

Santa Cruz County Local Workforce Development Plan 2017-20
Draft 1-11-17

3. Local Plans for All the Local Areas in the RPU; each local plan will contain the following:
 - A. Provide a cohesive statement pertaining to the vision, goals, and strategy of the Local Board and its partners, including the following:
 - i. A description of the Local Board’s strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on WIOA performance indicators described in 20 Code of Federal Regulations Notice of Proposed Rulemaking 677.155(a)(1). Vision, goals, and strategy must be linked to the analytical background information.

The Santa Cruz County Workforce Development Board (WDB), through its Memorandum of Understanding (MOU) with its America's Job Center of California (AJCC partners), has defined and agreed to the following local vision, mission and goals:

“Building Economic Prosperity Through Workforce Development”

Vision: Workforce Santa Cruz County is a fully integrated workforce development system that maximizes human and business capital by promoting a well trained workforce for Santa Cruz County employers, insuring individual economic security and community vitality. Led by a dynamic Board that is empowered to effect change, WFSCC is committed to customer satisfaction and standards of performance in meeting the needs of job seekers, incumbent workers and local business alike.

Mission: The Workforce Santa Cruz County (WFSCC) system is a network that links public and private partners to strengthen the community by assisting individuals and businesses to reach their full economic potential. This is accomplished through the collaborative integration of employment, training, education and economic development services for job seekers, students, workers, and employers into a system which will be:

- **Integrated:** offering as many employment, training and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills and affording universal access to the system overall.
- **Comprehensive:** offering a large array of useful information with wide and easy access to needed services.
- **Customer-Focused:** providing the means for customers to judge the quality of services and make informed choices; and
- **Performance-Based:** based on mutually negotiated outcomes between core partners and

methods for measurement; and the means toward measuring and attaining customer satisfaction.

Goals:

- **A Well-trained Workforce:** Develop a well-trained workforce which links our job-seeking customers with county employers.
- **A Dynamic Empowered Board:** Engages business, local government, education and the community in its work and is empowered to think regionally, share responsibility and take action on behalf of the community.
- **Community Vitality:** Fosters economic development by increasing skills and knowledge, productivity and the effective use of resources to broaden prosperity, empower and enable individuals to gain a higher standard of living.
- **Self-sufficiency:** Self-sufficiency for our job-seeking and already employed customers.
- **Meaningful Economic Development Contributions:** To meaningfully contribute to the success of the County's Overall Economic Development Plan.
- **Integrated Workforce Development System:** To develop a fully integrated workforce development system that exceeds the expectations of local employers in assisting to meet their business and recruitment needs.
- **Customer Satisfaction and Continual Improvement:** To consistently meet and/or exceed the needs of our customers.
- **Economic Opportunity:** To ensure that meeting the needs of welfare recipients and the working poor is a critical part of a multifaceted approach to a comprehensive workforce development system.
- **Customer Satisfaction Measures:** To develop universal customer satisfaction performance indicators.

Please see the Coastal Regional Planning Unit's (RPU), consisting of Santa Cruz, Monterey, San Luis Obispo, and Santa Barbara counties, Regional Plan for details and specifics about regional efforts and strategies. The SCCWDB works closely with its regional partners to align strategies and resources. While there are unique challenges in each local area, there are also shared resources, challenges and opportunities. The close collaboration of the regional WDBs and with various partnerships described throughout this Local Plan, allow the Local Board to support regional economic growth and economic self-sufficiency. Two examples of local participation to help meet regional economic growth and economic self-sufficiency goals are:

- The SCCWDB is participating in the second phase of a Proposition 39 Pre-apprenticeship grant. In the first phase, the Monterey Bay Collaborative (which includes Monterey, San Benito, and Santa Cruz Counties) worked with employers to determine need in the trades and developed a curriculum and training program to fill the need. The first phase resulted in a small group of individuals trained. The goal of the second phase of the Proposition 39 project is to bolster the economic competitiveness of the Monterey Bay region by fully implementing the energy efficiency focused job training and placement

program created with the 2014 grant. The three County region will use the Multi-Craft Core Curriculum (MC3) green job skills program to train 55 individuals, targeting at-risk youth, women, veterans, and disadvantaged or disconnected job seekers. The Santa Cruz County WDB will be responsible for training 25 of the 55 individuals. Santa Cruz County WDB will have a minimum of 18 graduates who will be prepared for a career pathway in a variety of building trades, including Electricians, Iron Workers, Plasterers and Cement Masons, Sheet Metal Workers, Plumbers and Pipe Fitters, Operating Engineers and Teamsters. Participants in Santa Cruz County will have a special emphasis for from the Welfare to Work program in order to co-enroll customers and maximize their access to supports while in the program.

- Mission College is the recipient of the Silicon Valley High Tech Apprenticeship Initiative (SVHTAI), an American Apprenticeship grant. Through this grant, six local community colleges and their partners, including the SCCWDB, are able to offer apprenticeships in help desk specialist and data center technician. These two programs will open the doors to a high tech career for women, people of color, and veterans. After completing training, these students will be prepared for entry level positions with prospective employers. The SCCWDB is partnering in community outreach efforts to encourage WIOA-eligible youth and displaced workers (with special attention to groups who are underrepresented in the tech sector) to participate in the SVHTAI apprenticeship programs.

ii. Taking into account analyses described above, provide a strategy to work with the entities that carry out the core programs and other required partners to align resources available to the local area, to achieve the strategic vision of the local plan.

Strategies are described throughout the Local Plan, including the following:

- Career Center Operators meetings: The group meets regularly to discuss AJCC issues and to develop solutions, including those related to better service delivery to local employers, workers, and jobseekers.
- The Business Engagement Practitioners group, led by SCCWDB staff, includes economic development and local WIOA Memorandum of Understanding (MOU) partners including EDD, Department of Rehabilitation, Center for Employment Training and services providers such as Goodwill Central Coast. The group meets monthly and discusses business engagement efforts in the County, shares best practices, and provides updates on outreach efforts to local businesses. Inherent and key to the discussions are how to better serve local employers, workers, and jobseekers.
 - The SCCWDB hosts the Comprehensive Economic Development Strategy (CEDS) Committee as one of its subcommittees. The CEDS Committee includes a representative from every jurisdictions' economic development department.

The SCCWDB also works closely with Santa Cruz County Economic Development to strategize and align services.

B. Required detail on local program alignment to implement State Plan policy strategies.

- i. Provide a description of the workforce development system in the local area that identifies programs included in the system.

The local system has all core required partners included in its comprehensive one-stop AJCC located at Watsonville Career Center, 18 West Beach St. It also has three Satellite AJCCs: Capitola Career Center, 2045 40th Ave.; Santa Cruz Career Center, 350 Encinal Street; Sequoia School/Suenos Youth Services, 229 Green Valley Rd.

For further information, please consult Attachment 3, the Local MOU, which has a list of partners and services provided by each partner.

- ii. Identify how the Local Board will support the seven policies identified in the State Plan and will work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the *Carl D. Perkins Career and Technical Education Act of 2006* (20 U.S.C. 2301 *et seq.*) to support service alignment and implement the policy strategies emphasized in the State Plan (the seven strategies are sector strategies, career pathways, organizing regionally, earn and learn, supportive services, building cross system data capacity, integrating services and braiding resources).

The SCCWDB has many approaches to reaching the seven goals in the state plan. An example for each of the seven policy strategies follow:

- Sector Strategies: The SCCWDB has two specific sector initiatives: one effort underway (Slingshot; in healthcare), and one in the planning phases (Technology Sector Initiative), to look at specific industry need (healthcare and technology) and determine solutions to finding and/or training talent to fill the need. Career Pathways: The SCCWDB hosts the Comprehensive Economic Development Strategy (CEDS) Committee as one of its subcommittees. The CEDS Committee includes a representative from every jurisdictions' economic development department. The SCCWDB also works closely with Santa Cruz County Economic Development to strategize and align services. We participate in the Monterey Bay Economic Partnership (MBEP) Workforce Development Committee. MBEP convenes regional economic development agencies. The Workforce Development Committee consists of regional economic development, workforce development, educational partners and employers. The Committee convenes to

consider regional economic and workforce development partnership opportunities. A current effort is strengthening regional career pathways, including conducting an inventory, considering promising practices from other regions and then advancing the concept to develop pathways.

- Organizing regionally: The SCCWDB is involved in many regional efforts including:
 - The SCCWDB is implementing a regional Proposition 39 Pre-apprenticeship grant. In the first phase, the Monterey Bay Collaborative (which includes Monterey, San Benito, and Santa Cruz Counties) worked with employers to determine need in the trades and developed a curriculum and training program to fill the need. The first phase resulted in a small group of individuals trained. The goal of the second phase of the Proposition 39 project is to bolster the economic competitiveness of the Monterey Bay region by fully implementing the energy efficiency focused job training and placement program created with the 2014 grant. The three County region will use the Multi-Craft Core Curriculum (MC3) green job skills program to train 55 individuals, targeting at-risk youth, women, veterans, and disadvantaged or disconnected job seekers. The Santa Cruz County WDB will be responsible for training 25 of the 55 individuals. Santa Cruz County WDB will have a minimum of 18 graduates who will be prepared for a career pathway in a variety of building trades, including Electricians, Iron Workers, Plasterers and Cement Masons, Sheet Metal Workers, Plumbers and Pipe Fitters, Operating Engineers and Teamsters. Participants in Santa Cruz County will have a special emphasis for from the Welfare to Work program in order to co-enroll customers and maximize their access to supports while in the program.
 - Mission College is the recipient of the Silicon Valley High Tech Apprenticeship Initiative (SVHTAI), an American Apprenticeship grant. Through this grant, six local community colleges and their partners, including the SCCWDB, are able to offer apprenticeships in help desk specialist and data center technician. These two programs will open the doors to a high tech career for women, people of color, and veterans. After completing training, these students will be prepared for entry level positions with prospective employers. The SCCWDB is partnering in community outreach efforts to encourage WIOA-eligible youth and displaced workers (with special attention to groups who are underrepresented in the tech sector) to participate in the SVHTAI apprenticeship programs.
 - SCCWDB is participating in the development of the Coastal Regional Planning Unit's (RPU), consisting of Santa Cruz, Monterey, San Luis Obispo, and Santa Barbara counties, Regional Plan. This regional partnership has been collaborating for many years under the auspices of W4C: The Workforce Collaborative of California's Central Coast.
 - The SCCWDB, in coordination with its regional partners (Counties of Monterey, San Luis Obispo, Santa Barbara), is participating in a regional Slingshot health

care grant. The California WDB has approved the partnership's second phase of the grant, including funding of \$1 million.

- The SCCWDB has a dedicated labor market information (LMI) and data analyst who provides labor market and data analysis to local and regional stakeholders using through the aforementioned tools. The LMI used in the RPU Regional Plan was provided by this individual.
- Earn and Learn: The SCCWDB primarily uses On the Job Training as its earn and learn strategy. This service is contracted to Goodwill Central Coast. Additionally, The Human Services Department (HSD), in which the SCCWDB operations are housed, offers a wide range of programs and safety net services to meet the basic needs of individuals and families. Co-enrollment between other HSD program, such as CalWORKs, and WIOA are common. For example, one-third (33 out of 100) of our WIOA youth participants are co-enrolled in CalWORKs. As another example of how the SCCWDB facilitates the development of career pathways and co-enrollment, HSD contracts with Goodwill Central Coast and Community Action Board of Santa Cruz County (CAB) to administer SmartHIRE, a subsidized employment program offering employers reimbursements to hire and train clients. SWDS and CAB work with the employers to provide the SmartHIRE employee. When additional training and skill development is warranted, the employee can seamlessly move into a WIOA OJT as a co-enrollment to improve employee retention. The WDB is participating in the second phase of a Proposition 39 Pre-apprenticeship grant. In this phase, enrollment will be open but focused on CalWORKs participants to ensure that the enrollees have the supports necessary to succeed.
- Supportive Services: The SCCWDB has a supportive services policy that focuses on mitigating barriers to success in completing Title I services. The menu of allowable services includes transportation. Case managers assist the customer in determining what the individual may need to be successful in terms of supportive services, such as transportation.
 - Building Cross System Data Capacity: The SCCWDB uses using diagnostic labor market data to assess where to invest, and also, the use performance data to assess the value of those investments. It has the following tools for accessing labor market data: JobsEQ, CalJOBS, and Econovue. The SCCWDB has a dedicated labor market information (LMI) and data analyst who provides labor market and data analysis to local and regional stakeholders using through the aforementioned tools. The LMI used in the RPU Regional Plan was provided by this individual.
- Integrating Services and Braiding Resources: The SCCWDB hosts and participates in a variety of partnerships to ensure that resources are braided and coordinated services at the local level to meet client needs. These include but are not limited to:
 - Career Center Operators meetings: The group meets regularly to discuss AJCC issues and to develop solutions, including those related to better service delivery to local employers, workers, and jobseekers.

- The Business Engagement Practitioners group, led by SCCWDB staff, includes economic development and local WIOA Memorandum of Understanding (MOU) partners including EDD, Department of Rehabilitation, Center for Employment Training and services providers such as Goodwill Central Coast. The group meets monthly and discusses business engagement efforts in the County, shares best practices, and provides updates on outreach efforts to local businesses. Inherent and key to the discussions are how to better serve local employers, workers, and jobseekers.

C. Specific Services and Service Delivery Strategies

- i. Local plan describes the ways the local board will work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Target populations include those listed in WIOA Section 24(a)-(M).

Through an MOU with its AJCC partners, the local workforce development system includes all required WIOA partners and other local key partners. The partners are as follows:

- WIOA Title I.B: Adult, Dislocated Worker & Youth Programs (WDB)
- WIOA Title II: Adult Education and Literacy (Adult Education Block Grant (AEBG))
- WIOA Title III: Employment Services (Employment Development Department)
- WIOA Title IV: Vocational Rehabilitation (Department of Rehabilitation)
- DHS: Temporary Assistance for Needy Families/CalWORKs (County of Santa Cruz)
- Title V of Older Americans Act (Peninsula Family Service)
- Postsecondary career and technical education under the Perkins Act (Career Technical Education, Cabrillo College)
- Job Corps (Job Corps)
- Veterans (EDD)
- Migrant and Seasonal Farmworkers (Center for Employment Training)
- E&T programs under Community Service Block Grant (Community Action Board of Santa Cruz County, Inc.)
- Trade Adjustment Assistance Act (EDD)
- HUD-Administered Employment & Training Programs (Housing Authority of the County of Santa Cruz)
- Programs under state unemployment insurance (EDD)
- Second Chance Act programs (no local program)

Other partners in the system, not required to be a party to the MOU but actively working with the AJCCs include:

- Native American Programs
- YouthBuild (no local program)

In addition to SCCWDB, on which required partner agencies are seated, and its Committee meetings, the Local WIOA area, has many systematic means to align supports service alignment and implement the policies of the State Plan. These include, but are not limited to:

- A quarterly Career Center Operators meeting which includes MOU partners plus other service providers in the Career Centers, including the contracted WIOA service provider, Goodwill Central Coast, and other service providers such as Washoe Native TANF Program.

The partners, through the MOU, are going to serve those with barriers to employment by a variety of strategies, including, but not limited:

- WIOA: Supportive services to ameliorate barriers such as child care or transportation needs. Providing Job Preparedness opportunities including internships.
- Job Corps: Providing supportive services to ameliorate barriers to employment.
- Migrant Seasonal Farmworkers: In-house supportive services including stipends, Vocational English as a Second Language courses. Human Development Sessions such as financial literacy and life skills workshops. Will provide follow-up assistance post-training.
- Wagner-Peyser (Employment Development Department): Providing information about where to obtain any needed supportive services or assistance. Providing state Disability Insurance Program application and access point. Instructional programs for high school equivalency. Outreach to dislocated workers. Veteran's Services Navigator assessments. Fidelity bonding, including educating employers, providing individuals access to, and assistance with paperwork for, bonding. Providing hiring incentives to employers. Brokering California Training Benefits (CTB) for eligible California Unemployment Insurance (UI) claimants, who lack competitive job skills to be more competitive in the California labor market and receive their UI benefits, which might otherwise not be allowed while attending a training or retraining program. Providing veteran's and youth programs to help individuals move past barriers to employment. Providing workshops which assist job seekers with the skills to get a job, including, but not limited to, interviewing, how to work a job fair, how to increase employability (soft skills), how to use social media. Migrant Seasonal Farm Workers services, including job coaching, career counseling, assessments and more.
- Adult Literacy (Santa Cruz Adult Education Consortium): Instructional programs for the high school equivalency. English as a Second Language courses. AB 109 realignment services in conjunction with the Watsonville rehab and re-entry facility at Rountree.
- Vocational Rehabilitation (Department of Rehabilitation): Assistance to shoe with a documented ability, including guidance counseling, job placement assistance and job coaching. Pre-employment transition services for youth. Supportive services. Training funds, including on the job training.

- Title V Older Americans Act (Peninsula Family Service): Workforce preparation. Financial literacy assistance. Job search assistance. Supportive services information.
- Carl Perkins Career Technical Education (Cabrillo College): Case management and emotional support. Tutoring. Financial literacy.
- Trade Adjustment Assistance Act (Employment Development Department): Training or retraining allowance. Relocation allowances. Supportive services. On the Job Training.
- Veterans (Employment Development Department): see above EDD list.
- Housing Authority: Family self-sufficiency program that enables HUD-assisted families to increase their earned income and reduce their dependency on welfare assistance and rental subsidies.
- Community Services Block Grant (Community Action Board): Emergency rent for those facing eviction. Job readiness workshops. Support for women in non-traditional jobs. Support for farmworkers and other seasonal workers. Immigration and legal advice.
- TANF (Human Services Department): temporary financial assistance for food, shelter, utilities and expenses other than medical. And a variety of job assistance services including assessment, individualized employment plan development, supportive services information, workforce preparation workshops and job search assistance.

ii. Provide a description of the way the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.

The Human Services Department (HSD), in which the SCCWDB operations are housed, offers a wide range of programs and safety net services to meet the basic needs of individuals and families. Co-enrollment between other HSD program, such as CalWORKs, and WIOA are common. For example, one-third (33 out of 100) of our WIOA youth participants are co-enrolled in CalWORKs. As another example of how the SCCWDB facilitates the development of career pathways and co-enrollment, HSD contracts with Goodwill Central Coast and Community Action Board of Santa Cruz County (CAB) to administer SmartHIRE, a subsidized employment program offering employers reimbursements to hire and train clients. SWDS and CAB work with the employers to provide the SmartHIRE employee. When additional training and skill development is warranted, the employee can seamlessly move into a WIOA OJT as a co-enrollment to improve employee retention. The WDB is participating in the second phase of a Proposition 39 Pre-apprenticeship grant. In this phase, enrollment will be open but focused on CalWORKs participants to ensure that the enrollees have the supports necessary to succeed.

iii. Provide a description of the way the Local Board will improve access to activities leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable.

The SCCWDB has many efforts underway to continuously improve access to activities leading to a credential that is portable and stackable. As one example, the SCCWDB recently enhanced its Individual Training Account policy to allow scholarships for two years which lead to a community college Associates degree in a demand occupation leading which will lead to a job upon completion. As another example, the SCCWDB has one effort underway, and one in the planning phases, to look at specific industry need (healthcare and technology) and develop solutions to finding and/or training talent to fill the need. This discussion will inform how access to activities leading to a post-secondary credential can be made more efficient for the consumer. The SCCWDB employs continuous quality improvement in regard to its systems to help individuals find a path to self sufficiency. One such example is the Career Center Operators group that meets regularly to discuss AJCC issues and to develop solutions. The group has designed and implemented the Universal Referral form that all partners in the AJCC use to better determine the best point of entry for a customer into the AJCC system and also to determine the best course of action for the individual to move toward self sufficiency, including earning a recognized post-secondary credential should that meet the individual's needs.

The WDB has two efforts that are prime examples of how industry is integrally involved in the conversation regarding credentials: Slingshot (healthcare) and the Technology Sector Initiative. Both look at specific industry need (healthcare and technology) and determine solutions to finding and/or training talent to fill the need. Any credentials developed from these efforts will by definition be valued by industry since the primary contributors to the efforts are industry leaders.

- iv. Provide a description of the way Local Boards and their partners will facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.

The SCCWDB has two specific sector initiatives: one effort underway (Slingshot; in healthcare), and one in the planning phases (Technology Sector Initiative), to look at specific industry need (healthcare and technology) and determine solutions to finding and/or training talent to fill the need. Since the vast majority (82%) of employers in Santa Cruz are small employers (fewer than nine employees), sector initiatives necessarily address their needs. Both of the sector initiatives work directly with employers to determine need and also identify solutions.

The SCCWDB is participating in the second phase of a Proposition 39 Pre-apprenticeship grant. In the first phase, the Monterey Bay Collaborative (which includes Monterey, San Benito, and Santa Cruz Counties) worked with employers to determine need in the trades and developed a curriculum and training program to fill the need. The first phase resulted in a small group of individuals trained. The goal of the second phase of the Proposition 39 project is to bolster the economic competitiveness of the Monterey Bay region by fully implementing the energy efficiency focused job training and placement program created with the 2014 grant. The three

County region will use the Multi-Craft Core Curriculum (MC3) green job skills program to train 55 individuals, targeting at-risk youth, women, veterans, and disadvantaged or disconnected job seekers. The Santa Cruz County WDB will be responsible for training 25 of the 55 individuals. Santa Cruz County WDB will have a minimum of 18 graduates who will be prepared for a career pathway in a variety of building trades, including Electricians, Iron Workers, Plasterers and Cement Masons, Sheet Metal Workers, Plumbers and Pipe Fitters, Operating Engineers and Teamsters. Participants in Santa Cruz County will have a special emphasis for from the Welfare to Work program in order to co-enroll customers and maximize their access to supports while in the program.

Mission College is the recipient of the Silicon Valley High Tech Apprenticeship Initiative (SVHTAI), an American Apprenticeship grant. Through this grant, six local community colleges and their partners, including the SCCWDB, are able to offer apprenticeships in help desk specialist and data center technician. These two programs will open the doors to a high tech career for women, people of color, and veterans. After completing training, these students will be prepared for entry level positions with prospective employers. The SCCWDB is partnering in community outreach efforts to encourage WIOA-eligible youth and displaced workers (with special attention to groups who are underrepresented in the tech sector) to participate in the SVHTAI apprenticeship programs.

- v. Provide a description of the way Local Boards and their partners will support a local workforce development system that meets the needs of businesses in the local area.

The SCCWDB hosts the Comprehensive Economic Development Strategy (CEDS) Committee as one of its subcommittees, which means that the WDB Director guides the work of the committee, which is staffed by Santa Cruz County Economic Development. The CEDS Committee includes a representative from every jurisdictions' economic development department. Beyond the works of the CEDS Committee, the SCCWDB also works closely with Santa Cruz County Economic Development to strategize and align services.

- vi. Provide a description of the way Local Boards and their partners will better coordinate workforce development programs and economic development.

The SCCWDB has a multi-faceted approach to supporting local workforce development systems to meet the needs of businesses in the local area, including a Business Services Committee which includes WDB business members. The Business Services Committee oversees the work of Workforce Santa Cruz County, a partnership between the SCCWDB and CalWORKs that provides the following business services:

- On-the-Job Training (WIOA): Reimburses employer up to 50% of WIOA participant wages up to \$10,000 while the employer provides onsite job training.

- SmartHIRE (CalWORKs): Provides employers incentives for hiring participants of the Welfare to Work program. An On-the-Job training component is not required.
- Paid and Unpaid Work Experience (WIOA)
- CalWORKs: Provides employers with volunteers who gain valuable work experience.
- Rapid Response (WIOA): Staff provide on-site orientations to local employees who are being laid off.
- Layoff Aversion at SBDC (WIOA): Small Business Development Center counselors provide local business owners with free and confidential counseling services designed to either prevent layoffs or to grow their businesses.
- Early Alert Network (WIOA): The Early Alert Network identifies possible or actual businesses closing or reducing employees. Network partners contact the employer to offer assistance or to provide Rapid Response services to laid-off employees. The Network is comprised of local business leaders, local press, EDD staff, Cabrillo College staff, SCCWDB staff, HSD staff, and educational institutions.
- Business Services Representative Consultations (WIOA): WIB Business Service Representative consults with local businesses to assess their needs and to make referrals to Workforce Santa Cruz County Business Services or other services available at a local, State, or Federal level.
- Specialized Recruitments (WIOA): Local businesses can use the Workforce Santa Cruz County facilities at no charge to host on-site recruitments.
- Job Postings (WIOA): Local businesses can market their job openings in the Workforce Santa Cruz County Career Centers or on the online Cal JOBS.
- Job Fair Sponsorship (WIOA): As one example, the WDB sponsors the annual Access2Employment job fair. Multiple employers recruit for various job openings at this job fair.

The Business Services Committee is currently planning a Business Forum for early 2017 to include employers from a wide variety of business types, industries, and geographical locations and to survey the businesses as to what kind of assistance they need, discuss number of commuters leaving the county for work and how that affects employers/what it means for them. The end result of the forum is to conclude with a realistic commitment from SCCWDB to research and develop ways to address employer needs.

The SCCWDB hosts the Comprehensive Economic Development Strategy (CEDS) Committee as one of its subcommittees. The CEDS Committee includes a representative from every jurisdiction's economic development department. The SCCWDB also works closely with Santa Cruz County Economic Development to strategize and align services.

The SCCWDB, working with Business U, is developing a Business Engagement Strategy which analyzes the current state of business engagement practices; defines business engagement goals, objectives, strategies and metrics; and develops future-looking recommendations to

maximize business engagement. The WDBSCC is developing a Business Engagement Plan, including working with Business U to create a local model for business engagement. The plan will help the WDBSCC better engage local and regional employers and provide services that meet their needs.

The Business Engagement Practitioners group, led by SCCWDB staff, includes economic development and local WIOA Memorandum of Understanding (MOU) partners including the Employment Development Department (EDD), Department of Rehabilitation, Center for Employment Training and services providers such as Goodwill Central Coast. The group meets monthly and discusses business engagement efforts in the County, shares best practices, and provides updates on outreach efforts to local businesses. The group is also instrumental in developing a local business engagement strategy, using the complimentary BootCamp Business Engagement tools product to Business Engagement Strategy produced by Business U.

vii. Provide a description of the way Local Boards and their partners will strengthen linkages between the one-stop delivery system and unemployment insurance programs.

The SCCWDB has an ongoing, long-term partnership with the Employment Development Department (EDD). Current partnership arrangements include:

- The SCCWDB, through its umbrella agency, the Human Services Department, provides space to the Employment Development Department (EDD) in comprehensive one-stop AJCC at 18 W. Beach.
- The AJCC has an EDD phone center at the comprehensive one-stop Career Center. This phone center is very busy at most times, especially during seasonal worker lay-off periods.
- The ADJCC has a computer lab dedicated (during busy times, such as for seasonal workers) to people filing to unemployment insurance.

To continually strengthen key partnerships, including those with unemployment insurance programs, the SCCWDB has a multi-faceted approach:

- EDD is a key partner participating in Career Center Operators meetings. The group meets regularly to discuss AJCC issues and to develop solutions. The group has designed and implemented the Universal Referral form that all partners in the AJCC use to better determine the best point of entry for a customer into the AJCC system and also to determine the best course of action for the individual to move toward self sufficiency, including earning a recognized post-secondary credential should that meet the individual's needs.
- The Business Engagement Practitioners group, led by SCCWDB staff, includes economic development and local WIOA Memorandum of Understanding (MOU) partners including EDD, Department of Rehabilitation, Center for Employment Training and services providers such as Goodwill Central Coast. The group meets monthly and discusses

business engagement efforts in the County, shares best practices, and provides updates on outreach efforts to local businesses. The group is also instrumental in developing a local business engagement strategy, using the complimentary BootCamp Business Engagement tools product to Business Engagement Strategy produced by Business U.

- D. Required Information Pertaining to America’s Job Centers of CaliforniaSM (AJCC), including the following State Plan requirements for local plans:
- i. Provide a description of the way the Local Board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers, and jobseekers.

The SCCWDB is currently seeking a Career Center Operator, along with a service provider for Adult and Dislocated Worker services. Competitively procuring these services is just one way that the SCCWDB helps ensure continuous improvement of its services through the system.

The SCCWDB also has several groups that meet to work on continuously improving service delivery. Both groups discuss what trainings are needed to better serve job seekers:

- Career Center Operators meetings: The group meets regularly to discuss AJCC issues and to develop solutions, including those related to better service delivery to local employers, workers, and jobseekers. The Universal Referral Form is a prime example of the group’s continuous improvement products. The group developed it and all partners in the AJCC use this tool to better determine the best point of entry for a customer into the AJCC system and also to determine the best course of action for the individual to move toward self sufficiency.
- The Business Engagement Practitioners group, led by SCCWDB staff, includes economic development and local WIOA Memorandum of Understanding (MOU) partners including EDD, Department of Rehabilitation, Center for Employment Training and services providers such as Goodwill Central Coast. The group meets monthly and discusses business engagement efforts in the County, shares best practices, and provides updates on outreach efforts to local businesses. Inherent and key to the discussions are how to better serve local employers, workers, and jobseekers. As an example of the group’s efficacy in improving business engagement, the group has been instrumental in developing a local business engagement strategy, using the complimentary BootCamp Business Engagement tools product to Business Engagement Strategy produced by Business U.

- ii. Provide a description of the way the Local Board will facilitate access to services provided through the AJCC delivery system, including in remote areas, through the use of technology and other means

The SCCWDB is working to make the AJCC delivery system as accessible as possible, including remote areas. CalJOBS is available online everywhere, 24 hours a day, 7 days a week, including through the libraries throughout the county, local area school computers for youth/students, local non-profits with computers for their clients, etc. An example of outreach includes a partnership with Watsonville Aptos Adult Education. SCCWDB offered the organization an overview of WIOA services and an overview of CalJOBS.

- iii. Provide a description of the way entities within the AJCC delivery system, including AJCC operators and the AJCC partners, will comply with WIOA Section 188, if applicable, and applicable provisions of the *Americans with Disabilities Act of 1990* (42 U.S.C. 12101 *et seq.*) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities

Bi-annually (every other year) the SCCWDB reports to the State EEO office about its facilities/ ADA/EEO & programmatic accessibility at the AJCC and its Santa Cruz satellite sites and the WIOA youth facility. This process is undertaken in concert with the Human Service Department's Civil Rights/ EEO/ADA Coordinator/ etc. The review is very thorough. Any requirements not fully met have a corrective action plan.

Requirements of the bi-annual assessment include having all staff trained in disability awareness, ensuring that all staff are aware of the policies and practices to offer accommodations to provide accessibility to programs and services, ensuring staff awareness of accommodations, providing an accessible physical environment, including at entrances and throughout the facilities where a customer might travel, providing signage at various required junctures that has the required elements, wheelchair accessibility, bathroom accessibility, telephone accessibility among meeting many other accessibility requirements.

Partners to the AJCC through the MOU, such as the Department of Rehabilitation, also provide services that enable greater accessibility, including assistive technology (assessment and equipment), disability awareness training for employers and assistance to those with a documented disability.

- iv. Provide a description of the roles and resource contributions of the AJCC partners.
- v. Include an appendix in each local plan of copies of executed MOUs and cooperative agreements that are in process and copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local AJCC system.

This includes cooperative agreements (as defined in WIOA Section 107(d)(11)) between the Local Board or other local entities described in WIOA Section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under Title I of such Act (29 U.S.C. 720 et seq.) (other than Section 112 or part C of that Title (29 U.S.C. 732, 741) and subject to Section 121(f)) in accordance with Section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

The AJCC partners have a wide range of roles and responsibilities delineated in the MOU. Please see Attachment 3. Resource contributions are being delineated in the second phase of the MOU process.

- vi. Provide detail specifying how Local Boards will work with WIOA Section 166 grantees to include in their local plans their strategies to provide Indian and Native Americans equal access to AJCC services.

Santa Cruz County currently has no partners receiving WIOA Section 166. However, in regard to providing access to Indians/Native Americans, the Capitola Career Center has a full time, on site Native TANF Case Manager. The Case Manager works closely with WIOA Case Managers to provide WIOA services through co-enrollment when appropriate. The Case Manager is also invited to the all partner Career Center Operators group.

- vii. Provide detail specifying how Local Boards will work with WIOA Section 167 grantees to include in their local plans their strategies to provide eligible Migrant Seasonal Farmworkers equal access to AJCC services.

The Center for Employment Training (CET) is the local WIOA Section 167 grantee working with Migrant Seasonal Farmworkers. CET is co-located at the comprehensive AJCC, participates in Career Center Operators and the Business Engagement Practitioners group to ensure equal access for Migrant Seasonal Farmworkers to AJCC services.

- viii. Provide detail specifying how AJCCs will serve as an on-ramp for the regional Sector pathways emphasized in the corresponding regional plan.

The SCCWDB has two specific sector initiatives: one effort underway (Slingshot; in healthcare), and one in the planning phases (Technology Sector Initiative), to look at specific industry need (healthcare and technology) and determine solutions to finding and/or training talent to fill the

need. Since the vast majority (82%) of employers in Santa Cruz are small employers (nine or fewer employees) sector initiatives necessarily address their needs. Both of the sector initiatives work directly with employers to determine need and also identify solutions.

The SCCWDB is participating in the second phase of a Proposition 39 Pre-apprenticeship grant. In the first phase, the Monterey Bay Collaborative (which includes Monterey, San Benito, and Santa Cruz Counties) worked with employers to determine need in the trades and developed a curriculum and training program to fill the need. The first phase resulted in a small group of individuals trained. The goal of the second phase of the Proposition 39 project is to bolster the economic competitiveness of the Monterey Bay region by fully implementing the energy efficiency focused job training and placement program created with the 2014 grant. The three County region will use the Multi-Craft Core Curriculum (MC3) green job skills program to train 55 individuals, targeting at-risk youth, women, veterans, and disadvantaged or disconnected job seekers. The Santa Cruz County WDB will be responsible for training 25 of the 55 individuals. Santa Cruz County WDB will have a minimum of 18 graduates who will be prepared for a career pathway in a variety of building trades, including Electricians, Iron Workers, Plasterers and Cement Masons, Sheet Metal Workers, Plumbers and Pipe Fitters, Operating Engineers and Teamsters. Participants in Santa Cruz County will have a special emphasis for from the Welfare to Work program in order to co-enroll customers and maximize their access to supports while in the program.

Mission College is the recipient of the Silicon Valley High Tech Apprenticeship Initiative (SVHTAI), an American Apprenticeship grant. Through this grant, six local community colleges and their partners, including the SCCWDB, are able to offer apprenticeships in help desk specialist and data center technician. These two programs will open the doors to a high tech career for women, people of color, and veterans. After completing training, these students will be prepared for entry level positions with prospective employers. The SCCWDB is partnering in community outreach efforts to encourage WIOA-eligible youth and displaced workers (with special attention to groups who are underrepresented in the tech sector) to participate in the SVHTAI apprenticeship programs.

In addition to the various local and regional sector initiatives, SCCWDB also refers to Adult Education so that customers can begin a sector career pathway; SCCWDB provides Individual Training Account Scholarships and On the Job Training in in-demand sectors along with helping the individual obtain the skills to enter these pathways, labor market information so that individuals can make an informed choice about their career path, including its sector opportunities.

E. Required Information Pertaining to Specific Programs, Populations, and Partners

- i. Describe how the Local Board will coordinate local workforce investment activities with regional economic development activities that are carried out

in the local area and how the Local Board will promote entrepreneurial skills training and microenterprise services.

The SCCWDB is integrally involved in local and regional economic development efforts as well as promoting entrepreneurial skills training and microenterprise services.

The SCCWDB hosts the Comprehensive Economic Development Strategy (CEDS) Committee as one of its subcommittees, which means that the WDB Director guides the work of the committee, which is staffed by Santa Cruz County Economic Development. The CEDS Committee includes a representative from every jurisdictions' economic development department. The CEDS Committee Chair and Vice-Chair are the WDB Chair and Vice-Chair. Beyond the works of the CEDS Committee, the SCCWDB also works closely with Santa Cruz County Economic Development to strategize and align services. The WDB Director meets monthly with Santa Cruz County Economic Development.

The SCCWDB participates in the Monterey Bay Economic Partnership (MBEP) Workforce Development Committee. MBEP convenes regional economic development agencies. The Workforce Development Committee consists of regional economic development, workforce development, educational partners and employers. The Committee convenes to consider regional economic and workforce development partnership opportunities. A current effort is strengthening regional career pathways, including conducting an inventory, considering promising practices from other regions and then advancing the concept to develop pathways.

The SCCWDB, working with Business U, is developing a Business Engagement Strategy which analyzes the current state of business engagement practices; defines business engagement goals, objectives, strategies and metrics; and develops future-looking recommendations to maximize business engagement. The WDBSCC is developing a Business Engagement Plan, including working with Business U to create a local model for business engagement. The plan will help the WDBSCC better engage local and regional employers and provide services that meet their needs. This effort includes County Economic Development. Additionally, all partner jurisdictional economic development departments were also surveyed for input.

The Business Engagement Practitioners group, led by SCCWDB staff, includes economic development and local WIOA Memorandum of Understanding (MOU) partners including the Employment Development Department (EDD), Department of Rehabilitation, Center for Employment Training and services providers such as Goodwill Central Coast. The group meets monthly and discusses business engagement efforts in the County, shares best practices, and provides updates on outreach efforts to local businesses. The group is also instrumental in developing a local business engagement strategy, using the complimentary BootCamp Business Engagement tools product to Business Engagement Strategy produced by Business U.

The SCCWDB has two specific sector initiatives: one effort underway (Slingshot; in healthcare), and one in the planning phases (Technology Sector Initiative), to look at specific industry need (healthcare and technology) and determine solutions to finding and/or training talent to fill the need. Since the vast majority (82%) of employers in Santa Cruz are small employers (nine or fewer employees), sector initiatives necessarily address their needs. Both of the sector initiatives work directly with employers to determine need and also identify solutions.

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The SCCWDB was a sponsor of the 2016 Microenterprise Summit, including helping arrange presenters, as well as sharing information about AJCC resources, programs, and services with the businesses. As an example, we worked with businesses considering hiring a first employee. The Summit was hosted by County Economic Development. The SCCWDB will participate in any such future events.

In the youth program, provided through the Santa Cruz County Office of Education (COE), the COE, in addition to customer service and hospitality and agriculture (including farm/field technologies), offers trainings in entrepreneurship to enrolled youth.

- ii. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

The WDCSCC contracts with Goodwill Central Coast (GCC) to provide funding for the operations of workforce services, including WIOA Adult and Dislocated Worker services, in Santa Cruz County. Services are provided in two locations which includes both the full service One-Stop AJCC career center in Watsonville as well as one satellite career center in the North County area. GCC provides career counseling, training scholarships, job placement assistance, and On-the-Job (OJT) training opportunities for local businesses and job seekers. Additionally, GCC provides business services to help connect employers to skilled job seekers.

Strengths and opportunities of adult and dislocated worker employment and training opportunities in the local area include:

- Strengths:
 - Robust workforce development system locally and regionally
 - Resources available to offset the costs of hiring new employees.
 - Large labor pool
 - Higher than average ITA cap allowing payment for a full two year Associate's degree in an in-demand field.
- Opportunities and Plans to address opportunities:
 - Continuing to strengthen regional partnerships
 - Connecting employers with community college programs to develop new training based on employer and industry needs
 - Better matching job seekers with the local job pool

- iii. Provide a description of how the Local Board will coordinate rapid response activities carried out in the local area.

The SCCWDB supports several Rapid Response services and continuous improvement of those services:

- The Early Alert business closure and layoff information system and the layoff aversion Retain Your Employees Program contracted to the Central Coast Small Business Development Center. These programs operate in coordination with the SCCWDB's Business Services Team (contracted to Goodwill Central Coast) to identify business at risk of closing, reducing positions, or relocating and will provide counseling and support to remain open. If closing, the SCCWDB coordinates with the business owner and

employees to provide Rapid Response and Dislocated Worker services. Unemployment insurance information benefits, Wagner-Peyser and Trade Adjustment Act services will be coordinated with EDD.

- The Business Services Committee will annually assess the business services outcomes to recommend any strategic changes to make services more effective.
- The SCCWDB applies, when appropriate, for additional Rapid Response and/or Governor's discretionary funds to meet identified business service needs by planning and working regionally. The SCCWDB also supports its regional partners when they apply for additional funding.
- The SCCWDB, through its contract with Goodwill Central Coast, coordinates Warn Notice/Rapid Response activities through strong partnerships with EDD Wagner-Peyser program and other agencies. Based on the employees impacted, the SCCWDB coordinates all Rapid Response activities with organized labor and Trade Adjustment Act, as appropriate. The SCCWDB's WFSCC system is a strong collaborative with all other employment and training agencies.
- The SCCWDB's Business Services Representatives ((BSR)-contracted through Goodwill Central Coast), market Rapid Response services under the Workforce Santa Cruz County (WFSCC) brand, are responsible for identifying employment opportunities for WFSCC job seekers and linking businesses to the resources to assist them in business start-up, growth, and retention.

iv. Provide a description and assessment of the type and availability of youth workforce development activities in the local area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.

The SCCWDB contracts with the Santa Cruz County of Office of Education (COE) to provide education and employment and training services to WIOA eligible youth between the ages of 16-24 that are low-income, and meet other barriers to successfully being able to attain a high school diploma or its equivalency, enter a post-secondary education program, or to being gainfully employed.

Through an enhanced contract, the breadth of services was expanded to particularly address the needs of for Out-of-School youth, as well as to address the new WIOA requirement to serve 75% Out-of-School youth (OSY). In keeping with the new WIOA requirements, 14 program elements are being provided including but not limited to study skills trainings, evidence-based dropout prevention and recovery strategies, paid work experience, internships and job

shadowing, workforce preparation activities, support services, adult mentoring, and financial literacy skills training.

Approximately twenty five percent of the total budget will fund Work Experience, resulting in wages and incentives to youth, with the balance of the budget being used to support a variety of occupational skills training. COE provides trainings in customer service and hospitality, agriculture (including farm/field technologies) and entrepreneurship.

In working with individuals with disabilities, COE focuses on proven approaches such as work based learning, employer engagement and exploration of career pathways.

With work-based learning, participants are given opportunities to increase their knowledge and skills through the exploration of jobs, work readiness activities, internships and paid work experience. The COE, anecdotally, has seen success with this model as it has assisted individuals with disabilities prepare for employment and transition to post-secondary education.

The COE also engages employers and work site supervisors in the development of participant's skill sets by encouraging employers to tap into the participant's existing skills and identify areas where the participant needs improvement in order to maximize their full potential. In addition, the COE provides continuous support and customizes the work plan to meet the needs of both employer and participant.

As for career pathways, the COE has introduced and encouraged the exploration of career pathways. In turn, participants have been more successful in their Work Experience placements, employment and transition to post-secondary education.

The COE tailors its approach to the individual youth. The COE works with partner agencies, such as Department of Rehabilitation and Special Education to tap into their expertise regarding best practices with individuals with disabilities as well as referring individuals to other resources that may be helpful.

Opportunities for youth programs and plans to address those opportunities:

- Strengths:
 - Part of a robust youth education and training system in the community.
 - Co-located with other youth vocational training programs in the Sequoia School
 - Established relationships with hospitality, agriculture, and technology to help introduce youth to these fields.
 - Primary lead on the Work for Youth effort which funds youth jobs.
 - Strong partnership with TANF for co-enrollments and complimentary services.

- Opportunities and Plans to address opportunities:
 - Attracting sponsorships of Work for Youth.
 - Using SCCWDB labor market information and expertise more broadly with primary education.
 - Locate and engage more out of school youth.
- v. Describe how the Local Board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce development activities to coordinate strategies, enhance services, and avoid duplication of services.

The SCCWDB has a multi-pronged approach to coordinating relevant secondary and post-secondary education programs and activities with education and workforce development activities to coordinate strategies, enhance services, and avoid duplication of services:

- The SCCWDB hosts and coordinates the Career Center Operators meetings: The group, which includes secondary and post-secondary partners (Santa Cruz County Office of Education, Santa Cruz Adult Education Consortium, Cabrillo College), meets regularly to discuss AJCC issues and to develop solutions, including those related to secondary and post-secondary education programs. The group's works to, as a primary goal, to coordinate strategies, enhance services, and avoid duplication of services.
- The Business Engagement Practitioners group, led by SCCWDB staff, includes local WIOA Memorandum of Understanding (MOU) partners including secondary and post-secondary partners (Santa Cruz Adult Education Consortium and Cabrillo College), EDD, Department of Rehabilitation, Center for Employment Training and services providers such as Goodwill Central Coast and the Santa Cruz County Office of Education. The group meets monthly and discusses business engagement efforts in the County, shares best practices, and provides updates on outreach efforts to local businesses. Inherent and key to the discussions are how to coordinate strategies, enhance services, and avoid duplication of services.
- The SCCWDB contracts with the Santa Cruz County Office of Education (COE) for youth services. The COE works closely with other educational entities to coordinate strategies, enhance services, and avoid duplication of services. The COE is part of the SCCWDB's Youth Council, a primary function of which is to bring together service providers to enhance service provision, coordinate and avoid duplication wherever possible.
- The SCCWDB contracts with Cabrillo College to provide Student Resource and Support Network (SRSN), which seeks to provide the services and supports that WIOA (and other host agency, the Human Resources Department) clients need to successfully complete their education/certification. Services include: One-on-one orientations; Student Resource & Support Network Academic Counselor appointments; Vouchers for

registration, required books, and supplies; Referrals to on campus and community services.

- vi. Describe how the Local Board will coordinate WIOA Title I workforce development activities with the provision of transportation and other appropriate supportive services in the local area.

The SCCWDB has a supportive services policy that focuses on mitigating barriers to success in completing Title I services. The menu of allowable services includes transportation. Case managers assist the customer in determining what the individual may need to be successful in terms of supportive services, such as transportation.

The SCCWDB Director has met with the Regional Transportation Director to talk about needs and strategies.

- vii. Provide any plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the One Stop delivery system.

The Memorandum of Understanding (MOU) for Workforce Santa Cruz County, between the SCCWDB, required workforce partners, and the Santa Cruz County Board of Supervisors, emphasizes efficiency in service provision, including improving service delivery and avoiding duplication of services.

In order to achieve the California's one-stop delivery system's (AJCC) three main policy objectives established by the California Workforce Development Strategic Plan, which include fostering demand-driven skills attainment; enabling upward mobility for all Californians, and aligning, coordinating, and integrating programs and services, the local MOU ensure these objectives will be accomplished by ensuring access to high-quality AJCCs that provide the full range of services available in the community for all customers seeking the following:

- Looking to find a job.
- Building basic educational or occupational skills.
- Earning a postsecondary certificate or degree.
- Obtaining guidance on how to make career choices.
- Seeking to identify and hire skilled workers.

Operationally, SCCWDB hosts and coordinates the Career Center Operators meetings: The group, which includes all MOU partners plus service providers, meets regularly to discuss AJCC issues and to develop solutions, including those related to secondary and post-secondary education programs. The group's works to, as a primary goal, to coordinate strategies, enhance services, and avoid duplication of services. One example of meeting these goals is the

development and implementation of the Universal Referral Form: all partners in the AJCC use this tool to better determine the best point of entry for a customer into the AJCC system and also to determine the best course of action for the individual to move toward self sufficiency. Having a common tool which determines the best point of entry for an individual and the best course of action/services, helps to increase success and efficiency and decrease any chances of duplication of services.

The SCCWDB contracts with Goodwill Central Coast to provide Title I services. By doing so, the SCCWDB increased efficiencies, allowing more individuals to be served, as well as provide a greater menu of services.

- viii. Describe how the Local Board will coordinate WIOA Title I activities with adult education and literacy activities under WIOA Title II. This description must include how the Local Board will carry out the review of local applications submitted under Title II consistent with WIOA Sections 107(d)(11)(A) and (B)(i) and WIOA Section 232. This description must also specify how the Local Board will carry out the review of Title II grant applications to determine whether such applications are consistent with the local plan, and how Local Boards will make recommendations to the eligible agency to promote alignment with the local plan, as described in WIOA Sections 107(d)(11)(A) and (B)(i) and Section 232.

The Memorandum of Understanding (MOU) for Workforce Santa Cruz County, between the SCCWDB, required workforce partners, which includes the Santa Cruz Adult Education Consortium, and the Santa Cruz County Board of Supervisors, emphasizes coordination, including efficiency in service provision and avoiding duplication of services.

SCCWDB hosts and coordinates the Career Center Operators meetings: The group, which includes all MOU partners, including the members of the Santa Cruz Adult Education Consortium, plus service providers, meets regularly to discuss AJCC issues and to develop solutions, including those related to secondary and post-secondary education programs. The group's works to, as a primary goal, to coordinate strategies, enhance services, and avoid duplication of services.

SCCWDB serves on the steering committee of the Adult Education Block Grant group. The intent of the Adult Education Block Grant is to expand and improve the provision of adult education via the consortium.

The SCCWDB also serves on Watsonville Aptos Santa Cruz Adult Education Advisory Committee. This Committee reviews current programming and considers prospective Career and Technical Education programs. The Committee also advises Adult Education about what trainings might

be most appropriate for the community, including exploring new options based on current and predicted labor demand.

- ix. Local plans affecting services in the counties listed below must provide a description of the services that will be provided to limited English proficient individuals. These services should be specifically detailed in any sections of the local plan that deal with the provision of services to individuals with basic skills challenges. Local plans must specify how basic skills programs in the local area will serve individuals from these communities. Counties that trigger this requirement include Imperial, Monterey, San Benito, Los Angeles, Tulare, Merced, Santa Clara, Madera, Fresno, Orange, San Joaquin, San Mateo, Santa Barbara, Kern, Kings, Alameda, San Francisco, Napa, Stanislaus, San Bernardino, Ventura, Riverside, San Diego, Yolo, Sutter, Contra Costa, and Sacramento.

Santa Cruz County is not listed. However, regional partners, including Monterey County. As such, the regional plan and/or Monterey County's plan will include a response to this question.

F. Relevant Information Pertaining To Grants and Grant Administration

- i. Identify the entity responsible for the disbursement of grant funds described in WIOA Section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under WIOA Section 107(d)(12)(B)(i).

The Human Services Department (HSD) as the grant recipient and as the administrative fiscal agent for the Santa Cruz County Local Workforce Development Area, through the Santa Cruz County Auditor's office, will be responsible for disbursing grant funds per Attachment 2.

Describe the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

The Human Services Department (HSD) as the grant recipient and as the administrative fiscal agent for the Santa Cruz County Local Workforce Development Area, through the Santa Cruz County Auditor's office, will be responsible for disbursing grant funds. The SCCWDB follows the County's Procurement Policy for awarding contracts and grant funds. The SCCWDB uses an open and competitive process to secure providers of services and activities under Title I of WIOA. Potential bidders will be notified through a formal notification process which will include the publication of the notice to potential bidders in local newspapers as well as mailings to a bidder's list of former, current and other potential service providers. The process includes a Request for Qualifications step to establish provider eligibility, Requests for Proposals or Bid issuance, a formal review process of responses, and final recommendation of providers to appropriate WDB Committee, Executive Committee and, finally, to the SCCWDB for all

providers and contracts for Youth and Adult/Dislocated Worker, and for the contracting process approval by the County Board of Supervisors. The SCCWDB's Procurement Policy has an appeals process that meets Federal, State and County guidelines.

G. Relevant information pertaining to performance goals

- i. The Local Plan should describe the levels of performance negotiated with the Governor and chief elected official consistent with WIOA Section 116(c), to be used to measure the performance of the local area and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the AJCC delivery system in the local area.

2015-16 Performance requirements for Santa Cruz County are as follows:

Performance PY 2015-16
(Including preliminary 4th quarter actual performance)

Adult and Dislocated Worker Formula 2015-16 Negotiated Performance						
Adult and DW Performance Goals	Participant Categories	PY 2015-16 Santa Cruz LWIOA Goal	Performance Level through 6/30/16	Met Goal	Met 80% Target? *80% of goal	Success Rate % of goal met
Entered Employment Rate	Adult	72.0%	68.75%	NO	YES	95.4%
	Dislocated Worker	70.5%	81.08%	YES	YES	115%
Retention Rate – 9 months 1, 2, & 3 Qtrs after exit	Adult	85.0%	82.14%	NO	YES	96.6%
	Dislocated Worker	84.0%	89.16%	YES	YES	106.1%
Average Earnings: 2nd and 3rd Qtr after exit to 2nd and 3rd Qtr prior to WIOA participation	Adult	\$16,500	\$19,249.08	YES	YES	116.6%
	Dislocated Worker	\$15,050	\$18,252.71	YES	YES	121.2%

WIOA Youth Formula 4th Quarter Performance (as of 6/30/16)

Youth Performance Goals	PY 15-16 Goals	Performance Level through 6/30/16	Met Goal	Met 80% Target?	Success Rate (% of goal met)
Entered Education or Employment Rate	70.5%	82.2%	YES	YES	116.59%
Attained Degree or Certificate	64.0%	83.1%	YES	YES	129.84%
Literacy & Numeracy Gains	72.0%	86.4%	YES	YES	120%

The SCCWDB was meeting, at 80% or more of the assigned as required by the State, all goals for 15-16.

Negotiated goals for 2016-17 are:

PY 2016-17 Proposed Performance Goals				
Employment Rate 2nd Quarter After Exit	65.0	68.0	62.4	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	62.5	66.5	64.2	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	4,957	7,308	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	52.9	60.0	54.7	Credential Attainment within 4 Quarters After Exit

PY 2017-18 Proposed Performance Goals
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Employment Rate 2nd Quarter After Exit	68.0	71.0	65.4	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	65.5	69.5	67.2	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	5,157	7,523	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	55.9	63	57.7	Credential Attainment within 4 Quarters After Exit

H. Relevant information pertaining to federal High Performance Board (HPB) efforts

i. identify how the Local Board will comply with state-issued AJCC policies specified in the following policy directives:

- [WSD15-14](#) - WIOA Adult Program Priority of Service
- [WSD15-12](#) - WIOA Memorandums of Understanding Phase I
- WSD15-151 - WIOA Phase II Memorandums of Understanding

The SCCWDB has a priority of service of policy in place to meet the requirement of directive [WSD15-14](#) - WIOA Adult Program Priority of Service. (Attachment 5).

Under the Workforce Innovation and Opportunity Act (WIOA), local boards with the agreement of the chief elected official, are required to develop and enter into a Memorandum of Understanding (MOU) between the local board and one-stop core required partners. The Local Memorandum of Understanding for Workforce Santa Cruz County Phase I for the Service Coordination was completed and approved by the Board of Supervisors on June 28, 2016. has been completed and meets the requirements of WSD15-12 - WIOA Memorandums of Understanding Phase I. (Attachment 3).

The SCCWDB, using the Career Center Operators meeting to facilitate the process, has the Phase II MOU underway. Phase II, for Shared Resources and Costs, including infrastructure and other system costs, will build upon the agreements established in Phase I and determine how best to support the service delivery model through the sharing of resources and costs. The

Phase II MOU will be completed in accordance with WSD-151 - WIOA Phase II Memorandums of Understanding and delivered to the State to meet the June 30, 2017, deadline.

I. Relevant information on training activities

- i. The local plan should describe how training services outlined in WIOA Section 134 will be provided through the use of individual training accounts. If contracts for training services will be used, the local plan must include how the use of such contracts will be coordinated with the use of individual training accounts, and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

The SCCWDB will provide training services outlines under WIOA Section 134 through Individual Training Accounts. The SCCWDB as an adopted priority of service policy to ensure that ITAs are used in accordance with WSD15-14 - WIOA Adult Program Priority of Service. Additionally, the SCCWDB has many efforts underway to continuously improve access to activities leading to a credential that is portable and stackable. As one example, the SCCWDB recently enhanced its Individual Training Account policy to allow scholarships for two years which lead to a community college Associates degree in a demand occupation leading which will lead to a job upon completion. As another example, the SCCWDB has one effort underway, and one in the planning phases, to look at specific industry need (healthcare and technology) and develop solutions to finding and/or training talent to fill the need. This discussion will inform how access to activities leading to a post-secondary credential can be made more efficient for the consumer. The SCCWDB employs continuous quality improvement in regard to its systems to help individuals find a path to self-sufficiency. One such example is the Career Center Operators group that meets regularly to discuss AJCC issues and to develop solutions. The group has designed and implemented the Universal Referral form that all partners in the AJCC use to better determine the best point of entry for a customer into the AJCC system and also to determine the best course of action for the individual to move toward self-sufficiency, including earning a recognized post-secondary credential should that meet the individual's needs.

J. Public transparency, accessibility and inclusivity information

- i. The Local plan should describe the process used by the Local Board, consistent with WIOA 108(d), to provide a 30-day public comment period prior to submission of the plan. Information should specify how Local Boards complied with physical and programmatic accessibility requirement for individuals with disabilities. This section should describe local outreach efforts made to include stakeholders and CBOs representing the individuals from target populations characteristic of the demography of the region,

including those groups who have experience serving or working with high-need and historically disadvantaged communities such as farmworkers, ex-offenders, those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth). This description should note how and which groups (by name) were contacted and invited to participate in both planning efforts and the public comment process.

The SCCWDB's local plan timeline is as follows, and includes public notice:

- December 31, 2016: Complete Draft Local Plan
- January 18, 2017: Open 30 day Public Hearing via newspaper ads, WDB webpage, Press releases to the Santa Cruz Sentinel and Watsonville Register Pajaronian, notice to WDB members, MOU agencies and partners, which provide services to representing the individuals from target populations characteristic of the demography of the region, including those groups who have experience serving or working with high-need and historically disadvantaged communities such as farmworkers, ex-offenders, those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth) including, but not limited to:

MOU Partners:

- WIOA Title I.B: Adult, Dislocated Worker & Youth Programs (SCCWDB)
- WIOA Title II: Adult Education and Literacy (Adult Education Block Grant (AEBG))
- WIOA Title III: Employment Services (Employment Development Department)
- WIOA Title IV: Vocational Rehabilitation (Department of Rehabilitation)
- DHS: Temporary Assistance for Needy Families/CalWORKs (County of Santa Cruz)
- Title V of Older Americans Act (Peninsula Family Service)
- Postsecondary career and technical education under the Perkins Act (Career Technical Education, Cabrillo College)
- Job Corps (Job Corps)
- Veterans (EDD)
- Migrant and Seasonal Farmworkers (Center for Employment Training)
- E&T programs under Community Service Block Grant (Community Action Board of Santa Cruz County, Inc.)
- Trade Adjustment Assistance Act (EDD)
- HUD-Administered Employment & Training Programs (Housing Authority of the County of Santa Cruz)
- Programs under state unemployment insurance (EDD)
- Second Chance Act programs (not local)

Contracted Service Providers:

- Santa Cruz County Office of Education

- Goodwill Central Coast

Other local service providers:

- Santa Cruz County Human Services Department Family and Children’s Services (foster care)
- Public notice will include the following information:
 - How to contact, including through electronic means, the SCCWDB with comments.
 - Two public forums for comments:
 - February 1, 2017: WDB Executive Committee Meeting (Public Comment welcomed here)
 - February 22, 2017: Full Board Meeting –Close Public Hearing

K. Relevant information pertaining to common intake and case management efforts

- i. Describe how Local Boards currently handle intake and case management and whether their existing approach allows for the tracking of co-enrolled individuals across WIOA core programs and other programs party to the State Plan.

The Human Services Department (HSD), in which the SCCWDB operations are housed, offers a wide range of programs and safety net services to meet the basic needs of individuals and families. Co-enrollment between, and case management across, other HSD program, such as CalWORKs, and WIOA are common. For example, one-third (33 out of 100) of SCCWDB WIOA youth participants are co-enrolled in CalWORKs. As another example of how the SCCWDB facilitates the development of career pathways and co-enrollment, HSD contracts with Goodwill Central Coast and Community Action Board of Santa Cruz County (CAB) to administer SmartHIRE, a subsidized employment program offering employers reimbursements to hire and train clients. SWDS and CAB work with the employers to provide the SmartHIRE employee. When additional training and skill development is warranted, the employee can seamlessly move into a WIOA OJT as a co-enrollment to improve employee retention. The WDB is participating in the second phase of a Proposition 39 Pre-apprenticeship grant. In this phase, enrollment will be open but focused on CalWORKs participants to ensure that the enrollees have the supports necessary to succeed.

The SCCWDB hosts the Career Center Operators group that meets regularly to discuss AJCC issues and to develop solutions. The group has designed and implemented the Universal Referral form that all partners in the AJCC use to better determine the best point of entry for a customer into the AJCC system and also to determine the best course of action for the individual to move toward self-sufficiency.

CalJOBS allows for the tracking of a WIOA customer across a variety of funding sources, including CalWORKs.

L. Other miscellaneous information requirements

- i. Specify how Title II program applicants will be given access to local plans for purposes of reviewing the local plan and developing Title II applications for funding.

The SCCWDB will send the Local Plan draft (and updates in future years) to the Santa Cruz Adult Education Consortium for review. Any Title II applications for funding will also be sent to the Santa Cruz Adult Education Consortium for review.

- ii. Describe how the Local Board will meet the priority of service requirements in WIOA Section 134(c)(3)(E).

In 2016, the SCCWDB adopted a new Priority of Service Policy in accordance with WIOA Section 134(c)(3)(E) states that individualized career services and training services funded with WIOA adult funds, priority of service must be given to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient. Veterans and eligible spouses continue to receive priority of service among all eligible individuals.

Basic career services (formerly core and intensive services under the Workforce Investment Act) are not subject to the priority of service requirement (Attachment 5). However, individualized career services and training services are subject to the requirement.

Priority of service status is established at the time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population.

- iii. Identify the portions of the local plan that are being handled in the narrative content of the regional plan.

Answered in the Coastal Regional Planning Unit's, consisting of Santa Cruz, Monterey, San Luis Obispo, and Santa Barbara counties, Regional Plan (RPU) is an 11,783-square mile area along California's central coast made up of, per the Local Plan Guide wsd16-17 att3.docx are the following items:

- 2. Regional Planning Units (RPU) Regional Plan
 - A. Provide a List of Regional Partners Who Are Party to the Plan
 - B. Regional Economic and Background Analysis
 - C. Required Content on Regional Sector Pathways

- D. Required Content on Industry-Valued Post-Secondary Credential Attainment
- E. Required Content on Accessibility and Inclusivity
- F. Required Content on Job Quality Considerations
- G. Required Content on Regional Assessment
- H. A description of the manner federal WIOA regional plan requirements not covered by the State Plan required content are being met
- I. Regional MOU or Cooperative Service Agreements between RPU partners
- J. Provide Any Community College and AEBG Related Attachments to the Regional plan, including Strong Workforce Program regional plans required as part of Assembly Bill (AB) 1602 (Assembly Budget Committee, Chapter 24, Statutes of 2016).

M. Local Board Assurances

- Attachment 1

N. Provide A List of Comprehensive One-Stops and AJCC Partners in the Local Area

- Comprehensive AJCCs: Watsonville Career Center, 18 West Beach St.
- Partner/Satellite AJCCs: Capitola Career Center, 2045 40th Ave.; Santa Cruz Career Center, 350 Encinal Street; Sequoia School/Suenos Youth Services, 229 Green Valley Rd.

O. Attach AJCC Memorandums of Understanding (MOU)

- Attachment 3

P. Provide the Local Area Grant Recipient Listing Using the Form Provided

- Attachment 2

Q. Provide A Copy of Local Board Bylaws

- Attachment 4

R. Provide Program Administration Designee and Plan Signatures

- Attachment 1

S. Provide a Summary of Public comments received that disagree with the regional and local plan.

- Attachment 6

Attachments:

Attachment 1: Program Administration Designee and Plan Signatures

Attachment 2: Local Area Grant Recipient Listing

Santa Cruz County Local Workforce Development Plan 2017-20

Draft 1-11-17

Attachment 3: Workforce Santa Cruz County MOU
Attachment 4: Santa Cruz County Workforce Development Bylaws
Attachment 5: SCCWDB Priority of Service Policy
Attachment 6: Summary of Public comments received that disagree with the regional
and local plan