
Workforce Innovation and Opportunity Act
4-Year Regional Planning Unit Plan
and Related Local Plans
Program Years 2017-2020

Local Workforce Development Area(s)

SCR, MON, SLO, SBA

Regional Lead Contact for RPU Chris Donnelly, Monterey County

Date of Submission March 15, 2017

| Local area | Contact name | Phone number |
|-------------------------------|------------------------|---------------------|
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| <u>MONTEREY COUNTY</u> | <u>CHRIS DONNELLY</u> | <u></u> |
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EXECUTIVE SUMMARY

The local areas within the Coastal Regional Planning Unit (RPU) have been working together for many years and address their own priority sectors through a variety of activities unique to each area. Even so, Coastal RPU members welcomed a regional planning process that offered the RPU an opportunity to outline its efforts to formalize its partner collaboration and system stakeholder engagement practices. Ultimately, the goal is that RPU members intentionally, systematically, and regularly collaborate across agency, program, and funding streams to align goals, strategic efforts, investments, and service delivery activities to meet shared outcomes within common in-demand industry sectors.

During the planning process, Coastal RPU partners focused on articulating an approach that would meet the intent of the WIOA and the formal guidance issued while also working with the constraints of the region (geographic desistance, limited staff, and personnel changes). RPU members are confident that the approach to building regional sector pathways shared in this Plan will result in a sustainable structure that will support steady progress, foster improved relationships with critical partners, and contribute to the development of future Plans. Coastal RPU members acknowledge that the Plan is iterative and will change over time as the knowledge base and skill set of its members grows and the needs of industry change.

The Coastal RPU opts to build upon the State's strategic goals:

1. Fostering demand-driven skills attainment by:
 - *Ensuring that data informs the industry sector selection and confirms education and training value*
2. Enabling upward mobility, especially for those with barriers to employment by:
 - *Investing in career pathways, partnering with adult education providers, and ensuring access through AJCCs.*
3. Aligning, coordinating, and integrating programs and services by:
 - *Building off of and incorporating community college and Adult Education plans in this Regional Plan and participating in and contributing to Strong Workforce plans*

The Plan seeks to establish parameters around regional sector strategy and career pathway development in the Health Care sector to create synergy across the Coastal RPU. The Health Care sector was chosen as the primary focus for the region as it is a priority sector common to each local area. The Coastal RPU's Regional Plan emphasizes the following:

- a) labor market information to identify the most promising industry sector for attention - using *JobsEQ, Census, and O*Net* data sources.
- b) protocols for industry engagement – using the *Industry Engagement Toolkit*, and
- c) establishing expectations for collaboration between workforce development and education – committing to participate in AEBG consortia meetings.

GEOGRAPHIC BOUNDARIES AND REGIONAL PARTNERS

The Coastal Regional Planning Unit (RPU) is an 11,783-square mile area along California's central coast made up of Santa Cruz, Monterey, San Luis Obispo, and Santa Barbara counties, each its own local workforce development area. The geography and demographics of these counties are similar and the industry sectors are heavily devoted to agriculture and hospitality/tourism. The RPU offers two geographic areas for subregion opportunity as based on commute patterns: the Monterey Bay area where Santa Cruz and Monterey counties meet and the area where southern San Luis Obispo and northern Santa Barbara counties meet.

The Coastal Regional Planning Unit (RPU) views the regional planning process as an opportunity to strengthen existing relationships with its education, economic development, and industry partners in furtherance of the development of regional sector pathway programs. The State's policy objectives for aligning programs with needs in the regional labor market, building pathways to the middle class for special populations, and aligning systems in the region will require significant effort on the part of RPU members and a shift toward more consistent intentional, and strategic partner engagement during the implementation phase. The RPU's approach to regional planning is to build on new and recently developed initiatives and planning processes from various system partners, including the community college's Strong Workforce initiative (2017), the Adult Education Block Grant consortia's AB86 Final Plan and AB104 Consortia Plan update (2015), WIOA Phase I Partner Memorandum of Understanding (MOU) among One-Stop system partners (2016), and workforce development industry sector engagement projects such as the Central Coast Slingshot (2016). The collaboration required among the local workforce development boards making up the RPU is long-standing as evidenced by the 2009 formation of the Workforce Collaborative of California's Central Coast (WCCCC) to promote the region's collective efforts to obtain funding. The WCCCC has since evolved into a learning community and its members hold monthly calls to discuss areas of mutual concern and opportunity. The workforce boards of the RPU are building on the WCCCC foundation in the development of its Plan. Local board staff were the primary drivers in writing the Plan. Staff met virtually and in-person over the September-December timeframe to discuss their shared response to the State's guidance. Each board provided information on programming, strategies, and partnerships specific to their local area. The RPU participates in two community college consortia, the:

- 1. Bay Area Community College Consortium (BACCC):** the RPU's northern workforce development boards serving Santa Cruz County and Monterey County are members of the BACCC, which includes 13 workforce development boards, four regional planning units, 28 colleges, and 16 Adult Education Block Grant (AEBG) consortia around the San Francisco bay area; and the
- 2. South Central Coast Regional Consortium (SCCRC):** the RPU's southern workforce development boards, serving San Luis Obispo County and Santa Barbara County, are members of the SCCRC, which includes three workforce development boards, two regional planning units, eight community colleges, and four AEBG consortia along the southern central coast down to the areas inland and north of the Los Angeles area.

RPU members also collaborate with six AEBG consortia in the region (listed from north to south):

1. Santa Cruz County Adult Education Consortia
2. Adult Education Regional Consortium of the Monterey Peninsula
3. Salinas Valley AB86 Adult Education Consortium
4. San Luis Obispo County Adult Education Consortia
5. Northern Santa Barbara County Adult Education Consortia
6. Santa Barbara Adult Education Consortia

Collaborations with community college consortia, Strong Workforce task forces, and AEBG consortia will ensure that future iterations of this Regional Plan fulfill the intended purpose of aligning education and training provider services with industry sector needs. Specifics of these collaborations are detailed in relevant sections of the Plan. RPU members also work with a variety of economic development agencies, which may differ from those specified in the planning directive. Partners include:

- **Santa Cruz County:** Santa Cruz County Economic Development Department and economic development staff from the cities of Santa Cruz, Capitola, Watsonville, and Scotts Valley;
- **Monterey County:** Monterey County Business Council, Monterey County Economic Development Department, and the Monterey Bay Economic Partnership;
- **San Luis Obispo County:** Economic Vitality Corporation; and
- **Santa Barbara County:** Chambers of Commerce for the cities of Santa Barbara, Lompoc, and Santa Maria.

Given the broad range of partners, the comprehensive planning requirements, and relatively brief planning phase, the RPU reiterates that this plan is the first step of many required for the area to fully realize the State’s goals and that subsequent regional plans will reflect more robust engagement with economic development partners.

REGIONAL ECONOMIC AND BACKGROUND ANALYSIS

The Coastal RPU’s population, income, and employment data are listed below for each county (north to south) in the RPU:

| County | Population | Median Household Income | Unemployment Rate |
|-----------------|------------|-------------------------|-------------------|
| Santa Cruz | 274,146 | \$66,923 | 7.4% |
| Monterey | 433,898 | \$58,582 | 8.6% |
| San Luis Obispo | 281,401 | \$59,454 | 4.4% |
| Santa Barbara | 444,769 | \$63,409 | 5.1% |

Source: JobsEQ. Population data from Census 2015. Median Household Income figures from ACS 2010-2014. Unemployment Rates from Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through September 2016.

Demographic Profile

In 2015, the population in the Coastal RPU was 1,434,214. Between 2005 and 2015, the Coastal RPU’s population grew at an annual average rate of 0.8%, which is less than the rate for California but consistent with the average for the nation.

| Demographics | Coastal Region | California | USA | Coastal Region | California | USA |
|----------------------------------|----------------|------------|-------|----------------|------------|-------------|
| Population | Percent | | | Value | | |
| Population | — | — | — | 1,434,214 | 39,144,818 | 321,418,820 |
| Population Annual Average Growth | 0.8% | 0.9% | 0.8% | 11,100 | 331,688 | 2,590,222 |
| Age | Percent | | | Value | | |
| Median Age | — | — | — | 35.2 | 35.2 | 37.2 |
| Under 18 Years | 23.0% | 25.0% | 24.0% | 315,319 | 9,295,040 | 74,181,467 |
| 18 to 24 Years | 13.5% | 10.5% | 9.9% | 185,335 | 3,922,951 | 30,672,088 |
| 25 to 34 Years | 13.5% | 14.3% | 13.3% | 185,626 | 5,317,877 | 41,063,948 |
| 35 to 44 Years | 12.3% | 13.9% | 13.3% | 168,125 | 5,182,710 | 41,070,606 |
| 45 to 54 Years | 13.6% | 14.1% | 14.6% | 186,282 | 5,252,371 | 45,006,716 |
| 55 to 64 Years | 11.8% | 10.8% | 11.8% | 161,284 | 4,036,493 | 36,482,729 |
| 65 to 74 Years | 6.3% | 6.1% | 7.0% | 86,758 | 2,275,336 | 21,713,429 |

| 75 Years, and Over | 6.0% | 5.3% | 6.0% | 82,242 | 1,971,178 | 18,554,555 |
|--|----------------|------------|-------|----------------|------------|-------------|
| Demographics | Coastal Region | California | USA | Coastal Region | California | USA |
| Race | Percent | | | Value | | |
| White | 68.5% | 57.6% | 72.4% | 938,805 | 21,453,934 | 223,553,265 |
| Black or African American | 2.2% | 6.2% | 12.6% | 29,614 | 2,299,072 | 38,929,319 |
| American Indian and Alaska Native | 1.1% | 1.0% | 0.9% | 15,738 | 362,801 | 2,932,248 |
| Asian | 4.8% | 13.0% | 4.8% | 65,542 | 4,861,007 | 14,674,252 |
| Native Hawaiian and Other Pacific Islander | 0.3% | 0.4% | 0.2% | 3,615 | 144,386 | 540,013 |
| Some Other Race | 18.6% | 17.0% | 6.2% | 254,427 | 6,317,372 | 19,107,368 |
| Two or More Races | 4.6% | 4.9% | 2.9% | 63,230 | 1,815,384 | 9,009,073 |
| Hispanic or Latino (of any race) | 40.2% | 37.6% | 16.3% | 551,755 | 14,013,719 | 50,477,594 |

Source: JobsEQ. Population data from Census 2015, with the average annual growth rate calculated from 2005-2015. Demographic data from Census 2010.

The region has a civilian labor force of 686,994 with a participation rate of 61.5% which is less than the rates for California and the nation. Of individuals 25 to 64 in the Coastal Region, 29.0% have a bachelor's degree or higher which compares with 30.9% in the nation.

| Demographics | Coastal Region | California | USA | Coastal Region | California | USA |
|---|----------------|------------|-------|----------------|------------|-------------|
| Economics | Percent | | | Value | | |
| Labor Force Participation Rate and Size (civilian population 16 years and over) | 61.5% | 63.4% | 63.5% | 686,994 | 18,975,006 | 157,940,014 |
| Armed Forces Labor Force | 0.8% | 0.4% | 0.4% | 9,035 | 133,870 | 1,025,497 |
| Veterans, Age 18-64 | 4.3% | 4.0% | 5.8% | 38,413 | 968,466 | 11,371,344 |
| Median Household Income | — | — | — | \$61,948 | \$61,489 | \$53,482 |
| Per Capita Income | — | — | — | \$29,317 | \$29,906 | \$28,555 |
| Poverty Level (of all people) | 16.2% | 16.4% | 15.6% | 216,224 | 6,115,244 | 47,755,606 |
| Households Receiving Food Stamps | 6.6% | 8.7% | 13.0% | 30,674 | 1,102,641 | 15,089,358 |
| Mean Commute Time (minutes) | — | — | — | 21.9 | 27.6 | 25.7 |
| Commute via Public Transportation | 2.5% | 5.2% | 5.1% | 15,287 | 859,372 | 7,157,671 |
| Union Membership | 14.2% | 16.4% | 11.1% | — | — | — |
| Education | Percent | | | Value | | |
| No High School Diploma | 20.7% | 17.7% | 12.0% | 145,617 | 3,582,292 | 19,939,890 |
| High School Graduate | 18.6% | 20.3% | 26.5% | 130,652 | 4,103,854 | 44,000,387 |
| Some College, No Degree | 23.0% | 22.4% | 21.9% | 161,363 | 4,530,225 | 36,270,359 |
| Associate's Degree | 8.7% | 8.0% | 8.7% | 60,773 | 1,620,584 | 14,487,486 |
| Bachelor's Degree | 18.4% | 20.4% | 19.7% | 129,428 | 4,131,150 | 32,646,533 |
| Postgraduate Degree | 10.6% | 11.3% | 11.2% | 74,537 | 2,279,854 | 18,533,513 |

Source: JobsEQ. ACS 2010-2014.

The median household income in the region is \$61,948 and the median house value is \$445,466. Veterans in Santa Barbara County have the highest median income of \$47,481 for the RPU. This is 12.2% higher than California's median income for Veterans (\$41,984). All four counties have a higher median income for Veterans compared to California. Santa Barbara also has the highest median income for both males and females of the RPU.

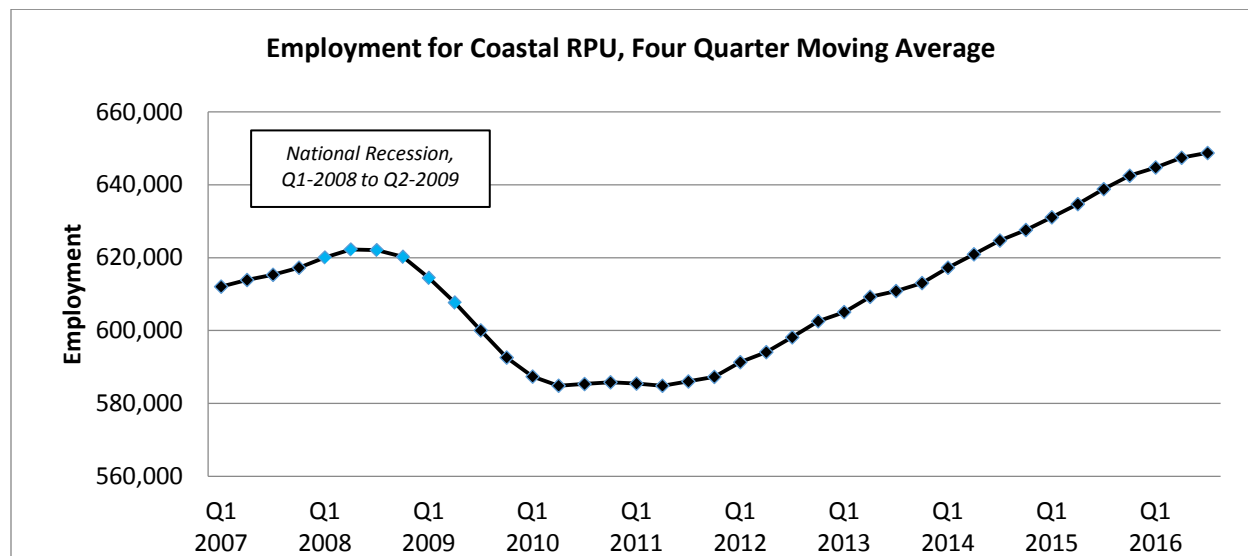
| Demographics | Coastal Region | California | USA | Coastal Region | California | USA |
|----------------------|----------------|------------|-------|----------------|------------|-------------|
| Income | Percent | | | Value | | |
| Total Households | — | — | — | 463,712 | 12,617,280 | 116,211,092 |
| Less than \$10,000 | 5.6% | 5.8% | 7.2% | 25,962 | 732,367 | 8,395,338 |
| \$10,000 to \$14,999 | 4.6% | 5.1% | 5.3% | 21,458 | 645,041 | 6,189,386 |
| \$15,000 to \$24,999 | 9.0% | 9.5% | 10.7% | 41,681 | 1,202,447 | 12,402,928 |

| | | | | | | |
|--|----------------|-------|-------|--------------|------------|-------------|
| \$25,000 to \$34,999 | 9.1% | 9.0% | 10.2% | 42,413 | 1,138,708 | 11,870,709 |
| \$35,000 to \$49,999 | 12.8% | 12.1% | 13.5% | 59,267 | 1,531,281 | 15,681,133 |
| \$50,000 to \$74,999 | 17.5% | 16.7% | 17.8% | 81,059 | 2,111,201 | 20,719,319 |
| \$75,000 to \$99,999 | 12.9% | 12.2% | 12.2% | 59,751 | 1,544,981 | 14,125,429 |
| \$100,000 to \$149,999 | 15.0% | 14.9% | 13.0% | 69,552 | 1,881,400 | 15,123,755 |
| \$150,000 to \$199,999 | 6.8% | 6.9% | 5.0% | 31,355 | 870,522 | 5,857,717 |
| \$200,000 or more | 6.7% | 7.6% | 5.0% | 31,214 | 959,332 | 5,845,378 |
| Median Income (dollars) | — | — | — | \$61,948 | \$61,489 | \$53,482 |
| Mean Income (dollars) | — | — | — | \$84,980 | \$86,704 | \$74,596 |
| Housing | Percent | | | Value | | |
| Total Housing Units | — | — | — | 516,239 | 13,781,929 | 132,741,033 |
| Median House Value (of owner-occupied units) | — | — | — | \$445,466 | \$371,400 | \$175,700 |
| Homeowner Vacancy | 1.7% | 1.6% | 2.1% | 4,279 | 114,943 | 1,591,421 |
| Rental Vacancy | 3.6% | 4.6% | 6.9% | 8,183 | 275,877 | 3,105,361 |
| Renter-Occupied Housing Units (% of Occupied Units) | 46.0% | 45.2% | 35.6% | 213,193 | 5,708,355 | 41,423,632 |
| Occupied Housing Units with No Vehicle Available (% of Occupied Units) | 5.6% | 7.8% | 9.1% | 26,114 | 984,914 | 10,594,153 |

Source: JobsEQ. ACS 2010-2014.

Employment Trends

As of Q3-2016, total employment for the Coastal RPU was 648,738 (based on a four-quarter moving average). Over the year ending Q3-2016, employment increased 0.8% in the region.



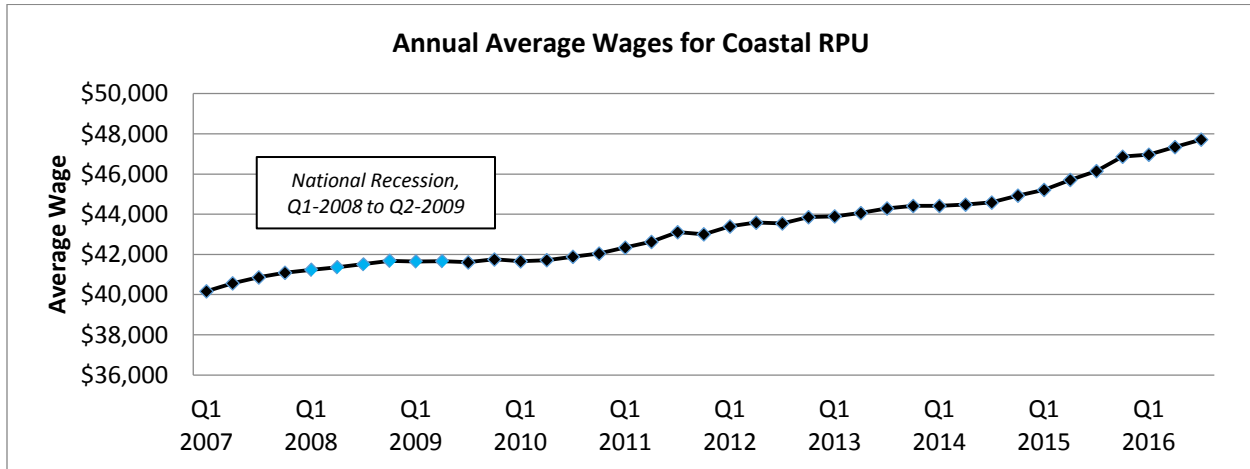
Source: JobsEQ. Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through Q1-2016 with preliminary estimates updated to Q3-2016.

Unemployment Rate

The seasonally adjusted unemployment rate for the Coastal RPU was 6.5% as of September 2016, the regional unemployment rate was higher than the national rate of 5.1%. One year earlier, in September 2015, the unemployment rate in the RPU was 6.6%. The unemployment rate in December 2007, just prior the national recession of 2008-2009, was 5.5%. Eighteen months later as the recession ended, the unemployment rate had reached 10.1%. The unemployment rate for the Coastal RPU peaked in September and October 2010 at 11.5%, and has shown a steady decline over the last five years.

Wages, Cost of Living, and Self-Sufficiency

The average annual wages per worker increased 3.4% in the region during the preceding four quarters. The Cost of Living Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result is a measure of relative purchasing power. The cost of living is 57.8% higher in Coastal Region than the U.S. average.



Source: JobsEQ. Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through Q1-2016 with preliminary estimates updated to Q3-2016.

The average annual wage for the Coastal RPU is \$47,719, compared to a national average annual wage of \$52,724. The following table displays the self-sufficient average annual wages for each of the four counties in the Coastal RPU, based on two adults and two children per household.

| Local Area/County | Average Annual Wage | Self Sufficient Annual Wage | Self Sufficient Hourly Wage (Per Adult) |
|-------------------|---------------------|-----------------------------|---|
| Santa Cruz | \$47,112 | \$77,954 | \$18.46 |
| Monterey | \$46,509 | \$69,809 | \$16.53 |
| San Luis Obispo | \$44,446 | \$68,560 | \$16.23 |
| Santa Barbara | \$51,156 | \$66,764 | \$15.81 |

Source: JobsEQ. Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through Q1-2016 with preliminary estimates updated to Q3-2016.

Industry Overview

The largest sector in the Coastal RPU is Agriculture, Forestry, Fishing and Hunting, employing 88,654 workers. The next-largest sectors in the region are **Health Care** and Social Assistance (79,026 workers) and Accommodation and Food Services (73,979). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Agriculture, Forestry, Fishing and Hunting (LQ = 9.36), Utilities (1.38), and Accommodation and Food Services (1.29).

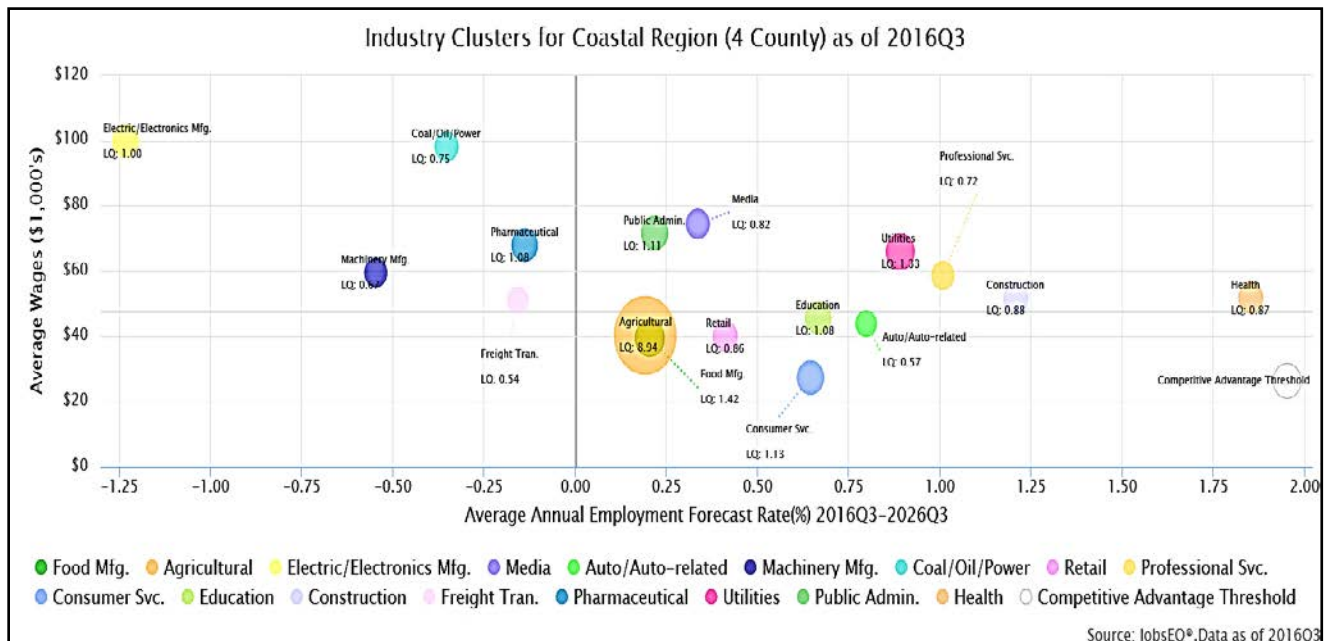
Sectors in the RPU with the highest average wages per worker are Utilities (\$127,664), Mining, Quarrying, and Oil and Gas Extraction (\$108,933), and Management of Companies and Enterprises (\$84,977). Regional sectors with the best job growth (or most moderate job losses) over the last five years are **Health Care** and Social Assistance (+16,926 jobs), Accommodation and Food Services (+13,697), and Agriculture, Forestry, Fishing and Hunting (+7,771).

Over the next 10 years, employment in the RPU is projected to expand by 46,666 jobs. The fastest growing sector in the region is expected to be **Health Care** and Social Assistance with a +1.9% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for **Health Care** and Social Assistance (+16,080 jobs), Accommodation and Food Services (+4,984), and Professional, Scientific, and Technical Services (+4,437).

Industry Clusters

A cluster is a geographic concentration of interrelated industries or occupations. The industry cluster in the Coastal RPU with the highest relative concentration is Agriculture with a location quotient of 8.94. This cluster employs 88,250 workers in the region with an average wage of \$40,255. Employment in the Agricultural cluster is projected to expand in the region about 0.2% per year over the next ten years.

The industry cluster in the RPU with the highest projected growth rate over the next 10 years is **Health Care**. This cluster employs 79,263 workers in the region with an average wage of \$51,739, which is higher than the average annual wage in any of the Coastal RPU counties. Employment in the health cluster is projected to expand in the region about 1.9% per year over the next 10 years.



Source: JobsEQ. Location quotient and average wage data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics, imputed where necessary, and updated through Q1-2016 with preliminary estimates updated to Q3-2016. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

In-Demand and Emerging Industry Subsectors

Over the next 10 years, the most in demand industry subsectors based on projected job openings will be Restaurants and Other Eating Places (22,190 openings), Support Activities for Crop Production (19,430 openings), and Elementary and Secondary Schools (9,924 openings).

| NAICS | Industry | Current | | | 10-Year Forecast |
|-------|--|------------|-------------|-------------------|------------------|
| | | Employment | Annual Wage | Location Quotient | Job Openings |
| 7225 | Restaurants and Other Eating Places | 51,027 | \$20,197 | 1.17 | 22,190 |
| 1151 | Support Activities for Crop Production | 43,412 | \$34,395 | 29.52 | 19,430 |

| | | | | | |
|------|---|--------|----------|-------|--------------|
| 6111 | Elementary and Secondary Schools | 33,493 | \$46,647 | 0.99 | 9,924 |
| 7211 | Traveler Accommodation | 18,614 | \$32,290 | 2.24 | 7,123 |
| 6241 | Individual and Family Services | 17,406 | \$18,808 | 1.66 | 6,294 |
| 1113 | Fruit and Tree Nut Farming | 22,578 | \$29,144 | 27.99 | 6,204 |
| 6113 | Colleges, Universities, and Professional Schools | 20,291 | \$54,536 | 1.61 | 4,960 |
| 4451 | Grocery Stores | 13,340 | \$31,407 | 1.16 | 4,936 |
| 6211 | Offices of Physicians | 10,654 | \$99,720 | 0.93 | 4,621 |
| 5613 | Employment Services | 10,454 | \$28,368 | 0.68 | 3,955 |
| 1112 | Vegetable and Melon Farming | 12,963 | \$41,429 | 30.64 | 3,706 |
| 6221 | General Medical and Surgical Hospitals | 14,512 | \$79,954 | 0.59 | 3,650 |
| 9221 | Justice, Public Order, and Safety Activities | 11,530 | \$73,807 | 1.44 | 3,544 |
| 5617 | Services to Buildings and Dwellings | 11,010 | \$30,774 | 1.00 | 3,283 |
| 7139 | Other Amusement and Recreation Industries | 7,632 | \$22,801 | 1.24 | 3,098 |
| 6216 | Home Health Care Services | 3,625 | \$39,720 | 0.57 | 2,930 |
| 6213 | Offices of Other Health Practitioners | 4,123 | \$49,565 | 0.96 | 2,839 |
| 6233 | Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly | 3,692 | \$29,186 | 0.96 | 2,697 |
| 5415 | Computer Systems Design and Related Services | 5,996 | \$90,217 | 0.69 | 2,589 |
| 9211 | Executive, Legislative, and Other General Government Support | 8,791 | \$68,002 | 0.69 | 2,575 |
| 4529 | Other General Merchandise Stores | 3,722 | \$30,691 | 0.46 | 2,572 |
| 5416 | Management, Scientific, and Technical Consulting Services | 4,887 | \$78,874 | 0.74 | 2,466 |
| 2382 | Building Equipment Contractors | 6,498 | \$55,345 | 0.71 | 2,400 |
| 5413 | Architectural, Engineering, and Related Services | 6,092 | \$83,869 | 0.92 | 2,034 |
| 6214 | Outpatient Care Centers | 2,840 | \$52,793 | 0.80 | 1,988 |

Source: JobsEQ. Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through Q1-2016 with preliminary estimates updated to Q3-2016. Forecast employment growth uses national projections adapted for regional growth patterns.

Over the next 10 years, the fastest growing industry subsectors based on the projected percentage growth change (minimum 100 new jobs) will be **Home Health Care Services (+61.4%)**, Retirement Communities and Assisted Living Facilities (+49.1%), and Electronic Shopping and Mail-Order Houses (+47.8%).

| NAICS | Industry | Current | | | 10-Year Forecast |
|-------|--|------------|-------------|-------------------|-------------------|
| | | Employment | Annual Wage | Location Quotient | Percentage Growth |
| 6216 | Home Health Care Services | 3,625 | \$39,720 | 0.57 | 61.4% |
| 6233 | Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly | 3,692 | \$29,186 | 0.96 | 49.1% |
| 4541 | Electronic Shopping and Mail-Order Houses | 994 | \$48,742 | 0.59 | 47.8% |
| 6214 | Outpatient Care Centers | 2,840 | \$52,793 | 0.80 | 47.0% |
| 6213 | Offices of Other Health Practitioners | 4,123 | \$49,565 | 0.96 | 45.3% |
| 6219 | Other Ambulatory Health Care Services | 927 | \$54,563 | 0.67 | 41.4% |
| 5239 | Other Financial Investment Activities | 957 | \$122,729 | 0.43 | 40.1% |
| 2371 | Utility System Construction | 1,550 | \$64,582 | 0.75 | 38.9% |
| 4859 | Other Transit and Ground Passenger Transportation | 363 | \$23,573 | 0.71 | 34.7% |
| 6232 | Residential Disability, Mental Health, and Substance Abuse Facilities | 1,958 | \$30,214 | 0.63 | 34.5% |
| 6215 | Medical and Diagnostic Laboratories | 661 | \$59,641 | 0.57 | 32.7% |
| 4529 | Other General Merchandise Stores | 3,722 | \$30,691 | 0.46 | 32.2% |
| 4533 | Used Merchandise Stores | 1,011 | \$23,273 | 1.22 | 31.7% |
| 5416 | Management, Scientific, and Technical Consulting Services | 4,887 | \$78,874 | 0.74 | 27.4% |

| | | | | | |
|------|--|--------|-----------|------|--------------|
| 5313 | Activities Related to Real Estate | 3,653 | \$47,320 | 1.06 | 26.6% |
| 4511 | Sporting Goods, Hobby, and Musical Instrument Stores | 3,011 | \$24,180 | 1.25 | 26.6% |
| 5112 | Software Publishers | 2,483 | \$109,780 | 1.66 | 26.1% |
| 4251 | Wholesale Electronic Markets and Agents and Brokers | 1,352 | \$94,330 | 0.34 | 25.8% |
| 7212 | RV (Recreational Vehicle) Parks and Recreational Camps | 548 | \$27,062 | 1.90 | 24.8% |
| 5415 | Computer Systems Design and Related Services | 5,996 | \$90,217 | 0.69 | 23.8% |
| 6211 | Offices of Physicians | 10,654 | \$99,720 | 0.93 | 22.1% |
| 4239 | Miscellaneous Durable Goods Merchant Wholesalers | 1,045 | \$57,875 | 0.74 | 20.4% |
| 6116 | Other Schools and Instruction | 2,463 | \$23,953 | 1.06 | 20.2% |
| 6212 | Offices of Dentists | 4,710 | \$49,720 | 1.19 | 18.9% |
| 6241 | Individual and Family Services | 17,406 | \$18,808 | 1.66 | 18.5% |

Source: JobsEQ. Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through Q1-2016 with preliminary estimates updated to Q3-2016. Forecast employment growth uses national projections adapted for regional growth patterns.

Occupational Overview

The largest major occupation group in the Coastal RPU is Office and Administrative Support Occupations, employing 81,460 workers. The next-largest occupation groups in the region are Food Preparation and Serving Related Occupations (65,745 workers) and Sales and Related Occupations (59,462). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Farming, Fishing, and Forestry Occupations (LQ = 13.96), Building and Grounds Cleaning and Maintenance Occupations (1.19), and Food Preparation and Serving Related Occupations (1.17).

Occupation groups in the RPU with the highest average wages per worker are Management Occupations (\$104,200), Legal Occupations (\$99,800), and **Healthcare Practitioners** and Technical Occupations (\$98,400). The unemployment rate in the region varied among the major groups from 1.6% among Legal Occupations to 8.6% among Transportation and Material Moving Occupations.

Over the next 10 years, the fastest growing occupation group in the Coastal RPU is expected to be **Healthcare Support Occupations** with a +2.1% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for **Healthcare Practitioners** and Technical Occupations (+4,928 jobs) and Food Preparation and Serving Related Occupations (+4,465). Over the same period, the highest replacement demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related Occupations (26,244 jobs) and Sales and Related Occupations (19,746).

| SOC | Title | Current | | | 10-Year Forecast | |
|---------|--|----------|-------------|----------------|------------------|-----------------------|
| | | Employed | Annual Wage | Online Job Ads | Job Openings | Annual Growth Percent |
| 43-0000 | Office and Administrative Support Occupations | 81,460 | \$38,500 | 3,369 | 20,743 | 0.3% |
| 35-0000 | Food Preparation and Serving Related Occupations | 65,745 | \$26,600 | 1,943 | 30,709 | 0.7% |
| 41-0000 | Sales and Related Occupations | 59,462 | \$38,000 | 3,937 | 22,504 | 0.5% |
| 45-0000 | Farming, Fishing, and Forestry Occupations | 59,230 | \$23,800 | 25 | 16,975 | 0.1% |
| 11-0000 | Management Occupations | 42,001 | \$104,200 | 1,765 | 17,687 | 0.3% |
| 53-0000 | Transportation and Material Moving Occupations | 37,805 | \$35,000 | 856 | 12,572 | 0.7% |

| | | | | | | |
|---------|--|---------|----------|--------|----------------|------|
| 25-0000 | Education, Training, and Library Occupations | 37,255 | \$63,100 | 996 | 11,432 | 0.9% |
| 29-0000 | Healthcare Practitioners and Technical Occupations | 29,613 | \$98,400 | 2,111 | 11,635 | 1.6% |
| 37-0000 | Building and Grounds Cleaning and Maintenance Occupations | 28,047 | \$30,100 | 806 | 8,884 | 0.8% |
| 51-0000 | Production Occupations | 27,828 | \$37,100 | 499 | 7,768 | 0.1% |
| 39-0000 | Personal Care and Service Occupations | 27,241 | \$27,900 | 1,225 | 11,211 | 1.4% |
| 47-0000 | Construction and Extraction Occupations | 25,907 | \$55,900 | 199 | 8,260 | 1.2% |
| 13-0000 | Business and Financial Operations Occupations | 24,091 | \$75,800 | 835 | 7,753 | 0.9% |
| 49-0000 | Installation, Maintenance, and Repair Occupations | 21,538 | \$48,800 | 676 | 7,392 | 0.8% |
| 31-0000 | Healthcare Support Occupations | 16,551 | \$33,600 | 661 | 7,546 | 2.1% |
| 15-0000 | Computer and Mathematical Occupations | 13,255 | \$86,600 | 1,292 | 4,003 | 1.3% |
| 33-0000 | Protective Service Occupations | 12,257 | \$62,900 | 485 | 3,679 | 0.5% |
| 27-0000 | Arts, Design, Entertainment, Sports, and Media Occupations | 10,634 | \$51,400 | 473 | 4,362 | 0.5% |
| 21-0000 | Community and Social Service Occupations | 10,262 | \$47,200 | 447 | 3,480 | 1.1% |
| 17-0000 | Architecture and Engineering Occupations | 9,163 | \$89,300 | 401 | 2,704 | 0.4% |
| 19-0000 | Life, Physical, and Social Science Occupations | 5,619 | \$75,600 | 391 | 2,276 | 0.8% |
| 23-0000 | Legal Occupations | 3,775 | \$99,800 | 35 | 1,095 | 0.8% |
| 00-0000 | Total - All Occupations | 648,738 | \$48,000 | 23,427 | 224,670 | 0.7% |

Source: JobsEQ. Occupation employment data are estimated via industry employment data and the estimated industry/occupation mix. Industry employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and currently updated through Q1-2016. Online Job Ads represent found online ads active within the last thirty days in any zip code intersecting or within the selected region.

In-Demand Occupations

Over the next 10 years, the most in demand occupations based on projected job openings will be Farm workers and Laborers (13,564 openings), Retail Salespersons (8,459 openings), and Waiters and Waitresses (7,447 openings). Within the **Health Care** sector, the most in demand jobs are projected to be **Registered Nurses** (+3,315 jobs), **Home Health Aides** (+2,251 jobs), and **Nursing Assistants** (+2,022 jobs).

| SOC | Title | Current | | | 10-Year Forecast | |
|---------|--|----------|-------------|----------------|------------------|-----------------------|
| | | Employed | Annual Wage | Online Job Ads | Job Openings | Annual Growth Percent |
| 45-2092 | Farm workers and Laborers, Crop, Nursery, and Greenhouse | 49,662 | \$22,800 | 6 | 13,564 | 0.1% |
| 41-2031 | Retail Salespersons | 19,440 | \$28,000 | 1,576 | 8,459 | 0.7% |
| 35-3031 | Waiters and Waitresses | 13,935 | \$29,800 | 198 | 7,447 | 0.4% |
| 41-2011 | Cashiers | 14,322 | \$24,900 | 232 | 6,416 | 0.1% |
| 35-3021 | Combined Food Preparation and Serving Workers, Including Fast Food | 15,254 | \$21,600 | 571 | 6,341 | 0.8% |
| 11-9013 | Farmers, Ranchers, and Other Agricultural Managers | 10,435 | \$81,400 | 12 | 5,393 | -0.9% |
| 39-9021 | Personal Care Aides | 10,169 | \$24,000 | 78 | 3,554 | 2.1% |
| 53-7062 | Laborers and Freight, Stock, and Material Movers, Hand | 8,553 | \$27,900 | 217 | 3,418 | 0.7% |
| 29-1141 | Registered Nurses | 8,531 | \$103,000 | 527 | 3,315 | 1.4% |
| 43-9061 | Office Clerks, General | 11,946 | \$34,600 | 121 | 3,189 | 0.5% |

| | | | | | | |
|---------|---|-------|-----------|-------|--------------|------|
| 11-9199 | Managers, All Other | 4,249 | \$128,400 | 248 | 2,901 | 0.7% |
| 11-1021 | General and Operations Managers | 7,988 | \$117,700 | 70 | 2,853 | 0.8% |
| 37-2012 | Maids and Housekeeping Cleaners | 7,848 | \$25,200 | 421 | 2,852 | 0.9% |
| 43-5081 | Stock Clerks and Order Fillers | 7,430 | \$26,900 | 512 | 2,797 | 0.3% |
| 35-2014 | Cooks, Restaurant | 6,336 | \$29,300 | 64 | 2,785 | 1.4% |
| 37-2011 | Janitors and Cleaners, Except Maids and Housekeeping Cleaners | 9,242 | \$29,800 | 223 | 2,534 | 0.7% |
| 43-4051 | Customer Service Representatives | 7,006 | \$36,300 | 618 | 2,418 | 0.8% |
| 31-1011 | Home Health Aides | 4,145 | \$28,300 | 108 | 2,251 | 2.8% |
| 49-9071 | Maintenance and Repair Workers, General | 6,053 | \$41,000 | 284 | 2,183 | 0.8% |
| 37-3011 | Landscaping and Groundskeeping Workers | 6,738 | \$30,200 | 80 | 2,152 | 0.8% |
| 47-2061 | Construction Laborers | 4,756 | \$43,800 | 49 | 2,028 | 1.5% |
| 31-1014 | Nursing Assistants | 4,754 | \$31,600 | 74 | 2,022 | 1.8% |
| 41-1011 | First-Line Supervisors of Retail Sales Workers | 6,331 | \$43,600 | 1,262 | 2,006 | 0.4% |
| 39-9011 | Childcare Workers | 4,161 | \$27,300 | 728 | 1,983 | 0.8% |
| 13-2011 | Accountants and Auditors | 4,529 | \$79,000 | 166 | 1,891 | 1.1% |

Source: JobsEQ. Occupation employment data are estimated via industry employment data and the estimated industry/occupation mix. Industry employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and currently updated through Q1-2016. Online Job Ads represent found online ads active within the last thirty days in any zip code intersecting or within the selected region.

Top Middle-Skill, Middle Wage or Higher Occupations

Middle skill occupations are defined as those which require a higher level of education than a High School Diploma, but no more than a Bachelor's Degree. Middle wage is defined as at least 80% of the area's median annual wage (\$44,700). Over the next 10 years, the most in demand occupations meeting these middle skill/middle wage or higher requirements based on projected job openings will be **Registered Nurses** (3,315 openings), **Accountants and Auditors** (1,891 openings), and **Heavy Tractor-Trailer Truck Drivers** (1,775 openings). Presently, the Coastal RPU primarily focuses on occupations within the **Health Care** sector, while individual local areas within the region may also focus on other priority occupations.

| SOC | Title | Current | | | 10-Year Forecast | |
|---------|--|----------|-------------|----------------|------------------|-----------------------|
| | | Employed | Annual Wage | Online Job Ads | Job Openings | Annual Growth Percent |
| 29-1141 | Registered Nurses | 8,531 | \$103,000 | 527 | 3,315 | 1.4% |
| 13-2011 | Accountants and Auditors | 4,529 | \$79,000 | 166 | 1,891 | 1.1% |
| 53-3032 | Heavy and Tractor-Trailer Truck Drivers | 6,651 | \$43,900 | 254 | 1,775 | 0.7% |
| 25-2021 | Elementary School Teachers, Except Special Education | 5,507 | \$71,300 | 21 | 1,632 | 0.8% |
| 25-2031 | Secondary School Teachers, Except Special and Career/Technical Education | 3,868 | \$69,400 | 43 | 1,247 | 0.8% |
| 29-2061 | Licensed Practical and Licensed Vocational Nurses | 2,411 | \$53,600 | 96 | 1,071 | 1.6% |
| 31-9092 | Medical Assistants | 2,311 | \$35,400 | 204 | 1,062 | 2.2% |
| 49-3023 | Automotive Service Technicians and Mechanics | 2,673 | \$44,800 | 92 | 1,016 | 0.6% |
| 15-1132 | Software Developers, Applications | 2,586 | \$100,100 | 52 | 960 | 1.9% |
| 13-1111 | Management Analysts | 2,636 | \$92,000 | 44 | 861 | 1.3% |
| 25-2022 | Middle School Teachers, Except Special and Career/Technical Education | 2,557 | \$67,900 | 66 | 773 | 0.8% |
| 25-3098 | Substitute Teachers | 2,472 | \$38,100 | 7 | 744 | 0.8% |
| 31-9091 | Dental Assistants | 1,632 | \$40,700 | 25 | 732 | 1.8% |
| 13-1199 | Business Operations Specialists, All Other | 3,519 | \$74,900 | 40 | 648 | 0.6% |

| | | | | | | |
|---------|--|-------|-----------|-----|------------|------|
| 15-1121 | Computer Systems Analysts | 1,716 | \$87,500 | 37 | 633 | 2.0% |
| 11-3031 | Financial Managers | 1,678 | \$122,200 | 82 | 574 | 0.8% |
| 25-2011 | Preschool Teachers, Except Special Education | 1,462 | \$37,500 | 105 | 542 | 0.8% |
| 13-1161 | Market Research Analysts and Marketing Specialists | 1,631 | \$67,300 | 35 | 539 | 1.8% |
| 15-1151 | Computer User Support Specialists | 1,915 | \$52,900 | 366 | 529 | 1.3% |
| 27-2022 | Coaches and Scouts | 1,186 | \$40,200 | 36 | 522 | 0.7% |

Source: JobsEQ. Occupation employment data are estimated via industry employment data and the estimated industry/occupation mix. Industry employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and currently updated through Q1-2016. Online Job Ads represent found online ads active within the last thirty days in any zip code intersecting or within the selected region.

Skill and Knowledge Requirements for Top Middle Skill/Middle Wage or Higher Occupations

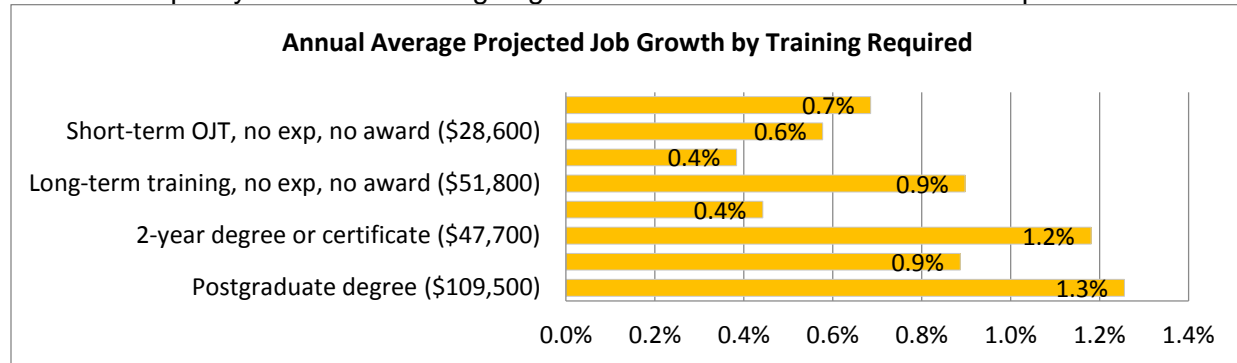
Based on the U.S. Department of Labor’s Occupational Information Network (O*NET), the required skills and knowledge required for these occupations are shown the table below. Skills appearing in “bold” are those needed for the majority of these occupations.

| Knowledge | Skills |
|---|---|
| <ul style="list-style-type: none"> • Administration & Management • Biology • Chemistry • Clerical • Communications & Media • Computers & Electronics • Customer & Personal Service • Design • Economics & Accounting • Educating & Training • Engineering & Technology • English Language • Geography • History & Archeology • Law & Government • Mathematics • Mechanical • Medicine & Dentistry • Personnel & Human Resources • Philosophy & Theology • Physics • Production & Processing • Psychology • Public Safety & Security • Sales & Marketing • Sociology & Anthropology • Telecommunications • Therapy & Counseling • Transportation | <ul style="list-style-type: none"> • Active Learning • Active Listening • Complex Problem Solving • Coordination • Critical Thinking • Equipment Maintenance • Instructing • Judgment & Decision Making • Learning strategies • Management of Personnel Resources • Mathematics • Monitoring • Negotiation • Operation & Control • Operation Monitoring • Operations Analysis • Persuasion • Programming • Quality Control Analysis • Reading Comprehension • Repairing • Science • Service Orientation • Social Perceptiveness • Speaking • Systems Analysis • Systems Evaluation • Time Management • Writing |

Education Levels

Expected growth rates for occupations vary by the education and training required. While all employment in the Coastal RPU is projected to grow 0.7% over the next 10 years, occupations typically requiring a postgraduate degree are expected to grow 1.3% per year, those requiring a bachelor’s degree are forecast to grow 0.9% per year, and occupations typically needing a two-

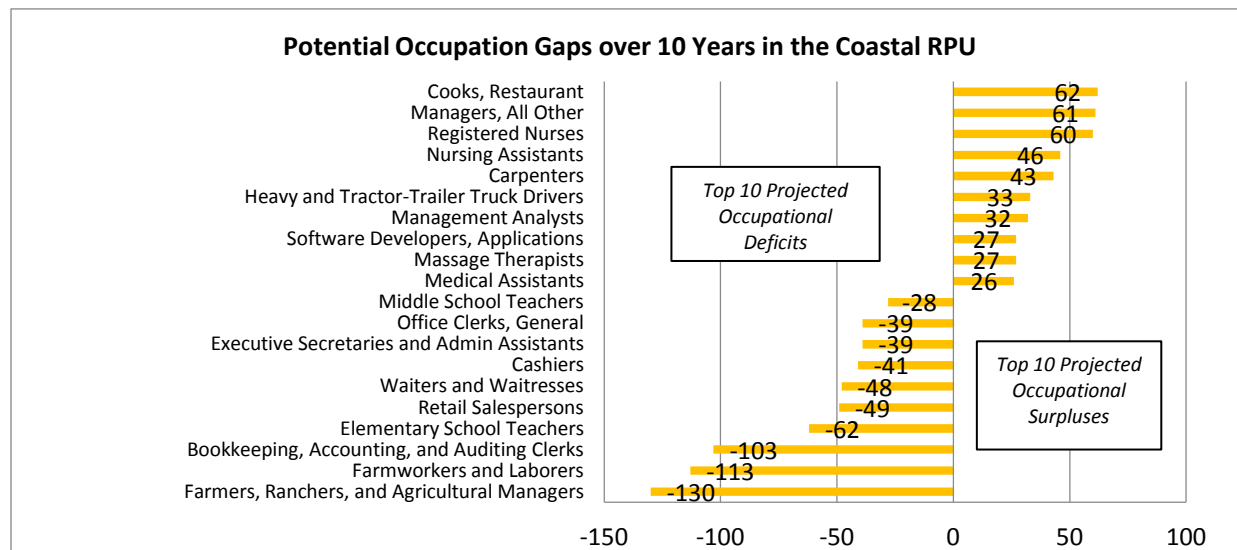
year degree or certificate are expected to grow 1.2% per year. The next largest growth opportunity is in the combination of occupations requiring short and moderate-term on-the-job training (OJT), which are expected to grow by 1%. Therefore, the Coastal RPU members would benefit from cultivating relationships with employers and industry representatives to strengthen their OJT capacity in addition to on-going efforts to collaborate with education partners.



Source: JobsEQ. Employment by occupation data are estimates as of Q3-2016. Education levels of occupations are based on BLS assignments. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Occupational Gaps

The annual supply gap, or surplus, is the annual average difference between the projected amount of available, qualified workers (supply) and the employer’s needs (demand). A positive number represents a deficit in workers and a negative number represents a surplus of workers. Based on projected growth and employment numbers, the occupations with the highest occupational gap are Other Managers, Cooks, **Registered Nurses**, and **Nursing Assistants**, with 38% of the potential occupational gaps coming from **healthcare** occupations. The highest occupational surplus values are for Farmworkers, Ranchers, and Agricultural Managers, Bookkeepers, Auditors, and Accounting Clerks.



Source: JobsEQ. Employment by occupation data are estimates as of Q3-2016.

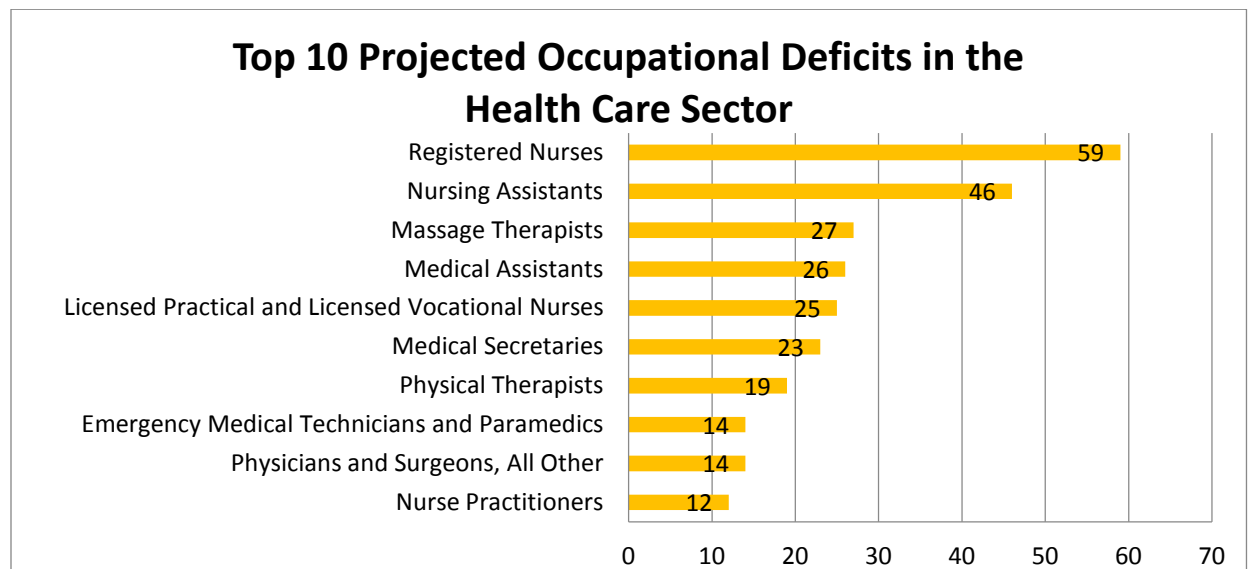
Analysis of the Health Care Sector

Within the Health Care Sector, the highest demand jobs based on projected job openings over the next 10 years are **Registered Nurses** (3,315 openings), **Home Health Aides** (2,251 openings), and **Nursing Assistants** (2,022 openings).

| SOC | Title | Current | | | 10-Year Forecast | |
|---------|---|----------|-------------|----------------|------------------|-----------------------|
| | | Employed | Annual Wage | Online Job Ads | Job Openings | Annual Growth Percent |
| 29-1141 | Registered Nurses | 8,531 | \$103,000 | 527 | 3,315 | 1.4% |
| 31-1011 | Home Health Aides | 4,145 | \$28,300 | 108 | 2,251 | 2.8% |
| 31-1014 | Nursing Assistants | 4,754 | \$31,600 | 74 | 2,022 | 1.8% |
| 43-4171 | Receptionists and Information Clerks | 4,119 | \$30,300 | 136 | 1,599 | 1.1% |
| 29-2061 | Licensed Practical and Licensed Vocational Nurses | 2,411 | \$53,600 | 96 | 1,071 | 1.6% |
| 31-9092 | Medical Assistants | 2,311 | \$35,400 | 204 | 1,062 | 2.2% |
| 31-9091 | Dental Assistants | 1,632 | \$40,700 | 25 | 732 | 1.8% |
| 43-6013 | Medical Secretaries | 2,074 | \$39,800 | 230 | 662 | 2.0% |
| 29-1069 | Physicians and Surgeons, All Other | 1,312 | \$212,200 | 71 | 604 | 1.6% |
| 29-1123 | Physical Therapists | 714 | \$94,800 | 121 | 467 | 3.2% |

Source: JobsEQ. Occupation employment data are estimated via industry employment data and the estimated industry/occupation mix. Industry employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and currently updated through Q1-2016. Online Job Ads represent found online ads active within the last thirty days in any zip code intersecting or within the selected region.

Many occupations within the **Health Care** sector contain high Occupational Gaps, indicating a potential deficit of available, qualified workers. The highest **Health Care** Occupation Gaps are for **Registered Nurses, Nursing Assistants, and Massage Therapists.**



Source: JobsEQ. Employment by occupation data are estimates as of Q3-2016.

Top Occupations for the Health Care Services Cluster by Education Level

The table below identifies the occupations with the most total projected job openings within the **Health Care Services** cluster, categorized by education requirements. The table includes the projected total job openings and median annual wages. In addition, recent totals of online job advertisements over a 30-day period are included. Grouping occupations by education levels allows individuals to better gauge the potential for skills transference and upward mobility within the cluster.

| SOC | Title | Current | | | 10-Year Forecast | |
|-----|-------|----------|-------------|----------------|------------------|-----------------------|
| | | Employed | Annual Wage | Online Job Ads | Job Openings | Annual Growth Percent |

| Requires a Bachelor's Degree or Higher | | | | | | |
|--|---|-------|-----------|-----|--------------|------|
| 29-1141 | Registered Nurses | 8,531 | \$103,000 | 527 | 3,315 | 1.4% |
| 29-1069 | Physicians and Surgeons, All Other | 1,312 | \$212,200 | 71 | 604 | 1.6% |
| 29-1123 | Physical Therapists | 714 | \$94,800 | 121 | 467 | 3.2% |
| 29-1021 | Dentists, General | 645 | \$195,300 | 2 | 318 | 2.0% |
| 29-1171 | Nurse Practitioners | 471 | \$112,800 | 91 | 297 | 3.1% |
| Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree | | | | | | |
| 31-1014 | Nursing Assistants | 4,754 | \$31,600 | 74 | 2,022 | 1.8% |
| 29-2061 | Licensed Practical and Licensed Vocational Nurses | 2,411 | \$53,600 | 96 | 1,071 | 1.6% |
| 31-9092 | Medical Assistants | 2,311 | \$35,400 | 204 | 1,062 | 2.2% |
| 31-9091 | Dental Assistants | 1,632 | \$40,700 | 25 | 732 | 1.8% |
| 31-9011 | Massage Therapists | 777 | \$47,800 | 12 | 410 | 3.1% |
| Requires a High School Diploma or Equivalent or Less | | | | | | |
| 31-1011 | Home Health Aides | 4,145 | \$28,300 | 108 | 2,251 | 2.8% |
| 43-4171 | Receptionists and Information Clerks | 4,119 | \$30,300 | 136 | 1,599 | 1.1% |
| 43-6013 | Medical Secretaries | 2,074 | \$39,800 | 230 | 662 | 2.0% |
| 29-2052 | Pharmacy Technicians | 1,346 | \$41,700 | 133 | 251 | 0.8% |
| 29-2081 | Opticians, Dispensing | 322 | \$39,200 | 22 | 173 | 2.1% |

Source: JobsEQ. Occupation employment data are estimated via industry employment data and the estimated industry/occupation mix. Industry employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and currently updated through Q1-2016. Online Job Ads represent found online ads active within the last thirty days in any zip code intersecting or within the selected region.

Skill and Knowledge Requirements for Top Health Care Occupations

Based on the U.S. Department of Labor's Occupational Information Network (O*NET), the skills and knowledge required for these occupations are detailed in the table below:

| Knowledge Requirements for Top 5 in Demand Occupations in Health Care by Education Level | Administration & Management | Biology | Chemistry | Clerical | Communications & Media | Computers & Electronics | Customer & Personal Service | Economics & Accounting | Education and Training | English Language | Law and Government | Mathematics | Medicine & Dentistry | Personnel & Human Resources | Philosophy and Theology | Production & Processing | Psychology | Public Safety and Security | Sales & Marketing | Sociology & Anthropology | Therapy & Counseling |
|--|---|---------|-----------|----------|------------------------|-------------------------|-----------------------------|------------------------|------------------------|------------------|--------------------|-------------|----------------------|-----------------------------|-------------------------|-------------------------|------------|----------------------------|-------------------|--------------------------|----------------------|
| | Requires a Bachelor's Degree or Higher | | | | | | | | | | | | | | | | | | | | |
| Registered Nurses | | x | | x | | | x | x | x | x | x | x | | | | | x | | | x | x |
| Physicians and Surgeons, All Other | | x | | | | x | x | x | x | | | x | x | | | | x | | x | | x |
| Physical Therapists | | x | | x | | x | x | x | x | | | x | | | | | | | | x | |
| Dentist, General | x | x | x | | | x | x | x | x | | | x | x | | | | x | | | | |
| Nurse Practitioners | | x | | | | | x | x | x | | x | x | | x | | x | | | | x | x |
| Requires Some College, Postsecondary Non-Degree or Associate's Degree | | | | | | | | | | | | | | | | | | | | | |
| Nursing Assistants | | | | x | | x | x | x | x | | | x | x | | | x | x | | | | x |
| Licensed Practical and Licensed Vocational Nurses | | | x | x | | | x | x | x | | x | x | | x | | x | | | | | x |
| Medical Assistants | x | | | x | | x | x | x | x | | | x | | | | x | x | | | | x |
| Dental Assistants | | | x | x | | x | x | x | x | | | x | | | x | | | | x | | |
| Massage Therapists | x | x | | x | | | x | x | x | | | x | | | | x | | | x | | x |
| Requires High School Diploma or Equivalent or Less | | | | | | | | | | | | | | | | | | | | | |
| Home Health Aide | x | | | | x | | x | x | x | | | x | | x | | x | x | | | | x |
| Receptionists and Information Clerks | x | | | x | x | x | x | x | x | | x | | x | | | | | x | | | |
| Medical Secretaries | x | | | x | | x | x | x | x | | x | x | x | | | | x | | | | |
| Pharmacy Technicians | x | | x | x | | x | x | x | x | | x | x | x | | | | | | | | |
| Opticians, Dispensing | x | | | x | | | x | x | x | | x | | x | | x | | | | | x | |

| Skill Requirements for Top 5 in Demand Occupations in Health Care by Education Level | Active Learning | Active Listening | Complex Problem Solving | Coordination | Critical Thinking | Equipment Maintenance | Instructing | Judgement & Decision Making | Learning Strategies | Mathematics | Monitoring | Persuasion | Reading Comprehension | Science | Service Orientation | Social Perceptiveness | Speaking | Systems Analysis | Time Management | Troubleshooting | Writing |
|--|---|------------------|-------------------------|--------------|-------------------|-----------------------|-------------|-----------------------------|---------------------|-------------|------------|------------|-----------------------|---------|---------------------|-----------------------|----------|------------------|-----------------|-----------------|---------|
| | Requires a Bachelor's Degree or Higher | | | | | | | | | | | | | | | | | | | | |
| Registered Nurses | X | X | | X | X | | | | X | | X | X | | X | X | X | | | | | |
| Physicians and Surgeons, All Other | X | X | X | | X | | X | X | | | X | X | | | X | | | | | | X |
| Physical Therapists | | X | | X | X | | X | | | X | X | X | X | X | X | X | | | | | X |
| Dentist, General | X | X | X | X | X | | X | | | X | X | X | | | | X | | | | | X |
| Nurse Practitioners | X | X | | | X | X | X | | | X | X | X | X | X | X | | | | | | X |
| Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree | | | | | | | | | | | | | | | | | | | | | |
| Nursing Assistants | X | X | | X | X | | | | | | X | X | | X | X | X | | | | | X |
| Licensed Practical and Licensed Vocational Nurses | | X | X | X | X | | | | | | X | X | X | X | X | X | | X | | | X |
| Medical Assistants | X | X | | X | X | | | | | | X | X | X | X | X | X | | | | | X |
| Dental Assistants | X | X | | | X | | X | | | | X | X | X | X | X | X | | | | | X |
| Massage Therapists | X | X | | | X | | X | | | | X | X | X | X | X | X | | | | | X |
| Requires High School Diploma or Equivalent or Less | | | | | | | | | | | | | | | | | | | | | |
| Home Health Aide | X | X | | X | X | | | X | | | X | X | X | X | X | X | | | | | |
| Receptionists and Information Clerks | | X | X | X | X | | | | | | | X | X | X | X | X | | X | | | X |
| Medical Secretaries | | X | | X | X | | | | | | X | X | X | X | X | X | | X | | | X |
| Pharmacy Technicians | X | X | | X | X | | | | | X | X | X | X | X | X | X | | | | | X |
| Opticians, Dispensing | | X | | X | X | | | | | | X | X | X | X | X | X | | | | | X |

Source: O*NET. Occupational knowledge and Skill assignments based on the U.S. Department of Labor's Occupational Information Network (O*NET).

Workforce Development Activities

The Coastal RPU enjoys a variety of publicly-funded workforce development options for job search, job placement, training, and networking activities through the America's Job Centers of California (AJCCs). AJCC staff and partner program staff provide basic and individualized career services as well as classroom-based training services via individual training accounts (ITAs), on-the-job training (OJT), and cohort training funded by the Workforce Innovation and Opportunity Act (WIOA). Basic skills education, literacy, English as a Second Language (ESL) and vocational ESL (VESL) are provided through local Adult Schools and Community Colleges. Community Colleges and private training providers also provide skill building and career technical training in a variety of industry sectors.

The *Local Workforce Development Resources* table below provides a snapshot of local workforce development resources and activities in the RPU. WIOA-funded training options are somewhat limited due to the low number of providers on the Eligible Training Provider List (ETPL). Additionally, State-mandated training expenditure requirements and an emphasis on training that leads to employment necessitate that local areas be more intentional and knowledgeable about training offerings. This regional planning process has been a useful first step in raising awareness of the regional workforce development offerings and challenges.

The strengths and weaknesses of the available workforce development activities in the RPU are discussed below, and described in greater detail in each RPU member's Local Plan.

Local Workforce Development Resources and Activities Table

| Local Area | AJCCs | | WIOA Training | | | ETPL | | | Training & Ed Providers | | Priority Sectors Addressed via WIOA-funded Training |
|------------------------------|---------------|-----------------------|--------------------------------|-------------------------------|--|-----------------|---------|-------------|--|---|---|
| | Comprehensive | Satellite | ITAs | OJTs | Employment Related to Training for WIOA Enrolled | Local Providers | Courses | Focus Areas | Community Colleges | Adult Schools | |
| Santa Cruz County | Watsonville | Capitola & Santa Cruz | 179 (100% in priority sectors) | 13 | 61% | 9 | 71 | 40 | Cabrillo College (Aptos) | Santa Cruz A.S., & Watsonville/Aptos A.S. | *Hospitality *Retail *Healthcare Services *Education *Agriculture |
| Monterey County | Salinas | King City & Seaside | 277 (75% in Priority Sectors) | 7 (75% in Priority Sectors) | 32% | 9 | 84 | 35 | Hartnell (Salinas) & Monterey Peninsula (Monterey) | Monterey A.S. (Seaside), North Monterey A.S. (Castroville), King City, Pacific Grove A.S., Salinas A.S., & Soledad A.S. | *Agriculture, *Education, *Healthcare, *Hospitality |
| San Luis Obispo (SLO) County | SLO | None. | 39 (100% in priority sectors) | 11 (100% in priority sectors) | 32% | 6 | 116 | 36 | Cuesta College (SLO) | Cambria, Lucia Mar USD (Oceano), Paso Robles USD, San Luis Coastal USD (SLO), & Templeton USD | *Building, Design, & Construction *Knowledge & Innovation, *Health Services |
| Santa Barbara County | Santa Maria | Santa Barbara | 59 (52% in Priority Sectors) | 57 (36% in Priority Sectors) | 56% | 11 | 183 | 72 | Allan Hancock (Santa Maria) & Santa Barbara City College | Allan Hancock (Santa Maria), Lompoc USD, Center for Lifelong Learning (Santa Barbara), & Santa Barbara City College | *Building & Design *Business Support Services *Healthcare Services *Energy & Environment *Technology & Innovation *Tourism |

AJCC Services

The AJCC / One-Stop are a locally-driven system which develops partnerships and provides basic and individualized career services to assist job seekers and employers who are:

- 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

Strengths:

- The AJCC system provides the required WIOA and Wagner-Peyser programs and services and is a primary resource for individuals looking to enter, re-enter or up skill in the labor market, including low-income, dislocated workers, and individuals with barriers to employment.
- The AJCC has strong relationships with local workforce development partners and community-based organizations serving those targeted populations with barriers to employment, including low-income, disabled, veterans, homeless, and disconnected youth.

Weaknesses:

- Diversifying funding to allow for maximum flexibility is a challenge.
- Marketing the value and relevance to job seekers.
- Being market-responsive and consistently demonstrating value to business and industry remains a challenge for some AJCCs.
- Limited providers for ITAs.
- Limited OJTs executed.
- Flexibility for co-enrollment with non-WIOA funded programs.

Basic Skills Education, English as a Second Language (ESL), & Vocational ESL (VESL)

Strengths:

- Adult schools in the area are committed to providing basic skills education (English and math), general equivalency diploma (GED) preparation and testing, ESL, and VESL to ensure that job seekers with barriers to employment may improve their education and employment outcomes.
- Partners willing to consider ways to improve partnerships and strategize for success.

Weaknesses:

- AEBG consortia plans for Monterey and Santa Barbara counties, which both have individuals with limited English proficiency rates of greater than 15%, noted deficiencies such as a lack of capacity to serve all the individuals requiring ESL and VESL instruction, which is critical for introducing these individuals into a career pathway.
- Funding constraints versus established need. Every AEBG Final Plan indicated that, based on the demographics (disability status, basic skills deficiency status, limited English proficiency status, and educational attainment status) available for the region, there are not adequate programs and classes to meet the needs of adult learners.

Community College Programs

Strengths:

- Significant funds dedicated to Career Technical Education (CTE).
- Identified healthcare as an “educational priority” and stated interest in expansion of health care programming in both the SCCRC’s Strong Workforce Program plan and in early Strong Workforce Program task force discussion for the BACCC. For the SCCRC, half the colleges in the region identified new programs within health care sector or health information technology to implement over the next three years and a third of the colleges noted the general healthcare discipline as an area expanding in the future.

Weaknesses:

- Lack of short-term, non-credit CTE programs that could accommodate the low-income, low-skill, worker who cannot take the time for a full-semester course.
- Community College timelines for creating/approving market-responsive training.
- Lack of clarity regarding efforts to identify/increase industry recognized credentials.
- Lack of pre-apprenticeship certification curriculum in non-traditional trades/occupations.

Eligible Training Provider List (ETPL)

Strengths:

- It will provide a list of providers with demonstrated placement rates of 64.2%.

Weakness:

- Approval process is slow.
- Limited number of approved private training providers, especially in rural areas.
- State-level approval for online industry-recognized programs.

Special Projects

Services to Supervised Populations: Monterey County is serving 60 ex-offenders, through the *AB2060 Supervised Populations Workforce Training grant*, on supervised probation via WorkKeys assessments and basic skills remediation when necessary and training in growth sectors such as culinary arts, which speaks to labor market demand for talent in the hospitality/tourism sector, via a network of providers using either ITAs or OJTs. Training is also provided in the construction trades. Local *AB109* funding provides services for a minimum of 65 participants in Monterey County as well. Santa Barbara County is serving 150 ex-offenders on supervised probation via occupational skills training and post-secondary education leading to employment in the building trades sector which is an identified growth sector in Santa Barbara and San Luis Obispo counties. Services are funded through the *AB2060* grant.

Pre-Apprenticeship Training: Monterey and Santa Cruz counties have a special *Prop 39-Pre-Apprenticeship Training and Placement grant* to serve 25 participants each from targeted populations including Veterans, women, and at-risk youth ages 18-25. The project trains participants in green job skills, creating structured pathways to apprenticeships in the field, building the energy-efficiency workforce graduating participants who enter into the green job construction trades. This training and career pathway approach will lead participants into pre-apprenticeship training that creates a pipeline for job seekers to enter into registered apprenticeships and journey-level employment, offering a path to a living wage career. The building trades multi-craft core curriculum (MC3) offers industry-valued credentials upon successful completion of the course.

Entrepreneurial Training: The AJCC serving San Luis Obispo County offered a pilot project to assist individuals looking to start their own business. CalWORKs funding was used to fund a special 12-week session of the *Start, Run, & Grow Your Business* class offered through Mission Community Services Corporation, a non-profit dedicated to enhancing opportunities for entrepreneurs and small businesses. The curriculum provided job seekers with the tools to develop a business plan, obtain a business license, and access mentors to help maneuver through challenges of the business start-up process. The Small Business Deputy Sector Navigator (DSN) provided funding for a second 12-week session that was initiated following the first successful cohort. Small Business is a focus area for San Luis Obispo County.

Strengths:

- Special projects allow for the local area to serve individuals that may not meet WIOA eligibility requirements and to build partnerships with new agencies outside of WIOA Title I providers.
- Provide new partners a useful introduction to the system and fosters relationships.
- Greater emphasis on supports needed to ensure success in placement and retention.

Weaknesses:

- Administrative processes (contract development/approvals, procurement, and monitoring) can take significant time. Each RPU needs a strong lead area to assume these responsibilities.

Foreign-Born & Limited English Proficient (LEP) Populations

Monterey and Santa Barbara counties are the local areas in the RPU most significantly impacted by both foreign-born individuals and LEP individuals who speak Spanish. Here LEP is defined by the Census Bureau as individuals, age five years and over, who speak English less than very well. The Northern Santa Barbara AEBG plan noted that 17% of the State's indigenous farm worker population resides in northern Santa Barbara County, specifically the Santa Maria area. This farm-worker subgroup is primarily from southern Mexico has additional challenges such as little or no literacy, no written native language, and its per capita income is less than the average farm worker. AEBG consortia throughout the region identified outreach to the LEP population and increasing ESL and vocational ESL offerings as priorities in their individual plans. AJCCs in the region articulated strong relationships and identified education partner resources applicable to individuals with LEP in their Phase I MOUs. Each local area has unique challenges, resources, and partners; therefore, details on how the region addresses the needs of and provides services LEP populations will be addressed in the Local Plans. An overview of the need is provided below:

| Local Area/ County | Foreign-Born Pop. | % of Total Pop. Foreign-Born | LEP Pop. | % of Total Pop. who are LEP | LEP Individuals Served By WIOA PY15-16 | % of LEP Served in WIOA PY15-16 | Total WIOA Enrollments PY15-16 | % of WIOA Enrollments that are LEP |
|-----------------------|----------------------|------------------------------------|----------------|--------------------------------------|--|--|--------------------------------------|--|
| Santa Cruz | 48,520 | 18.2% | 34,283 | 13.6% | 36 | 9% | 398 | 9% |
| Monterey | 127,844 | 30.1% | 111,447 | 28.5% | 87 | 10% | 814 | 10.7% |
| San Luis Obispo | 29,392 | 10.7% | 18,919 | 7.3% | 23 | 6% | 414 | 5.5% |
| Santa Barbara | 100,015 | 23.2% | 72,501 | 18 % | 6 | 2% | 296 | 2% |
| Total | 305,771 | 21.9% | 237,150 | 18.1% | 146 | 9% | 1,922 | 7.6% |

Source: JobsEQ. Population data from American Community Survey (ACS) by the Census Bureau 2010-2014. WIOA program participation/enrollment/exit figures from CalJOBS Participant Summary Report for PY2015-2016

REGIONAL SECTOR PATHWAYS

Local areas within the Coastal RPU determined their priority industry sectors through public/private partnerships with economic development and chambers of commerce in the recent past with updates during the 2013 Local Plan process. These efforts used labor market data to identify industries and sectors that were responsible for past growth and were projected to grow in the future. Current data (*Regional Economic Analysis section*) supports these same sectors as priority and emerging. Many of these same sectors have been identified as priority or emerging by the community college consortia. These sectors are identified in the table below.

| Coastal RPU Priority Sectors | Monterey County | Santa Barbara County | Santa Cruz County | San Luis Obispo County | BACCC (priority rank) | SCCRC (no priority) |
|---------------------------------------|---------------------------|-------------------------|----------------------|--------------------------------|--------------------------|------------------------|
| Agriculture | x | x-Wine | x | x-Wine | 8 | X |
| Building, Design Construction | | x | | x | | |
| Business Support Services | | x | | | | |
| Education | x | | x | | 9 | |
| Energy & Environment | | x | | x-Green Energy | 4 | X |
| Healthcare Services | x | x | x | x | 2 | X |
| Hospitality/Accommodation/ Tourism | x-Tourism/ Hospitality | x-Tourism | x- Hospitality | x- Recreation Accommodation | 1* | |
| Retail | | | x | | 1* | |
| Manufacturing | | | | x- Specialized | 5-Advanced | x-Advanced |
| Technology/Innovation | | x | | x | 3 | x |

*BACCC combines Hospitality/Accommodation/Tourism with Retail.

Each RPU member addresses its own sector efforts as determined by local preference, with actions ranging from prioritizing training investments in sectors with the most potential to incorporating priority sectors in grant funded projects such as San Luis Obispo County's Green Energy training program. Nonetheless, the RPU is committed to building the region's capacity to more effectively serve the needs of priority sectors via a region-wide approach that will benefit from lessons learned, best-practices approach. An example of this is Santa Cruz County Workforce Development Board's pilot project to assist workforce professionals in determining the value of specific training offerings. The project intends to promote the region's most rewarding and in-demand careers and strategic investments that increase the number of individuals pursuing relevant trainings and entering a professional pathway. The project will accomplish this via the development of an "In-Demand Scholarship" list and process that the area and the larger RPU may follow to provide training scholarships to job seekers, promote training opportunities to the public, and train career center staff/partners on how best to assist individuals in entering a specified career path. The list will highlight a small selection (less than 10) of the region's most in-demand career opportunities based on a formula that factors in the potential average annual wages, possibility for mobility across industries, and job openings, associated with relevant training. The list will be updated annually with employer input, labor market information, and other relevant data. The vendor will set up a score card to facilitate investments in those measures that make the most difference. Ideally, the list would be a resource for AJCC staff and inspire job seekers to make career and training decisions that lead to higher returns in the form of sustainable employment and increased wages. **Next Steps: 1.** Santa Cruz County to implement the pilot; and **2.** Share processes that make the most sense for replication across the region with RPU members.

Relevant Convening

The Coastal RPU is currently working on a Slingshot initiative focused on the Health Care sector. Health Care was chosen because it is well represented across the four counties, is growing, and provides opportunities for income mobility as evidenced by the aforementioned labor market information. The region is being mentored through the process by Collaborative Economics. Three of the four local areas within the RPU have held their initial launch meetings (Santa Cruz on August 11, 2016, Monterey on September 16, 2016, and San Luis Obispo on October 21, 2016) where workforce priorities (described elsewhere in this plan) and next steps were identified, local industry champions were engaged to co-convene subsequent partnership meetings (Santa Cruz on December 1, 2016 and San Luis Obispo on December 13, 2016). Santa Barbara will hold its first Slingshot convening sometime in early 2017. In the context of this regional plan, the Slingshot initiative will serve to establish protocols and promising practices that RPU member areas will use to address other priority and emerging sectors in the future. For example, local areas will use Collaborative Economics' *Industry Engagement Toolkit* as its recipe for employer, business, and industry engagement. Once the Health Care sector work gains momentum, the RPU will address a new priority sector.

Do Existing Training & Education Programs Meet Industry's Workforce Needs?

The Coastal RPU members will determine whether existing training and education programs meet industry's workforce needs through engagement with industry leaders and a review of relevant data. RPU members participate in on-going meetings related to the local California Career Pathway Trust (CCPT) projects, which address every other identified priority sector in the region, attend Community College Career Technical Education (CTE) industry advisory board meetings, and work with Strong Workforce task groups. With so many similar initiatives in play, RPU members recognize the need to participate in rather than duplicate the process with new WDB-centric meetings. Industry engagement via the aforementioned Slingshot

initiative convening revealed the following industry workforce needs/priorities that are not being met:

Santa Cruz County identified two priorities:

1. Talent development to include the **a)** need for new skills across the occupational continuum, **b)** need for new talent in specific occupations, such as specialty nurses and community health workers to support growth and replace retirees, and **c)** need to improve the talent pipeline by engaging youth in the Health Care pathway; and **2.** Care coordination to strengthen the coordination among institutions and types of care along the continuum.

Monterey County identified two priorities:

1. Filling critical talent needs such as the **a)** need for skilled specialty technicians such as surgical, magnetic resonance imaging (MRI), and radiology techs with community college-level preparation, **b)** need for health IT workers with post-secondary education and substantial experience, and **c)** need for staff and specialty nurses in hospital settings such as labor and delivery and surgery; and **2.** Changing the perception of the industry.

San Luis Obispo County: identified three priorities:

1. Growing the nursing talent pool; **2.** Engaging youth in the Health Care pathway; and **3.** Creating a “collaboration catalyst” group to identify and act on shared priorities.

RPU members will review data on projected surplus and shortfalls for certain industries. The *Health Care Sector – Potential Occupation Gaps Over 10 Years in the Coastal Region* table below provides a projected surplus or shortfall for the Health Care sector and for all occupations in the sector based on the projected workforce supply (completed trainings) and employer demand (job openings). The table is organized by the highest number of Total Annual Demand as based on new and replacement openings. Fifty occupations were identified as having a gap, 14 of which had a deficit greater than 10. Of these top 14 occupations with deficits, 60% are occupations that require education and training of two years or less, thus demonstrating the need for increased short-term training capacity, perhaps including increasing the number of eligible ITA providers, and improved processes to increase the availability of OJTs.

| Health Care Sector - Potential Occupation Gaps over 10 Years in Coastal Region (4 County) | | | | | | | |
|---|---|--------------------------------|---------------------------|----------------------|--------------------|---------------------|---------------------------|
| SOC | Title | Annual Supply Gap (or Surplus) | Current Employment 2016Q3 | Annual Growth Demand | Annual Repl Demand | Total Annual Demand | Projected Employment 2026 |
| 29-1141 | Registered Nurses | 59 | 8,531 | 130 | 201 | 332 | 9,833 |
| 31-1014 | Nursing Assistants | 46 | 4,754 | 92 | 110 | 202 | 5,674 |
| 31-9011 | Massage Therapists | 27 | 777 | 28 | 13 | 41 | 1,054 |
| 31-9092 | Medical Assistants | 26 | 2,311 | 57 | 50 | 106 | 2,876 |
| 29-2061 | Licensed Practical and Licensed Vocational Nurses | 25 | 2,411 | 42 | 65 | 107 | 2,832 |
| 43-6013 | Medical Secretaries | 23 | 2,074 | 46 | 21 | 66 | 2,529 |
| 29-1123 | Physical Therapists | 19 | 714 | 26 | 21 | 47 | 974 |
| 29-1069 | Physicians and Surgeons, All Other | 14 | 1,312 | 22 | 38 | 60 | 1,537 |
| 29-2041 | Emergency Medical Technicians and Paramedics | 14 | 882 | 25 | 15 | 40 | 1,134 |
| 29-1171 | Nurse Practitioners | 12 | 471 | 17 | 13 | 30 | 637 |
| 31-9091 | Dental Assistants | 11 | 1,632 | 32 | 41 | 73 | 1,950 |
| 29-2021 | Dental Hygienists | 11 | 1,035 | 20 | 17 | 37 | 1,239 |
| 29-1021 | Dentists, General | 11 | 645 | 14 | 18 | 32 | 786 |
| 11-9111 | Medical and Health Services Managers | 11 | 1,114 | 19 | 30 | 50 | 1,306 |
| 31-2021 | Physical Therapist Assistants | 9 | 272 | 12 | 9 | 20 | 388 |
| 29-1127 | Speech-Language Pathologists | 8 | 515 | 12 | 14 | 26 | 634 |
| 29-1071 | Physician Assistants | 8 | 366 | 12 | 9 | 20 | 482 |
| 29-1122 | Occupational Therapists | 7 | 394 | 11 | 8 | 19 | 501 |
| 29-2081 | Opticians, Dispensing | 7 | 322 | 8 | 10 | 17 | 398 |
| 29-1041 | Optometrists | 5 | 198 | 5 | 10 | 15 | 252 |
| 29-1199 | Health Diagnosing and Treating Practitioners, All Other | 5 | 208 | 5 | 8 | 13 | 261 |
| 29-1011 | Chiropractors | 5 | 238 | 5 | 7 | 12 | 291 |
| 31-9097 | Phlebotomists | 4 | 305 | 7 | 7 | 14 | 378 |
| 29-2032 | Diagnostic Medical Sonographers | 4 | 193 | 5 | 3 | 9 | 247 |
| 31-2011 | Occupational Therapy Assistants | 4 | 116 | 5 | 4 | 9 | 169 |
| 29-1129 | Therapists, All Other | 4 | 118 | 4 | 2 | 6 | 156 |
| 29-1062 | Family and General Practitioners | 3 | 585 | 7 | 19 | 26 | 650 |
| 29-2071 | Medical Records and Health Information Technicians | 3 | 626 | 10 | 14 | 24 | 726 |
| 29-2011 | Medical and Clinical Laboratory Technologists | 3 | 498 | 7 | 12 | 19 | 567 |
| 29-2056 | Veterinary Technologists and Technicians | 3 | 540 | 11 | 6 | 16 | 646 |
| 29-1067 | Surgeons | 3 | 195 | 4 | 5 | 10 | 237 |
| 29-2012 | Medical and Clinical Laboratory Technicians | 2 | 502 | 9 | 11 | 20 | 589 |
| 29-2031 | Cardiovascular Technologists and Technicians | 2 | 157 | 4 | 3 | 7 | 193 |
| 29-1151 | Nurse Anesthetists | 2 | 145 | 3 | 4 | 7 | 175 |
| 29-1061 | Anesthesiologists | 2 | 140 | 3 | 4 | 7 | 172 |
| 29-1031 | Dietitians and Nutritionists | 2 | 251 | 4 | 2 | 6 | 290 |
| 29-2057 | Ophthalmic Medical Technicians | 2 | 162 | 4 | 2 | 6 | 204 |
| 29-2034 | Radiologic Technologists | 1 | 633 | 6 | 11 | 18 | 697 |
| 29-1131 | Veterinarians | 1 | 412 | 4 | 8 | 12 | 452 |
| 29-1126 | Respiratory Therapists | 1 | 344 | 4 | 8 | 12 | 386 |
| 29-2055 | Surgical Technologists | 1 | 321 | 5 | 3 | 9 | 376 |
| 29-1063 | Internists, General | 1 | 213 | 2 | 7 | 9 | 234 |
| 31-9093 | Medical Equipment Preparers | 1 | 165 | 2 | 3 | 6 | 190 |
| 29-1065 | Pediatricians, General | 1 | 146 | 2 | 4 | 6 | 162 |
| 29-9099 | Healthcare Practitioners and Technical Workers, All Other | 1 | 149 | 2 | 3 | 5 | 170 |
| 29-1064 | Obstetricians and Gynecologists | 1 | 101 | 2 | 3 | 5 | 120 |
| 29-1128 | Exercise Physiologists | 1 | 63 | 1 | 2 | 3 | 76 |
| 29-1181 | Audiologists | 1 | 50 | 1 | 1 | 3 | 64 |
| 29-1023 | Orthodontists | 1 | 41 | 1 | 1 | 2 | 50 |
| 29-1022 | Oral and Maxillofacial Surgeons | 1 | 33 | 1 | 1 | 2 | 40 |
| 31-1011 | Home Health Aides | 0 | 4,145 | 133 | 92 | 225 | 5,476 |
| 29-2099 | Health Technologists and Technicians, All Other | 0 | 362 | 9 | 4 | 13 | 454 |
| 31-2022 | Physical Therapist Aides | 0 | 183 | 8 | 5 | 13 | 258 |
| 31-9099 | Healthcare Support Workers, All Other | 0 | 340 | 4 | 7 | 11 | 384 |
| 29-9011 | Occupational Health and Safety Specialists | 0 | 230 | 1 | 5 | 7 | 244 |
| 31-1015 | Orderlies | 0 | 161 | 2 | 3 | 5 | 180 |
| 29-1066 | Psychiatrists | 0 | 134 | 1 | 4 | 5 | 144 |
| 29-2035 | Magnetic Resonance Imaging Technologists | 0 | 101 | 1 | 2 | 3 | 112 |
| 29-2051 | Dietetic Technicians | 0 | 91 | 1 | 1 | 2 | 103 |
| 29-1124 | Radiation Therapists | 0 | 54 | 1 | 1 | 2 | 63 |
| 29-9012 | Occupational Health and Safety Technicians | 0 | 54 | 1 | 1 | 2 | 60 |
| 31-2012 | Occupational Therapy Aides | 0 | 31 | 1 | 1 | 2 | 41 |
| 29-2033 | Nuclear Medicine Technologists | 0 | 65 | 0 | 1 | 1 | 67 |
| 29-2091 | Orthotists and Prosthetists | 0 | 30 | 1 | 0 | 1 | 36 |
| 29-1029 | Dentists, All Other Specialists | 0 | 28 | 0 | 1 | 1 | 32 |
| 29-1081 | Podiatrists | 0 | 27 | 0 | 1 | 1 | 31 |
| 29-2092 | Hearing Aid Specialists | 0 | 20 | 0 | 0 | 1 | 25 |
| 29-1161 | Nurse Midwives | 0 | 19 | 1 | 0 | 1 | 24 |
| 29-9092 | Genetic Counselors | 0 | 8 | 0 | 0 | 0 | 10 |
| 29-1024 | Prosthodontists | 0 | 4 | 0 | 0 | 0 | 5 |
| 43-4171 | Receptionists and Information Clerks | 0 | 4,119 | 47 | 113 | 160 | 4,588 |
| 31-9096 | Veterinary Assistants and Laboratory Animal Caretakers | (1) | 405 | 4 | 8 | 12 | 443 |
| 31-9095 | Pharmacy Aides | (1) | 164 | 0 | 3 | 3 | 165 |
| 29-1125 | Recreational Therapists | (1) | 76 | 0 | 2 | 2 | 80 |
| 29-2054 | Respiratory Therapy Technicians | (1) | 32 | -1 | 0 | 0 | 26 |
| 31-9094 | Medical Transcriptionists | (2) | 227 | 0 | 4 | 4 | 227 |
| 29-9091 | Athletic Trainers | (4) | 102 | 2 | 2 | 4 | 122 |
| 31-1013 | Psychiatric Aides | (4) | 421 | -5 | 8 | 3 | 368 |
| 29-1051 | Pharmacists | (7) | 1,065 | 2 | 24 | 27 | 1,088 |
| 29-2052 | Pharmacy Technicians | (7) | 1,346 | 12 | 13 | 25 | 1,465 |
| 29-2053 | Psychiatric Technicians | (10) | 372 | -5 | 3 | -2 | 324 |

Source: JobsEQ*

Data as of 2016Q2 unless noted otherwise. Occupation wages are as of 2015 and represent the average for all Covered Employment

Healthcare Pathways

The WIOA regional planning process, which allows the Coastal RPU to identify protocols and establish relationships with education, industry, and economic development partners, is focusing on the Health Care sector initially. Health Care is a priority sector for all local areas within the RPU and area education consortia, and is well articulated. An example of this is the Salinas Valley Health Professions Pathway Partnership (SVHPPP) for which Hartnell College is the anchor organization and the Monterey County Workforce Development Board is a member/partner. Established in 2010, the SVHPPP is a collaborative of key stakeholders representing K-12, higher education, alternative education/juvenile probation, healthcare employers, academic supports, and social emotional capacity building partners committed to increasing and sustaining the number of 'locally grown' and 'locally prepared' health workforce to supply regional demand and to contribute to a stronger economic engine. Hartnell College has received funding from the Cal Endowment to support the SVHPPP. SVHPPP held an Employer Summit November 4, 2017 where employers provided input on their workforce concerns and three priority workforce areas were identified: 1. Health IT; 2. Behavioral Health Professionals; 3. Medical Assistants. Workgroups will be created to develop formal, sustainable infrastructure for employer-education relationships, workforce supply measures, and implement recommendations to meet regional workforce and educational needs in each of the three areas. Another goal is the development of mechanisms to better link students to existing opportunities. As a SVHPPP partner, Monterey County is in a position to share lessons learned with the RPU as the RPU seeks to build its career pathway skill set.

Coastal RPU staff is actively involved with a variety of partners to identify career pathways. San Luis Obispo County has three Career Pathways Trust grants, which focus on dual (high school/community college) enrollments and introducing high schoolers to career pathways in growing occupations such as healthcare and information technology. San Luis Obispo County is in the process of convening employer and other community partners to gather the necessary information to document career pathways. Deputy Sector Navigators, through the Community College system, are also working to align workforce training and career pathways. Local boards are eager and active partners in these on-going projects.

Efforts to Implement Adjustments

The BACCC held Strong Workforce Program regional planning meetings with education and workforce development stakeholders October 21 and December 2, 2016 and the SCCRC held a regional stakeholder meeting for San Luis Obispo and Santa Barbara counties on August 5, 2016. At the BACCC regional meeting, the AEBG, workforce development boards, and community colleges, including faculty partners from Santa Cruz and Monterey counties discussed opportunities to expand healthcare pathways to address the specific needs to the Coastal RPU. The Health Care Services pathway was suggested because a bilingual skill set is a benefit and it offers clear opportunities for income mobility. Members discussed the need to coordinate Health Care training with vocational ESL and supportive services and ensure that training providers are bilingual when possible. It was noted that the monthly labor market snapshot the Monterey County Workforce Development Board releases for Monterey County shows consistent openings in several healthcare occupations which require an Associate's degree. The community college suggested developing programs for "aides" such as an "occupational therapist aide" specifically for the LEP worker/student as a feeder into the Occupational Therapist pathway which provides a clear income/career ladder. Discussions also focused on the needs of LEP individuals with Adult Education partners suggesting expanding their VESL and other contextualized learning offerings for specific occupational/industry clusters as well as essential employability skills curriculum to specifically address those individuals seeking employment on the lower-skilled end of the healthcare occupations ladder, such as

Certified Nursing Assistants, Medical Assistants, and Personal Care Aides. Further conversations and planning are required; however, this experience reiterates the importance of workforce development staff attend meetings with Adult Education and community college partners.

At the December meeting, potential Regional Joint Ventures (RJV) were identified based on input from stakeholders and critical mass interest across the BACCC for further collective action. Two promising RJVs are:

1. **Career Pathway Collaboration/Development:** Identify 1-2 Career Pathways to develop regionally with Adult Education, rather than work independently. Convene a series of workshops devoted to best practices/professional development for part of the day and the co-development of pathways in the latter part of the day; and
2. **WIOA/SWP/AEBG Integration Strategies:** Develop joint staffing models and shared professional development for Workforce Boards, Community College Workforce/CTE Programs, and AEBG consortia. Streamline ETPL, referrals, work readiness, placement, and shared models for business engagement and work-based learning.

These RJVs are excellent options to ensure that the northern areas of the RPU gain momentum and results in the area of career pathway development, collaboration with education partners, and integration between workforce development and adult education partners. **Next Steps:** Santa Cruz and Monterey counties designate staff to participate in RJVs.

INDUSTRY-VALUED POST-SECONDARY CREDENTIAL ATTAINMENT

All partners agree on the value of credentials, as studies show that credential holders have higher earnings than non-credentialed workers. The current process is for community college partners to consult industry leaders and employers to determine that the relevant credentials are actually valued by the industry. The format for this process is by discipline and via an advisory board. Therefore, industry participation is critical and each workforce board may assist in connecting its industry contacts and members to relevant advisory boards. Regional efforts to increase industry recognized post-secondary credentials will require that RPU members attend committee meetings and participate in task group activities rather than duplicate this process,

The RPU has three California Career Pathway Trust (CCPT) projects, all of which are in San Luis Obispo County:

1. **San Luis Obispo Community College District** (Cuesta College) was awarded \$600,000 in Round One CCPT funds for the period of 2015-2018 for a local application intended to strengthen the career educational partnership between Cuesta College and local high schools through the development of shared regional curriculum and the development of career pathways in college programs such as Agriculture Mechanics (Paso Robles Joint Unified School District), Health Care (Lucia Mar Unified School District and Templeton Unified School District), and Information and Communications Technology (ICT) (San Luis Coastal Unified School District and Lucia Mar).
2. **Templeton Unified School District** was awarded \$5,720,110 in Round Two CCPT funding for a regional project focused on the Agriculture sector for the period of 2016-2019 for activities of the South Coast Region Agricultural Education Consortium to target Agricultural Mechanics and Agriscience pathways for all San Luis Obispo County public high schools (except Coast Unified).

- San Luis Obispo County Office of Education** was awarded \$5,943,958 in Round Two CCPT funds for the period of 2016-2019 for a local project to develop eight career pathways (hospitality/tourism; performing arts; patient care with emphasis in sports medicine; manufacturing and product development; design, visual, and media arts; engineering design; applications development/software design; and public services/legal practices) that articulate with area community colleges as well as strengthening pathways currently in schools.

San Luis Obispo County workforce staff participates alongside industry and education partners to weigh in on various programs throughout a pathway. Over this program year and in the future, the workforce boards in the RPU are partnering with their community college partners on the Strong Workforce planning and implementation effort, which touches on third-party credentials as part of the broader completion metric. “Completions” are defined as a count of the unique individuals who completed a credit or noncredit local certificate, credit or noncredit Chancellor’s Office-approved certificate, associate’s degree, applied bachelors’ degree, or a *third-party credential*. RPU members will partner to address how third-party credentials are validated as relevant to industry and advocate that industry is involved in the process.

Industry Recognized Credentials Provided in the Region

| Credential | Issuing Agency | Industry |
|---|---|--------------------------------------|
| Certified Medical Administrative Assistant | National HealthCareer Assoc. | Health Care |
| Medical Coding/Billing – | National HealthCareer Assoc. | Health Care |
| Hospitality (Front Desk & Guest room Associate) | American Hotel Lodging Institution | Hospitality |
| ServSafe | National Restaurant Association | Hospitality |
| Microsoft Office Suite | CertiPort | Business Services |
| QuickBooks | CertiPort | Business Services |
| Project Management Professional Certification (PMP) | Project Management Institute, Inc | Technology |
| Customer Service | National Retail Federation | Retail, Tourism, Hospitality |
| Green Building | National Center for Construction Education & Research | Building/Construction |
| Welding | American Welding Society | Building/Construction, Manufacturing |
| AIBP Certified Bookkeeper | American Institute of Professional Bookkeepers | Business Services |

Regional Goals

The Coastal RPU’s process for establishing regional goals for, and tracking attainment of, industry recognized credentials produced in each region, including each Local Board’s contribution, will initially only involve the local boards within the RPU. Local boards will use the numbers reported in the CalJOBS *WIOA Participant Summary Report* for PY15-16 to establish a baseline. CalJOBS tracks “Individuals Attained Recognized Certificate/Diploma/Degree” in the report. The baseline for each Local Board’s contribution is:

| Local Area/County | PY15-16 Total Exits | Percent of All Local Area Exits Attaining Recognized Certificate/Diploma/Degree |
|--------------------------|----------------------------|--|
| Santa Cruz | 174 | 72.5% |

| | | |
|-----------------|-------------|--------------|
| Monterey | 449 | 30.8% |
| San Luis Obispo | 345 | 38.5% |
| Santa Barbara | 228 | 42.5% |
| Total | 1196 | 41.3% |

The process for establishing the total contribution of industry recognized credentials produced by the partners collectively in the RPU will include the involvement of the applicable community college consortia and Strong Workforce task forces. Third-party credentials attained is part of the Strong Workforce’s “Completion” metric and therefore goals for this metric will be determined at a later date. For the SCCRC, which includes San Luis Obispo and Santa Barbara counties, “Convene discussions to address development of common CTE career pathways, entry points, and industry valued credentials based on regional industry needs” is part of Goal #1 of its Strong Workforce Regional Plan.

ACCESSIBILITY AND INCLUSIVITY

Outreach Efforts

Regional planning outreach efforts to community-based organizations that serve individuals from target populations, including those with limited English proficiency (as it represents the demography of the region) and agencies with experience serving or working with high-need and historically disadvantaged communities such as farm workers, ex-offenders, and individuals with disabilities occurred during the Phase I Partner MOU development process. These partners were invited to provide input into the plan during the public comment process.

AEBG Consortia Participation

Coastal PRU members are eager to capitalize on the momentum within the education and workforce development arenas to construct a regional training and education architecture that aligns with the regional labor market. The AEBG consortia in the RPU completed comprehensive plans in the spring of 2015 and updated in 2016, are current participants on the task forces convened for the Strong Workforce Program’s regional planning efforts, and are One-Stop system partners. The relevant AEBG consortia for the Coastal RPU are listed on page 1.

AEBG consortia participated in the WIOA regional planning process through Strong Workforce Program (SWP) task force meetings, Phase I Partner MOU development, and one-on-one interviews. The proposed RJV identified during the SWP stakeholder planning meetings for WIOA/SWP/AEBG Integration Strategies, which would result in the development of joint staffing models and shared professional development for Workforce Boards, Community College Workforce/CTE Programs, and AEBG consortia will strengthen the collaboration between workforce development and education. Additional proposed outcomes including streamlining ETPL, referrals, work readiness, placement, and shared models for business engagement and work-based learning. The AB86 Final Plans and subsequent updates also influenced the development of the regional plan.

Need for Basic Skills Education

Local workforce development area staff participate in AEBG consortia meetings, with at least one WDB Director holding a voting role in the consortia. Local boards in the planning region are committed to building upon these relationships to better serve targeted populations, specifically those with LEP, those who are basic skills deficient, and individuals with disabilities. Improved outreach and services to these very populations are identified as priorities in the AEBG Final Plans for the individual consortia.

Veterans in Santa Barbara County have the highest median income of \$47,481 of the four-county region. This is 12.2% higher than California's Median Income for Veterans (\$41,984). Santa Barbara also has the highest median income for male and females of the four-county region. All four counties have a higher median income for Veterans compared to California. Santa Barbara County has the greatest number of disabled persons (39,851) in the four-county region, age 16 and over, and represents 32.5% of the regions disabled population. Santa Cruz County has the highest percentage of employed disabled persons at 23.9%. Santa Barbara and Santa Cruz counties have a higher rate of employed disabled persons than California (20.2 %). All four counties have a large percentage of disabled persons not in the labor force; they all exceed 70%. However, San Luis Obispo (77.6%) and Monterey (75.9%) counties have a greater percentage than California (75%).

The Coastal RPU is interested in developing strategies to increase services to these targeted populations. Monterey and Santa Barbara counties have a population with limited English proficiency rates of 28.5 and 18% respectively. Therefore, coordination among workforce development boards and community based organizations serving these specific populations is critical to completion of education and training and placement and retention in employment for these impacted populations. During the planning phase, the RPU reached out to several community-based organizations for input on the Plan. The RPU utilizes a three- prong approach to ensuring coordination:

1. Working with organizations that are party to the Phase I One-Stop Partner MOU: this can be satisfied through efforts such as San Luis Obispo's Services and Strategies committee (See Attachment 10: Services and Strategies Committee Charter;
2. Bringing the AJCC, AEBG consortia members, and community-based organizations together with greater frequency and clearer intent: this could be accomplished by formalizing the current and developing collaborations between adult education providers and the AJCC; and
3. Participation in the AEBG consortia and working with its member agencies: this could be satisfied through participation and results achieved from the Strong Workforce Program's *WIOA/SWP/AEBG Integration Strategies* RJV, see Attachment 6: Regional Joint Ventures Index.

Basic Skills Integration

Planning partners recognize a need to ensure that individuals with special needs, disabilities, limited English proficiency, and other barriers to learning and employment, are provided with opportunities for training that includes supportive services such as child care and transportation, and in methods (short term, scheduled in late afternoons or evenings) that allow the individual to continue working while they are learning. Consistent with the Phase I Partner MOU, Title II adult education and literacy providers who are mandated partners of the AJCC delivery system in each local area of the RPU, agree to provide services to individuals who require adult education (adult basic education (ABE) and adult secondary education (ASE) which includes high school diploma or its state-approved equivalency), literacy, workplace adult education and literacy activities, family literacy activities, English language acquisition activities, integrated English literacy and civics education (IEL/CE), workforce preparation activities, and integrated education and training.

For Adult Education and workforce development staff, including providers in the AJCCs, strong and effective working relationships are critical to the effective integration of basic skills

education. Interviews with Adult Education providers indicated that much of the collaboration is done via personal relationships, which is adequate only so long as staff do not change. This and the increased expectations placed on workforce and adult education stakeholders emphasizes the need to firm up the referral processes between agencies. Over the next program year, local areas in the Coastal RPU will reconvene partners to fine tune referral and information sharing processes to support job seekers/students in their participation in regional sector pathway efforts. For example, the AJCC serving San Luis Obispo County has a promising referral practice with two members of the San Luis Obispo County Adult Education Consortium (San Luis Coastal Unified School District and Cuesta College) that is worth considering for replication in other local areas of the RPU. AJCC staff visit Adult Education classes to provide information on AJCC services and to provide essential employability skills training (soft skills) as detailed in the *Skill Requirements for Top Middle Skill, Middle Wage or Higher Occupations* on page 13 of this Plan. All partners use a universal referral form to refer from one to the other. This increases awareness of workforce development services for adult education students while exposing workforce development staff to a pool of underserved job seekers. **Next Steps:** Build time for collaboration between workforce development and education in relevant on-going meetings.

Coordination in Basic Skills Remediation

The need to streamline and coordinate intake, assessment, and referrals of individuals needing basic skills remediation is appreciated by the Coastal RPU partners. Initially, the local boards in the region will undertake efforts in this area to:

- **Agree** to use recent assessments so that individuals won't have to complete new, duplicative assessments whenever a recent and equivalent assessment has been completed by a regional partner. This practice will be formalized in local area policy as necessary;
- **Adopt** the CASAS assessment instrument. With the exception of Monterey County, which uses the TABE instrument, all the local boards and adult education providers in the Coastal RPU use CASAS for assessing the basic skills needs. Monterey County will transition to CASAS in the new program year;
- **Expand** the use of ACT WorkKeys and Career Ready 101 for work readiness assessment; and
- **Implement** a Universal Referral Form (URF) for use among partners. URFs were identified in the Phase I MOU for the One-Stop system and its partners and will reduce barriers to communication between partners.

Monterey, San Luis Obispo, and Santa Cruz counties currently use the ACT National Career Readiness Certificate (NCRC), a portable, evidence-based credential that certifies essential skills needed for workplace success (reading for information, applied mathematics, and locating information). Successful completion of three WorkKeys assessments in these areas can help an individual earn the NCRC. ACT Career Ready 101 will be implemented by the three local areas starting in December 2016. Career Ready 101 includes courses in career awareness and exploration, career preparation, job search, career success skills, financial awareness, and the foundational work skills measured by the WorkKeys assessment system. The ACT Career Ready 101 offers work readiness indicator testing for those individuals not ready for the full WorkKeys cohort of tests can take the Career Ready 101 pre-assessment to learn what skills require further development. Those needing basic skills education will be referred to Adult School and Community College providers in the region. Benefits of the Career Ready 101 and WorkKeys online curriculum include preparing job seekers to compete and succeed in the workforce, providing prospective employers with proof of a job seeker's skills, and improving job seekers' confidence that their skills meet the needs of local employers. This work will help

underprepared job seekers and displaced workers to enter and complete education and training programs in in-demand industries and occupations, and to obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, individuals with disabilities, and other at-risk populations.

The Adult Education providers are partners to the Phase I Partner MOU with the AJCC and as such the entities share a common referral form. AJCC employment counselors will use the common referral form in each area to refer job seekers to adult education providers when assessment result indicates a need. Similarly, Adult Education providers will use the common referral form to refer their basic skills, ESL and VESL students to the AJCC for WIOA services as appropriate. **Next Steps:** 1. Santa Barbara County adopts WorkKeys and Career Ready 101; and 2. Schedule annual outreach to education partners for updates on URF processes between AJCCs and education partners.

Programmatic and Physical Accessibility

Coastal RPU partners, including Local Boards, Community Colleges, Adult Schools, and AEBG consortia, are recipients of federal funding and as such, must ensure program and physical accessibility via compliance with applicable federal accessibility and non-discrimination laws including the Americans with Disability Act (ADA of 1990 and the Rehabilitation Act of 1973). Local boards are responsible for completing a biennial self-assessment process that includes the completion and submittal of a *Compliance Monitoring Checklist* designed to collect information to ensure policies, procedures, and systems provide a reasonable guarantee of compliance with the nondiscrimination and equal opportunity requirements. The informational data gathered from the LWIAs helps to validate their efforts in meeting these regulatory requirements. The second part of the self-assessment is the completion and submittal of the *Physical and Program Accessibility Checklist* that combines physical and program access elements that local area offices and AJCCs must assess. This process ensures that facilities and programs are universally accessible for all customers with disabilities.

TANF/CalWORKs Enrolment & Regional Sector Pathway Programs

CalWORKs is currently a partner in each local area AJCC and a party to each Phase I MOU, which coordinates mandatory partners in the one-stop system. Job seekers utilizing the services of an AJCC are not identified by their relationship to a fund source. Any job seeker may seek to participate in WIOA-funded services, including training; therefore, nothing precludes TANF/CalWORKs recipients from participating in regional sector pathway programs. Additionally, members offer targeted information and outreach to CalWORKs recipients, for example, workforce board and AJCC staff in San Luis Obispo County orient new county Social Services staff during their on-boarding so that Social Services line staff are aware of the benefits of referring CalWORKs recipients to the AJCC and highlight the WIOA services available and how the programs may work hand in hand to promote self-sufficiency and income mobility. Members of the RPU have determined that an agreement outside of the Phase I MOU is not appropriate at this time.

Comprehensive Provision of Supportive Services

Regional partners will work together to provide supportive services to individuals enrolled in regional sector pathways programs by tapping into the wealth of services and supports available from service provider partners, particularly those partners that are party to the Phase I MOU. The Phase I MOU identifies the services that mandatory partners to the local one-stop system provide. These partners have a shared history in the workforce development area, enjoy productive relationships, serve individuals with barriers to employment and members of target populations, and as mandated one-stop system partners that just completed the Phase I MOU

share an awareness with the areas of focus for the WIOA. Partners will provide the following services, as committed in the Phase I MOUs:

- **Community Colleges/Adult Schools** will provide contextualized learning, academic counseling and student support services. Some Community Colleges provide co-location for employment specialist staff at their registration centers;
- **WIOA Title I Adult/Dislocated Worker** services will provide supportive services such as child care, transportation, (as a last resort) and career counseling, work experience, when appropriate, and the provision of essential employability skills. Upon completion of the career pathway training, the AJCC will assist with job placement and retention support;
- **Job Corps** (Santa Cruz/Monterey counties) will provide supportive services such as housing, clothing food services, health and welfare;
- **TANF/CalWORKs** partners will provide supportive services including child care, transportation, and other supports as determined by co-enrollment assessments;
- **Center for Employment Training (CET)**, WIOA Section 167 grantee, will provide services to eligible migrant seasonal farmworkers, including hands-on skills training, supportive services, Vocational ESL, and job placement.
- **Department of Rehabilitation (DOR)** will provide assistive technology, supportive services (transportation, child care, medical services, and clothing).

Local workforce boards in the Coastal RPU will align local area policies to include a commitment to “co-enroll” participants so that if a participant moves from one local area to another within the RPU they may still receive services. This could also prove beneficial for individuals who live in the San Luis Obispo/Santa Barbara and the Monterey Bay subregion. A region-wide supportive services policy, subregion resource sharing, training lists for individuals in established commute patterns is in discussion among RPU member and will be developed.

Role of CBOs in Program Development

As previously mentioned, CBOs are involved in the development of service delivery strategies primarily at the local level. Most recently, providers serving relevant target populations, such as adult learners, LEP individuals, and those with basic skills deficiencies, low-income/recipients of public assistance, veterans, and those with disabilities were engaged in service delivery conversations and commitments during the Phase I Partner MOU development process during the spring and summer of 2016. The MOU development process served as the primary vehicle for partner/stakeholder engagement as the discussions around co-location, referral processes, and resource sharing were informed and framed by the need to align resources in response to the direction provided by the WIOA and the State. The local plans and Partner MOUs articulate how mandated partners and community-based organizations will engage with the system and help the AJCC be an on-ramp to regional sector pathway programs.

San Luis Obispo County is building upon this momentum through the formation of a standing *Services and Strategies* advisory committee to its Workforce Development Board. The committee supports the AJCC and local partners to assess the effectiveness of the workforce development community in delivering responsive services that meet the needs of local job seekers and employers. A special focus of the committee is on ensuring that special populations and individuals with disabilities have adequate access to workforce development services, as such the committee will work to identify the needs of these special populations and support implementation of effective strategies to meet their diverse needs. The committee is chaired by the Department of Rehabilitation representative of the Board and the committee will be populated by relevant CBOs.

Process Used to Retain Individuals in Programs

Local Boards in the region and their partners will use a collaborative approach to retain individuals in relevant programs as they work their way through the career pathway progressing into livable wage jobs and careers. Because the process can take time and will vary from one individual to the next, the process to support retention will include several components, such as:

- Accessing student support services at the community colleges.
- Provision of supportive services available from partners.
- Retention services post exit to support employment retention.
- Development of incumbent worker training opportunities that encourage career progression and resulting job openings.
- Maintaining policies allowing for re-enrollment in WIOA for continued training and supports.
- Support AEBG consortia efforts, as described in the *Santa Barbara Consortium Regional Comprehensive Plan* “to promote seamless transitions from non-credit to credit and develop bridge courses needed for both college success and career exploration.”

JOB QUALITY

Each local area within the RPU will address its approach to assisting and prioritizing working with employers who offer quality jobs in its local plan, see Local Plan attachments. Subsequent regional plans will reflect shared promising practices from local areas across the Coastal RPU. The table below provides a description of the projected earnings of those employed healthcare services occupations, the primary regional sector pathway programs emphasized in this plan.

| Middle Skill Occupation Wages in Coastal Region (4 County), 2015 | | | | | | | | | |
|--|---|----------------------|-------------|-------------|-------------|--------------------|----------|--|--|
| SOC | Title | Average Annual Wages | | | | Comparison Regions | | | |
| | | Mean | Entry Level | Experienced | Percentiles | California | USA | | |
| | | | | | | Mean | Mean | | |
| 29-1124 | Radiation Therapists | \$112,500 | \$78,900 | \$129,200 | \$110,900 | \$110,300 | \$84,500 | | |
| 29-1126 | Respiratory Therapists | \$84,800 | \$62,800 | \$95,800 | \$85,400 | \$79,400 | \$59,600 | | |
| 29-1141 | Registered Nurses | \$102,800 | \$76,600 | \$115,900 | \$104,600 | \$101,300 | \$71,000 | | |
| 29-2021 | Dental Hygienists | \$95,600 | \$80,700 | \$103,000 | \$96,200 | \$94,000 | \$72,700 | | |
| 29-2031 | Cardiovascular Technologists and Technicians | \$71,600 | \$43,900 | \$85,400 | \$66,300 | \$71,200 | \$56,100 | | |
| 29-2032 | Diagnostic Medical Sonographers | \$94,000 | \$69,400 | \$106,400 | \$94,000 | \$95,900 | \$70,900 | | |
| 29-2033 | Nuclear Medicine Technologists | \$107,100 | \$82,600 | \$119,400 | \$107,200 | \$105,200 | \$75,000 | | |
| 29-2034 | Radiologic Technologists | \$75,400 | \$48,600 | \$88,800 | \$74,100 | \$76,100 | \$58,500 | | |
| 29-2035 | Magnetic Resonance Imaging Technologists | \$90,300 | \$59,500 | \$105,700 | \$89,200 | \$88,800 | \$68,300 | | |
| 29-2041 | Emergency Medical Technicians and Paramedics | \$39,600 | \$24,700 | \$47,100 | \$36,200 | \$37,400 | \$35,400 | | |
| 29-2051 | Dietetic Technicians | \$37,100 | \$22,700 | \$44,300 | \$35,800 | \$36,500 | \$29,200 | | |
| 29-2052 | Pharmacy Technicians | \$41,700 | \$31,400 | \$46,900 | \$41,500 | \$40,200 | \$31,700 | | |
| 29-2053 | Psychiatric Technicians | \$61,200 | \$44,900 | \$69,400 | \$61,600 | \$57,600 | \$36,300 | | |
| 29-2054 | Respiratory Therapy Technicians | \$69,000 | \$48,900 | \$79,000 | \$68,600 | \$67,800 | \$49,700 | | |
| 29-2055 | Surgical Technologists | \$54,600 | \$38,800 | \$62,500 | \$52,500 | \$59,400 | \$45,900 | | |
| 29-2056 | Veterinary Technologists and Technicians | \$38,800 | \$29,000 | \$43,700 | \$37,700 | \$38,600 | \$33,300 | | |
| 29-2057 | Ophthalmic Medical Technicians | \$38,400 | \$26,800 | \$44,200 | \$36,100 | \$40,800 | \$36,700 | | |
| 29-2061 | Licensed Practical and Licensed Vocational Nurses | \$53,600 | \$41,300 | \$59,800 | \$52,800 | \$51,900 | \$44,000 | | |
| 29-2071 | Medical Records and Health Information Technicians | \$43,300 | \$27,800 | \$51,000 | \$40,900 | \$48,600 | \$40,400 | | |
| 29-2081 | Opticians, Dispensing | \$39,300 | \$29,300 | \$44,200 | \$39,800 | \$42,400 | \$36,800 | | |
| 29-2091 | Orthotists and Prosthetists | \$70,000 | \$43,900 | \$83,000 | \$66,600 | \$68,600 | \$70,000 | | |
| 29-2092 | Hearing Aid Specialists | \$57,300 | \$36,400 | \$67,800 | \$55,900 | \$56,300 | \$52,900 | | |
| 29-2099 | Health Technologists and Technicians, All Other | \$56,900 | \$40,000 | \$65,300 | \$54,100 | \$51,300 | \$45,700 | | |
| 29-9011 | Occupational Health and Safety Specialists | \$84,900 | \$62,900 | \$95,900 | \$82,500 | \$82,400 | \$71,800 | | |
| 29-9012 | Occupational Health and Safety Technicians | \$55,900 | \$34,300 | \$66,700 | \$52,900 | \$55,100 | \$51,300 | | |
| 29-9099 | Healthcare Practitioners and Technical Workers, All Other | \$68,600 | \$38,500 | \$83,700 | \$60,200 | \$70,700 | \$56,400 | | |
| 31-1011 | Home Health Aides | \$28,300 | \$20,100 | \$32,400 | \$24,900 | \$27,600 | \$22,900 | | |
| 31-1013 | Psychiatric Aides | \$28,800 | \$22,500 | \$31,900 | \$27,500 | \$29,500 | \$28,200 | | |
| 31-1014 | Nursing Assistants | \$31,600 | \$24,700 | \$35,100 | \$30,400 | \$31,100 | \$26,800 | | |
| 31-1015 | Orderlies | \$36,200 | \$26,200 | \$41,200 | \$35,300 | \$39,000 | \$27,600 | | |
| 31-2011 | Occupational Therapy Assistants | \$63,500 | \$42,500 | \$74,000 | \$68,200 | \$63,600 | \$58,300 | | |
| 31-2012 | Occupational Therapy Aides | \$40,500 | \$23,300 | \$49,100 | \$31,500 | \$40,500 | \$31,100 | | |
| 31-2021 | Physical Therapist Assistants | \$52,700 | \$32,600 | \$62,800 | \$56,300 | \$62,600 | \$55,300 | | |
| 31-2022 | Physical Therapist Aides | \$28,100 | \$21,900 | \$31,200 | \$26,500 | \$29,600 | \$27,400 | | |
| 31-9011 | Massage Therapists | \$47,800 | \$25,900 | \$58,700 | \$47,600 | \$43,300 | \$43,200 | | |
| 31-9091 | Dental Assistants | \$40,700 | \$29,800 | \$46,100 | \$39,400 | \$38,700 | \$36,900 | | |
| 31-9092 | Medical Assistants | \$35,300 | \$27,600 | \$39,200 | \$34,300 | \$35,400 | \$31,900 | | |
| 31-9093 | Medical Equipment Preparers | \$41,800 | \$30,500 | \$47,500 | \$40,900 | \$45,100 | \$35,000 | | |
| 31-9094 | Medical Transcriptionists | \$36,700 | \$24,200 | \$43,000 | \$36,200 | \$44,000 | \$35,700 | | |
| 31-9095 | Pharmacy Aides | \$31,400 | \$25,000 | \$34,600 | \$32,100 | \$33,200 | \$27,500 | | |
| 31-9096 | Veterinary Assistants and Laboratory Animal Caretakers | \$28,700 | \$22,800 | \$31,600 | \$28,000 | \$29,100 | \$25,900 | | |
| 31-9097 | Phlebotomists | \$41,600 | \$32,300 | \$46,200 | \$40,700 | \$39,000 | \$32,800 | | |
| 31-9099 | Healthcare Support Workers, All Other | \$39,200 | \$27,600 | \$45,000 | \$38,300 | \$43,500 | \$36,900 | | |
| 43-4171 | Receptionists and Information Clerks | \$30,300 | \$22,500 | \$34,200 | \$29,500 | \$31,400 | \$28,400 | | |
| 43-6013 | Medical Secretaries | \$39,800 | \$27,700 | \$45,800 | \$39,200 | \$38,900 | \$34,300 | | |
| 1804 | HEALTHCARE_SECTOR | \$71,100 | \$48,300 | \$82,600 | \$69,000 | \$69,800 | \$58,800 | | |
| 00-0000 | Total - All Occupations | \$48,000 | \$32,100 | \$56,000 | \$44,700 | \$53,800 | \$47,900 | | |

Source: JobsEQ®
Data as of 2015

Approach to employers with Good Wages & Benefits

The RPU's initial regional approach to employers with good wages and benefits will be through its Slingshot project. As previously mentioned, the Slingshot project is focusing on the Health Care sector because of its well-articulated pathways, job progression and potential for middle-wage jobs, and income offer jobs with good wages and benefits. The RPU will consider sharing promising practices from local areas across its region in subsequent regional plans and is considering incorporating wage and benefits expectations and preferences into either a region-wide MOU or policy in the future. See individual Local Plan attachments.

Incumbent Worker Training

Industry input during the aforementioned Health Care Sector Slingshot initiative meetings across the region identified talent development as a priority for action. Santa Cruz County, Monterey County, and San Luis Obispo County local areas held their launch meetings in late summer/early fall and are now working on the identified next steps. One of the potential shared

outcomes and metrics identified by participants is: Residents making upward job transitions along career pathways (e.g. number of people progressing from entry-level positions to higher paying jobs, more individuals on a pathway to living-wage careers, the percentage of local/regional employees promoted to higher positions, more entry-level positions as prior job holders have moved up, and a greater number of qualified applicants per job posting). A goal for the project is the development of specific actions to implement incumbent worker training strategies to ensure progression along the healthcare career pathways by PY2017-18. The RPU is confident that this is a reasonable goal as the similarly organized SVHPPP in Monterey County, resulted in Hartnell College creating educational programming for specialty nursing in the geriatric services area in response to industry need which provided training opportunities for incumbent workers. The Coastal RPU is confident that full participation in these initiatives and new Health Care work groups resulting from the Slingshot initiatives in each of the local areas will create additional opportunities for incumbent workers. **Next Steps:** Coastal RPU members implement Slingshot action plans.

REGIONAL ASSESSMENT

Local workforce development areas within the Coastal RPU track training-related employment for individuals entering the labor force via CalJOBS. Local workforce development staff reports this information at program exit and use the CalJOBS *WIOA Participant Summary* report to track these outcomes. The RPU will start tracking these outcomes in the aggregate beginning this program year. A baseline of 43.3% of all “entered unsubsidized employment” exits for the local workforce development boards in the RPU was established for PY15-16.

| Local Area/ County | WIOA Exits PY15-16 | Entered Unsubsidized Employment PY15-16 | % of Entered Unsubsidized Employment Exits that found Training-Related Employment | Total Individuals Exiting to Training- Related Employment |
|-----------------------|--------------------------|--|---|---|
| Santa Cruz | 174 | 85 | 61% | 52 |
| Monterey | 449 | 107 | 32% | 34 |
| San Luis Obispo | 345 | 129 | 32% | 41 |
| Santa Barbara | 228 | 95 | 56% | 53 |
| Total | 1,196 | 416 | 43.3% | 180 |

The RPU plans to work with its partners in education and training to capture outcomes for the Coastal RPU’s regional partners. “Employment in the field of study” is one of the program metrics for the community college’s Strong Workforce Program. Employment in the field of study is defined as “the proportion of students who reported that their current job is close or very close to their field of study, with disaggregated data provided on outcomes for completers and skill builders (based on responses in the CTE Outcomes Survey)”. **Next Steps:** **1.** Continue participation on the BACCC and SCCRC Strong Workforce Program work groups and will follow progress on these outcomes as they develop; and **2.** Designate staff from each local area to participate on the task forces.

FEDERAL WIOA REGIONAL PLAN REQUIREMENTS (WIOA Section 106 (c) (1) A-H)

Per the final Regional and Local Planning Directive (WSD16-07) specified that Regional Plans could meet federal RPU B & E requirements via cooperative service delivery agreements and MOU when these requirements were not already met using regional plan content related to State Plan requirements. While the Coastal RPU has met the requirements, formal agreements are not yet executed. Agreements and/or updated MOUs are anticipated to be executed by July 1, 2018.

- B. Program and Physical Accessibility and Inclusivity Requirements:** The Coastal RPU is committed to providing services to individuals with disabilities but has not developed a cooperative service delivery agreement at this time. The Coastal PRU anticipates formalizing strategies that achieve streamlined, coordinated intake, the use of a common assessment tool, and coordinated referral for individuals needing basic skills remediation among its local boards and other WIOA partners such as adult basic education providers.
Next Steps: Execute cooperative service delivery agreements by July 1, 2018.
- E. Establishment of Administrative Cost Arrangements:** Each local area has its own unique budget structure and cost allocation plan that do not permit regional administrative cost arrangements. Even so, RPU members are committed to identifying options for sharing costs and reducing duplication through resource sharing. Examples of current and planned shared resources include:
- a. LMI Analysis:** Santa Cruz County designated its data analyst as a resource to the RPU for initiatives that require regional labor market information analysis;
 - b. Training Coordination:** Recognizing that building staff and provider capacity is a critical need, one that should not be limited to a geographic boundary, and would benefit from coordination, Monterey County designated an administrative support staff as the region's training coordinator. Acting as the single point of contact for California Workforce Association-affiliated trainers, disseminating information, and handling invitations and logistics will ensure that capacity development resources are maximized;
 - c. Compliance Monitoring:** Members are exploring ways to share the cost of program and fiscal compliance monitoring via the procurement of a vendor to provide monitoring services for the entire RPU region; and
 - d. Management Information System (MIS):** RPU members are considering designating a senior MIS staff to be a "lead" that could assist in training and mentoring new MIS staff for the local areas within the RPU.

There is no MOU in place at this time to address pooled resources. **Next Steps:** 1. Explore options for how each local area may contribute to the cost of data analyst position based on benefit received; and 2. Complete the MOU and have the agreement in place by July 1, 2018.

H. RPU's Agreement on Negotiating Performance Accountability Measures: Coastal RPU staff

discussed individual and regional performance concerns during its regular monthly conference calls in July and each RPU member agreed that each local area would negotiate its performance based on the prior year's performance. In late August, the RPU negotiated with state board on the final performance measures that where agreed upon.

REGIONAL MOU(S) OR COOPERATIVE SERVICE AGREEMENTS

The Coastal RPU is exploring opportunities for regional services when applicable, allowable, and beneficial to the region. Regional strategies will be implemented when the RPU is able to effectively leverage its resources and influence to broaden impact and minimize duplicative efforts occurring within the local areas. In addition to the aforementioned efforts to establish administrative cost arrangements, other areas of consideration for regional agreements include establishing a mechanism for the issuance/approval of region wide policies that would improve

the cohesion and consistency across the region. Policies under consideration include supportive services, quality job considerations, and living wage efforts. A region wide MOU would also serve to formalize member commitments to and investments in agreed upon region wide initiatives which would promote greater efficiency in the replication of a local area's promising practices across the region such as scaling the aforementioned scholarship training list process across the region. **Next Steps:** Complete a regionwide MOU by July 1, 2018.