



**WE PROSPER
TOGETHER**

Capital Region Leadership Council

Meeting Agenda & Materials

September 19, 2024

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Committee





Capital Region Leadership Council Meeting

Thursday, September 19, 2024, from 2:00 - 3:00 pm | Virtual via [Zoom](#)

AGENDA

- | | |
|--|--|
| 2:00 - 2:05 pm
<i>5 minutes</i> | Welcome & Framing
<i>Evan Schmidt, CEO, Valley Vision</i> <ul style="list-style-type: none">→ Action: Approval New Seated Member→ Milestone Achieved: Capital Region Economic Assessment submitted |
| 2:05 - 2:25 pm
<i>20 minutes</i> | Overview of Key WPT Activities
<i>Gretchen James, Project Manager, Valley Vision</i> <ul style="list-style-type: none">→ Action: Approve July Meeting Minutes→ Overview of key We Prosper Together activities→ Results of Project Inventory Analysis |
| 2:25 - 2:35 pm
<i>10 minutes</i> | Refining the Clusters: Employer Engagement
<i>Troels Adrian, Executive Vice President, GSEC</i> <ul style="list-style-type: none">→ Employer and Industry Engagement Update |
| 2:35 - 2:50 pm
<i>25 minutes</i> | Catalyst Action and Input Needed
<i>Renee John, Managing Director, Valley Vision</i> <ul style="list-style-type: none">→ Provide Input: Catalyst RFP content→ Action: Form Catalyst RFP Review Committee |
| 2:50 - 2:55 pm
<i>5 minutes</i> | Public Comments
<i>Gretchen James, Project Manager, Valley Vision</i> |
| 2:55 - 3:00 pm
<i>5 minutes</i> | Final Remarks, Questions & Closing
<i>Evan Schmidt, CEO, Valley Vision</i> <ul style="list-style-type: none">→ Provide Input: Leadership Engagement Survey |
| 3:15 pm | Thank you! |



Approval of Recommended Leadership Council Member

Recommendation: To approve Gabe Ross, Chief Strategy and Communications Officer, Los Rios Community College District, as a member of the We Prosper Together Leadership Council.

Background & Information Summary: The Review and Nominations Ad hoc Committee initially recommended Melanie Dixon, Executive Director at Project Attain to serve within the Required or At-Large Partners section representing a K-16 Educational Collaborative. However, Melanie has since left Project Attain. To maintain representation, the K-16 Educational Collaborative submitted a nomination form for Gabe Ross as her replacement.

As the Chief Strategy and Communications Officer through Los Rios Community College District, Gabe Ross leads the Communications and Media Relations Office, overseeing the district's comprehensive communication strategies and initiatives. Gabe's role is pivotal in ensuring that the Board of Trustees, faculty, and staff are well-supported in all areas of communications and media relations. With a focus on fostering clear and impactful communication, Gabe plays a crucial role in advancing the district's mission and vision. Gabe serves as a Steering Committee member of the K-16 Educational Collaborative and Los Rios CCD serves as the fiscal agent.

Additional information for your recommendation consideration includes:

- Per the current Operating Procedures, since this is the replacement of a seated member the Leadership Council makes the recommendation for appointment.



Monthly Capital Region Leadership Council Meeting Minutes

Thursday, July 18, 2024, from 2:00 – 4:00 pm | Virtual via Zoom

Leadership Council Attendees:

P	Adam Wilson	P	Gloria Stearns	E	Rana Ghadban
P	Adelita Serena	P	Ivory Watts	P	Robert Bendorf
E	Anthony Taula-Lieras	E	James Corless	P	Robert Heidt, Jr.
P	Bill Camp	A	Jason Buckingham	P	Sam Greenlee
P	Cameron Law	A	Jeneba Lahai	P	Spencer Bowen
P	Christy Jewell	E	Jenny Hatch	P	Suzanne Dizon
P	Crystal Bethke	E	Jeremy Brown	P	Tex Ritter
P	Denzell (Fedrequake) Nunsuch	P	Kimberly Parker	A	Theresa Milan
A	Daurice Smith	A	Lindsey Nitta	P	Todd Cutler
A	Dawnte Early	P	Malaki Amen	E	Troels Adrian
A	Devin Middlebrook	P	Michael Jasso	P	Volma Volcy
P	Elisa Herrera	P	Nkiruka Catherine Ohaegbu	A	Wayne Mitchum Jr.
A	Eliza Tudor	P	Orville Thomas	P	William Walker
A	Fal Asrani	P	Paul Bancroft		
A	Gabby Trejo	P	Paul Towers		

“P” = present, “A” = absent, “E” = excused

Additional Attendees:

- Evan Schmidt, *Valley Vision*
- Renee John, *Valley Vision*
- Isa Avanceña, *Valley Vision*
- Gretchen James, *Valley Vision*
- Connor Kinder-Ebersberger, *Valley Vision*
- Richard Dana, *Community Strong Strategies*
- Christina Craner, *Community Strong Strategies*
- Carly Adams, *Community Strong Strategies*
- bel Reyes, *Innovation Bridge*
- Marco Gonzalez, *City of Sacramento*
- Marek Gootman, *Cities GPS*
- Zach Freels, *ZF Principal Affairs*
- Michael Blair, *People Working Together*
- Derek Barrett, *People Working Together*
- Priyanka Mohanty, *United Auto Workers Center for Manufacturing a Green Economy*
- Bina Lefkovitz, *Community Member*

I. Welcome

- Presented by Evan Schmidt, *Valley Vision*
 - Agenda
 - Welcome
 - June Recap & Information
 - Capital Region Labor Insights
 - Equity Framework Taskforce
 - Talent Pipeline Management
 - Next Steps & Closing
 - Meeting Goals
 - Gain an understanding of the latest important state updates
 - Identify key insights and lessons learned from our labor ambassador regarding disinvested community engagement and workforce training
 - Understand the equity framework's purpose, current project status, and next steps to ensure alignment and support informed decision-making
 - Learn about Talent Pipeline Management (TPM) as a key industry-led pipeline initiative to quality jobs
 - Group Agreements: 1 Mic, Allow for authenticity, What's learned here leaves here, Be open minded, Show grace for growth
 - **Action Item:** Seated Membership (found on page 2-3 of the packet)
 - Robert Heidt, Jr. - Replacing Kyla Bryant from the Sacramento Metro Chamber of Commerce, Regional or At-Large Disinvested Communities representative
 - Denzell Nunsuch (current member) - Moving from Business Category to Regional or At-Large Disinvested Communities representative
 - Spencer Bowen - Replacing Erica Johnson from the Sacramento & Yolo Category
 - Action: In the chat, please type: Oppose, Can Live With, Support & Abstain
 - **Oppose:** 0
 - **Can Live With:** (7) Elisa Herrera, Malaki Amen, Sam Greenlee, Todd Cutler, William Walker, Volma Volcy, Christy Jewell
 - **Support:** (15) Adam Wilson, Adelita Serena, Cameron Law, Crystal Bethke, Dr. Nkiruka C. Ohaegbu, Gloria Stearns, Ivory Watts, Kimberly Parker, Michael Jasso, Orville Thomas, Paul Bancroft, Paul Towers, Robert Bendorf, Suzanne Dizon, Tex Ritter
 - **Abstain:** 0
 - Have approved our new Leadership Council Members

- Spencer & Robert Introductions
- Revisiting our North Star Vision Statement
 - “Individuals across the We Prosper Together region have equitable access to quality jobs in high-potential industries, facilitated by investment strategies in both tradable and local sectors that prioritize environmental sustainability”

II. June Recap & Information

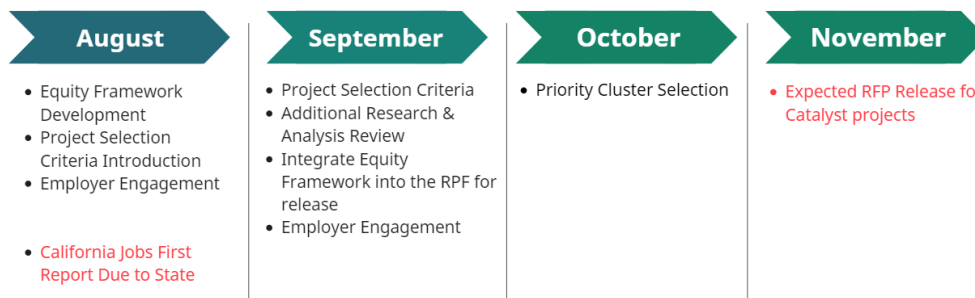
- Presented by Isa Avanceña, *Valley Vision* & Evan Schmidt, *Valley Vision*
 - **Action Item:** June meeting minutes approval
 - Please type in the chat: Oppose, Can Live With, Support & Abstain
 - **Oppose:** 0
 - **Can Live With:** (1) Sam Greenlee
 - **Support:** (17) Adam Wilson, Adelita Serena, Cameron Law, Christy Jewell, Crystal Bethke, Dr. Nkiruka C. Ohaegbu, Elisa Herrera, Ivory Watts, Kimberly Parker, Malaki Amen, Michael Jasso, Paul Bancroft, Robert Bendorf, Suzanne Dizon, Tex Ritter, Volma Volcy, William Walker
 - **Abstain:** (5) Orville Thomas, Paul Towers, Robert Heidt, Spencer Bowen, Todd Cutler,
 - June Meeting Minutes Approved
 - California Jobs First – State & Regional Updates
 - Catalyst Fund
 - November - Target Release of Regional Catalyst Fund RFP
 - Implementation Fund - \$150M over a three-year period (\$50M annually)
 - Early September - Implementation Fund SFP Release (no more public comment period)
 - Applications will be open for a period of three years with the same set of guidelines throughout; applications will be reviewed on a rolling basis (dates of review TBD)
 - Tribal Investment Initiative - \$15M over a three-year period
 - There will be a public comment period sometime in the next few months
 - **Questions & Discussion from the Leadership Council:**
 - Suzanne Dizon noted that she is seeking clarification on the timeline and sequence of events related to the catalyst funding. She understands that the catalyst funding is intended to develop projects that would then be ready for the release of \$50 million each year. Suzanne is questioning if the SFP is an actual open application for those funds and if so, are we doing the process in reverse.

- Isa noted that the regional catalyst fund RFP will take place in November, while the State's implementation SFP will open in early September. The catalyst fund is managed regionally by Valley Vision, whereas the implementation fund is managed statewide. The timelines are not syncing up as initially anticipated. The "We Prosper Together" team is working on how to roll out the catalyst funds to ensure the region can leverage both efforts despite the separate timelines.
- Evan added that the overlap between the catalyst fund and the State's implementation fund is due to the two separate but related state programs. The catalyst fund will begin in earnest after the planning phase in September, while the State is opening the implementation fund earlier. This timing isn't ideal, but efforts will be made to manage it. The implementation fund will remain open for three years, allowing time for processes to align better. Early projects should still be considered for implementation funding.

○ Where We've Been



○ What's Next – Leadership Council Activity



○ Equity Framework Purpose – Operationalize We Prosper Together Values (North Star)

- Inform Development of Catalyst RFP
- Inform measurements for Success
- Next Steps
 - Subregional Hubs will gather community input, continuing to identify key communities and stakeholders in each region
 - Incorporate feedback into the next iteration of the Framework
 - Present updated framework to the Leadership Council in August
 - Integrate the framework into the RFP Project Criteria

III. Capital Region Labor Insights

- Presented by Zach Freels, *ZF Public Affairs*
 - Agenda
 - Who is labor?
 - Inclusive Strategies and Tools within Labor
 - Lessons from the field: A panel discussion on workforce development featuring Priyanka Mohanty, UAW Center for Manufacturing & the Green Economy, Michael Blair and Derek Barrett of People Working Together
 - Who we Are
 - The Sacramento Central Labor Council represents approximately 180,000 workers across more than 100 affiliated organizations. They advocate for all workers, regardless of union affiliation.
 - Zach Freels, Consultant for Sacramento Central Labor Council, previously Chief of Staff to a Sacramento City Council member and Union Negotiator
 - Labor Partners
 - Up to 30% of the region belongs to a job sector that includes a union.
 - Their labor partners include:
 - Sheet Metal Workers Local 104
 - California Nurses Association
 - United Healthcare Workers West
 - United Domestic Workers Local 3930
 - International Brotherhood of Electrical Workers Local 1245
 - United Here Local 49
 - United Auto Works Local 2350
 - American Federation of State, County, & Municipal Employees Local 3299
 - United Professional & Technical Employees Local 9119 (CWA)
 - Los Rios Community College Federation of Teachers
 - Coalition of Kaiser Permanente Unions
 - SEIU Ed Fund
 - People Working Together

- CA Edge Coalition
- Afghan Labor Advocacy Network
- United Auto Workers Center for Manufacturing & the Green Economy
- Inclusionary-Forward Strategies
 - Language Access – Labor organizations are particularly invested in developing its own language access capabilities to address emerging linguistic groups such as Urdu, Farsi, Hindi, Tagalog, Russian, Ukrainian and much more.
 - Cultural Competency – Additionally, labor organizations are investing in leadership development that is culturally competent. We must identify and recruit leadership that reflects the diversity of our membership.
 - Worker Networks – Relational organizing provides unique social mapping that addresses the needs of front-line workers. This occurs through dialogic engagement in the workplace.
 - Community Workforce Development – Equity and local hire preference for targeted recruitment, hiring, and retention of workers from disinvested communities.
- Inclusionary Tools
 - Union Membership - Being a union member gives access to a legally binding labor agreement, enforceable through dispute measures, covering non-discrimination, wage disparity, and hostile work environments. Members can regularly negotiate terms to keep up with inflation and daily needs.
 - Joint-Labor Management Partnerships - Proactively preventing labor conflict involves engaging in discussions beyond wages and benefits, covering fair scheduling, safe staffing, hostile work environments, and workplace hazards. Addressing these issues is key to retaining the workforce and improving morale, and it's vital to invest in partnerships from the ground up.
 - Public Funds Should have Labor Conditions - For grants, procurement, direct subsidies, and community benefit agreements. These jobs shouldn't generate poverty; they should offer prevailing wages and healthcare or wage and benefit parity. Ensuring workers are taken care of with public money prevents additional public spending on their welfare.
 - Fix the California Job Training Benefit – Currently, this benefit aids displaced workers facing layoffs or reduced hours but requires a valid unemployment insurance claim. This excludes underemployed individuals below the living wage from accessing paid apprenticeship

programs. It's vital to expand this benefit to include those seeking better opportunities, not just those laid off.

- Panel Discussion
 - Panelist Introductions:
 - Michael Blair, Workforce Development Director – People Working Together
 - Derek Barrett, Executive Director of PWT Contractor’s Advisory Council – PWT
 - Priyanka Mohanty, Executive Director, United Auto Workers Center for Manufacturing a Green Economy
 - Panel questions, presented by Zach Freels, *ZF Public Affairs*
 - You’re launching a new program. What barriers or obstacles do you have to getting that up and running?
 - Priyanka notes that they are working with new industries, such as battery technology, which lacks a training blueprint in the US. This impacts health and safety, machine training, and career pathways. They have relied on creative thinking and input from frontline workers, especially regarding language barriers. Sacramento's diverse community presents both challenges and opportunities. Partnering with organizations like CMC and SMUD helps them connect with these communities. Inclusion is vital, especially for transitioning farm workers and their families. They are also fundraising and utilizing public processes like Jobs First to register apprenticeships, expand capacity, and attract companies to Sacramento.
 - Michael notes that they have overcome many obstacles but still face challenges, particularly in hiring practices. Employers often hire from their own networks, leading to underrepresentation of certain groups. For example, out of 93,000 apprenticeships in California, only 6,000 are filled by Black males. This issue is compounded by slow hiring processes within unions, which can lead to delays and setbacks for newly trained individuals. To address these challenges, they have established relationships with organizations and general contractors like McCarthy and Turner Construction, as well as project owners such as school districts and UC Davis. They are also working with underutilized contractors, providing resources to help them qualify for larger contracts and hire pre-apprentices. Additionally, some apprentices have successfully transitioned into becoming journeypersons and eventually starting their own construction firms, which helps further diversify the industry. Despite these efforts, more work

is needed to continue improving the situation and expand these initiatives.

■ How are you defining success and what does that look like over the next few years for you?

- Michael notes that they are currently leading the state in pre-apprentice placements in the construction industry and aim to maintain this position through innovation. They are working to acquire a new facility for hands-on training, as their current program relies on union apprenticeship centers. The new facility will allow for specialized, customized training programs in partnership with employers, such as low-voltage training. They plan to continue growing by expanding job fairs and connecting with more industries. Currently, they bring in groups of 25 apprentices at a time, gradually building trust and providing resources. Over the past four years, they have graduated over 200 apprentices.

Their goal is to increase high school engagement, providing students with hands-on experiences in various trades through job fairs and other educational activities.

- Priyanka notes that their immediate goal is to ensure the success of Spark by creating a pathway from recruitment to apprenticeship, enabling Sacramento communities to thrive with good, union-represented jobs and skill development in the battery industry. This success will not only help recruit other manufacturers to Sacramento but also serve as a model for high-road workforce training in California, especially as climate investments ramp up.

The next step is to expand the Spark model to other industries. With many battery manufacturers interested in Sacramento, they aim to make high-road, union-backed training the standard for all new industries, providing community members with pathways to the middle class. They see collaboration with partner organizations as crucial for achieving these goals and believe the potential for growth is significant.

○ **Questions & Discussion from the Leadership Council:**

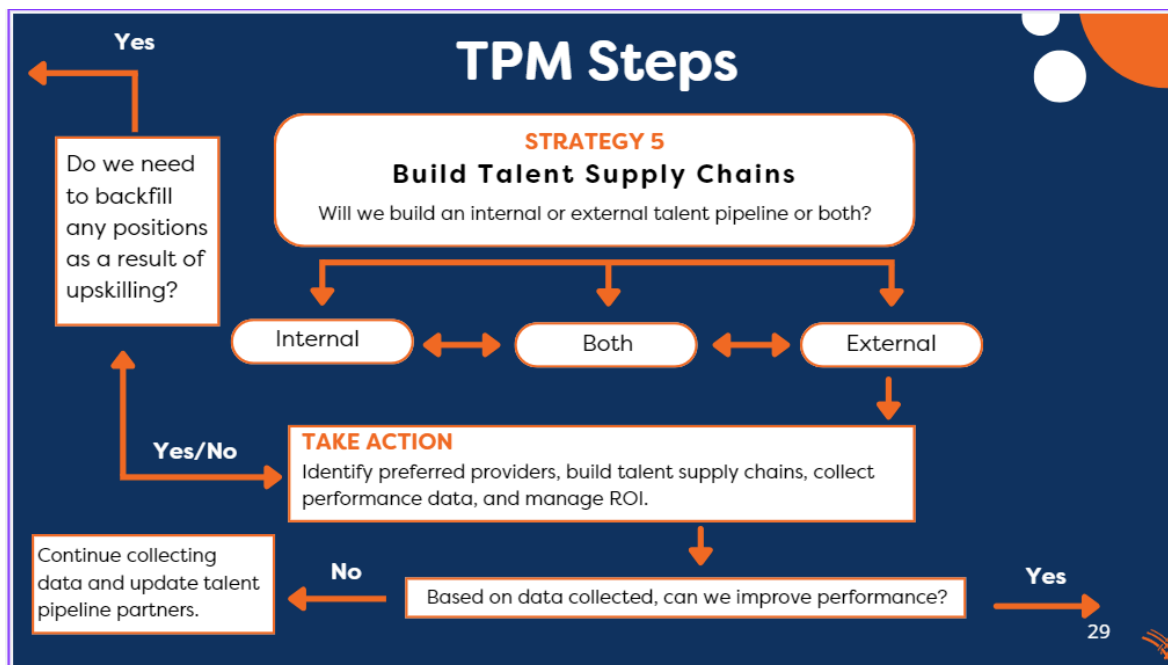
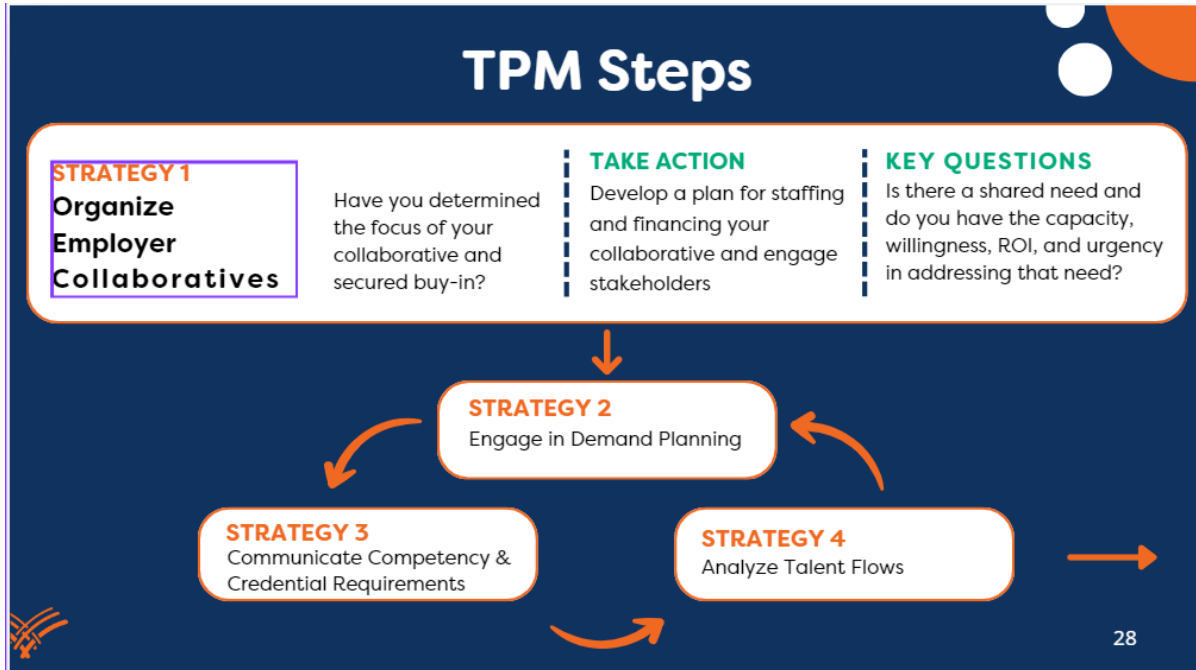
- Orville Thomas emphasized the importance of creating employment opportunities in the region. The current work is crucial for preparing a future generation of workers. Many existing programs train people well but fail to provide jobs, which they aim to avoid. They hope to collaborate with the Center for Manufacturer Green Economy and other partners to

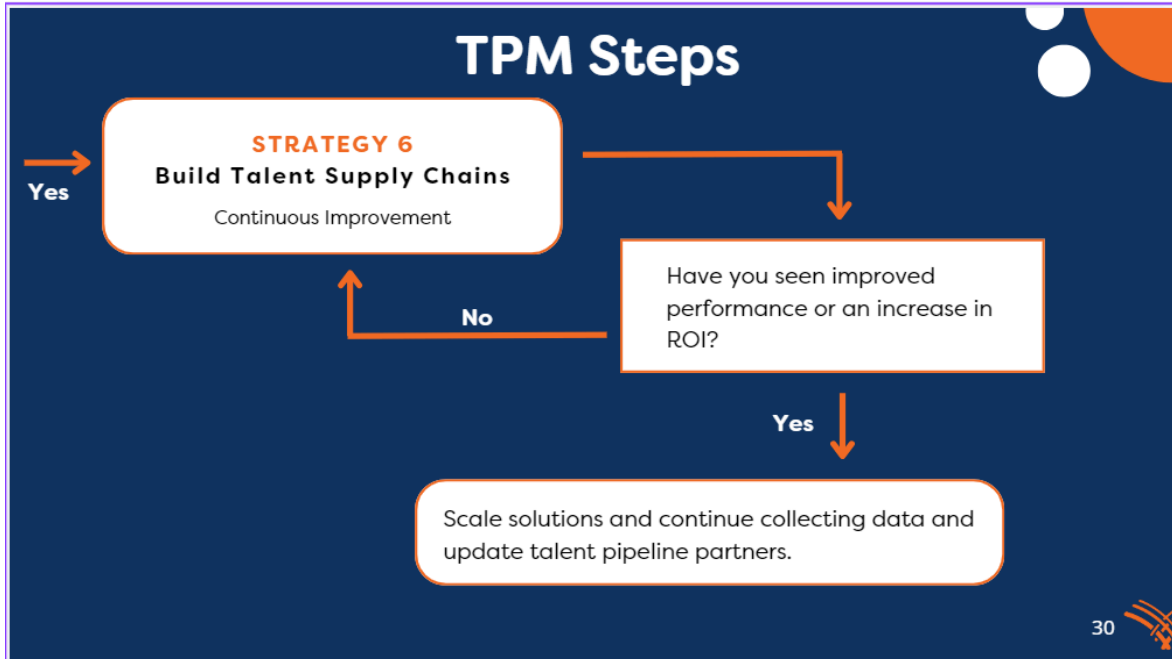
recruit industries like battery manufacturers and fill well-trained manufacturing jobs. This funding represents a once-in-a-generation opportunity to make a significant impact.

- In Summary
 - Centering the needs of workers is essential to creating an inclusive economy.
 - Joint-labor management partnerships provide unique opportunities to prevent conflict over wages, benefits, and working conditions.
 - Apprenticeships and procurement programs are the key to operationalizing an inclusive economy
- Contact information
 - Zach Freels, Principal@zfpublicaffairs.com, (916) 538-0195
 - Priyanka Mohanty, priyanka.mohanty@uawcmge.org, (480) 440-4191
 - Michael Blair, michael.blair@peopleworkingtogether.org
 - Derek Barrett, derek.barrett@peopleworkingtogether.org (707) 480-9297

IV. Talent Pipeline Management

- Presented by Renee John, Valley Vision
 - Talent Pipeline Management – Talent Pipeline Management (TPM) is an end-to-end talent management approach implemented by employers to source and develop talent for jobs critical to their competitiveness and growth. TPM is built on three principles and a six-strategy process for building high-performing education and workforce partnerships that perform well in a cost-benefit analysis and deliver a measurable return on investment for employers and learners.
 - Employers – key TPM principles:
 - Drive Value Creation: Employers play a new leadership role as end-customers in closing the skills gap for jobs most critical to their competitiveness.
 - Organize and Manage Pipelines: Employers organize and manage flexible and responsive talent pipelines in partnership with other employers and their preferred providers.
 - Measures and Incentives Drive Performance - Employers work collaboratively with one another to develop measures and incentives designed to reinforce and improve performance across all partners.
 - TPM Steps





- Strategies 1-3
 - Employer Collaboratives
 - Create a collaborative network of employers to identify promising opportunities for engagement around shared workforce needs.
 - Foster employer leadership and collaboration to drive effective talent development strategies.
 - Project Critical Job Demand
 - Develop accurate projections for job openings to determine the type and quantity of talent needed by employers.
 - Understand critical job demand to align workforce efforts effectively.
 - Align and Communicate Job Requirements
 - Establish a shared language for competency, credentialing, and other hiring requirements related to critical jobs.
 - Enable employers to communicate similarities and differences in job requirements effectively.
- Strategies 4-6
 - Analyze Talent Supply
 - Identify historical talent sources where employers have found qualified candidates.

- Evaluate the capacity of existing and untapped talent sources to meet projected demand.
- Build Talent Supply Chains
 - Create and manage talent supply chains that yield a positive return on investment for all partners.
 - Strengthen connections between education, training providers, and employers.
- Engage in Continuous Improvement and Resiliency Planning
 - Use data from talent supply chains to identify improvement opportunities.
 - Enhance future returns on investment by continuously refining talent development strategies.
- TPM Example: HealthCare Roseville June 2023
 - Funding Source: City of Roseville
 - Employer Collaborative: Kaiser, UC Davis Health, Dignity Health, Sutter Health
 - Critical Demand: Surgical Technician, Radiology Technician, Ultrasound Technician, Cardiovascular Technician, Pharmacy Technician
 - Providers: Sierra College, Folsom Lake College, Cosumnes River College, Sac City College
- This collaborative is more developed compared to others that are just beginning. There is significant regional momentum behind it. They wanted to share this with the group as they consider industry sector processes and methodologies for addressing pipeline needs after completing the employer engagement process.
- Questions from Leadership Council – TAKE FROM RECORDING AND CONDENSE
 - Bill Camp: How far can you go up the ladder with this program, and what do you do with people who want to go beyond where the current program cuts off?
 - Renee notes that employer collaboratives can focus on any occupation level. In their region, they are focusing on middle-skill occupations, which are accessible without a full bachelor's degree. This approach allows individuals to gain skills and progress to more advanced levels in the future. However, the methodology can be applied to any occupation at any level.
 - Suzanne Dizon inquired about the timeframe for the program. They want to know how quickly the program will start training, complete training, and place employees into the workforce.

- Renee noted that with regards to the Roseville example shown, some programs already exist and need to expand capacity, involving partnerships and additional equipment costs. For new programs, the ramp-up time can be 1.5 to 2 years in the community college system. Private or nonprofit training partners may be able to advance in some areas solutions quicker if it only requires a certificate program, or something like that, rather than most of these are requiring an associates degree.
- William Walker (via chat): Were there employers involved outside of healthcare, but have need for some of the positions in the highlighted?
 - Renee notes that for this collaborative, Raley's was involved with pharmacy technician training, and some employers were engaged to provide employment outcomes.
- Noting: Bio Tech as well as Manufacturing collaboratives in the works regionally as well.

V. Public Comments

- Presented by Isa Avanceña, *Valley Vision* & Evan Schmidt, *Valley Vision*
 - Reminders about our group agreements and public comment instructions
 - Alana Ramsay asks - I'm a trustee on the County Board of Education and involved with the State Youth Apprenticeship Advisory Committee and we're on a mission to get more of our young people interested in apprenticeship programs, and I was very excited to hear the work you guys are doing and just hope that that there could be more discussion around, how do we get our young people (16 to 24 year olds) into both traditional and non-traditional apprenticeships. Thank you.
 - Christy Jewel highlighted two key points:
 - Local government and public sector jobs constitute one out of five jobs in the greater Sacramento region, so it's important to consider this as they explore employment opportunities.
 - The Institute for Local Government is working on non-traditional apprenticeships in areas like HR, accounting, finance, IT, and mental and behavioral health. They would like to have their CEO present on the progress in this sector at a future meeting.



VI. Questions, Next Steps & Closing

- Evan Schmidt began final remarks
 - Upcoming Events
 - We Prosper Together Funded Partners Meeting: July 30, 2-4pm
 - CA Economic Summit: October 8-10, Sacramento, CA
 - Other Events ([click here](#))

VII. [Meeting Adjourned at 3:35pm]



Leadership Council RFP Review Committee

Purpose: To form a Leadership Council RFP Review Committee tasked with reviewing and providing feedback on the draft of the Request for Proposal (RFP) for the Catalyst Phase.

Summary: As part of the Catalyst Phase, Valley Vision will issue an RFP to solicit proposals for innovative projects aligned with regional goals. To ensure the RFP is clear and effective, a committee of Leadership Council members—who have no conflicts of interest and do not intend to submit proposals—will review the draft, provide suggestions, and refine guidelines, criteria, and expectations for applicants.

Timeline and Time Commitment: The committee formation and RFP review process are expected to follow the timeline below:

- **Committee Formation:** Volunteers from the Leadership Council will be identified and confirmed in October 2024.
- **Initial Review Meeting:** An initial meeting will be held in October 2024 to discuss the draft RFP and outline the review process.
- **RFP Review Period:** Committee members will have a 2 week period to review the draft RFP document, provide feedback, and suggest revisions.
- **Finalization Meeting:** A follow-up meeting will be scheduled to discuss feedback, agree on revisions, and finalize the RFP draft for approval by the full Leadership Council.
- **RFP Release:** The finalized RFP is expected to be released in 2024.

Request: Approval is requested for the formation of a "Leadership Council RFP Review Committee" for the Catalyst Phase. Leadership Council members interested in joining the committee are invited to volunteer, provided they do not have a conflict of interest. Next steps include:

- Leadership Council members who wish to participate in the RFP Review Committee should express their interest by completing [this form](#), no later than Monday, September 30, 2024.