



**2013-2017 Strategic Workforce Development Plan  
Santa Cruz County**

**June 28, 2013**

# 2013-2017 Strategic Workforce Development Plan - Santa Cruz County

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## **SECTION 1 VISION**

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

### **Business and Industry Goal:**

***Meet the workforce needs of high demand sectors of the regional economy.***

- A. Describe the Chief Local Elected Official (CLEO) and local board vision for bringing together key stakeholders in workforce development, including business and industry employers, organized labor, economic development specialists and education experts to continuously identify workforce challenges facing the local area or region and also to develop innovative strategies and solutions that effectively leverage resources to address regional workforce challenges.**

Implementing the Governor's vision and state Plan for meeting employer needs for a skilled workforce in Santa Cruz County, the region, and California is underway and very active at the Workforce Investment Board of Santa Cruz County (WIBSCC). The WIBSCC is guiding and overseeing the development of plan and the efforts of Workforce Investment Act (WIA) programs through the WIBSCC's Strategic Plan for 2011-14 (Appendix A). The present Strategic Plan is operational, dynamic, and aligns with the state's goals to prepare skilled workers for jobs in emergent industries and job openings created by retirements, continues regional collaboration to respond to employment opportunities with business growth, and enhances efforts to prepare youth for work in coordination with education partners. The vision of the WIBSCC is "Building Economic Prosperity through Workforce Development through a fully-integrated workforce development system that maximizes human and business capital by promoting a well-trained workforce for Santa Cruz County employers insuring individual economic security and community vitality".

The WIBSCC members and community partners have been participating in the planning process for this five year plan via surveys and face to face meetings. WIBSCC membership includes business leaders, six labor representatives including the Central Coast Labor Council, education representatives from Cabrillo Community College, the County Office of Education and Adult Schools, the County Board of Supervisors, the Department of Vocational Rehabilitation and the Employment Development Department (EDD), and other required partners. One of the WIBSCC's committee is the County's Comprehensive Economic Development Strategy Committee (CEDS) that develops their five year plan with the cities and the county. The planning and piloting of new models increased during the recession with the American Recovery and Reinvestment Act (ARRA) funding and have continued using the WIBSCC's Strategic Plan and Status Report Card (Appendix B) process.

The Santa Cruz County “One-Stop” Career Center system, locally known as Workforce Santa Cruz County (WFSCC), is the result of extensive community planning in 1999-2000 in the implementation of WIA. The Human Services Department (HSD) and the local Employment Development Department as lead partners jointly initiated the WFSCC Career Centers. The Career Center system in Santa Cruz County provides the required WIA and Wagner-Peyser programs and services and has created strong relationships with the many workforce development partners and community agencies serving similar targeted populations including low income, disabled, veterans, youth, and disadvantaged persons.

WFSCC’s public and private partners that have joined together to provide integrated employment, training, education, human services (including public benefit programs) and economic development services for employers, job seekers, students, youth, current workers, and low-income and disadvantaged families and individuals. WFSCC provides a comprehensive and universal access system for Career Center customers. Services include information regarding the labor market, CalJOBS, vocational training opportunities, educational opportunities, work experience, job search workshops, computer classes and access, information regarding unemployment insurance, veteran’s services, tax credits, financial aid, child care service and subsidies, access to cash aid programs, CalWORKs, CalFresh, General Assistance, Medi-Cal, and housing assistance.

The 2013-17 goals of the WIBSCC and workforce partners in Workforce Santa Cruz County (WFSCC) are:

- to focus more strategically on emerging new industry sectors and businesses growing jobs in the county and region through enhanced regional collaboration; and focusing on job changes coming from the Affordable Care Act and possible reforms to immigration policy;
- to review, assess and modify the WIBSCC's business services with the new Business Services Committee to determine and implement more strategic methods to support entrepreneurs, reduce business closures and layoffs, and apply partner's workforce services to meet business requests for trained workers;
- to work with WFSCC partners to adjust, prioritize and align resources to prepare at-risk youth and adult job seekers with the skills required for employment while keeping a priority on low-income and underemployed adults; and
- to meet the challenge of how to improve the effectiveness and outcomes of the workforce system and deliver services with reduced federal labor funds and reduced state education allocations by working with local and regional partnerships and initiatives.

In the macro employment and economic picture for the WIBSCC, there are multiple factors that will continue from the past decade. These include that the employment opportunities for job seekers who live in Santa Cruz County will be in the larger geographical area that includes the county, the Monterey Bay area of Monterey and San Benito Counties, and the Silicon Valley area of Santa Clara County, South San Francisco Bay and the peninsula. The job openings will continue to be in a wide range of business, education and government sectors as indicated in the labor market data and reports. Job growth will continue to be limited with projections at 2% a year and would slowly increase or decrease depending upon

the regional, California, and United States economic trends.<sup>1</sup> The population of Santa Cruz County is static and not anticipated to grow.<sup>2</sup> However, more of the work population will reach retirement age creating new job opportunities for job seekers. The growing population of youth and bilingual lower income workers will reside in the south County-Pajaro Valley area. As a result of these trends, the workforce system will continue to focus on the working poor, job openings from retirement, filling jobs in the growth sectors of healthcare, agriculture and technology, and for entry level job openings in the education and government sectors as workers move up. The higher pay jobs will require more skill training and education and will require basic competency with work place technology. There will continue to be many challenges for at-risk youth to complete their high school degrees, be prepared for post-secondary education, and have career and job related training and work experiences while in high school and at a community college.

The WIBSCC's Strategic Plan goals allow the WIBSCC to support growth sectors, effectively address employers' needs for a high-quality, appropriately skilled workforce and support workers' needs for well-paid, steady work. The goals identified in the Strategic Plan are quantifiable and go beyond the standard WIA Common Measures. Listed below are the goals of the current 2011-14 WIBSCC Strategic goals. At its retreat in October of 2013, the WIBSCC members will begin to create an updated 2014-2017 Strategic Plan that ensures that the Governor's vision is implemented within the WIBSCC services.

### **2011-14 WIBSCC Strategic Goals**

**Goal 1: Increase effectiveness of local and regional workforce development system to better meet job seekers, business and community needs**

**Goal 2: Align workforce development strategies to support local economic development**

**Goal 3: Develop strategic relationship with educators, employers and community partners to:**

- **increase the skill levels of youth and adult job seekers and**
- **create opportunities for employment, career mobility and self sufficiency**

**Goal 4: Increase Board (WIBSCC) effectiveness**

To be strategic and proactive to implement the vision's goals, the WIBSCC:

**1. Will continue to assess regional business workforce needs and opportunities and coordinate initiatives with the Monterey Bay Area WIB directors (4 LWIAs), the southern San Francisco Bay WIB directors (3 LWIAs), and the Workforce Collaborative of California's Central Coast (6 LWIAs), and the local higher education and workforce service providers (Workforce Development 2.0) consortium, and the Bay Area Community College and WIB consortium (BACCC).**

- In 2014, the WIBSCC will conduct an assessment on regional employment projections for 5 years in coordination with the regions partners. The study will assess where local priorities and practices could be misaligned or creating barriers

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<sup>1</sup> County of Santa Cruz Job Growth Projections: 2012-2014.

<sup>2</sup> Santa Cruz County Comprehensive Economic Development Strategy 2012 Annual Update

for adult and youth job seekers. The WIBSCC will present proposed actions from the report to the board.

- Twice per year, at a minimum, the WIBSCC director will meet and confer with regional WIBs and BACCC on potential sector and job training opportunities. The WIBs will meet to determine how to respond to regional business growth opportunities and layoffs; and will determine possible actions and prepare proposals to the state, community college system, or other funders.
- Stakeholder groups will be created for a limited time duration with Chamber(s) of Commerce, business employers, Small Business Development Centers, cities, and workforce partners to develop specific goals and actions to meet workforce and economic improvement opportunities. The Hospitality sector is under discussion regionally between the WIBs and BACCC at this time.
- For the youth program and the Pajaro Valley area, the WIBSCC will collaborate and coordinate on increasing work internships and summer work experiences opportunities with employers in growth sectors.

**2. Will implement the WIBSCC's Business Services Committee (BSC) in 2013 to have a "real time" local picture of businesses workforce needs, skill gaps of new hires, and identify resources to plan actions with Workforce Santa Cruz County partners.**

- The WIBSCC's Business Services strategies will be adjusted annually with any recommended actions based on evidence of effective practices and outcomes.
- The Early Alert business closure and layoff information system and the layoff aversion Retain Your Employees Program contracted to the Central Coast Small Business Development Center will operate in coordination with the WIBSCC's Business Services Team to identify business at risk of closing, reducing positions, or relocating and will provide counseling and support to remain open. If closing, the WIBSCC coordinates with the business owner and employees to provide Rapid Response and Dislocated Worker services. Unemployment insurance information benefits, Wagner-Peyser and Trade Adjustment Act services will be coordinated with EDD.
- The Business Services Committee will annually assess the business services outcomes in 2014, 2015, 2016, and 2017 for recommending any strategic changes to make services more effective.
- The WIBSCC will apply, when appropriate, for additional Rapid Response and/or Governor's discretionary funds to meet identified business service needs by planning and working regionally. The WIBSCC will also support its regional partners when they apply for additional funding.

**3. Will update the WIBSCC's current 2011-14 Strategic Plan or create a new strategic plan by July 2014 for the period of 2014-17 that will set management and service goals.**

- The WIBSCC will complete year 2014 in the current local Strategic Plan and continue the Report Card review on goal attainment and meeting WIA performance targets.
- The state's and governor's priorities will be reviewed during the next WIBSCC retreat on October 30, 2013 (where the 2014-17 WIBSCC Strategic Plan will be

developed) and assessed on how the WIBSCC and workforce system in the county and region could better align efforts and resources to meet job seeker and business needs.

- The Strategic Plan will have additional specific goals and measurable outcomes for WIA programs and WFSCC system based on data, business needs, and youth needs.
- The Board will review the one-stop Career Center system annually, continue the Watsonville Career Center as the full service center based upon participant needs, collaborate with partners operating the two other Career Centers, and make changes that would improve system effectiveness.
- The WIBSCC will monitor the progress on the Plan's objectives quarterly and annually through the Status Report and will make adjustments annually to the goals based upon the current capacity of the system and funding levels.

**4. Will continue to plan and align WIA services with the CalWORKS Welfare to Work program and the Human Services Department to prioritize job training and job search assistance services for veterans, public assistance recipients, and foster children aging out of the system.**

- Annually, the WIBSCC will review and set objectives with the program directors who serve the three population groups in the service plan for the Adult, Dislocated Worker, and Youth programs.
- SmartHIRE, a CalWORKS subsidized employment program started in Fall 2012 in which employers hire a recipient and receive a stipend for up to 5 months or \$5,000, will be assessed in 2013 and then annually assessed with contractors Shoreline Workforce Services and Community Action Board of Santa Cruz County. New plans and program results will be brought to the WIBSCC's Business Services Committee for perspective on how to improve the operation and services.
- For Foster Youth, the Youth Council and the WIBSCC Executive Committee will review and assess outcomes and provide direction for action and goals. The WIBSCC will develop a partnership with the County's Independent Living Program to co-enroll youth participants into WIA Older Youth services. Foster Youth will be referred to the SmartHIRE program to provide On-the-Job training (OJT) to allow them to gain valuable skills to secure employment.
- A Veterans' Employment-Related Assistance Program (VEAP) proposal has been submitted in 2013 to continue a regional three LWIAs (Santa Cruz, Monterey, and San Luis Obispo counties) veterans job training scholarship and On-the-Job Training program. The regional WIBs, contractors, and stakeholders will assess how to improve and strengthen the program to serve veterans. Santa Cruz County veterans enrolled in the VEAP program are co-enrolled into WIA services to provide additional OJT services as well as supportive service funds.

**5. Will continue to include all of the major economic sectors on the board membership: hospitality, agriculture, education, health, technology, labor, and small business to better identify emerging economic and employment changes.**

- At WIBSCC committee and full board meetings, members will be asked to report on developing business trends and needs to get real time information for workforce partners to use for adjusting plans and services.

- Any and all new significant developments will be reviewed with the Career Center Operators group, the Youth Council, and the Workforce Development 2.0 (WD2.0) group to assess possible impact for job seekers and what actions or research may be needed to validate the new development and respond to the opportunity. The WD 2.0 effort was launched in response to the Great Recession. Diminishing state support challenged local workforce development partners to consider how they could be better stewards of the available public resources. The partnering agencies recognized that they could mitigate the impacts of diminishing resources by better aligning, coordinating, and integrating services.
- The Executive Committee will annually review the priority industry sectors that may need to be added or removed from the WIBSCC to represent current the business and employment conditions.

**6. Will continue to make training and skill development in demand occupations including OJTs a budget priority with 25% to 30% of WIA allocations for the Adult and Dislocated Worker program and academic attainment for youth with the Youth allocation; and will continue to meet the Common Measures performance goals negotiated with the state.**

- A working group will review the annual demand occupations list prepared for the WIBSCC by EDD LMID and trends identified by the Business Services Committee, regional partners, and WIBSCC members; and will prepare a draft list for review and approval by the Career Center Committee and WIBSCC for participants with WIA training scholarships to use in selecting training.
- In 2013-17, the WIBSCC will continue to reserve a significant percentage of training funds for OJT, youth, and priority occupations that are growing such as occupations in the health sector. The WIBSCC has historically dedicated the largest proportion of its Adult and Dislocated Worker allocations to training services in the State. In Program Year (PY) 2012/13, the WIBSCC is projected to spend 30% of its Adult and Dislocated Worker allocation on training not including a large percentage of match funding due to enrollments at Cabrillo College (most participants receive PELL grants) and the wages from employers participating in the OJT program.
- In 2015 and 2017, the WIBSCC will assess whether the occupations chosen by participants for training have been in the growth and demand occupations and whether the training amounts/percentages have been in the high demand occupations; and the WIBSCC will make program and policy changes as needed.
- The Status Report of progress on achieving the Strategic Plan goals will be completed quarterly (2013-2017) and will be presented to the Executive Committee and the full Board for review and for making all adjustments to the system.

**B. Include in your response actions that support the following State priorities:**

**1. Preparing skilled workers for employment in competitive and emergent regional industry sectors and to fill skill gaps created by retirements.**

Over the 5 years, the WIBSCC will continue to use the annual economic reports and plans prepared for the Comprehensive Economic Development Strategy (CEDS) Committee of the WIBSCC, regional reports from Silicon Valley and community colleges, the Santa Cruz County Economic Vitality Study, and labor market studies



(Econovue and EMSI) to prepare the annual demand occupations list and to set aside a percentage of training funds in specific sector priorities. The WIBSCC will continue to coordinate and review with the Cabrillo College Dean of Workforce Development and Fast Track to Work program and the Watsonville/Aptos Adult School education program outcome data and feedback from employers in regards to skill gaps.

In June of 2012, the WIBSCC partnered with the Santa Cruz Area Chamber of Commerce to conduct a county-wide employer survey (Appendix H) to identify the significant challenges local businesses are facing, percentages of local sales, number of part time and full time employees, future plans for hiring, skills gaps, use of training in their organizations, and to promote the services of the WIBSCC. This survey reached 1,000 local businesses that provide 25% of the jobs in Santa Cruz County. The WIBSCC will continue to survey the local employer community to help shape the WIBSCC services, identify skill gaps, and to educate the employer community of the services provided by the WIBSCC. The results of the employer surveys will be discussed with the training providers on the ETPL to help shape the local training offerings.

To ensure that Youth services are shaped by the employer feedback, the job projections and skills reports will be coordinated with the Career Technical Education work group, the County Office of Education, and the Youth Council. The OJT, SmartHIRE, and Work4Youth (Youth Council sponsored Summer Employment Program) programs employer feedback on skill gaps.

The data extrapolated from these various data sets will give the Business Services Committee information to plan changes to improve outcomes. The WIBSCC will continue to conduct an annual employer survey and use its results to shape services and be shared with Cabrillo College and ETPL providers to inform curricula development.

Santa Cruz County residents often take employment in Monterey or Santa Clara County due to the high prices of housing and the lack of viable local job openings. The neighboring counties share many sectors such as Agriculture, Hospitality, and Healthcare. Through ITAs, the WIBSCC typically sends a minimum of 30 participants to Healthcare related certificate programs at Cabrillo College. Many program completers then take their skills to neighboring counties. In addition, there are initial signs of openings being created in the public sector due to the retirement of the baby boomer generation. As openings develop, many public sector employees will have the opportunity to promote upward thus creating entry and mid-level openings. The WIBSCC has joined the Skill Up America campaign in partnership with Metrix Learning to provide skills upgrades for job seekers and incumbent workers. Metrix provides stackable certificates and customizable education plans that will be used to fill in skill gaps on an individual level.

Through discussions with the Santa Cruz County Farm Bureau, a major concern in the Agriculture in is the aging population of farmers and the shortage of replacement workers. In addition, the Pajaro Valley is experiencing a shortage of harvesters. Driscoll's in the Pajaro Valley has launched a campaign to promote farming and to recruit young adults for harvesting positions. The WIBSCC has agreed to promote the program at its One-Stops. The WIBSCC will open dialogue between the Farm Bureau to develop strategies to arm the local workforce with the necessary skills.

## **2. Supporting the development of regional workforce and economic development networks that address workforce education and training priorities.**

The WIBSCC currently is a member of the Workforce Collaborative of California's Central Coast (W4C) which is a coalition of the Central Coast WIBs. The membership includes Santa Cruz County, Monterey County, San Benito County, San Luis Obispo County, Santa Barbara County, and Ventura County. The WIB Directors of W4C meet via teleconference biweekly to collaborate on specific initiatives and projects with a priority on health and youth. A formal MOU has been developed and executed. (Appendix Q)

The W4C has a history of working together on health career initiatives for youth, green energy, and growth sectors. Recently, the WIB Director from Santa Cruz presented the Work4Youth Summer Employment Program to the Youth Council of Santa Barbara County as well as guests from San Luis Obispo and Ventura Counties. This presentation was designed as a "how to" session and initial reports show that attendees have already begun meeting to explore ways to replicate the program in their counties. The WIBSCC has offered to provide the regional WIBs with forms, marketing materials, and technical support to help the projects get off of the ground. For agriculture workers and developments in workforce development due to the imminent immigration policy changes, the WIBSCC will collaborate with the Centers for Employment Training (CET) operating in Santa Clara, San Benito, Monterey, and Santa Cruz counties on how to improve collaboration and training opportunities.

The WIBSCC is currently developing formal working relationship with work2future, the San Benito WIB, and Monterey WIB to improve the regional collaboration. Similar to the W4C, this group will collaborate to benefit the regional workforce as many of our residents live in one county and work in another. A MOU is being developed and should be in place by late 2013.

WIBSCC will participate in regional strategies with work2future (San Jose), NOVA (North Santa Clara County), San Mateo County WIB, and San Francisco WIB. While each WIB will offer workforce preparation in all of its relevant sectors, one WIB will lead efforts to collect and disseminate information regarding employers' demands for workers for a primary sector on behalf of the whole region. The formal MOU has been developed and executed. (Appendix Q)

The WIBSCC is currently partnering with the Monterey WIB and service providers to provide services to north Monterey residents (communities of Pajaro, Moss Landing) at the Watsonville Career Center (the comprehensive services center). The Watsonville Career Center serves people from the Pajaro Valley area that has an average unemployment rate above 20%. A regional Veterans Employment Assistance Program (VEAP) serves residents from both counties from this regional Career Center.

The WIBSCC will continue to meet with industry partners and training providers to develop plans and strategies to identify and remedy priority sector skills gaps. Additionally, the WIBSCC plans to continue its strong and productive relationship with Cabrillo College to apply for workforce development grants to address regional skills gaps. Over the five years, the WIBSCC will continue to work with the Bay Area Community College Consortium to coordinate on special initiatives in specific sectors.

The Santa Cruz County Planning Department has recently launched multiple strategies to positively affect job growth in the County. The WIBSCC, through its CEDS committee, partners with the Santa Cruz County Planning Department. These strategies include:

- **Economic Vitality Strategy:** The County re-engaged in updating its economic vitality strategy by commissioning a trends analysis (Appendix D). This effort not only encompasses the unincorporated area of the county, but the cities as well. It will take a look at our current economic trends over the past five years and look at new opportunities within the County. In addition, the strategy will come up with new policies, goals and objectives for the Supervisors to consider for an amendment to our General Plan. Seven industry specific stakeholder meetings were held in May of 2013 to discuss business constraints and ideas for making our County a more business friendly environment. In addition, four public workshops were held in June of 2013 across the County to take in information from residents, business owners, students and anyone who would like to participate. This will culminate in a draft strategy that will be presented to the Supervisors for adoption this year.
- **Broadband expansion:** The Planning Department is working with County staff to look at the expansion of broadband width within Santa Cruz County. The lack of width will directly impact the potential recruitment and servicing of businesses and keeps our County from being competitive in the marketplace. Santa Cruz County currently has two hubs of good connectivity – downtown Santa Cruz at Cruzio and the AT&T hub in Watsonville.
- **Job Creation through Policy Change:** The Planning Department has been making significant strides to “clean up” the County code. Parking requirements have been reduced for commercial projects, a non-conforming ordinance was adopted by the Board and the Coastal Commission and many other corrections

are being proposed. It is important for the County to get out of the way of business where it can and facilitate business expansion.

- **Cottage Food Law:** The Governor signed AB1616 last year, which was to be implemented by local governments by January 1<sup>st</sup> of this year. Principally, this new law allows for residents to start nonhazardous food businesses in their home kitchens. The State has an approved list of products – basically items without meat or cream – that are shelf stable. County Economic Development staff has been working to take this new law to the next level by providing outreach to these new businesses including networking with the Small Business Development Center or SCORE for business plans, the El Pajaro Community Development Corporation for Micro-Enterprise Loans and to work with potential new certified kitchen facilities that provide the next step to these fledgling companies.

**C. Based on the regional economic and workforce information analysis, identify the industry sectors and occupational clusters within the region that are high-growth , high-demand, projecting skills shortages (due to replacements and/or growth), and/or vital to the regional economy. The local board may want to consider:**

**1. Industries projected to add a substantial number of new jobs to the regional economy;**

Santa Cruz County is starting to see jobs return to the local economy since the massive job loss of the Great Recession of 2008. The prospects for a continued lowering of the unemployment rate are improving as the unemployment rate in March 2013 is 11.4% which was 1.7% higher than the state unemployment rate of 9.7%. In a WIB study in 2012 completed by the Centers for Excellence – CA Community Colleges and Applied Development Economics (Appendix F), (2012-2014) the County is projected to add 5,400 private sector jobs over the next three years. In particular, retail and wholesale trade, professional services and Healthcare are expected to see the most job growth. Jobs in the agriculture and healthcare sectors will require computer skills, ability to work in teams, and professional work skills to be considered for employment. In the government and education sectors job openings will come from the silver tsunami of retirements. The replacement positions and entry level positions will require higher levels of education and skills.

Figure 1 below provides a summary of the industries that are projected to grow significantly from 2013-2017. According to the data gathered below, Santa Cruz County can expect 6,493 new jobs to be created over the next five years. These projections held strengthen the WIBSCC's commitment to focus on the Healthcare, Hospitality and Tourism, Retail, and Agriculture industry sectors. The WIBSCC staff will continue to monitor these projections and evaluate our services to ensure that they align with the skills needed for these new jobs.

**Figure 1: Santa Cruz County Growth Industries Projections – 2013 to 2017**

NAICS	Description	2013 Jobs	2017 Jobs	Change	% Change
62	Healthcare and Social Assistance	12,752	14,353	1,601	13%
72	Accommodation and Food Services	10,537	11,587	1,050	10%
56	Admin and Support & Waste Management & Remediation Srvc	5,445	6,438	993	18%
81	Other Services (except Public Administration)	6,634	7,367	733	11%
44	Retail Trade	12,772	13,311	539	4%
61	Educational Services (Private)	2,699	3,176	477	18%
90	Government	20,656	21,061	405	2%
54	Professional, Scientific, and Technical Services	6,651	6,898	247	4%
42	Wholesale Trade	3,876	4,116	240	6%
71	Arts, Entertainment, and Recreation	3,314	3,522	208	6%
	<b>Total</b>	<b>85,336</b>	<b>91,829</b>	<b>6,493</b>	<b>8%</b>

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.2 Class of Worker

**2. Industries that have a significant impact and/or multiplier effect on the overall economy;**

Regionally, the Agriculture sector has a significant impact on the regional economy as it requires the goods and services of many local suppliers. From packaging, cold storage, irrigation services, laser land grading, equipment repair, to trucking, there are multiple industries that support Agriculture. The Pajaro Valley contains some of the richest soil in the world and is world renown for the quality of produce grown on its land. The two major issues currently facing local Agriculture are the availability of water and a shortage of labor to harvest the fields.

**3. Industries that are being transformed by technology and innovation that require new skill sets for workers;**

In the Central Coast region, Healthcare and Agriculture will be greatly transformed via technology and innovation. High level decision makers from Palo Alto Medical Foundation, Dominican Hospital, Driscoll's, and Martinelli's are currently serving on the WIBSCC representing the private sector. The WIBSCC will work with these employers to identify the newly emerging skill sets required to gain employment. As new skill sets emerged, the WIBSCC will work with educators and ETPL providers to ensure that curricula are being developed in response to emerging needs.

**4. Industries that are new and emerging and are expected to grow;**

Santa Cruz County has seen an uptick in the development of local wineries following a nationwide trend in the popularity of wine and winemaking. The WIBSCC will reach out to local wineries and/or wine associations for private sector membership on the

WIB in PY2013-14. Regionally, the wine industry has exploded with over 75 wineries in Santa Cruz Mountain region alone.

Additionally, there has been a rise in Food and Beverage jobs as local entrepreneurs are starting businesses, such as catering companies, from home and then expanding into as full scale business with employees. In Watsonville, which as of March 2013 has a 23.7% unemployment rate, the El Pajaro Community Development Corporation started the Commercial Kitchen Incubator Program (CKIP). The CKIP is a food business incubator in a fully equipped, shared-use commercial kitchen facility. The CKIP was created in response to the growing need among aspiring local entrepreneurs wanting to build upon the strong food and farming traditions in our region. The Kitchen Incubator will provide all the amenities and necessary licensing to help the individual entrepreneurs overcome the challenges of complying with strict food safety regulations, while ensuring safer food for the consumer. In addition, it will provide technical support, business assistance and access to micro-loans to participants, encouraging the new businesses to expand and succeed. By accessing the CKIP services, local food entrepreneurs will save the costs of commercial grade equipment and kitchens that now restrict their ability to start or expand their food businesses. As these small business grow to a point where they need to hire, the WIBSCC can connect them with job seekers through a WIA funded OJT or a CalWORKs funded SmartHIRE.

**5. Industries that are experiencing or projecting significant job openings or skills gaps due to retirements or labor market volatility/churn.**

Public sector employment provides 17.69% of the jobs in Santa Cruz County with 24% of its employees 55 years old or greater.<sup>3</sup> As employees retire, there will be enhanced opportunities for job seekers to secure employment with the County, city governments, or the local education system which includes multiple school districts, the County Office of Education, Cabrillo College and the University of California, Santa Cruz. Historically, the Public Sector pays higher wages than the private sector jobs in the County so this will have a positive impact on the community as the retirees will receive a pension and residents will have an opportunity to secure jobs that provide much more than a living wage.

The Healthcare and Social Assistance industry is one of Santa Cruz County's strongest industry that has historically provided steady employment that offers above living wages. This industry provides 10.9% of the County's jobs, however, 25% of those jobs are held by workers over the age of 55.<sup>4</sup> With the rapidly changing technology innovations coupled with the effects of the Affordable Care Act, the WIBSCC feels that there will be a strong opportunity for our residents to be trained and placed into occupations within the sector.

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<sup>3</sup> QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.2 Class of Worker

<sup>4</sup> QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.2 Class of Worker

Agriculture is currently experiencing a shortage of harvesters in Pajaro Valley. Although only 8.41% of the workforce is ages 55 years or older, there is currently a large need to find qualified harvesters for our local crops.<sup>5</sup> The WIBSCC will continue to work with the Santa Cruz County Farm Bureau to identify skills gaps and the development of training programs in the County. In order to address the harvester shortage, Driscoll's has recently launched an innovative outreach campaign to recruit local youth from the high schools to work in the fields to start a career in Agriculture.

Below, Figure 2 illustrates the projected growth industries for 2013-17 with a high percentage of its workforce nearing retirement age. With 6,493 new jobs projected to be added by 2017, 5,443 or 83.8% of those jobs are in industries with a combined 22% of its workforce ages 55 or older. 16,708 of the 74,799 workers in Figure 2 are nearing retirement age which could be a great opportunity for our residents to advance their careers and allow for entry into high wage jobs in the County.

**Figure 2: 2013-17 Growth Industries with High Percentage of Workers over Age 55**

NAICS	Description	2013 Jobs	2017 Jobs	Change	% Change	% Ages 55+
62	Healthcare and Social Assistance	12,752	14,353	1,601	13%	25%
56	Admin and Support & Waste Management & Remediation Svc.	5,445	6,438	993	18%	18%
81	Other Services (except Public Administration)	6,634	7,367	733	11%	24%
44	Retail Trade	12,772	13,311	539	4%	17%
61	Educational Services (Private)	2,699	3,176	477	18%	24%
90	Government	20,656	21,061	405	2%	24%
54	Professional, Scientific, and Technical Services	6,651	6,898	247	4%	27%
42	Wholesale Trade	3,876	4,116	240	6%	18%
71	Arts, Entertainment, and Recreation	3,314	3,522	208	6%	17%
	<b>Total</b>	<b>74,799</b>	<b>80,242</b>	<b>5,443</b>	<b>7%</b>	<b>22%</b>

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.2 Class of Worker

<sup>5</sup> QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.2 Class of Worker

## **SECTION 2 ECONOMIC and WORKFORCE INFORMATION ANALYSIS**

*The Governor's vision of an effective workforce system committed to sector strategies will be advanced through data-driven decision-making, policy development, strategic planning, and investment. In collaboration with state-level partners, regional and local partnerships must perform data-driven analyses to provide the most relevant economic information, labor-market analysis, and industry projections for their regions.*

### **System Alignment and Accountability Goal:**

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

**Action:** *Coordinate and develop high quality, actionable labor market information (LMI) data that assesses regional industry and occupational trends and needs and include a "skills gap" analysis.<sup>6</sup>*

Local economic and workforce information analysis should include the following elements:

### **A. A description of the data gathered and the method of analysis and review;**

In order to prepare an effective Strategic Workforce Development Plan for 2013-2017 (Plan), the WIBSCC gathered and analyzed current data from a wide range of research entities to develop a current snapshot of the key demographics and trends of the workers, job seekers, and industries of Santa Cruz County. The sources used to create the economic and workforce analysis for this plan are as follows:

- U.S. Census American Fact Finder data;
- Bureau of Labor Statistics labor market information;
- Santa Cruz County Economic Vitality Strategy Phase One: Economic Trends Report (Appendix D);
- 2013-2017 Santa Cruz and Tri-County Economic Analysis Report (Appendix E);
- County of Santa Cruz Job Growth Projections: 2012-2014 report (Appendix F);
- 2012 Santa Cruz Chamber of Commerce Business Survey Report (Appendix H);
- EDD LMID labor market statistics and projections (Appendix I);
- Santa Cruz County Comprehensive Economic Development Strategy 2012 Annual Update (Appendix J);
- EconVue Snapshot Santa Cruz County report (Appendix K);
- Economic Modeling Specialists International (EMSI) Analysis of the Workforce Investment Board of Santa Cruz County: Program Year 2011-12 (Appendix L);
- Informational interviews with community service providers.
  - **Racial, Ethnic, and Linguistic groups**
    - Santa Cruz Adult Education
    - Watsonville/Aptos Adult Education
    - Pajaro Valley Unified School District

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<sup>6</sup> . "Skills Gap" analysis is defined as identifying the specific skills that the local area workforce must have in order to obtain employment in the industry sectors and clusters of focus in the economic analysis. The identified skills gaps would then be targeted in the local plan.



- **Older Populations**
  - Peninsula Family Service
- **Youth Populations**
  - Santa Cruz County Office of Education
  - Santa Cruz Seaside Company (largest youth employer in Santa Cruz County)
- **Individuals with Disabilities**
  - California Department of Rehabilitation
  - Hope Services
- **Prison Realignment Population**
  - Santa Cruz County Probation Department
  - CA Department of Corrections and Rehabilitation
- **Vocational Rehabilitation Population**
  - CA Department of Corrections and Rehabilitation

The WIBSCC will continue over the next five years to use a variety of reports, studies, and data sources to update the economic and workforce analysis. As the data and trends change, the WIBSCC will continue to provide economic and workforce conditions updates to its board members. Reports will continue to be presented to the WIBSCC, its committees, and to workgroups to determine the annual action steps for the WIBSCC's Strategic Plan. The information is reviewed to determine the annual demand occupations list prepared for job seekers and Individual Training Account priorities. Additional analysis and interpretation of current studies will be done by the Business Services Committee in 2013. Additionally, the WD 2.0 workforce partners work group will assess current gaps and trends with the WIBSCC management and Business Services Committee. The WIBSCC will lead on determining what other studies and/or analysis needs to be done to stay current with developing changes and trends.

**B. An assessment of the current economic situation and projected trends of the local area economy, industries and occupations, including major economic regions and industrial and occupational sectors;**

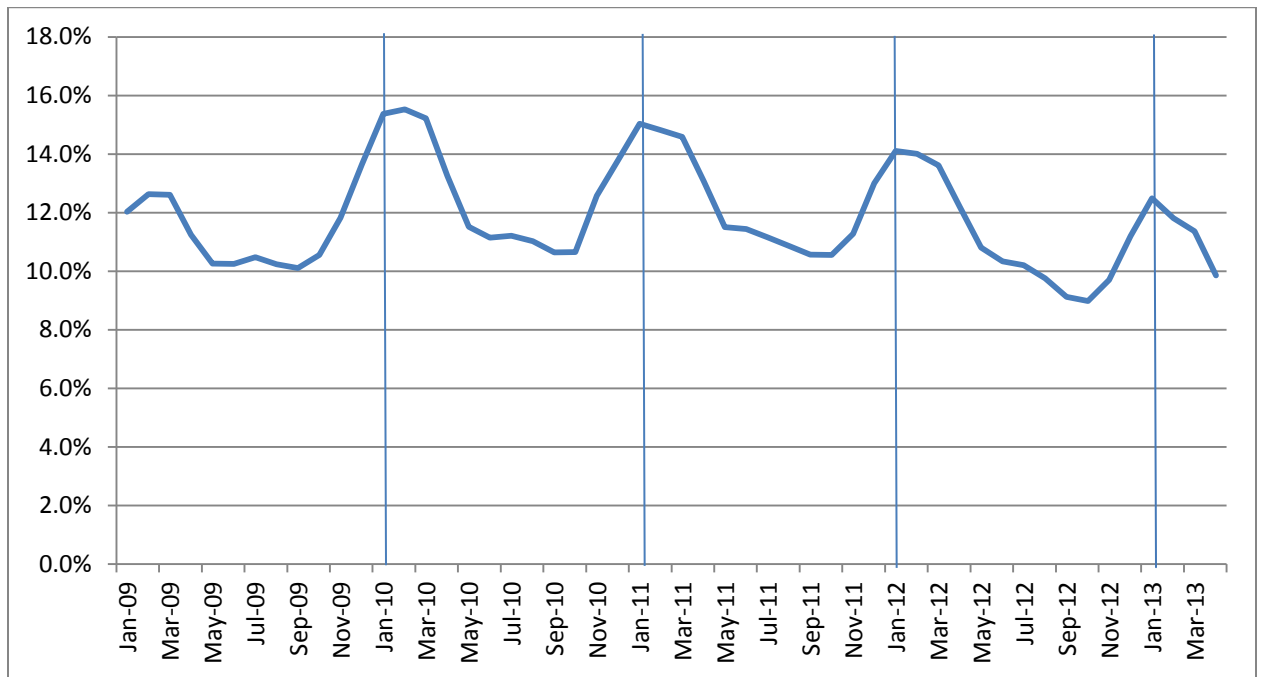
Santa Cruz County is situated along the California coastline 70 miles south of San Francisco and 300 miles north of Los Angeles. The majority of the County's area is considered forest land and in total, the County only covers 439 square miles, making it the second smallest County in California. As of 2013, the population is estimated at 268,207 people.<sup>7</sup> The County's political boundaries are also natural ones. The northern border with San Mateo County is mountainous and wooded. To the south, the Pajaro River bifurcates the fertile Pajaro Valley and serves as the county line with Monterey County. The Santa Cruz Mountains to the east mark the boundary with Santa Clara County, and to the west, the coastline of the Monterey Bay and the Pacific Ocean serves as Santa Cruz County's window to the rest of the world.

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<sup>7</sup> California Labor Market Information Department

Santa Cruz County's four incorporated cities are Santa Cruz, Scotts Valley, Capitola and Watsonville with a majority of the County's land in the unincorporated areas. As of March 2013, Santa Cruz County's unemployment rate was 11.4%. However, many areas within the County still are above 20% unemployment including Watsonville at 23.7%. From January 2009 to March 2013, the County's unemployment rate has ranged between 9.0% and 15.5% with southern Santa Cruz County consistently being above 20% unemployment. As depicted in Figure 3 below, the County is slowly making a recovery from the Great Recession and the graph also highlights the cyclical nature of the County's unemployment rate due to the seasonality of agriculture work.

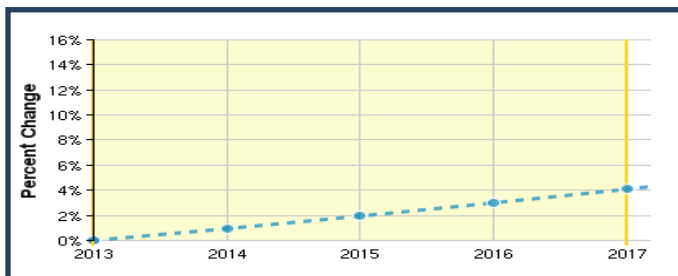
**Figure 3: Santa Cruz County Unemployment Rates – January 2009 to April 2013**



Data Source: EDD LMI

By 2017, projections show that Santa Cruz County will increase its total number of jobs from 116,756 to 121,522; a net gain of 6,943 jobs representing a 4.1% job growth rate.<sup>8</sup>

**Figure 4: Percentage of County Job Growth 2013-17**

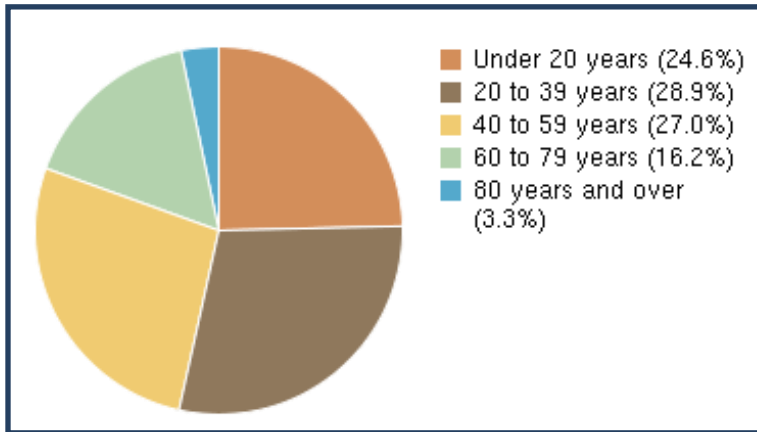


Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.2 Class of Worker

<sup>8</sup> QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.2 Class of Worker

The age range groups for Santa Cruz County residents are evenly distributed. With 53.5% of the population aged 39 or younger, the WIBSCC will continue to evaluate its services and service delivery model to stay current with latest workforce development strategies. However, many of the higher paying jobs are currently filled by workers who will be retiring within the next five to ten years. This will create additional openings in addition to the projected job growth.

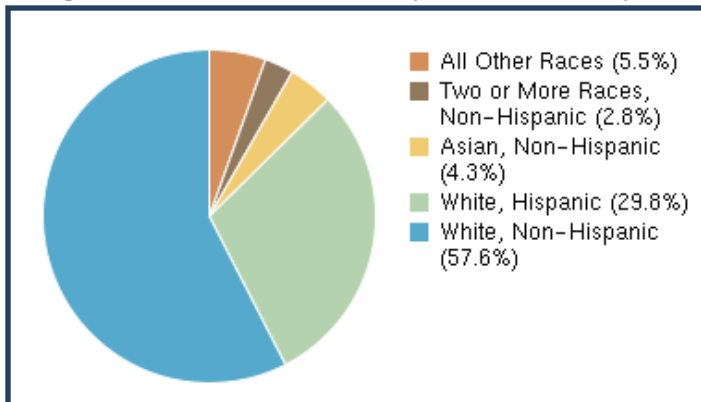
**Figure 5: Santa Cruz County Age Demographics – 2013**



Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.2 Class of Worker

Santa Cruz County continues to be racially and ethnically diverse with 57.6% White Non-Hispanic, 29.8% Hispanic, and 12.6% representing other races. Of the population, 69.7% only speak English at home, while 30.3% speak a language other than English at home.<sup>9</sup> Of the 30.3%, 24.9% speak Spanish, 2.8% speak an Indo-European language, 2.3% speak an Asian and Pacific Islander language, and 0.3% speaks other languages.

**Figure 6: Santa Cruz County Race/Ethnicity Demographics - 2013**



Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.2 Class of Worker

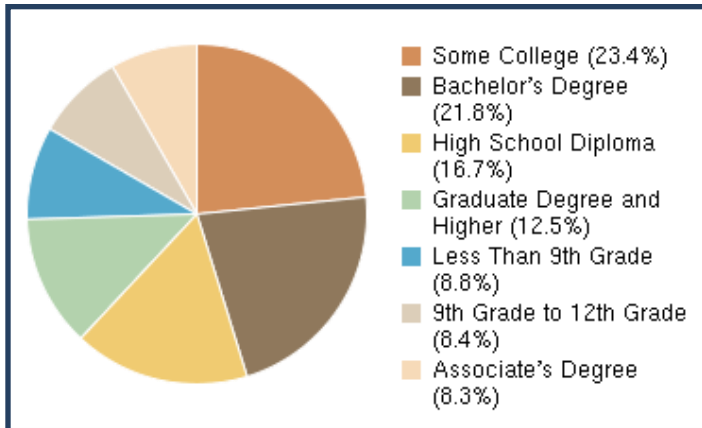
Santa Cruz County residents educational attainments are depicted below in Figure 7. 66% of the County's residents have some college education or higher with 42.6%

<sup>9</sup> U.S. Census Bureau

holding an Associates Degree or higher. The high level of educational achievement is a testament to the high quality workforce that Santa Cruz County boasts.

However, 33.9% of the residents ages 25 and up have a high school diploma or less. The WIBSCC will ensure that its services will help to provide additional educational opportunities and skill enhancement for this population.

**Figure 7: Santa Cruz Educational Attainment – 2013 (Residents Ages 25 and up)**



*Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.2 Class of Worker*

Using data projections from the EMSI Analyst tool, EconoVue, and EDD LMI, the WIBSCC has identified the high growth industries in Santa Cruz County for 2013 through 2017. Over the course of the next five years, the WIBSCC expects to see significant job growth due to the natural creation of jobs coupled with replacement jobs resulting from the County's workforce that will retire. The WIBSCC has chosen to focus its efforts on a specific group of priority sectors in Santa Cruz County.

Using the data outlined in Figures 8 and 9 below, the WIBSCC will focus its sector strategies on the following sectors:

- Agriculture: Although Agriculture does not appear as a high growth industry below, Agriculture provides 8.4% of the County's jobs and is a major industry for employment in the southern area of Santa Cruz County.
- Hospitality
- Healthcare Services and Education
- Retail

The public sector is responsible for 17.7% of the jobs in Santa Cruz County with average earnings per job at \$61,662.<sup>10</sup> The WIBSCC will further explore the addition of the public sector to its approved high growth sectors. Due to the impact of the Affordable Care Act combined with the high projections of retirement, the WIBSCC sees the public sector as a future area of opportunity for its jobseekers.

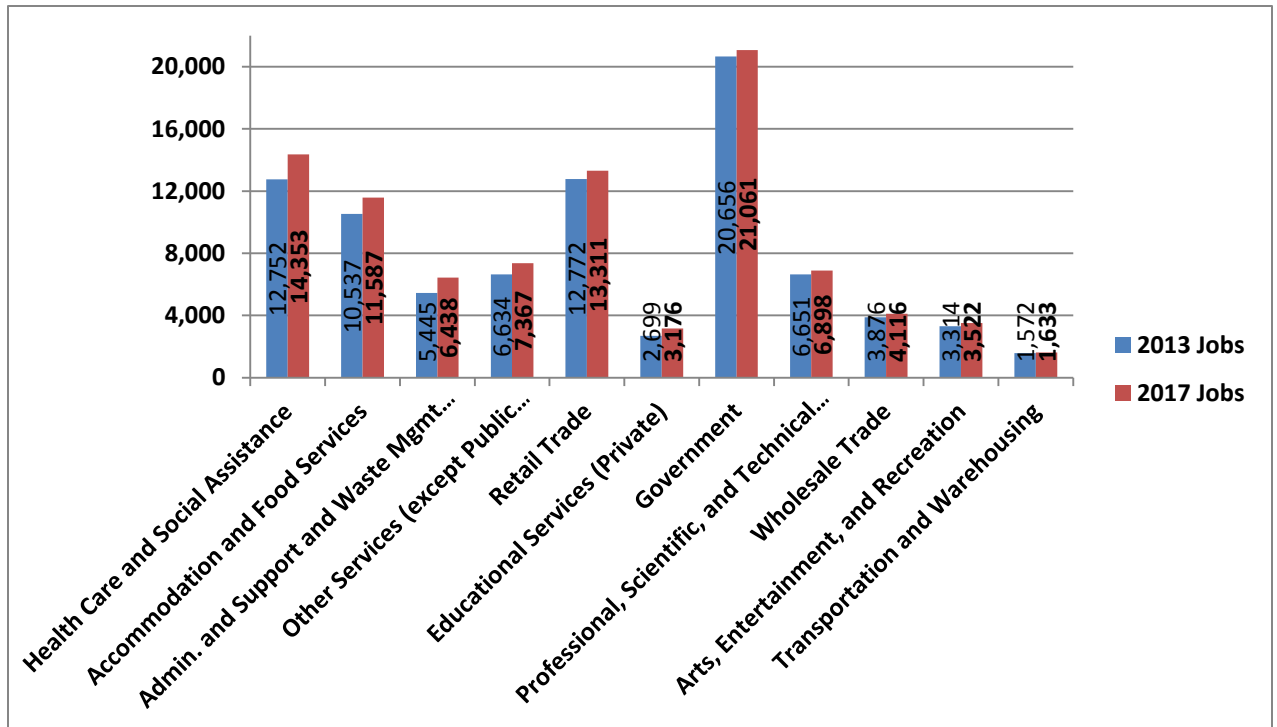
<sup>10</sup> QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.2 Class of Worker

**Figure 8: High Growth Industries - Industry Job Growth and Average Earnings**

Industry	New Jobs 2013-17	% of Growth	2013 Avg. Earnings Per Job
Health Care and Social Assistance	1,601	13%	\$61,713
Accommodation and Food Services	1,050	10%	\$20,588
Admin. and Support and Waste Mgmt and Remediation Svcs	993	18%	\$42,895
Other Services (except Public Administration)	733	11%	\$26,323
Retail Trade	539	4%	\$33,457
Educational Services (Private)	477	18%	\$29,180
Government	405	2%	\$61,662
Professional, Scientific, and Technical Services	247	4%	\$60,412
Wholesale Trade	240	6%	\$69,248
Arts, Entertainment, and Recreation	208	6%	\$20,021
Transportation and Warehousing	61	4%	\$45,893
<b>Total</b>	<b>6,554</b>	<b>96%</b>	<b>\$42,854</b>

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.2 Class of Worker

**Figure 9: High Growth Industries – 2013-17 Projected Job Growth by Industry**



Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.2 Class of Worker

**C. An assessment of the required workforce skills and knowledge individuals need in order to find employment in the priority sectors identified in the local area economic and workforce information analysis;**

Through the data gathered using the EMSI Analyst tool, the WIBSCC evaluates the required workforce skills and knowledge needed to secure employment in the above mentioned priority sector analysis. An Occupational Profile Report (Appendix N) can be generated for any occupation to help the Career Coach and the jobseeker identify skills gaps and determine if there are training programs in the region that can assist in removing them through skill attainment.

Through ongoing business surveys, the WIBSCC will identify required education levels for local occupations and which require training, background checks, credit checks, drug screening, etc. Additionally, the WIBSCC will seek to identify skill gaps locally with direct feedback from the business community. A major concern from local business is the overall job readiness of jobseekers. The WIBSCC will reevaluate its job readiness services to ensure that they align with the needs of today's businesses.

**D. A description of the characteristics and employment-related needs of the local area population and diverse sub-populations, including those from target populations such as racial, ethnic, linguistic groups, older persons, youth, veterans, individuals with disabilities, Native Americans, and others;**

Using a combination of Census data, EMSI data, EDD data, WIA participant data, and information gathered via the referenced telephone interviews, the WIBSCC was able to gain a deeper understanding of the population of Santa Cruz County. The information gathered will be used to guide the creation of new services and modification of existing services over the next five years. Figure 10 illustrates the County demographics in comparison to the WIA enrollments in PY2011/12. The WIBSCC will continue to focus on those that are most in need as illustrated below.

**Figure 10: 2013 County Demographics vs. PY2011/12 WIA Enrollments**

<b>Population</b>	<b>County</b>	<b>%</b>	<b>WIA*</b>	<b>%</b>
Female	133,492	49.8%	469	61.5%
Male	134,715	50.2%	293	38.5%
<b>Total</b>	<b>268,207</b>	<b>100.0%</b>	<b>762</b>	<b>100.0%</b>
<b>Ethnicity</b>	<b>County</b>	<b>%</b>	<b>WIA*</b>	<b>%</b>
Hispanic/Latino	90,624	33.8%	454	51.1%
White	154,388	57.6%	382	43.0%
Other	23,195	8.6%	52	5.9%
<b>Total</b>	<b>268,207</b>	<b>100.0%</b>	<b>888</b>	<b>100.0%</b>
<b>Age</b>	<b>County</b>	<b>%</b>	<b>WIA*</b>	<b>%</b>
0-19 Years	66,041	24.6%	141	18.5%
20-44 Years	93,662	34.9%	439	57.6%
45-64 Years	74,627	27.8%	176	23.1%
65 Years & Above	33,877	12.6%	6	0.8%
<b>Total</b>	<b>268,207</b>	<b>100.0%</b>	<b>762</b>	<b>100.0%</b>

*\*WIA Enrollments in Adult, Dislocated Worker, and Youth - PY2011/12*

Interviews with local government and non-profit community based organizations provide the WIBSCC with sub-population specific data that will help guide our service delivery. Listed below are the information gathered from the local interviews:

**Racial, Ethnic, and Linguistic Populations**

- Need to improve basic English skills.
- Need support with employment information- not just building resume and interviewing, but how to locate job openings, and employment process as a whole.
- Paperwork can be daunting, ESL or literacy may impact ability to perform paperwork- clients may find forms overwhelming even if qualified to do job.
- Digital Literacy is greatly needed.
- Vocational certifications are needed to provide fast track/affordable employment skills.

**Older Persons**

- Many older jobseekers prefer work to training due to financial needs.
- Barriers to employment include lack of basic computer skills, language barriers, physical ability, and literacy issues (comprehension and/or paperwork).
- Employers may expect transferable skills or ability to learn quickly, or placement may be lost.

**Youth Populations**

- Youth employment needs vary with the individual. Commonalities include limited job knowledge or work history.

- Most youth need job searching and job readiness skills including resume writing and interviewing.
- May lack sense of realistic employment or educational goals, and/ or lack esteem.
- Many focus on short term goals or need to work.
- Most youth are motivated to work, earnest, and take their job seriously, although job readiness such as reliability, work ethic, performance may be acquired through working.
- Performance is enhanced in environments of team-building and camaraderie.
- Feedback/performance evaluations help to build esteem and heighten job understanding.
- Focus on helping youth understand how tasks and employee engagement build work ethics.
- Increase industry standard certification programs including health and construction industries.
- Social enterprising (blending employment and education), and youth generated enterprise are also desirable.

### **Veterans**

- Population needs vary- recently released vets (20s-30s) use the GI Bill to obtain college degrees in demand occupations.
- Complex barriers to employment include age, health, and education.
- Older vets (including Dislocated Workers) may lack time to retraining or lack the financial resources in order to support themselves while training.
- Skills may not be sufficient for higher paying jobs.
- Population may require re-adjustment to civilian lifestyle; medical accommodation (physical & mental); social; cultural and/ or technological acclimation; access to support systems/services.
- Employer needs vs. service needs-may require education for both parties.
- Knowledge of transferable skills for occupational goals prior to training (whether college or vocational training) is important for employment.

### **Individuals with Disabilities**

- Physically/ developmentally appropriate; aligned to skill levels; job coaching or mentoring, may require workplace accommodation.
- Overcome stereotypes through employer education and individual accomplishment.
- Affordable/timely retraining needed.
- Program aids in transitioning individuals from youth programs to permanent employment.
- Many need more work hours and transportation services.
- Many rely on state funded door to door transportation services which due to funding limitations may have limited routes and may not cover a wide range of work shifts. In addition, route schedules are approximate (within 45 minutes either way) which does not meet employer attendance standards), and thereby limits scope of their geographical job search.



**E. Based on the local area economic and workforce information above, an analysis of the skill and education gaps for all individuals in priority sectors within the local area or region;**

Minimally, the jobseekers served by the WIBSCC will need a high school diploma with many needing a post-secondary education to secure higher paying jobs locally. Of those 25 years old or older, as mentioned in Section II.B, 17.2% have less than a high school diploma. Again, another major gap in employability communicated by our employers in our employment study was work readiness. A majority of employers have communicated that many job seekers lack either interpersonal or technical skills required for their jobs. The WIBSCC will ensure that all future business surveys drill down on skills gaps so that we can ensure that the training and job readiness services provided will address the current and projected skill gaps.

**F. Based on the local area economic and workforce information above, an evaluation of underemployment and jobs that can provide economic security or “self-sufficiency”;**

One of the challenges the WIBSCC continues to face is that many of the open jobs that are available in the County are entry level, low wage and/or seasonal. The County is experiencing a shortage of mid-level jobs that can provide the experience and opportunity for skill development leading to higher level jobs. The WIBSCC works with our job seekers in researching where there are jobs and training for our higher wage occupations and industries. We discuss career ladder options with our job seekers to determine if they need training to assist them in obtaining a job and, for future reference, what additional training or skills will be required that will provide upward mobility. Below is an evaluation of the County’s underemployment issues and the industries that can lead to economic security and self-sufficiency.

When evaluating the industries that lead to underemployment, the WIBSCC has identified seven industries. These industries were selected due to their average annual wages equaling less than \$37,000. However, these industries are projected to add 2,723 new jobs by 2017 and may provide entry level opportunities to the high level of youth that enter the labor pool throughout the next five years. The industries are outlined below in Figure 11.

**Figure 11: Industries with Average Annual Wages below \$37,000**

Industry	New Jobs by 2017	% Change	2013 Avg. Earnings Per Job
Arts, Entertainment, and Recreation	208	6%	\$20,021
Accommodation and Food Services	1,050	10%	\$20,588
Other Services (except Public Administration)	733	11%	\$26,323
Educational Services (Private)	477	18%	\$29,180
Agriculture, Forestry, Fishing and Hunting	(77)	(1%)	\$33,103
Retail Trade	539	4%	\$33,457
Real Estate and Rental and Leasing	(207)	(9%)	\$36,829

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.2 Class of Worker

In reviewing the high growth industries that can lead to economic security, the WIBSCC has identified the Healthcare and Social Assistance; Wholesale Trades; Transportation and

Housing; Professional, Scientific, and Professional Services; Administrative and Support Services; and Government industries. These industries are projected to provide the most economic security to its workforce. Averaging \$56,971 in annual wages and accounting for 58.6% of the jobs in the high growth industries in the County, the occupations within these industries provide its workforce with self-sufficiency level wages.<sup>11</sup> Figure 12 below shows the high growth industries that can lead to self-sufficiency and economic security. It is important to note that the job growth outlined below does not include projections of increased growth due to local retirements in these industries.

**Figure 12: Industries with High Growth and Average Annual Wages above \$37,000**

Industry	New Jobs 2013-17	% of Growth	2013 Avg. Earnings Per Job
Health Care and Social Assistance	1,601	13%	\$61,713
Admin. and Support and Waste Mgmt and Remediation Svcs	993	18%	\$42,895
Government	405	2%	\$61,662
Professional, Scientific, and Technical Services	247	4%	\$60,412
Wholesale Trade	240	6%	\$69,248
Transportation and Warehousing	61	4%	\$45,893

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.2 Class of Worker

**G. An analysis of the challenges associated with the local area population attaining the education, skills, and training needed to obtain employment; and**

Although Santa Cruz County’s overall population is well educated, there are still many jobseekers that do not possess the education, experience, and/or skills to secure the higher paying jobs in the County. Multiple factors may impact our jobseekers from obtaining the education and/or skills such as:

- **Transportation:** With fuel prices at an historic all-time high, many of the County’s jobseekers cannot afford to secure employment that is not extremely close to their primary residences. The WIBSCC does provide reimbursement for gasoline when a participant is enrolled in an approved training program.
- **Childcare:** Many of our jobseekers need to arrange for childcare in order to complete a training program. This often impacts their ability to complete training and can be an impediment to securing full time employment. The WIBSCC does assist in childcare reimbursements and often makes referrals to the CalWORKs and Welfare-to-Work programs to help provide additional supportive services and counseling services.
- **Housing costs:** The high price of local housing can make training not economically feasible for jobseekers. Some jobseekers need to secure employment immediately as the maximum Unemployment Insurance payment is not enough to cover housing costs. The WIBSCC will enhance its online training catalog and promote these services as a strategy to quickly gain the skills needed to secure employment.

<sup>11</sup> QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2013.2 Class of Worker

- **Availability of Training Programs:** Due to the size of the County, many jobseekers enroll in training programs in Santa Clara County as the training they have selected to pursue is not available in Santa Cruz County. Although the WIBSCC provides gasoline reimbursement for these jobseekers, the jobseeker may not possess transportation that is reliable enough for a daily commute over the mountainous Highway 17. The WIBSCC will evaluate the programs being selected in Santa Clara County and work with our local training providers to offer them locally. Understandably, there must be enough of a market for the service before the training institution develops a full scale program.

The WIBSCC will continue to evaluate the challenges preventing our jobseekers from enrolling into or completing a training program. With the increased availability of online courses being offered and their relatively low cost when compared to traditional training programs, the WIBSCC will enhance the skill levels of more of its participants. Annually, the WIB will be conducting a participant and partner employer survey in which one of the focus areas will be training, skill attainment, and the barriers that may impact their ability to complete their coursework.

**H. A discussion of the ability of the local area’s workforce programs to meet the skill needs of priority sector employers in the local area or region and close any identified skill gaps.**

Based on the analysis described in Section II.G, the WIBSCC will examine locally and regionally the sectors and skills needed for employment. This work will be done through:

- Convening the work group that prepares the annual demand occupations list prepared for the WIBSCC for use for job seekers and use for WIA Individual Training Accounts;
- Convening a work group of business representatives and educators in 2014 and 2016 that reviews the various studies and reports to validate and modify current and future efforts and services; and making recommendations to the WIBSCC;
- Continuing the collaboration with the Health Careers Partnership coordinated by Cabrillo Community College to determine health occupations priority jobs resulting from the Affordable Care Act;
- Reserving a percentage of training funds for specific sector or under-employed participant training and OJTs each year; and to do this review with specific stakeholders including the Business Services Committee;
- Annual review of the training offerings on the Local Employment and Training Panel List (LETPL) to ensure that the training available meets the needs of the current labor market and addresses skill deficiencies;
- Continuing to use the WorkKeys program to assess participant skill levels and provide proficiency documents for job seekers and employers; and to develop a regional plan in 2015 to use common methods and strategies to inform employers about the certificates;
- Continue the usage of specialized labor market and economic research tools to quickly identify the skills needed in the regional labor market;
- Annual business surveys to gain firsthand knowledge of the skill gaps of our workforce and any other trends that the business community are observing;

- Enhance the online service offerings to allow for flexible skill development and attainment;
- Continuing to plan and develop practices with the CaWORKs Welfare-to-Work program to assess the skills needed by low-income clients and to better use the SmartHIRE subsidized employment program;
- Continue to participate in collaborative of service providers in the community to gain a real time understanding of the needs of our community.

### **SECTION 3 BUSINESS SERVICE PLAN**

*The Governor believes that by building an industry-responsive, well-coordinated workforce development system, California will maximize the return on its limited resources and make its education and training programs work for California's employers and working families. The Governor also recognizes the importance of targeting workforce investment resources in support of priority sectors and clusters that will create a vibrant economy and shared prosperity. The Governor believes California must build on and strengthen private sector partnerships so its training systems are nimble enough to adapt to the changing needs of the 21st Century economy.*

#### **Business and Industry Goal:**

**To meet the workforce needs of high demand sectors of the state and regional economies.**

Consistent with the Workforce Training Act, the CLEO and local board shall establish a Business Service Plan that integrates local business involvement with workforce initiatives. This Business Service Plan at a minimum shall include the following:

- A. Description of a sub-committee of the local board that develops recommendations for the Business Service Plan to the local board in an effort to increase employer involvement in the activities of the local board. The sub-committee members should be comprised of business representatives on the local board who represent both the leading industries and employers in the relevant regional economy and emerging sectors that have significant potential to contribute to job growth and openings in the local area or regional economy. If such a sub-committee does not currently exist, describe the steps the local board will take to establish this sub-committee and include its formation in the local board's bylaws [CUIC Section 14200(c)(9)(C)];**

In February 2011, the WIBSCC developed and adopted the 2011-2014 Strategic Workforce Plan to guide how the Board conducts its business and oversees the WIA funded services and programs. The Strategic Plan created a work group in June 2011 the WIBSCC Strategic Plan Oversight Workgroup. The work group reviews progress in meeting the annual goals, action steps and specific targets. At its December 2012 meeting, the Oversight Workgroup discussed the new state requirement in SB698 to establish a formalized Business Services Committee in the WIBSCC's bylaws (Appendix P). The main purpose of the Business Services Committee is to provide oversight and direction for the WIBSCC's Business Services. This will include how to increase business access to workforce resources as well as have business input into plans for new initiatives and to become stakeholders in implementing new services. The Executive Committee in January 2013 discussed and recommended the revision of the WIBSCC Bylaws and Ordinance for the formation of a Business Services Committee with a business member majority. Both the revision of the WIBSCC bylaws and the formation of the Business Services Committee were presented and approved at the February 20, 2013 full board meeting. WIBSCC staff worked with County Counsel to ensure the Bylaws and Ordinance changes meet county requirements. Final approval of the ordinance is expected from the full WIBSCC Board and County Board of Supervisors in June 2013. The Business Services Committee is slated to hold its first meeting in November of 2013.

With the wealth of knowledge contained on the Committee, there will be high level discussions and planning around the business needs of the community and how the WIBSCC can best leverage resources with our partners to meet business and sector needs. Presentations, discussions, and strategic planning at the Committee level include focus areas such as:

- Employer surveys on training and employment gaps and associated data, trends and recommendations;
- Barriers for business growth and recommended solutions;
- Business partner resources and collaborative efforts to integrate them into a holistic system;
- Business services product offering;
- Branding and public education;
- Employer satisfaction on the WIBSCC's services taken from quarterly surveys;
- Quality improvements to the system that Staff undertakes to continually raise the bar in our service delivery;
- Innovative targeted training and associated results.

**B. Description of the types of services the local board offers to businesses, including a description of how the CLEO and local board intend to:**

**1. Determine the employer needs in the local or regional area;**

WIBSCC uses multiple strategies to understand the needs of our local employers. These strategies include:

- **WFSCC Business Service Representatives (BSR):** BSRs survey local employers about their current needs when they meet with employers. This information is gathered to modify existing services and to create new services.
- **Comprehensive Economic Development Strategy (CEDS):** CEDS is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. In Santa Cruz County, the WIB oversees the development of the County's CEDS 5 Year Plan and subsequent updates. The CEDS analyzes the regional economy and serves as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources. A CEDS integrates a region's human and physical capital planning in the service of economic development. Integrated economic development planning provides the flexibility to adapt to global economic conditions and fully utilize the region's unique advantages to maximize economic opportunity for its residents by attracting the private investment that creates jobs for the region's residents. A CEDS must be the result of a continuing economic development planning process developed with broad-based

and diverse public and private sector participation, and must set forth the goals and objectives necessary to solve the economic development problems of the region and clearly define the metrics of success. Finally, a CEDS provides a useful benchmark by which a regional economy can evaluate opportunities with other regions in the national economy. Throughout the process of developing the CEDS, the WIBSCC receives insight from each of the County's four City Managers and the County's Planning Department. The jurisdictions promote the services of the WIBSCC and the WIBSCC's BSRs make referrals for local employers to the appropriate jurisdictional departments such as the Planning Department.

- **Business surveys:** In June 2012, the Santa Cruz Chamber of Commerce conducted a survey of over 1,000 Santa Cruz County businesses under a contract with the WIBSCC. The survey was a business needs assessment and a means to increase business awareness of public workforce services the WIBSCC and its partners provide. With the WIBSCC as the lead, the Business Services Committee will provide the perspective on local business needs and oversight of WFSCC business services; and will report back to the board with recommended actions. The WIBSCC will continue to survey the County businesses on an annual basis and will begin to survey businesses which receive services quarterly.
- 2. Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop delivery system; and**

In the fall of 2012, the WIBSCC implemented a new Workforce Services for Business delivery model in order to be able to provide more information to businesses, to plan and deliver Rapid Response services with Career Center partners, and upon any requests for assistance coordinate efforts of workforce partners to assist the business. Offering services under the Workforce Santa Cruz County (WFSCC) banner, WIBSCC staff and contractors of the WIBSCC and the County's Welfare to Work (WTW) Program target local businesses offering the services of each contractor and EDD. By leveraging the WTW contractors, the WIBSCC is able to expand its network of job developers from one to six. In PY2013/14, the WIBSCC Director will recruit additional local non-profits and educational institutions to join the WFSCC Workforce Services for Business unit.

The Local Board with its various partners, offer the following business services:

- Rapid Response services including informational presentations on Career Center partner resources for the affected employees on site at the business location.
- Early Alert network to find out about possible or actual businesses closing or reducing employees; and using partners and resources to contact the

employer to offer assistance or to provide Rapid Response to laid-off employees. The Early Alert network is comprised of business leaders in the community, members of the local press, EDD staff, Cabrillo College staff, WIBSCC staff, HSD staff, and other educational institutions.

- Proactive Rapid Response Layoff Aversion Retain Your Employees services through a contract with Central Coast Small Business Development Center to counsel business owners to prevent closure and promote retention of employees or transition support for affected employees.
- On-the-Job Training services.
- Specialized recruitments for conducting open hiring events for one employer at a time.
- Job Fairs coordinated with multiple employers and partners.
- Job postings on the internet through CalJOBS, the WFSCC Virtual Career Center program, and job boards in the Career Center resource rooms.
- Labor Market information and Industry Sector Information
- WorkKeys, a job skills assessment tool for employers to use for hiring selections.
- Typing certifications for potential hires to provide a screening for their qualifications.
- Incumbent workers training via Employment Training Panel grants.
- Employer Advisory Council, business seminars coordinated by EDD staff.
- Profile an Experience Unlimited job search and support network overseen by EDD in the Capitola Center.
- Fidelity Bonding Program through EDD.
- Work Opportunity Tax Credit (WOTC), through EDD as a federal tax credit incentive to employers for hiring targeted individuals.
- Call businesses that utilize services for direct placement and/or recruitments monthly to survey their level of satisfaction with the job seeker hired, as well as the customer service they received.

The WIBSCC coordinates Warn Notice/Rapid Response activities through strong partnerships EDD Wagner-Peyser program and other agencies. Based on the employees impacted, the WIBSCC coordinates all Rapid Response activities with organized labor and Trade Adjustment Act, as appropriate. The WIBSCC's WFSCC system is a strong collaborative with all other employment and training agencies.

The WIBSCC's BSRs, who market the services under the WFSCC brand, are responsible for identifying employment opportunities for WFSCC job seekers and linking businesses to the resources to assist them in business start-up, growth, and retention. As the first point of contact for our primary customer, business, the BSR advises businesses on business consulting services delivered by our community partners and solicits feedback to enhance quality services for the benefit of the business community. The BSRs also market the pool of pre-screened and qualified



workers that are available in Santa Cruz County and provide employers our business portfolio that explains the services available to business.

**3. Leverage and braid other resources through education, economic development and industry associations to support on-the-job training (OJT) and other customized training ventures.**

Through WFSCC, employers have access to four unique OJT programs. WFSCC BSRs offer all four of these OJT and Work Experience programs to employers. These OJT programs include:

1. The WIA On-the-Job Training Program is currently offered by WIBSCC to local businesses. Businesses match 50% of trainee's wages and offers customized training for the participant. This program will continue to be funded in future program years. In PY12/13, WIBSCC provides 50% of the employee's wages, up to \$4,500 in wage reimbursement, and requires a 50/50 match from the participating business.
2. The County's Welfare to Work program launched the SmartHIRE program in 2012/13 to provide subsidized employment for WTW participants funded via TANF funding. Similar to the WIA OJT program, participants are hired by the local employer and can receive five months of wage reimbursement for up to \$5,000. This program is slated to provide 100 opportunities for participants in PY13/14.
3. The WIA Sueños Youth program offers up to 200 hours of paid work experience (WEX) for its participants. The Sueños program is operated by the Santa Cruz County Office of Education who provides substantial in-kind resources to operate the WEX program.
4. A volunteer led program designed in the WIA Youth Council, the Work4Youth program receives donations to create summer employment opportunities for local youth. This unique program is funded strictly through donations from individuals, businesses, and grants from local community foundations and non-profits.

**C. Describe how the CLEO/local board intend to accomplish the following:**

**1. Identify training and educational barriers that hinder job creation in the regional economy;**

The WIBSCC will also continue its usage of Economic Modeling Specialists International's Analyst research tool to identify training and educational barriers that could potentially hinder the rate of job creation in Santa Cruz County. Analyst analyzes over 90 datasets to provide in depth short and long term labor market projections and information on the available training programs in the County and surrounding regions. Using the information gathered via Analyst, the WIBSCC staff will inform the Business Services Committee members of sectors that are projected to grow and evaluate the training offerings in the community that will support these sectors. The WIBSCC will also share its findings with the local training providers on the local ETPL, the County Office of Education,

Watsonville/Aptos Adult School, and Cabrillo College to assist in the modification of existing programs and the development of future training programs to ensure that industry skill requirements are met.

**2. Identify skill gaps in the available labor force that contribute to the lack of local business competitiveness; and**

In Program Year 2013-14 and then annually, the WIBSCC's Business Services Committee will convene a forum of business representatives from a selected priority sector that will provide direct feedback on business labor needs and workforce service delivery recommended changes. This round-table discussion will provide the opportunity for local employers:

- To give their observations and experiences with the skills gaps of the available workforce.
- To identify the training and educational barriers they and their workforce is experiencing.
- To identify emerging growth sectors within the local and regional economy.

WFSCC BSRs will seek feedback in regard to observed skill gaps in the current workforce as they develop relationships with local businesses. This information will be shared via a weekly report to WIB staff by the BSR team with major trends being reported directly to the Business Services Committee.

**3. Identify priority sectors that would likely contribute to job growth in the local area or regional economy if investments were made for training and educational programs.**

The WIBSCC will continue to commission labor market studies and use labor market tools such as Analyst and EconoVue throughout the next five years. The WIBSCC staff will use this information, combined with direct feedback from local educational institutions and business, to continuously analyze the training offerings related to the projected growth sectors in the County.

**4. Partner with priority-sector employers to develop potential OJT and other customized training strategies;**

By offering both the WIA OJT program and the Welfare-to-Work SmartHIRE program, local businesses have access to over 150 OJTs. In PY2013/14, the WIBSCC, through the Business Services Committee, will reevaluate the OJT program to ensure that the program:

- Meets the current needs of the local business throughout the County;
- Targets high growth sectors;
- Targets businesses that can benefit most from the program;

- Includes program processes that are expedient and easy for the business to understand;
- Works in concert with other business services offered by the WIBSCC.

The WIBSCC will continue to use EMSI Analyst and EconoVue (LMI tool) to identify businesses within growth sectors for BSRs to target. BSRs will directly outreach to the identified businesses in the growth sectors to develop OJTs funded solely or braided by both WIA program and the Welfare-to-Work programs.

**5. Encourage business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training;**

The WIBSCC will engage the local businesses that have used our business services and/or hired our job seekers and invite them to participate in sector based roundtables. These sector based roundtables will begin near the end of the 2013/14 Program Year. Businesses, labor representatives, and educational leaders will be invited to attend these sessions in order to inform the curricula development in the region.

The WIBSCC will continue to collaborate with Cabrillo College on the WIBSCC sector initiatives on training focusing on the Health Careers Partnership and the construction courses in the 2012 Solari Green Technology Center at the Watsonville campus of Cabrillo College. The WIBSCC will invite more local businesses to join this effort.

**6. Work collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations in high-growth, high-demand industries and to ensure they are being identified as a critical pipeline of workers;**

The WIBSCC will continue to work with the Career Technical Education (CTE) collaborative that focuses on preparing youth for jobs. The collaborative includes major employers including Seaside Company the largest employer of youth in the county. The WIBSCC will provide employment and training gap analysis information as well as facilitate discussions on training requirements to our education partners. The WIBSCC will explore other sectors and use the above mentioned roundtable sessions to develop strategies to overcome barriers to skills attainment.

The WIB will also further explore cohort based training opportunities with the Cabrillo College Contract Education department. Through the WIBSCC's sector based business roundtables, opportunities for partnering with business to create customized training programs will be explored.

- 7. Foster collaboration between community colleges and the California Department of Industrial Relations Division of Apprenticeship Standards (DIR-DAS) approved/registered apprenticeship programs, through memorandums of understanding or other formal mechanisms. Explain how services are funded by WIA and directed to apprenticeable occupations, including pre-apprenticeship training, are conducted in coordination with one or more apprenticeship programs approved by the DIR-DAS for the occupation and geographic area (CUIC Section 14230(3));**

The WIBSCC will examine with labor reps, Cabrillo College, ROP staff, and the CTE collaborative opportunities for more coordination with apprenticeship programs focusing on carpenters, electricians, and plumbers to meet demand and addresses the issue of retiring workers.

When identified, the WIBSCC will partner with Cabrillo College to provide for credit training programs that will meet the needs of the trades. The WIBSCC will also work with Cabrillo and trades partners to ensure all future training programs meet DIR-DAS approved/registered apprenticeships programs and will establish them via formal Memorandums of Understanding (MOUs).

In April of 2013, the Youth Council voted to add the Trades as a priority sector for the Council and has directed the WIBSCC staff to recruit a labor representative to the Youth Council. The WIBSCC is exploring the development of a Trades Pre-Apprenticeship Program in Santa Cruz County as currently residents have to travel to Monterey or Santa Clara Counties to join a pre-apprenticeship program. Presently, there are no apprenticeship programs offered in Santa Cruz County and the WIBSCC plans on being a key partner in the development of programs in the future.

- 8. Use innovative training strategies to fill skills gaps [include the local board's efforts to leverage additional resources to maximize the use of Individual Training Accounts through partnerships with business, education (in particular, community and technical colleges), economic development agencies, and industry associations, and how business and industry involvement is used to drive this strategy];**

Through the sector based roundtable discussions, existing training strategies will be addressed to determine if they are still relevant or if they require modifications to meet the rapidly changing skill requirements in the sector. Examples of our current training strategies are as follows:

- **Collaborative Training Development:** Partnerships with Cabrillo, San Jose City, Hartnell and DeAnza Colleges, WFSCC partners, and regional partners to leverage training funds from sources other than WIA. The present areas of focus are Healthcare, green construction, and agriculture. The long history of joint efforts include Limited Permit X-ray Technician, registered nurses, solar installers, healthcare, and green energy for veterans, adults and youth.

- **Online Training:** The WIBSCC has recently added Metrix Learning and Ed2Go to its service menu in order to provide online short term vocational certificates for skill upgrades. With Metrix Learning's large catalog of training courses and its learning management system (LMS), WIBSCC staff can create customized training curricula that address the specific skills required per occupation within our growth sectors.
- **Employment Training Panel:** In March of 2013, the WIBSCC Director and Vice-Chair met with staff from the Employment Training Panel (ETP) to discuss ways that ETP funds can be used to provide incumbent worker training to local business. ETP is presented as a service that the WIBSCC can help facilitate when the BSR staff meet with local business.
- **On-the-Job Training:** The WIBSCC continues to provide funding for OJTs up to \$4,500 in PY2013/14 and requires that the business match the wages at a 50% level.

As previously stated, the WIBSCC will explore cohort based training opportunities with the Cabrillo College Contract Education department. Through the WIBSCC's sector based business roundtables, opportunities for partnering with business to create customized training programs will be explored.

**9. Promote Rapid Response as a proactive intermediary for priority industry sectors (rather than as a reactive service only for layoff response); and**

Rapid Response services are marketed through via a network of Business Services Representatives (BSR) including staff from the WIBSCC and EDD. New marketing products are being tested in 2012-13 and will be evaluated for outreach to business for the 2013-15 years. The BSRs conduct needs assessments of the business and proactively promotes rapid response components of layoff aversion services provided by the Central Coast Small Business Development Center (SBDC) for assistance with a full range of resources including counseling and technical assistance to local business to sustain and retain jobs to businesses at risk of closure and layoffs. Using the web-based labor market information tool, EconoVue, the BSR can use real time labor market and job opening information to target employers in the priority industry sectors. The WIBSCC members, CEDS members, local business members and chamber of commerce executives, community college staff, economic development managers, labor union organization members, County Board of Supervisors, and media staff participate in the Early Alert system, are updated on the Business Services, and refer business for assistance, for job fairs, or for specialized recruitment events.

In order to ensure that Rapid Response services are up to date, the WIBSCC participates in the Regional Rapid Response Coordinators Roundtable meetings. In these meetings, best practices are shared in regards to strategies to better serve business and affected employees. These services are presented at the meetings and

the coordinators are educated on how to educate the business community of these potential layoff aversion services and strategies.

**10. Identify how Rapid Response will develop effective early layoff warning systems and layoff aversion strategies;**

The WIBSCC established an Early Alert network in PY2010-11 in response to the many business closures caused by the recession about which workforce system did not know. The Early Alert network consists of stake holders in the local economy, such as:

- WIBSCC members;
- CEDS members;
- Local business members;
- Chamber of commerce executives;
- Cabrillo College staff;
- Economic development managers;
- Labor union organization members;
- Santa Cruz County Board of Supervisors;
- Media staff.

The Early Alert system is a communication and information network that informs the WIBSCC's Rapid Response Team of potential and actual job layoffs that may be happening or may occur due to business closure or scaled back operations. With this information, the WIB and its partners can plan for, offer, and provide confidential layoff aversion services to employers. The goal is to be extremely proactive and responsive:

- To obtain workforce intelligence to know where job losses are or may be going to occur;
- To attempt to mitigate a business closure or layoff, if at all possible, by connecting the "at-risk" business with the Central Coast Small Business Development Center (SBDC) "Retain Your Employee" program and/or other workforce resources so that the business owner can decide to get the technical assistance needed to avoid a closure and avoid a layoff altogether; and
- In the event of a closure or layoff, to work with the employer and the employees to get them information on workforce resources and unemployment insurance benefits so they can get back to work quickly.

Starting in PY2013/14, the WIBSCC will begin an outreach campaign via a e-newsletter and a direct mailer campaign to inform the local business community of the services available to help avoid potential layoffs. Articles will also be submitted to our local Chambers of Commerce to help promote the business services to their respective membership.

**11. Identify how Rapid Response assistance and appropriate core and intensive services are made available to those covered by the Transitional Adjustment Assistance program.**

When calling on a business, the Rapid Response Team lead meets with the business to plan and coordinate a Rapid Response event designed to provide transition information to employees experiencing the job loss to secure new jobs quickly. During the planning, the lead BSR obtains detailed information about the number of affected employees, job classifications, date of layoff and the reason for the layoff. Information about a possible Transitional Adjustment Assistance (TAA) petition is provided to the business and subsequently to those affected by the layoff should the layoff fall under the TAA guidelines. An effective partnership with the EDD helps to smooth the transition for the dislocated worker to receive core and intensive services through the WFSCC network. Rapid Response staff are coordinating with EDD and communicating with the employer about the potential TAA petition and subsequent follow-up. The communication continues until the final disposition on the TAA petition, with the business, the group of employees or a State decision. Once the TAA petition is approved by the Department of Labor, EDD works with the job seeker and coordinates with the WIA program services on the skill assessment to provide training provider information for choice of a training vendor. Management of the TAA benefits is continued by EDD until the job seeker exits the system.

## SECTION 4 ADULT STRATEGIES

*Using shared strategies, California's statewide workforce investment system will focus on helping students and workers obtain industry-recognized certificates, credentials and degrees in priority sectors to fill critical labor market skills gaps, strengthen key industry sectors, and achieve economic growth and shared prosperity.*

### **Adults Goal:**

***Increase the number of Californians who 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.***

- A. Describe the CLEO/local board's vision for alignment of the regional education system to develop career pathways and meet the educational needs of workers and priority-sector employers in the local area or regional economy. Include detailed actions to address the following State priorities:**

***VISION:*** *Through the education system partnerships in our region, strategies are addressed to identify the workforce needs of employers and educational needs of the job seekers. The partnerships are committed to understanding the local workforce investment needs and creating a collaborative system designed to meet those needs. The local Workforce Investment Board assures that the allocated training funds for employment and training activities are prioritized for the dislocated worker, veterans and their spouses, recipients of public assistance and other low-income job seekers in priority- sectors/demand industries.*

### **1. Increase the number of career pathway programs in demand industries;**

Over the next 5 years, the WIBSCC will continue to partner in the Career Technical Education (CTE) collaborative, a joint effort led by the County Office of Education and Cabrillo College, as well as continue as a stakeholder in the Workforce Development 2.0 (WD2.0) collaborative. The WIBSCC chair and vice-chair along with other business members participate on the CTE Advisory Committee for planning community business, student, and education events. The WIA Youth Program and Youth Council members directly participate in events and plans for developing new career pathways. Career pathway program information is available online and is presented to middle school and high school youth to educate residents about jobs and careers that pay family-supporting wages. Currently, the career pathway programs that meet the local demand occupations are as follows: hospitality, tourism and recreation; manufacturing and product development; information technology; finance and business; health science and medical technology; building trades and construction; agriculture and natural resources; education, child development and family services.

Your Future Is Our Business (YFIOB) also engages students with business and career presentations and their executive Director is an active member of the Youth Council. YFIOB works to connect business and education by coordinating activities where students and teachers experience the world of work. YFIOB provides every



student in Santa Cruz County with meaningful work-based learning opportunities. These collaborations provide opportunities for better identifying, aligning, coordinating and integrating career pathways with workforce services.

Other actions the WIBSCC will take:

- In 2014 and 2017, organize with the CTE collaborative a review of the most current labor market and business occupation survey results; and determine whether information on career pathways for local students needs to be adjusted. Consider a survey of high school counselors on effectiveness of information with students.
- In 2013, link career pathways information to the WFSCC web information and the Work4Youth website.
- By 2015, develop plans with Your Future Is Our Business to explore links for summer work for youth with business and present recommendations to the Youth Council.
- In 2016, review with the regional partners possible ways to combine efforts and focus on priority sectors such as health.

**2. Increase the number of adult basic education students who successfully transition to postsecondary education, training or employment and reduce the time students spend in remediation;**

Over the next 5 years, the WIBSCC will continue to partner with local area Adult Schools to seek opportunities for combining efforts. Currently, the principal of the Watsonville/Aptos Adult School is a WIBSCC Board member and partner in WD 2.0. The Adult Schools are engaged with the Watsonville Career Center and the WIA program provides training scholarships for General Education Department (GED) classes to support students in completing their secondary education as part of some job seekers' Individual Employment Plan. The Adult School offers the WorkKeys assessments that measure real world fundamental job skills that are critical to job success. In addition, they also provide WIN Solutions, a Career Readiness Courseware program designed to help job seekers build the skills necessary to get their desired job. The courses are used in conjunction with the WorkKeys assessment to help job seekers improve their skills, and if passing, earn a Central Coast Proficiency Certificate. This service is a collaboration of the WIBSCC and Adult School with the Monterey County Business Council and the Monterey WIB and designed as a regional effort to document the highly skilled workforce in the Monterey Bay Area.

**3. Increase the number of underprepared job seekers and displaced workers who enter and successfully complete education and training programs in demand industries and occupations;**

The WIB is engaged with the Human Services Department (HSD) in planning an intake process redesign to establish a more customer needs based model. The HSD Employment & Benefits Services Division (EBSD) is the operator of the Watsonville Career Center and coordinates directly with the Shoreline Santa Cruz Career Center.

This streamlined approach was implemented in 2004 to increase efficiency in providing the customer with eligibility determination and expedited enrollment for all human services programs for which they are eligible. By partnering with the CalWORKs public assistance program for outreach and enrollment to the WIA program services, the low-income targeted job seeker will have access to all the benefits and services available to help them successfully complete their training program and education. EBSD can provide a system of support with cash benefits, nutritional food and Healthcare for the eligible low-income WIA eligible individuals. For those interested in the local community college training, Fast Track to Work at Cabrillo College (FTTW) is an innovative program funded in part by the WIBSCC and also through CalWORKs funding that provides a system of support to students in short-term training Career Technical Education (CTE) programs. These CTE programs lead to jobs that pay “living” wages. The intensive services provided by FTTW are designed and have proven to increase WIA student retention, academic success, and employment.

These workforce partners will continue to provide assessments to job seekers to assist them in determining their career interests, their strengths, and evaluating the annual demand occupation list. Staff will be trained to cross reference the assessment and the demand occupations with the jobseeker; and will present the WIBSCC approved providers of short-term training that match the occupation and skills needed. The WIBSCC will continue to have available a range of online short-term training/educational opportunities ready for the job seeker to enroll immediately: Cabrillo College Ed2Go, Metrix Learning, and WorkKeys/WIN Solution Skills upgrades.

Annually in 2013-17, the WIBSCC will review the use of the online training courses. In 2015 and 2017, the WIBSCC will conduct a more extensive evaluation of the assessment process used by staff with participants and the choice of online short-term training, completion rate, and effectiveness in getting a job.

**4. Develop and implement a strategic layoff aversion strategy that helps retain workers in their current jobs and provides rapid transitions to new employment minimizing periods of unemployment; and**

As previously described, the WIBSCC implemented a layoff aversion strategy in PY2010-11 during the recession to help business and laid-off employees. The WIBSCC's Business Services coordinates the Early Alert communication and information network whereby the Rapid Response Team is notified of potential and actual job layoffs that may be happening or may occur due to business closure or scaled back operations. This information can come from city managers, economic development staff, media, chambers of commerce and WIBSCC members. With this information or Worker Adjustment and Retraining Notification (WARN) layoff notices from the state, the WIBSCC and its partners plan for, offer, and provide layoff aversion services or Rapid Response services to the employer. In partnership and a contract with the Central Coast Small Business Development Center at Cabrillo

College, the WIBSCC has an established layoff aversion program Retain Your Employees. A range of business counseling and services is provided to help sustain the business and retain jobs. In PY 2011/12, the SBDC provided assistance to 51 at-risk businesses and helped retain or prevent over 40 layoffs. In this current PY 2012/13, SBDC is to provide assistance to 20 at-risk businesses and help to prevent layoffs or retain at least 25 jobs. In the July - December 2012 period, SBDC has already assisted over 81 local businesses helping to retain 48 jobs. The SBDC's mission is to provide quality management and technical assistance for small businesses, resulting in success for the entrepreneur, and economic growth and prosperity.

Employees who will be or are laid-off are informed about resources for retraining and skill development that can be accessed through [www.workforcescc.com](http://www.workforcescc.com) with links to job listings. The WIBSCC has on-line courses that will provide skill improvement assessment, training, and testing.

The Business Services Committee and the Rapid Response Team will develop their plan for 2014 and will consider:

- Reviewing the current service models performance and impact;
- Examining whether there are ways to improve the Early Alert System, the Retain Your Employees layoff aversion services and the Rapid Response services;
- Reviewing methods with the web based networks to inform laid-off workers of job listings that match their skills or sectors.

**5. Expand the availability of and participation in “earn and learn” models such as apprenticeships, OJT and other customized training where workers can build skills while working.**

The WIBSCC's On-the-Job Training (OJT) program has been operational for over 12 years. The board is committed to providing training that benefits both the job seeker and the employer. The number of OJT enrollments has increased from 12 OJT contracts in 2007 to 28 OJT contracts for the current program year (PY2012-13). During the American Recovery and Reinvestment Act (ARRA) time period, the board doubled the number of OJT contracts with a 2-year National Emergency Grant regional OJT grant. For the next 5 years, the WIBSCC expects to continue to continue to reserve training funds for OJTs and to increase the number of employer OJT contracts. The Business Services Committee will review the OJT services to see if there are strategies to increase the number of businesses taking advantage of this service.

The Business Services Program has been tasked with the development of local incumbent worker training modules for local businesses. This is available to local business for training their employees in new skills to avoid layoffs while on the job. WIBSCC staff have recently met with representatives from the Employment Training

Panel (ETP) and have met with one local employer to evaluate the feasibility of obtaining ETP funding for incumbent worker training. Cabrillo College offers Extension training opportunities such as Corporate Training for business as well as Ed2Go online classes for those individuals who need a short-term customized training opportunity. Ed2Go is individualized and can be used while employed or while looking for a job. The Business Services Committee may examine how Cabrillo's Corporate Training can be woven together with the incumbent worker training modules to meet business needs. With these developments to help business retrain employees rather than layoff, the Ed2Go classes will need to be examined as to how they can be braided with the WIA Individual Employment Plan.

As previously described, HSD offers a wide range of programs and safety net services to meet the basic needs of individuals and families. This includes job search assistance and job training opportunities to CalWORKs clients to help them become self-sufficient. HSD contracts with Goodwill Industries of Santa Cruz, Monterey, and San Luis Obispo Counties' Shoreline Workforce Development Services (SWDS) and Community Action Board of Santa Cruz County (CAB) to administer SmartHIRE, a subsidized employment program offering employers up to \$5,000 reimbursement to hire and train clients. SWDS and CAB work with the employers to provide the SmartHIRE employee. When additional training and skill development is warranted, the employee can seamlessly move into a WIA OJT as a co-enrollment to improve employee retention.

The WIBSCC is committed to priority of service to veterans and their spouses and working with HSD to evaluate the current service model with the County Veterans Service Office. The coordination with the Veterans Service Office will be examined annually and adjusted.

## SECTION 5 YOUTH STRATEGIES

*The Governor believes California must have a well-educated and highly-skilled workforce in order to remain prosperous and competitive in the 21st Century global economy.*

### Youth Goal:

***Increase the number of high school students, with emphasis on at-risk youth and those from low-income communities, who graduate prepared for postsecondary vocational training, further education, and/or a career.***

#### **A. Describe the CLEO/local board vision for increasing the educational, training and career attainment of youth, consistent with the following State priorities:**

**VISION:** The Youth Council vision statement is **Building a comprehensive coordinated youth workforce development system that prepares youth for successful futures.** The WIBSCC assures that the funds allocated for educational, employment, attainment of a degree or certificate activities are prioritized for vulnerable, at-risk, and low-income youth with the emphasis on graduating from high school, post-secondary education, vocational or industry certificate training, and/or the development of career goals.

Under the local eligibility criteria, only youth that meet the following criteria are eligible for services through the Sueños WIA Youth Program:

- Low income; and
- Basic skill deficient, or have not obtained a high school diploma or GED (Younger Youth 14-18); and
- Have one (1) or more of the following barrier(s) to employment, as defined by WIA:
  - School Dropout
  - Pregnant/Parenting
  - Homeless/Runaway or Foster Child
  - Offender
  - Disabled
  - Basic Skills Deficient (Older Youth); or
  - One (1) or more serious barriers to employment identified in the locally defined sixth (6th) barrier.

In addition, the WIBSCC has adopted a very comprehensive sixth (6th) barrier definition that has identified the following high risk barriers, each of which meets the criteria as a serious barrier to employment:

- Ethnic Minority;
- Limited English Proficiency;
- Long term CalWORKs recipient;
- Substance Abuse;
- Gang impacted.

Emphasis is placed on high quality and effective year-round youth services that focus on academic excellence and career guidance and are relevant to the demands of the regional labor market. Innovative and creative projects within the Sueños Program are coordinated by lead agencies along with strong collaborations with various community organizations and local business.

The 2011-14 WIBSCC Strategic Plan Goal 3 is: ***Develop strategic relationships with educators, employers and community partners to:***

- ***Increase the skill levels of youth and adult job seekers and***
- ***Create opportunities for employment, career mobility and self-sufficiency.***

The WIBSCC has in place strategies and annual action steps with partners to achieve the goals and vision. These youth actions and strategies will be assessed and determined for the 2015-17 period in the next strategic planning process in October of 2013. The continuing efforts of the Youth Council and the WIBSCC are described in the following sections.

**1. Increase the number of high school students who complete a challenging education, including math gateway coursework and industry-themed pathways that prepare them for college, “earn and learn” training through apprenticeships, OJT, and other postsecondary training; and**

The WIBSCC members and the Youth Council members will continue to support education and community efforts by participating in the Career Technical Education collaborative and WD 2.0 to increase the number of youth informed of pathways that lead to well-paying jobs and careers. In implementing the WIBSCC's 2011-14 Strategic Plan, the Youth Council and WIBSCC have selected priority actions they want to achieve. For 2012-14, the priority is to raise funds for Work4Youth, a grant and donation funded summer youth employment program for at-risk youth. Career Technical Education (CTE) and ROP concentrate on STEM, allied health, construction, green technology and other career pathways. The business and labor members of the Youth Council and WIBSCC participate in the CTE collaborative planning. WD 2.0., led by Cabrillo College, concentrates on education, WFSCC partners, and community partners to orient and prepare students for college or career technical post-secondary education. The WIBSCC and Youth Council will continue to support the ROP's annual employer and student assembly to create more community work internship opportunities for youth and inform them about career pathways through college and apprenticeship programs. The WIBSCC and health providers collaborate through the Health Career Partnership on Allied Health career pathways to meet local health agencies job requirements.

In 2012, the Santa Cruz County College Commitment (S4C) was implemented for informing and encouraging youth about college and career paths. All superintendents of public schools, Cabrillo College, the University of California Santa Cruz, and Cal State University Monterey Bay have the goal to reach all 4<sup>th</sup> grade students with information on careers and a college education. The S4C commitment is to help every 4<sup>th</sup> grade student in Santa Cruz County set and achieve the goal of gaining a college education to help lead to well-paying jobs and successful lives. The Youth Council, the WIBSCC members, and WFSCC partners are supporting this effort to help youth become aware of the careers and jobs that come from post-secondary education college.

In the WIA Sueños program, youth are assessed as to their occupational skills goals and also their academic needs. The Sueños program coordinates with local schools to ensure that students are on track to achieve their appropriate academic goals. For out of school youth, this means making the referral to an alternative or adult education school and providing the support and encouragement needed to reenter school. For in school youth, this means coordinating summer school with WIA-funded services, including work experience (WEX). The WEX (also provided to out-of-school youth) may lead to an OJT opportunity through the contracted services with Shoreline Workforce Development Services. If an OJT is not appropriate, then a WIA youth participant can be referred to other local programs.

**2. Increase opportunities for high school students and disconnected youth to transition into postsecondary education and careers. Include the following:**

The WIBSCC and the Youth Council members are engaged with efforts in the County to develop, to coordinate, and to better deliver services designed to re-engage young people who have already dropped out of school and are at risk in education and employment. Stakeholders in this effort include education (County Superintendent of Education, all unified school districts in the County), juvenile justice (Broad-Based Apprehension, Suppression, Treatment and Alternatives (BASTA), and Criminal Justice Council), human services (Human Services Department including Human Services Commission, CalWORKs, TANF, CalFresh, Foster Care Program), faith-based organizations (Communities Organized for Relational Power in Action), and others (including non-profits such as Community Action Board, Pajaro Prevention and Student Assistance, Santa Cruz Barrios Unidos, and the Santa Cruz Community Counseling Center.)

One successful and innovative model to reengage disconnected youth is provided by County Office of Education WIA subcontractor and service provider, Community Action Board of Santa Cruz County (CAB). WIA Youth services provided are specifically targeted to high-risk, low-income, adjudicated youth. By coordinating these efforts in the community and utilizing other CAB resources in PY 2011/12, 20 of the 39 were credentialed, 14 were employed, and 4 went on to enroll in post-secondary education.

**A. Description of the local area or region’s eligible youth population and any special or specific needs they may face which are unique to the local area or region;**

Santa Cruz County has a population of 262,382 of which 134,594 are 19 years of age or younger.<sup>12</sup> The household family structure for children in Santa Cruz County is comprised of married couples at 45.9%, female-headed households at 10.5%, and male-headed households at 4.8%<sup>13</sup>. 15.5% of County children are living in poverty with the poverty rate at 31.5% for single mothers.<sup>14</sup> In 2011, 273

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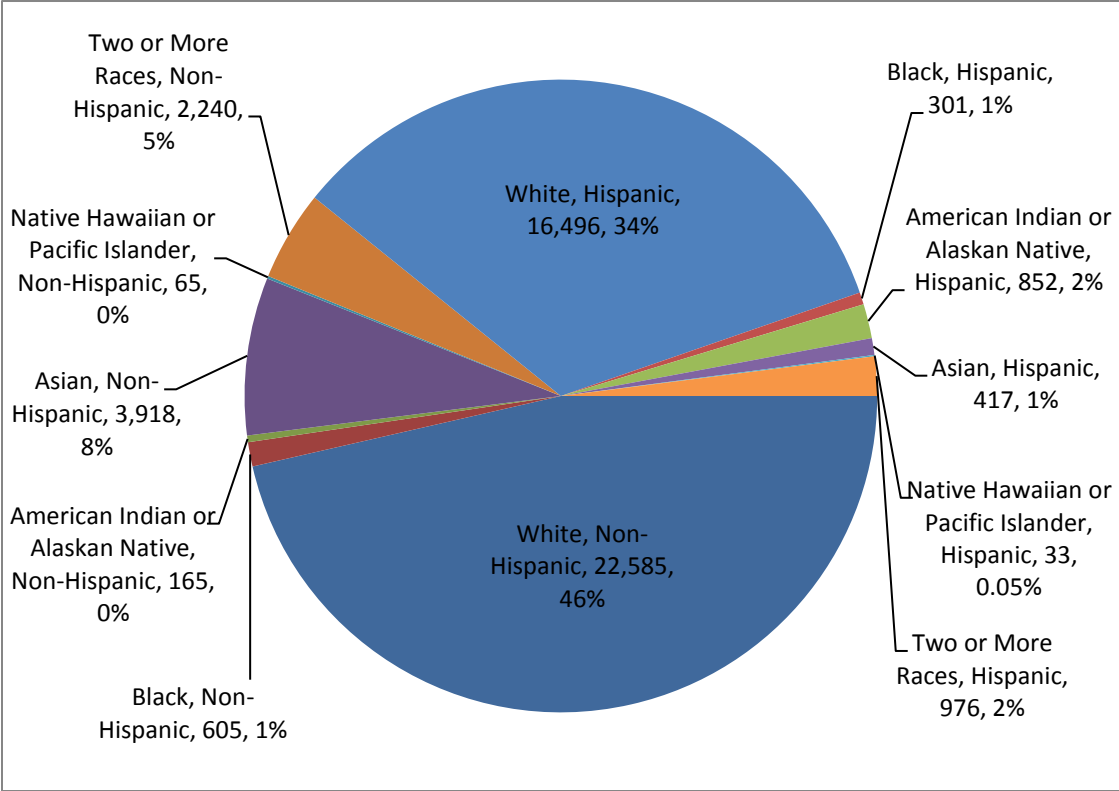
<sup>12</sup> U.S. Census Bureau

<sup>13</sup> U.S. Census Bureau

<sup>14</sup> The Next Generation report “Prosperity Threatened: Perspectives on Childhood Poverty in California”

children were in foster care each month with some receiving services from the Santa Cruz County Human Services Department's Independent Living Program.<sup>15</sup> Assembly Bill 12 has given foster youth an option to receive extended foster care services until the age of 21.

**Figure 13: 2013 Santa Cruz County Demographics - Ages 15 to 24**



Source: Economic Modeling Specialists International

Enrollment in Santa Cruz County public schools has remained constant over the past ten years with a dropout rate of 3.1% in the 2011-12 school year.<sup>16</sup> Figure 14 below illustrates the race/ethnicity breakdown for dropouts in Santa Cruz County for the 2011-12 school year.

<sup>15</sup> Santa Cruz County Community Assessment Project 2012

<sup>16</sup> California Department of Education Data Reporting Office



**Figure 14: Santa Cruz County Cohort Race/Ethnicity Outcome Data Results for 2011-12**

Race/Ethnicity	Cohort Students	Cohort Graduates	Cohort Graduation Rate	Cohort Dropouts	Cohort Dropouts Rate
Hispanic or Latino of Any Race	1,444	1,076	74.5	220	15.2
American Indian or Alaska Native, Not Hispanic	*	*	100.0	*	0.0
Asian, Not Hispanic	56	49	87.5	*	5.4
Pacific Islander, Not Hispanic	*	*	100.0	*	0.0
Filipino, Not Hispanic	17	16	94.1	*	0.0
African American, Not Hispanic	42	30	71.4	*	21.4
White, Not Hispanic	1,329	1,178	88.6	99	7.4
Two or More Races, Not Hispanic	54	49	90.7	*	5.6
Not Reported	12	*	33.3	*	25.0

Source: California Department of Education Data Reporting Office

Enrollment into Special Education has remained constant over the past ten years and follows the same trend for overall public school enrollments in the County. 4,960 students were enrolled into Special Education in 2011-12.<sup>17</sup> The highest occurrences of disabilities in Santa Cruz County are learning disabilities at 43.8% and speech and learning impairments at 28.9%. Figure 15 provides a complete breakdown of the disabilities of students in the Special Education programs in Santa Cruz County.

**Figure 15: Santa Cruz County Special Education Enrollments**

Disability	Percent
Autism	6.3%
Deaf	0.5%
Deaf-Blindness	0.0%
Emotional Disturbance	2.8%
Hard of Hearing	2.9%
Intellectual Disability	4.2%
Learning Disability	43.8%
Multiple Disability	1.1%
Orthopedic Impairment	1.9%
Speech or Language Impairment	28.9%
Traumatic Brain Injury	0.2%
Visual Impairment	0.7%

Source: Lucille Packard Foundation for Children's Health

The WIBSCC prioritizes services for youth in the Watsonville and Freedom zip code geographical area due to the high level of unemployment, high poverty level, high school dropout and teen pregnancy rates and to strategically focus the limited WIA Youth funding on the greatest need. A majority of the youth participants are Latino/Hispanic; many are basic skills deficient, are English-learners and require additional education and mentoring to achieve success. As

<sup>17</sup> Lucille Packard Foundation for Children's Health

of March 31, 2013, 50% of the WIA Sueños participants are receiving CalFresh benefits, 16% are enrolled in CalWORKs, and 96% are Latino. The WIBSCC will continue to focus its limited resources on serving the most in need in our County, specifically, the Watsonville and Freedom areas. Additionally, the WIBSCC will look to strengthen its partnership with the Independent Living Program to better serve the County's Foster Youth population.

**B. Youth activities available in the local area or region (Identify successful providers such as Job Corps);**

There are many high quality youth activities and services in Santa Cruz County. The following is a list of providers that currently offer youth services in the County.

- Regional Occupational Program
  - Vocational classes and projects
- County Office of Education
  - Charter Schools
  - Programs for sports, tutoring, and academic enrichment
  - Teen Youth Court
- YMCA and YWCA
  - After school programs
- Boy's and Girl's Club
  - Homework assistance
- Your Future is Our Business
  - Informational interviews
  - Entrepreneurial development
  - Career exploration
- Broad-Based Apprehension, Suppression, Treatment, and Alternatives (BASTA)
  - Providing gang intervention and other support services
- Work4Youth Summer Employment Program
  - Summer Work Experience services
  - Job Readiness courses
- Santa Cruz Community Counseling Center
  - Educational, preventive and intervention services for youth needing support in making positive life choices. YES School (clean and sober high school with County Office of Education), Tyler House (residential substance abuse treatment), STRANGE (support for queer youth), transition-age foster youth services, and many others.
- Community Action Board of Santa Cruz County
  - Providing job training, job placement, financial literacy, and other support services
- Independent Living Program
  - Providing a wide range of life skills training to Foster Youth ages 15-21
- Cabrillo College
  - Providing education, job placement, job training, and other support programs
- Shoreline Workforce Development Services

- Providing job placement, job training, and other support programs
- California Conservation Corps
  - Providing job placement, job training, and other support programs
- Pajaro Valley Prevention and Student Assistance
  - Providing education, training, counseling and prevention services
- Santa Cruz Barrios Unidos
  - Providing education and job training services
- City of Santa Cruz Teen Center
  - Drop-in recreation program providing a safe space and a wide array of activities for students age 12-18.
- YouthSERVE at the Volunteer Centers of Santa Cruz County
  - Providing volunteering opportunities, community internships, mentoring and Youth Coalition Santa Cruz
- Adult Education
  - Providing education, job placement, job training, and other support programs

The regional Job Corp is located in San Jose, and when appropriate, youth are referred to the program. The CA Conservation Corps has a seat on the Youth Council and has partnered on grant funded regional youth training and employment operations in the past. If Santa Cruz County has a future opportunity for a Job Corps that will be located in the area, WIBSCC will welcome the opportunity to create a policy of integration.

**C. Description of the CLEO/local board strategies to promote collaboration between the workforce investment system, education, human services, juvenile justice, Job Corps, and other systems to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment;**

WIA Youth services are delivered via a partnership with the Santa Cruz County Office of Education (COE) and the Community Action Board of Santa Cruz County (CAB). As the primary contract holder, COE provides the ten WIA Youth elements in the County through its Sueños Youth Program. Sueños provides access to a wide array of additional support services since it is operated by the COE and leveraged through other COE services. Participants in the Sueños Youth Program receive high school credit for participating in their training academies. Additionally, COE is able to connect participants with services that will support the attainment of a high school diploma, enrollment into Cabrillo College, ROP programs, vocational training, and job placement services.

The WIBSCC and Youth Council members actively collaborate with partners in the community to make a difference for youth including the CTE collaborative, ROP programs, BASTA, WD 2.0, and Your Future is Our Business. Annually, the Youth Council and WIBSCC determine where they will focus their efforts for

the program year. For example, with the ending of ARRA (American Recovery and Reinvestment Act) funding for the Summer Youth Employment Program, the Youth Council and WIBSCC collaborated with partners to develop the Work4Youth (W4Y) collaborative. W4Y's purpose is to continue and promote the summer employment for at-risk and disadvantaged youth continuing the program established under ARRA. W4Y is made up of business leaders from the WIBSCC, the Youth Council, WFSCC partners, private industry experts in marketing and theater arts, nonprofits working directly with hard to serve youth, the local community college, the local county office of education, career technical education, a local foundation, youth representatives, and the countywide educational leadership group. W4Y in its 2012 pilot summer hired 75 youth ages 14-24 through various existing local resources and in its second year (summer 2012) hired 49 youth into subsidized jobs. The funds to support the summer 2012 program came from direct donations, worksite solicitations of funds, a local publisher annual fund drive, a local foundation, a United Way grant, and the first annual BRAVO Youth Talent Showcase which included a silent auction. W4Y was able to raise \$53,000 (after expenses) for subsidized summer employment. This program also serves as a referral source for the WIA funded Sueños Youth Program.

The HSD Independent Living Program serves youth aging out of foster care to assist them in transitioning into education and employment and is primarily aimed at increasing the academic success of basic skills deficient youth. The WIBSCC staff will work directly with the Independent Living Program to identify eligible foster youth that will be enrolled into Cabrillo College to upgrade academic levels and bring them into their first semester of postsecondary education, while focusing them on a particular career path.

**D. Organizations or bodies such as the youth council designed to guide and inform an integrated vision for serving youth in the regional economy within the context of workforce investment, social services, juvenile justice, and education (describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth);**

The WIBSCC Youth Council develops goals and evaluates the overall effectiveness of the WIA Youth program. The Youth Council membership is comprised of the following:

<b>Organization</b>	<b>Membership Representative</b>
Goodwill Industries	Business: Retail Sector
Seaside Company	Business: Tourism
Santa Cruz County Office of Education	Education
Your Future is Our Business	Organization w/Youth activities
Community Foundation	Non-Profit
Driscoll's ( <i>Representative is a parent of a former WIA Youth</i> )	Business: Agriculture

California Conservation Corps	Organization w/Youth activities
Santa Cruz County Office of Ed. – ROP	Education
Community Action Board of S.C. County	Organization w/Youth activities
County of Santa Cruz Probation Dept.	Law Enforcement
Santa Cruz Community Counseling Center	Organization w/Youth activities
Chaminade Resort and Spa	Business: Hospitality
Housing Authority of Santa Cruz County	Mandated Partner
Cabrillo College	Education
Santa Cruz County Office of Education	Former Youth participant
Vacant*	Labor

\* Added on 4/26/13

Additionally, the WIBSCC participates in the Career Technical Education (CTE) collaborative, a joint project of the County Office of Education ROP and Cabrillo College. CTE provides technical training options for high school youth through a network of teachers, employers and industry-trained instructors. The CTE Advisory Council includes business, labor, construction/green energy, health, retail and culinary fields. The advisory committee meets regularly to discuss career pathways, and meets annually with sector employers to keep informed of industry needs.

As described previously, the WIBSCC is a regional partner of the Workforce Collaborative of California's Central Coast (W4C) six WIB's including Monterey, San Benito, Santa Barbara, San Luis Obispo, and Ventura counties. The purpose of the collaborative is to establish cooperative and mutually beneficial relationships to strengthen workforce development and economic prosperity on the Central Coast. The focus is on shared priorities: allied health, green-related jobs, hospitality, advanced manufacturing and agriculture. The work of W4C prioritizes on youth workforce services and has become a learning community that shares information and insights to address regional and local workforce challenges.

The WD 2.0 collaborative and BASTA group determine opportunities to make a difference; and the WIBSCC determines how to align their members and resources with specific actions to support community efforts. BASTA (Broad-Based Apprehension, Suppression, Treatment, and Alternatives) includes the County Office of Education, school district superintendents, courts (judge), local law enforcement agencies including the District Attorney's office, Probation (Probation Chief and probation officers) and all jurisdictional police departments (chief's and officers) countywide, city, county and state elected officials, the WIBSCC director, and nonprofits providing services to at risk and low income youth. The collaborative purpose is to develop well-coordinated and efficient strategies and to problem solve to keep at risk youth in schools, and increase positive youth development activities, keep communities safe for youth, sharing of resources and information to support at risk youth, and efforts to provide and coordinate direct services and interventions countywide. Examples of BASTA's

work includes coordinating efforts to deal with gang violence, student drop-out rates, truancy abatement, regional operations (police and education) team coordination, advocacy for legislation (AB109), and establish a countywide Attendance Review Committee to integrate into every school district.

**E. Description of the use and development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline with the right skills;**

The WIBSCC works closely with local businesses to ensure the needs of both business and youth are met. The WIBSCC sees it as a high priority to collaborate with the local business industry in meeting the needs of youth in Santa Cruz County. To further this collaboration, the WIBSCC has a website portal at [www.work4youth.org](http://www.work4youth.org) where local businesses can submit worksite requests to mentor and train youth on their jobsites, thereby further strengthening the pipeline of youth to the workforce.

The WIBSCC will utilize data from the annual employment study to identify demand occupations to assist youth in making good career decisions that lead to training and employment in demand industries.

As described previously, the WIBSCC and the Youth Council are partners in the Career Technical Education (CTE) collaborative with the Santa Cruz County Office of Education, the Regional Occupational Program, and Cabrillo College and business partners including WIBSCC members. The Santa Cruz Seaside Company and Boardwalk, the largest employer of youth in the county, directly participate in the collaborative and are leaders on the Youth Council and the WIBSCC.

CTE's vision is that all students experience an effective, efficient, integrated cradle-to-career education that leads to meaningful employment. Its purpose is to:

1. Develop strategies that lead to career pathways, articulated through programs of study K14 and beyond,
2. Incorporate work-based learning across K-14,
3. Integrate elements of workforce development system
4. Communicate the CTE value proposition to students, educators, and community.

Metrics include:

1. Number of pathways defined with model curriculum (health and medical, industrial technology, and agricultural careers in PY 11-12),
2. Evaluate enrollments, internships, SYEP, and number of programs in ROP,

3. Completion of Capabilities Guide, number of front line workers trained, labor market reach and usage,
4. Website analytics, evaluate reach of videos, presentation downloads and usage.

The implementation includes connecting with local employers to determine what the skills are that they need of the current workforce and of the future workforce, and to strategize on what will work effectively with youth. The CTE coordinates meetings/events to carry out its goals with employers, educators, industry experts, workforce partners, youth and community leaders to engage in the educational and vocational expectations for high school and post-secondary or vocational graduates who will enter the labor market.

**F. Practices used to ensure continuous quality improvement in the youth program; and**

The WIBSCC Youth Council develops goals and monitors the progress of the WIA Youth system. The WIBSCC and the Youth Council receives a Report Card quarterly that measures progress on the WIBSCC's 2011-2014 Strategic Plan outcomes. The Youth Council members review the performance of the WIA Youth program and make recommendations for the next program year. All WIA funded programs have the annual monitoring by WIBSCC staff which includes an administrative and financial review, programmatic review, and interviews with staff. In the monitoring process, both a review of customer satisfaction surveys of Work Experience (WEX) WIA youth is conducted. The results of this review are shared with the Youth Council annually. Additionally, the youth program is subject to the County's Single Audit annually.

WIBSCC staff utilizes standard agendas for all Council/Committee meetings to ensure that the WIBSCC is addressing performance and continuous improvement needs. The WIBSCC just released its Economic Modeling Systems International Analysis of the Workforce Investment Board for Program Year 2011/12 to receive an unbiased cost-benefit analysis of the WIBSCC.

**G. The CLEO/local board's strategy, goals and objectives for ensuring that every youth has the opportunity for developing and achieving career goals through education and/or workforce training (including but not limited to: the youth most in need of assistance, such as out-of-school youth; homeless youth; youth in foster care; youth aging out of foster care; youth offenders; children of incarcerated parents; migrant and seasonal farmworker youth; youth with disabilities, and other at-risk youth).**

As previously described, the WIBSCC and the WIA Youth Council contracts with the Santa Cruz County Office of Education Sueños Program (Sueños) and the Community Action Board of Santa Cruz County (CAB) to provide WIA Youth Services in Santa Cruz County. The Sueños Program is committed to delivering services to eligible youth and foster youth in the service area. The services

include all of the ten WIA Youth elements and are scaled in accordance with the WIA allocations.

The Sueños Program provides services to youth most in need of assistance (low income and at-risk), such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farmworker youth, youth with disabilities and other at-risk youth. The Sueños Program has direct links to the Human Services Department and offer referrals and assistance with all the services including TANF, CalFresh, foster youth, Medi-Cal, homeless assistance, General Assistance, as well as referrals to other agencies and nonprofits providing human services and economic assistance. CAB, a local nonprofit, provides direct service to adjudicated, gang impacted, and the hardest to serve at-risk youth.

The Sueños Program also collaborates directly with the Santa Cruz Community Counseling Center's, a local non-profit, Independent Living Program, working with foster youth and those aging out of foster care. Services are coordinated to leverage funds, academic and career development support, as well assistance with housing for those aging out of Foster Care.

Youth participating in the program attend Sueños Academy where they develop their workforce development skills, basic workplace math and reading skills, interviewing skills, career exploration, goal setting, resume writing, job searching, local employment rates and wages, and financial planning. The Academy is a powerful tool for developing "expanded student learning opportunities that lead to successful preparation for the world of work and vocational and higher education opportunities". The Academy provides youth with specific opportunities and tools to learn about career pathway information, how to research about Career Technical Education and the potentials industry certificates available within the local career pathways, credentials, and degree programs, and how to blend occupational skills training with academic learning. Locally, there are no designated pre-apprenticeship or apprenticeship programs within the County, however Monterey County and the City of San Jose WIBs offer apprenticeship opportunities, and Sueños staff work with youth who have interests in these areas by helping to coordinate, advocate, or assist in enrolling in any Earn and Learn training options. The Sueños Academy has been serving youth in Santa Cruz County since 2000. The academy has collaborated on many projects to enrich career and academic development for youth, providing support to students who are unsuccessful in comprehensive programs by developing partnerships and creating programs that address service gaps. The success of these collaborations has resulted in career mentoring, internships, job shadowing, and work experience, all of which have contributed to the achievement of individual goals set by the youth participants. The bilingual staff of the academy includes a certified teacher, certified guidance counselor, work placement coordinator, and career mentor.



To help mitigate the effects of barriers to employment and to motivate youth to succeed, the WIBSCC Youth Council drafted and approved a Youth Supportive Service and Incentive Policy. All support services must be reasonable and necessary to remove a barrier to completing an educational training program, work experience, leadership development and/or retaining/accepting employment. Participants must first demonstrate that they have exhausted all other resources prior to accessing WIA funded supportive services. Figure 16 depicts the PY12/13 supportive service activities and amounts:

**Figure 16: WIA Youth 2012/13 Allowable Supportive Services**

<b>Support Services</b>	<b>Amount – \$500 Total Cap</b>
Uniform/Tools	Based upon need – Not to Exceed \$100
School Clothing	Based upon need – Not to Exceed \$100
Clothing for Interview	Based upon need – Not to Exceed \$100
Occupations Needs	Based upon need – Not to Exceed \$100
Health Related Services	Based upon need – Not to Exceed \$300
Child Care Related Services	Based upon need – Not to Exceed \$300
Education Material (Text Books)	Based upon need – Not to Exceed \$300
Bus Passes	Based upon need – Not to Exceed \$150
Miscellaneous	Based upon need - Prior Approval \$150

Incentives are available to allow for the payment of cash incentives to youth who achieve established goals as a result of program participation. Incentives have been proven over a wide range of support programs to assist youth in reaching their goals. Figure 17 depicts the allowable activities and incentive payouts for each activity:

**Figure 17: WIA Youth 2012/13 Allowable Incentives**

<b>JOB TRAINING/SKILLS DEVELOPMENT</b>	<b>AMOUNT</b>
Occupation Skills/Job Training Programs: ROP, Hospitality and Tourism Certification, Adult Education, or other technical skills program.	\$150 or two benchmark payments of \$75 each.
<b>CAREER DEVELOPMENT ACTIVITIES</b>	<b>AMOUNT</b>
Job Shadow	\$25 per three hour activity
Job Preparation Workshop	\$50 for series of three
Career Exploration/Mentoring Activities	\$50 for set of three
Youth Council	\$25 per meeting
Community Project	\$25 per project
Follow- up participation	\$100
ServSafe Certification	\$40/\$205
Special Projects or activity	Amount based on hours

In order to provide more intensive and safe Youth services, the Sueños Program recently moved from the Watsonville Career Center and has created a “youth”

career center located in the City of Watsonville. The facility has a complete computer lab, a classroom, meeting rooms, and provides a complete case management service to all WIA youth participants. This new location is in an environment that is relatively safe and considered close to a neutral zone (non-gang area), is accessible by public transportation, is Americans with Disabilities Act (ADA) accessible, and provides a safe place for youth. Youth not only come to the center to improve academic achievement and prepare for future successful employment but also to learn to be team players, to collaborate, to work with other youth on special projects, to volunteer, to mentor each other, to feel safe in this new location, and to develop their future skills to be citizens and leaders.

## SECTION 6 ADMINISTRATION

### **System Alignment and Accountability Goal:**

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

#### **A. Describe how the local board is a community leader on workforce issues;**

The WIBSCC is a leader, catalyst, and facilitator among the broad range of workforce development partners and organizations within the County. The goal is to ensure that the resources available for workforce development are leveraged to the greatest extent possible and are coordinated with other agencies' efforts to train a workforce that builds a healthier local and regional economy. The WIBSCC reviews and approves plans and budgets that can best meet the priority needs of the unemployed, youth, and job seekers and meet federal and state requirements. The WIBSCC Board has strong and engaged membership that represents business, labor, and the community as reflected in the composition. The WIBSCC annually monitors its effectiveness in meeting both federal and state requirements of all WIA programs, annually reviews and scores its performance in meeting the goals of the WIBSCC's 2011-2014 Strategic Plan. With the representation from WFSCC partners, members of the CEDS city jurisdictions, business members, and partners, the WIBSCC conducts and participates in forums to review economic and employment reports and how to best use the data and recommendations to improve outcomes in the County. Reports and reviews of progress on the WIBSCC's Strategic Plan are presented at the public meetings. Information is also presented on the [www.santacruzwib.com](http://www.santacruzwib.com) website for broader access to the public and partners. The WIBSCC has an established thirteen year history of being able to bring WFSCC partners together with business, city representatives, education, and government.

As previously described, the WIBSCC:

- Coordinates the CEDS Committee (Comprehensive Economic Development Strategy) that prepares economic reports and plans for the Economic Development Administration;
- Collaborates with the Career Technical Education (CTE) collaborative for career pathways;
- Is an advisory member of the Community Corrections and Reentry Partnership;
- Is a member of 5 Chambers of Commerce to provide information and support;
- Collaborates with Regional Occupational Program (ROP);
- Is a member of Workforce Development 2.0 (WD 2.0);
- Is a member of Work4Youth, summer youth employment collaborative;
- Is a partner in Workforce Collaborative of California's Central Coast (W4C);
- Is a member of California Workforce Association for regional and state planning and action;
- Collaborates with Bay Area Community College Consortium (BACCC) together with other Bay Area WIBs.

Working in partnership with other regional leaders, WIBSCC is committed to serving as a convener, workforce analyst, broker, capacity builder, and community voice in driving the achievement of the vision, goals, strategies, and action plans for the benefit of the Santa Cruz County region.

**B. Describe how the local planning process considered the regional training and education pipeline, including but not limited to K-12 education, Career Technical Education (CTE) and vocational education, the community college system, other postsecondary institutions, and other Local Workforce Investment Areas (LWIA);**

The WIBSCC is actively engaged each year in conducting and participating in studies in the County and the region to determine how best to use WIA resources to train the youth for the workforce. There is a long history of partnership with Cabrillo College on health, construction, green technology, high tech, and on line courses Ed2Go. Educators are active participants as WIBSCC members and WIBSCC committee members. The WIBSCC has partnered with NOVA (Sunnyvale), San Jose, San Benito County, and Monterey County WIBs on projects assisting registered nurses, allied health, youth, green and solar construction. The process for determining priority actions in the WIBSCC's Strategic Plan included planning and discussions with the WD 2.0 along with the committees of the WIBSCC. With the retirements of the Baby Boomer generation and the implementation of the Affordable Care Act, there is a need to develop geriatric training programs for the Healthcare workforce.

The WIBSCC values its partnerships with other workforce areas. The Workforce Collaborative of California's Central Coast (WCCCC) is comprised of six Local Workforce Investment Areas (LWIAs) that cover six counties in California: Santa Cruz, Ventura, Santa Barbara, San Luis Obispo, Monterey, and San Benito. This group has been meeting and partnering on regional issues since 2009 and has collaborated on two grants, one for a healthcare research study and another for clean/green research study.

**C. Describe how the local planning process engaged key stakeholders, including the major priority-sector employers in the relevant regional economy and organized labor (include written documentation of stakeholder involvement);**

All WIBSCC members and partners provided perspective and feedback that shaped the Plan vision and goals. Partnering agencies included the Human Services Department, the Community Foundation Santa Cruz County, Center for Employment Training, the Adult Schools, the Community Action Board, the Department of Vocational Rehabilitation, Goodwill Industries, and EDD.

At the January 30, 2013 Executive Committee meeting and the WIBSCC Board meeting of February 20, 2013, the WIBSCC reviewed and approved the LWIA plan development process, the schedule for public comment, and submission to the state of the 2013-17 Strategic Workforce Development Plan. The Plan process seeks the opportunity for public comment, including comment by representatives of businesses, representatives of labor organizations, and input into the development of the Plan. The WIBSCC conducted public meetings on the plan process at Executive Committee meetings on January 30, 2013, and

at its WIBSCC board meetings on June 6, 2012, October 31, 2012, and February 20, 2013 and June 5, 2013. The WIBSCC hosted a public comment forum on June 11, 2013 to review the plan with the business, labor, education, and jobseeker communities. The WIBSCC has its current 2011-14 Strategic Plan which is operational and was developed to be proactive to determine how to use very limited federal resources to respond to the unemployment and business closures caused by the “Great Recession of 2008”. The construction, health, hospitality, retail, and government sector employers vetted and gave recommendations for the Strategic Plan in operation today.

**D. Describe the local board public comment process, including comment by representatives of businesses and organized labor and input into the development of the local plan prior to submission of the plan. Include any comments that represent disagreement with the plan;**

The public comment period was for 30 days. To solicit public comment, the WIBSCC sent invitational emails to the WIBSCC Board and committee members, workforce partners, posted the draft plan to the WIBSCC website at [www.santacruzwb.com](http://www.santacruzwb.com) on May 27, 2013 and have it available at the WIBSCC's office, put legal notices in two local newspapers and one local county-wide community publication, and documented all of the public comments. Public comments were reported to the WIBSCC Executive Committee on June 28, 2013. The final plan and approval of any changes will include a summary of public comments.

Individuals and organizations were offered the opportunity to review and comment on the draft plan in writing and/or at a public hearing held on June 11, 2013. Hearings were advertised via public notices published in the Santa Cruz Sentinel and Register Pajaronian. The notices included an announcement of the planning process, a copy of the Public Notice, and the date comments were to be received by the WIBSCC (June 26, 2013). The WIBSCC also distributed invitations to over 200 local businesses and worked in tandem with the Labor representatives on the WIBSCC Board to ensure that business and labor’s input could be embedded throughout the plan.

**E. Identify the entity responsible for the disbursement of grant funds. Provide a description of the competitive process used to award the grants and contracts in the LWIA for activities carried out under this plan;**

On April 27, 1999, the County Board of Supervisors designated the Human Resources Agency (currently the Human Services Department (HSD)) as the grant recipient and as the administrative fiscal agent for the Santa Cruz County Local Workforce Investment Area. HSD through the Santa Cruz County Auditor’s office will be responsible for disbursing grant funds. The WIBSCC follows its Procurement Policy for awarding contracts and grant funds. The WIBSCC uses an open and competitive process to secure providers of services and activities under Title I of WIA. Potential bidders will be notified through a formal notification process which will include the publication of the notice to potential bidders in local newspapers as well as mailings to a bidder’s list of former, current and other potential service providers. The process includes a Request for Qualifications step to establish provider eligibility, Requests for Proposals or Bid issuance, a formal review process of

responses, and final recommendation of providers to the Youth Council for youth providers, to the WIBSCC for all providers and contracts for Youth and Adult/Dislocated Worker, and for the contracting process approval by the County Board of Supervisors. The WIBSCC's Procurement Policy has an appeals process that meets Federal, State and County guidelines.

**F. Describe the LWIA One-Stop system. Include as an attachment a list of the One-Stop locations in the LWIA;**

The Santa Cruz County "One-Stop" Career Center system, locally known as Workforce Santa Cruz County (WFSCC), is the result of extensive community planning in 1999-2000 in the implementation of WIA (Workforce Investment Act). The Memorandum of Understanding was developed to implement the new system of services. The Human Services Department (HSD) and the local Employment Development Department as lead partners jointly initiated the WFSCC Career Centers. The Career Center system in Santa Cruz County provides the required WIA and Wagner-Peyser programs and services and has created strong relationships with the many workforce development partners and community agencies serving similar targeted populations including low income, disabled, veterans, youth, and disadvantaged persons.

WFSCC includes public and private partners that have joined together to provide integrated employment, training, education, human services (including public benefit programs) and economic development services for employers, job seekers, students, youth, current workers, and low-income and disadvantaged families and individuals. WFSCC provides a comprehensive and universal access system for Career Center customers. Services include information regarding the labor market, CalJOBS, vocational training opportunities, educational opportunities, work experience, job search workshops, computer classes and access, information regarding unemployment insurance, veteran's services, tax credits, financial aid, child care service and subsidies, access to cash aid programs, CalWORKs, CalFresh, General Assistance, Medi-Cal, and housing assistance.

In the partnership of WFSCC there is one comprehensive "one-stop" career center, one satellite and one affiliate site geographically distributed throughout the County. The comprehensive Career Center is located in Watsonville (south county), EDD affiliate Capitola (mid-county), and Shoreline Career Center satellite in Santa Cruz (north county). Services are provided in English and Spanish (or other languages if determined to be appropriate). All of the sites have a Telecommunication Device for the Deaf (TDD) line access and meet the requirements of the Americans with Disabilities Act (ADA).

The new site for WIA Youth Services center opened January 2013. The site provides the ten WIA Youth Services elements, has a computer lab, a classroom, meeting room, and individual case management offices. Services are provided in English and Spanish (or other languages as needed). The site also has TDD line access and meets the requirements of the ADA. It is located in an area with various businesses and medical offices. The Youth program is developing a plan to potentially increase WEX opportunities in the Allied Health services and businesses in the area.

A list of the WIBSCC's One-Stop locations is included as Appendix N.

**G. Describe the LWIA's process for designation and certification of One-Stop operators;**

The WIBSCC and the County Board of Supervisors approve the designation of the "One-Stop" operator and affiliate sites and service providers in the annual Plan to the state and the annual Human Services Department (HSD) agency budget that includes the WIBs budget and services. The Employment and Benefits Division of HSD operates the Watsonville One-Stop Career Center, the only full service center in the County. Oversight of Career Center operations is the responsibility of the WIBSCC's Career Center Committee. The responsibility for certifying Career Centers and evaluating continuous improvement has been delegated to the Career Center Committee (CCC). The CCC will initiate certification activities and assess continuous improvement annually through the following action plan:

**Figure 18: Designation and Certification of One-Stop operators timeline**

ACTIONS	PROJECTED DATES
Research certification requirements <i>changes</i> from the State.	September
Revise (if necessary) certification criteria to the Certification Committee.	October
Revise (if necessary) local standards for certification.	February
WIBSCC approves certification criteria and local standards.	April
Certify Career Centers	June
Review continuous improvement recommendations by the Certification Review Team and forward to the Career Center Committee included as part of the annual budget process.	May – June

*\*The dates are subject to revision.*

The partnership agreement (2000 MOU) has established the governance of WFSCC by the three investor partners and delegated the responsibility for day to day operations of the Career Centers to the operators. Based on the success of the existing workforce delivery system, WFSCC continues to operate the Career Center System as a consortium. This governance structure includes all of the mandated partners as either investor or contributing partners.

The WIBSCC is responsible for oversight authority and accountability of the WFSCC system including (but not limited to) policy development, distribution of funding, formation of a strategic 5 year plan, approval of one-stop operators and performance appraisal and oversight.

## **H. Provide a comprehensive list of services provided in each One-Stop in the LWIA;**

**Services provided at the Watsonville Career Center:** The WFSCC system currently offers a wide array of core, intensive, training and support services including, among others:

- Outreach
- Orientation
- Intake
- Eligibility (as necessary)
- Vocational, Interest, and Aptitude Assessments
- Identification of, and strategies to address, employment barriers
- Case management
- Career counseling
- Career workshops
- Access to computer lab
- Employment services
- Social service programs
- Work experience
- Internships
- On-the-job training
- Job search assistance
- Job placement assistance
- Labor market information
- Job retention services
- Supportive services
- Follow up services
- Child care and transportation assistance and referrals

**Services provided at the Capitola Career Center:** Providing EDD Wagner Peyser services including:

- Job seeker workshops
- TAA services
- Unemployment referrals
- State Disability referrals
- CalJOBS support
- Access to computer lab
- Job Fairs
- Employer Advisory Council presentations
- Referrals to education, training, and supportive services
- Profile program, a chapter of EDD's Experience Plus Program
- Veteran Services

**Services provided at Shoreline Neighborhood Career Center by Shoreline Workforce Development Services:**

- Outreach
- Orientation
- Intake
- Eligibility (as necessary)
- Vocational, Interest, and Aptitude Assessments
- Identification of, and strategies to address, employment barriers



- Case management
- Career counseling
- Career workshops
- Access to computer lab
- Employment services
- On-the-job training
- Job search assistance
- Job placement assistance
- Labor market information
- Job retention services
- Supportive services
- Follow up services

**I. Describe local board strategies to ensure that the full range of employment and training services delivered through the local One-Stop system are accessible to, and will meet the needs of, dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and persons with disabilities);**

The WIBSCC's Career Center Committee is responsible for ensuring needs and accessibility are met for the Santa Cruz County community including, but not limited to dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients, individuals with multiple barriers to employment, older individuals, limited English proficiency individuals, and persons with disabilities.

As previously described, the WIBSCC continuously develops and refines strategies to identify and meet the changing needs of targeted populations in a workforce system that is universal, seamless, and customer-focused and performance based. Activities and programs will be assessed for effectiveness and responsiveness and continuously improved to expand outreach and marketing to customers, increase staff development, engage in cross training, and build partnerships with public and private entities that work with target populations. In addition, the community is involved in the planning for targeted populations through a series of public forums on specific topics as a part of the WIBSCC's annual strategic planning actions determination process. These strategic planned actions ensure the development of a service plan that will support success in achieving individual goals as well as State and local performance outcomes, and will ensure non-discrimination and equal opportunity for all customers.

**Information:** Customers are directed to the WFSCC website for information on services and membership and are provided with an array of information outlining all of the services available in each of the WFSCC Centers and how to access them. Information is available in both English and Spanish; given in person or obtained electronically according to individual customer choice. Customers are informed about the following:

- Regularly scheduled service orientations
- Upcoming workshops and job fairs
- The availability of career resource materials
- How to access job openings using CalJOBS and America's Job Bank
- Local child care providers, transportation services and other support services
- Local and regional labor market information in a variety of formats
- Career decision making tools, aptitude surveys and library resources
- A list of eligible training providers with performance and cost information

**Access for All:** The WFSCC system ensures that all customers have access to core services. Current partners represent a variety of groups with experience serving customers with special needs including older individuals, veterans and veteran spouses, disabled veterans, migrant seasonal farm workers and the homeless, among others. Customers with special needs are welcomed and accommodated through individual staff assistance, or through specific design features, including services in Spanish. A marketing plan targeting all segments of the population informs the public about career center locations and the services available. Annually, WIBSCC staff review through an ADA/EEO state required process, whether the Career Centers are physically in compliance with state EDD regulations.

Agriculture is a major growth industry in Santa Cruz County. Because of the cyclical nature of many agricultural activities and the mobility of its workforce, agricultural employers require special services. There are Unemployment Insurance call services in the Career Centers. These services include informational presentations about EDD's services such as Job Services, Disability Insurance, Unemployment Insurance and Paid Family Leave, labor supply and demand updates, and dissemination of agricultural business related information. Additionally, the Career Center staffs perform labor exchange functions for agricultural employers and assist with filling and meeting the requirements of the H-2A program for the employment of temporary alien workers.

**Migrant and Seasonal Farm Workers:** The Career Center staff provides one-on-one assistance to all customers, including migrant and seasonal farm workers (MSFWs), who cannot effectively access services in a self-service mode due to language barriers, computer unfamiliarity, disability, limited education or literacy. To facilitate this access, the Career Center partners employ bilingual staff. MSFWs are eligible for all core services. To reach MSFWs, Outreach Workers provide services in areas where these customers live, work and congregate and work during flexible hours including evenings, early mornings and Saturdays. Outreach services include provision of information relative to labor exchange services and workers' rights, registration in CalJOBS, referral to job openings, referral to community based services including health clinics, educational presentations and workshops for MSFWs on WFSCC services, and assistance with completion of necessary forms.

**Veterans:** The Human Services Department's Veterans Services Office assist every Veteran of any war of the United States, and the dependents of every deceased Veteran, in presenting and pursuing any claim the Veteran may have against the United States, and in

establishing the Veterans right to any privilege, preference, care or compensation provided for by the laws of the United States, or of this State.

Veteran Assistance Services provided:

- Transportation of veterans to Palo Alto V.A. Medical Center
- Benefits claims assistance
- Survivor's assistance
- Other Services
- Client advocacy
- Claims filing
- Case management
- Information and referral
- Program Liaison with:
  - VA Health Services
  - VA Veterans Centers
  - Veterans Administration
  - Veteran Services Organizations
  - Employment Development Department
  - Cal Vet Home Loan Assistance
  - Processing appeals
  - Interfacing with other organizations

**Youth:** In 2004, the Youth Council adopted “ethnic minority” as the local eligibility criteria for meeting the WIBSCC’s local guidelines for youth services program participation. Also, WIA Youth Services provides services to youth who require additional assistance to complete an educational program, or to secure and hold employment and includes the following criteria:

- Have a substance abuse issue or history;
- Former Foster Care youth;
- Parent or guardian is incarcerated;
- Is being raised by someone other than biological parents such as Kinship care.

The WIBSCC also provides services to non-eligible WIA youth who fall under the 5% ruling as specified by WIA regulations. Additionally, through the efforts of the Work4Youth collaborative, WIBSCC staff work with other local partners to provide additional youth employment services to low income and high-risk youth ages 14-24 with non-WIA funding. These include the disadvantaged, disabled, foster youth, adjudicated, minorities, and others.

**J. Describe the CLEO/Local board strategies to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the larger economic strategy;**

Through formal agreements and collaborative business resource networks, WIBSCC will continue to partner with multiple entities to provide services to small businesses in the Santa Cruz County region. The WIBSCC coordinates with directors of Chamber of Commerce and the Economic Development Managers of the County jurisdictions with information and specific actions to small business in the area via the CEDS Committee. In addition, the WIBSCC has working relationships with private business start-up centers in the area

including NextSpace and Cruzio. Additionally, the County of Santa Cruz's Planning Department's Economic Vitality Strategy will help inform the development of the WIBSCC's business services in PY2013/14.

Small business resources and services in the Santa Cruz County region include:

- **Recruitment:** online job posting service, pre-screened candidates, hosted job recruitments at Career Centers, job matching, meeting facilities for conducting interviews
- **Training:** career workshops, employer reimbursement for employee training, on-the-job training at employer sites, customized training programs, leveraging of Employment Training Panel (ETP) and WIA funds for incumbent worker training
- **Business consulting & development:** Retain Your Employees program operated by the Central Coast Small Business Development Center (SBDC) that provides layoff aversion counseling to small business. The SBDC operates the Entrepreneurship Center that supports startups and informs them of workforce resources from WFSCC that can support them. SBDC consultants provide advice and training on a wide range of topics (e.g., business plans, financing, international trade, government contracting and procurement, continuous improvement)
- **Online resources:** candidate search and resume review, labor market data, labor law information, 24/7 job postings, and wage information and statistics
- **Business transitions:** (restructuring, expansion, closure, relocation): confidential customized transition planning, layoff aversion information, dislocated worker support services, downsizing/closure management

In addition, Business Services Representatives, Career Center staff, and Employment Development Department Job Services staff identify opportunities for small business support and use their collaborative networks to engage employers and provide support. WFSCC members also interact with small businesses, encouraging access to free services in the region while connecting them with resource contacts.

**K. Describe the strategies in place to ensure that sufficient system resources are being spent to support training of individuals in priority sectors;**

Three major employment sectors for low skilled workers are agriculture, construction, and hospitality/tourism. However, they are regionally separate (tourism in north county, agriculture in south county, and construction county wide), highly seasonal, and the largest employers of workers with limited English skills. Because these sectors have historically provided much of the job opportunities (apart from government or education) in the County, the residents who choose not to commute to more active job markets in Silicon Valley are under-employed. Like other areas of the state, Santa Cruz County is moving toward an economy with a substantially different industry mix, one that is knowledge-based and is made up of many regional economies. With this regional view of our economy has come several realizations: that there are greater demands on the workforce; that employers' most important expectation of government is a better qualified workforce; and that the lack of a skilled workforce is the greatest hindrance to expansion of the economy. While County residents have a wide range of skills and characteristics,

a substantial portion of our population possesses multiple barriers to employment, including low levels of education and limited English language skills. A major challenge in the next decade will be to provide a skilled workforce for employers and at the same time serve the needs of the population with these employment barriers.

As established by the WIBSCC, priority will be given to recipients of public assistance and other low income individuals in providing intensive and training services. Other groups that will receive priority in services are youth between the ages of 16-21 if service is appropriate for the individual. The WIBSCC will continue to determine annually what percentage of the annual WIBSCC training budget is reserved for training in specific sectors. Due to health sector demand, the WIBSCC has historically set aside funds for training in health occupations.

To ensure sufficient system resources for priority sector training, WIBSCC will:

- In compliance with SB 734, continue to allocate a minimum of 25% of total WIA Adult and Dislocated Worker formula funds to support job training, and advance toward a 30% allocation by 2016.
- Encourage WIA Adult and Dislocated Worker program providers to leverage other sources of funding for training to the greatest extent possible.
- Continue to monitor training expenditures from WIA Adult and Dislocated Worker formula funds and other leveraged funds.
- Engage workforce partners from education, labor, business, government agencies, and community organizations in strategy development to braid and leverage training funds.
- Engage workforce partners to seek non-WIA funding and resource-leveraging opportunities and partners to support sector-related training.

**L. Describe how WIA funds will be used to leverage and braid other federal, state, local government, labor and private resources (how do these coordinated and leveraged resources lead to a more effective local system that expands the involvement of business, employers and individuals?);**

The WIBSCC will continue its current practice to partner with Cabrillo College, the Adult Schools, County Office of Education, Shoreline Workforce Development Services, Employment and Benefits Division, Veterans Office, Community Action Board of Santa Cruz County, Center for Employment Training, and the WFSCC partners to maximize the use of workforce funds locally. This braiding and leveraging is underway with OJT, SmartHIRE, Work4Youth, parolee training, and training for agriculture workers. The WIBSCC will continue its 15 year history of partnering with the Monterey and San Benito County WIBs, NOVA (Sunnyvale) WIB, the San Jose WIB (work2future), and private partners such as Central Coast Energy Services, Ecology Action, Green Careers Partnership, Dominican Hospital, and the Seaside Company.

WIBSCC will embed regional workforce and economic development networks into its use of WIA formula funds through WIBSCC staff, resources, and outreach support for:

- Sector committees and initiatives: Healthcare, Hospitality/Tourism, Retail, Agriculture (and others identified during the five-year period of the Local Plan);
- Collaborative regional workforce and economic research;
- Collaborative regional workforce/education/economic forums;
- Regional business retention and business sector outreach;
- Regional outreach for employer, job seeker, and youth services (example: Business Services initiative via radio, print, Facebook and [www.workforcescc.com](http://www.workforcescc.com) website);
- Seeking non-WIA funding and resource-leveraging opportunities and partners to support sector strategies;
- Development of standardized, grant-ready MOUs among workforce and economic development partners, defining their respective roles and responsibilities.

**M. Describe how the local board will ensure the continuous improvement of training providers listed on the Employment Training Partner List (ETPL) and ensure that such providers meet the employment needs of local area employers and participants;**

WIBSCC approved training providers are reviewed annually with a report that shows the number trained, the number completing the program, the number who gain employment, and the average wage. This report is given to the participants to use in selecting a training provider so they can evaluate the school before they make their choice of a training provider. Staff uses the report to counsel participants in their training selection. The report is presented to the Career Center Committee, the Executive Committee, and the full Board. WIBSCC management can choose to suspend a training provider if performance or accountability is deficient following the process in the WIBSCC's Training Policy and agreement with training providers. WIBSCC management staff will continue to conduct site visits to a training provider that has issues with a participant.

The WIBSCC will continue its practices by conducting the annual program monitoring and review. The monitoring reports are presented to the Career Center, Executive Committee, and full WIB. The monitoring recommendations are the basis for negotiations in continuing service contracts that are annually approved by the County Board of Supervisors. The process for the WIBSCC's 2011-14 Strategic Plan actions is to have the quarterly service reports reviewed and any direction for action given by the WIBSCC Executive Committee and reported to the full board. If there are issues of under-performance and/or customer complaints, WIBSCC management and the Executive Committee factor this into decisions on whether to retain the contractor, continue or adjust service levels, and funding amounts. Contract performance issues and challenges are presented by WIBSCC management to the Executive Committee and reported to the full Board.

For all WIBSCC service contractors, the contract management process will include regular dissemination and evaluation of planned versus actual numbers and performance outcomes. Periodic reports will be made to the WIBSCC and the Executive Committee.

The WIBSCC's established process and practice under the 2011-14 Strategic Plan is to provide in the Report Card the performance results that includes planned versus actual service delivery, expenditures, and information on accomplishments or issues. The Report Card is presented to the Executive Committee and the full Board to track the outcomes of services under board oversight. The Status Report Card of performance is made public through the [www.santacruzwb.com](http://www.santacruzwb.com) as part of the meeting packet.

**N. Describe how the local board is serving unemployment insurance claimants and Transitional Adjustment Assistance service recipients;**

EDD operates the Capitola Career Center and is the Wagner-Peyser Act (WPA) funded Employment Service program and the TAA program. Unemployment Insurance (UI) claim filing is handled via telephone through UI phone banks or computers located in Capitola and Watsonville Career Centers. Job Service (JS) staff also work in the Resource Room of the Watsonville Career Center to assist clients with job search, TAA, and basic UI information.

As required by WIA of mandated partners, the JS program provides Core services to all job seekers and employers in the Career Centers. In addition, within the Core service component of the JS model, dedicated resources have been set aside to:

- facilitate the prompt return to work for UI claimants;
- assist job seekers with registration into CalJOBS;
- provide outreach and special services to Migrant Seasonal Farm Workers; and
- assist in the provision of Labor Market Information to clients.

The JS program provides Intensive Services, primarily case managed TAA employment services within the WFSCC Career Centers. Within the resources dedicated to this function, special allocations will be made to target case managed services to veterans, recipients of public assistance and other economically disadvantaged individuals with barriers to employment.

**O. Describe how the local board recognizes opportunities to prepare workers for “green jobs” as defined by EDD’s Labor Market Information Division<sup>18</sup> related to other sources of federal funding;**

WIBSCC has identified workforce development in the Clean/Green Sector as a priority—a multiple-sector initiative to support environmentally sustainable business practices and legal compliance. In the Santa Cruz County region, a wide range of businesses are looking for local workers or consultants who will help to advance the recycling or reuse of existing materials; water conservation; energy efficiency in product manufacturing and distribution energy efficiency through construction, installation and maintenance, natural

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<sup>18</sup> Green or clean is any activity or service that performs at least one of the following: Generating and storing renewable energy; Recycling existing materials; Energy efficiency in product manufacturing or distribution or achieved through construction, installation, or maintenance; Education, compliance and awareness; and Natural and sustainable product manufacturing.

and sustainable product manufacturing, renewable energy, and/or compliance and education.

With the broad range of businesses and jobs that relate to Clean/Green, partnerships between business, labor and education are essential to inventory, align, develop, implement, and resource the region's high school career academies, career and technical education programs, linked learning initiative, community college certificate programs, pre-apprenticeships and apprenticeships, and university undergraduate and graduate programs. In addition, there is a need for community outreach to raise business, adult, youth, and educator awareness of career opportunities in Clean/Green occupations

For the five-year plan, the WIBSCC will begin with an overview of the multiple sectors involved in the initiative, identify initial priorities, and then develop action plans to address employer workforce needs, sources and types of training and education available to meet those needs, and ways to close the gaps. Identification of non-WIA funding will be a priority, and WIBSCC will actively pursue opportunities for federal, state, and foundation grants.

**P. Describe the policies in place to integrate the federal registered and California DIR-DAS-approved apprenticeship programs and the Job Corps in the local One-Stop system;**

The WIBSCC will continue to partner with NOVA WIB and DeAnza College for follow-up to the Solar and Green Tech Project to see what additional actions or collaborations could happen. The WIBSCC will collaborate with Cabrillo College on the exploration of training programs in the Solari Technology Center at the Watsonville campus opened in Fall 2012 which could be helpful to youth interested in construction and green agriculture technology. The WIBSCC is in the exploration stage to add the County's first pre-apprenticeship program for youth in green jobs.

**Q. Provide a copy of the local board's bylaws;**

A copy of the WIBSCC's bylaws is included as Appendix P.

**R. Describe the process by which the local plan will be updated to include new and relevant information;**

As described previously, the WIBSCC has a 2011-14 Strategic Plan and will begin to develop its new Strategic Plan in October of 2013 for the period 2014-17. The current WIBSCC process and practice is to review economic and employment data and industry sectors annually as part of the development of the actions to implement the Strategic Plan. Information on the economy is gained from the CEDS Committee Reports, EDD Labor Market Information department, and the various economic and workforce analysis reports published locally, statewide, and nationwide. The WIBSCC staff also work closely with the Career Center Committee, the CEDS Committee, the Youth Council, the Business Services Committee, partner agencies, and service providers in the region to



continuously evaluate the local system to ensure continued improvement and a high quality workforce development system. Based on the labor market and economic analysis reports, evaluations, and direct input from key stakeholders, the WIBSCC will modify the local plan as required to ensure that policies and local strategies meet the ever changing needs of local businesses, job seekers, and youth.

**S. Some LWIAs implemented Integrated Service Delivery in 2008-2009. Describe the extent to which the LWIA integrated its service delivery and describe strategies to further integrate service delivery and factors affecting the local board's decision to integrate or not to integrate service delivery.**

Due to the limited budgets of both the WIBSCC and the EDD Job Services branch in Capitola, the services of the WIBSCC have not been fully integrated. However, both agencies partner to enhance the services offered in the community. The WIBSCC arranged for a donation of a full service computer lab for the Capitola Job Services office in addition to providing tech support and internet access for this lab. The EDD Job Services staff provides twenty hours of Career Center coverage at the Watsonville Career Center.

Over the course of the next five years, the WIBSCC and EDD will continue to explore ways that our services could be further integrated.

## **SECTION 7 MEMORANDUMS OF UNDERSTANDING (MOU)**

The WIA requires that a MOU be executed between the local board and each of the One-Stop partners concerning the operation of the One-Stop delivery system. A copy of an executed MOU shall be included for every partner program identified in WIA and all other partners providing services through the One-Stop system [WIA Section 118(b)(2)(B)]. The MOUs are not static documents. Therefore, local boards are encouraged to review long standing MOUs to ensure they still accurately reflect the service delivery model in the local area and the ongoing relationship between the local board and its local partner. Those MOUs that do not reflect this partnership should be updated or amended. Some additional examples that would cause an MOU to be updated might be:

- The signatories on the original MOU no longer act in the same capacity as when the MOU was originally executed.
- The reduction of WIA funding over the past several years has caused a change in staffing patterns, decreased the number of co-locations or impacted the methods of client referrals between One-Stop partners.
- A participating partner agency in an umbrella MOU no longer provides services in the One-Stop Center.
- The partner agency is providing access to their program's core services electronically, versus being physically present in the One-Stop Center.

The MOUs may be developed as a single umbrella document, or as singular agreements between the partners and the local board. The MOUs should present in specific terms member contributions and the mutual methodologies used in overseeing the operations of the One-Stop system.

WIA Section 121(c)(1) and (2) and CUIC Section 14230(d) require each MOU to describe:

- The services to be provided through the One-Stop system;
- How the services and operating costs will be funded (include any Resource Sharing Agreements);
- The methods used for referral of individuals between the One-Stop operator and partners;
- The duration of the MOU;
- The processes and procedures for amending the MOU;
- Other provisions as deemed necessary by the local board; and
- The local board's policy for identifying individuals who should be referred immediately to training services.

Please see the attached MOU for Workforce Santa Cruz County (Appendix P). A new MOU is currently being developed with the County of Santa Cruz's Human Services Department's Employment and Benefits Services Division for the operation of the One-Stop system and will be completed prior to October 31, 2013.