and involved with the planning process engaged through the entire process.

Section 8 addresses the development of local WIA common measure performance goals. **Is it the intent of the state to engage in negotiation of local performance measures during the local plan review process or ahead of the date for required submission? This section seems to describe a process different than that used historically, and clarification is requested. CWA also requests verification on the amount of \$18,543 as the earnings measure for dislocated worker programs. Is this amount correct?**

As a point of clarification please provide guidelines on the age of resources, data sets and research that may be used or cited in local plans. ARRA funding was used to conduct a number of significant studies that would be useful in developing local plans, but CWA members want some assurance that these studies will be considered valid and timely.

Comments regarding Appendix H: Interim High-Performance Local Board Standards and Evaluation Criteria

CWA recommends that the CWIB clarify its expectation for High Performing LWIB evaluation process. The present tense of the language used to describe the criteria for evaluation gives the impression that actions are already being done or that the goal is already being accomplished, as opposed to this process representing the initial effort of LWIBs to put in place the strategies and objectives that will be used to assess whether they are moving along a trajectory toward becoming high-performance boards. **CWA encourages the CWIB to consider modification of the language used in the Criteria to appropriately characterize this new certification process as the “baseline” stage of what will be a continuous improvement process.**

Within Section II of the Business Services/Partnerships/ Sector Strategies portion of the guidance, criteria number 4 states that the Local Board "takes the lead in identifying and obtaining resources to sustain operations of regional workforce and economic development networks over time." **CWA recommends that the CWIB provide technical assistance and policy direction to LWIBs on the allowable activities associated with sustaining operations of regional workforce and economic development networks.** Many LWIBs are cautious about funding activities that could be defined as economic development or employer generating activities because, according to the DOL Comprehensive Financial Management Technical Assistance Guide, Part II (updated July 2011), under Allowable Costs, WIA prohibits employment-generating activities, including economic development activities (page II-4-5). Fund raising and investment management costs are unallowable (2 CFR Part 230, 2 CFR Part 225, 48 CFR Part 31, OMB Circular A-87), or partly allowable (2 CFR Part 220). Use of WIA funds for interest, fund-raising, and investment management costs are unallowable (48 CFR Part 31) or partly allowable (OMB Circulars A-21, A-122, and A-87).

Under this same criteria, in examples of evidence listed, the last example calls for the local board to seek out funding opportunities and align resources with labor, education, corrections, social services, economic development and other key partners and programs in support of the state strategic workforce plan. **CWA recommends changing the language to read “local strategic workforce plan”, instead of “state strategic workforce plan”.**

In regard to Section IV: Youth Strategies, Criteria 1, it is important to acknowledge that local school districts are independently governed by elected school boards. Placing an expectation on the LWIBs to set metrics for dropout rate reduction would have some LWIBs responsible for negotiating with 20 or more independently governed entities. **CWA questions the practicality of this goal and would like the opportunity to further discuss reasonable and actionable evidence of LWIB engagement on this issue.**

Regarding Section V: Managing the Work of the Local Board, **with the availability of the California Workforce Services Network (CWSN) still uncertain, is it the intent of the CWIB for LWIBs to track performance elements that are not already tracked in the available system? If so, what data elements should LWIBs be prepared to track, and will the CWIB provide fiscal resources if needed to develop tracking systems until such time as CWSN is available?**

In closing, on behalf of our membership, we would like to express our concern that the One-Stop Service Delivery System, which is the flagship of the WIA service delivery strategy seems to be treated as an after-thought throughout the state Plan. Under the Workforce Investment Act of 1998, the creation and operation of One-Stop centers for the delivery of employment and training services was the first and foremost requirement placed on LWIBs. **CWA would encourage the CWIB to include strategies in the Plan that place the One-Stop Service Delivery System as the hub for talent pipeline development, connecting Californian's with the information and services they need to design fully informed and actionable individual employment plans.**

Respectfully,



Barbara Halsey, Director
California Workforce Association
1107 9th Street, Ste. 801
Sacramento, CA 95814

CENTER FOR CONTINUING STUDY OF THE CALIFORNIA ECONOMY

575 MIDDLEFIELD ROAD SUITE 110 • PALO ALTO • CALIFORNIA • 94301

TELEPHONE: (650) 321-8550

FAX: (650) 321-5451

www.ccsce.com

DATE: November 9, 2012

TO: CWIB Staff, Members and Friends

FROM: Stephen Levy

SUBJECT: Comments on the Draft Strategic Plan Vision Goals & Strategy

1. This is a very good beginning with a strong emphasis on a sectoral approach and partnerships among key workforce partners
2. I am attaching the presentation I made Wednesday at the DOF economic forecast conference, which focused on the economy from a workforce perspective.
3. Below are some high level themes that could strengthen the introduction and help inform people outside the system about what we are about and the challenges we face:
 - The workforce system serves both workers and businesses. Our primary challenge is to prepare workers, including future workers still in school, for jobs in demand by California employers.
 - Most future job openings will come from replacing workers who are retiring or changing occupations. Looking out five years more than a million Californians will retire, many with the highest levels of skills and experience. These retirements create job openings across all skill levels bringing hope to students and workers that they do not have to graduate from a 4-year college to get a good job.
 - Job openings from retiring baby boomers and future job growth will be filled by three groups—students, new immigrants and, most of all, by upgrading the skills of the existing workforce. All three groups are critical for meeting the needs of employers and a competitive state economy. We need an “all hands on deck” workforce strategy.

- As a result of the impending baby boomer retirement surge, occupations in high demand will not always be the same as occupations with high growth. Many critical skill shortages will occur in occupations and industries with average or below average job growth. Replacing retiring aerospace workers is an example. (I would change all citations of “high growth” to “high demand” sectors. This is not just semantics. It is a core mistake we need to avoid in thinking about CWIB’s effectiveness.
 - California’s workforce strategy is a key part of California’s economic competitiveness strategy. Success demands not only providing businesses with the right workforce but at the same time providing the level of education, Infrastructure and community services that will convince highly skilled workers to live and work in California. Education is not just about training, for example, it is about providing schools that skilled workers who are not millionaires can find for their children in communities they can afford to live in.
4. I am a big fan on enlisting businesses to partner with middle and high schools to show students how education and career training can pay off. That can be through academy programs, through just going and talking to kids about how the skills they are learning fit into getting a job, through internships and any other means we can think of.

While the strategy correctly identifies partnerships at the community college and adult retraining level, the importance of enlisting businesses to bring enthusiasm and hope to students in the K-12 system cannot be overrated in my opinion and is a low cost—high return investment.

5. I have never liked the word “youth” as it is used in the workforce world. To me it reflects an older and too restrictive focus on youth at risk or in trouble. The need for higher basic skills and STE preparation is more widespread. I think a better focus broadens the old anti-poverty focus on “youth” to a new “all hands on deck, every student must be in our focus” strategy.

My son would not have fit into the old concept of a “youth” workforce strategy but he and people like him should be included in thinking about education, skills and partnerships that lead to middle skill jobs.

6. There are large strategy areas that are not within the practical scope of CWIB but are important and for which we can be advocates. They also deserve mention in our strategy. One is immigration policy. Hopefully CWIB can be an advocate with the Governor for federal policies that have

positive workforce and competitiveness implications for California competitiveness.

Even more so I hope CWIB can be an advocate for not only education strategies that support workforce preparation but also for the funding and tuition policies that support effective access and program development at all levels of education and career training.

7. Our local board is a big proponent of regional workforce planning combined with local service delivery. For us that means that NOVA and the San Mateo and work2future board in San Jose operate in the same labor market but can plan for program delivery that complements but does not unnecessarily duplicate activities in our neighboring workforce board areas. I think this regional planning, coordinated local delivery is an important concept for making service delivery in regional labor market areas more efficient and deserves a place in our strategy and concepts about high performing WIBs.

ITEM IV- A - INFORMATION

2014-2018 WORKFORCE INVESTMENT ACT ANNUAL PLANNING PROCESS FIVE-YEAR STRATEGIC PLAN

BACKGROUND:

In October 2012, the California Workforce Investment Board (CWIB) submitted its new State five-year Workforce Investment Act (WIA) Strategic Plan to the U.S. Department of Labor for review and approval. The California Workforce Training Act also requires the State Board to develop a unified Strategic Workforce Plan. Recent amendments to the Workforce Training Act add similar local/regional strategic planning requirements to the WIA Local Plan requirements. Local Workforce Investment Boards (LWIBs) must submit Local Plans that mirror the State Board's WIA Strategic Plan and must identify LWIB strategies to achieve Strategic Workforce Plan goals and actions.

The State Board and the Employment Development Department (EDD) will issue a formal directive with detailed final guidance and instructions for the development of 5-year Local Plans by December 2012. The State Board and EDD will also provide technical assistance to LWIBs and their staff in the development of Local Plans, and will conduct a series of regional technical assistance forums throughout the state in fall/winter 2012/2013.

LWIBs have been encouraged by the State Board to begin their planning as soon as possible. As a result, SETA began the planning process for the development of the Local Plan by holding a public hearing in October to solicit broad local area stakeholder input and public comment. The hearing was attended by adult education, vocational training providers, community based organizations, and public agencies. Additionally, 13,000 surveys were sent out this month to job seekers, businesses, and partner agencies to identify the services and activities they feel are most valuable in the Sacramento Works Career Center system, as well as the most responsive to their needs. Information gathered at the hearing and through the surveys will be presented to the Planning/Oversight Committee in January and incorporated, as appropriate, in the draft Local WIA 5-year Strategic Plan. A copy of the draft Plan will be made available for public review and comment no later than February 2013.

ITEM IV-B - INFORMATION

EXECUTIVE SUMMARY NEXT ECONOMY REGION PROSPERITY PLAN

BACKGROUND:

In October, 2012, the Next Economy leadership team published an Executive Summary (attached) of the Capital Region Prosperity Plan. The Executive Summary builds off the Region's competitive strengths, defines five overarching goals for regional execution and maps out a set of interlocking strategies and objectives to accelerate job and wealth creation. Developed by the Next Economy Leadership Group, the Executive Summary was approved by the 40-member Steering Committee in October 2012 and defines the strategic framework for all regional economic development activities.

With completion of the Executive Summary, development of the Next Economy Implementation Plan has begun. The Implementation Plan will define tactical, action-based activities, lead implementers, performance measures and timetables for execution by champions across the Region. Developing the Implementation Plan will occur between now and the end of this year with execution expected to begin in the first quarter of 2013.

The Sacramento Works, Inc. Planning/Oversight Committee has been reviewing the goals and strategies included in the Next Economy Plan and identifying those which are consistent with the strategic plan strategies of Sacramento Works, and the Northern California Workforce Investment Boards, and the Workforce Investment Act.

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 initiate 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 direct 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 in 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

Goals

The Capital Region Prosperity Plan lays out five overarching goals:

1. **Foster a strong innovation environment**
2. **Amplify the Region's global market transactions**
3. **Diversify 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**

A Unified Vision

By uniting job creating 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 an educated workforce and young professionals to live, study, work and contribute**
3. **Diverse economy renowned for its core business clusters and driven in large part by export activity**

Strategic Economic Agenda

The Capital Region Prosperity Plan lays out five overarching goals and a set of associated long range objectives and action-oriented strategies designed to accelerate job creation and investment. To move the Region's Next Economy vision to reality, these objectives and strategies will be activated through a set of high-priority tactics and performance measures to be developed in coordination with regional stakeholders and organizations. Plan implementation is scheduled to begin in first quarter of 2013.

1. FOSTER A STRONG INNOVATION ENVIRONMENT

Objective 1:

BOLSTER UNIVERSITY TECHNOLOGY TRANSFER AND COMMERCIALIZATION

Strategies:

- ◆ Embed regional research, university technology transfer and entrepreneurship programs within the Region
- ◆ Identify regional industry needs and align university research capacity for new discoveries and emerging technologies
- ◆ Develop strong relationships between regional research universities and small business, financing, and incubator and accelerator programs and services on a region-wide basis
- ◆ Encourage linkages between researchers making discoveries with entrepreneurs and companies able to commercialize and deploy
- ◆ Explore opportunities for developing university-industry research centers around regional research strengths and core business 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 potential 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 to identify and support international trade opportunities
- ◆ Ensure the Region's transportation infrastructure has the capacity to increase global goods movement and passenger travel

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 company leaders, universities and related service providers to form cluster alliance groups
- ◆ Perform ongoing cluster needs assessments and facilitate effective solutions
- ◆ Develop annual cluster alliance group priorities and action plans that focus on increased jobs and investment, drive implementation of needed growth activities, and monitor progress against stated annual objectives
- ◆ Maintain cluster-specific resource guides listing relevant regional programs, services, and providers

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

Capital Region Core Business Clusters

- ◆ Advanced Manufacturing
- ◆ Agriculture & Food
- ◆ Clean Energy Technology
- ◆ Education & Knowledge Creation
- ◆ Information & Communications Technology
- ◆ Life Sciences & Health Services

- ◆ 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
- ◆ Explore opportunities for import substitution to facilitate new supplier relationships within the Region and abroad

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 that strengthen connectivity required for cluster growth

4. GROW AND MAINTAIN A WORLD-CLASS TALENT BASE

Objective 1:

CREATE MECHANISMS TO ATTRACT NEW TALENT AND RETAIN EXISTING TALENT

Strategies:

- ◆ Establish connections between active young professionals groups throughout the Region and engage 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

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 business clusters across all education and training levels
- ◆ Address critical gaps in workforce supply and demand across core business clusters and other large industry sectors
- ◆ Track regional benchmarks for education and evaluate feasible strategies to improve performance and student outcomes
- ◆ Ensure that education curriculum and specialized training programs focus on developing and sustaining the Region's diverse ethnic workforce

5. IMPROVE THE REGIONAL BUSINESS CLIMATE FOR ECONOMIC GROWTH

Objective 1:

REMOVE ECONOMIC AND REGULATORY BARRIERS TO STIMULATE GROWTH

Strategies:

- ◆ Educate elected officials and local government about business climate issues and devise permitting policies and procedures that are streamlined and predictable across all local jurisdictions in the Region
- ◆ Establish an effective system to head off business relocation and to respond to company-specific local-level regulatory issues
- ◆ Identify the most important obstacles facing entrepreneurs and the business community at large
- ◆ Coordinate the Region's business advocacy efforts to influence a reduction of regulatory barriers at the local, state and federal levels to improve the Region's business climate
- ◆ Establish alliances among the business community, other regions across the state and special interest groups to coordinate solutions to regulatory barriers and influence state policy

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:

INTENSIFY 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
- ◆ Establish a formal, region-wide system to retain local companies and good quality jobs
- ◆ Prioritize Next Economy strategies and identify strategic and coordinated funding sources for implementation of actions that offer anticipated high job and wealth creation outcomes
- ◆ Pursue opportunities with state agencies and departments that result in increased investment, procurement, and/or private-sector job creation
- ◆ Educate the public and investors about the Region’s economic development activities, the value they offer and the job and wealth creation opportunities they can garner

Objective 4:

DEVELOP A NEXT ECONOMY GOVERNANCE STRUCTURE THAT ENSURES IMPLEMENTATION AND ACCOUNTABILITY

Strategies:

- ◆ Align strategic objectives 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
- ◆ Enact a formal Agreement among principal organizations specifying roles and performance obligations toward Next Economy execution
- ◆ Track implementation progress, manage accountability, report regularly, celebrate successes and adjust strategies and actions as necessary for efficiency and maximum return on investment for economic development activities
- ◆ Examine merits associated with completion of a region-wide Comprehensive Economic Development Strategy (CEDs)

-END-

ITEM IV-C - INFORMATION

CAPITAL REGION OCCUPATIONAL OUTLOOK AND CRITICAL CLUSTERS

BACKGROUND:

It is the goal of Sacramento Works to invest in occupational clusters that prepare job seekers for career pathways to middle and high skilled jobs that ensure upward mobility and self-sufficiency. Sacramento Works also places a high priority on identifying and serving vulnerable populations who have barriers to employment and providing them with contextual career technical education, inclusive of basic skills remediation, which leads to credentials and degrees in occupations critical to the growth of the region.

Since 2007, Sacramento Works, Inc. has identified occupational clusters that are *critical* to the regional economy and has established a goal to target Workforce Investment Act funds to train a workforce to meet the demands of regional employers in the critical occupational clusters. The occupations contained in each of the clusters are selected based on a variety of criteria, including absolute growth, replacement need and/or percent growth for the forecast period. Data is provided by Economic Modeling Solutions Inc. (EMSI) and updated quarterly on www.careergps.com. In addition to the clusters stated below, Sacramento Works has targeted training in the Clean Energy Technology sector. The majority of clean energy technology related occupations are reflected within the Administrative and Support Services, Architecture and Engineering, Construction, Installation, Maintenance, and Repair, and Transportation and Production Critical Occupational Clusters (*).

Critical Occupational Cluster Demand Projections – 2012-2017					
Critical Occupational Cluster	Total Jobs	New Jobs	Replacement Jobs	Job Openings	Median Hourly Earnings
Administrative and Support Services*	293,949	5,092	5,985	11,077	\$22.35
Architecture and Engineering*	9,113	132	203	335	\$49.47
Construction*	41,403	460	815	1,275	\$22.40
Healthcare and Support Services	70,528	2,408	1,155	3,563	\$24.34
Human Services	22,046	323	524	846	\$20.87
Information Technology	35,213	531	632	1,163	\$35.89
Installation, Maintenance and Repair*	24,440	303	495	799	\$22.27
Tourism and Hospitality	39,959	1,024	791	1,814	\$12.05
Transportation and Production*	85,534	1,451	2,074	3,525	\$18.35
Totals	622,185	11,724	12,674	24,397	\$25.33

The Planning/Oversight Committee of Sacramento Works has been analyzing the critical occupational clusters, comparing them to the fastest growing occupations in the region and the occupations with the most projected job openings (new and replacement jobs) and working to align the critical occupational clusters with the six core business clusters identified in the **Next Economy** Capital Region Prosperity Plan. The six clusters that were identified for investment and expansion based on their job and wealth creation potential, include:

- Advanced Manufacturing
- Agriculture & Food
- Clean Energy Technology
- Education & Knowledge Creation
- Information & Communications Technology
- Life Sciences & Health Services

A high-level comparison of the Sacramento Works Critical Occupational Clusters and the **Next Economy** Core Business Clusters reveals the following:

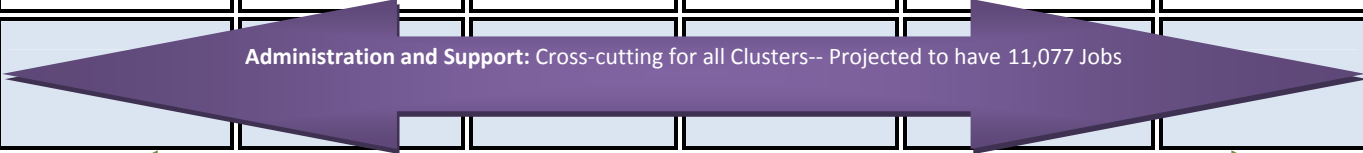


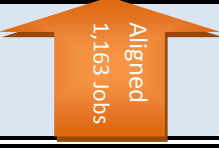
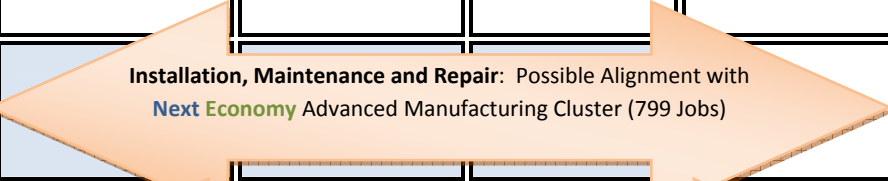
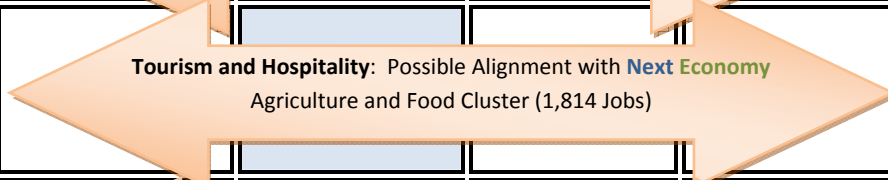
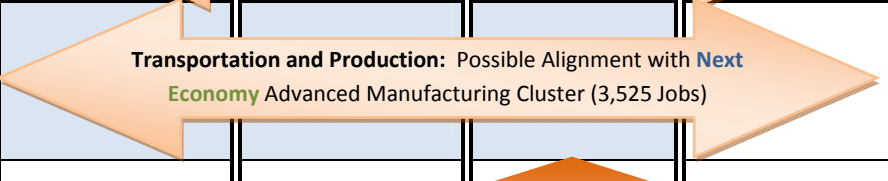
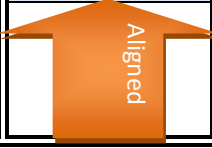
- There are three clusters that appear to be aligned:
 - Health Care and Support Services = Life Sciences and Health Services
 - Information Technology = Information & Communication Technologies
 - Clean Energy Technology = Clean Energy Technology
- There appears to be partial alignment between the following **Next Economy** and Sacramento Works clusters, but more analysis is needed to identify the occupations to target:
 - Advanced Manufacturing = Installation, Maintenance and Repair and Transportation and Production
 - Agriculture and Food = Tourism and Hospitality
- There is one **Next Economy** cluster selected for its potential for job and wealth creation and two Sacramento Works clusters in which demand has shifted to occupations requiring degrees beyond a Baccalaureate. While these clusters may continue to be considered critical occupations for the Workforce

- Investment Act Youth programs, they may not be the focus of the Workforce Investment Act Adult and Dislocated Worker programs, which focuses on occupations requiring short to moderate term training and certifications:
 - Education and Knowledge Creation – **Next Economy**
 - Architecture and Engineering – Sacramento Works
 - Human Services – Sacramento Works
- There are Sacramento Works Critical Occupational Clusters that were not defined as core business clusters through Next Economy, but are projected to have a large number of job openings that pay self-sufficiency wages, require short term training and which will be needed to support growth in all of the Next Economy clusters and the broader regional economy:
 - Administrative and Support Services
 - Construction

The Planning/Oversight Committee is continuing to review labor market and occupational research and will provide the full board with a recommendation on occupational clusters to target at the next meeting of the Sacramento Works Board in January.

NextEconomy Regional Clusters

Critical Occupational Clusters – Sacramento Works

	Advanced Manufacturing	Agriculture & Food	Clean Energy Technology	Education & Knowledge	Information & Communications Technology	Life Sciences & Health Services
Administrative & Support Occupations	 Administration and Support: Cross-cutting for all Clusters-- Projected to have 11,077 Jobs					
Construction/Architecture & Engineering	 Construction/Architecture & Engineering: Cross cutting for all clusters - Sacramento Works Critical Occupation 1,275 Jobs					
Healthcare & Support Services						 Aligned 3,563 Jobs
Information Technology					 Aligned 1,163 Jobs	
Installation, Maintenance, & Repair	 Installation, Maintenance and Repair: Possible Alignment with Next Economy Advanced Manufacturing Cluster (799 Jobs)					
Tourism & Hospitality	 Tourism and Hospitality: Possible Alignment with Next Economy Agriculture and Food Cluster (1,814 Jobs)					
Transportation & Production	 Transportation and Production: Possible Alignment with Next Economy Advanced Manufacturing Cluster (3,525 Jobs)					
Clean Energy Technology			 Aligned			

Comparison of Growing Occupations by Education/Training Level

Sacramento Region (El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba Counties)

2012 – 2017

Cluster*	Fastest Growing Occupations (New Jobs from Absolute Growth - 5 year period)	Education/Training Level	Largest Growing Occupations (New Jobs and Replacement Demand – Annual)	Cluster*	
8	Combined Food Preparation and Serving Workers, Including Fast Food (20% or 3,852 jobs)	Short Term On-the-Job Training	Retail Salespersons (1,532 jobs)	10	
10	Retail Salespersons (9% or 2,948 jobs)		Cashiers (1,328 jobs)	10	
4	Personal Care Aides (28% or 2,773 jobs)		Combined Food Preparation and Serving Workers, Including Fast Food (1,311 jobs)	8	
1	Maids and Housekeeping Cleaners (14% or 2,634 jobs)		Waiters and Waitresses (1,053 jobs)	8	
9	Heavy and Tractor-Trailer Truck Drivers (15% or 2,216 jobs)		Office Clerks, General (950 jobs)	1	
8	Waiters and Waitresses (17% or 2,109 jobs)		Maids and Housekeeping Cleaners (849 jobs)	1	
1	Office Clerks, General (6% or 1,989 jobs)		Childcare Workers (800 jobs)	5	
10	Cashiers (9% or 1,814 jobs)		Heavy and Tractor-Trailer Truck Drivers (736 jobs)	9	
	Janitors and Cleaners, Except Maids and Housekeeping Cleaners (9% or 1,722 jobs)		Janitors and Cleaners, Except Maids and Housekeeping Cleaners (692 jobs)	1	
1	Home Health Aides (31% or 1,359 jobs)		Customer Service Representatives (663 jobs)	1	
8	Cooks, Restaurant (19% or 1,087 jobs)		Moderate Term On-the-Job Training	Bookkeeping, Accounting, and Auditing Clerks (343 jobs)	1
1	Bookkeeping, Accounting, and Auditing Clerks(7% or 978 jobs)			Cooks, Restaurant (341 jobs)	8
4	Medical Secretaries (15% or 836 jobs)			Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products (275 jobs)	9
9	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products (9% or 610 jobs)	Police and Sheriff's Patrol Officers (255 jobs)		1	
4	Medical Assistants (12% or 568 jobs)	Maintenance and Repair Workers, General (246 jobs)		7	
7	Maintenance and Repair Workers, General (8% or 563 jobs)	Medical Secretaries (244 jobs)		4	
3	Painters, Construction and Maintenance (12% or 471 jobs)	Medical Assistants (188 jobs)		4	
1	Loan Officers (14% or 394 jobs)	Painters, Construction and Maintenance (179 jobs)		3	
4	Pharmacy Technicians (16% or 310 jobs)	Loan Officers (150 jobs)		1	
1	Police and Sheriff's Patrol Officers (4% or 253 jobs)	Pharmacy Technicians (95 jobs)		4	

Excludes SOC Classified occupations identified as "All-Other"

Source: EMSi Occupational Forecast Data – 2nd quarter 2012

*Critical Occupational Cluster Key: 1=Administrative & Support Services; 2=Architecture & Engineering; 3=Construction; 4=Healthcare & Support Services; 5=Human Services; 6=Information Technology; 7=Installation, Maintenance & Repair; 8=Tourism/Hospitality; 9=Transportation & Production; 10=Non-Critical Occupations

1	Coaches and Scouts (15% or 327 jobs)	Long Term On-the- Job Training	Carpenters (226 jobs)	3
10	Musicians and Singers (11% or 306 jobs)		Musicians and Singers (130 jobs)	10
1	Photographers (4% or 253 jobs)		Coaches and Scouts (121 jobs)	1
5	Interpreters and Translators (8% or 211 jobs)		Photographers (111 jobs)	1
10	Purchasing Agents, Except Wholesale, Retail, and Farm Products (8% or 146 jobs)		Interpreters and Translators (109 jobs)	5
3	Electricians (4% or 121 jobs)		Electricians (108 jobs)	3
7	Industrial Machinery Mechanics (11% or 114 jobs)		Farmers, Ranchers, and Other Agricultural Managers (93 jobs)	10
1	Firefighters (5% or 111 jobs)		Plumbers, Pipefitters, and Steamfitters (91 jobs)	3
7	Machinists (12% or 107 jobs)		Claims Adjusters, Examiners, and Investigators (85 jobs)	1
7	Telecommunications Line Installers and Repairers (15% or 107 jobs)		Firefighters (82 jobs)	1
1	First-Line Supervisors of Office and Administrative Support Workers (6% or 875 jobs)	Work Experience in a Related Field	First-Line Supervisors of Office and Administrative Support Workers (595 jobs)	1
8	First-Line Supervisors of Food Preparation and Serving Workers (13% or 830 jobs)		First-Line Supervisors of Retail Sales Workers (421 jobs)	10
10	Real Estate Brokers (13% or 796 jobs)		First-Line Supervisors of Food Preparation and Serving Workers (303 jobs)	8
10	Self-Enrichment Education Teachers (17% or 616 jobs)		Real Estate Brokers (293 jobs)	10
1	Executive Secretaries and Executive Administrative Assistants (6% or 521 jobs)		Executive Secretaries and Executive Administrative Assistants (227 jobs)	1
10	First-Line Supervisors of Non-Retail Sales Workers (7% or 390 jobs)		First-Line Supervisors of Non-Retail Sales Workers (219 jobs)	10
10	First-Line Supervisors of Retail Sales Workers (3% or 381 jobs)		Self-Enrichment Education Teachers (180 jobs)	10
3	First-Line Supervisors of Construction Trades and Extraction Workers (5% or 235 jobs)		First-Line Supervisors of Construction Trades and Extraction Workers (166 jobs)	3
7	First-Line Supervisors of Mechanics, Installers, and Repairers (8% or 178 jobs)		First-Line Supervisors of Mechanics, Installers, and Repairers (96 jobs)	7
9	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand (15% or 161 jobs)		Administrative Services Managers (78 jobs)	1

Excludes SOC Classified occupations identified as "All-Other"

Source: EMSi Occupational Forecast Data – 2nd quarter 2012

***Critical Occupational Cluster Key: 1=Administrative & Support Services; 2=Architecture & Engineering; 3=Construction; 4=Healthcare & Support Services; 5=Human Services; 6=Information Technology; 7=Installation, Maintenance & Repair; 8=Tourism/Hospitality; 9=Transportation & Production; 10=Non-Critical Occupations**

10	Real Estate Sales Agents (14% or 4,169 jobs)	Postsecondary Vocational Award (non-degree)	Real Estate Sales Agents (1,501 jobs)	10
4	Nursing Aides, Orderlies, and Attendants (16% or 1,304 jobs)		Nursing Aides, Orderlies, and Attendants (363 jobs)	4
10	Insurance Sales Agents (14% or 968 jobs)		Insurance Sales Agents (350 jobs)	10
10	Hairdressers, Hairstylists, and Cosmetologists (13% or 746 jobs)		Hairdressers, Hairstylists, and Cosmetologists (261 jobs)	10
4	Licensed Practical and Licensed Vocational Nurses (14% or 577 jobs)		Licensed Practical and Licensed Vocational Nurses (226 jobs)	4
4	Emergency Medical Technicians and Paramedics (32% or 336 jobs)		Automotive Service Technicians and Mechanics (195 jobs)	7
4	Emergency Medical Technicians and Paramedics (32% or 336 jobs)		Dental Assistants (121 jobs)	4
1	Fitness Trainers and Aerobics Instructors (12% or 289 jobs)		Preschool Teachers, Except Special Education (108 jobs)	5
7	Automotive Service Technicians and Mechanics (5% or 279 jobs)		Fitness Trainers and Aerobics Instructors (97 jobs)	1
4	Dental Assistants (9% or 272 jobs)		Emergency Medical Technicians and Paramedics (88 jobs)	4
10	Manicurists and Pedicurists (11% or 175 jobs)			
4	Registered Nurses (14% or 2,401 jobs)	Associate Degree	Registered Nurses (782 jobs)	4
6	Computer Support Specialists (8% or 332 jobs)		Computer Support Specialists (172 jobs)	6
1	Appraisers and Assessors of Real Estate (8% or 277 jobs)		Appraisers and Assessors of Real Estate (126 jobs)	1
4	Dental Hygienists (11% or 222 jobs)		Dental Hygienists (86 jobs)	4
4	Radiologic Technologists and Technicians (17% or 218 jobs)		Radiologic Technologists and Technicians (63 jobs)	4
1	Paralegals and Legal Assistants (7% or 145 jobs)		Paralegals and Legal Assistants (58 jobs)	1
4	Medical and Clinical Laboratory Technicians (13% or 144 jobs)		Medical and Clinical Laboratory Technicians (50 jobs)	4
4	Medical Records and Health Information Technicians (15% or 126 jobs)		Medical Records and Health Information Technicians (42 jobs)	4
4	Respiratory Therapists 14% or 107 jobs)		Respiratory Therapists (36 jobs)	4
1	Veterinary Technologists and Technicians (14% or 98 jobs)		Interior Designers (35 jobs)	1

Excludes SOC Classified occupations identified as "All-Other"

Source: EMSi Occupational Forecast Data – 2nd quarter 2012

***Critical Occupational Cluster Key: 1=Administrative & Support Services; 2=Architecture & Engineering; 3=Construction; 4=Healthcare & Support Services; 5=Human Services; 6=Information Technology; 7=Installation, Maintenance & Repair; 8=Tourism/Hospitality; 9=Transportation & Production; 10=Non-Critical Occupations**

1 10 1 1 10 10 6 6 6 1	Personal Financial Advisors (3% or 4,050 jobs) Securities, Commodities, and Financial Services Sales Agents (29% or 2,695 jobs) Property, Real Estate, and Community Association Managers (13% or 1,301 jobs) Accountants and Auditors (8% or 1,024 jobs) Elementary School Teachers, Except Special Education (7% or 716 jobs) Market Research Analysts and Marketing Specialists (22% or 667 jobs) Computer Systems Analysts (5% or 456 jobs) Software Developers, Systems Software (9% or 402 jobs) Software Developers, Applications (8% or 383 jobs) Financial Analysts (12% or 359 jobs)	Bachelor Degree	Personal Financial Advisors (964 jobs) Securities, Commodities, and Financial Services Sales Agents (798 jobs) Accountants and Auditors (472 jobs) Property, Real Estate, and Community Association Managers (471 jobs) Elementary School Teachers, Except Special Education (366 jobs) Computer Systems Analysts (251 jobs) Secondary School Teachers, Except Special and Career/Technical Education (250 jobs) Market Research Analysts and Marketing Specialists (213 jobs) Middle School Teachers, Except Special and Career/Technical Education (148 jobs) Financial Analysts (138 jobs)	1 10 1 1 10 6 10 10 10 1
1 1 10 10 4 1 10 6 2 1	Management Analysts (15% or 1,518 jobs) Financial Managers (13% or 783 jobs) General and Operations Managers (3% or 439 jobs) Sales Managers (9% or 274 jobs) Medical and Health Services Managers (11% or 254 jobs) Marketing Managers (16% or 230 jobs) Chief Executives (5% or 208 jobs) Computer and Information Systems Managers (6% or 187 jobs) Architectural and Engineering Managers (7% or 106 jobs) Art Directors (7% or 89 jobs)	Bachelor Degree + Work Experience	Management Analysts (471 jobs) General and Operations Managers (330 jobs) Financial Managers (267 jobs) Chief Executives (154 jobs) Sales Managers (147 jobs) Medical and Health Services Managers (105 jobs) Marketing Managers (87 jobs) Computer and Information Systems Managers (83 jobs) Education Administrators, Elementary and Secondary School (52 jobs) Architectural and Engineering Managers (51 jobs)	1 10 1 10 10 4 1 6 10 2
10 10 10 10 5 10 10 10 10 10 5	Postsecondary Teachers (1% or 786 jobs) Medical Scientists, Except Epidemiologists (22% or 319 jobs) Lawyers (3% or 283 jobs) Pharmacists (13% or 216 jobs) Clinical, Counseling, and School Psychologists (8% or 211 jobs) Instructional Coordinators (9% or 159 jobs) Physical Therapists (12% or 139 jobs) Educational, Guidance, School, and Vocational Counselors (6% or 128 jobs) Environmental Scientists and Specialists, Including Health (6% or 125 jobs) Mental Health Counselors (13% or 122 jobs)	Doctorate, Masters, or First Professional Degree	Postsecondary Teachers (277 jobs) Lawyers (214 jobs) Clinical, Counseling, and School Psychologists (123 jobs) Pharmacists (87 jobs) Environmental Scientists and Specialists, Including Health (86 jobs) Medical Scientists, Except Epidemiologists (73 jobs) Instructional Coordinators (69 jobs) Educational, Guidance, School, and Vocational Counselors (69 jobs) Operations Research Analysts (61 jobs) Family and General Practitioners (55 jobs)	10 10 5 10 10 10 10 10 10 10 10

Excludes SOC Classified occupations identified as "All-Other"

Source: EMSi Occupational Forecast Data – 2nd quarter 2012

***Critical Occupational Cluster Key: 1=Administrative & Support Services; 2=Architecture & Engineering; 3=Construction; 4=Healthcare & Support Services; 5=Human Services; 6=Information Technology; 7=Installation, Maintenance & Repair; 8=Tourism/Hospitality; 9=Transportation & Production; 10=Non-Critical Occupations**

Education/Training Level – These data are provided by Economic Modeling Specialists, Inc. (EMSI). EMSI's educational attainment numbers are based on Census 1990, Census 2000, the Current Population Survey, and EMSI's demographic data. By combining these sources, EMSI interpolates for missing years and projects data at the county level. Educational attainment data cover only the population aged 25 years or more and indicate the highest level achieved. These levels are not necessarily the only way an individual can become qualified to perform the duties of a given occupation. Other combinations of education, training, and/or experience may also be appropriate for job entry.

Short-Term On-The-Job Training - Skills needed to be fully qualified can be acquired on the job during a short demonstration of job duties or during 1 month or less of on-the-job experience or instruction.

Moderate-Term On-The-Job Training - Skills needed to be fully qualified can be acquired on the job during 1 to 12 months of combined on-the-job experience and informal training.

Long-Term On-The-Job Training - More than 12 months of on the job training or combined Work Experience and formal classroom instruction. Includes formal and informal apprenticeships that may last up to 5 years.

Work Experience in a Related Field - Work Experience in a related occupation. Many occupations requiring Work Experience are management occupations.

Post Secondary Vocational Award - Programs may last from only a few weeks to more than a year. Programs typically lead to a certificate or other award but not a degree.

Associate's Degree - Completion of the degree usually requires at least 2 years of full-time academic study.

Bachelor's Degree - Completion of the degree usually requires at least 4 years of full-time academic study.

Bachelor's Degree + Work Experience - Most occupations in this category are management occupations. All require experience in a related non-management position for which a bachelor or higher degree is usually required.

Doctorate, Masters, or First Professional Degree -

Excludes SOC Classified occupations identified as "All-Other"

Source: EMSI Occupational Forecast Data – 2nd quarter 2012

***Critical Occupational Cluster Key:** 1=Administrative & Support Services; 2=Architecture & Engineering; 3=Construction; 4=Healthcare & Support Services; 5=Human Services; 6=Information Technology; 7=Installation, Maintenance & Repair; 8=Tourism/Hospitality; 9=Transportation & Production; 10=Non-Critical Occupations

ITEM IV-D – INFORMATION

UPDATE ON ENACTMENT OF ASSEMBLY BILL 554 – COORDINATION WITH JOINT APPRENTICESHIP TRAINING COMMITTEES

BACKGROUND:

In October, 2011, AB554 was passed into law. This bill requires the California Workforce Investment Board and each local board to ensure that programs and services funded by the Workforce Investment Act of 1998 and directed to apprenticeable occupations, including pre-apprenticeship training, are conducted in coordination with one or more apprenticeship programs approved by the Division of Apprenticeship Standards for the occupation and geographic area. The bill also requires the California Workforce Investment Board and each local board to develop a policy of fostering collaboration between community colleges and approved apprenticeship programs in the geographic area to provide pre-apprenticeship training, apprenticeship training, and continuing education in apprenticeable occupations through the approved apprenticeship programs.

SETA/Sacramento Works has a policy of collaborating with approved pre-apprenticeship and apprenticeship programs to prepare workers for critical occupational sectors and has a long history of working with the colleges of the Los Rios Community College District, Northern California Construction Training, and Joint Apprenticeship Training Coordinators in the Sacramento region to fund pre-apprenticeship training programs and assess, screen, refer, enroll, and provide support services (tools, boots, financial assistance) to career center customers in apprenticeship training programs.

SETA/Sacramento Works is currently developing the five-year Workforce Investment Act Plan and will be working with the labor representatives on the Sacramento Works, Inc. board (Central Labor Council, Sacramento Sierra Building and Construction Trade Council, California Teachers Association, Sacramento Area Electrical Training Center, and California School Employees Association), representatives of approved pre-apprenticeship training programs, the Sacramento Valley Apprenticeship Coordinators Association, and other interested parties to improve coordination and foster collaboration between community colleges, local one-stop career centers and approved apprenticeship programs.

ITEM IV-E - INFORMATION –

IMPLEMENTATION OF WIA TRAINING EXPENDITURE POLICY

BACKGROUND:

PURPOSE

The purpose of this policy is to provide guidance to SETA service providers and staff for implementing Workforce Investment Act (WIA) training expenditure requirements imposed by Senate Bill (SB) 734, as outlined in the Employment Development Department Workforce Services Directive WSD11-9.

REQUIRED TRAINING EXPENDITURE LEVELS

Beginning July 1, 2012, SETA is required to expend at least 25% of the Adult and Dislocated Worker formula funds on workforce training services. A portion of the minimum training expenditure requirement (up to 10 % of the original Adult and Dislocated Worker expenditures) may be met by applying designated leveraged resources used for training services (see “Leveraged Resources” section of this policy).

Beginning July 1, 2016, the minimum training expenditure requirement for Adult and Dislocated Worker formula fund expenditures will increase from 25% to 30%. A portion of the minimum training expenditure requirement (up to 10 % of the original Adult and Dislocated Worker expenditures) may be met by applying designated leveraged resources used for training services (see “Leveraged Resources” section of this policy).

TRAINING SERVICES

In order to apply toward the minimum training expenditure requirement, formula funds and leveraged resources must be expended on WIA Adult or Dislocated Worker participants enrolled in a training activity and entered into the SacWorks Management Information System (MIS). These funds must be spent on training services as defined in Title 20 CFR Section 663.508:

A program of training services is one or more courses or classes, or a structured regimen, that upon successful completion, leads to: (1) a certificate, credential, or associate degree (2) the skills or competencies needed for a specific job or jobs, an occupation or occupational group, or generally, for many types of jobs or occupations, as recognized by employers and determined prior to training.

Examples of training services include:

- Occupational skills training, including training for nontraditional employment
- On-the-job training (OJT)
- Programs that combine workplace training with related instruction, which may include cooperative education programs
- Training programs operated by the private sector

ITEM IV-E – INFORMATION (continued)

Page 2

- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training¹
- Adult education and literacy activities *provided in conjunction with one or more of the other training services listed above*
- Customized training conducted with a commitment by an employer or group of employers to employ, or continue to employ, an individual upon successful completion of the training.

All participants receiving training must have a completed training plan that is tied to a specific or broad occupational goal. With the exception of OJT and customized training, all training services listed above will require that the training provider be on the State of California's Eligible Training Provider List (ETPL).

Internships, Work Experience, and Supportive Service expenditures are not considered training services, and may not be used to meet the minimum training percentage requirement.²

LEVERAGED RESOURCES

Leveraged resources may be used to meet a portion of the minimum training expenditure requirement in an amount of up to 10% of the Adult and Dislocated Worker expenditures.

Only the type of funds listed below may be utilized as part of the 10% credit:

- I. Federal Pell Grants established under Title IV of the High Education Act of 1965
- II. Public programs authorized by the Workforce Investment Act of 1998³
- III. Trade Adjustment Assistance
- IV. Department of Labor National Emergency Grants
- V. Match funds from employers, industry, and industry associations⁴

¹ Job readiness training includes services that teach skills needed to be successful in the workplace, rather than the skills needed to get into the workplace. See Definition section of policy.

² Staffing and overhead costs associated with case managing a participant enrolled in a training activity may NOT be used to meet the minimum training expenditure requirement.

³ Examples include Job Corps, Migrant Seasonal Farm Worker, WIA Youth Program, WIA Title II Adult Education and Literacy, national and state WIA discretionary grants

⁴ Including the employer paid portion of OJTs and customized training contracts.

VI. Match funds from joint labor-management trusts

VII. Employment Training Panel grants

In the event that SETA enters into an agreement for cohort training with a service provider, the service provider must report leveraged resources on the Summary of Training Expenditures and Leveraged Resources, when invoicing SETA. Additionally, the service provider must keep sufficient records of the leveraged resources that can be independently verified. Examples of sufficient records would include:

- A commitment letter or written agreement from an employer or training provider
- A training agreement with an employer detailing the employer's contribution
- A copy of the Pell Grant award letter or relevant correspondence from the school
- An executed worksite agreement and participant time record
- A participant progress report and/or evidence of completion

DEFINITIONS

Cash Contributions – Federal and/or non-federal contributions of funds made available for training services. *Examples include federal and/or non-federal money received from employers, foundations, private entities, local governments, etc.*

In-Kind Contributions – Federal and/or non-federal contributions of non-cash resources used for training services. *Examples include donated personnel, services, or use of equipment or space.*

Job Readiness Training - Job readiness training includes services that teach skills needed to be successful in the workplace, rather than skills needed to get into the workplace. For example, job readiness training courses could teach WIA clients skills such as how to communicate in an office environment, how to function as part of a team, or how to work in a deadline-driven workplace. In each of these instances, the focus of the training would be on competencies needed to succeed during the workday while on the job. The focus of job readiness training is not on the skills needed to find and apply for a job, for example, services that focus on the way one conducts a job search, or how to do an interview, or how to write a resume.

Leveraged Resources – All federal and non-federal resources (cash contributions and in-kind contributions) used for training services. Leveraged resources must be allowable and auditable under the WIA program, and meet the requirements included in the “*Leveraged Resources*” section of this policy.

Match – Resources expended to support training services, if required as a condition of funding. Match resources can be cash match and/or in-kind contribution match. Match resources must meet the requirements included in the “*Leveraged Resources*” section of this policy.

ITEM IV-F - INFORMATION

BUSINESS LEADERS UNITED MEETING IN WASHINGTON D.C.

BACKGROUND:

Board Member Gary King was invited to participate in a two day meeting of Business Leaders United (BLU) for Workforce Partnerships in early October. The BLU has a five point program to guide the nation's policy makers to help close America's skills gap. These include:

1. Invest More in Skills: We believe there is a role for government to fund those effective employer-led workforce initiatives that can demonstrate success.
2. Target Industry Credentials: As employers, we need skilled employees and industry-recognized credentials help us determine if applicants have those skills
3. Expand Sector Partnerships: Good things happen when employers from a similar industry come together to address common workforce problems.
4. Support Institutional Partnerships: Community colleges and other training schools help us as employers when we help design the program
5. Accelerate hires through OJT: We know that on-the-job training works because we, the employers, make it work and it usually turns into a full-time job.

Mr. King will provide an overview of the activities and key points derived from these meetings.

ITEM IV-G – 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 November 19, 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
Official	6/1/2012	Statewide Safety & Signs, Inc. 7920 Cucamonga Avenue Sacramento, CA 95826	8/14/2012	34	Declined Services
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	9/19/2012
Official	8/6/2012	Microsemi 105 Lake Forest Way Folsom, CA 95630	9/30/2012	130	9/25/2012
Official	8/17/2012	Wise Buys Liquidators, Inc. 8457 Elk Grove Blvd. Elk Grove, CA 95758	10/31/2012	20	Packets Delivered
Official	8/23/2012	Xerox State Healthcare, LLC 1501 Capitol Avenue , Suite #71 Sacramento, CA 95814	10/20/2012	4	Declined Services
Official	9/25/2012	Comcast 4450 East Commerce Way Sacramento, CA 95834	11/30/2012	400	10-29-12 11-13-12 ~ 11/20/12
Official	9/27/2012	Campbell Soup 6200 Franklin Boulevard, Sacramento, CA 95824	7/1/2013	700	11/17/12 11/27/12 additional dates
Unofficial	10/1/2012	RockTenn 4800 Florin Perkins Rd Sacramento, CA 95826	10/5/2012	4	10/8/2012
Official	11/13/2012	Hostess Brands 1324 Arden Way Sacramento, CA 95815	12/1/2012	300	Pending
	11/14/2012	Capital Nursery 4700 Freeport Blvd Sacramento, CA 95822	1/14/2013	unknown	Pending
			Total # of Affected Workers	2,382	

ITEM IV-H – 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 Activity Report

July 1 - November 19, 2012

EMPLOYER	JOBS	NO OF POSITIONS
Aamcom	Customer Service Representative (CSR)	4
ACS Roofing Company	Roofing Installer	2
Academic Advantage	Enrollment Representative	4
Advanced Call Center Technologies	Call Center Representatives	120
	Customer Service & Sales Associates	35
	Office Assistant	1
	Receptionist	1
	Supervisor II	15
ALSCO, Inc.	Account Sales Consultant	1
	Maintenance Technician	1
	Utility Laundry Worker	1
American River Package One	Assistant Machine Operator	5
AMERIGAS	Customer Service Agent	32
Americans Helping America	Computer Technician	4
AppleOne Employment Services	Customer Service Representative (CSR)	10
Atlas Disposal Industries	Diesel Mechanic	1
Atrium of Carmichael	Housekeeping Worker	3
Berger Steel Corporation	Welders	5
Butler's Environmental Cleaning Services	Truck Wash Technician	5
C&H Sugar Company, Inc.	Maintenance Supervisor	1
	Western Regional Sales Manager	1
	Assistant Buyer	1
Cal Electro, Inc.	Electrical Lineman	1
Campbell Soup Company	Seasonal Forklift Operators	20
Cayuse Technologies	Computer Programmer	4
Center for Employment Training	Recruiter	1
Certified Employment Group	Bilingual Customer Service Representatives (Armenian, Cantonese, Farsi, Laotian and Korean)	35
Genveo	Facilities Maintenance Technician	1
Child Development Inc.	Associate Teachers	5
Community Link Capital Region	Resource Database Technician	1
Composite Engineering, Inc.	CNC Machinist (Computer Numerically Controlled Machinist)	1
Cover the Kids	Health Program Specialist	1
Creating Answers-Powell & Associates	Part-Time Administrative Assistant	1
Crossroads Diversified Services	Youth Specialist	1
Easy Circulation Promotions	Promotion Specialist	7
	Sales Representative	7
Effie Yeaw Nature Center	Development Associate	1
eVerifile	Customer Service Representative (CSR)	25
	Team Manager	1
Folsom OK Tire Stores, Inc.	Auto Mechanic	1
	Tire Technician	1
Foothill Associates	Biologist	1
Fresh Market Inc.	Assistant Deli Manager	3
	Assistant Front End Manager	2
	Assistant Grocery Specialist	2
	Assistant Produce Manager	2
	Baker	2
	Bakery Manager	1
	Bulk Specialist	2
	Cheese Specialist	2
	Coffee/Candy Specialist	1
	Floral/Gift Specialist	2
	Grocery Specialist	2
	Meat Cutter	2
	Seafood Specialist	2
FRSTeam	Marketer	1

Employer Activity Report

July 1 - November 19, 2012

EMPLOYER	JOBS	NO OF POSITIONS
General Produce Company	Delivery Route Drivers	5
	Part Time Retail Merchandiser	1
General Truss Company Inc.	Class A Truck Driver	10
	Crane Operator	1
Girl Scouts Heart of Central California	Volunteer Management Specialist	1
Girls on the Run Greater Sacramento, Inc.	Council Director	1
International Line Builders, Inc.	Account Clerk I (Temporary)	1
J C Penney Portrait Studio	Studio Team Member	10
KidsFirst	Human Resources Manager (HR Manager)	1
L-3 Narda Microwave-West	Machinist	1
	Process Engineer	1
	Top Level Assemblers	3
Lancaster Burns Construction, Inc.	Structural Steel Fabricators/Welders	2
Lewis Group of Companies	Groundskeeper	20
Los Rios Community College	Accountant	1
	Admissions/Records Clerk I (Temporary)	2
	Aeronautics Adjunct Assistant Professor Pool (SCC)	1
	Campus Patrol On-Call Pool (Temporary)	1
	Chief of Police	1
	College Police Officer	2
	Commercial Music Adjunct Assistant Professor Pool	1
	Confidential Administrative Assistant III	1
	Custodian (2 Positions)	1
	Financial Aid Supervisor	1
	Head Custodian	1
	Heating/Ventilation/Air Conditioning (HVAC)/Plumbing Supervisor	1
	Lead Maintenance Plumber	1
	Library/Media Technical Assistant (Temporary)	1
	Mechanical/Electrical Systems Technician	1
	Payroll Supervisor	1
	Police Communication Dispatcher	1
	Pre-Apprenticeship Adjunct Assistant Professor	1
	Pre-Apprenticeship Adjunct Assistant Professor (Utility Line Worker and/or Gas)	1
	Psychology Adjunct Assistant Professor Pool (Biological Psychology Class)	1
	Recruitment Training Officer (RTO) - SRPSTC - Basic Law Enforcement Academy (Temporary)	1
	Senior Buyer/Contract Specialist	1
	Shop/Field Mechanic	1
	Special Projects - Education Coach, College to Career (C2C) (Temporary)	2
	Student Government Adjunct Assistant Professor	1
	Student Personnel Assistant - Student Services (Temporary)	1
	Vice President of Student Services	1

Employer Activity Report

July 1 - November 19, 2012

EMPLOYER	JOBS	NO OF POSITIONS
Marshalls	Merchandise Associates	21
Mascon, Inc.	Customer Service Specialist	1
Mass Mutual	FINANCIAL SERVICES REPRESENTATIVE	10
Microform Precision	Account Manager	1
	Painter	1
	Shipping Clerk	1
	Shipping Team Leader	1
	Utility Worker	1
	Welder	1
Mojo Distribution	Shipping Receiving Clerk	1
Netbuilds	Lead Construction Working Superintendent	1
Pacific Coast Producers	PLC Technician	1
Pacific Fresh Seafood	Night Warehouse Clerk	1
Pacific Gas and Electric Company	Utility Worker	30
	Hydro Utility Worker - GC (Auburn)	1
	Utility Worker - GC (Angels Camp)	1
Pacific Housing, Inc.	Resident Services Specialist	1
Paramount Petroleum Corporation	Terminal Operator	1
The Plus Group, Inc.	MAINTENANCE MECHANIC/MILLWRIGHT	1
The Pool Doctor	SWIMMING POOL & SPA SERVICE/REPAIR TECH	1
Pride Staff	Production and Manufacturing Technician	50
Sacramento Loaves & Fishes	Accountant/Bookkeeper	1
Sacramento Public Library	General Service Worker / Driver	1
	Professional Custodians	6
	Senior Accounts Payable Technician	1
Sacramento Regional Transit District	Customer Service Representative III	1
Salvation Army Sac Metro	On-Call Property Manager	1
	Receptionist	1
Save Mart Supermarkets	Commercial Driver	12
Scholastic Corporation	Part-Time Warehouse Workers	20
ServiceMaster	Branch Sales Professional/Sales Representative	1
Sing Inc.	PT - Member Services Admin	1
	Singing Coach	2
Special Order Systems - SOS	Executive Administrative Assistant	1
	Office Assistant	2
	Project Coordinator	1
	Service Coordinator	1
St. Marks United Methodist Church	Custodian	1
Tony's Fine Foods, Inc.	Accounts Payable Specialist	2
	Accounts Receivable Specialist	1
	Administrative Assistant	1
	Class A Route Driver	1
	Class B Driver	1
	Class B Route Driver - Berkeley	1
	Class C Delivery Driver	1
	Facilities Support	1
	Information Technology	1
	IT Software Support	1
	Jr. Financial Analyst	1
	Order Selector	6
	Pricing Analyst	1
	Pricing Specialist	1
	Receptionist	1
	Vehicle Washer	1

Employer Activity Report

July 1 - November 19, 2012

EMPLOYER	JOBS	NO OF POSITIONS
The UPS Store	Sales Associate	1
Visiting Angels Senior Home Care	In-home Caregivers	10
Warehouse Markets	Cashier	100
Western & Southern Life Insurance	Sale Representative	10
Work Truck Solutions	Regional Customer Success Manager	1
	Regional Inside Sales and Marketing Consultant	1
	Regional Outside Sales and Marketing Consultant	1
	Virtual Office Manager	1
Zaharis Landscaping	Laborer - Landscaping and Groundskeeping	2
TOTAL		814

ITEM IV-I – INFORMATION

UNEMPLOYMENT UPDATE/PRESS RELEASE FROM THE EMPLOYMENT
DEVELOPMENT DEPARTMENT

BACKGROUND:

The unemployment rate for Sacramento County for the month October was 9.8%.

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 changes for second consecutive month**

The unemployment rate in the Sacramento-Arden Arcade-Roseville MSA was 9.8 percent in October 2012, up from a revised 9.7 percent in September 2012, and below the year-ago estimate of 11.4 percent. This compares with an unadjusted unemployment rate of 9.8 percent for California and 7.5 percent for the nation during the same period. The unemployment rate was 9.0 percent in El Dorado County, 8.9 percent in Placer County, 10.2 percent in Sacramento County, and 9.7 percent in Yolo County.

Between September 2012 and October 2012, total wage and salary employment located in the counties of El Dorado, Placer, Sacramento, and Yolo increased by 100 to total 825,400 jobs.

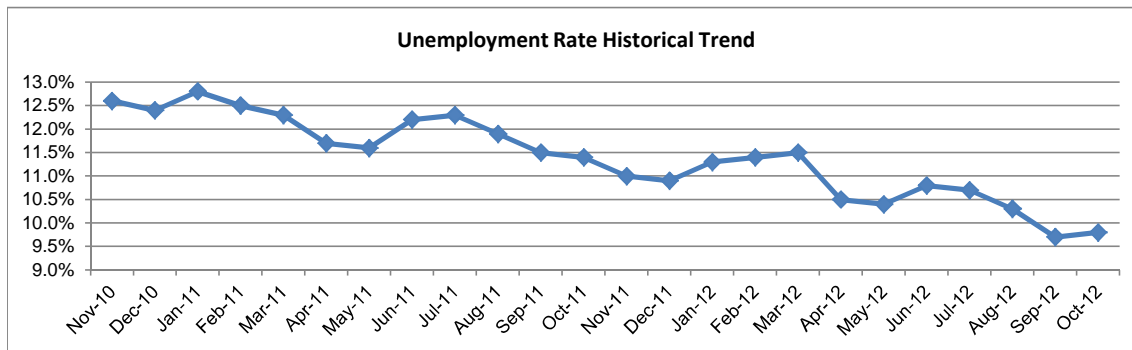
- Government expanded by 4,600 jobs. State government (up 3,200 jobs) and local government (up 1,400 jobs) accounted for the increase. Federal government was unchanged over the month.
- Education and health services gained 1,700 jobs. Health care and social assistance (up 1,100 jobs) and education services (up 600 jobs) accounted for the gain.
- Trade, transportation, and utilities increased by 1,300 jobs. Retail trade (up 800 jobs) accounted for the bulk of the growth. Transportation, warehousing, and utilities (up 400 jobs) and wholesale trade (up 100 jobs) accounted for the balance.
- On the downside, leisure and hospitality declined by 3,800 jobs. Accommodation and food services (down 3,500 jobs) and arts, entertainment, and recreation (down 300 jobs) accounted for the decrease.

Between October 2011 and October 2012, the total number of jobs located in the region increased by 15,000 or 1.85 percent.

- Trade, transportation, and utilities added 4,700 jobs. Retail trade (up 4,100 jobs) accounted for most of the increase. Transportation, warehousing, and utilities (up 300 jobs) and wholesale trade (up 300 jobs) accounted for the balance.
- Professional and business services increased by 4,300 jobs. Administrative and support and waste management and remediation services (up 3,400 jobs) and professional, scientific, and technical services (up 900 jobs) accounted for the increase. Management of companies and enterprises was unchanged over the year.
- Education and health services expanded by 3,000 jobs. Health care and social assistance (up 2,900 jobs) and education services (up 100 jobs) accounted for the gain.
- On the downside, government decreased by 1,300 jobs, largely in state government (down 1,000 jobs). Federal government cut back 400 jobs, while local government added 100 jobs.

IMMEDIATE RELEASE
 SACRAMENTO-ARDEN ARCADE-ROSEVILLE METROPOLITAN STATISTICAL AREA (MSA)
 (El Dorado, Placer, Sacramento, and Yolo Counties)

The unemployment rate in the Sacramento-Arden Arcade-Roseville MSA was 9.8 percent in October 2012, up from a revised 9.7 percent in September 2012, and below the year-ago estimate of 11.4 percent. This compares with an unadjusted unemployment rate of 9.8 percent for California and 7.5 percent for the nation during the same period. The unemployment rate was 9.0 percent in El Dorado County, 8.9 percent in Placer County, 10.2 percent in Sacramento County, and 9.7 percent in Yolo County.



Industry	Sep-2012	Oct-2012	Change		Oct-2011	Oct-2012	Change
	Revised	Prelim				Prelim	
Total, All Industries	825,300	825,400	100		810,400	825,400	15,000
Total Farm	9,700	8,800	(900)		8,800	8,800	0
Total Nonfarm	815,600	816,600	1,000		801,600	816,600	15,000
Mining and Logging	400	400	0		400	400	0
Construction	41,900	39,500	(2,400)		37,700	39,500	1,800
Manufacturing	34,000	34,300	300		32,300	34,300	2,000
Trade, Transportation & Utilities	135,700	137,000	1,300		132,300	137,000	4,700
Information	16,500	16,300	(200)		16,700	16,300	(400)
Financial Activities	48,500	48,600	100		47,400	48,600	1,200
Professional & Business Services	105,500	105,400	(100)		101,100	105,400	4,300
Educational & Health Services	106,100	107,800	1,700		104,800	107,800	3,000
Leisure & Hospitality	79,300	75,500	(3,800)		75,500	75,500	0
Other Services	28,100	27,600	(500)		27,900	27,600	(300)
Government	219,600	224,200	4,600		225,500	224,200	(1,300)

Notes: Data not adjusted for seasonality. Data may not add due to rounding
 Labor force data are revised month to month
 Additional data are available on line at www.labormarketinfo.edd.ca.gov
 Page 78

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

Area Name	Labor Force	Employment	Unemployment Number	Unemployment Rate	Census Ratios Emp	Census Ratios Unemp
Sacramento County	676,500	607,500	69,000	10.2%	1.000000	1.000000
Arden Arcade CDP	56,300	50,600	5,700	10.1%	0.083249	0.082638
Carmichael CDP	29,200	26,800	2,300	7.9%	0.044196	0.033389
Citrus Heights city	50,300	46,700	3,600	7.1%	0.076838	0.052031
Elk Grove CDP	35,100	32,200	2,900	8.3%	0.052995	0.042014
Fair Oaks CDP	17,200	16,200	900	5.5%	0.026690	0.013634
Florin CDP	12,600	10,600	2,000	16.0%	0.017414	0.029215
Folsom city	27,100	25,800	1,200	4.6%	0.042525	0.018086
Foothill Farms CDP	9,600	8,300	1,300	13.9%	0.013648	0.019477
Galt city	10,800	9,000	1,800	16.6%	0.014787	0.025876
Gold River CDP	4,800	4,700	100	2.0%	0.007807	0.001391
Isleton city	400	400	100	13.6%	0.000606	0.000835
La Riviera CDP	7,000	6,500	400	6.1%	0.010764	0.006121
Laguna CDP	20,500	19,300	1,100	5.5%	0.031834	0.016416
Laguna West Lakeside CDP	5,300	4,900	400	7.3%	0.008082	0.005565
North Highlands CDP	22,400	18,800	3,600	15.9%	0.030952	0.051475
Orangevale CDP	15,800	14,700	1,100	6.9%	0.024229	0.015860
Parkway South Sacramento CD	15,800	13,000	2,800	17.9%	0.021400	0.041180
Rancho Cordova City	30,700	27,100	3,600	11.7%	0.044619	0.052031
Rancho Murieta CDP	2,300	2,200	100	3.4%	0.003619	0.001113
Rio Linda CDP	5,700	4,800	900	16.1%	0.007917	0.013356
Rosemont CDP	13,900	12,700	1,200	8.6%	0.020867	0.017251
Sacramento city	214,400	188,700	25,600	12.0%	0.310678	0.371731
Vineyard CDP	5,900	5,600	300	5.2%	0.009185	0.004452
Walnut Grove CDP	500	300	100	24.9%	0.000569	0.001669
Wilton CDP	2,800	2,600	200	7.0%	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
October 2012 - Preliminary
 Data Not Seasonally Adjusted

COUNTY	RANK BY RATE	LABOR FORCE	EMPLOYMENT	UNEMPLOYMENT	RATE
STATE TOTAL	---	18,442,900	16,641,300	1,801,700	9.8%
ALAMEDA	11	773,000	706,100	66,900	8.6%
ALPINE	46	410	360	50	13.1%
AMADOR	31	16,620	14,810	1,820	10.9%
BUTTE	32	101,000	89,900	11,200	11.0%
CALAVERAS	37	19,390	17,060	2,330	12.0%
COLUSA	50	12,190	10,500	1,700	13.9%
CONTRA COSTA	10	531,100	486,200	44,900	8.5%
DEL NORTE	40	11,580	10,160	1,420	12.2%
EL DORADO	20	90,100	82,100	8,100	9.0%
FRESNO	50	440,700	379,600	61,000	13.9%
GLENN	36	12,940	11,410	1,530	11.8%
HUMBOLDT	22	60,200	54,500	5,600	9.3%
IMPERIAL	58	76,700	55,100	21,500	28.1%
INYO	17	9,240	8,430	810	8.8%
KERN	40	387,100	339,900	47,200	12.2%
KINGS	50	61,800	53,200	8,600	13.9%
LAKE	49	25,310	21,810	3,500	13.8%
LASSEN	29	13,370	11,950	1,420	10.6%
LOS ANGELES	26	4,840,100	4,339,200	500,900	10.3%
MADERA	44	64,800	56,700	8,100	12.5%
MARIN	1	139,700	131,600	8,100	5.8%
MARIPOSA	20	9,700	8,830	880	9.0%
MENDOCINO	14	42,270	38,580	3,690	8.7%
MERCED	55	110,100	93,900	16,200	14.7%
MODOC	40	3,680	3,230	450	12.2%
MONO	32	8,040	7,150	890	11.0%
MONTEREY	17	231,300	210,900	20,400	8.8%
NAPA	4	77,500	72,200	5,300	6.9%
NEVADA	14	49,850	45,490	4,360	8.7%
ORANGE	5	1,623,200	1,506,800	116,400	7.2%
PLACER	19	175,200	159,700	15,500	8.9%
PLUMAS	39	9,210	8,100	1,110	12.1%
RIVERSIDE	37	937,300	824,500	112,700	12.0%
SACRAMENTO	25	676,500	607,500	69,000	10.2%
SAN BENITO	26	26,100	23,400	2,700	10.3%
SAN BERNARDINO	34	856,300	760,000	96,300	11.2%
SAN DIEGO	11	1,601,700	1,464,800	137,000	8.6%
SAN FRANCISCO	3	476,400	443,800	32,600	6.8%
SAN JOAQUIN	48	300,500	259,600	41,000	13.6%
SAN LUIS OBISPO	6	143,400	132,900	10,500	7.3%
SAN MATEO	2	392,600	367,700	24,900	6.3%
SANTA BARBARA	6	230,100	213,400	16,700	7.3%
SANTA CLARA	9	924,300	851,700	72,600	7.9%
SANTA CRUZ	14	158,100	144,400	13,700	8.7%
SHASTA	35	85,000	75,200	9,800	11.5%
SIERRA	28	1,760	1,580	180	10.5%
SISKIYOU	45	19,440	16,970	2,460	12.7%
SOLANO	22	217,200	196,900	20,300	9.3%
SONOMA	8	265,400	245,100	20,300	7.6%
STANISLAUS	50	234,400	201,800	32,700	13.9%
SUTTER	56	41,800	35,600	6,200	14.9%
TEHAMA	40	25,170	22,090	3,080	12.2%
TRINITY	47	4,840	4,190	650	13.4%
TULARE	54	207,100	177,200	29,900	14.4%
TUOLUMNE	30	25,460	22,720	2,740	10.8%
VENTURA	11	440,000	401,900	38,100	8.6%
YOLO	24	97,000	87,600	9,400	9.7%
YUBA	57	27,500	23,200	4,300	15.8%

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.

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

Data Not Seasonally Adjusted

	Oct 11	Aug 12	Sep 12 Revised	Oct 12 Prelim	Percent Change	
					Month	Year
Civilian Labor Force (1)	1,035,800	1,044,000	1,041,300	1,038,900	-0.2%	0.3%
Civilian Employment	918,000	936,800	940,200	936,800	-0.4%	2.0%
Civilian Unemployment	117,800	107,200	101,100	102,000	0.9%	-13.4%
Civilian Unemployment Rate	11.4%	10.3%	9.7%	9.8%		
(CA Unemployment Rate)	11.3%	10.4%	9.7%	9.8%		
(U.S. Unemployment Rate)	8.5%	8.2%	7.6%	7.5%		

Total, All Industries (2)	810,400	823,100	825,300	825,400	0.0%	1.9%
Total Farm	8,800	9,800	9,700	8,800	-9.3%	0.0%
Total Nonfarm	801,600	813,300	815,600	816,600	0.1%	1.9%
Total Private	576,100	597,100	596,000	592,400	-0.6%	2.8%
Goods Producing	70,400	76,300	76,300	74,200	-2.8%	5.4%
Mining and Logging	400	400	400	400	0.0%	0.0%
Construction	37,700	42,400	41,900	39,500	-5.7%	4.8%
Construction of Buildings	10,100	10,700	10,700	10,500	-1.9%	4.0%
Specialty Trade Contractors	23,000	27,300	26,100	23,900	-8.4%	3.9%
Building Foundation & Exterior Contractors	5,200	6,800	6,700	5,800	-13.4%	11.5%
Building Equipment Contractors	9,500	9,800	9,600	9,400	-2.1%	-1.1%
Building Finishing Contractors	5,300	6,400	6,300	5,500	-12.7%	3.8%
Manufacturing	32,300	33,500	34,000	34,300	0.9%	6.2%
Durable Goods	21,700	22,500	22,800	23,100	1.3%	6.5%
Computer & Electronic Product Manufacturing	7,400	7,500	7,500	7,600	1.3%	2.7%
Nondurable Goods	10,600	11,000	11,200	11,200	0.0%	5.7%
Food Manufacturing	4,300	5,000	5,100	4,800	-5.9%	11.6%
Service Providing	731,200	737,000	739,300	742,400	0.4%	1.5%
Private Service Producing	505,700	520,800	519,700	518,200	-0.3%	2.5%
Trade, Transportation & Utilities	132,300	136,000	135,700	137,000	1.0%	3.6%
Wholesale Trade	23,000	23,200	23,200	23,300	0.4%	1.3%
Merchant Wholesalers, Durable Goods	11,900	12,100	12,100	12,100	0.0%	1.7%
Merchant Wholesalers, Nondurable Goods	8,800	8,800	8,900	9,000	1.1%	2.3%
Retail Trade	88,500	92,000	91,800	92,600	0.9%	4.6%
Motor Vehicle & Parts Dealer	11,000	11,200	11,200	11,300	0.9%	2.7%
Building Material & Garden Equipment Stores	7,000	7,000	7,100	7,100	0.0%	1.4%
Grocery Stores	16,600	16,900	17,000	17,100	0.6%	3.0%
Health & Personal Care Stores	5,400	5,600	5,600	5,600	0.0%	3.7%
Clothing & Clothing Accessories Stores	7,000	7,200	7,000	7,200	2.9%	2.9%
Sporting Goods, Hobby, Book & Music Stores	4,200	4,300	4,300	4,300	0.0%	2.4%
General Merchandise Stores	19,500	19,100	19,200	19,500	1.6%	0.0%
Transportation, Warehousing & Utilities	20,800	20,800	20,700	21,100	1.9%	1.4%
Information	16,700	16,400	16,500	16,300	-1.2%	-2.4%
Publishing Industries (except Internet)	2,800	2,800	2,800	2,800	0.0%	0.0%
Telecommunications	8,900	8,800	8,900	8,900	0.0%	0.0%
Financial Activities	47,400	47,900	48,500	48,600	0.2%	2.5%
Finance & Insurance	35,700	36,000	36,500	36,600	0.3%	2.5%
Credit Intermediation & Related Activities	12,500	12,200	12,400	12,500	0.8%	0.0%
Depository Credit Intermediation	7,800	7,400	7,500	7,500	0.0%	-3.8%
Nondepository Credit Intermediation	2,500	2,900	2,900	3,000	3.4%	20.0%
Insurance Carriers & Related	18,400	18,600	19,000	19,100	0.5%	3.8%
Real Estate & Rental & Leasing	11,700	11,900	12,000	12,000	0.0%	2.6%
Real Estate	9,000	9,000	9,100	9,100	0.0%	1.1%
Professional & Business Services	101,100	106,300	105,500	105,400	-0.1%	4.3%
Professional, Scientific & Technical Services	49,600	50,700	50,300	50,500	0.4%	1.8%
Architectural, Engineering & Related Services	8,600	8,600	8,600	8,500	-1.2%	-1.2%
Management of Companies & Enterprises	9,800	9,700	9,800	9,800	0.0%	0.0%
Administrative & Support & Waste Services	41,700	45,900	45,400	45,100	-0.7%	8.2%
Administrative & Support Services	39,500	43,900	43,300	43,100	-0.5%	9.1%
Employment Services	15,100	14,800	14,900	15,200	2.0%	0.7%

Data Not Seasonally Adjusted

	Oct 11	Aug 12	Sep 12 Revised	Oct 12 Prelim	Percent Change	
					Month	Year
Services to Buildings & Dwellings	10,400	10,500	10,400	10,400	0.0%	0.0%
Educational & Health Services	104,800	104,400	106,100	107,800	1.6%	2.9%
Education Services	13,100	11,900	12,600	13,200	4.8%	0.8%
Health Care & Social Assistance	91,700	92,500	93,500	94,600	1.2%	3.2%
Ambulatory Health Care Services	38,600	39,900	40,100	40,600	1.2%	5.2%
Hospitals	22,900	23,300	23,400	23,400	0.0%	2.2%
Nursing & Residential Care Facilities	14,500	14,600	14,700	14,700	0.0%	1.4%
Leisure & Hospitality	75,500	81,300	79,300	75,500	-4.8%	0.0%
Arts, Entertainment & Recreation	11,100	12,300	11,600	11,300	-2.6%	1.8%
Accommodation & Food Services	64,400	69,000	67,700	64,200	-5.2%	-0.3%
Accommodation	7,500	8,200	7,900	7,600	-3.8%	1.3%
Food Services & Drinking Places	56,900	60,800	59,800	56,600	-5.4%	-0.5%
Full-Service Restaurants	26,400	27,200	26,700	26,200	-1.9%	-0.8%
Limited-Service Eating Places	28,500	28,700	28,300	27,700	-2.1%	-2.8%
Other Services	27,900	28,500	28,100	27,600	-1.8%	-1.1%
Repair & Maintenance	7,600	7,700	7,600	7,600	0.0%	0.0%
Government	225,500	216,200	219,600	224,200	2.1%	-0.6%
Federal Government	14,000	13,700	13,600	13,600	0.0%	-2.9%
Department of Defense	1,700	1,700	1,700	1,700	0.0%	0.0%
State & Local Government	211,500	202,500	206,000	210,600	2.2%	-0.4%
State Government	109,200	104,900	105,000	108,200	3.0%	-0.9%
State Government Education	27,900	24,900	25,200	28,100	11.5%	0.7%
State Government Excluding Education	81,300	80,000	79,800	80,100	0.4%	-1.5%
Local Government	102,300	97,600	101,000	102,400	1.4%	0.1%
Local Government Education	60,000	54,700	59,000	60,700	2.9%	1.2%
County	18,200	17,600	17,500	17,600	0.6%	-3.3%
City	9,600	10,100	9,500	9,400	-1.1%	-2.1%
Special Districts plus Indian Tribes	14,500	15,200	15,000	14,700	-2.0%	1.4%

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.

#####

ITEM IV-J – 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.