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WORKFORCE INVESTMENT ACT LOCAL STRATEGIC WORKFORCE PLAN PROGRAM YEARS 2013–17

Local Workforce Investment Area:

Name: Monterey County Workforce Investment Board (MCWIB)

Date of Submission: July 1, 2013

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Monterey County Workforce Investment Board – Local Plan 2013-17

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Monterey County Workforce Investment Board – Local Plan 2013-17

PREFACE

The Monterey County Workforce Investment Board (MCWIB), a division of the Monterey County Economic Development Department, is proud to present its Local Strategic Workforce Plan (Local Plan) for Program Years 2013-17, in accordance with the local planning guidance issued in April 2013 and finalized in May 2013 (EDD Directive WSD12-14) by the State of California Employment Development Department and the California Workforce Investment Board (State Board).

In support of the Governor's vision, goals, and policy priorities of the State Strategic Workforce Development Plan (State Plan), the MCWIB, with the input and support of various stakeholders, developed this actionable Local Plan that organizes the MCWIB and its stakeholders work over the next five years.

In addition to meeting the State Board local planning requirements, MCWIB intends to build upon successful past practices as it engages in the actions stated in this Local Plan to meet the "high-performance" Local Board standards and evaluation criteria as well as the Local Board recertification requirements.

The Local Plan will be periodically reviewed and may evolve through updates, based on experience, change in the MCWIB's priorities and challenges with available resources.

Local Plan Sections

The Local Plan is divided into the following sections:

- Section 1: Vision
- Section 2: Economic and Workforce Information Analysis
- Section 3: Business Service Plan
- Section 4: Adult Strategies
- Section 5: Youth Strategies
- Section 6: Administration

Local Plan Key Strategic Goals

Included in this Local Plan are the following four key strategic goals with action oriented strategies to guide the activities of the local workforce system in alignment with the State Plan goals:

- **Goal #1 – Business and Industry:** Meet the workforce needs of high demand sectors of the state and regional economies.
- **Goal #2 – System Alignment and Accountability Local Strategy:** Support system alignment, service integration and continuous improvement using data to support evidence-based policymaking.
- **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.
- **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.

Key Strategic Goals, Strategies and Actions

The MCWIB's specific Local Plan action oriented strategies that support the State strategic goals and priorities are outlined in: APPENDIX: C – Key Strategic Goals, Strategies and Actions

SECTION 1: VISION

Business and Industry Goal: *Meet the workforce needs of high demand sectors of the regional economy.*

- A. Describe the Chief Local Elected Official (CLEO)/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.

Vision and Mission

Established under the federal Workforce Investment Act (WIA) in 1998, the Monterey County Workforce Investment Board (MCWIB) is designated by the Chief Local Elected Officials (CLEO) to provide strategic policy, develop and enter into memorandums of understanding with America's Job Center of California (formerly known as the One-Stop Career Center) partners, designate or certify America's Job Center of California operators and conduct oversight and evaluation of the local workforce investment system. The MCWIB is also charged with coordinating and leveraging workforce strategies with education and economic development stakeholders to ensure that local workforce development, employment services and job training programs critical to the community, are offered through the America's Job Center of California delivery system and meet the needs of job seekers and businesses.

The vision and mission of the MCWIB are as follows:

Vision: To improve the economy by promoting alignment of the workforce with local business needs.

Mission: The purpose of the Workforce Investment Board shall be to provide strategic planning, policy development, oversight and evaluation of the local workforce investment system;

The Workforce Investment Board shall provide leadership to support the best practices of the public and private sectors to create a demand driven, dynamic, efficient and effective Workforce Investment Board;

The Workforce Investment Board shall develop innovative models that effectively acquire and leverage alternative funding sources to offer access to all services;

The Workforce Investment Board shall contribute to a healthy economy that is filled with jobs that are built with integrity and offer positive experiences by empowering the community members and businesses with the knowledge and skills to be successful.

Local Planning Process

The MCWIB and CLEO are committed to convening and partnering with key stakeholders that consider the entire pipeline from adolescence to college to career. This includes identifying the workforce challenges facing the local workforce investment area and developing innovative strategies and solutions that effectively leverage resources to address the challenges.

Since February 2013, the local planning process included input from various key stakeholders that helped to develop this actionable Local Plan. The MCWIB understands that the unemployed and underemployed jobseekers require assistance in overcoming barriers to employment that range from being deficient in basic literacy skills to having an ex-offender background that make it difficult to obtain employment. The MCWIB also knows that employers seek a workforce that is skilled and adaptable to change. Included in this Local Plan are numerous ways in which the MCWIB and its America's Job Center of California delivery system and workforce partners can provide the necessary solutions that effectively leverage resources to address these and many other challenges.

Key Stakeholder Meetings and Input

The following are examples of the collaborative approach, partner engagement and/or strategic planning that took place to develop this Local Plan:

1. **CLEO Legislative Program** – In December 2012, the CLEO adopted its Legislative Program for Monterey County to include legislative principles to help guide the decisions and actions of the CLEO relating to its strategic initiatives. The CLEO's strategic Initiatives lay out a forward-looking vision for planning and managing the use of County resources across programs to secure maximum return and benefit for County residents. One of its strategic initiatives is to support economic development and workforce investment, in the following areas:
 - Support the reauthorization and expansion of funding for the Workforce Investment Act (WIA) system that includes a business-led Workforce Investment Board that is governed and supported by local leaders; and the continued support of America's Job Center of California (formerly known as One-Stop Career Centers) that are focused on job seekers and businesses to ensure workers have access to critical employment programs, services and training opportunities.
 - Support efforts to fund and develop regional countywide economic development plans that balance environmental and economic considerations in furtherance of jobs key to the primary sectors of economic development in the County: agriculture, tourism, small business and education/research.
 - Support efforts to promote a strong state and county economy, and provide a healthy environment for small business attraction, growth, and retention.
 - Support legislative, policy or regulatory efforts that provide local governments with economic and community development tools and encourage compliance with state-mandated regional planning strategies.
 - Support the continued existence of the Naval Postgraduate School and Defense Language Institute should they be threatened by future base closure and realignment actions of the Federal government.
 - Support base reuse activities at the former Fort Ord.
 - Support efforts to fully fund workforce development initiatives, including ongoing youth and veterans' employment and leadership programs, to insure the continuity of employment and training programs to stimulate economic growth through the creation of a trained and skilled workforce.
 - Support efforts to better prepare youth for future self-sufficiency and prevent youth violence and crime.APPENDIX: Q – Monterey County Legislative Program 2013-14
2. **WIB Bylaws Incorporating Business Services Committee** – On December 5, 2012, the MCWIB approved an amendment to the MCWIB Bylaws; in response to the initial Draft Strategic Plan guidance received from the State, and recommended the incorporation of a Business Services Committee as a standing committee of the MCWIB. Thereafter, the MCWIB Bylaws were forwarded to the CLEO for final review and approval. On February 5, 2013, the CLEO approved the MCWIB's recommendation to modify its Bylaws to create a standing Business Services Committee in alignment with the strategic Local Plan that focuses on services to and for employers, including training of incumbent workers, new hires and potential hires that meet the workforce needs of high demand sectors by preparing skilled workers for employment in competitive and emergent industry sectors that support job retention and job growth. APPENDIX: N – WIB Bylaws
3. **Local Plan Technical Assistance Planning Sessions** – On February 8, 2013, MCWIB staff attended a technical assistance planning session hosted by the State of California Workforce Investment Board (State Board), Employment Development Department (EDD) Regional Advisors and the Employment Training Panel to receive technical assistance and guidance for local WIBs to use for the development of their Local Plans for 2013-17. Next, the MCWIB Executive Director convened meetings with staff to discuss the key areas of the plan and then met with members of the MCWIB and CLEO to inform them of the necessary steps to develop the Local Plan. In subsequent meetings held in February 2013, the MCWIB Executive Director met with members of the business community and economic development agencies to discuss the State Planning guidance and the development of a Business Services Plan, as part of the Local Plan which integrates local business involvement with workforce initiatives.
4. **WIB Strategic Planning and Retreat** – On March 6, 2013, the MCWIB held its annual retreat that focused on the proposed State Strategic Plan strategies and goals. Using this framework as its guiding principles, the MCWIB began to undertake the Local Plan to incorporate the State's initial high-performance certification as a benchmark of a continuous improvement process while also identifying local strategies to implement the State Plan goals and local initiatives. Stakeholders who were invited to attend the retreat

included business and industry employers, educational entities to include representatives of post-secondary institutions, organized labor representatives, small business development center representatives, economic development agency representatives, directors from the Employment Development Department and Department of Social Services, community based organizations, non-profit organizations, America's Job Center of California partners, service providers and MCWIB subcontractors. At the retreat, workgroups were developed to allow participants to brainstorm MCWIB's response to the primary areas of the Local Plan requirements, to gather recommendations for strategies that align with the State priorities, and to gather perspective in approaching the Local Plan using key questions for soliciting public input.

5. **WIB and Subcommittee Meetings** – Opportunities to comment on the Local Plan was provided at a series of publicly noticed meetings conducted in March, April, May and June 2013. Along with the Local Plan, these meetings included a discussion on the appointment of new members to fill vacancies on the MCWIB, the Local Plan budget for 2013-14, participant plan summaries, the negotiation of local Common Measures performance standards, a discussion on the partner MOUs, and the involvement of the MCWIB's Business Services Committee and review of its Business Services Plan. Attendees at these meetings included the MCWIB and other workforce stakeholders to include business and industry employers, educational institutions, organized labor, non-profits, small business development organizations, economic development entities, social service organizations, state agencies, community based organizations, America's Job Center of California partners, service providers and MCWIB subcontractors.

Specific to the Local Plan budget, the stakeholders were made aware of the Department of Labor's mandatory reductions impacting all WIA Title I funding levels effective program year (PY) 2013-14. Moving forward, the MCWIB is challenged with making difficult decisions to balance its budget in anticipation of the significant decrease in its formula funds needed to operate and provide participant services throughout the local workforce investment system including its Adult, Dislocated Worker, and Youth programs. For PY 2012-13, the MCWIB's WIA allocation for participant services was \$5.3 million. Funding for the previous year 2011-12, when the MCWIB was able to make an impact on behalf of those served, was \$5.5 million. According to the State Information Notice (WSIN12-57) released on May 8, 2013, for PY 2013-14, Monterey County will receive \$5 million, reflecting a reduction of 65 percent in WIA Title I Adult formula funds in the first quarter period, due to the DOL sequestration, and an overall reduction of more than 11 percent in its WIA Title I Youth formula funds. The Department of Labor and the State also advised local WIBs to be conservative in planning their budget for the PY 2013-14, in anticipation of further sequestration reductions beyond October 2013. So as a precaution, the MCWIB has placed a five percent reserve in its PY 2013-14 budget.

Monthly updates to the MCWIB provided by data received from the State EDD Labor Market Information Division, indicate that economic conditions in Monterey County have not yet shown signs of recovery in the same manner as the State, as evidenced by the continuing high unemployment rate over the past year, averaging 11.4 percent for 2012, as compared with the statewide average of 10.5 percent. Entering into 2013, the average rate for Monterey County increased to 12.6 percent. (*Source: EDD Monthly Labor Force Data, May 17, 2013*)

Based on feedback received from the MCWIB's Rapid Response Team members, the private sector has been impacted by substantial layoffs in recent months, but totals are hard to determine because Worker Adjustment and Retraining Notification (WARN) announcements are not required for small businesses impacted by layoffs of less than 50 workers. Throughout the America's Job Center of California delivery system, we are still attempting to place participants in stable unsubsidized employment, while we retrain workers who were laid off from the financial and agriculture industry sectors in early 2013. Many of the workers in the financial sector have been working with the same employer for well over a decade. Many of these dislocated workers are challenged with finding sustainable employment to replace their prior income level, while others need retraining to qualify for entry level positions into high wage and long-term stable employment.

During this time of reduced funding and high unemployment, the MCWIB and CLEO understand that it's important to support strong and effective partnerships to be more effective in accomplishing the shared strategies of the Local Plan. In response to the importance of strong and effective partnerships, the MCWIB plans to continue to partner with a multi-county regional collaborative of six local WIBs. The MCWIB successfully initiated and convened the collaborative that started in 2009 with Monterey, Ventura, Santa Barbara and San Luis Obispo County WIBs. The partnership was later joined by San Benito and Santa Cruz County WIBs in 2011 to support one another in seeking additional resources that will meet the needs of the Central Coast regional workforce and economies.

6. **Community Alliance for Safety and Peace (CASP) Meeting** – On May 10, 2013, the MCWIB Executive Director met with the members of the Community Alliance for Safety and Peace Collaborative (CASP), a multi-disciplinary group charged with responding to the needs of youth violence and how they impact our social and economic conditions. This group consists of community college representatives, some of the largest employer's in our community including the Department of Social Services and Taylor Farms along with community based organizations, behavioral and mental health programs, as well as Rancho Cielo's YouthBuild Program. In support of the CASP initiatives, the MCWIB and the Economic Development Department Directors are involved with providing workforce and economic opportunities on behalf of the at-risk population of young people in our community. Due to the rising violence in the local area, the City of Salinas is also involved in CASP and is a partner of the National Forum on Youth Violence Prevention. Through this effort, the City of Salinas is framing a multi-pronged strategy to address risk factors caused by gang violence. This includes efforts to promote positive youth development, connection with law enforcement and the community in designing shared solutions, creating a safe school environment and strong collaborations with support agencies, and addressing drug and alcohol abuse. The MCWIB believes this effort is aligned with the strategies of the Local Plan that focuses on serving at-risk youth in our community.

Over the past several years, the MCWIB has been a strong supporter of Rancho Cielo's Youth Program and has provided resources to support its YouthBuild component. CASP stakeholders expressed the desire to partner with the MCWIB to seek additional resources to develop a Youth Corps program in the local community to serve young people qualified under WIA. In addition, the CASP sees the need for the revitalization of the MCWIB's Healthcare Advisory Roundtable (HART). Previously, this adhoc advisory roundtable successfully convened a group of knowledgeable industry stakeholders for the purpose of expanding the capacity of the healthcare industry through the development of healthcare reports and needs analysis studies, as well as wrote and received grants to fund training and employment in the healthcare industry in Monterey County.

7. **Feedback from Interviews with Stakeholders** – A variety of educational entities, service providers, employers and WIA youth, adults and dislocated workers were interviewed by MCWIB staff in April and May 2013 to assess the value and satisfaction of the WIA services provided and received throughout the America's Job Center of California delivery system. Educational entities were pleased with the increase in training enrollments based on the MCWIB's implementation of the training expenditure requirements imposed by SB 734. However, they expressed frustration with the upkeep of the State's Eligible Training Provider List (ETPL) because it's cumbersome and labor intensive to update. Service providers indicated that for many participants, it's difficult to place them in the workforce because they do not meet minimum standards required by employers such as having a valid driver's license, a good driving record, or no criminal background. As for employers, they were impressed with the America's Job Center of California's Business Services and the opportunity to take advantage of the subsidized on-the-job training and work experience activities. Employers stated human resources as being one of the top challenges facing businesses along with the importance of having a skilled, adaptable and adequate workforce. Employers also expressed their frustrations in trying to locate workers who are work ready and possess a professional attitude, work ethic, willingness and ability to start work immediately. These basic skills are critical in many jobs, especially entry-level positions. Youth participants were very complimentary of the service providers and for the opportunity to have participated in the work experience program. All participants felt they learned how to better communicate, how to be more professional and better leaders as a result of the classroom training received. Adult and dislocated worker participants were appreciative for the opportunity to find suitable work and to receive an industry recognized certificate after their training. These are just a few examples that demonstrate the MCWIB's investments in workforce development that the MCWIB believes are important to create a comprehensive system to help to provide our community with a highly skilled workforce that competes in the local, regional and global economy.
8. **Monterey Bay Regional Critical Conversation** – On May 30, 2013, a forum was conducted as part of the California Economic Summit in collaboration with California Forward and the California Stewardship Network, in partnership with the Monterey County Business Council. The Monterey Bay Region is 1 of 16 regions chosen to host a Regional Economic Forum. The intent of the forum is to build through five stages that will culminate in policy initiatives to advance the state's triple bottom line: a prosperous economy, a sustainable environment and community equity. A workgroup designed with a focus on workforce issues played a critical role in obtaining a regional and community wide perspective for the development of this Local Plan. Attendees at the forum were able to see Monterey Bay's regional efforts and how they intersect with California's regional and global economic development activities. Attendees also heard from experts

from globally connected companies on the actions needed to create jobs, restore competitiveness and secure California and the Monterey Bay Region as global leaders in economic growth.

9. **Local Plan Workshops** – A series of stakeholder workshops were held in April, May and June 2013 with various key stakeholders that allowed for the creation of a shared understanding of the local workforce needs; a shared vision of how the local MCWIB, its regional partners, and workforce system can be aligned to meet those needs; and to gain agreement and perspective on the key strategies and priorities identified at the MCWIB retreat held in March 2013. Each attendee was provided with copies of the Local Plan framework and a standardized set of questions used as a basis for discussion. Also provided was existing workforce research and labor market analysis developed in May 2013 by Applied Development Economics (ADE), as well as labor market intelligence provided by Economic Modeling Specialist Intl (EMSI), EconoVue and the State’s Labor Market Information Division. Included in these meetings were MCWIB members, city officials, employers, workforce partners and services providers, MCWIB subcontractors, labor representatives, economic development representatives, enterprise zone representatives, educational institutions, and community based organizations.

Key Strategic Goals, Strategies and Actions

As part of this Local Plan, a common set of action oriented strategies were developed that support the State strategic goals and priorities. They emerged from the MCWIB retreat and strategic planning sessions, workgroups and meetings with stakeholders across the region as well as through labor market data analysis. These specific Local Plan action oriented strategies are outlined in: APPENDIX: C – Key Strategic Goals, Strategies and Actions. A list of the stakeholders that participated in the workgroups and public meetings are outlined in APPENDIX: B – List of Stakeholders.

- B. Include in your response actions that support the following State priorities:
- a. Preparing skilled workers for employment in competitive and emergent regional industry sectors and to fill skill gaps created by retirements.
 - b. Supporting the development of regional workforce and economic development networks that address workforce education and training priorities.

Prepare Skilled Workers for Employment in Competitive and Emergent Regional Industry Sectors

The State Plan emphasizes that our educational institutions must support a retraining economy, where all workers must be learners who have marketable skills broadly relevant to industry sectors within regional economies.

To effectively strategize and leverage resources to address workforce education and training, it starts with an understanding of Monterey County’s local labor market and major industry sectors. Over the years, the MCWIB has identified the needs of business and industry through appropriate labor market analysis and through direct contact with employers where labor market shortages appear most severe. This was accomplished through the MCWIB’s annual Occupational Outlook survey conducted in partnership with the State that surveyed the workforce needs of employers. Most recently, the MCWIB procured and retained a research firm, Applied Development Economics (ADE), to conduct a labor force analysis that analyzed the latest employment trends, projections and occupational staffing patterns for jobs in Monterey County.

The analysis conducted by ADE was released in May 2013 and identified the following industry sectors with high-growth opportunities in selected high-demand occupations:

- Tourism and Hospitality;
- Education;
- Agriculture; and
- Healthcare, as well as other growth industries.

Further details of the analysis are explained under Section 2: Economic and Workforce Information Analysis. APPENDIX: O – ADE Labor Force Analysis

The MCWIB also relies on its workforce partners to acquire current information on demand industry sectors in Monterey County. This includes a partnership with the Monterey County Business Council (MCBC) and their Competitive Clusters (C2) project, which includes a joint effort between MCBC and the County of Monterey, with funding from the Economic Development Department and CLEO. The effort is led by private and public sector leaders drawn from across the County. Modeled after successful approaches in many other regions, it emphasizes collaboration with key members of the private sector to formulate strategies that support and enhance the competitiveness of Monterey County's main industry clusters in order to stimulate job creation and strategic infrastructure improvements, while achieving overall economic sustainability. Examples of this collaboration can be seen in the advisory committees, adhoc workgroups and policies created by the MCWIB around the economic drivers of Monterey County. These advisory committees and adhoc workgroups include the MCWIB's Healthcare Advisory Roundtable, Construction Trades Training Roundtable (formerly Pre-Apprenticeship Advisory Committee), Disability Advisory Committee and Hospitality Advisory Committee. Each enables the MCWIB to receive feedback from industry professionals and local businesses in an effort to coordinate the needs of these industries with the cluster initiatives and the activities of the America's Job Center of California. The committees and workgroups also help to bring an expanded sphere of influence and knowledge into the MCWIB, membership and staff in an effort to create the highest quality, policy and practice for businesses and job seekers in Monterey County.

It is the goal of the MCWIB to invest and allocate its resources to train its workforce in the major industry sectors based on current labor data in order to prepare job seekers for career pathways to middle and high skilled jobs that ensure advancement opportunities and self-sufficiency. Therefore, the MCWIB has provided strategic policy guidance under MCWIB Policy "#2005-08 - Industry Clusters" that provides information to ensure that program operators in receipt of WIA Title I training funds develop plans to implement a cluster-driven focus for specific industries and occupations to include agriculture, hospitality/tourism, healthcare, education, and building/design. In addition, the associated occupations of the selected clusters must meet an average entry level wage of at least \$10 per hour, have sufficient growth, and dedicate at least 50 percent of training funds in the targeted occupations. These industries also reflect the recent labor force analysis conducted by ADE and the strategic initiatives of the CLEO that aims to support efforts to fund and develop regional countywide economic development initiatives and jobs key to the primary sectors of the County. APPENDIX: R – Industry Clusters

The MCWIB is also committed to ensuring that at least 25 percent of its WIA funds and leveraged resources are allocated to meet local workforce skill needs in the identified industry clusters and workforce skill gaps areas. In doing so, the MCWIB approved a training policy in 2012 that requires all of its Adult and Dislocated Worker service providers and Adult subcontractors to spend at least 25 percent of its WIA formula fund allocations on workforce training. Through this effort, the MCWIB was able to effectively leverage other resources through its WIA subrecipients to train the workforce and meet the 25 percent training expenditure requirement in the targeted industry clusters. Ultimately, this effort has proven to increase worker productivity and wages, employer profitability, and help the underemployed progress to achieve their employment goals. This is evidenced by the MCWIB's successful achievement of the Department of Labor's Common Measures performance goals that indicate Monterey County is exceeding its Adult and Dislocated Worker performance levels for those that found jobs, stayed employed and received a sustainable wage.

Additionally, the MCWIB actively seeks out other federal, state, and local resources. The success of our programs and reputation for effective use of resources allows us to amplify and leverage our funding. Some examples of other funds the MCWIB successfully applied for and received include the Governor's Additional Assistance Dislocated Worker funding to serve customers impacted by mass layoffs, the Regional Industry Clusters of Opportunity Grant, California Endowment Healthcare Initiative, Disability Program Navigator, Veterans Employment-related Assistance Program, New Start Prison-to-Employment, Public Safety Realignment AB 109, Workforce Solutions, County Temporary Assistance for Needy Families (TANF) funds to serve youth, and Concentrated Youth funding. Having such a variety of funding allows the MCWIB to enhance its America's Job Center of California services to serve individuals and businesses and train many individuals to be competitive and marketable for entry into the workforce.

Specific action oriented strategies that support the State priorities for preparing skilled workers for employment in competitive and emergent regional industry sectors and to fill skill gaps created by retirements are outlined in: APPENDIX: C – Key Strategic Goals, Strategies and Actions

Support Regional Workforce and Economic Development Networks

In 2010, the MCWIB became a subdivision of the Monterey County's Economic Development Department. The department was authorized and established by the CLEO and combined the Office of Redevelopment and Housing with the MCWIB. The Economic Development Department is intended to implement an integrated economic development and workforce model, supported by an Economic Development Committee composed of members of the CLEO, the business community, labor representatives, and the public. The primary purpose of the Economic Development Committee is to advise the CLEO on appropriate economic development policies, programs, and activities to ensure a Countywide perspective in support of a diversified economy, higher paying jobs and an expanded revenue base for local government services, while preserving and protecting the County's agricultural, tourism, and education economic base in collaboration with cities.

The MCWIB is also a member of various local and regional associations to include the chambers of commerce; Monterey County Hospitality Association that advocates for its members in the Monterey County hospitality industry; the Monterey County Business Council, and the National Association of Workforce Boards (NAWB) that represents WIBs across the nation to coordinate and leverage workforce strategies with education and economic development stakeholders, within their local communities, to ensure workforce development and job training programs meet the needs of employers. NAWB is the only association that advocates for WIBs and works closely with policy makers in Washington, DC to inform national strategy as it relates to WIBs and our stakeholder partners in education, economic development, labor and business. NAWB also connects workforce development professionals, MCWIB members, and policy makers with the knowledge, training and tools to help make informed, smart decisions about how to invest in workforce strategies that advance the economic health of their communities through a skilled, competitive workforce. The MCWIB is also a long time member of the California Workforce Association (CWA) that represents a collaborative membership-based organization dedicated to advancing workforce excellence in California that help to create statewide partnerships to address critical local and regional workforce issues, and builds the capacity of its members to excel at the local level in designing high impact workforce strategies. CWA has partnered with the NAWB to tailor its Workforce Investment Works campaign initiative specifically for California. The MCWIB has participated in this initiative and plans to continue to promote the services and best practices of its workforce system.

Regionally, the MCWIB has existing partnerships with a consortium of six local workforce investment areas and their respective MCWIBs. Originally organized in 2009, the Workforce Collaborative of California's Central Coast (WCCCC) is comprised of the WIBs of Ventura, Santa Barbara, San Luis Obispo and Monterey Counties. San Benito and Santa Cruz County WIBs joined formally in 2011.

WCCCC has a combined population of more than two million, with a total landmass of 13,356 square miles and a coastline of approximately 373 miles. The geography and demographics of these counties is similar, and their major industry sectors include agriculture, hospitality and healthcare. Essential to the continued viability of the economy throughout this region is attention to sustainability for responsible growth in population and manufacturing. WCCCC is committed to the preservation of the environment and our limited natural resources, while developing our regional workforce to support economic prosperity and maintain a high quality of life.

The purpose of WCCCC is to establish cooperative and mutually beneficial relationships to strengthen workforce development and economic prosperity on the Central Coast. Its focus is on shared priorities to include allied health, green-related jobs and hospitality. This focus has since expanded to include advanced manufacturing and agriculture. The work of WCCCC enables a strategic regional alignment to leverage opportunities for WIA and non-WIA funding. The members are committed to the demonstration of regional need and focused action plans as well as leveraging resources of multiple partners to compliment its grant-related efforts. The WCCCC also has become a learning community that shares information and insights to address regional and local workforce challenges.

WCCCC strategic planning has resulted in two grant projects aimed at assessing regional skill levels, employer needs and training efforts. The first of these was a grant of \$44,000 from the California Endowment through the California Workforce Association. Launched in 2009, the project was to understand the region's need for trained and qualified allied health professionals, particularly among those individuals who could meet employers' needs for providing culturally and linguistically appropriate care. This project had three primary long-range objectives: consulting with educational institutions and employers to align the capacity and development of training programs to best serve the needs of regional allied health employers; developing a diverse and culturally competent allied health workforce that provided high-paying employment opportunities for all residents, particularly those who were currently under-represented in allied health occupations; and promoting outreach

and education that informed potential and current allied health employees about the opportunities that existed with additional training and education.

The stakeholders agreed to these goals and to the delivery of three specific items to include 1) a statement of the region for the allied health initiative that described what the WCCCC was and what the region was facing as it looked to meet the current and future allied health workforce challenges; 2) an electronic matrix that summarized current labor market information on the allied health occupations that had been identified in the study; and 3) a regional plan that discussed steps to respond to the current workforce challenges facing employers, education and training providers as well as current and future allied health employees on the Central Coast.

In 2009, the California Workforce Investment Board (CWIB) also funded a \$250,000 proposal from the WCCCC to analyze, build and promote a Green Energy Cluster on the Central Coast. The purpose of this Regional Industry Clusters of Opportunity (RICO) grant was to conduct meetings and planning sessions to develop a strategy that would advance the economic vitality of the region as a whole through emerging green industries. This green industry cluster was comprised of three sectors including green energy and related industries with an emphasis on building and design, agriculture and tourism. The goals were developed to promote sector-based investment in business and to develop appropriate education and training programs. To implement the grant, WCCCC created a list of stakeholders by county and sector, and held six community focus groups in 2010 and 2011 to determine and invite interested parties to establish ongoing initiatives in each county. As a result, the WCCCC were able to identify and promote specific models that merit future consideration and possible adoption by the WCCCC as a whole.

The RICO grant enabled WCCCC to learn from both the possibilities and the limits of regional cooperation. Of fundamental importance was the necessity to acknowledge that each of the counties in WCCCC is distinctive, with its own history, economy and priorities. Cooperation on issues of common interest as well as recognizing differences is essential in order to move forward. This fact only further reinforces the enduring relevance of the principle of local control embodied in the WIA itself. WCCCC has demonstrated, however, through its research and its meetings with stakeholders, that fundamental agreement is still possible on long-range goals and on the activities needed to achieve these goals.

WCCCC understands that well-established, local county projects must come first unless each county can agree on a common regional plan or effort. In view of the emerging similarity of industry clusters across the Central Coast, cross-county cooperation makes sense. For example, MCWIB in particular provides a model for economic development that is worth examining as a future order of business as well as other similar models such as the Central California Tourism Council.

Greater cooperation with the WCCCC's community colleges would offer educational cross-county opportunities. The community colleges are embarking on a program, promoted by the Chancellor's office, to define economic regions and to choose sectoral approaches to career technical education within each of these regions. Among the ten strategic industry sectors identified are Health, Advanced Manufacturing, Energy & Utility, Agriculture and Retail/Hospitality. These are clearly a cross-match for the sectors already identified by the WCCCC and would be ideal choices for the colleges located within the Central Coast region. A basic part of this emergent plan is the creation of "skills panels" in the community colleges. These panels are intended to engage stakeholders in projects relevant to their regions and sectors. To support this effort, the Ventura County WIB has already established adhoc committees on Allied Health, Applied Basic Skills for Technology-Related Jobs with an emphasis on manufacturing and Clean/Green Jobs with a focus on tourism and sustainability. The community colleges regularly participate in these committees. Similar collaborative efforts are underway in Monterey and San Luis Obispo Counties.

The WCCCC is well-positioned to respond to the need for regional cooperation and a sectoral approach to workforce planning. However, some may have interests in common with counties outside of the WCCCC. For example, the northern counties of Monterey, Santa Cruz and San Benito often partner with counties in the Bay Area to pursue particular projects of interest that make sense to their local communities and economies. Santa Barbara and San Luis Obispo WIBs have also done the same. Ventura County looks south to Los Angeles and Orange Counties for partnerships involving manufacturing and transportation and in fact has partnered with these counties in a second successful RICO grant.

Regionalism for members of the WCCCC is often a matter of circumstance. Rather than adhering to an exclusive regional relationship, WCCCC provides its members with the flexibility to respond to potential partner and funding opportunities outside of WCCCC. The term "situational regionalism" best describes this dynamic

consortium. The WCCCC is not a closed corporation, and the parties involved are free to form other alliances as necessary. The close partnerships within WCCCC, however, offer a solid foundation on which to build workforce development strategies in a cohesive geographic area.

Specific action oriented strategies that support the State priorities for the development of regional workforce and economic development networks that address workforce education and training priorities are outlined in:

APPENDIX: C – Key Strategic Goals, Strategies and Actions

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.

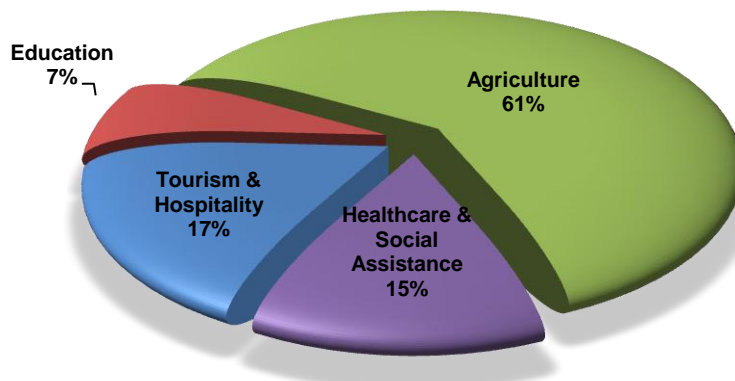
In May 2013, Applied Development Economics (ADE) completed a labor force analysis for Monterey County. It identified the overall job growth for each cluster (industry sector) and selected high demand occupations. The analysis identified projected jobs with high-growth opportunities in selected industries to include: Agriculture with a projected growth of 5,300; Tourism and Hospitality with a projected growth of 1,528; Healthcare with a projected growth of 1,313, as well as other growth industries over the next five years (2012 – 2017); and Education with a projected growth of 625. This labor force analysis is described in more detail in Section 2: Economic and Workforce Information Analysis of the Local Plan.

The following table summarizes the overall job growth for each cluster and selected high demand occupations.

SUMMARY OF MAJOR OCCUPATIONAL GROWTH OPPORTUNITIES		
Cluster	Occupation	Projected Growth 2012-2017
Agriculture* (61%)		5,300
	Farmworkers	2,898
	Graders/sorters/packers	303
	Managers and supervisors	230
	Equipment operators/mechanics	345
	Processing machine operators	70
Tourism and Hospitality (17%)		1,528
	Food preparers/cooks	751
	Maids/desk clerks	175
	Lodging Mgrs/event planners	21
Health and Social Assistance (15%)		1,313
	Home health aids	186
	Registered nurses/Licensed vocational nurses (LVNs), nursing aids	226
	Medical and dental assistants	38
Education (7%)		625
	Teachers	456

Source: ADE, based on EMSI projections.* Not counting projected loss of jobs in the agriculture sector.

Overall Percentage of Projected Growth



SECTION 2: ECONOMIC AND WORKFORCE INFORMATION ANALYSIS

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”¹ analysis.*

A. The local plan must include the following information consistent with WIA Section 118(b) and the Workforce Training Act. Perform and provide a detailed analysis of the local/regional economy. Include a description of the data gathered and the method of analysis and review. A copy of the economic and workforce information analysis must be included in the Plan. If you have a recent economic analysis (less than 12 months old) that answers and is responsive to the areas below, please provide a copy of that report with your submittal.

a. A description of the data gathered and the method of analysis and review.

The methods and data used to prepare this Local Plan include the compilation of current labor market intelligence provided through a labor force analysis conducted by Applied Development Economics (ADE); data provided by Economic Modeling Specialists, Inc. (EMSI) through an online subscription that provides current economic and workforce statistics; a comprehensive economic and labor market analysis prepared by the Employment Development Department’s (EDD) Labor Market Information Division to support the California WIB’s strategic planning process; local labor market analysis prepared by EDD’s Labor Market Information Division; U.S. Census Bureau of Labor Statistics – Occupational Employment Statistics; the Monterey County’s Virtual One-Stop (VOS) system developed by Geographic Solutions; and secondary source material including existing reports, public documents, and analysis.

In May 2013, the MCWIB procured and retained Applied Development Economics (ADE) to conduct a labor force analysis of the major industry sectors in Monterey County. Of the methods and data mentioned above, this report provides the most comprehensive and current analysis of the latest employment trends, projections, and occupational staffing patterns for jobs in Monterey County. This report includes 2012 to 2017 employment data by detailed North American Industry Classification System (NAICS), and American Community Survey (ACS) 5-year estimates 2007-2011 for Monterey County and codes from the Economic Modeling Specialists Intl. (EMSI) dataset. The ADE report along with the other stated methods and data were used to assist the MCWIB to prepare this Local Plan. APPENDIX: O – ADE Labor Force Analysis

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.

Economic conditions in Monterey County have not yet shown signs of full recovery as evidenced by the continuing high unemployment rate averaging 11.4 percent for 2012, as compared with the statewide average of 10.5 percent. Since 2009, the unemployment rate in Monterey County has consistently ranged from 11.4 percent to 12.7 percent. Although other local workforce investment areas around the state have experienced lower unemployment rates, Monterey County is still stressed with double digit unemployment rates and struggles to realign itself to return to pre-recession employment levels, in part, due to the continued negative impact caused by mass layoffs and small businesses struggling to keep their doors open. The economic slowdown has also dramatically reduced city, county and special district revenues in Monterey County resulting in severe shortfalls to local general fund allocations. As a result, many public entities are being forced to reduce payrolls. Reduced local property tax revenues have only exacerbated the problem. (*Source: EDD LMID – Annual Average, Revised, March 22, 2013*) To help to address these issues, the Local Plan includes the MCWIB’s strategies to use Rapid Response funding to staff its Business Services Team to offer assistance to laid-off workers which also includes layoff aversion and business retention strategies available to businesses. The Business Services strategies are explained more in-depth in Section 3: Business Service Plan.

¹ “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.

According to the ADE labor force analysis, industry projected employment changes between 2012 and 2017 will add 11,046 jobs. As shown in Table 7, the agriculture, forestry, fishing and hunting sector (NAICS code 11) was the largest employment generator in 2012 with 47,568 workers. This industry is projected to remain the primary source of employment up through 2017 with 52,116 workers, and 4,548 new jobs projected.

The second largest job sector in Monterey County is accommodation and food services (NAICS code 72) with 20,391 workers projected by 2017. The tourism industry, as a priority job sector in Monterey County, is comprised of the accommodation and food services sector plus arts, entertainment, and recreation. By 2017, the accommodation and food services sector is projected to grow by 1,528 workers, while arts and entertainment will only add 29 additional employees during this period. Healthcare and social assistance (NAICS code 62) is anticipated to gain 1,395 workers and become the third largest growing job sector in the county.

Other services (NAICS code 81) and retail trade (NAICS 44-45) are the fourth and fifth growing sectors with 869 and 674 additional workers projected respectively. Projections for management (NAICS code 55) and financial and insurance services (NAICS 52) show those sectors with the largest projected employment losses by 2017. In addition, the information services sector (NAICS code 51) will also have a sizable job loss, going from 1,596 workers in 2012 to 1,286 workers in 2017.

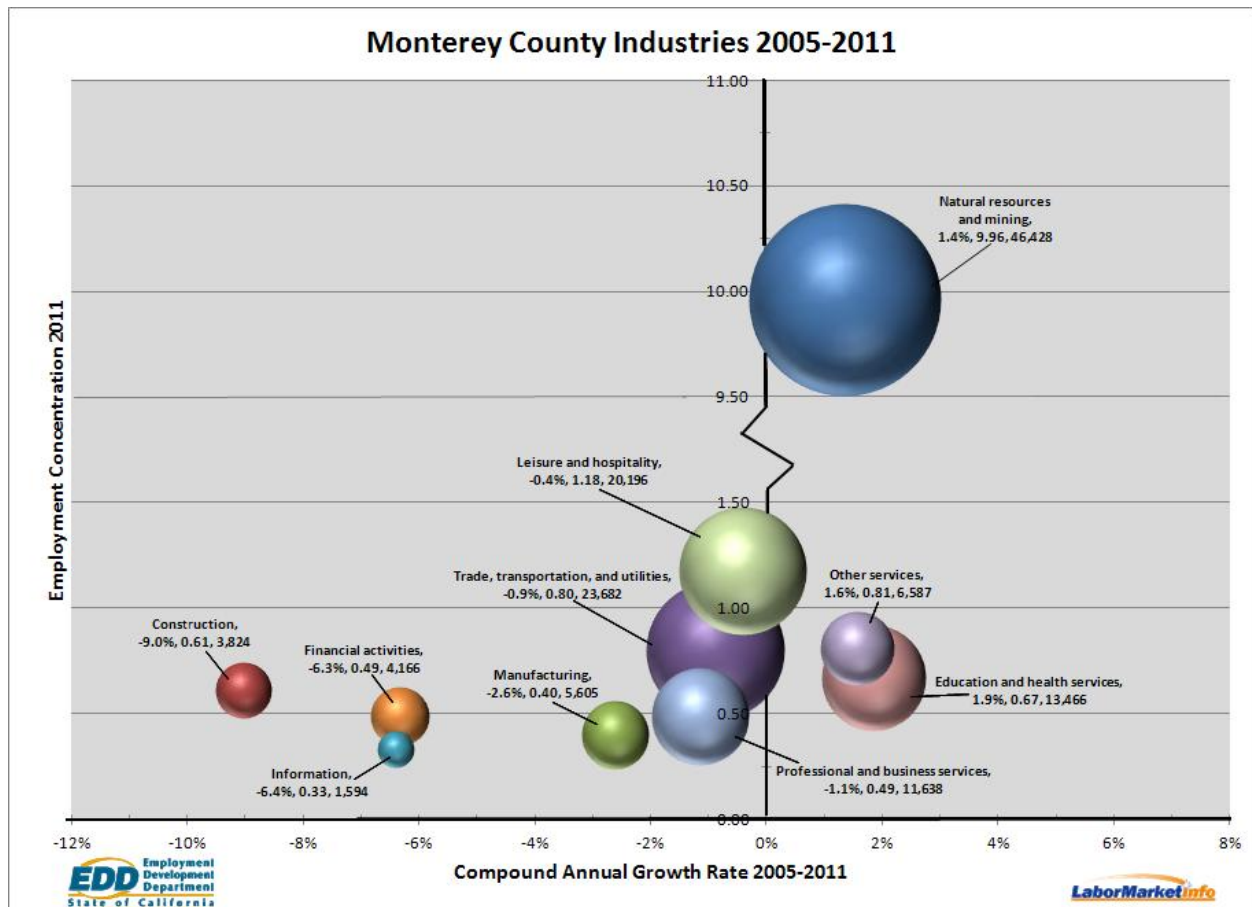
TABLE 7 EMPLOYMENT PROJECTIONS, 2012 - 2017				
NAICS Code	Description	2012 Jobs	2017 Jobs (Projected)	Employment Change 2012-2017
11	Agriculture, Forestry, Fishing and Hunting	47,568	52,116	4,548
72	Accommodation and Food Services	18,863	20,391	1,528
62	Healthcare and Social Assistance	12,070	13,465	1,395
81	Other Services (except Public Administration)	6,538	7,407	869
44-45	Retail Trade	16,261	16,935	674
54	Professional, Scientific, and Technical Services	5,786	6,312	526
42	Wholesale Trade	5,150	5,625	475
61	Educational Services (Private)	2,119	2,474	355
56	Administrative and Support and Waste Management and Remediation Services	5,261	5,588	327
48-49	Transportation and Warehousing	2,639	2,959	320
71	Arts, Entertainment, and Recreation	2,302	2,331	29
21	Mining, Quarrying, and Oil and Gas Extraction	204	192	-12
31-33	Manufacturing	5,437	5,410	-27
53	Real Estate and Rental and Leasing	1,715	1,688	-27
22	Utilities	622	436	-186
23	Construction	3,849	3,550	-299
51	Information Services	1,596	1,286	-310
52	Finance and Insurance	2,621	2,266	-355
55	Management of Companies and Enterprises	1,355	486	-869

Source: ADE, EMSI Employment projections 2012_2017, Monterey County, California

Monterey County Industry Clusters by Employment Concentration

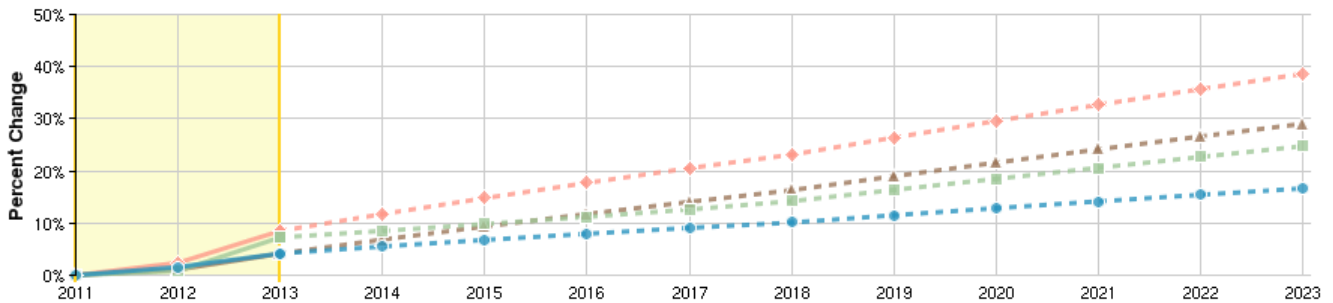
The bubble chart figure below reveals several pieces of key information regarding Monterey County's industry clusters with three dimensions of data. The horizontal x-axis contains the Compound Annual Growth Rate (CAGR), the smoothed annualized gain of an industry over a given time period. Second, the vertical y-axis shows the Location Quotient (or employment concentration), a ratio that allows an area's distribution of employment by industry to be compared to a base area's distribution. The third dimension is the bubble size, which are proportional to employment size. Larger industries will have larger bubbles.

- The largest compound annual growth rate between the period of 2005 and 2011 was in education and health services at 1.9 percent. Other services had a CAGR of 1.6 percent, while natural resources and mining stood at 1.4 percent. The largest loss was in construction, experiencing a 9.0 percent decline over the time period.
- Natural resources and mining had the largest employment concentration in 2011 (with CA as the base area) at 9.96. The second biggest employment concentration was in leisure and hospitality at 1.18. The industries with the lowest employment concentration were information (0.33) and manufacturing (0.40).
- The three largest industries in the Quarterly Census of Employment and Wages annual average in 2011 were natural resources and mining; trade, transportation and utilities; and leisure and hospitality. These three industries accounted for about two-thirds of the jobs in the county.



Comparison of Projected Regional Trends

The following graph provides a comparison of the projected regional trends of the local workforce investment areas that are adjacent to Monterey County. As previously stated, the geography and demographics of these counties are similar in that their major industry sectors include agriculture, hospitality and healthcare.



Region	2011 Jobs	2013 Jobs	% Change
Monterey County	167,570	174,552	4.2%
Santa Cruz	91,722	98,383	7.3%
San Benito	13,978	14,558	4.1%
San Luis Obispo	101,337	109,956	8.5%

Source: EMSI Employment Projections 2011-2017

- 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.

Based on the priority industry sectors identified in the local area economic and workforce information analysis, the following is an assessment of the required entry level education, workforce skills and knowledge individuals need in order to obtain employment, according EDD's Labor Market Information analysis of Monterey County's fastest growing occupations. The data shows that a majority of the occupations projected to grow in Monterey County can be acquired during short to long-term periods of on-the-job training (OJT) opportunities that can last from 1 to 12 months depending on the training required. The OJT is occupation-specific rather than job specific; therefore, skills learned can be transferred to another job in the same occupation.

Comparison of Fastest Growing Occupations 2008-2018	Entry Level Education, Workforce Skills and Knowledge
Pharmacists, 16.67% or 280 jobs	First Prof Degree - LLD/MD
Educational, Vocational, and School Counselors, 12% or 280 jobs	Master's Degree
Medical and Health Services Managers, 25.49% or 640 jobs	Bachelor's Degree or Higher and Some Work Experience
Farm, Ranch, and Other Agricultural Managers, 20% or 720 jobs	
Middle School Teachers, 16.67% or 490 jobs	
Elementary School Teachers, 14.84% or 4180 jobs	Bachelor's Degree
Kindergarten Teachers, Except Special Education, 13.73% or 580 jobs	
Registered Nurses, 30% or 3380 jobs	Associate Degree
Medical Secretaries, 24.72% or 1110 jobs	
Licensed Practical and Licensed Vocational Nurses, 21.54% or 790 jobs	Post-Secondary Vocational Education
Farm Equipment Mechanics, 19.05% or 250 jobs	
Mobile Heavy Equipment Mechanics, Except Engines, 14.29% or 240 jobs	
First-Line Sup/Mgr Farming, Fishing, Forestry Workers, 19.74% or 1820 jobs	
Self-Enrichment Education Teachers, 15.38% or 300 jobs	Work Experience or Related Occupation
First-Line Supervisors/Mgrs of Correctional Officers, 13.33% or 340 jobs	

Comparison of Fastest Growing Occupations 2008-2018 (Continued)	Entry Level Education, Workforce Skills and Knowledge
Cooks, Restaurant, 9.35% or 1520 jobs	Long-Term OJT
Medical Assistants, 31.25% or 1260 jobs Pharmacy Technicians, 29.03% or 400 jobs Dental Assistants, 25.49% or 640 jobs Cooks, Institution and Cafeteria, 18.75% or 380 jobs Social and Human Service Assistants, 16.67% or 280 jobs Agricultural Equipment Operators, 11.29% or 2070 jobs Truck Drivers, Heavy and Tractor-Trailer, 11.17% or 2090 jobs Correctional Officers and Jailers, 10.19% or 1730 jobs Parts Salespersons, 10% or 440 jobs Billing and Posting Clerks and Machine Operators, 10% or 440 jobs	Moderate-Term OJT
Home Health Aides, 50% or 660 jobs Personal and Home Care Aides, 39.5% or 3920 jobs Nursing Aides, Orderlies, and Attendants, 26.14% or 1110 jobs Hotel, Motel, and Resort Desk Clerks, 15.66% or 960 jobs Combined Food Prep / Serving Workers, Fast Food, 14.22% or 2490 jobs Farmworkers, Laborers, Crop, Nursery, Greenhouse, 14.03% or 34870 jobs Amusement and Recreation Attendants, 11.76% or 380 jobs Driver/Sales Workers, 11.54% or 290 jobs Taxi Drivers and Chauffeurs, 11.43% or 390 jobs Counter Attendants, Cafeteria, Concession, Coffee Shop, 11.34% or 1080 jobs Dishwashers, 10.89% or 1120 jobs Landscaping and Grounds keeping Workers, 9.5% or 2190 jobs	Short-Term OJT

Source: California Employment Development Department, LMID

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, etc.

Monterey County has a very diverse population of 415,057, according to the 2010 US Census. Of the total population of people ages five years and older, based on the 2011 American Community Survey (ACS) counts, residents over the age of 5, 46.3 percent only speak English at home, 47.3 percent of individuals indicated Spanish as the primary language spoken. Of this total, 27.7 percent reported that they spoke English less than "very well". These demographic characteristics are important to keep in mind as we consider the educational attainment levels reported for Monterey County.

LINGUISTIC GROUPS ENGLISH PROFICIENCY BY LANGUAGE SPOKEN AT HOME (OVER 5 YEARS)		
Language Spoken	Percent of Population	Speak English less than "very well"
English	46.3%	--
Spanish	47.3%	27.7%
Indo-European languages	1.5%	0.4%
Asian and Pacific Island	4.2%	2.1%

Source: ACS 1-year estimates 2011, Monterey County, California

Of the total number enrolled in MCWIB's Virtual One Stop (VOS) case management system, 22 percent reported as having an ex-offender background, 22 percent reported having a basic skills deficiency, 3 percent are veterans, 9 percent have a disability, and 9 percent are considered older workers over the age of 55.

Employment Status by Race and Ethnicity

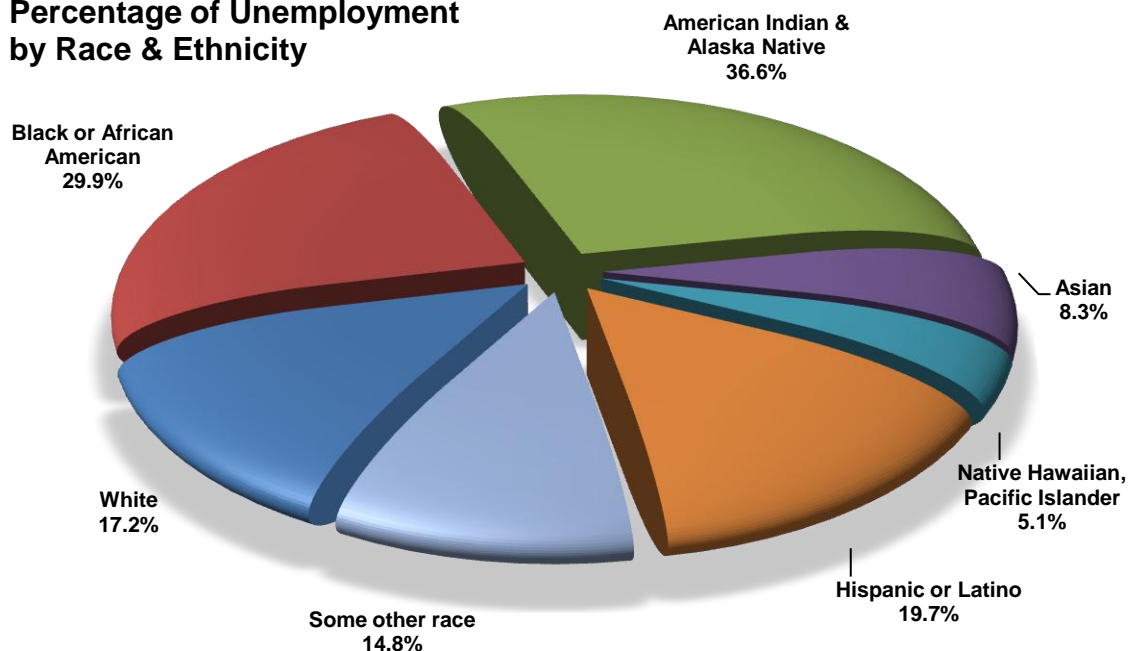
Based on the 2011 ACS counts, the following Table 4 reports that Monterey County has an employment population of 313,760, 16 years and older. From this total, 304,016 persons defined themselves as belonging to one of the following racial groups: 228,014 persons are white, 10,713 are Black or African American, 2,743 are American Indian and Alaska Native, 21,182 are Asian, 1,628 are Native Hawaiian, and 39,736 belong to other races.

Table 4 also presents the percentage of this population that are in the local labor force, to include the employment share, unemployment percentage and count. This Table also reports 153,632 persons 16 years and older as Hispanic or Latino. From the total of Hispanic or Latino persons of any race about 70 percent or 105,852 are in the labor force. The ACS also reports that close to 60 percent or 90,950 persons of this group are employed and nearly 20 percent or 20,894 are unemployed.

TABLE 4 EMPLOYMENT STATUS BY RACE AND ETHNICITY							
Race and Ethnicity	Total	In Labor Force		Employed		Unemployment Rate	
Total One Race	304,016	64.5%	196,090	56.0%	170,249	16.6%	32,530
White	228,014	64.0%	145,929	55.1%	125,636	17.2%	25,082
Black or African American	10,713	48.2%	5,164	39.8%	4,264	29.9%	1,543
American Indian & Alaska Native	2,743	65.5%	1,797	49.2%	1,350	36.6%	658
Asian	21,182	61.7%	13,069	57.6%	12,201	8.3%	1,080
Native Hawaiian, Other Pacific Islander	1,628	84.8%	1,381	79.9%	1,301	5.1%	70
Some other race	39,736	72.3%	28,729	64.4%	25,590	14.8%	4,252
Two or more races	9,744	66.2%	6,451	53.1%	5,174	19.9%	1,286
Total	313,760		202,541		175,423		33,816
Hispanic or Latino origin	153,632	68.9%	105,852	59.2%	90,950	19.7%	20,894

Source: ADE, Inc.; ACS 5-year estimates 2007-2011, Monterey County, California

Percentage of Unemployment by Race & Ethnicity



Employment Status by Age

As part of the local economic and workforce information analysis, Table 5 reports the employment status by age, for the number of people in the labor force, employment count, and unemployment rate in 2011 for populations over 16 years and older. For the purpose of this report, age groups between 16 and 24 are considered under Youth group. In addition the Older Persons category includes age groups of 55 years and older.

TABLE 5 EMPLOYMENT STATUS BY AGE							
	Total	In Labor Force		Employed		Unemployment Rate	
Population 16 years & over	313,760	64.60%		55.90%		10.8%	
AGE:		PERCENT	COUNT	PERCENT	COUNT	PERCENT	COUNT
16 to 19 years	26,216	37.90%	9,936	24.80%	6,502	80.7%	8,022
20 to 24 years	32,357	77.10%	24,947	59.40%	19,220	22.4%	5,598
Youth Total			34,883		25,722		13,620
25 to 44 years	116,542	78.60%	91,602	68.20%	79,482	12.5%	11,421
45 to 54 years	53,190	76.80%	40,850	70.00%	37,233	11.1%	4,521
Total			132,452		116,715		15,942
55 to 64 years	41,951	64.90%	27,226	60.80%	25,506	9.7%	2,643
65 to 74 years	22,199	29.40%	6,527	27.60%	6,127	20.7%	1,354
75 years and over	21,305	6.50%	1,385	6.30%	1,342	56.9%	788
Older Person's Total			35,138		32,975		4,785

Source: ADE, Inc.; ACS 5-year estimates 2007-2011, Monterey County, California

Veteran Employment Status

Table 6 reports veterans' employment status in 2011. ACS estimated a total veteran population of 13,173 from which 9,046 are in the labor force. Of the total veterans in the labor force, 8,235 are employed, while 811 are unemployed.

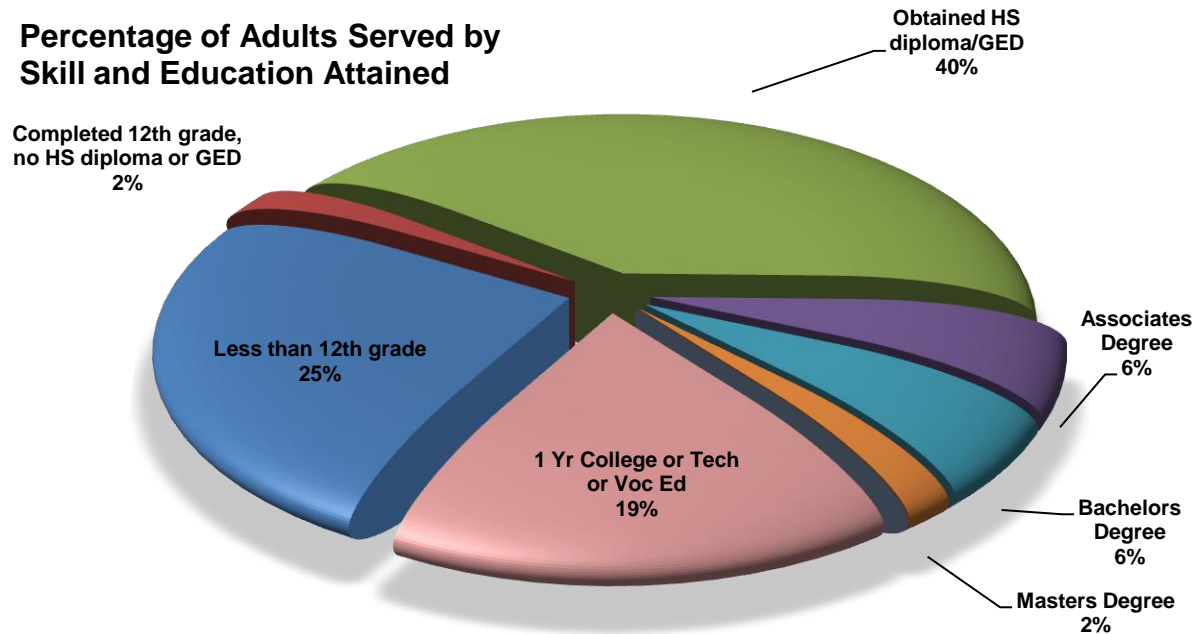
TABLE 6 VETERAN EMPLOYMENT STATUS	
	Estimate
Total:	253,797
Veteran:	13,173
In labor force:	9,046
Employed	8,235
Unemployed	811
Not in labor force	4,127
Nonveteran:	240,624
In labor force:	178,203
Employed	155,653
Unemployed	22,550
Not in labor force	62,421

Source: ADE, Inc.; ACS 5-year est. 2007-11, Monterey County, California

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

The graph below shows the percentage of the total number (1,170) of adults served in our local workforce investment system from July 2012 to May 2013, for Program Year 2012-13. It represents the skills and educational gaps which indicate that 25 percent (297) have less than a 12th grade education, and 2 percent (27) completed 12th grade, but did not receive a diploma or equivalent, while 40 percent (466) have obtained a high school diploma or general equivalency degree (GED), 6 percent (66) have an Associate's degree, 6 percent (67) have a Bachelor's degree, 2 percent (25) have a Masters degree and 1 person (not indicated in the graph) has a Doctorate degree. The remaining 19 percent (221) have at least 1 year of college or technical vocational education.

Percentage of Adults Served by Skill and Education Attained



Experience Levels of Available Candidates

The MCWIB believes that by building an industry-responsive, well-coordinated workforce development system, it will maximize the return on its limited resources and make its education and training programs work for employers and the candidates who have resumes currently built into the VOS system. The MCWIB also recognizes the importance of targeting workforce investment resources in support of priority sectors and the educational and training needs of its workforce.

Utilizing the Monterey County's VOS system, the table below shows the experience levels of all potential candidates in Monterey County as of May 2013, based on candidate resumes entered into the VOS system:

Rank	Minimum Experience	Potential Candidates	Percent
1	Less than 1 year	13,411	31.1%
2	1 Year to 2 Years	2,957	6.86%
3	2 Years to 5 Years	5,846	13.56%
4	5 Years to 10 Years	7,394	17.15%
5	More than 10 Years	13,515	31.34%

Candidate Source: Individuals with active resumes in the workforce system

Candidates By Occupation Group

Utilizing the Monterey County's VOS system, the table below shows the distribution of all potential candidates in the workforce system that were looking for work in Monterey County as of May 2013 by occupation group, based on candidate resumes entered into the VOS system:

Rank	Occupation Group	Potential Candidates
1	Office and Administrative Support Occupations	3,254
2	Farming, Fishing, and Forestry Occupations	1,791
3	Sales and Related Occupations	1,779
4	Management Occupations	1,405
5	Transportation and Material Moving Occupations	1,076
6	Construction and Extraction Occupations	1,060
7	Food Preparation and Serving Related Occupations	1,031
8	Production Occupations	1,028
9	Building and Grounds Cleaning and Maintenance Occu	662
10	Installation, Maintenance, and Repair Occupations	649
11	Education, Training, and Library Occupations	627
12	Healthcare Support Occupations	616
13	Business and Financial Operations Occupations	539
14	Arts, Design, Entertainment, Sports, and Media Occ	421
15	Healthcare Practitioners and Technical Occupations	339
16	Personal Care and Service Occupations	338
17	Community and Social Services Occupations	328
18	Protective Service Occupations	265
19	Computer and Mathematical Occupations	253
20	Architecture and Engineering Occupations	218
21	Life, Physical, and Social Science Occupations	149
22	Legal Occupations	96
23	Military Specific Occupations	72

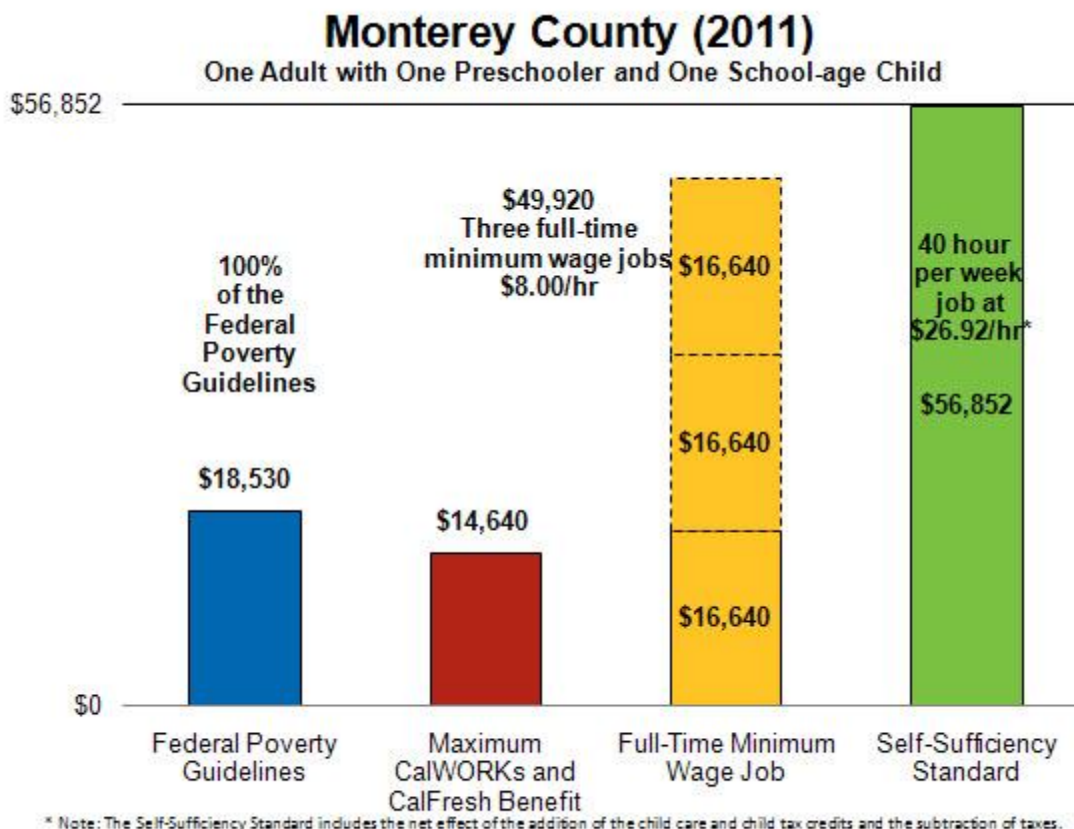
Candidate Source: Individuals with active resumes in the workforce system

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

According to the ADE labor market analysis, under-employment generally refers to jobs that provide less than sustainable incomes for workers, either due to insufficient hours or due to low wage scales. This term sometimes also refers to under-utilization of the labor force, as reflected in the unemployment rate. Monterey County does have a relatively high unemployment rate, at 11.4 percent in 2012 compared to 10.5 percent for the state. The agricultural and tourism clusters are also subject to high seasonality, which magnifies unemployment during certain times of the year. According to the ACS, among the population between 16 and 64 years of age, the county unemployed workers total about 70,500 and there are another 45,100 workers who are employed less than 34 hours per week.

In 2011, the Insight Center for Community Economic Development published “California Family Economic Self-Sufficiency Standard data by County” that recommended the self-sufficiency standard of \$26.92 per hour for Monterey County. This standard is based on a family unit of three consisting of One Adult and Two Children (one preschooler and one school-age child). It equates to \$4,737 a month, and \$56,852 annually. This publication provides an estimated measurement and calculates the income needed by working families to meet their basic needs in Monterey County that includes county-specific costs for housing, food, and health care, as well as costs associated with work including transportation, childcare, and taxes. (Source: <http://www.insightcced.org/communities/besa/besa-ca/ca-sss-2011/SSS-Monterey-12.html>)

Based on the graph below, it shows that the Federal Poverty Level (FPL), which is commonly used to determine eligibility for public support programs, is not enough at \$18,530. Neither is the maximum CalWORKs and CalFresh benefit, which is even less than the FPL at \$14,640. And in fact, to meet the most basic expenses for a family of three in Monterey County, you would need to work more than three full-time minimum wage jobs.



Average Annual Wage

One of the challenges in Monterey County is that the vast majority of jobs that are available have an estimated average annual wage of \$40,040, as indicated in the table below, which shows the estimated average wage information for Monterey County for the 2nd quarter period of 2012. The average annual wage of \$40,040 does not meet the minimum self sufficiency wage standards of \$56,852.

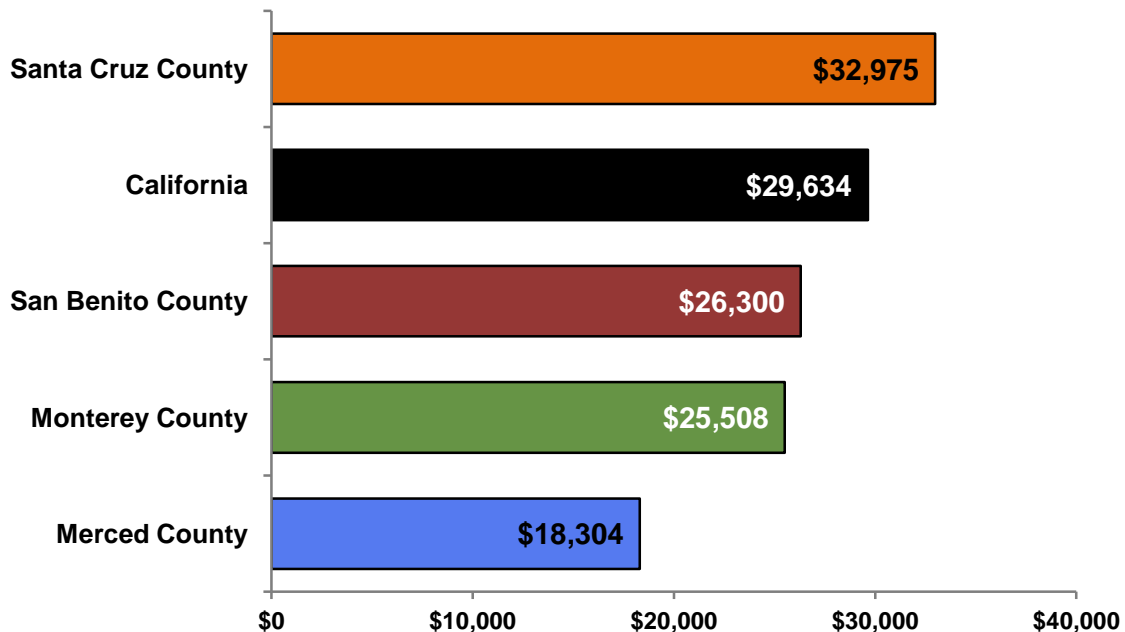
Area Name	Total Average Employment	*Average Hourly Wage	Average Weekly Wage	*Average Annual Wage
Monterey County , California	177,791	\$19.25	\$770	\$40,040
California	14,906,063	\$25.85	\$1,034	\$53,768
United States	132,120,682	\$22.58	\$903	\$46,956

* Assumes a 40-hour week worked the year round.

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program

Per Capita Income by Region

The following graph displays the per capita income by region for 2011. It reports that Monterey County is below the California average as well as its neighbor counties in Santa Cruz and San Benito. However, Monterey County is considerably higher than Merced. It is important to note that this is an average measure and does not account for the distribution of income or the percentage of the population that is above or below this amount.



Source: BW Research Partnership 2013 Economic & Workforce Information Analysis Report

Occupations with the Highest Paying Annual Wages

The table below shows the occupations from job openings advertised online with the highest paying mean (annual) wages in Monterey County as of May 2013.

Rank	Occupation	Mean Annual Advertised Wage
1	Computer Programmers	\$105,592
2	Education Administrators, Postsecondary	\$82,608
3	General and Operations Managers ✨	\$76,390
4	Accountants ✨	\$51,245
5	First-Line Supervisors/Managers of Office and Administrative Support Workers ✨	\$39,145
6	Executive Secretaries and Administrative Assistants ✨	\$33,166
7	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	\$28,775
8	Customer Service Representatives ✨	\$25,263
9	Chefs and Head Cooks	\$24,128
10	Maids and Housekeeping Cleaners ✨	\$21,384
11	Security Guards ✨	\$20,384
12	Laborers and Freight, Stock, and Material Movers, Hand ✨	\$17,888
13	Combined Food Preparation and Serving Workers, Including Fast Food ✨	\$16,640

✨ BRIGHT OUTLOOK NATIONALLY |
 ✨ BRIGHT OUTLOOK STATEWIDE |
 🌿 GREEN OCCUPATIONS

Job Source: Online advertised jobs data

The MCWIB will continue to identify and leverage resources that will lead to self sufficiency wages and jobs in Monterey County. With the major target industries in mind, the MCWIB will use its America's Job Center of California Counselors to align the workforce with education and the priority industry sectors through the development of a comprehensive assessment known as the Individual Employment Plan (IEP) to develop a service strategy, to set career pathway goals and objectives which culminate into gainful and sustainable employment. The IEP development process evaluates the participant's employment barriers, while taking into account the participant's family situation, work history, education, occupational skills, financial resources and needs, supportive service needs, interests and aptitudes. As part of this process, the counselors will utilize the self-sufficiency standards for Monterey County in each of the IEP.

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

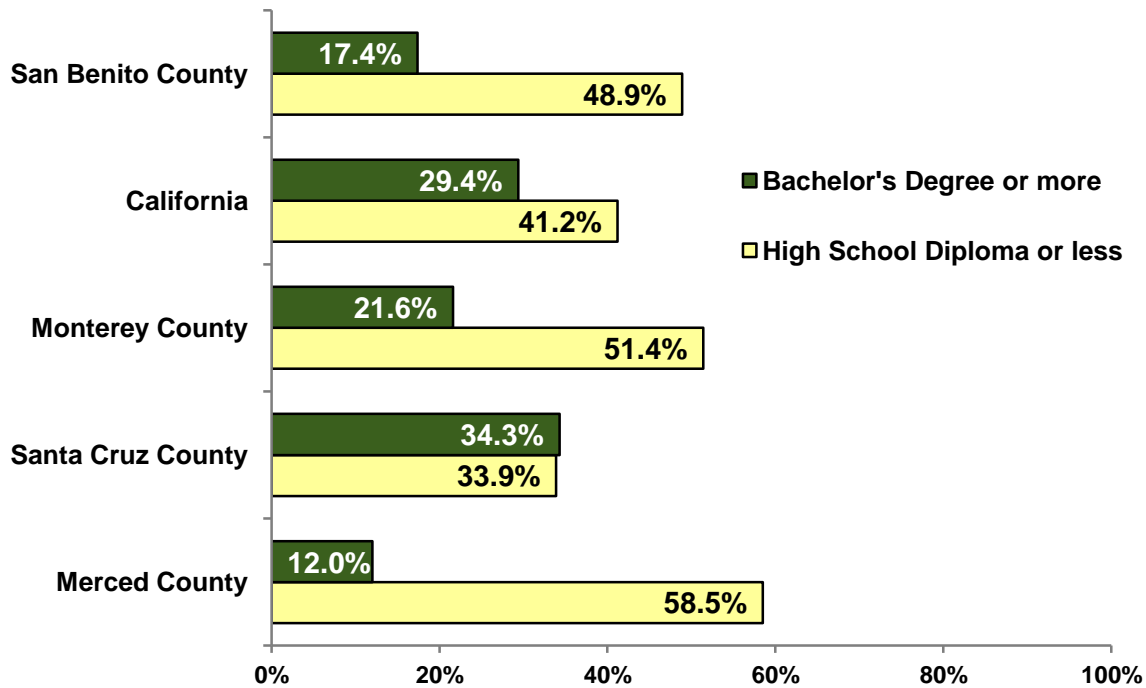
The following table represents the educational attainment levels for Monterey County overall, as compared to the same levels for the State of California and the United States. Monterey County compares favorably compared to the State and nation overall for populations of 25 years or older that have less than a high school graduate education level. However, differences begin to increase in the other levels, resulting in lower high school and college completion for Monterey County.

	2011 Monterey County	2011 California	2011 United States
Population 25+ by Education	262,123	24,443,872	206,471,670
Less than high school graduate	31%	19%	14%
High school graduate (includes equivalency)	20%	21%	28%
Some college or associate's degree	26%	30%	29%
Bachelor's degree or higher	23%	30%	29%
<i>American Community Survey, 2011</i>			

As previously stated, of the total number of adults served (1,170) in our local workforce investment system from July 2012 to May 2013, 25 percent have less than a 12th grade education, and 2 percent completed 12th grade, but did not receive a diploma or equivalent, while 40 percent have obtained a high school diploma or general equivalency degree (GED).

Educational Attainment for Residents 25 and Over by Region

In terms of educational attainment, the following chart reports that Monterey County has a substantially lower portion of its adults residents (25 years or older) with a Bachelor's degree or more, than California or any of the comparable counties. However, Monterey County compares favorably to the State and neighboring counties for populations of 25 years or older that have a high school graduate education level or less.



Source: BW Research Partnership 2013 Economic & Workforce Information Analysis Report

The overall educational attainment in Monterey County does not meet the minimum requirements to attract businesses that require higher skilled workers that create opportunities for growth. To position Monterey County, substantial investments are needed in research, infrastructure, and education. The most important of these areas to address is education because human capital investments are the key drivers of economic competitiveness in the long term.

Over the next five years, the MCWIB will enhance its local workforce investment system that increases its contribution in providing a competitive workforce to local businesses using a sector based strategy that focuses on high-growth industries that drive the economy and offer sustainable living wages. Through its America's Job Center of California delivery system, individuals will be given the opportunity to maximize their employment potential through an extensive offering of information and a variety of training services based on the needs of individuals, job seekers and businesses. Employers will be provided access to qualified workers to support their economic growth and enable businesses to compete in the global economy.

- 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.

The MCWIB is committed to ensuring that WIA funds allocated meet local workforce skill needs in identified industry sectors and workforce skill gaps areas. Using data gathered by ADE of the local labor force and the major industry sectors in Monterey County, the MCWIB will be able to determine the skill gaps and to align it with the latest employment trends, projections, and occupational staffing patterns to identify job opportunities in Monterey County.

The MCWIB also approved a series of policies to better align the workforce system and its resources to meet the skill needs of priority employers in the local area. In doing so, the MCWIB adopted three policies that focus on training. The WIA Training Expenditure Requirement policy was developed in 2012 and requires all of its service providers and subcontractors to spend and leverage at least 25 percent of its WIA formula fund allocations on workforce training services such as apprenticeships, on-the-job training (OJT) and other

customized training where workers can build skills while working. The OJT and Individual Training Accounts Policies provide guidance on how to develop and administer training contracts funded under WIA. To address the needs of priority sector employers, the MCWIB also adopted an industry clusters policy which targets training resources to industry-specific clusters maximizing these funds for occupations within clusters that have high growth, high pay, and career ladders.

Brief descriptions of the policies are indicated under Section 4: Adult Strategies. Details of each policy are located in the following:

- APPENDIX: R(a) – WIA Training Expenditure Requirements (SB 734)
- APPENDIX: R(b) – On-the-Job Training Policy
- APPENDIX: R(c) – Individual Training Accounts
- APPENDIX: R(d) – Industry Clusters

SECTION 3: BUSINESS SERVICE PLAN

Business and Industry Goal: *Meet the workforce needs of high demand sectors of the state and regional economies.*

Consistent with the Workforce Training Act, the CLEO and their 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 [UI Code Section 14200(c)(9)(C)];

On December 5, 2012, the MCWIB approved the recommendation to amend the MCWIB Bylaws to incorporate a Business Services Committee as one of its standing committees of the full MCWIB. The recommendation was forwarded to the CLEO for final review and approval. On February 5, 2013, the CLEO approved the MCWIB's recommendation to modify its Bylaws to create a standing Business Services Committee in alignment with the strategic Local Plan that focuses on services to and for employers, including training of incumbent workers, new hires and potential hires that meet the workforce needs of high demand sectors by preparing skilled workers for employment in competitive and emergent industry sectors that support job retention and job growth.

The Business Services Committee is comprised of business members who serve on the MCWIB including small businesses, who represent both the leading industries and employers in the local industry sectors. These members have significant potential to contribute to job growth and openings in the local area and regional economy. The members represent small business development, hospitality and tourism, technology, and communications.

In accordance with the MCWIB Bylaws, below is a description of the MCWIB's Business Services Committee:

- A. A Business Services Committee shall be established and composed of MCWIB members as directed by the MCWIB Chair.
- B. Responsibilities of the Business Services Committee shall include:
 1. Develop and make recommendations for the Business Service Plan to the Board of Supervisors in an effort to increase employer involvement in the activities of our local board;
 2. Submit the Business Services Plan along with the local Strategic Plan to the State of California Workforce Investment Board (CWIB);
 3. Conduct Labor Market Intelligence (LMI) Analysis;
 4. Provide oversight of Rapid Response Program services;
 5. Champion the Career Readiness Certificate – WorkKeys® and Worldwide Interactive Network (WIN); and
 6. Report back to the full MCWIB on issues as directed by the full MCWIB on a bi-annual basis.

- 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:
 - a. Determine the employer needs in the local or regional area;
 - b. Integrate business services, including WP Act services, to employers through the America's Job Center of California (formerly One-Stop) delivery system; and
 - c. Leverage and braid other resources through education, economic development and industry associations to support OJT and other customized training ventures.

The Business Service model for Monterey County consists of a team that provides services that are dedicated to serve businesses in an effort to support job retention and job growth. This requires a focus on what the needs of businesses are. The MCWIB and the Business Services Team are advocates for the business community. This requires that the Business Services Team understand the demographics of the employers in the local area. This is done not only through labor market data analysis, but also by communicating with or surveying employers to gain insight on what their unmet needs are and how the Business Services Team can assist in providing solutions to meet their needs.

The Business Service model includes a Marketing/Outreach component that involves MCWIB member participation and support consisting of these business related services:

- All phases of recruitment services, from general open postings to referring prescreened candidates
- Business seminars and classes offered in partnership with Small Business Development Centers, Economic Development Organizations, Chambers of Commerce and other business organizations
- Interview and meeting facilities
- Rapid Response services
- On-the-Job and customized training opportunities
- Industry focused Job Fairs
- Information brokers providing information on Human Resources issues, labor laws, licensing, permitting and economic development
- Business to business referrals
- Salinas Valley Enterprise Zone referrals where appropriate
- Labor market information
- Assessment for job preparedness
- Career Readiness Certificates

Determining Employer Needs

The MCWIB and its Business Services Committee believe that services to the region's employers should serve the widest possible range of businesses, be individualized and efficient with a single point of contact whenever possible. It is also the MCWIB's vision and goal that we share our client information, as allowable, with partner agencies to avoid unnecessary duplication. To accomplish this, cross training will be provided so that the Business Services Team members are able to effectively provide services in a seamless delivery fashion.

The Business Services Team conducts employer outreach that includes a complete list of Business Services partner information, including contacts, programs and scope of services. This information is used by all members of the team when making employer contacts and is reviewed and updated by the team as changes occur.

The MCWIB also collaborates with the Monterey County Business Council (MCBC) and their Competitive Clusters (C2) projects to acquire current information on demand industries directly from employers in Monterey County, which include agriculture, tourism, education & research, building and design, wellness and lifestyle and creative technology cluster initiatives. This collaboration can be seen in the advisory committees and policies created by the MCWIB around the economic drivers of Monterey County. As a result, the MCWIB established Adhoc roundtables and workgroups such as: Healthcare Advisory Roundtable, Construction Trades Training Roundtable (formerly Pre-Apprenticeship Advisory Committee), Disability Advisory Committee and Hospitality Advisory Committee. Through these workgroups, the MCWIB is able to receive feedback from industry professionals and local businesses in an effort to coordinate the needs of these industries with the cluster initiatives and the activities of the America's Job Center of California.

The MCWIB also coordinates efforts with its partners that are comprised of the America's Job Center of California service providers, economic development representatives, the Employment Development Department, Unemployment, and the Small Business Development Center that are focused on achieving individual and regional economic development goals while maximizing scarce resources. This team is committed to addressing business needs, whether through local government policy and streamlined permitting processes, or linking businesses to local and regional resources that adds value to company innovation and growth.

The MCWIB is also a member of its local chambers of commerce and works in partnership with the chambers to survey their members to determine their needs while at the same time ensuring that employers are aware of the employment and training related services available through the America's Job Center of California system.

As WIA participants are placed into unsubsidized employment, service providers make a point to contact employers to conduct employment verifications on a regular basis to identify those that found jobs; whether or not they stayed employed; and what they earned. Employers are also surveyed on a monthly basis through the use of customer satisfaction evaluations. Such efforts enable the MCWIB to receive feedback from professionals in the field and local businesses as it addresses the needs of local industries through the activities of the America's Job Center of California.

Integrating Business Services and Wagner Peyser Services through the America's Job Center of California (formerly One-Stop) Delivery System

Over the years, the MCWIB has increasingly integrated the services offered by its America's Job Center of California partners to jointly develop goals, benchmarks and timelines to enhance its full integration strategy. The ultimate goal is to provide a seamless integration of expanded services from as many agencies as necessary and to connect job seekers to valuable services. Services include the use of the America's Job Center of California Employment Center and computers, job search workshops, information on training and education, referrals to partner agencies and resources and labor market information on growth industries in Monterey County.

Employment and training services are provided to a diverse spectrum of residents through a unique combination of comprehensive and satellite America's Job Center of California, as well as specialized programs provided by our local partners and subcontractors. Three of the partners consist of the major stakeholders and investors of the America's Job Center of California. They include the Employment Development Department (EDD) which is a recipient of Wagner Peyser (WP) funding and a provider of WP services, the Office for Employment Training (OET), and the Monterey County Department of Social Services (DSS) California Work Opportunity and Responsibility to Kids (CalWORKs) Employment Services (CWES).

Key elements for the integration of services include Core, Intensive and Training services that are coordinated to avoid duplication and provide common intake procedures utilizing a shared case management system through the Virtual One Stop (VOS) system. Services are provided to support dislocated workers, job-seekers, individuals, businesses, economically disadvantaged youth and adults, and migrant seasonal farm workers for example. The promotion and outreach efforts to job seekers, employed workers and the business community are coordinated in a comprehensive and focused structure, which clearly establishes a seamless, integrated America's Job Center of California delivery system. A menu of employer services is offered to the business community and delivered in a timely fashion.

Through the State's New CalJOBS system, operated by EDD, each America's Job Center of California allows the public access to computers to view job listings. EDD staff at the America's Job Center of California provides information regarding eligibility and the filing of unemployment insurance (UI) claims. UI claim filing is available through a centralized bank of telephones, online and fax system at the America's Job Center of California in Salinas to link clients to information about UI programs and how to apply. EDD provides universal access to employment services via a tiered delivery system that includes self-service, internet-based and staff-assisted services.

A VOS case management system is used to enhance communication and the sharing of participant data to partner services funded by WIA and WP. Programs are evaluated on a monthly, quarterly, and yearly basis in an effort to ensure that the highest quality services are being provided to the community. The VOS allows the workforce system to move clients through the America's Job Center of California system utilizing a common set of value added and integrated services; these services were designed to increase employability and job retention.

Over the next five years, inclusion of other service providers and partners will be considered in an effort to provide a clear and comprehensive array of services to all customers in the America's Job Center of California system.

Leverage and Braid Other Resources through Education, Economic Development and Industry Associations to support On-the-Job Training and Other Customized Training Ventures

The MCWIB is committed to ensuring that WIA funds are leveraged and allocated to meet local workforce skill needs in the previously identified industry clusters and workforce skill gaps areas.

In 2012, the MCWIB approved a training policy that requires all of its Adult and Dislocated Worker service providers and Adult subcontractors to spend at least 25 percent of its WIA formula fund allocations on workforce training, per Senate Bill (SB) 734. Specified in each subcontract, the MCWIB requires that each subcontractor plan to expend a minimum of 25 percent of their contract funds on training services. Of that amount, ten percent of the minimum training expenditure requirement may be met by applying approved leveraged resources used for training services. Through this effort, in PY 2012-13 the MCWIB was able to effectively leverage other resources through its WIA subrecipients to train the workforce and meet the 25 percent training expenditure requirement in the targeted industry clusters. Leveraged resources include match funds from employers including the employer paid portion of on-the-job training and customized training, Department of Labor National Emergency Grant funds, Federal Pell Grants and others.

Over the past few years, the MCWIB has addressed the workforce investment needs of job-seekers and workers due to local economic changes, by leveraging the use of WIA funds towards various training programs to include an Agricultural Mechanics Training class through Hartnell College, a Certified Nursing Assistant (CNA) Pipeline training program offered through the Salinas and Soledad Adult Schools and preparing workers for “green jobs” opportunities in Monterey County to include a partnership with Hartnell College, Cabrillo College and the WIBs of Monterey and Santa Cruz Counties to support the Monterey Bay Green Building/Pre-Apprenticeship Training Program. These programs provided work experience and OJT opportunities for students to prepare them for work in green construction and healthcare related industries.

In addition, the MCWIB has actively worked to identify areas that need additional funding and support for training, policy and strategic development and resource management. For example, the MCWIB has worked with its America’s Job Center of California partners to leverage and facilitate the level of resource coordination throughout the America’s Job Center of California delivery system. WIA funds augment the availability of training programs and services beyond those that can be obtained through CalWORKs, PELL Grants and Wagner-Peyser funds. Additional funding from partner agencies and from outside Federal, State, local and private sources will greatly expand the level of participation and range of options open to job seekers and employers. This is particularly important since services funded through WIA Title I funds are insufficient to offer a broad range of services to these customer groups.

Based on the Local Plan strategic initiatives, the redirection of resources into a more strategic focus, utilizing current labor market analysis, will create a workforce development system that is visible and acknowledged in the community as something of value to a broad customer base of job seekers and employers.

Existing Memorandums of Understanding (MOU) also prescribe the amount of resources that are provided by each partner agency of the America’s Job Center of California system. Agency contributions vary according to their function and size of their program and are prorated according to a formula based on staff size and funding levels and participant activity. The MCWIB is also examining different ways that partners may contribute to support training such as offering in-kind staff training support in lieu of direct cash support. MOUs and the specific partners are described in further detail under Section 7: Memorandums of Understanding of this Local Plan.

In addition, the MCWIB will continue to assertively raise revenues to maintain training service levels by applying for competitive and discretionary grants throughout the year.

- C. Describe how the CLEO/Local Board intend to accomplish the following:
- a. Identify training and educational barriers that hinder job creation in the regional economy;
 - b. Identify skill gaps in the available labor force that contribute to the lack of local business competitiveness; &
 - c. 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 MCWIB, in collaboration with its Business Services Committee and key workforce stakeholders will convene employer roundtables focusing on the priority industry sectors to determine the workforce training and educational barriers that hinder job creation in the regional economy. The MCWIB is also currently working with local chambers of commerce to survey their members to determine their needs while at the same time ensuring that employers are aware of the employment and training services available through the America’s Job Center of California system. Sector initiatives will be driven by and developed with input received from the employer community. It is anticipated that these roundtables will provide insight on the barriers that employers face in hiring individuals as well as identify skill gaps in the labor force that contribute to the lack of local business

competitiveness. The input will help the MCWIB, its regional partners, and workforce system to align its resources to develop solutions to meet the needs of the employer community.

In addition to the feedback received through employer roundtables to identify skill gaps in the local labor force, WorkKeys® assessments will be administered by the America's Job Center of California to measure the workplace aptitude of employees and identify skill gaps in job applicants. The America's Job Center of California will also use a testing system known as SkillCheck that offers performance-based tests for assessing job seeker's skills on key software products such as Microsoft Office, QuickBooks and others. SkillCheck also offers assessments in other key areas like clerical, typing, data entry, and accounting.

As stated previously, ADE completed a labor force analysis for Monterey County that identified the priority industry sectors that would likely contribute to job growth over the next five years. The analysis identified projected jobs with high-growth opportunities in the tourism and hospitality; education; agriculture, and healthcare industry sectors. Based on this analysis and from input received from the employer community and various key stakeholders, the MCWIB is committed to allocating and leveraging 25 percent of its WIA formula funding on workforce training. As new contracts are established, the MCWIB will include language that will require each Adult subcontractor to plan to expend and leverage a minimum of 25 percent of its contract funds on training services.

- D. Describe how the CLEO/Local Board will accomplish the following:
- a. Partner with priority-sector employers to develop potential OJT and other customized training strategies;
 - b. Encourage business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training;
 - c. 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;
 - d. Foster collaboration between community colleges and DIR-DAS approved/Registered apprenticeship programs, through MOUs or other formal mechanisms. Explain how services 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 (UI Code Section 14230(3));
 - e. 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];
 - f. Promote Rapid Response as a proactive intermediary for priority industry sectors (rather than as a reactive service only for layoff response); and
 - g. Identify how Rapid Response will develop effective early layoff warning systems and layoff aversion strategies;
 - h. Identify how Rapid Response assistance and appropriate core and intensive services are made available to those covered by the TAA program.

The MCWIB in collaboration with its Business Services Committee and key workforce stakeholders will convene employer roundtables focusing on the priority industry sectors to develop potential OJT and other customized training strategies. In doing so, the MCWIB will meet with priority-sector employers through the Economic Development Committee and local chambers of commerce in partnership with the private sector representatives of the MCWIB and its Business Services Committee. By having key stakeholder representation involved, the MCWIB is able to develop on-the-job training strategies with priority sector employers as well as develop customized training on behalf of the job seekers, dislocated workers and youth.

The MCWIB is also currently working with local chambers of commerce to survey their members to determine their needs while at the same time ensuring that employers are aware of the employment and training services available through the America's Job Center of California system. Sector initiatives will be driven by and developed with input received from the employer community. It is anticipated that these roundtables and surveys will provide insight on the barriers that employers face in hiring individuals as well as identify skill gaps in the labor force that contribute to the lack of local business competitiveness. The input will help the MCWIB, its regional partners, and workforce system to align its resources to develop solutions to meet the needs of the employer community.

A recent example of a successful collaboration of partnering with employers to develop customized training strategies is the MCWIB's support in developing a specialized training program for workers impacted by layoffs in the financial industry sector, particularly from Capital One. As a result, the participants were given the opportunity to receive industry recognized certification training that is necessary to acquire living wage jobs.

In March 2013, the MCWIB received an Employment Training Panel funding award in the amount 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 companies. The MCWIB plans to partner with the Small Business Development Center, CA State University, Monterey Bay to work with employers primarily in the manufacturing industry that seek retraining to enhance skills of employees to improve productivity and eliminate waste from work processes. Training will help employers meet a number of competitive challenges, including the slow economy and international competition.

The MCWIB plans to reconvene its Healthcare Advisory Roundtable (HART) comprised of knowledgeable healthcare professionals from community and private hospitals, proprietary schools, community colleges, healthcare labor unions, businesses, and America's Job Center of California partners. The HART fostered the California Endowment Regional Healthcare Research project which brought business, industry and education together to develop strategies to overcome barriers and meet the skills necessary in the allied healthcare industry. As a next step, the MCWIB Executive Director was invited to meet with Hartnell College and California Endowment representatives to discuss how the HART will help to advance future opportunities through the California Endowment that will help to support Hartnell College with the development of curriculum for respiratory technicians.

The MCWIB established a Pre-Apprenticeship Advisory Committee, now known as the "Construction Trades Training Roundtable" to convene experts in the field of construction, trades, labor, preapprenticeship and business to create strategic and innovative programs for the residents of Monterey County and to receive feedback from professionals in the field in an effort to coordinate the needs of these industries with the activities of the America's Job Center of California. One focus of the Construction Trades Training Roundtable is to develop strategic policy to implement pre-apprenticeship training programs. The MCWIB plans to reconvene these industry experts which include our MCWIB members that consist of representation from five different labor organizations including the Monterey Bay Central Labor Council, the Plumbers and Steamfitters Local 62, the Carpenters Local 605, the International Brotherhood of Electrical Workers and the SEIU along with other community and educational partners. Together, it is the MCWIB's goal to foster collaboration between community colleges and DAS approved apprenticeship programs for the planned use of WIA Title I funds for the provision of training through registered apprenticeship programs and how programs and services funded by the WIA and directed to apprenticeable occupations, including pre-apprenticeship training, are conducted, to the maximum extent feasible, in coordination with one or more of the approved apprenticeship programs. In doing so, MCWIB plans to develop policies to promote integration of the federal and state DAS approved apprenticeship programs and the Job Corps, in partnership with the CASP stakeholders as stated previously.

At present, Monterey County's Business Services and Rapid Response Team of experts provide timely and relevant business consultation on the type of Rapid Response activities available to employers with information and referrals to resources that may assist them in avoiding layoffs. This includes providing a range of services such as Employment Training Panel incumbent worker training, information on local incentives such as tax incentives and the EDD's Work Share program.

For those that qualify, information and assistance on the Salinas Valley Enterprise Zone is provided. The zone area includes most of the Salinas Valley Cities of Salinas, Gonzales, Soledad, Greenfield, and King City, as well as the unincorporated area in Monterey County between those communities along the Highway 101 Corridor. An Enterprise Zone designation provides significant California Income Tax Credits and other financial incentives for businesses located in the Enterprise Zone area boundaries. These tax credits include hiring credits; sales and use tax credits; business expense deductions for depreciable equipment; 15-Year net operating loss carryovers; net interest deductions for lenders; and preferences on state contracts.

The MCWIB also offers the Synchronist Program to businesses on behalf of City of Salinas Enterprise Zone Program in an effort to support business retention, layoff aversion, and job development to a large employer base. In addition, this program will provide the MCWIB with knowledge of employers who express their desired skill sets in job seekers to meet their employment needs. This will in turn help to identify opportunities for the development of customized training strategies based on employer needs.

As the Business Services Team members are made aware of a company closure or downsizing that may be caused by foreign competition, they partner with the Economic Development Department, Employment Development Department's Trade Adjustment Assistance (TAA) specialist, and a SBDC representative to visit the employer. Once it is determined whether the employer is eligible for the TAA program, the team will meet with the employer to discuss the benefits of TAA. The employer is provided with forms they need to complete in order to petition for TAA certification. If it is determined the company has been negatively affected by foreign competition, the local TAA representative provides an overview of TAA benefits at the Rapid Response Orientation so the individual employees can be provided the necessary services and access to benefits.

SECTION 4: ADULT STRATEGIES

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:

The MCWIB is committed to ensuring the presence of a workforce development system that is not only cognizant of the needs of employers and jobseekers, but also works with the educational system to effectively prepare unemployed and or underemployed jobseekers for entry into key industry sectors that will in turn fill labor market skills gaps, achieve economic growth and foster a shared prosperity.

In doing so, MCWIB draws on the strengths of its community stakeholders to bring together additional perspectives and expertise to address the training and educational needs of the workforce community. This is done through its advisory committees and adhoc workgroups, past experiences, labor market studies, and through collaborative partnerships comprised of professionals from business, government, and education working together on countywide issues that focus on workforce development, economic development and advocacy.

Together these stakeholders helped to develop the following five (5) MCWIB adopted policies to align the workforce system and its resources with the needs of key industry sectors and the educational system, while also ensuring all processes, services, and outcomes are consistent:

- WIA Training Expenditure Requirements Policy – Requires the allocation of at least 25 percent of MCWIB’s combined total of Adult and Dislocated Worker WIA formula fund allocations and leveraged resources be towards workforce training services;
- On-the-Job Training Policy – Provides guidance on the development of on-the-job training opportunities to ensure participants become proficient in the job for which the training is designed;
- Individual Training Accounts (ITA) Policy – Provides guidelines for implementing individual training accounts that is flexible and maximizes informed customer choice in selecting an eligible training provider listed on the State’s Eligible Training Provider List (ETPL) to include community colleges, adult schools, etc.;
- Industry Clusters Policy – Targets training resources to industry-specific clusters maximizing these funds for occupations within clusters that have high growth, high pay, and career ladders; and
- WIB Adult and Youth Service Strategy Goals Policy – Requires WIA Title I adult and youth service providers to establish appropriate mechanisms to reach the goals identified for all new enrollments with special emphasis on underemployed, low-skilled, veterans, older workers, individuals with disabilities, ex-offenders, homeless, and other at-risk populations.

Details of each policy are located in the following:

- APPENDIX: R(a) – WIA Training Expenditure Requirements (SB 734)
- APPENDIX: R(b) – On-the-Job Training Policy
- APPENDIX: R(c) – Individual Training Accounts
- APPENDIX: R(d) – Industry Clusters
- APPENDIX: R(e) – Adult and Youth Service Strategy Goals

The performance outcomes of all providers and the evaluation of compliance with the provisions of WIA and the stated policies above are reviewed on a frequent basis through the MCWIB’s Oversight Committee and Youth Council.

The Monterey County WIA Adult program offers workforce services by the primary WIA service provider, OET, as well as two adult program providers to include Shoreline Workforce Development Services and Turning Point of Central California. All three agencies provide employment and training services to individuals 18 years of age and older who have barriers to employment, are unemployed or underemployed, and are from low income households. All of the service providers and subcontractors are familiar with the policies stated above and are

required to report their performance outcomes and or challenges with meeting the deliverables of their planned enrollment and or budget goals to the MCWIB's Oversight Committee on a monthly basis.

In Monterey County, WIA Adult and Dislocated Worker Program services are provided through a combination of comprehensive and satellite America's Job Center of California as well as specialized programs provided by OET and MCWIB subcontractors Shoreline Workforce Development Services and Turning Point of Central California.

OET is the primary WIA Adult and Dislocated Worker program provider in Monterey County and manages the Universal Services component of the America's Job Center of California in partnership with CalWORKS Employment Services and the California Employment Development Department. For adults needing more intensive support, OET provides eligibility, job search support, assessment, training accounts, on-the-job-training resources, supportive service payments, case management and follow-up through the core and intensive services program for dislocated workers and economically disadvantaged adults. Rapid Response and Business Services are also provided by OET in conjunction with other partners.

Shoreline Workforce Development Services is a non-profit corporation consisting of Goodwill Industries of Santa Cruz, Monterey and San Luis Obispo Counties. Shoreline's program focuses on serving targeted special populations (adult criminal offenders, adults with disability, veterans and their spouses, adults who dropped out of high school, and homeless adults) and leveraging the resources of their existing Neighborhood Career Centers in Salinas and in Marina. Shoreline has been an MCWIB Adult services contractor since 2002.

Turning Point of Central California is a not-for-profit corporation, serving court-involved men and women since 1969. In Monterey County, Turning Point currently operates the WIA Adult Program providing mental health, community corrections, homeless services, substance abuse and employment training services. Turning Point's primary service site is in Salinas; however, clients are served at various locations throughout the County such as employer worksites, service providers, at their home and through faith-based communities. Since 1975, Turning Point has been funded by the MCWIB and its predecessors the Federal Comprehensive Employment and Training Act (CETA), Job Training Partnership Act (JTPA), and United Way of Monterey County.

a. Increase the number of career pathway programs in demand industries

It is the goal of the MCWIB to invest and allocate its resources to train its workforce in the major industry clusters based on the current labor force analysis to prepare job seekers for career pathways that ensure advancement opportunities and self-sufficiency.

Since 2005, the MCWIB has provided strategic policy guidance under MCWIB Policy "#2005-08 - Industry Clusters" that provides information to ensure that program operators in receipt of WIA Title I training funds have a plan to develop career pathway programs and implement a cluster-driven focus for specific industries and occupations to include agriculture, hospitality and tourism, healthcare, education, and building and design.

With the major target industries in mind, America's Job Center of California Counselors are able to align the workforce with education and the priority industry sectors through the development of a comprehensive assessment known as the Individual Employment Plan (IEP). The IEP is an independent, comprehensive evaluation of the participant, designed to identify information that is vital to the development of a service strategy, to set career pathway goals and objectives which culminate into gainful employment. The IEP development process evaluates the participant's employment barriers, while taking into account the participant's family situation, work history, education, occupational skills, financial resources and needs, supportive service needs, interests and aptitudes.

Also, using current labor force analysis, the America's Job Center of California can provide individuals with information necessary to make informed consumer choices regarding their careers and the selection of qualified training providers. All services are aimed at helping individuals to manage their pathway to career success.

In addition, through the use of the VOS system, counselors are also able to provide career guidance and build career paths using an online interactive tool called O*NET, which provides up-to-date information on job descriptions provided from job incumbents and occupation experts. This tool is used to also assist clients in exploring career path options, identify skill gaps and educational needs.

Another focus of preparing workers for career pathway opportunities in Monterey County includes the JobLink networking sessions hosted at the America's Job Center of California. The networking sessions convene local employers and job seekers together to identify occupational opportunities in the local labor market. Each JobLink session features a local employer to share vital information on their employee expectations, qualifications and the types of positions available in their industry.

As one of our comprehensive America's Job Center of California partners, the Employment Development Department has launched a new program in our center known as Experience Unlimited, in partnership with OET. This program offers career professionals who have unexpectedly found themselves out of work a resource to network with other career professionals to help each other find new employment opportunities through job search programs sponsored by the California EDD. This program is provided at no fee to either job seekers or employers.

- b. 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

The America's Job Center of California delivery system makes available general information about careers to help individuals assess their aptitudes and interests on how these match to available jobs and demand occupations in the local labor market. Electronic self-administered interest and personality tests help guide the job seeker and worker. For individuals who qualify, more intensive services are available, which may include WorkKeys® assessments, individual counseling, group employment-related workshops and training in specific occupations.

Prior to transition into postsecondary education or training, the MCWIB requires that all participants complete a WorkKeys® readiness indicator test, which is an online tool designed to streamline the qualification process to determine an individual's readiness for the WorkKeys® assessments. Based upon the testing results, participants are either referred to the Worldwide Interactive Network (WIN) for remediation training or referred to an Authorized WorkKeys® location to complete an assessment.

WorkKeys® assessments coupled with the WIN training enable America's Job Center of California Counselors to assist adult basic education students to successfully transition to postsecondary education, training or employment and reduce the time students spend in remediation.

The benefits of WorkKeys® assessments and WIN help to rank job seekers above other job applicants who do not have the needed skills; it shows prospective employers concrete proof of a participant's skills which in turn increases their chances of being hired; it improves the success of entry-level job seekers and their pursuit towards career changes and advancement; it builds confidence that a participant's skills meet the needs of local employers, while helping to ensure the jobs meet the candidate skills and interest; and it also helps to determine skill improvement and training needs. Ultimately, the America's Job Center of California system uses it to identify individuals who have the basic skills required to be successful in a given position or career. Businesses can also use the tool to make hiring, training and promotion decisions.

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

As previously stated under Section 2: Economic and Workforce Information Analysis, a labor force analysis was recently conducted for Monterey County which identified key career pathways that would be in demand as the major industry clusters expand. The four "pillars" of the County economy are agreed to be agriculture, tourism, educational institutions and research, and local businesses, primarily in the healthcare sector. This data will help the MCWIB to better align its resources to prepare skilled workers for employment in competitive and emergent regional industry sectors.

To 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 MCWIB approved a training policy that required the allocation of 25 percent of its WIA formula fund allocations on workforce training in the MCWIB's targeted industry clusters. Through this effort, the MCWIB is able to increase the number of underprepared job seekers who receive training. In 2012-13, the majority of enrollments participated in the local labor force through the utilization of on-the-job training opportunities, which means they received training by an employer while engaged in productive work on the job. Additional enrollments received classroom training and

were referred to training vendors on the Eligible Training Provider List (ETPL) to receive tuition reimbursement through the use of individual training accounts (ITA). All of these training activities and expenditures are periodically reviewed and monitored through the MCWIB's Oversight Committee.

As of Program Year 2012-13, Monterey County's combined total investment in training dollars is \$908,838. Of this amount \$545,303 or 15% has been set-aside for training purposes. The remaining 10% is met by applying match funds in the amount of \$363,535 from the employer's paid portion of on-the-job training contracts as well as leveraging other grant funds.

- d. 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

In 2009, the MCWIB partnered with Monterey County Business Council (MCBC) to implement the Economic Sustainability Program to provide immediate Rapid Response services necessary to avert business closures and workforce lay-offs, and to keep businesses viable and successful. The partnership also included the Small Business Development Centers (SBDC) of the Central Coast at Cabrillo College and California State University, Monterey Bay to provide a broad range of coordinated services and access to resources to support this program. As a result, over 573 businesses were contacted and those in need of assistance were referred to the SBDC's and other stakeholders to provide counseling in the areas of planning, promotion and sales, outreach and education, financing and loan acquisition, accounting, management and human resources.

At present, Monterey County's Business Services and Rapid Response Team of experts to include the SBDC, provide businesses with information and referrals to resources that may assist them in avoiding layoffs. This includes providing a range of services such as Employment Training Panel incumbent worker training, information on local incentives such as tax incentives and the EDD's Work Share program.

For those that qualify, information and assistance on the Salinas Valley Enterprise Zone is provided to include significant California Income Tax Credits and other financial incentives for businesses located in the Enterprise Zone area boundaries. These tax credits include hiring credits; sales and use tax credits; business expense deductions for depreciable equipment; 15-Year net operating loss carryovers; net interest deductions for lenders; and preferences on state contracts.

In cases of disasters, mass layoffs, significant downsizing, business closures or other events that precipitate substantial increases in the number of unemployed individuals, the America's Job Center of California operators provide Rapid Response activities and orientations onsite, to the affected workers. The MCWIB, Business Services, and Rapid Response Team members are ready and prepared at a moment's notice to respond to WARN announcements and to serve small businesses affected by the need to downsize their company. Early intervention for identification of layoffs is essential in assisting both the employer and employee facing a layoff to ensure both come to a successful conclusion. The Business Services Team comprised of MCWIB and OET staff, EDD, and SBDC representatives provide information at on-site Rapid Response orientations that offer a wide array of services to support both business and employees faced with upcoming changes.

While these elements are the foundation for any effective Rapid Response activity, each orientation is unique and geared to the needs of the employer and job seekers. Over the years, the Rapid Response Team has incorporated services to meet the changing economic conditions such providing information on unemployment insurance benefits, community resources, small business, entrepreneurship, and employment and training opportunities. The Rapid Response Team has also developed customized job fairs to connect impacted workers to area employers that are hiring.

In an effort to keep employers, employees, and job seekers competitive, additional resources are made available that include information on "Keep Your Home California" a program designed to assist unemployed homeowners who have suffered a financial hardship, "Department of Community Services and Development" a program designed to connect people to home energy assistance, energy crisis intervention, and low-income weatherization programs; and the "California Alternate Rates for Energy (CARE) Program" that offers low-income consumers a 20 percent discount on energy bills and more. The Rapid Response Team also promotes 2-1-1, a program designed to assist residents of Monterey County to easily connect to a wide variety of health and human services such as family counseling, food and clothing assistance, housing, transportation, utility and rental assistance and more.

Other key services are also provided to assist dislocated workers with specific job search, including resume writing and interview skills geared to laid-off workers and assessments tools assisting them in identifying their talents, interest, and values.

The MCWIB is also responsible for taking a leadership role in applying for special grant funds to assist impacted businesses and workers. Trade Adjustment Assistance (TAA) information is also provided to businesses impacted by foreign competition.

- e. 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 MCWIB is committed to expanding the availability of and participation in “Earn and Learn” models by ensuring that WIA funds allocated meet local workforce skill needs in identified industry clusters and workforce skill gaps areas. As stated earlier, the MCWIB approved a training policy in 2012 that required all of its service providers and subcontractors to spend at least 25 percent of its WIA formula fund allocations on workforce training services such as apprenticeships, on-the-job training (OJT) and other customized training where workers can build skills while working. As a result, Monterey County was able to provide support to the workforce community by supporting employers and employees alike through skills upgrade training and subsidized OJT opportunities. Through this effort, the MCWIB was able to effectively leverage other resources through its WIA subrecipients to meet significant targeted industry clusters and training gaps.

To provide further guidance, in 2011 the MCWIB updated its Individual Training Account (ITA) policy and guidelines for providing training services to adults and dislocated workers provided primarily through an ITA system established on behalf of the customer. The customer can then purchase training services from eligible training providers listed on the statewide Eligible Training Provider List (ETPL), based on labor market conditions and trends; the customer’s interests, aptitude, abilities, local labor market information; training vendor’s performance and cost information. The customer is ‘informed’ of the growth areas and projected growth areas prior to finalizing the type of training preferred.

An example of an “Earn and Learn” model is the MCWIB’s success with leveraging Employment Training Panel funds to provide incumbent worker training. In March 2013, the MCWIB received an Employment Training Panel funding award in partnership with the Small Business Development Center, CA State University, Monterey Bay to provide customized training where incumbent workers can build skills while working. The ETP was created in 1982 by the California State Legislature and is funded entirely by California employers through a special payroll tax. ETP approved a new contract in the amount 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 companies. Employers to be served are primarily manufacturing companies that seek retraining to enhance skills of employees to improve productivity and eliminate waste from work processes. Training will help employers meet a number of competitive challenges, including the slow economy and international competition. The estimated number of trainees is 320. The type of training to be provided includes business skills, continuous improvement and manufacturing skills.

SECTION 5: YOUTH STRATEGIES

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:

The MCWIB believes that opportunities for youth require multiple community youth service agencies to partner together to provide collaborative services to increase educational, training and career attainment of youth. It is this vision of collaboration that brings hope to Monterey County for the sustainability of youth program services.

An example of this is the MCWIB's membership with the Monterey County Business Education Institute (MCBERI), a non-profit organization comprised of representatives from education, business and public agencies which strive to provide students with opportunities for work-based learning. The goal of MCBERI is to create a connection between business and education. One of the efforts of MCBERI is to recognize the students and businesses that contribute to the success of Career Technical Education Programs in Monterey County, thus creating an opportunity to share with the larger community the innovative work being done to connect classroom education to the workforce.

Since the inception of the America's Job Center of California system, the MCWIB's Youth Council has been charged with improving youth programs, increasing educational and career attainment opportunities of youth, and to be an ambassador and advocate in the community for youth. Through the Youth Council's efforts, there are improved linkages between academic and occupational learning to increase youth development activities in the area. Youth are provided with opportunities to enhance their ability to compete in the local labor force and achieve career goals. Resources are also provided to youth serving agencies that have a proven record of accomplishments, which contain the 10 youth program elements, as stated in the WIA. Youth elements and services provided through WIA are an integral part of Monterey County's America's Job Center of California delivery system.

In an effort to increase the number of career pathway programs in demand industries, the MCWIB met and developed initiatives from its MCWIB retreats held in February 2012 and March 2013 that focused on workforce development and educational and training opportunities at various stages along a career pathway so that workers develop a foundation for future advancement to higher paid jobs as they progress.

As a result, the MCWIB's Youth Council championed the idea of formulating and implementing a speaker's bureau with a goal of connecting individuals from trades and businesses to talk to high school freshman and sophomore classrooms. The purpose is to make students aware of future high-wage, high-demand career opportunities and the educational requirements, while connecting a "classroom to the careers" mindset. The "classroom to careers" concept allows a connection between the classroom and the "real world" of work, to hopefully increase students' motivation and academic achievement, while better preparing youth to make the transition from adolescence into adulthood. This project requires much support and participation from the MCWIB and Youth Council members as well as multiple community partners. This effort involves meeting with school principals and counselors, and collaborating with the Monterey County Business Education Resource Institute (MCBERI) to formulate the speaker's bureau.

In Monterey County there are currently a number of agencies that partner with the America's Job Center of California delivery system to provide youth activities in our region, including alternative education, GED instruction, health and mental health services, job readiness, career counseling, adult mentoring, job placement, substance abuse, school-to-career, and youth development. Although numerous services exist, they are not always available in sufficient quantity or are not accessible to those youth, who are most in need, in all areas of the county.

The main partner, the Office for Employment Training (OET), has been Monterey County's core provider of WIA youth employment training services. During the twenty year span in which OET has provided youth services under the Comprehensive Employment Training Act (CETA) and Job Training Partnership Act (JTPA), OET has established relationships with over twenty providers of youth employment training services. The MCWIB has

also sub-contracted services for the provision of youth academic enrichment, through community based organizations, four year community colleges, Regional Occupational Programs, community based organizations, proprietary schools, federal and State partnership agencies, and other county departments. It is expected that throughout the activities of the Youth Council, these services will be expanded and leveraged. The MCWIB and Youth Council intend to review OET's youth programs to ensure quality services are available throughout Monterey County.

In Monterey County, WIA Youth Program services are provided through a combination of comprehensive and satellite One Stop Career Centers as well as specialized programs provided by OET and two local MCWIB youth subcontractors known as Turning Point of Central California and Santa Cruz County Office of Education (SCCOE).

Turning Point of Central California is a not-for-profit corporation that focuses on assisting troubled youth in the court system. Turning Point's program focuses on serving at-risk youth who are on probation, in foster care, or homeless; many of whom also have a disability, receive CalWORKs, or have dropped out of school. Turning Point's youth services leverages the resources of their program at Rancho Cielo. They have been a MCWIB youth services contractor since 2003. Turning Point provides occupational skills training, leadership development, mentoring, guidance and counseling and supportive services to WIA eligible youth, ages 16-21 that face multiple barriers to employment and are low-income. Upon completion of a work readiness program and various workshops, youth are placed into paid and unpaid work experience opportunities.

SCCOE's program focuses on serving local Monterey County at-risk youth in North and West County (Monterey Peninsula) who are experiencing disability, homeless, probation involved, in foster care, or in families receiving CalWORKs. SCCOE's program leverages its Sueños Collaborative which includes the Monterey County Office of Education (MCOE), the Pajaro Valley Unified School District, California State University Monterey Bay, Cabrillo Community College, and other Santa Cruz based resources. MCOE participation includes the recruitment assistance from the County Homeless Student and Foster Youth Liaisons, coordination with Alternative and Special Education, and the MCOE Media Center for Arts, Education and Technology. SCCOE provides services to WIA eligible, in-school and out-of-school youth participants, ages 16-21. The goal of their program is to enroll all youth into six weeks of Hospitality Tourism and Customer Service (HTCS) classroom training. Youth who successfully complete the certified HTCS classroom training are placed into paid work experience opportunities.

The MCWIB understands that it's important for Monterey County residents to access quality education that prepares them for the workforce throughout their career beginning with elementary school through continuing education opportunities that keep them on a successful career pathway. In doing so, the MCWIB has developed working relationships with the k-12 education system and the County's two community colleges. In fact, representatives from the k-12 education system, career technical and vocation education, adult schools, and community colleges serve on the MCWIB or its Youth Council. These representatives were involved in the local planning process and provided input in the Local Plan's strategic goals and strategies.

An array of youth services is made available throughout the America's Job Center of California delivery system. Services are offered during times that meet the needs of both in and out-of-school youth and are sensitive to cultural diversity. The convenience of having the services provided through the America's Job Center of California system will help to encourage coordination with workforce development and the strong relationships already built with the education community will maximize opportunities to effectively achieve education and workforce related goals. Through the Monterey County Office of Education, special educational programs have been established for the delivery of job coaches and accommodated work sites for youth participants. Additionally, the America's Job Center of California system leverages all available youth services through State, County and municipalities as needs arise. Other agencies include community based organizations such as the Silver Star Program and county agencies including Mental Health and Probations that provide a continuum of youth services in our region. These services include counseling, gang intervention, juvenile diversion, alternative education, GED instruction, health and mental health services, substance abuse, and youth development. Selected services are contracted out to various educational institutions such as k-12, Regional Occupational Programs, adult education, Hartnell College and Monterey Peninsula College. Best practices and lessons learned are shared across the system. As a part of our continuous improvement plan the MCWIB will adopt specific goals for annual increases in the number of youth to be served.

- a. 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; and

A variety of programs exist to meet the workforce needs for youth, and the MCWIB is committed to providing a structure by which all programs can be coordinated to best serve the young adults of Monterey County. The first way this is accomplished is through the MCWIB’s Youth Council, which looks at issues that impact the community as a whole, such as increasing graduation rates, identifying methods to increase the number of youth who enter post-secondary education, developing career pathways that prepare youth for post-secondary education, bringing awareness to youth about employment expectations through speakers bureau presentations offered by industry leaders, and developing on-the-job training and work experience opportunities to youth while they are in school to enable them to prepare to graduate or prepare for college allowing them to “Earn and Learn”.

The MCWIB’s Youth Council is also responsible for the planning of WIA youth funding, identifying gaps in services, and providing youth program funding recommendations to the MCWIB.

Over the past two decades, Monterey County has conducted a Youth Employment Program (YEP), funded under WIA which was primarily operated through the America’s Job Center of California by OET to serve WIA eligible youth ages 14-21. YEP provides youth with eight weeks of paid work experience in a wide range of community organizations and businesses, which typically is offered throughout the year. Positions are made available to WIA eligible youth; all of whom face at least one barrier to employment. Barriers to employment include being in the juvenile justice system, being a teen parent, being a foster youth, or having a disability.

YEP includes academic and work experience activities intended to promote the development of pre-employment and work readiness skills to enable the youth to “Earn and Learn”. In addition, youth are given the opportunity to take a pre-employment skills training course that includes how to identify jobs based on their personal interests, learn about available jobs in Monterey County, and the skills and educational levels necessary to enter the workforce. Jobs range up to 40 hours per week, within the public, private and non-profit sectors. Jobs available for youth include various positions in retail, local government, hospitality, agriculture, food service, energy, automotive, healthcare, real estate and property management, community service, child care and development, recreation, public safety, education, arts and entertainment, construction trades, legal, tourism, radio, television and print media, and insurance sectors.

- b. Increase opportunities for high school students and disconnected youth to transition into postsecondary education and careers.

The Monterey County America’s Job Center of California system and design infuses the required WIA youth program elements into a comprehensive array of activities and support services that help to increase opportunities for high school students and disconnected youth to transition into postsecondary education and careers as follows:

1. Intake and Objective Assessment

Youth participate in a comprehensive objective assessment to identify their skills, aptitudes, career interests and service needs. Age and appropriate assessment tools are used to fully engage youth in the process. Based on the assessment results, an Individual Service Strategy (ISS) is developed identifying short & long term goals and activities to support goal attainment.

2. Preparation for post-secondary educational opportunities

Programs provide activities that strengthen basic academic functioning to prepare students to meet minimum requirements for post secondary training. A selection of services includes:

- Referrals to establish after school tutorial programs and SAT preparation courses
- Financial aid assistance
- A multi-tiered approach to academic enrichment training during summer activity
- During year-round activities, minimum weekly and monthly school performance determines a youth’s ability to remain employed with the program
- Acquisition of Co-op credits for participation in work experience

3. Strong linkages between academic and occupational learning

Co-location of educational partners at the America's Job Center of California will assist in enhancing the dialogue and strengthening the linkage between academic and occupational learning. The coordination of education and training is provided throughout the America's Job Center of California system. Through integrated academic enrichment activities, enrolled youth will experience, how vital educational opportunities and experiences are in relationship to securing and retaining employment and participating in the community as a contributing member of society.

4. Preparation for unsubsidized employment opportunities

Youth are provided a wide array of services throughout the America's Job Center of California. This includes services such as resume writing, application preparation, interviewing and access to a youth labor exchange system. Building program components for competency based skill training and work maturity skills training are an integral part of the system. Work experience which focuses on the development of job specific skills, is based on a survey of employers for each job classification. The skill sets are determined as mandatory or desirable; and successful candidates will have their longitudinal skill development evaluated through employer evaluations and staff assessment.

5. Effective linkages with intermediaries with strong employer connections

The America's Job Center of California Operators in collaboration with the MCWIB has built a strong foundation of linkages with the private sector, vocational programs, youth service providers and the educational community. The establishment of MOUs with partners such as EDD, Center for Employment Training and adult schools are examples of the strength and coordination of efforts to have employers is an integral part of youth programs. Additionally, OET's Business Services Team helps to link employers with job seekers to access the America's Job Center of California system through coordinated Job Link networking sessions.

6. Alternative secondary school services

Alternative schools are used as a point of re-entry for school dropouts, combined with additional supportive services provided through the WIA funded youth programs. Additionally, special projects such as teen parenting are also considered.

7. Summer employment opportunities

All eligible youth are enrolled in an objective assessment to facilitate the development of an individual service strategy. Opportunities may include paid vocational training in public and non-profit sectors. Skill acquisition is evaluated utilizing a job specific skill training system. Worksite placement is augmented by placement in relevant academic enrichment activities.

8. Paid and unpaid work experience

As funding permits, both paid and unpaid work experience may be offered to youth who can benefit from such experiences. The work experiences provide youth exposure to the world of work and the common expectations of the workplace. The experiences are designed to help youth acquire the skills, personal attributes and knowledge needed to get and keep a job, and to advance at their place of employment. Worksites are selected based on their ability to provide the youth with career exposure and rudimentary skill development. Work experience and Internship opportunities are available throughout the year. Other options include unpaid job shadowing, and a mentorship program, which assists "high-risk" youth in return to school, enhances their community volunteerism, and develops citizen-ship skills. This is implemented by OET through coordinated team efforts of America's Job Center of California partners, the MCWIB, public and private partners, and Youth Council members.

9. Occupational skills training

Occupational specific skills competency training is offered on a year-round basis. Whenever possible, work experience and internship opportunities will be coupled with vocationally based academic training. Training will be provided in areas such as, medical and health careers, computer training, business administration, automotive, careers in art, and others. Through a cooperative agreement, the Monterey County Office of Education and the Regional Occupation Program Centers are responsible for the delivery of occupational skill offerings through the local high school districts. Additionally, Regional Occupational Program Centers, local community colleges, and private schools may offer training to local area youth provided the training is from the Eligible Training Provider List (ETPL).

10. Leadership development opportunities

Youth are exposed to a variety of leadership opportunities including envisioning and goal setting, mentorship, internship, team building, workshops, community service, community improvement projects and peer-counseling opportunities. These activities provide training that promotes positive social behaviors and peer group interaction.

11. Comprehensive guidance and counseling

Comprehensive guidance and counseling are offered in both core and intensive youth service. Academic and vocational counseling are provided at the America's Job Center of California by program staff and an array of community partners. Worksite supervisors and program staff serve as youth mentors. A comprehensive referral network is established to provide access to community agencies providing professional counseling and services in areas such as; substance abuse, gangs, family problems, childcare services, domestic violence, mental health, support groups, and health services among others.

12. Supportive services

To facilitate the success of youth participants, supportive services may be available to remediate external barriers to employment such as transportation issues and childcare. Additionally clothing, tools, and equipment is made available for youth if required by their training site. Other supportive services are referral based. A wide range of other supportive services may be provided when acute needs arise, at the direction of the case manager.

13. Follow-up services.

The primary goals of follow-up services are to ensure that youth remain enrolled in secondary and post-secondary education courses and for those placed in jobs ensuring job retention and facilitation of career advancement. Re-enrollment and re-integration into programs will also be possible during the follow-up period. Follow up services for youth will track the progress of youth in employment after training. They may include leadership development through adult mentoring, work-related peer support groups, regular contact with a youth participant's employer to resolve work-related problems that arise, assistance in securing better paying jobs and more education, career development and other supportive services leading to employment retention. The extent of the follow-up services will be determined by each youth's level of involvement and need.

B. Include the following:

- 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;

Based on the 2011 ACS counts, Monterey County has a population of 313,760, 16 years and older. Twenty-eight percent of the population was under 18 years of age and 10 percent was 65 years and older. Also reported, 11 percent of people in Monterey County live in poverty. Fifteen percent of related children under 18 were below the poverty level, compared with 6 percent of people 65 years old and over.

Eligible youth living in communities such as Monterey County face many challenges and barriers to self-sufficiency and empowerment to include excessive rates of poverty, unemployment and crime, low educational attainment, teenage pregnancy, drug use and gang involvement. Additionally, a significant number of Monterey County youth involved in gang-related activities have caused the creation of public-private partnerships to respond to a growing need for intervention. The development of strong community collaborations across Monterey County must be achieved to establish a system of integrated services to meet the diverse needs of our at-risk youth. High quality services to improve educational attainment, occupational skills training, preparation for unsubsidized employment, leadership development, mentoring, job placement assistance and long-term follow-up are the integral components of building an effective system for youth.

Furthermore, with the constant reduction in WIA Title I funds, Monterey County's youth programs have suffered severely. Where once a thousand youth received services annually, this year less than 200 youth are expected to be enrolled in Monterey County's WIA Title I youth employment programs. Opportunities for youth require multiple community youth service agencies, throughout Monterey County, to partner together to provide collaborative services for the youth most in need. It is this vision of collaboration that brings hope to Monterey County for the sustainability of youth program services.

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

The MCWIB has designed youth services to be completely integrated into the America's Job Center of California delivery system in Monterey County. At the comprehensive America's Job Center of California, a combination of services is provided to include labor market information, job search and self-guided career-planning, access to career and vocational information, pre-employment skills, resume building and life skills training workshops. Services are provided to eligible youth to include the 10 required WIA youth program elements. In addition, each

of the America's Job Center of California locations are required to provide services to WIA eligible youth ranging from referrals and co-enrollment to shared facilities and staff.

In addition, there are currently a number of agencies providing youth activities in our region, including alternative education, GED instruction, health and mental health services, job readiness, career counseling, adult mentoring, job placement, substance abuse, school-to-career, and youth development. Although numerous services exist, they are not always available in sufficient quantity or are not accessible to those youth, who are most in need, in all areas of the county.

In Monterey County, a collaborative partnership consists of multi-disciplinary county and community-based agencies working together through the Silver Star Gang Prevention and Intervention (SSGPI) program to provide services to high concentration areas of at-risk youth to increase their opportunities for academic achievement, employment skills attainment and improvement of overall health and welfare. Together, these agencies have made a collaborative commitment to serve at-risk youth in our community by offering a service model consisting of proven strategies to mobilize the community, provide community outreach, access to academic, educational and social opportunities as well as team problem solving to high concentrations of at-risk and gang-involved youth.

The following is a brief description of each of the collaborative agencies and the services they provide.

- Children's Behavioral Health provides counseling for youth with mental health and substance abuse needs.
- District Attorney's Office (Truancy Abatement Program) provides prevention and intervention services for youths who are at-risk and need intensive intervention for habitual truancy.
- Monterey County Office of Education (MCOE) identifies youth who have not earned sufficient credits in the regular school system, to acquire the necessary credits to graduate from high school.
- Monterey County Probation Department provides truancy, gang prevention and intervention services for at-risk youths.
- Partners for Peace provides a 7-week Strengthening Families program, that is specifically designed to assist families who are experiencing conflict, tension and anger with youth.
- Second Chance youth program provides community awareness to youths who are at-risk for gang involvement.
- Community Human Services Drug and Alcohol Intervention Services for Youth (DAISY) program provide drug and alcohol intervention services for youths.
- Rancho Cielo Youth Program provides educational opportunities to students who could not achieve their academic goals in a traditional school setting. They also provide support services, vocational training and job placement services in conjunction with extensive grounds to provide rich opportunities for recreation and outdoor activities for youth.
- Turning Point provides occupational skills training, leadership development, mentoring, guidance and counseling and supportive services to WIA eligible youth (16 to 21) who face multiple barriers to employment, and are low-income. Youth are also enrolled in tutoring and alternative secondary school activities. WIA eligible youth also receive paid and unpaid work experience opportunities.
- Santa Cruz County Office of Education provides occupational skills training, leadership development, mentoring, guidance and counseling through the Hospitality, Tourism and Customer Service Academy (HTCS) and supportive services to WIA eligible youth (16 to 21) who face barriers to employment and are low-income. Youth also receive paid and unpaid work experience opportunities.
- In 2009, leaders in Monterey County approached the federal government to establish the Joint Gang Task Force. Congressman Sam Farr requested that a social services component be included in the task force. The County Departments of Behavioral Health, Social 7 Educations Services and Probation put together an initial annual budget to create a system for at-risk youth offering wrap-around services and a multi-disciplinary case management team. Youth support services are provided through contracts with county agencies (WIA), and nonprofits, such as substance abuse counseling, strengthening families, restorative justice, gang intervention, etc. Over the years, funding has not remained consistent, resulting in fluctuation of services available. Nonetheless, the core partner agencies remain committed to the program. Currently, Probation and Social Services provides funding to keep the Silver Star doors open and staff time to coordinate programs and grant management. The Silver Star program offers prevention services for youth and their families through this program. The program's mission is to utilize a multi-agency collaborative of prevention and early intervention services to prevent and reduce gang association, membership and activities among youth age 10-21, with the employment services offering job preparation and job placement, youth corps work experience, and gang outreach and gang intervention for those ages 18-21.
- Building on the Silver Star program is the Community Alliance for Safety and Peace (CASP) which is a continuation of strategies to reduce youth violence in Salinas and has included an objective to increase

participation in job skills training to prepare youth for living wage employment. CASP is a multidisciplinary membership, with members from all around our community coming together to work toward positive social and economic conditions for those youth and young adults impacted by a life of gang violence.

- 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;

As stated in the previous section, a plethora of agencies including partners in the workforce investment system, education, human services, juvenile justice system and others work collaboratively to provide a continuum of youth services in our region. These services include counseling, gang intervention, juvenile diversion, alternative education, GED instruction, health and mental health services, substance abuse, and youth development 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.

This collaboration can be seen through the MCWIB’s Youth Council. It is the intent of the MCWIB to direct the Youth Council to promote collaboration between all the partners 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. The Youth Council is also charged with exploring the potential for bringing in additional financial resources for serving youth through its partners, local service providers, public and private agencies, and other programs.

- 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);

A strong Youth Council is a priority of the MCWIB and it is committed to adhering to the requirements of Senate Bill 293 (SB 293). Currently, the Youth Council meets all the membership requirements set forth in the SB 293 legislation. The inclusion of SB 293 has resulted in deep discussions surrounding MCWIB and the enhancement of quality services to youth. The chair of the Youth Council has vast experience in providing youth services as the Director of the Center for Employment Training.

The Youth Council is responsible for building a countywide system of programs and services to meet the employment needs of youth in Monterey County. Setting effective policy and leveraging resources will be one of the Youth Council’s primary objectives. Analysis of strengths and gaps, funding allocations, recommendation of program providers, establishment of accountability systems and the development of an infrastructure to support collaboration will be the ongoing role of the Youth Council as well as reviewing and updating portions of the MCWIB’s Local Plan. It is the intent of the MCWIB to direct the Youth Council to explore the potential for bringing in additional resources to serve economically disadvantaged youth throughout the America’s Job Center of California system, partnership, local service providers, public and private agencies, and other programs.

The following includes a list of MCWIB’s Youth Council Members:

Organization	Membership Category
<i>Monterey County Housing Authority</i>	<i>Housing</i>
<i>Center for Employment Training</i>	<i>Non-Profit, Community Based Organization</i>
<i>Youth</i>	<i>In-School, Youth Participant</i>
<i>Marina High School</i>	<i>Education, (K-12)</i>
<i>Mission Trails ROP, Salinas Union High School District</i>	<i>Education</i>
<i>Northern California Cement Masons</i>	<i>Labor; Apprenticeship Training Program</i>
<i>Youth</i>	<i>In-School Youth Participant</i>
<i>Monterey County Business Council</i>	<i>Organization with Experience in Youth Activities</i>
<i>Monterey-Salinas Transit</i>	<i>Private Sector Business Member</i>
<i>Munoz and Associates</i>	<i>Private Sector Business Member</i>

<i>Department of Social Services</i>	<i>Organization with Experience in Youth Activities</i>
<i>Seaside Police Activities League</i>	<i>Individual with Experience in Youth Activities</i>
<i>Girls Inc.</i>	<i>Organization with Experience in Youth Activities</i>
<i>To be appointed at YC meeting</i>	<i>Out-of-School Youth / Juvenile Probation</i>

- 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;

In an effort to increase the number of career pathway programs in demand industries, the MCWIB met and developed initiatives from its MCWIB retreat held in February 2012 that focused on workforce development and educational and training opportunities at various stages along a career pathway so that workers develop a foundation for future advancement to higher paid jobs as they progress.

As a result, the MCWIB's Youth Council championed the idea of formulating and implementing a speaker's bureau with a goal of connecting individuals from trades and businesses to talk to high school freshman and sophomore classrooms. The purpose is to make students aware of future high-wage, high-demand career opportunities and the educational requirements, while connecting a "classroom to the careers" mindset. The "classroom to careers" concept allows a connection between the classroom and the "real world" of work, to hopefully increase students' motivation and academic achievement, while better preparing youth to make the transition from adolescence into adulthood. This project requires much support and participation from the MCWIB and Youth Council members as well as multiple community partners. This effort involves meeting with school principals and counselors, and collaborating with the Monterey County Business Education Resource Institute (MCBERI) to formulate the speaker's bureau.

Another effort utilized by the MCWIB to ensure youth successfully enter into the workforce pipeline with the right skills is the Career Readiness Certificate Program. This program helps to certify worker skills through a series of WorkKeys® assessments that measure, communicate, and improve real-world skills required to succeed in the workplace. The assessments focus on three skills: Applied Mathematics, Reading for Information and Locating Information. These three skills are required for success in 85 percent of all entry-level jobs, as well as aid in determining job retention and promotion rates. In addition, remedial training is offered through the Worldwide Interactive Network (WIN) to provide skill-based remedial training to improve worker skills.

- f. Practices used to ensure continuous quality improvement in the youth program; and

To ensure continuous quality improvement in Monterey County's youth program, the MCWIB ensures that providers successfully achieve the Common Measure performance outcomes for youth programs. The MCWIB coordinates training, and incorporates Common Measures as part of the request for proposal process for WIA Title I youth sub-recipients. In addition, the performance of all WIA providers is evaluated in meeting and exceeding the Common Measures benchmarks on a frequent basis through the MCWIB's Youth Council as well as on an annually basis for the determination of contract extension and or termination. The purpose of the Common Measures is to identify core areas of the workforce system that impact the number of youth who found jobs or enrolled in post-secondary education, training and or occupational skills training; achieved a high school diploma, GED, or certificate; and increased their literacy and numeracy levels from the start of their program.

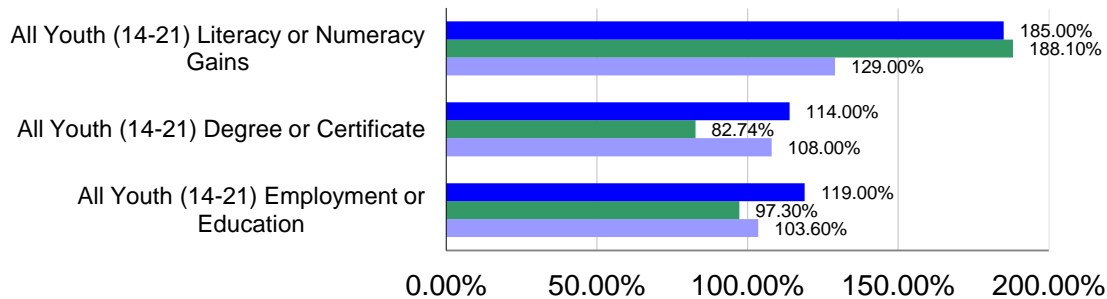
WIB staff also conducts a plan vs. actual monitoring review to provide the service provider, MCWIB, and local workforce investment area staff with current information on the extent to which programs and program components are achieving established goals. The results of plan vs. actual monitoring analysis shall be to assess progress toward goals and objectives and to identify existing or emerging problems. This method of monitoring may be conducted or scheduled as often as deemed necessary utilizing the Management Information System (MIS) data to ensure service provider compliance with agreements, WIA law, federal regulations and local policies.

Additionally, MCWIB staff performs annual program quality reviews to assess the excellence and effectiveness of services to participants. Such monitoring consists of "flagging" problems identified through a desk review or compliance review, determination of corrective action, and facilitation of technical assistance through MCWIB program analysts to ensure that corrective action occurs. Primary concerns are "what is happening" and "why it is happening".

The MCWIBs Youth Council receives information on all aspects of the America's Job Center of California operations in an effort to measure the satisfaction of our local businesses to evaluate the successfulness of our resources. Members of the MCWIB's Youth Council and MCWIB staff also visit with employers during the monitoring review to evaluate client satisfaction. Interviews are incorporated into the results of the monitoring reports, which are forwarded to the MCWIB's Youth Council and full MCWIB. The MCWIB's Youth Council receives regular reports from youth program operators and subrecipients on the results of their WIA funded programs with an emphasis placed upon participant outcomes and employer satisfaction.

Reports submitted by the State of California Employment Development Department for program year 2011-12, indicate that Monterey County's local workforce investment area surpassed the 80% success rate threshold and exceeded 100% above goal on all of the youth performance measures with success rates of 119% in Youth employment or education, 114% in Youth degree or certificate attainment and 185% in Youth literacy or numeracy gains. The bar chart below outlines Monterey County's success rates achieved over the past 3 years.

Youth Performance by Program Years 2009-2012



	All Youth (14-21) Employment or Education	All Youth (14-21) Degree or Certificate	All Youth (14-21) Literacy or Numeracy Gains
FY11-12	119.00%	114.00%	185.00%
FY10-11	97.30%	82.74%	188.10%
FY09-10	103.60%	108.00%	129.00%

- 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 & seasonal farm worker youth; youth with disabilities, and other at-risk youth).

A major focus of the MCWIB's Youth Council is the development of a comprehensive, coordinated system for providing services to in and out-of-school youth, particularly those with special needs. Under the oversight of the MCWIB, the Office for Employment Training (OET) provides youth services throughout Monterey County. These services assist in developing a more integrated system with the Probation Department, social service and foster care systems. Youth Council representatives from foster care, education, and probation assist in this process to meet the needs of youth who have special barriers. Other specific strategies include continuous efforts to recruit youth that satisfy the WIA definition of youth out-of-school, to utilize the existing infrastructure for coordinated outreach and recruitment with school districts, continue collaborations with partnering agencies to provide programs for specific "high-risk" populations such as ESL, foster care, youth with severe disabilities, in-depth assessment interview and Individual Service Plan (IEP) to identify and remediate barriers to employment, availability of supportive services to remediate childcare, transportation, and other barriers to employment. Consideration is given during the Request for Proposals (RFP) process to contractors that assist youth who have special barriers including youth who are transitioning from foster care or probation programs, are pregnant or teen parents, or have disabilities. In addition, it is required that all facilities meet the requirements of the Americans with Disabilities Act (ADA).

As needed, technical assistance is provided to selected providers to further develop staff capacity in working with the various target populations. To support this effort, the MCWIB adopted an Adult and Youth Service Strategy Goals Policy that requires WIA Title I youth service providers to establish appropriate mechanisms to reach the goals identified for all new enrollments with special emphasis on serving youth who are either homeless, out-of-school, are ex-offenders, have a disability, is a TANF recipient or is a foster care youth.

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.

As a community leader, the MCWIB aims to highlight workforce issues and act as a catalyst for bringing together business and community resources to address these issues. The MCWIB also assumes a leadership position to realign current education and training resources to more strategically address workforce needs. This occurs primarily at the community college level in partnership with its post-secondary representatives that serve on the MCWIB in the major priority industries to include tourism and hospitality; education; agriculture; and healthcare. These industries are anticipated to be high growth areas in Monterey County as identified in the labor force analysis conducted in May 2013 by Applied Development Economics.

A priority of the MCWIB has always been to integrate economic development with workforce development in an effort to create a broad regional coalition of multiple organizations for the purpose of coordination to identify regional needs, priority sectors, and to align resources. This came to fruition in 2010, whereby the Monterey County Economic Development Department was formed by the CLEO and incorporated the MCWIB with the intention to implement an integrated economic development and workforce model, supported by an Economic Development Committee, composed of members of the CLEO and leaders in the agriculture, finance, healthcare, education and research, labor and hospitality and tourism industry sectors, thereby enhancing the leadership capacity of the local MCWIB under the auspices of the Economic Development Department. The primary purpose of the Economic Development Committee is to advise the CLEO on appropriate economic development policies, programs, and activities to ensure a Countywide perspective in support of a diversified economy, higher paying jobs and an expanded revenue base for local government services, while preserving and protecting the County's agricultural, tourism, and education economic base in collaboration with cities. The MCWIB Executive Director works collaboratively with the Director of the Economic Development Department to engage its membership of both the full MCWIB and Economic Development Committee, to measure its effectiveness in meeting both federal and State legal requirements and to ensure their respective Plan goals has a process for continuous review, input and improvement of performance.

The MCWIB also provides leadership in promoting economic and community development benefits, which can be achieved with a strong and viable workforce system. Integration of economic development and workforce development is seen as a key element to the success of a local workforce investment system.

B. Describe how the local planning process considered the regional training and education pipeline, including but not limited to K-12 education, CTE and vocational education, the community college system, other postsecondary institutions, and other LWIAs;

The MCWIB has developed advisory roundtables that focus on identifying gaps in training and strategizing solutions, developing partnerships and applying for competitive grants, and increasing the pipeline of qualified workers to enable local employers to be more competitive.

The collaboration of the advisory committees helps to develop policies created by the MCWIB as it relates to the economic drivers of Monterey County, which are tourism and hospitality; education; agriculture; and healthcare. For example, the MCWIB has established a Healthcare Advisory Roundtable, Pre-Apprenticeship Advisory Committee, Disability Advisory Committee and a Hospitality Advisory Committee to receive feedback from professionals in the field and local business in an effort to coordinate the needs of these industries with the activities of the America's Job Center of California.

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);

As previously stated, the design process indicated under Section 1: Vision, of this Local Plan included workgroup sessions and several public meetings. These sessions were held to design the goals and plan as well as to review the staffs' work and make edits based on the broad experience of the diverse participants. Additionally, several key workforce partners provided information and input which has been incorporated in the plan. This includes our Regional Labor Economist who contributed updated information outlining the status of the local economy and regional demographics. For a list of key stakeholders who engaged in the local planning process, reference APPENDIX: B – List of Stakeholders.

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 CLEO were actively engaged in the Local Plan process and participated as champions for the workforce system in partnership with the MCWIB and a broad base of community partners and workforce stakeholders. Details of the Local Plan development and collaborative efforts are described throughout plan. APPENDIX: B – List of Stakeholders

In May and June 2013, the MCWIB's Executive Committee and full MCWIB reviewed and approved the Local Plan vision, shared goals, strategies and action plans. Along with the Local Plan, it included a discussion on the appointment of new members to fill vacancies on the MCWIB, the Local Plan budget and participant plan summaries, the negotiation of local Common Measures performance standards, a discussion on partner MOUs, and the involvement of the MCWIB's Business Services Committee and review of its Business Services Plan.

Following the Executive Committee meeting on May 15, 2013, a draft copy of the Local Plan was published for public comment, during a 30-day period from May 30, 2013 to June 28, 2013. The Local Plan was distributed publicly using the MCWIB's website at: www.montereycountywib.org.

No public comments to the Local Plan were received during the 30-day public comment period.

A draft copy of the Local Plan will be forwarded to the State of California Workforce Investment Board (CWIB) on July 1, 2013. Thereafter, a complete copy of the final Local Plan will be presented to the full MCWIB on August 7, 2013 and then forwarded to the CLEO in late August 2013 for review and final approval. Upon approval from the CLEO, the fully signed Local Plan will be forwarded to the CWIB with original signatures.

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;

The Economic Development Department/MCWIB serves as the grant recipient and is responsible for the disbursement of funds as determined by the CLEO. The MCWIB, in partnership with the CLEO, makes all decisions regarding the implementation of the local workforce investment vision and system. MCWIB administration develops a budget to carry out the duties of the full MCWIB, subject to the recommendation of the MCWIB and approval of the CLEO.

Just recently, the MCWIB considered the adoption of a procurement standards policy to provide guidance and procedures to be used by local recipients of WIA funds regarding the purchase and procurement of goods and services. It is the policy of the MCWIB, to centralize the purchasing of goods and services under the administration of the Monterey County's Contracting and Purchasing Division and to establish minimum State and Federal requirements for procurements and contracting conducted under the WIA.

The purpose of the WIA procurement process is to provide for fair and equal treatment of all persons and organizations involved in a procurement, to maximize the purchasing power or value of WIA funds, and to provide safeguards to ensure the integrity of all WIA procurements through the maintenance of a quality procurement system. Reference the Procurement Standards Policy for a detailed description of the competitive process used to award grants and contracts. APPENDIX: R(f) – Procurement Standards

F. Describe the LWIA America's Job Center of California (formerly One-Stop) system. Include as an attachment a list of the America's Job Center of California locations in the LWIA;

The MCWIB operates one comprehensive America's Job Center of California (formerly known as the One-Stop Career Center) located in Salinas and two satellite locations in South County and on the Peninsula that offers limited services. A list of Monterey County service points in our local workforce area is included in APPENDIX: H(b) – America's Job Center of California (One-Stop) Locations. For a comprehensive list of our partners, reference APPENDIX: H(a) – Comprehensive America's Job Center of California (One-Stop) Partner Listing.

The comprehensive America's Job Center of California in Salinas is managed by three partnering agencies to include the Office for Employment Training (OET), the Employment Development Department (EDD) and the Monterey County Department of Social Services (DSS).

G. Describe the LWIA's process for designation and certification of America's Job Center of California (formerly One-Stop) operators;

The MCWIB, jointly with the Monterey County Board of Supervisors as the CLEO, determined the consortium of mandatory partners to include OET, the local EDD and DSS. This consortium shall act as the local America's Job Center of California Operator (formerly known as One-Stop Operators) for the Monterey County America's Job Center of California system and provide operating advice to the MCWIB in order to set policy for the America's Job Center of California system.

The criteria and the rationale for selection were agreed upon through the consortium. The Program Manager of OET represents the lead staff of the America's Job Center of California Operator. At the request of the MCWIB, the CLEO certified OET, EDD and DSS as the consortium of America's Job Center of California Operators. The MCWIB concurs with the principle of not having a MCWIB representative involved as an America's Job Center of California Operator and is confident that the infrastructure developed among the three mandatory partners for operational issues will provide the necessary direction for the America's Job Center of California delivery system. The America's Job Center of California Operators meet on a regular basis to discuss issues concerning the America's Job Center of California system, developments, continuous improvement and the involvement of other rotating partners.

Furthermore, the MCWIB believes that the involvement of OET, EDD and DSS will enhance the development of the America's Job Center of California system to conform to the guiding principles of the WIA.

The local MCWIB is updating the America's Job Center of California Operator Memorandum of Understandings (MOUs) with the designated America's Job Center of California Operators to include OET, EDD and DSS (with the transition of administration and program services from the Department of Social Services to the Economic Development Department), to include language that allows the local MCWIB with the agreement of the local CLEO, to annually review the operations of the America's Job Center of California Operators and terminate for cause the eligibility of such operators.

H. Provide a comprehensive list of services provided in each America's Job Center of California (formerly One-Stop) in the LWIA;

The comprehensive America's Job Center of California (formerly known as the One-Stop Career Center) in Salinas is managed by three partner agencies including OET, the local EDD and DSS.

The America's Job Center of California adopted a "Service Integration Model" for the purpose of creating a workforce system that is skill based and moves clients through the America's Job Center of California system through a common set of value added and integrated services. These services were designed to increase employability and job retention.

The following describes the guiding principles that are designed to ensure the success of Monterey County's America's Job Center of California system:

- **Streamlined Services** – We have developed agreements to join together private business, community-based organizations, government agencies, educational institutions, and other entities to create a

comprehensive, integrated system that maximizes services and resources while providing greater ease and access to employers and job seekers.

- **Empowered Individuals** – We provide job seekers access to information about basic literacy and numeracy, education, counseling, streamlined job search, case management, vocational and related intensive services through the VOS website and phone support. The system provides customers with sufficient information to evaluate the quality of services to make informed choices.
- **Universal Access** – Tier I Core Services are available at all comprehensive and satellite America's Job Center of California locations for all job seekers, with the right to work in the United States to individuals who are 18 years of age or older. Specialized services for specific populations such as persons with disabilities and older workers are available.
- **Increased Accountability** – The America's Job Center of California follows a performance-based system, which focuses on outcomes, with special attention to quality principles that are driven by customer satisfaction. Services are continuously evaluated to ensure goals and objectives are met in a cost-effective manner. Results are made available to job seekers and employers, upon request.
- **Business Services Designed to Meet Emerging Needs** – Our Business Services Team allows us to identify the emerging needs of the private sector and industry clusters within our local labor market. As emerging needs are identified, we evaluate the services available from all sources and, under the direction of the MCWIB, work with our partners to ensure these newly emerging needs are met.
- **Improved Youth Program** – We have developed a comprehensive, integrated youth system to enable youth, particularly those most in need, to acquire the necessary skills to successfully transition into and compete in the labor force and to further their education and training.
- **Job Seeker Services** – All America's Job Center of California and satellite locations provide Core and Intensive services as well as access to training. Services are provided in English and Spanish or any other language, as requested. All America's Job Center of California and satellite locations have hearing impaired phone line access and meet the requirements of the Americans with Disabilities Act. EDD services including CalJOBS are available at the comprehensive America's Job Center of California location and on a scheduled basis at the satellite locations.

The following services are available at all America's Job Center of California locations to individuals with the right to work in the U.S. who are 18 years of age or older:

- Outreach, intake, and orientation to the America's Job Center of California
- Initial assessment of skill levels, aptitudes, abilities
- Access to labor market information, consumer reports and performance information
- Referral to America's Job Center of California partner services and supportive services
- Information on filing unemployment claims (UI) claims
- Use of computers in the Career Resource room
- Resume building, career planning, life skills, work readiness Workshops
- Job referrals from all partners and through CalJOBS
- Internet browsing to find career, employment and training information
- Assistance in establishing eligibility for additional assistance including WIA intensive and training services, Welfare-to-Work, and non-WIA training and education services.
- Information on grants and other types of financial assistance.

Specific intensive and training services available to job seekers who are unable to find self-sufficient employment include:

- Individual assessment
- Job search workshops and job placement assistance
- Access to Career Resource centers with computers, phones, fax machines, and employment information
- Career counseling
- Basic skills training/English as a Second Language (ESL)
- Training in high demand occupations through individual training accounts, work experience, customized training, and On-the-Job Training
- EDD services
- Access to child care, transportation, and other supportive services
- Entrepreneurial training
- Follow-up services for up to 1 year

Specific employer services include:

- Access to service directories and coordinated referral services
- Access to job applicant database
- Technical assistance and access to available resources
- Information on local labor market trends, economic development and tax credit benefits
- Access to small business development workshops and technical assistance
- Rapid response and plant closure assistance
- Customized training and On-the-job training subsidies
- Technical assistance regarding job retention strategies for special populations
- Information on Salinas Valley Enterprise Zones, economic development program, etc.

I. Describe Local Board strategies to ensure that the full range of employment and training services delivered through the local America's Job Center of California (formerly One-Stop) system are accessible to, and will meet the needs of, dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farm workers, 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 Monterey County America's Job Center of California principally meets the needs of the special populations described above through the delivery of core, intensive, and training services. The consortium of America's Job Center of California Operator partners have been providing services to special needs populations since the development of the America's Job Center of California system in Monterey County. This includes a referral system so participants can access particular services, not provided on-site to these populations. This referral system continues to be refined and enhanced so that information regarding America's Job Center of California services will be sent to the appropriate agencies and organizations that serve these populations.

The following describes how the America's Job Center of California system will meet these special populations:

- **Dislocated Workers** – Through the America's Job Center of California's Business Services Team, we have a well-developed program of Rapid Response services that is provided in partnership with the local EDD that addresses the initial needs of dislocated workers. In cases of disasters, mass layoffs, significant downsizing, business closures or other events that precipitate substantial increases in the number of unemployed individuals, the America's Job Center of California operators will provide Rapid Response activities onsite, if appropriate, to the affected workers. The MCWIB is responsible for taking a leadership role in applying for special grant funds to assist impacted businesses and workers. Trade Adjustment Assistance (TAA) information and support is also provided to businesses impacted by foreign competition.
- **Displaced Homemakers** – The America's Job Center of California supports displaced homemakers who have difficulty in obtaining or upgrading their employment skills to obtain a position with realistic and sustainable wages.
- **Low Income Individuals such as Migrant and Seasonal Farm Workers** – Beyond the specialized services available through EDD's Workforce Services staff and outreach workers, the Center for Employment Training, who is a America's Job Center of California mandatory partner, provides services to Migrant and Seasonal Farm workers in our area.
- **Public Assistance Recipients** – Each America's Job Center of California has DSS/CWES staff available to assist recipients with job leads or to answer questions about TANF and CalWORKs. In addition, the Welfare-to-Work program operates a toll free hotline for TANF recipients to find out about educational and vocational training services available from community colleges, adult schools, and regional occupational programs and through the Welfare-to-Work program. Staff who administers the hotline will also provide referral services, as appropriate.
- **Women and Non-traditional Employment** – Through partnerships with the local unions and labor councils, the America's Job Center of California offers pre-apprenticeship training and a wide variety of information and referrals to services in the construction trades and apprenticeship programs.
- **Veterans Services** – There are a variety of services available through the America's Job Center of California delivery system for veterans and special needs veterans groups. The America's Job Center of

California in partnership with EDD provides job placement assistance, counseling and training to eligible veterans, as appropriate.

- **Persons with Multiple Barriers to Employment** – In conjunction with the America’s Job Center of California partnership, staff from the Monterey County Health Department is able to provide assistance with persons with multiple barriers to employment, mental health and substance abuse issues.
- **Older Individuals** – The America’s Job Center of California addresses the needs of older workers through the America’s Job Center of California Operator consortium. The America’s Job Center of California Operator is comprised of various partner agencies such as OET, EDD and DSS. Currently, the America’s Job Center of California serves the older worker population in conjunction with Alliance on Aging and other various WIA Title I subrecipients.
- **People with Limited English Speaking Ability / Spanish Monolingual Individuals** – Those with limited English speaking ability are referred to job search workshops conducted in Spanish at specific America’s Job Center of California locations to appropriate classes available through adult schools.
- **Persons with Disabilities** – The lead agency for services to this population is the Department of Rehabilitation, which has staff located in the America’s Job Center of California on a scheduled basis. In addition, staff from the Monterey County Health Department is also able to provide assistance with mental health and substance abuse issues, as appropriate.

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;

The America’s Job Center of California partnership, in concert with its Business Services Team, coordinates with Wagner-Peyser funded staff, to increase utilization of the Trade Adjustment Assistance (TAA) program. This allows us to maximize the strengths of the EDD Workforce Services staff and bring in additional resources for job training. The America’s Job Center of California partners have had significant success in the development of job fairs and specialized recruitments for large employers. These efforts are expected to be expanded in the upcoming year.

Small Business Development Centers (SBDC) are operated through Cabrillo College and the California State University, Monterey Bay in our workforce development area. Efforts are ongoing with our Business Services Team and MCWIB staff to more effectively link SBDC services to the America’s Job Center of California. Also, the America’s Job Center of California’s Business Services Team regularly hosts JobLink networking sessions with local employers and job seekers to identify occupational and lifelong learning opportunities in the local labor market. Each JobLink session features a local employer sharing vital information on their expectations, qualifications and the types of positions available in their industry.

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

The design of program services is based on the needs of participants as they are determined eligible for adult and or dislocated worker services. Individual Training Accounts (ITAs), On-the-Job Training (OJT) contracts, Work Experience (WE) and supportive services are made available through the Monterey County America’s Job Center of California to create or sustain economic growth and/or employment opportunities for adults.

The MCWIB’s industry clusters policy ensures that ITA’s are focused on demand occupations in high wage and high growth industries. Customer groups representing dislocated workers and adults may be enrolled and placed into training over the course of 18 months. Expenditures, training institutions utilized and educational-placement outcomes are reported to the MCWIB’s Oversight Committee on a regular basis. Also supportive services are also provided to assist individuals with their job search and placement efforts and the costs associated with public education. (i.e. tuition, books, etc.)

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?);

One of the primary objectives of the MCWIB is to facilitate the level of resource coordination throughout the America's Job Center of California delivery system. WIA funds will augment the availability of training programs and services beyond those that cannot be obtained through CalWORKs, PELL Grants and Wagner-Peyser funds. Additional funding from partner agencies and from outside Federal, State, local and private sources will greatly expand the level of participation and range of options open to job seekers or employers. This is particularly important since programs funded through WIA Title I funds are insufficient to offer a broad range of services to WIA eligible customer groups. The redirection of other community resources into a more strategic focus will create a workforce development system that is visible and acknowledged in the community as something of value to a broad customer base. If this were achieved, further strategies of creating more formal partnerships between the America's Job Center of California system partners and the private sector would greatly increase the funds and role of the America's Job Center of California system in Monterey County.

The MCWIB's partner MOUs prescribe the amount of resources that is provided by each partner agency of the America's Job Center of California system. Agency contributions vary according to function and size of their program and are prorated according to a formula based on staff size, funding levels and participant activity. The MCWIB is also examining different ways that partners may contribute such as offering in-kind staffs support in lieu of direct cash support.

Additionally, the MCWIB assertively raises revenues to maintain service levels by applying for competitive and discretionary grants throughout the year.

M. Describe how the Local Board will ensure the continuous improvement of training providers listed on the ETPL and ensure that such providers meet the employment needs of local area employers and participants;

The MCWIB actively works with the State to update the Eligible Training Provider List (ETPL) to ensure it offers a wide array of educational and training programs that offer industry-recognized certificates and credentials. Approved training providers, who are eligible to receive Individual Training Accounts funded under WIA, are added to the ETPL with training offerings that vary from educational programs, classroom training, correspondence, Internet, broadcast, and apprenticeship programs. This will give eligible participants the opportunity to choose from a list of eligible training providers, based on labor market conditions and trends that align with their career pathway interests as well as their aptitude, and abilities.

The MCWIB identifies the skill needs of business and industry through appropriate labor market analysis and through direct contact with employers where labor market shortages appear most severe. In the past, this was accomplished through the MCWIB's annual Occupational Outlook survey conducted in partnership with the State.

In addition, the MCWIB utilizes appropriate assessments and career information tools to compile a list of eligible training providers to meet the needs of customers. Additionally, customer satisfaction surveys are conducted on a periodic basis that will provide feedback to allow for continuous improvement of products and services. These include both job seekers and employers.

The MCWIB measures the outcomes of placement, retention, and earnings gained performance goals in an effort to evaluate the MCWIB's WIA Title I cost-benefit ratio, with an emphasis on long-term results. Performance measurements are part of the request for proposal process for WIA Title I sub-recipients. The MCWIB through its memorandums of understanding with its partners ensures that all resources are maximized for businesses and job seekers in Monterey County.

Benefit-Cost and Regional Economic Impact Analysis

In an effort to measure the benefits and costs generated by its adult, dislocated worker, and youth programs, which are largely supported by WIA funds, the MCWIB approved the recommendation to contract with Economic Modeling Specialists, Intl. (EMSI) to conduct a benefit-cost analysis of MCWIB's WIA programs and a regional economic impact analysis of the MCWIB's operations for Program Year 2011-12.

Key findings of the EMSI benefit-cost analysis of MCWIB's WIA programs indicate:

- Adult program participants who retained employment for three consecutive quarters after exit (according to PY 2011-12 performance measures) are projected to generate an aggregate present value of \$2.5 million in added taxable earnings over the next ten-year period. The corresponding earnings effect of the dislocated worker program is \$1.1 million, and the earnings effect of the youth program is \$2.7 million.
- By the end of the ten-year time horizon, the MCWIB's adult program is projected to yield a cumulative added value of \$1.49 in added taxable earnings per dollar spent to fund the program. Similarly, the dislocated worker program will yield \$0.51 for every dollar spent, and the youth program will generate \$1.57.
- Overall, the combined adult, dislocated worker, and youth programs at MCWIB will generate a cumulative added value of \$1.14 in added taxable earnings for every dollar spent. These benefits accrue to all members of society—higher earnings for participants, increased output for businesses, and added tax receipts for government.

Key findings of the regional economic impact analysis of the MCWIB operations indicate:

- MCWIB employed 38 FTE staff with a combined payroll of \$2.7 million (excluding benefits) in PY 2011. The WIB spent another \$2.5 million for supplies and services. MCWIB's payroll and expenditures directly and indirectly generated \$4.3 million in regional income and supported 61 jobs in the regional economy.
- Furthermore, MCWIB administered \$1,700 in training funds per participant in the form of special assistance funds and tuition vouchers, as well as to third-party contractors and service providers to run WIB-sponsored programs. These expenditures generated \$1.8 million in added regional income and supported 40 jobs.

Further details of the EMSI analysis are explained in the attached APPENDIX: P – EMSI Benefit-Cost Analysis and Regional Economic Report.

N. Describe how the Local Board is serving UI claimants and TAA service recipients;

All Wagner-Peyser services are delivered through the America's Job Center of California delivery system. The State of CA Employment Development Department (EDD) is one of the three local partners who is part of the consortium of America's Job Center of California Operators. EDD staff is co-located at the comprehensive America's Job Center of California (formerly known as the One-Stop Career Center) located at 730 La Guardia Street in Salinas and schedule periodically to work at the satellite America's Job Center of California office locations. Each America's Job Center of California allows the public access to computers to view job listings through CalJOBS.

The America's Job Center of California provides information regarding eligibility and the filing of unemployment insurance (UI) claims. UI claim filing is available through a centralized telephone, online and fax system at the America's Job Center of California in Salinas to quickly link clients to information about UI programs and how to apply.

EDD, as the recipient of Wagner-Peyser funds, also provides universal access to employment services via a tiered delivery system that includes self-service, internet-based and staff-assisted services. They also provide Core services to target priority groups of all job seekers and employers in the America's Job Center of California, such as migrant and seasonal farm workers, persons with disabilities, UI recipients, welfare beneficiaries, veterans and youth.

The America's Job Center of California partnership, in concert with its Business Services Team, will coordinate with Wagner-Peyser funded staff, to increase utilization of the Trade Adjustment Assistance (TAA) program. This will allow us to maximize the strengths of the EDD Workforce Services staff and bring in additional resources for job training.

As the MCWIB's Business Services Team members are made aware of a company closure or downsizing that may be caused by foreign competition, they partner with the Economic Development Department, Employment Development Department's Trade Adjustment Assistance (TAA) specialist, and a SBDC representative to visit the employer. Once it is determined whether the employer is eligible for the TAA program, the team will meet with the employer to discuss the benefits of TAA. The employer is provided with forms they need to complete in order to petition for TAA certification. If it is determined the company has been negatively affected by foreign competition, the local TAA representative provides an overview of TAA benefits at the Rapid Response Orientation so the individual employees can be provided the necessary services and access to benefits.

O. Describe how the Local Board recognizes opportunities to prepare workers for “green jobs” as defined by EDD-LMID2 related to other sources of federal funding;

The MCWIB is committed to ensuring the presence of a workforce development system that effectively prepares workers for “green jobs” opportunities. An example of this includes a partnership with Hartnell College, Cabrillo College and the Workforce Investment Boards of Monterey and Santa Cruz Counties to support the Monterey Bay Green Building/Pre-Apprenticeship Training Program, funded by the Department of Labor for a grant amount of \$999,862. The program served the Monterey Bay region to include Santa Cruz County. The region was selected because it combines and leverages infrastructure and funding resources that will support green industry growth, particularly in construction and solar energy.

Another example which demonstrates MCWIB’s commitment to preparing workers for “green jobs” is the MCWIB’s partnership with the WCCCC. In 2009, the WCCCC received \$250,000 in Regional Industry Clusters of Opportunity (RICO) grant funds from the State Board to analyze, build and promote a Green Energy Cluster on the Central Coast. The purpose of this RICO grant was to conduct meetings and planning sessions to develop a strategy that would advance the economic vitality of the region as a whole through emerging green industries. This green industry cluster was comprised of three sectors including green energy and related industries with an emphasis on building and design, agriculture and tourism. The goals were developed to promote sector-based investment in business and to develop appropriate education and training programs. To implement the grant, WCCCC created a list of stakeholders by county and sector, and held six community focus groups in 2010 and 2011 to determine and invite interested parties to establish ongoing initiatives in each county. As a result, the WCCCC were able to identify and promote specific models that merit future consideration and possible adoption by the WCCCC as a whole.

Other partnerships to support investing in high-wage and high-growth “green jobs” include the Building & Construction Trades Council of Monterey/Santa Cruz Counties. They are currently training in all of the latest green technology for green projects and are recognized as a vital source of information regarding “green job” skills training related to reducing the carbon foot print in buildings construction and daily operation to managing storm water runoff.

The MCWIB also collaborates with the Monterey County Business Council and their industry clusters as well as local community partners to acquire current labor market information on demand industries in Monterey County, which include environmentally friendly “green” related opportunities. The MCWIB also continues to work with the State’s Labor Market Information (LMI) division to identify which industries in the green economy will thrive going forward and what resources are available to offer to job seekers.

P. Describe the policies in place to integrate the federal registered and state DAS-approved apprenticeship programs and the Job Corps in the local America’s Job Center of California (formerly One-Stop) system;

The MCWIB established a Pre-Apprenticeship Advisory Committee, now known as the “Construction Trades Training Roundtable” to convene experts in the field of construction, trades, labor, preapprenticeship and business to create strategic and innovative programs for the residents of Monterey County and to receive feedback from professionals in the field in an effort to coordinate the needs of these industries with the activities of the America’s Job Center of California. One focus of the Construction Trades Training Roundtable is to develop strategic policy to implement pre-apprenticeship training programs. Another focus is to pursue special grants to support green building in conjunction with local educational entities. The MCWIB plans to reconvene these industry experts to foster collaboration between community colleges and DAS approved apprenticeship programs for the planned use of WIA Title I funds for the provision of training through registered apprenticeship programs and how programs and services funded by the WIA and directed to apprenticeable occupations, including pre-apprenticeship training, are conducted, to the maximum extent feasible, in coordination with one or more of the approved apprenticeship programs. In doing so, MCWIB plans to develop policies to promote integration of the federal and state DAS approved apprenticeship programs and the Job Corps, in partnership with the CASP stakeholders as stated previously.

Q. Provide a copy of the Local Board's bylaws;

APPENDIX: N – WIB Bylaws

R. Describe the process by which the Local Plan will be updated to include new and relevant information; Some LWIAs implemented ISD 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.

Employment and training services are provided to a diverse spectrum of residents through a unique combination of comprehensive and satellite America's Job Center of California, as well as specialized programs provided by our local partners and subcontractors. Three of the partners consist of the major stakeholders and investors of the America's Job Center of California. They include OET, the local EDD and DSS.

The MCWIB has increasingly integrated the services offered by its America's Job Center of California partners to jointly develop goals, benchmarks and timelines to enhance its full integration strategy. The ultimate goal is to provide a seamless integration of expanded services from as many agencies as necessary and to connect job seekers to valuable services. Services include the use of our Employment Center and computers, job search workshops, information on training and education, referrals to partner agencies and resources and labor market information on growth industries in Monterey County.

Key elements for the integration of services include Core, Intensive and Training services to be coordinated to avoid duplication and provide common intake procedures utilizing a shared case management system. Services are provided to support dislocated workers, job-seekers, individuals, businesses, economically disadvantaged youth and adults, and migrant seasonal farm workers for example. The promotion and outreach efforts to job seekers, employed workers and the business community is coordinated in a comprehensive and focused program, which clearly establishes a seamless, integrated America's Job Center of California delivery system.

Through the State's CalJOBS system, operated by EDD, each America's Job Center of California allows the public access to computers to view job listings. The EDD staff at the America's Job Center of California provides information regarding eligibility and the filing of unemployment insurance (UI) claims. UI claim filing is available through a centralized telephone, online and fax system at the America's Job Center of California in Salinas to quickly link clients to information about UI programs and how to apply. EDD, as the recipient of Wagner-Peyser funds, provides universal access to employment services via a tiered delivery system that includes self-service, internet-based and staff-assisted services.

A VOS case management system is used to enhance communication and the sharing of participant data to partner services funded by WIA. Programs are evaluated on a monthly, quarterly, and yearly basis in an effort to ensure that the highest quality services are being provided and that our community is receiving a significant return on workforce investment.

WIA Local Plan Program Years 2013-17
Program Administration Designee and Plan Signatures

This local plan represents the Monterey County Local Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

This local plan is submitted for the period of July 1, 2013 through June 30, 2017 in accordance with the provisions of the WIA.

Local Workforce Investment Board Chair

Chief Local Elected Official

Signature

Signature

Erik Cushman

Fernando Armenta

Name

Name

Chair, Monterey County Workforce
Investment Board

Chair, Monterey County Board of
Supervisors

Title

Title

Date

Date