



Workforce  
Demand



Education  
Innovation



Career  
Exploration



# LEED 2010 – 2012 Strategic Plan



## Aligning Education to Meet Regional Workforce Needs

### 2010 – 2012 LEED Strategic Plan at a Glance

#### External Scope of Work

<b>Workforce Demand: DEFINE Regional Workforce Needs</b>	<b>Education Innovation: ALIGN Education to meet Workforce Demand</b>	<b>Career Exploration: DESIGN – Enable students to Design Career Pathways</b>
<p><b>Convergence Series</b></p> <ul style="list-style-type: none"> <li>• 02.19.10</li> <li>• 05.21.10</li> <li>• 09.24.10</li> <li>• 12.10.10</li> <li>• Average 300 Attendees</li> <li>• \$30K gross revenue for each event</li> </ul> <p><b>CareerGPS.com</b></p> <ul style="list-style-type: none"> <li>• Update Regional Workforce Forecast</li> <li>• Enhance CareerGPS.com web site</li> </ul>	<p><b>Capital Region Career Academy Initiative</b></p> <ul style="list-style-type: none"> <li>• Three year initiative</li> <li>• K-12, HS Districts, County Offices</li> <li>• \$150K in grant revenue</li> </ul> <p><b>Project Lead The Way</b></p> <ul style="list-style-type: none"> <li>• Expand to additional schools</li> <li>• \$150K in grant/sponsor revenue</li> </ul>	<p><b>CareerGPS Career Exploration Event Series</b></p> <ul style="list-style-type: none"> <li>• Convene 4 events</li> <li>• Serve 6,000 students</li> <li>• \$150K in grant/sponsor revenue</li> </ul> <p><b>CareerGPS.com</b></p> <ul style="list-style-type: none"> <li>• Market CareerGPS.com to counselors, students</li> <li>• \$30K in grant revenue</li> </ul>

#### Internal Scope of Work

<b>Policy/Advocacy</b>	<b>Organizational Structure</b>	<b>Marketing/Communications</b>	<b>Finance</b>
<ul style="list-style-type: none"> <li>• Develop policy priorities</li> <li>• State Legislative Summit</li> <li>• Cap to Cap Trip/Study Missions</li> </ul>	<ul style="list-style-type: none"> <li>• Expand Board</li> <li>• Establish LEED as P-16</li> <li>• Executive Committee Subcommittees: Fund, Nomination, Audit</li> <li>• ROI for each board member</li> </ul>	<ul style="list-style-type: none"> <li>• Clear Messages, Materials</li> <li>• Consider Re-brand/Name</li> </ul>	<ul style="list-style-type: none"> <li>• 50% Reserve in 5 years</li> <li>• Program Budget: 75% of revenues</li> <li>• Board Contributions: from 50% to 20% in three years</li> </ul>

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*A qualified workforce, a workforce that will attract and retain companies here—LEED has the ability to pull us all under one roof. LEED is a model organization.*

*—LEED Board Member Pat Fong Kushida, CEO, Sacramento Asian Pacific Chamber of Commerce*

*LEED is the one place in the Sacramento region where I can engage with top education leaders all at the same time.*

*—Leroy Tripette, Director of Public Affairs, Intel*

## INTRODUCTION

### Seen, Heard and Achieved at LEED in 2009

LEED's scope of work – aligning education to meet regional workforce needs – was more relevant than ever in 2009. Over the past two years, the regional workforce declines and education resource reductions have heightened the need to strengthen employer and education partnerships, and effectively and efficiently align dollars, programs and activities to advance the prosperity of our region and our residents.

Through the CONVERGENCE program series, Project Lead The Way program, CareerGPS.com, and the CareerGPS Career Exploration Event series, LEED and its employer, education and civic partners joined together and achieved extraordinary results. We invite you to take a look at a summary of these results in the first “Seen, Heard and Achieved at LEED” year in review.



Sen. Pro Tem Darrell Steinberg spoke at the May 15, 2009 Convergence, where he lauded LEED in “leading California” to align education and workforce to improve student success and meet critical economic objectives.



LEED's focus today is exactly where we envisioned several years ago.

—Dave Gordon, Superintendent, Sacramento County Office of Education

LEED is the premier employer–education partnership in California.

—Pat Ainsworth, Deputy Superintendent, California Department of Education

## SEEN AT LEED....

**775** CONVERGENCE attendees heard Rep. Doris Matsui, State Sen. Darrell Steinberg, and regional elected officials emphasize the importance of employer and education partnerships for the future economic growth and stability in the six county Sacramento region.

**125** employers attended the El Dorado County Economic Stimulus Summit and learned about how the American Recovery and Reinvestment Act would impact their businesses.

**45** regional employers helped guide students in their career journeys at the CareerGPS Career Exploration events.

**29** LEED Board members represent the region's leaders in critical industries, K-12 and higher education and non-profits in the six county Sacramento region.

## ACHIEVED AT LEED...

**3,800** students navigated their futures at the CareerGPS Career Exploration events.

**21** middle and high schools offered Project Lead The Way biomedical, bioengineering and clean energy technology programs in the six county Sacramento region.

**132,000** users navigated their futures on CareerGPS.com, an interactive career exploration website developed by LEED, Sacramento Works, Inc., Valley Vision, SRRI and others.

## HEARD at LEED....

*"People have seven different types of intelligences—it's a travesty to be testing for just one and a half of them. Kids need to be successful and experience success at school. We must provide them hands-on, relevant opportunities."*

—Sacramento Councilmember Rob Fong, at the September 25th Convergence

*"To not look at the regional "workshed" like we do air quality or water quality is short-sighted."*

—West Sacramento Mayor Christopher Cabaldon, at the September 25th Convergence

*"Someone asked me if I wished I had a magic wand to make all of the budget problems go away. This is why we need Career and Technical Education—we need someone to invent the magic wand that makes the budget problems go away."*

—Sen. President Pro Tem Darrell Steinberg at the May 15th Convergence

*"How fast an employee can be an asset versus their ability to just perform tasks is important to businesses. Applied learning teaches students how to become employees who can be safe and work with others."*

—Todd Lindstrom, CEO, Solar Power, Inc. at the May 15th Convergence

*"Students need modern classrooms, access to new technology, and the tools that enable them to learn new skills. The stimulus package is another step in renewing our national commitment to workforce development and STEM education."*

—Rep. Doris Matsui at the February 18th Convergence, where she also challenged the Sacramento region to work together in order to successfully position itself for stimulus funding.

*"In order to move the Sacramento Region's economy forward, we need education, business and civic leaders who want a clear path for our students. We need to coalesce around a set of rigorous guidelines that will address the challenges of our region's education system. Most importantly, local, state and federal leaders must get serious about increasing financial investments in expanding Career and Technical Education and STEM courses in our schools."*


—From LEED's Position Paper on the Role of Career and Technical Education In a Global Innovation Economy, supported affirmed by 51 regional education, civic and employer leaders.

*"Adequately investing in California's education system will not only lead our state into the 21st Century, investments in education and training will lead our state out of the current economic downturn."*

—From LEED's Position Paper on the State's Budget Crisis, adopted by the LEED Board of Directors and distributed to state leaders and regional elected officials in February 2009.

In the following document you will find LEED's 2010-2012 Strategic Plan. As LEED approaches its 20th anniversary in 2012, we will continue to increase opportunities for employers and educators to work together in aligning education to meet regional workforce needs. If you would like to be "seen and heard" in support of LEED's achievements, please visit our website at [www.lead.org](http://www.lead.org) to learn about opportunities for leadership, engagement and involvement.

Sincerely,



David Butler  
CEO  
LEED



John Distasio  
General Manager, SMUD  
2007-2009 Chairman,  
LEED Board of Directors



LEED supports Project Lead The Way, an engineering, biomedical and clean energy technology program offered in middle and high schools, and other STEM programs.

*LEED helps to find opportunities to retool and refine education, providing opportunities for educators and employers to work together instead of in silos.*

**—LEED Board Member Frank Porter, Superintendent,  
Twin Rivers Unified School District**

Presently, LEED finds itself challenged—like many non-profits—by the current economic environment that has resulted in historically high unemployment rates and has posed challenges to all industries. As LEED looks forward to the next three years—with 2012 a significant 20th anniversary for the organization—the organization must look at both short-and long-term strategies to serve employers, educators and students while advancing the region’s economy. At the same time, leadership and staff must work to refine its scope of work, define and reinforce board responsibilities and committee organizational structure, increase LEED’s audiences’ knowledge of its programs and activities in order to improve LEED’s performance and effectiveness of its programs, and maintain and improve LEED’s financial sustainability.

This Strategic Plan—which was developed in partnership with volunteer leadership and stakeholders—also identifies LEED, as a logical extension of its current and recent work, as well positioned to lead the region in a broad transformational initiative to position the greater Sacramento region as an “Academy Region.” The outcome resulted in support for LEED to actively seek to identify the resources and funding necessary to support individual districts’ efforts to develop current and establish additional theme-based, project-based learning programs aligned with regional economic objectives.

LEED engaged a broad group of stakeholders to review and comment on LEED’s three-year strategic plan to ensure greater support in its implementation and to promote greater mission alignment among non-profit economic development organizations.

What will LEED look like on its 20th anniversary? LEED will be a stronger and vital organization that the Sacramento region will see as the leader in aligning educational objectives to meet regional workforce needs and local economic objectives while serving as an essential partner and resource to employers, education partners, civic leaders, students and parents.

## Executive Summary

### What will LEED look like on its 20th anniversary?

Almost three years ago, the LEED board of directors significantly altered its business plan and scope of work to address national, state and regional educational and workforce development objectives. As a result, LEED’s revised scope of work includes three specific segments: Workforce Development, Educational Development and Student Development. At the same time, the Board of Directors decided to shift the organization’s funding structure from one that derived its funding from grants to 50% direct board contributions, 20% events, 20% grants and 10% from interest on the money LEED holds and fees on the money LEED manages for others.

Over the same period, LEED developed new programs and services—such as CareerGPS.com and the CareerGPS Career Exploration Week—and expanded upon programs such as the Sacramento Region Project Lead the Way Network, while developing the Convergence program in partnership with the Los Rios Community College District.

# Strategic Plan

## Top Line Outcomes of LEED's 2010-2012 Strategic Plan

In the process of developing this strategic plan LEED's Board of Directors and stakeholders affirmed that LEED serves a valuable role as a strategic link between employers and educators and indicated that LEED should achieve the following outcomes as a result of implementing this Strategic Plan:

***Serve as a strategic link between employers and educators***

***Continue and enhance its current scope of work***

***Consolidate its activities***

***Simplify its messages***

***Act regionally***

***Focus***

***Ensure measurable outcomes***

***Employ a transformational strategy through adopting and implementing the Capital Region Career Academy Initiative***



Sacramento Police Department officers shared information about their career with students during the CareerGPS Career Exploration Event with Twin Rivers Unified School District.

### Elements of LEED's Strategic Plan include:

***Capital Region Career Academy Initiative***

***Scope of Work***

***Organizational Structure***

***Financial Sustainability***

***Marketing and Communications***

## Capital Region Career Academy Initiative

### Project Outline

LEED, in partnership with ConnectEd, the California Center for College and Career, the Sacramento County Office of Education, Valley Vision, and others will support a region-wide educational and civic initiative to serve local school districts in the implementation of academically rigorous, theme based programs aligned with critical workforce needs.

Called the Capital Region Career Academy Initiative (CRCAI), the effort will unite education, business and civic interests to acquire and direct additional dollars and resources to support local districts' efforts to transform the high schools in the six county Sacramento region, enhance educational outcomes and better prepare students for success in the workplace and post-secondary education.

### ***The project start up is scheduled as follows:***

Year 1-2010: Outreach and Planning

Year 2-2011: Implementation

Year 3-2012: Implementation and Baseline Measurement

LEED is inviting all K-12 and high school districts in the region to participate in this regional civic initiative, which will include community colleges, universities, employers, civic groups, community organizations and elected officials.

### Outreach Strategy

LEED staff conducted a series of meetings with a variety of stakeholders to brief them on the initiative and invite them to incorporate the CRCAI within their annual business plans. LEED leveraged the December 4 Convergence event to receive feedback from stakeholders and support for and commitment to the initiative.

### Funding Strategy

LEED is working with ConnectEd and Valley Vision to identify foundation funders to support the project, including the James Irvine Foundation, California Endowment, Carnegie Foundation, and others. LEED was successful in positioning the CRCAI as the preferred project in a regional application managed by the Sacramento County Office of Education for Innovation in Education grant from the US Dept. of Education.

## Regional Educational Outcomes

Through the first year collaborative process, LEED anticipates the opportunity to work with education and workforce partners to determine objectives in the following areas:

- Developing a criteria for effective academies
- Graduation Rate
- Standardized Test Scores
- Post secondary progress
- Post secondary degree completion
- Students requiring remedial instruction in post secondary
- Work readiness
- Internships
- Employment

## Criteria for Initiative:

- Regional
- Benefit employers and educators
- Enhance economy
- Benefit full spectrum of education
- Leverage local districts' existing good work
- Attract and direct outside resources
- Establish measurable outcomes
- Provide region with competitive edge

## Governing Body

Initially, LEED staff proposed the establishment of an adjunct body to provide a governing structure for the CRCAI. LEED board members advised against establishing another organization and recommended the LEED board serve in this capacity. As a result, the LEED board will be expanded to invite all K-12 and high school districts, county offices of education, post-secondary institutions and a broader representation of employer and civic partners in the six county Sacramento region.

## Fiscal Agent

LEED will defer to the Sacramento County Office of Education as the fiscal agent to the US Dept. of Education grant, as SCOE has the experience, capacity and reputation to develop, manage and receive a complex grant from the federal government. LEED will be identified as the project director for this strategy and will receive financial compensation for its role in managing and administering grant activities.

*LEED engages with schools, community events with industry partners and provides networking for industry professionals.*

**—LEED Board Member Rosa Escutia,  
Community Relations Manager, PG&E**



"What do you like most about your career?" asked this San Juan High School student to a Sacramento region employer at the CareerGPS Career Exploration Event.

## Scope of Work

LEED volunteer leaders have consistently supported current elements of LEED's scope of work throughout the strategic planning process. Members were insistent that LEED's scope of work must be consistent with and supportive of the Capital Region Career Academy Initiative. Below reflects objectives for each of these elements of the existing scope of work. In addition, LEED staff polled members on potential new program and their feedback is reflected here as well.

LEED's current scope of work includes the following activities:

### Convergence

#### CareerGPS – career exploration series

#### Workforce Development

#### Public Policy/Advocacy

#### Project Lead the Way

In 2006, when LEED realigned its work, the organization's role was described in simpler, abbreviated terms as "Define" (Workforce Development), "Align" (Educational Development, and "Design" (Student Development). In the Marketing and Communications section of this Strategic Plan, one of the areas that LEED needs to strengthen is its messaging about its work. One of the reasons why the messaging is currently muddled is because the terms that define LEED's work—Workforce Development, Educational Development and Student Development—are overly broad and nebulous. Over time, and through the development of

this Strategic Plan, the abbreviated terms (Define, Align, and Design) were still found to be relevant, but their definitions have changed. For example, LEED does not play a role in developing the workforce, rather, the organization is engaged in developing projections on the region's current and future workforce demand. Similarly, "student development" is a broad term that encompasses a variety of activities, and LEED's work in this area has traditionally been—and will continue to be—in career exploration. Lastly, "educational development" is another broad term, and in reality, LEED is engaged in and supports the development of innovative and relevant educational programs. Therefore, the new terminology will guide LEED's work:

LEED's Role	Former Terminology	New Terminology
"Define"	Workforce Development	Workforce Demand
"Align"	Educational Development	Education Innovation
"Design"	Student Development	Career Exploration

- Identify and procure employer and education partners to enhance roundtables' outcomes
- Include middle school, high school and post secondary student participation in the Employer/Education Roundtables
- Attendance goal: 300 per event
- Sponsor goal: \$30,000 per event and Series Sponsorship at \$10,000

2011 and 2012 Objectives will take into consideration the outcomes of the 2010 Convergence series, as well as the Capital Region Career Academy Initiative.

## Workforce Demand

LEED's work in identifying regional and industry workforce needs has been positively received by employers, educators and economic developers, including the Regional

## Workforce Demand: DEFINE Regional Workforce Needs

### Convergence

Convergence is consistently identified as perhaps LEED's strongest program, since it reflects LEED's role as a catalyst between employers and educators "align education to meet regional workforce needs."

### 2010 Objectives

- Coordinate four quarterly events, each focused on one significant element of the region's economy: Public Service/Education, Clean Energy Technology/Infrastructure, Health Care/BioScience, and Technology/Entrepreneurism
- Proactively develop and promote post-Convergence program Employer/Education Roundtable discussions to include K-12 and community college instructors, university professors, counselors, key employers in the industry sectors being discussed at each roundtable discussion
  - Strategically identify and develop partnerships with regional partners to develop, promote and communicate the findings from each Employer/Education Roundtable
- Partner with the Metro Chamber and other partner organizations to develop programs, promote events and communicate findings
- Demonstrate and showcase successful middle school and high school programs aligned with industry sector focus at each Convergence and Employer/Education Roundtable
  - Include booths showcasing programs, academies aligned with industry segment



The Convergence series provides an opportunity for education, civic, and employer leaders—like Los Rios Community College Chancellor and LEED Board Member, Brice Harris (l) and Valley Vision Executive Director Bill Mueller (r)—to coalesce around a common set of goals to align educational resources to meet workforce needs.

Workforce Forecast and CareerGPS.com web site. However, the Forecast must be updated and the CareerGPS.com website must be consistently freshened to remain competitive. Working within the Metro Chamber's Workforce Development and Education committee, LEED will seek to improve the existing resources and/or seek to identify and implement existing data and web applications to benefit the region.

## 2010 Objectives

- Market CareerGPS.com in partnership with SETA with the following activities:
  - SETA Staff/Counseling Staff In-Service Training to facilitate use to SETA clients and middle school/high school students
  - Presentation of CareerGPS.com at Career Fairs, College Fairs and regional Community events
  - Four CareerGPS Career Exploration Series events
  - Two to four regional Counselor/Employer Workshops promoting use of CareerGPS.com
- Evaluate the merits of and work with regional partners to facilitate updating the Regional Workforce Forecast and CareerGPS.com and/or identify alternative resources to identify regional workforce needs
- Support Metro Chamber's Industry Analysis Reports
- Convene at least one sub-regional workforce roundtable event (Placer, Highway 50, Yuba/Sutter, Yolo)
- Invite chair of Metro Chamber's Workforce Development and Education Committee to serve as ex-officio on LEED board of directors and executive committee

## Education Innovation: ALIGN Education to Meet Workforce Needs

### Project Lead the Way and STEM

Project Lead the Way is a nationally recognized STEM curriculum that delivers core academics through a project based format. PLTW curriculum currently includes Fundamentals of Engineering, Biomedical and Energy & Power. LEED manages the Sacramento Regional Project Lead the Way Network which is comprised of employers who have chosen to financially support the PLTW Network and teachers and administrators from schools and districts currently implementing PLTW. In addition to the stand-alone network, PLTW can be a valuable curriculum that can be utilized by schools and districts participating in the Capital Region Career Academy Initiative.

## 2010 Objectives

- Raise \$150,000 from employer contributions and grants
- Convene counselor conference to promote PLTW to new schools
- Support professional growth opportunities for PLTW teachers



Folsom High School Project Lead The Way (PLTW) students showcase their winning tee-shirt launcher for the Intel Corp./Kings Engineering Challenge.

- Develop a marketing plan to promote PLTW to employers, teachers, parents and students, especially females and minority students
- Coordinate PLTW presence at the Sacramento Regional Science Fair
  - LEED will also promote and support the Sacramento Regional Science and Engineering Fair

2011 and 2012 objectives will be developed after assessing the outcomes of the 2010 objectives and the Capital Region Career Academy Initiative

### Public Policy/Advocacy

LEED's board believes the organization can and should have a role in identifying and discerning relevant public policy issues and communicating LEED's perspective to partner organizations and policy makers. LEED will use the existing Educational Development Committee to identify LEED's organization objectives and perspective and leverage the Metro Chamber's Workforce Development and Education Committee to communicate those positions to partners and policy makers.

## 2010 Objectives

- Identify annual policy objectives and consider ongoing issues in Educational Development Committee
- Serve as senior advisor to Metro Chamber's Workforce Development and Education Committee
- Staff and attend Cap to Cap Trip

- Staff and attend State Legislative Summit
- Staff and attend Metro Chamber's annual Study Mission
- Staff and attend Asian Chamber's annual Internal Study Mission
- Convene policy makers at two school sites during the year to showcase LEED's program and/or policy priorities
- Write four op-eds for publication and monthly op-ed in LEED Links

2011 and 2012 Objectives will be developed after assessing the outcomes of the 2010 Objectives and the impacts of the Regional Academy Initiative.

## Career Exploration: DESIGN – Enable Students to Design Career Pathways

### CareerGPS Series

LEED's Career GPS Career Exploration Series is proving to be a valuable program for employers, K-12 and community college partners, showcasing critical careers and post secondary pathways. An additional benefit is showcasing high school academies and pathways to feeder middle school students. CareerGPS presents an opportunity to target existing sources of funding for outreach to high school and middle school students, including SB 70 grants, CalSOAP and Dept. of Labor grants.

#### 2010 Objectives

- Host four CareerGPS series events
- Reach 6,000 students
- Gross Revenue goal: \$150,000

In 2010, LEED will also assess the feasibility of making CareerGPS a regional event, versus a separate event held at individual campuses. Therefore the 2011 and 2012 objectives will be based on the outcome of this assessment.

## Organizational Structure

LEED's volunteer leaders have consistently encouraged staff to consolidate and simplify LEED's organizational structure and ensure committees are actively driving organizational and programmatic success, while LEED's board serves as a governing body providing strategic direction and oversight and delivers value for individual board members through interaction with one another and with key influencers.



LEED supports increasing programs that provide hands-on, project-based learning in middle and high schools in the six county Sacramento region.

### Board of Directors

- Meets quarterly
- Provides LEED with strategic direction, oversight
- Forum for interaction among board members, access to key influencers

#### 2010 Objectives

- Expand size of board (recommendation made in the Financial Sustainability section) to invite all regional K-12 and higher education leaders, balanced with an equal number of employer leaders. The size of the board could potentially reach 61 board members.
- Convene in conjunction with Convergence events
- Provide time for individual board member interaction
- Invite key influencers to speak to board meetings

The 2011 and 2012 Objectives include plans to form a Regional P-16 Council to provide oversight to the Capital Region Career Academy Initiative.

*LEED is the top business and education partnership in the State of California.*

–LEED Board Member Patrick Ainsworth, Assistant Superintendent and Director, Secondary, Postsecondary and Adult Leadership Division for the California Department of Education

## Executive Committee

- Meets monthly
- Provides LEED with direct organizational, operational and financial oversight
- Comprised of: Board Chair, Vice Chair, Immediate Past Chair, Treasurer, Secretary, Chair of Educational Development, Program/Communications, Workforce Development and Education (ex-officio), and five (5) at large members to include K-12 and high school districts, county office, community college and two employer members.)
- Establish subcommittees:
  - Fund Development
  - Board Nomination

## Educational Development Committee—Recommend changing name to “Educational Innovation Committee”

- Meets bi-monthly
- Provides direct oversight to the Capital Region Career Academy Initiative
- Provides oversight to Regional Project Lead the Way Network
- Considers public policy priorities relative to LEED’s objectives and scope of work

## Regional Project Lead the Way Network Advisory Committee

- Meets bi-monthly
- Group of employer supporters and educators implementing Project Lead the Way curriculum

## Program and Communications Committee

- Meets bi-monthly
- Provides oversight to all LEED programs and communications activities/resources
- Assists with development of program content
- Targets, solicits, tracks sponsorships

## Metro Chamber Workforce Development and Education Committee

- Meets monthly
- Provides input and guidance concerning workforce demand data and web based resources (i.e., CareerGPS.com)
- Identifies and prioritizes federal, state and regional public policy issues, objectives

- LEED CEO serves as senior advisor
- Committee Chair serves on LEED board, Executive Committee as ex-officio

## Financial Sustainability

LEED must implement and maintain strong financial reporting processes and must implement strategies to ensure the long term viability of the organization. The following priorities were identified by lead volunteers:

- Achieve reserve of 50% of annual operating capital in five years
- Implement program budgeting that reduces overhead and fundraising costs to 25% of revenue
- Develop additional revenue sources to reduce direct board contributions from current 50% of total operating revenue to 20% in three years.
- Expand size of board of directors to 61, and increase and diversify board contribution revenue
- Develop strategy to measure and report “return on investment” to each board member
- Aggressively negotiate and obtain administrative fees from all programmatic activities
- Establish Fund Development Committee as subcommittee of Executive Committee

## Marketing and Communications

The overarching goals of the Marketing and Communications component of the Strategic Plan are to increase LEED’s audiences’ knowledge of its programs and activities in order to improve LEED’s performance and success of its programs.

In developing the Marketing and Communications strategic plan, the Board identified strengths and weaknesses of the current marketing and communications.

### Among LEED’s strengths include the following:

- LEED’s brand (logo and colors) provide a professional, simple and symbolic graphical representation of the organization
- LEED’s limited programmatic offerings allow for opportunities for simple messages to be conveyed
- LEED’s board has a strong representation of large educational, business and civic organizations in the six county Sacramento region. This provides ample opportunities to spread LEED’s message internally within these organizations

## Weaknesses noted include:

- Name confusion: LEED is often confused with “LEED Green Building Certification.” In addition, some people do not understand the “Economic Development” side of the name, and convey this as “Business and Education Partnerships.”
- A negative history: For a variety of reasons, a negative impression of LEED persists among a few education and employer partners that have not embraced the “new LEED.”
- Muddled, wordy messaging: Too much information is being conveyed in LEED’s collateral materials, emails, and website. Individuals are bombarded with many pieces of information on a daily basis, and LEED is losing its message—and potential opportunities—with the wordiness of its current materials. Providing brief pieces of information (in internal and external communications) with links to additional information may remedy this.

As part of the organization’s three-year strategic plan, the following objectives were developed to address and minimize LEED’s marketing and communications weaknesses and threats and leverage LEED’s marketing and communications strengths, expand its opportunities to reach its current audiences and expand the region’s knowledge and support for LEED’s work.

## 2010 Objectives

- Develop clear and concise messages that effectively communicate LEED’s value and return on investment;
- Determine whether LEED should re-name/re-brand itself;
- Communicate LEED’s value to its partners and the region;
- Market 3-4 things that LEED does well;
- Develop more consistent-looking materials with LEED’s brand; and
- Equip LEED board members with messages and material to carry out LEED’s messages.

The 2011 and 2012 Marketing and Communications objectives will be widely determined by the outcomes of the 2010 objectives, as well as the outcomes of LEED’s programs and the Capital Region Career Academy Initiative.

2009 Convergence IV panelists (l-r) Anette Smith Doring (Workforce Development Manager, Sutter Health), Curt Haven (Director of Economic Development, City of Rancho Cordova), and Adrian Lopez (Public Affairs Director, Yuba Community College District) discussed the benefits of high school academies to employers that partner with those academies.

## Conclusion

The LEED Board of Directors affirmed that this Strategic Plan encompasses activities that supports the board’s vision when the organization reorganized itself and realigned its work to “align education to meet regional workforce needs” in 2006.

Increased regional representation among the board of directors will increase support, resources and the effectiveness of the organization’s programs and activities. Development of specific and measurable outcomes for the organization’s activities will enable LEED to provide valuable information related to the organization’s return on investment to employers and funders, thereby increasing LEED’s ongoing support and financial sustainability.

Lastly, in tough financial times, the best way local school districts can support and advance academically rigorous, theme based education is by joining together under the LEED umbrella and leveraging economies of scale and attracting outside resources. In turn, LEED can facilitate the long-term support for increasing the educational attainment, growth of high level skills and economic development in the Sacramento region.

*LEED is a regional organization comprised of a great body of people—if you want to know what is going on with economic development and education, this is the place to do it.*

**–2010-12 LEED Board of Directors Chairman James Beckwith, President, Five Star Bank**



# Organizational Structure

**LEED Board of Directors**  
Chair: James Beckwith, Five Star Bank  
CEO: David Butler

**Executive Committee/Finance**  
Audit  
Fund Development  
Nomination

**Workforce Development**  
Chair: Dan Throgmorton, Los Rios CCD  
Staff: David Butler

**Education Innovation**  
Chair: Frank Porter, Twin Rivers USD  
Staff: Linda Christopher

**Communications/Programs**  
Chair: Chris Holben, Runyon Saltzman & Einhorn  
Staff: Heather McGowan, Penny Cobarrubia

**LEED Staff**  
CEO:  
David Butler  
Director, Education Innovation:  
Linda Christopher  
Manager, Workforce Development:  
Penny Cobarrubia  
Director, Student Development:  
Gina Stuart  
Director, Marketing/Communications:  
Heather McGowan  
Manager, Accounting/Operations:  
Patricia Cumbra

**LEED Executive Committee**  
Chair: James Beckwith, Five Star Bank  
Vice Chair: Leroy Tripette, Intel  
Secretary: Dave Gordon, Sacramento County Office of Education  
Treasurer: Matt Nethaway, Perry-Smith LLP  
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