

Appendix C – Key Strategic Goals, Strategies and Actions

Together, the WIB and various key stakeholders worked collaboratively to develop a common set of action oriented strategies that emerged from the 2013 WIB retreat and strategic planning sessions, workgroups and meetings with stakeholders across the region as well as through labor market data analysis. The input received was compiled into a well-specified “blueprint” for attaining the goals with anticipated timelines, and action steps of those involved who will take action to meet the goals.

The following is Monterey County WIB’s “blueprint” of key strategic Local Plan goals, objectives and action oriented strategies intended to guide the activities of the workforce system in alignment with the State Plan goals for Program Years 2013-17:

GOAL #1 – BUSINESS AND INDUSTRY: Meet the workforce needs of high demand sectors of the state and regional economies.	
OBJECTIVE 1: Prepare skilled workers for employment in competitive and emergent regional industry sectors and to fill skill gaps created by retirements.	Status / Action Steps
<p>Strategy 1 – Requested Action: Develop Labor Market Information analysis to identify business needs, workforce needs, predict shortages, and skills gaps. At a stakeholder meeting held in March 2013, it was emphasized that the WIB use multiple sources of information to gain an understanding of the workforce needs of the region to forecast and prepare for workforce shortages and skills gaps.</p> <p>Actions to get us there:</p> <ol style="list-style-type: none"> 1. Coordinate and develop labor market data on priority industry sectors and occupational needs to include interviews and direct contact with stakeholders. 2. Work with local chambers to survey members on workforce development needs, required job competencies, and professional development interests. 3. Develop survey to assess workforce needs of employers participating in on-the-job training. 4. Work with the Small Business Development Centers (SBDC) to use their market research National Information Clearinghouse to identify available resources to small businesses. 5. Attend roundtables hosted by SBDC of industries that have high growth industries and ask how we can close the gaps. 6. Use Enterprise Zone survey “synchronist” to understand business growth, development and overall trends. 7. Use Worldwide Interactive Network WIN® Career Readiness Courseware to prepare individuals for WorkKeys® assessments. 8. Use WorkKeys® assessments to identify skill gaps of local labor force and certify worker proficiencies. <p>(Short-term and on-going; involves collective input via roundtables, surveys, ADE, EMSI, VOS, EDD LMID, Chambers, Business Associations, Monterey County Business Council and other workforce stakeholders)</p>	<p>Actions completed: May 2013, LMI analysis completed, reference Local Plan APPENDIX: O – ADE Labor Force Analysis</p>
<p>Strategy 2 – Requested Action: Develop a Business Services Plan, which integrates local business involvement with workforce initiatives. In February 2013, the CLEO approved the WIB’s recommendation to adopt and amend its bylaws to form a Business Services Committee charged with developing a Business Services Plan that integrates local business with overarching workforce initiatives, such as job creation within targeted industry sectors.</p> <p>Actions to get us there:</p> <ol style="list-style-type: none"> 1. Develop Business Services Plan with Business Services Committee input. 2. Work with Business Services and Rapid Response Team to enhance business retention and layoff aversion strategies. 3. Work with Business Services to conduct customized job fairs to include employer interviews and job seeker referrals. <p>(Short-term and on-going; involves WIB Business Services Committee; Business Services and Rapid Response Teams)</p>	<p>Actions completed: May 2013, Business Services Plan completed, reference Local Plan APPENDIX: M – MCWIB Business Services Plan</p>

<p>OBJECTIVE 2: Support the development of regional workforce and economic development networks that address workforce education and training priorities.</p>	<p>Status / Action Steps</p>
<p>Strategy 1 – Requested Action: Partner with priority industry sector employers and educators in developing and operating a regional workforce and economic development network as a primary strategy. At a workgroup meeting held in March 2013, the stakeholders indicated that it’s important to support the WIB Executive Director in continuing to foster the regional WIB partnerships to promote regional perspective and working relationships to support priority sectors.</p> <p>Actions to get us there:</p> <ol style="list-style-type: none"> 1. Use labor market data to identify industry sectors and partnerships; and what the WIB’s role is in each sector. 2. Convene roundtables with priority industry sectors, educators and policy makers to identify regional training needs and career pathways. 3. Align WIB with Economic Development Committee stakeholders to gain understanding of economic and workforce development opportunities and how they relate to job seekers, businesses and education. <p>(Long-term and on-going; involves collective input via WCCCC regional consortium, Economic Development Department and Committee, roundtables, WIA service providers, and other workforce stakeholders)</p>	<p>Actions completed: May and June 2013, local and regional LMI analysis completed by ADE, EconoVue, EDD LMID and BW Research Partnership and others for WCCCC.</p>

GOAL #2 – System Alignment and Accountability Local Strategy: Support system alignment, service integration and continuous improvement using data to support evidence-based policymaking.

<p>OBJECTIVE 1: Develop and sustain a local-level leadership team to improve local and regional communication, better align local-level efforts, and more effectively respond to barriers and obstacles faced by regions.</p>	<p>Status / Action Steps</p>
<p>Strategy 1 – Requested Action: Ensure active engagement of WIB and workforce stakeholders.</p> <p>Actions to get us there:</p> <ol style="list-style-type: none"> 1. Recruit members to serve on WIB that represent major industries (Ag, Tourism/Hospitality, Healthcare, and Education). 2. Convene WIA provider and stakeholder meetings to get interagency cooperation to effectively respond to barriers and obstacles and communicate resolution as well as share information on grant updates, policies/directives, CalJOBS (VOS) system changes, best practices, etc. 3. Institute national branding of “America’s Job Center of California”, formerly known as One-Stop Career Center. <p>(Long-term and on-going; involves collective input from interagency involvement and other workforce stakeholders)</p>	
<p>Strategy 2 – Requested Action: Ensure that the full range of employment and training services delivered through our local America’s Job Centers (One-Stops) are accessible to and will meet the needs of the diverse population groups and special populations in Monterey County.</p> <p>Actions to get us there:</p> <ol style="list-style-type: none"> 1. Work with America’s Job Center of California (One-Stop) partners to ensure continuation of integrated services. 2. Ensure appropriate services are available to diverse population groups (i.e. individuals with disabilities, veterans, older workers, migrant seasonal farm workers, etc.) <p>(Long-term and on-going; involves collective input from America’s Job Centers of California(One-Stop) providers and workforce stakeholders)</p>	

OBJECTIVE 2: Develop a common workforce accountability system.	Status / Action Steps
<p>Strategy 1 – Requested Action: Demonstrate value and impact of workforce system.</p> <p>Actions to get us there:</p> <ol style="list-style-type: none"> 1. Inform all staff on the mission and vision of the WIB and what the strategic Local Plan is and what the system initiatives are. 2. Report on the services delivered, and performance outcome measures of job placements, jobs retained and the average earnings to the Oversight Committee on a monthly basis. Determine if the jobs are in alignment with the identified priority industry sectors. 3. Promote accomplishments, program benefits/value, outcomes and client testimonials at full WIB and Youth Council meetings and through news blasts, emails, etc. <p>(Long-term and on-going; involves collective input from America’s Job Centers of California (One-Stop) interagency involvement, SBDC, and other workforce stakeholders)</p>	

GOAL #3 – Adults: Increase the number of Californians who obtain a marketable and industry-recognized credential or degree, with special emphasis on unemployed, underemployed, low skilled, low-income, veterans, individuals with disabilities, and other at-risk populations.

OBJECTIVE 1: Increase the number of career pathway programs in demand industries	Status / Action Steps
<p>Strategy 1 – Requested Action: Partner with priority industry sector employers and educators to improve linkages and career pathways.</p> <p>Actions to get us there:</p> <ol style="list-style-type: none"> 1. Inventory and update training in Eligible Training Provider List (ETPL) and align programs to occupations in target industry sectors. 2. Identify strategies to increase the availability of training to WIA enrollments that includes the flexibility to contract directly with institutions of higher education or other eligible training providers to facilitate the training of multiple individuals in high-demand occupations that are designed to fit the needs of job seekers and employers. 3. Work with education and WIA providers to promote and implement Career Readiness Certification. <p>(Long-term and on-going; involves collective input from educators, WIA service providers, other workforce stakeholders)</p>	

OBJECTIVE 2: 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.	Status / Action Steps
<p>Strategy 1 – Requested Action: Consider strategies that would avert lay-offs, help retain workers jobs or provide rapid transition to new employment.</p> <p>Actions to get us there:</p> <ol style="list-style-type: none"> 1. Effectively use unemployment insurance (UI) claimant data, mass layoff data and Worker Adjustment and Retraining Notification (WARN) data to identify industry trends, and inform Business Services and Rapid Response Team of data to strategize layoff aversion efforts. 2. Identify and secure Employment Training Panel (ETP) funding opportunities to provide incumbent worker training. 3. Ensure Business Services and Rapid Response Team are aware of and promote services and resources that benefit employers such as: tax credits, local incentives, on-the-job training subsidies, incumbent working training via ETP, Trade Adjustment Assistance, EDD’s Work Share program, qualifying workforce via Career Readiness Certification Program, etc. <p>(Short-term and on-going; involves WIB Business Services Committee; Business Services and Rapid Response Team)</p>	<p>Actions completed: March 2013, WIB received ETP funding of \$401,640 with the California Workforce Association (CWA) to help local WIBs to include Monterey, Santa Barbara, San Mateo and the South Bay to provide customized on-site training for local manufacturing.</p>

<p>OBJECTIVE 3: 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</p>	<p>Status / Action Steps</p>
<p>Strategy 1 – Requested Action: Increase the number of career pathway programs available in our area that are directly connected to our demand industries. Use models like apprenticeship, on-the-job training, “Earn and Learn” or customized training most effectively.</p> <p>Actions to get us there:</p> <ol style="list-style-type: none"> 1. Ensure local WIB policies align with demand priority industry sectors. 2. Streamline processes to make it easier for employers to participate in on-the-job training. 3. Ensure WIA training funds targeted to apprentice-able occupations, including pre-apprenticeships, are coordinated with the Department of Industrial Relations/Division of Apprenticeship Standards (DIR-DAS) approved apprenticeship programs. <p>(Long-term and on-going; involves DIR-DAS, WIA service providers, and other workforce stakeholders)</p>	

Goal #4 – Youth: 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.

<p>OBJECTIVE 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, etc., and other postsecondary training.</p>	<p>Status / Action Steps</p>
<p>Strategy 1 – Requested Action: Facilitate collaborations necessary to better serve youth and successfully connect them to education and training opportunities that lead to successful employment.</p> <p>Actions to get us there:</p> <ol style="list-style-type: none"> 1. Strengthen linkages with education to address educational needs and to close skill gaps through a speakers’ bureau effort championed by the WIB’s Youth Council to create a “classroom to careers” mindset. 2. Include a Youth related item on every WIB meeting agenda that focuses on helping youth. 3. Ask Youth Council members to bring in job leads and market programs with business. 4. Partner with educators to promote information on job leads, workshops, tutoring, transportation assistance, and other youth related resources. <p>(Short-term and on-going; involves Youth Council, service providers, and other workforce stakeholders)</p>	
<p>OBJECTIVE 2: Increase opportunities for high school students and disconnected youth to transition into postsecondary education and careers.</p>	<p>Status / Action Steps</p>
<p>Strategy 1 – Requested Action: Increase the educational, training and career attainment of our youth.</p> <p>Actions to get us there:</p> <ol style="list-style-type: none"> 1. Identify, promote and increase the use of enrollment in Career Technical Education (CTE) programs, career-based academies, Job Corps, and industry-themed high schools as a viable pathway to career readiness. 2. Align, promote, and increase the use of career exploration resources to ensure successful transition into postsecondary education (e.g. California Career Zone, California Career Center, EDD LMID and Community College Career Café, etc.) <p>(Long-term and on-going; involves Youth Council, service providers, and other workforce stakeholders)</p>	