

WORKFORCE INNOVATION AND OPPORTUNITY ACT

LOCAL PLAN

PROGRAM YEARS 2021-2024

Local Workforce Development Area:



San Benito County

Enrique Arreola, Deputy Director

831-634-4918

EArreola@cosb.us

Date of Submission:

Executive Summary

The San Benito County Workforce Development Board (WDB) Local Plan for Program Years 2021-2024 is required by the Workforce Innovation and Opportunity Act (WIOA). The California Workforce Development Board under the California Unified Strategic Workforce Development Plan (State Plan) is an overarching state policy document that provides a conceptual outline for Local Boards (San Benito WDB) and their local partners as they jointly develop Regional and Local Plans. The State Plan policy objectives, developed in collaboration with WIOA partners and Local Boards, drive towards the shared vision of creating a comprehensive system that impacts poverty, promotes income mobility, and embeds equity as a cornerstone of service delivery.

San Benito County is one of the smallest counties in our state with a population of 62,808 (stats of 2019), but with a truly dedicated business community in support of the work the San Benito WDB and partners provide those businesses an understanding of the job skills needed to employ unemployed and under-employed individuals with business so there is a successful match. The San Benito County Workforce Development Board's mission is to provide a variety of trainings, services and resources to unemployed, under-employed and dislocated workers which will raise their education and skill levels to ensure their success in the workforce. The mission of San Benito WDB continues in working with local business, so workforce training is geared to support local business needs.

Due to San Benito County's limited resources, partners come together to serve those in need daily. This is one of the richest counties in terms of local collaboration to help and support one another.

The Local Plan provides an action plan for operationalizing the roadmap laid out in the Regional Plan (Regional Plan for San Benito, Santa Cruz, and Monterey County's) and the State Workforce Development Boards strategic goals by describing how individuals access services through the America's Job Center of California (AJCC) system. The Local Plan demonstrates coordination with our Local Partners from the previous Local Plan and Modification processes and highlights key service delivery strategies moving forward. The Local Plan is developed with input from the community stakeholders' meetings held prior to finalizing the Plan.

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1. Workforce Innovation and Opportunity Core and Required Partner Coordination

This section of the Local Plan should address coordination with WIOA core and required program partners identified under WIOA Section 121.

A. How the Local Board and AJCC partners coordinate the services and resources identified in the WIOA Memorandum of Understanding, as outlined in WSD18-12, WIOA Memorandums of Understanding.

The mission of the San Benito County Workforce Development Board and AJCC partners is to provide a variety of training, services and resources to unemployed, under-employed, dislocated workers and youth, to raise their education and skill levels to ensure their success in the workforce.

The Local Board and AJCC partners coordinate these services through continuous partnership building, joint planning, local plan development, and modification of activities as services and changes are needed and/or required by state and federal partners, and economic influences.

All relevant parties to the WIOA MOU dated May 2016, (Appendices Attachment I) including San Benito County Workforce Development Board and the America's Job Center of California (AJCC) partners established an agreement concerning the operations of the AJCC delivery system. This agreement established a cooperative working relationship between the parties to define their respective roles and responsibilities in achieving the policy objectives. The policy objectives include fostering demand-driven skills attainment; enabling upward mobility for all Californians; and aligning coordinating and integrating programs and services of the partners. The MOU also serves as the framework for providing services to employers, employees, job seekers and others needing workforce services.

The WIOA MOU dated July 2019 (Appendices Attachment II), agreed to share in the operating costs of the AJCC system, either through cash or in-kind services. The cost of services, operating cost, and infrastructure costs of the system are funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan.

AJCC partners will ensure that the shared costs are supported by accurate data, the shared costs are consistently applied over time, and the methodology used in determining the shared costs are reflected in the separately negotiated Cost Sharing Agreement.

Services and resources are coordinated through the America's Job Center co-location of Partners to the MOU's. San Benito County job seekers benefit from the small community orientation by being able to access most services at one location, truly a One-Stop shop.

B. How the Local Board and AJCC Partners work towards co-enrollment and/or common case management as a service delivery strategy, as outlined in WSD 19-09 Strategic Co-Enrollment- Unified Plan Partners.

The Local Board and AJCC Partners meet monthly to give an opportunity for partners, both mandated and not, the opportunity to integrate services and ensure common policies and practices are adhered to. The meetings drive discussions of shared funding opportunities and have led to proposals that can enhance the resources of the local workforce system, such as the applications for Accelerator Grants and participation in regional Slingshot efforts among all partners.

The San Benito WDB has developed Local Partnership Agreements and referral systems so applicants are provided the most up-to-date and appropriate services possible. The Local Board has a Local Partnership Agreement with California Health and Human Services Agency, Department of Developmental Services, Department of Rehabilitation, California Department of Education, and San Andreas Regional Center to develop a Blueprint that is designed to jointly identify ways to increase opportunities for individuals with intellectual and developmental disabilities or "ID/DD" to prepare for and engage in competitive integrated employment (CIE). This Agreement is designed to help collaborate and communicate with community partners to eliminate gaps in the transition and adult systems to increase placing students and individuals with ID/DD into CIE and allowing them a wealth of options for individualized (person-centered) employment.

The Local Board has had a long-term partnership with the San Benito Health and Human Services Agency (HHS) in working towards co-enrollment and common case management to the low-income community including those receiving CalFresh services and those participating in the County's Employment & Training Program (E&T Program). The Local Board prioritizes these clients through a referral process. This has allowed for a seamless common case-management and co-enrollment of the WIOA eligible clients whether they are Adult, Dislocated Workers, or Youth participants.

With the newly formed North Central Coast Region the San Benito WDB is excited to work with the newly formed regional planning unit in the development of co-enrollment across the region, with their partners from Santa Cruz and Monterey counties. The SB1 pre-apprenticeship construction careers program is an example of this and prioritizes partnerships that link local building and construction trades councils with our boards, local community colleges, and community-based organizations. This new program offers structured pathways, with core curriculum and critical supportive services, which may lead to state-certified apprenticeships leading to living wage jobs and careers.

C. How the Local Board and AJCC partners will facilitate access to services provided through the one-stop delivery system, including in remote areas, using technology and other means.

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including client tracking, common case management, reporting and data collection. To support the use of these tools, each San Benito County AJCC Partner agrees to:

- Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- The principles of common reporting and shared information through electronic mechanisms, including shared technology.
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers or partners (e.g., applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence and use them solely for purposes directly related to such services.
- Develop technological enhancements that allow interfaces of common information needs, as appropriate.
- Understand that system security provisions shall be agreed upon by all partners.
- With the closure of the AJCC due to COVID-19, services are also offered via phone, video conferencing and online appointments, or by mail.
- The Local Board and AJCC partners work together to provide News and events through the WDB Facebook page, through Instagram, and regular updated links to partners activities on the SBC WDB website.

It came to the Local Board's attention through the Community Input Sessions that incorporating the local Radio Station, especially in Spanish, would be an effective strategy to provide outreach to the community of the service all Partners offer at the AJCC as well.

D. How the Local Board and AJCC partners coordinate workforce and education activities with the provision of appropriate supportive services.

San Benito WDB has established the Priority of Service Policy to ensure that low-income individuals are given priority to receive workforce services if funding is available. The policy gives priority to those receiving public assistance such as CalFresh participants for eligible Adults, Dislocated Workers, and Youth.

Eligible participants receive transportation assistance at the AJCC and through the local Community Action Agency. All WIOA participants may receive supportive services including transportation, childcare, needs based payments and other services needed so they can be placed into a position of success at reaching their employment and training goals. For those participants needing additional supportive services, through the local Community Action Agency, they may be able to receive Rental Assistance, PG&E

Assistance, Housing Assistance, free tax preparation services, and other services the Agency may be able to provide.

E. How the Local Board and AJCC partners will comply with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, as outlined in WSD17-01.

Given that the San Benito County Workforce Development Board sees access to services for individuals with disabilities as a primary function of our work, we have ensured that physical structures are compliant for individuals with disabilities to have access to all services, as well as ensure that ADA requirements on accommodations for employees and customers alike are adhered to.

As part of the monthly meetings of the Local Board and AJCC partners, the discussion also focuses around accessibility on a regular basis.

We have an assigned Equal Opportunity compliance officer with the Agency to assist with any type of ADA issues. Each year, the Agency is required to complete the self-assessment Methods of Administration (MOA) consisting of the biennial Physical and Program Access (PPA) Self-Assessment and Checklist. Additionally, we are required to have the AJCC ADA compliant via completion of the biennial Compliance Monitoring Checklist. We have had no issues with the State regarding ADA compliance.

Partners from all agencies are invited to participate in the monthly meetings of the Local Board and AJCC partners to ensure “no one is left behind”. This includes our LGBTQ Resource Center in San Benito and the Trevor Project, where youth in crisis reach out in times of trouble and stress.

2. State Strategic Partner Coordination

This section of the Local Plan addresses coordination with the partnerships established in WSD18-01, Regional and Local Plans PY 17-21- Two Year Modifications.

A. How the Local Board will coordinate with County Health and Human Services Agencies and other local partners who serve individuals who access Cal Fresh Employment and Training services.

The Local Board has had a long-term partnership with the San Benito County Health and Human Services Agency (HHSA) for the integration and collaboration of services to the low-income community including those receiving CalFresh services. The Workforce Development Board falls under the County governance structure and directly under HHSA which is why the WDB has a true partnership with HHSA. Over the years, the HHSA has

had a seat on the Local Board and has been an active participant and advocate for welfare-to-work programs.

There are monthly Partner Meetings held (prior to COVID-19), now being held via Zoom where the Local Board and partners work together to support individuals accessing Cal Fresh Employment and Training services.

The County Health and Human Services Agency partners with CalWORKS and CalFresh for referrals. There is an ESE Integrated case worker who provides assessments for eligibility, so CalWORKS participants are work ready and can be placed into jobs for up to one year. The County Health and Human Services Agency Partner also participates in the local farmers market to issue food tokens and provide outreach services to CalFresh participants. There is a Housing Support Program that the Agency partners as well.

All the partners work collectively to support the needs of the individuals from the CalFresh caseload to effectively support individuals needs to develop tools toward self-sufficiency.

B. How the Local Board coordinates with Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents.

Since the new State partnership between the California Workforce Development Board and the California Department of Child Support Services to serve non-custodial parents (NCP), San Benito County WDB and Child Support Services have worked together to improve connectivity of workforce services with CSS staff and clients. This partnership creates a unique opportunity to strategically help and support this population with workforce services which individuals may not be familiar or which they may have avoided due to misconceptions and the lack of knowledge.

The Local Board has partnered with the Community Action Board (CAB) to adopt agency policy with the Local Child Support Agency to discuss common clients and how best to support their needs. Ongoing meetings take place between the WDB and the Child Support office as both continue to provide meaningful services to this population. The referral process has been refined since the last local plan so participants can access WIOA more readily.

Non-custodial parents (NCP) with child support orders have a diverse array of needs that impede their likelihood of success including past arrears, lack of education, English Language Learners, unemployed, poverty, justice involved, etc. The WIOA partners at the AJCC continue to support and serve NCP with workforce services. When the updated referral form is received at the AJCC, staff schedule an appointment for an orientation (via online until the AJCC opened March 10, 2021- as this Plan was being developed), and for an assessment. The Local Board and AJCC work diligently to identify resources to meet the client needs. Referrals are made dependent on the need of the individual to the AJCC Partners or community partners.

A top priority for the WDB and its partners as participants are transitioned to viable employment and career opportunities is to facilitate successful labor market outcomes so

the participants progress to livable wage jobs and careers. There must be strategic efforts to break the cycle of poverty among non-custodial parents and among the general population. When participants enroll in training, staff assists them to explore labor market information to better assess their career goals. High demand career pathways in high wage jobs are always an equation to the service delivery strategy of all participants. Staff and Partners are available from the beginning to the end of the participants cycle and will provide case management and follow-up services to ensure success. The focus of industry occupations trainings will be in alignment with the local and regional sectors including Health Care, Construction, Information Technology, Manufacturing and Hospitality.

C. How the Local Board coordinates with Local Partnership agreement partners established in alignment with the Competitive Integrated Employment Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities.

The Local Board has had a long-term partnership with the Department of Rehabilitation (DOR) for more than 20 years, where they recognize the value of DOR to provide workforce services to individuals with ID and DD. DOR is an on-site partner that provides services on a fixed schedule. The Partners have formed a Local Partnership Agreement between Local Education Agencies, Department of Rehabilitation, and San Andres Regional Center to develop a Blueprint that is designed to jointly identify ways to increase opportunities for individuals with intellectual and developmental disabilities or “ID/DD” to prepare for and engage in competitive integrated employment (CIE).

This partnership meets monthly, which has been formed as a business advisory committee where DOR, HOPE, Gavilan Community College, EDD staff, Community Action Agency staff, Local Board staff and other entities serving individuals with disabilities meet to collaborate on best practices in serving those individuals where a collaborative using the Competitive Integrated Employment Blueprint can grow and prosper.

D. How the Local Board coordinates with community-based organizations and other local partners who serve individuals who are English language learners, foreign born, and/or refugees.

The Local board has established an efficient system with community-based organizations and other local partners who serve all populations including individuals who are English language learners, foreign born, and/or refugees. During the last two years, the Local Board in collaboration with the Community Services Block Grant (CSBG) under the Community Action Agency have adopted an Agency Policy to provide services that enhance and/or differ from those offered by other providers, i.e., bundled services.

All services provided with the CSBG funding are delivered by San Benito County Community Services & Workforce Development (CSWD) staff via direct services. Clients either walk-in, phone or are referred by partner agencies for services. Clients are

provided an application either on-site or via mailing. As individuals apply for services at the AJCC, or online via AJCC, they meet with the Vocational Assistant who provides an overview of the menu of services that are offered by partner programs. Once participants go through the eligibility process, they are enrolled in their program of choice including vocational training, work experience or on-the-job training to prepare them in high demand and high paying jobs and careers. With co-location of staffing, services are provided in a seamless manner based on client needs.

By partnering with the Community Action Agency, clients may receive assistance with their utility payments (LIHEAP), rental assistance, transportation tokens, Volunteer Income Tax Assistance (VITA), Recreational/Enrichment Scholarships, Food Vouchers, Housing Assistance for the homeless, hotel vouchers, and In-Home Support Services through Provider care takers. This partnership has resulted in a more comprehensive services delivery to local customers at the America's Job Center.

The Local Board also offers outreach services to English Language Learners (ELL), foreign born, refugees, and the Migrant Center. With COVID-19, in-person contact has been scarce over the last year, however, that should be changing with the AJCC re-opening March 10, 2021. Outreach efforts will also begin as soon as the State allows. In the interim, the WDB will outreach through social media, radio stations, Education flyers, etc.

In addition to outreach activities, many of the activities in the AJCC are designed with the language needs of the San Benito County community in mind. Examples include, but are not limited to:

- Translation services are provided to limited English individuals,
- Most staff are bilingual in Spanish, and are given additional compensation when they are certified bilingual,
- All documents are printed in both Spanish and English.

3. WIOA Title I Coordination

This section of the Local Plan describes strategies for staff preparation, training, and ongoing professional development to effectively respond to participant needs. This section of the Plan should also address the services, activities, and administration requirements established for Local Boards under WIOA Title I.

A. Training and/or professional development that will be provided to frontline staff to gain and expand proficiency in digital fluency and distance learning.

Through the Regional Planning Unit, it is proposed that frontline staff be offered Performance Training because the decisions made by everyone in the WIOA system affect performance measures—from managers to providers to frontline workers, MIS specialists,

WDBs and WIOA partners. Building on an understanding of the common measures, participants of the training will learn more about the importance of collecting and using information to inform decisions in four key areas that affect performance during a customer's involvement in WIOA – intake and registration, participation, exit and follow-up.

San Benito WDB frontline staff will receive training in professional development through Dynamic Works, a training entity under contract through the RPU. Professional development and Certification training consists of 9 courses and a final certification exam. The professional competency courses are developed around the National Association for Workforce Development Professionals (NAWDP) core competency defined areas.

Staff will also have an opportunity to expand their Business Services and Employer Engagement Toolkit through review of existing business/employers' services. Staff may also receive training through a workforce project to assist with the placement of dislocated participants into employment using On-The-Job Training and customized Training funds, where they will refine their employer outreach skills.

B. Training and/or professional development that will be provided to frontline staff to ensure cultural competencies and an understanding of the experiences of trauma-exposed populations.

San Benito WDB has an on-line training program, Relias, which prompts all staff of their annual training requirements with deadlines to take courses, to ensure staff gain and expand proficiency in digital fluency and distance learning.

San Benito WDB works with AJCC partners to ensure all frontline staff receive professional development in cultural competencies annually as per guidelines of Community Services Development agency.

Through the Regional Planning Unit, front line staff will receive an introductory course to the concepts of equity diversity and inclusion. How equity is defined and practiced in the workplace and daily life.

C. How the Local Board will coordinate workforce investment activities carried out in the Local Area with statewide rapid response activities, as outlined in WSD16-04, Rapid Response and Layoff Aversion Activities.

It is the policy of the San Benito County Workforce Development Board (WDB) to provide Rapid Response Services to all employers and impacted employees located within the jurisdiction. Whenever possible, these services are provided utilizing the full resources of the WDB, the AJCC, and the local community, including cooperative efforts with adjacent Workforce Development Boards in and outside our region.

The San Benito County WDB maintains a Rapid Response Unit. This Unit provides services to all employers and impacted employees located within the jurisdiction. If a

business is closing, the WDB coordinates with the business owner and employees to provide Rapid Response and Dislocated Worker services. Unemployment insurance information benefits, Wagner-Peyser and Trade Adjustment Act services are all coordinated with EDD. We coordinate Rapid Response activities through strong partnerships with EDD Wagner-Peyser program and other agencies. Based on the employees impacted, the WDB coordinates all Rapid Response activities with organized Labor and Trade Adjustment Act, as appropriate.

The San Benito County WDB staff always make information and resources available to Client and their employees. During the pandemic, the WDB staff has met with clients through social distancing protocols. When any Layoff Notification is received, the in-house Business Services Team immediately reaches out to business that is impacted. The AJCC/EDD team share tools to Layoff Aversion and resources for both employer and employees through email and Zoom meetings. Most recently, the jurisdictions reopened the AJCC on March 10 and can now meet with customers in-person.

The San Benito County WDB Rapid Response Unit participates in the statewide rapid response meetings and activities to ensure updated information and materials are available to the employers and employees in the local jurisdiction.

D. A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area, including how the Local Board will ensure that priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, as outlined in WSD15-14, WIOA Adult Program priority of Service.

San Benito County WDB mission is to provide a variety of trainings, services and resources to unemployed, under-employed and dislocated workers which will raise their education and skill levels to ensure their success in the workforce. The reason we do this is to see our vision of getting individuals trained, skilled and become a relevant workforce that meets the needs of employers and that it increases the quality of life in our community.

The San Benito County One-Stop Career Center provides many services designed to help workers in any phase of their job search. Basic employment services are offered free of charge and include information about job openings and filing for unemployment benefits, job search workshops, resume information and assistance.

Specialized employment services offered to Adult and Dislocated Workers include:

--On the Job Training (OJT): OJT is a training by an employer that is provided to a paid participant while engaged in productive work. OJT provides knowledge or skills essential to the full and adequate performance of the job. Reimbursement to the employer of up to a maximum of 50% of the wage rate is provided to offset the extraordinary costs of the provision of the training and additional supervision required during the training. OJT agreements are limited of 600 hours in duration as appropriate to the occupation for which

the participant is being trained, considering the content of the training, the prior work experience of the participant, and the individual service strategy of the participant.

-- Work Experience: Work Experience is a planned, structured learning experience that takes place in a workplace for a limited period. The Work Experience Program is an Individualized Service available to Youth, unemployed Adults, and Dislocated Workers. Anyone referred or recruited to the program will go through the eligibility process. Those enrolled will complete the Individual Employment Plan which identifies Work Experience as part of the sequential process to assist in reaching their employment goal. This program is time limited to 600 hours. The County maintains as the employer of record during the training period.

-- Individual Training Account (ITA): Scholarship may be awarded to eligible Adults, Dislocated Workers, and Out-of-School Youth for up to 1 year of training and \$5,000 for certified courses published in the Statewide Eligible Training Provider List (ETPL). This amount includes monies for tuition, books, fees, support services and required training supplies necessary to complete the program.

San Benito County WDB has a long history of working with the Health and Human Services Agency which oversees recipients of public assistance, and other low-income individuals who are basic skills deficient, as outlines in WIOA Adult Program Priority of Service. Given the WDB is housed with the HHSA and accepts referrals from the E&T Program on behalf of the HHSA, these participants always receive priority of service.

E. A description and assessment of the type and availability of youth workforce investment activities in the Local Area, as outlined in WSD17-07, WIOA Youth Program Requirements, including any strategies the Local Board has about how to increase the digital literacy and fluency of youth participants, including youth with disabilities.

The San Benito County Workforce Development Board is committed to shaping today's youth into a productive and skilled workforce of tomorrow. The County offers a variety of programs and services that are especially designed for youth or may be of interest to youth.

Our programs prepare youth for postsecondary educational opportunities or employment linking academic and occupational learning together. Programs include tutoring, study skills training, and instruction leading to completion of secondary school (including dropout prevention), alternative school services, mentoring by appropriate adults, paid and unpaid work experience (such internships and job shadowing), occupational skills training, leadership development, and appropriate supportive services. Youth participants will also receive guidance and counseling and follow-up services.

San Benito County utilizes the following specific strategies for youth:

--On the Job Training (OJT): OJT is a training by an employer that is provided to a paid participant while engaged in productive work. OJT provides knowledge or skills essential to the full and adequate performance of the job. Reimbursement to the employer of up to a

maximum of 50% of the wage rate is provided to offset the extraordinary costs of the provision of the training and additional supervision required during the training. OJT agreements are limited of 600 hours in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the individual service strategy of the participant.

-- Work Experience: Work Experience is a planned, structured learning experience that takes place in a workplace for a limited period. The Work Experience Program is an Individualized Service available to Youth, unemployed Adults, and Dislocated Workers. Anyone referred or recruited to the program will go through the eligibility process. Those enrolled will complete the Individual Employment Plan which identifies Work Experience as part of the sequential process to assist in reaching their employment goal. This program is time limited to 600 hours. The County maintains as the employer of record during the training period.

-- Individual Training Account (ITA): Scholarship may be awarded to eligible Adults, Dislocated Workers, and Out-of-School Youth for up to 1 year of training and \$5,000 for certified courses published in the Statewide Eligible Training Provider List (ETPL). This amount includes monies for tuition, books, fees, support services and required training supplies necessary to complete the program.

--Outreach to youth in colleges & high schools: The San Benito County WDB is in constant contact with the schools and colleges in our area. The WDB has participated not only in outreach from schools to youth, but to youth directly through the utilization of Youth Customer Focus Groups, in cooperation with other workforce board partners in the region. These focus groups give feedback to the boards to determine the best strategies both for outreach and outcomes to ensure success for program participants in achieving their educational and employment goals.

--San Benito County America's Job Center of California in partnership with the San Benito High School District Career Technical Education Department seeks funds from the Community Foundation for Youth and Education purposes to provide a temporary summer work employment training for five weeks for five youth that are referred by the San Benito High School District Community Technical Education. The youth enrolled in the summer work experience program build their job skills, receive career counseling, job search assistance, mentoring services, resume building assistance and much more. This program will be implemented once covid restrictions are removed.

The objective is to create employable youth enrolled in San Benito High School District Career Technical Education Department courses to gain real life work experience skills during the summer months. This will allow exposure for the young individuals to gain employment opportunities. The young individuals receive employment readiness skills, work ethics, customer service and real-life skills during the time of placement in a local community organization. This is a perfect opportunity to initiate a relationship with the San

Benito High School District Career Technical Education Department and community businesses.

Through career technical education collaboration with the High School Academic Focus Times, and the San Andreas Continuation School, the Local Board and Community Action Agency have a vision of developing vocational training in culinary arts for those qualifying students.

The Local Board offers Customer Satisfaction Surveys to all youth, adult, dislocated workers to learn from the customer how services are being received, and how they may improve.

F. The entity responsible for the disbursement of grant funds as determined by the Chief Elected Official (CEO) or the Governor, and the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

The County of San Benito Community Services & Workforce Development (CSWD) is the recipient of all grant funds. If services are procured, the WDB will act on behalf of the CSWD and follow procurement guidelines of San Benito County.

The County Board of Supervisors will then ratify the board's action.

Eventually, the County will disburse the funds and staff will monitor the progress.

G. Describe how the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider as outlined in WSD19-13, Selection of AJCC Operators and Career Services Providers. Include the name(s) and role(s) of all entities the Local Board contracts with.

San Benito County WDB under the CSWD continues as the operator of services.

Our last Youth RFQ was a failed one. We anticipate releasing another RFP soon.

The San Benito County WDB AJCC Operator is:

- Racy Ming, Consultant
- 1111 San Felipe Road, Suite 107, Hollister, CA 95023

4. Appendices

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2. Attachment II – MOU Phase II
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4. Public Comments received during 30-day public comment period
5. Signature Page

5. Stakeholder and Community Engagement

Stakeholder meetings held via ZOOM due to Covid-19 ‘gatherings’ restrictions.

Local Plan Stakeholder meetings scheduled March 10, 2021 from 10:00-11:30 a.m. via ZOOM.

Local Plan Stakeholder meeting scheduled March 10, 2021 from 5:30-7:00 p.m. via ZOOM.

Regional Plan Stakeholder meeting scheduled March 15, 2021 from 10:00 a.m. -12:00 p.m. via ZOOM.

6. Public Meetings and Public Comment

Public Comment offered from March 12 through April 11, 2021

San Benito County Workforce Development Board open meeting via ZOOM held April 20, 2021.

San Benito County Board of Supervisors Meeting open meeting via ZOOM held April 27, 2021.

Appendix E: San Benito Workforce Development Board approval of Local Plan and North Central Coast Regional Plan.

SIGNATURE PAGE

Dated:

4/28/21

By:



Richard Bianchi, Chair
San Benito County
Workforce Development Board
1111 San Felipe Road, Ste 107
Hollister, CA 95023

Chief Local Elected Official:

Approval of 2021-2024 San Benito County Local Plan:

APPROVED AS TO CONTENT:

Dated:

4/27/21

By:



Mark Medina, Board Chair
San Benito County
Board of Supervisors
481 Fourth Street
Hollister, CA 95023

Signature Page

By signing below, the Local Board Chairs request approval of the North Central Coast’s 2021-24 Regional Plan.

Local Board Chairs	Local Board Chairs	Local Board Chairs
		
Signature	Signature	Signature
Erik Cushman	Carol Siegel	Richard Bianchi
Name	Name	Name
Monterey County Workforce Development Board Chair	Santa Cruz County Workforce Development Board Chair	San Benito Workforce Development Board Chair
Title	Title	Title
4/12/21		4/28/21
Date	Date	Date

Workforce Innovation and Opportunity Act 4-Year Regional Planning Unit Plan Program Years 2021-2024

Local Workforce Development Area(s)

Regional Lead Contact for RPU Chris Donnelly, Monterey County

Date of Submission April 30, 2021

Local Area	Contact Name	Phone Number	Email
Monterey County	Chris Donnelly	831-759-6644	DonnellyC@co.monterey.ca.us
Santa Cruz County	Andy Stone	831-763-8824	Andy.Stone@santacruzcounty.us
San Benito County	Enrique Arreola	831-637-9293	EArreola@cosb.us

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Executive Summary

This edition of the 4-year Regional Plan comes at a crucial time for the North Central Coast region and its local components. The COVID-19 pandemic has had unprecedented impacts on the regional workforce and economy, and strategic recovery efforts can help ensure that the region rebuilds towards a more prosperous and equitable future. This Regional Plan aims to align Regional Planning Unit (RPU) members along specific approaches to achieve the vision and objectives provided in the State Plan. Fulfilling this vision will require partners to collaborate regularly across agencies, programs, and funding streams to align strategic efforts, investments, and service delivery activities to meet shared outcomes within common in-demand industry sectors.

The North Central Coast RPU focused on crafting a Regional Plan that would meet the state's formal guidance while also considering the temporary and permanent effects that the pandemic will have. RPU members are confident that the themes and objectives outlined in this plan will assist in the steady recovery from the COVID-19 pandemic, while fostering relationships with partners, and working towards more equitable opportunities for workers in the region.

The North Central Coast RPU builds upon the following strategic goals provided by the state:

1. Fostering demand-driven skills attainment by:
 - a. Leveraging labor market data to uncover strategic opportunities and gaps in training and education.
2. Enabling upward mobility for all Californians by:
 - a. Investing in specific career pathways in key industries, working with regional partners and stakeholders, and ensuring access through AJCCs.
3. Aligning, coordinating, and integrating programs and services by:
 - a. Collaborating closely with Community Colleges and Adult Education providers, Community Based Organizations, non-profits, industry and chambers representatives, and other local organizations.

A central component of this Regional Plan involves identifying target and growth opportunity industries and occupational pathways within those industries. The North Central Coast RPU's Regional Plan relies upon the following to drive findings and strategies:

- a. The most-up-to-date labor market information available to identify the current state of the volatile labor market and local economy;
- b. Engagement with regional and industry leaders to get details beyond labor market data; and
- c. Consideration toward macroeconomic influences and equity ramifications.

The foundational data that comprises this Regional Plan is the first step towards more informed decision and policy-making among the North Central Coast RPU and its regional partners.

Analytical Overview of the North Central Coast Region

This section of the Regional Plan discusses key metrics and characteristics of the regional labor force and resident population. Understanding these metrics—both before and during the pandemic—identifies key opportunities and challenges for the regional workforce, allowing for better strategy and decision making as the recovery continues.

COVID-19 Pandemic Impacts

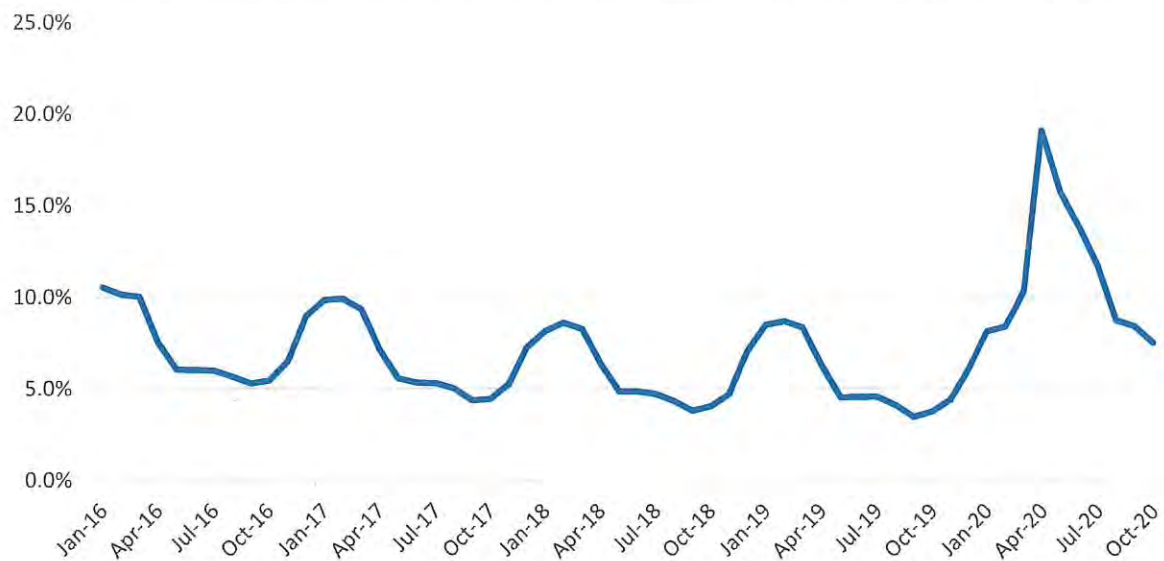
The COVID-19 pandemic has had unprecedented impacts on the global, national, and local economies. The spread of the novel Coronavirus across the U.S. led to unprecedented stay-at-home orders and economic turmoil. As of the writing of this report, the economic effects of COVID-19 and the associated public health orders are in flux. To best showcase the dynamic economic circumstance, this section utilizes propriety models developed by the research team as well as proprietary data aggregated and prepared by Opportunity Insights, a team of researchers at Harvard University. The Opportunity Insights data is compiled from a range of private sources, which provide a near real-time picture of national and local economies.¹

EMPLOYMENT IMPACTS

In April 2020, unemployment in the North Central Coast region reached peak rates nearly twice as high as any previous seasonal unemployment rate over the past four years. The highest non-seasonally adjusted unemployment rate in the North Central Coast region reached 10.5% in January 2016. In April 2020, unemployment in the region reached 19.1%, meaning about one in five were out of work. For comparison, in April 2019, unemployment was only 6.3% (Figure 1). While unemployment fell to 7.6% in October 2020, the rate is still twice as high as it was in October 2019 (3.8%).

¹ For more information about the Opportunity Insights data and methodology, please visit <https://www.tracktherecovery.org/>

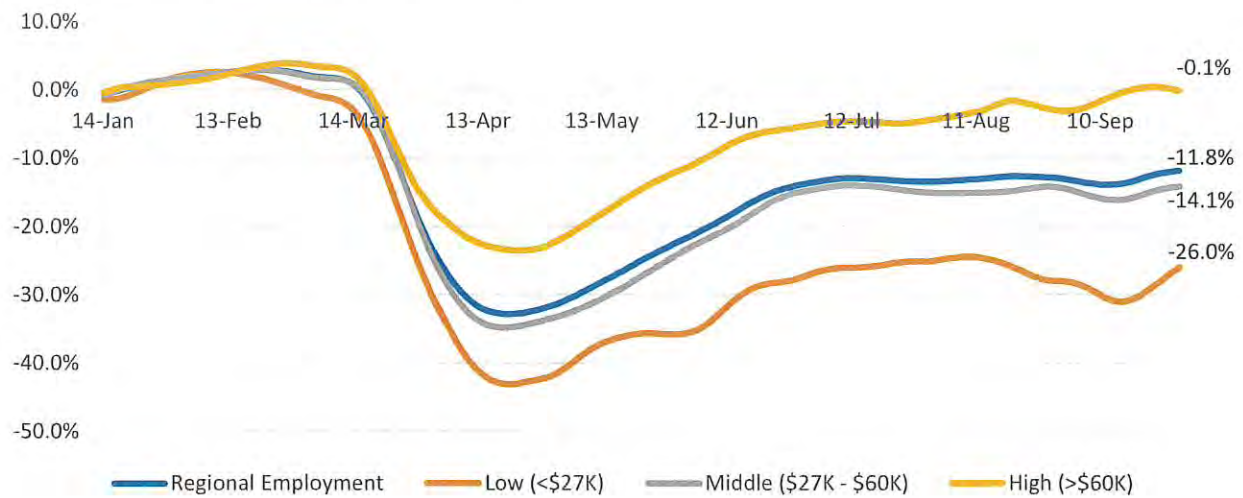
Figure 1. Monthly Unemployment Rates in North Central Coast region (2016 – October 2020),² Not Seasonally-Adjusted



The COVID-19 pandemic has had substantially different effects across different parts of the North Central Coast region's economy. Figure 2 highlights some of these disparities, tracking employment across worker income quartiles. The lowest-earning quartile of workers (those making less than \$27,000 per year) has seen a decline in employment that has fluctuated between 20-30% for several months. In contrast, the highest-earning quartile of workers (those making more than \$60,000 per year) has virtually recovered completely. This data tells us two very different stories of regional employment and highlights the local instance of a national trend: the 'K' shaped recovery. In a K-shaped recovery, higher-income workers and households recover quickly, while lower-income workers and residents suffer from longer-term unemployment and the subsequent economic impacts.

² Unemployment Rate and Labor Force Data Table. State of California Employment Development Department. Extracted December 10, 2020.

Figure 2. Change in Employment by Worker Income³



Along with a decline in jobs in the region, a record number of individuals are leaving the labor force. In fact, as of October 2020, the number of people in the labor force was 9.0% lower than the four-year historical average. Compared to October in 2019, there are 10.4% fewer people in the North Central Coast region actively working or looking for work (Figure 3). Similar to what was seen in the aftermath of the Great Recession, high unemployment rates and struggles to find work have led about 1 in 10 workers to leave the workforce altogether. Without a strong recovery, these workers may not return.

Figure 3. Labor Force Participation (2016 – October 2020)⁴



³ "The Economic Impacts of COVID-19: Evidence from a New Public Database Built Using Private Sector Data", by Raj Chetty, John Friedman, Nathaniel Hendren, Michael Stepner, and the Opportunity Insights Team. November 2020. Available at: https://opportunityinsights.org/wp-content/uploads/2020/05/tracker_paper.pdf

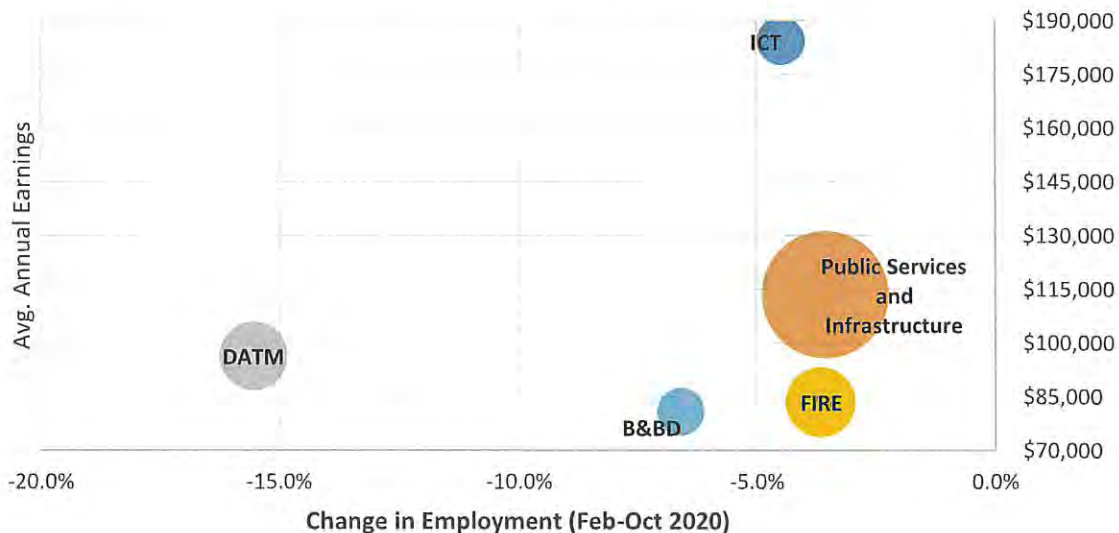
⁴ Unemployment Rate and Labor Force Data Table. State of California Employment Development Department. Extracted December 10, 2020.

INDUSTRY-SPECIFIC EMPLOYMENT CHANGES

BW Research developed a model to provide region-specific estimates of the labor market to better understand the industry-specific changes. These estimates, produced using data from the Bureau of Labor Statistics and local unemployment claims, showcase the disparate effects the Pandemic has had on regional labor markets. This analysis also provides insight into the industry clusters that may recover quickest as COVID-19 cases begin to wane.

An examination of industry clusters reveals that industry-specific employment losses are likely a driving force behind the pandemic's inequal employee-level impacts. Some of the lowest-earning industry clusters have seen the greatest negative impacts higher-earning industry clusters have seen more moderate declines in employment. Figure 4 highlights this phenomenon, where four of the five industry clusters with the highest average earnings have seen employment decrease by 7% or less.

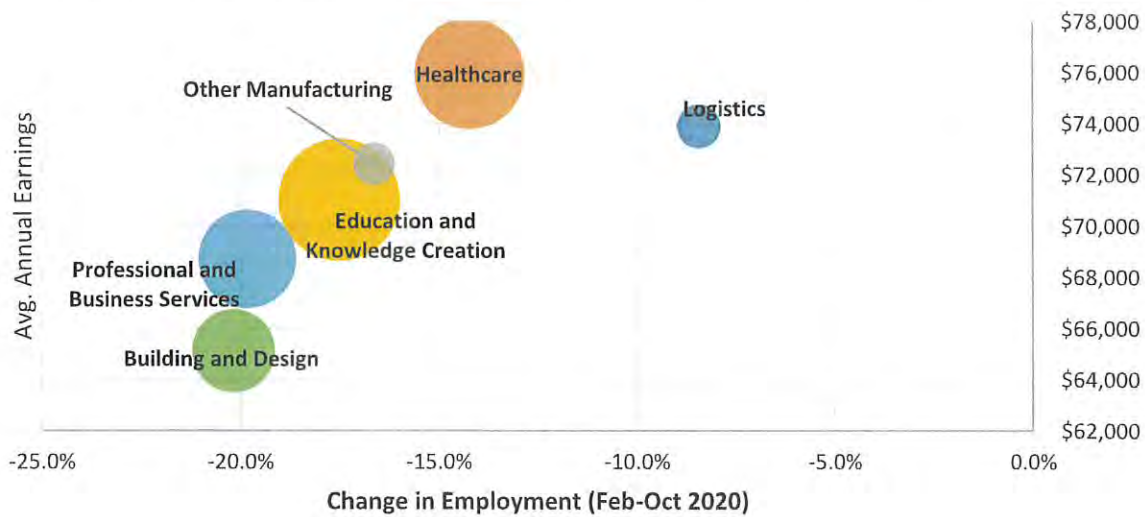
Figure 4. COVID-19 Pandemic Effects on High-Earning Industry Clusters (February-October 2020)



*Size of Bubble Reflects Absolute Change in Industry Employment

Mid-earning industry clusters have seen more severe changes in employment, with four of the six clusters declining by more than 15% between February and October of 2020 (Figure 5). Decreases in Healthcare employment are attributable to a decline in elective surgeries and personal care aides and assistants. The North Central Coast RPU Slingshot 4.0 RPI seeks to work with regional employers, economic development, and education providers to get a better understanding of how the Healthcare industry can better be supported through economic and workforce development activities.

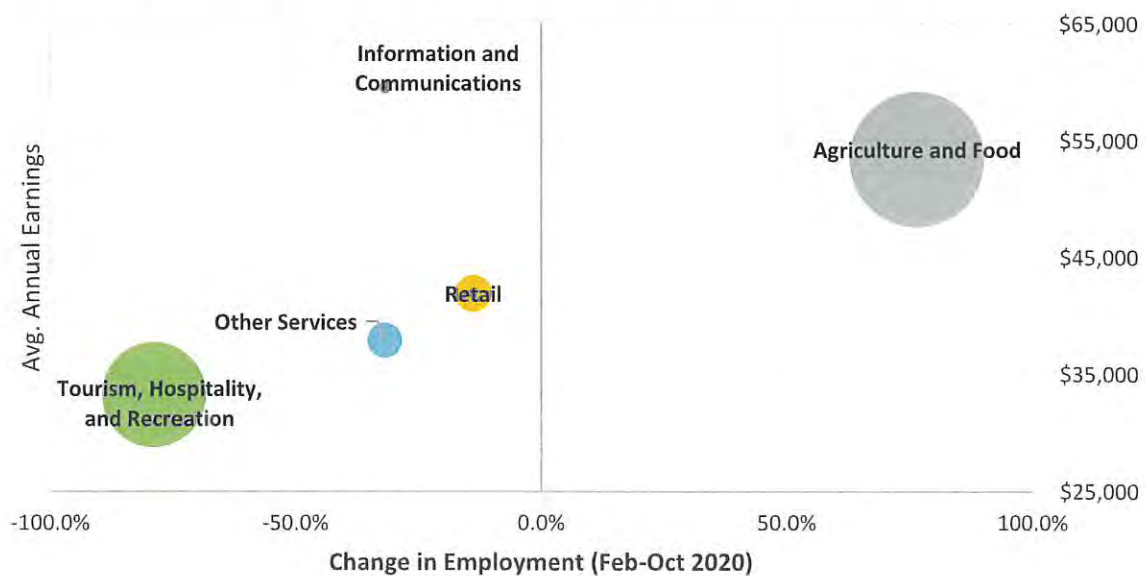
Figure 5. COVID-19 Pandemic Effects on Mid-Earning Industry Clusters (February-October 2020)



*Size of Bubble Reflects Absolute Change in Industry Employment

The industry clusters with the lowest average earnings are also some of the industries with the greatest swings in employment. Between February and October 2020, jobs in Tourism, Hospitality, and Recreation have decreased by approximately 80%. Conversely, the 77% increase in Agriculture and Food jobs is primarily driven by seasonal effects (Figure 6). Small businesses involved in serving food and beverages have been particularly hard.

Figure 6. COVID-19 Pandemic Effects on Low-Earning Industry Clusters (February-October 2020)

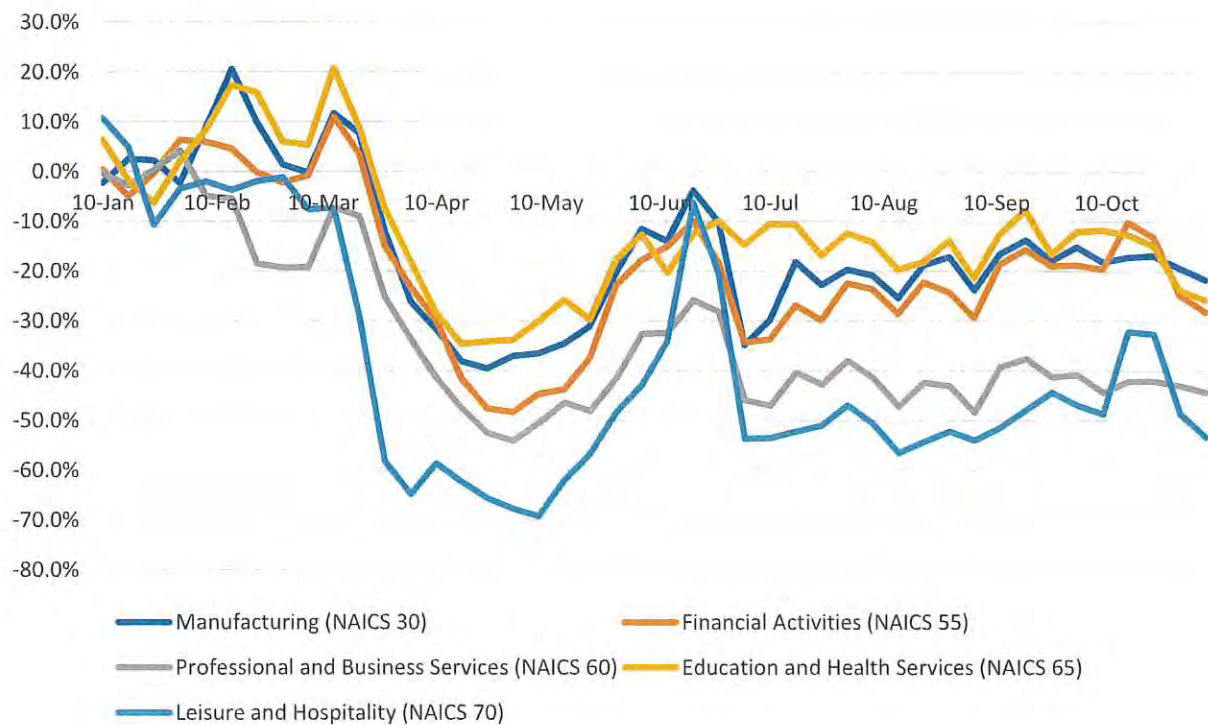


*Size of Bubble Reflects Absolute Change in Industry Employment

NEW JOBS AND ONLINE JOB POSTINGS

As employment in the North Central Coast region has fallen, statewide online job postings have slowed as well. Job postings data gathered from Opportunity Insights and Burning Glass reveals that different sectors of the economy have recovered at different paces. Statewide job postings in industries like Manufacturing, Financial Activities, and Education and Health Services have seen modest recoveries, though there were 20%-30% fewer postings in early November 2020 than in pre-pandemic January 2020. Job postings in Professional and Business Services, as well as Leisure and Hospitality, have suffered a more stagnant recovery, with jobs postings down by 44% and 53%, respectively (Figure 7). High unemployment and depressed hiring suggest prolonged hardship, particularly for lower-income workers in these industries.

Figure 7. Statewide Job Postings⁵

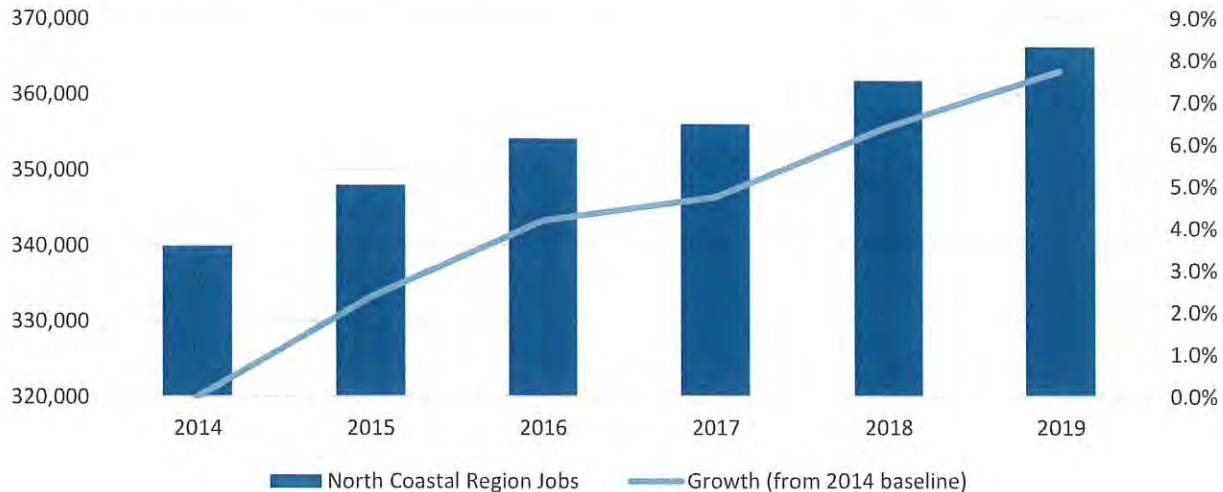


While the COVID-19 pandemic has had unparalleled impacts on the economy, considering the state of the economy before the pandemic is useful in considering what the recovery may look like and provide some guidance on how local policies can best leverage existing economic strengths.

⁵ Opportunity Insights "Tracking the Recovery"

Before COVID-19, the North Central Coast region saw a steady rise in employment between 2014 and 2019. More than 26,000 jobs were added during this time, amounting to a 7.7% increase in employment (Figure 8).

Figure 8. North Central Coast Region Employment (2014-2019)⁶



Race and Ethnicity

Two-thirds (67%) of the population in the North Central Coast region identifies as White, while half (50%) identify as Hispanic or Latino.⁷ More than one in five (22%) residents identify as some other race, including American Indian and Alaskan Natives or Native Hawaiian or Other Pacific Islander (Figure 9). Those who identify as some other race have been the fastest-growing demographic in the region, nearly doubling as a proportion of the North Central Coast region population between 2013 and 2018 (Figure 10).

⁶ Emsi 2020.3

⁷ Note: The Census Bureau asks first about race (which excludes Hispanic or Latino) and then asks about ethnicity (Hispanic or Latino, or not). Thus, a respondent may identify as both White and Hispanic or Latino.

Figure 9. Race and Ethnicity of North Central Coast Region Population (2018)⁸

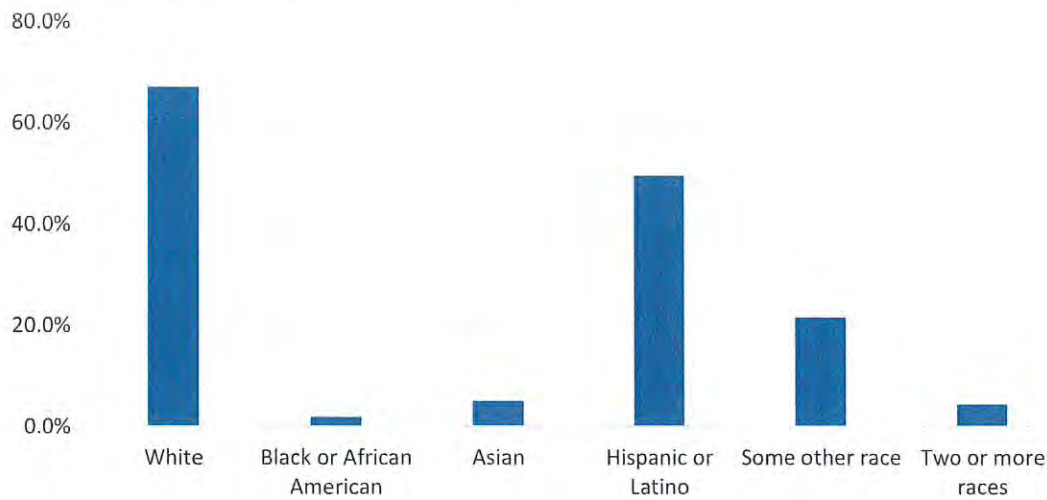
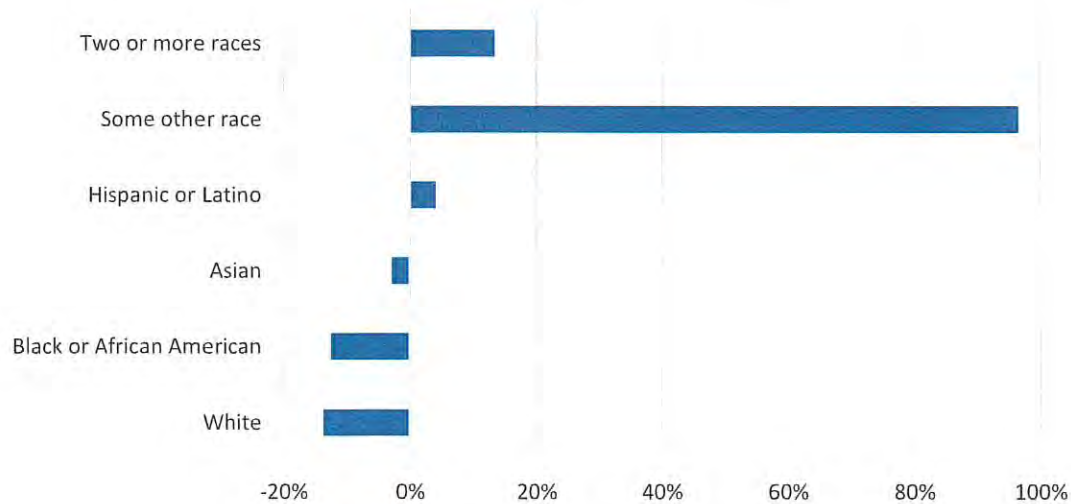


Figure 10. Change in Race and Ethnicity of North Central Coast Region Population (2013-18)⁹



Educational Attainment

About four in ten (42%) of North Central Coast region residents have attained at most a high school diploma or equivalent. Three in ten (30%) have a Bachelor's degree or higher (Figure 11). Examining educational attainment by race reveals that White residents are twice as likely to have a Bachelor's degree or higher than Black or African American residents and four times as likely as Hispanic or Latino residents (Figure 12). The North Central Coast RPU acknowledges

⁸ American Community Survey 5-Year Estimates (2013-2018). United States Census Bureau.

⁹ American Community Survey 5-Year Estimates (2013-2018). United States Census Bureau.

that remediating educational disparities between residents of different racial and ethnic backgrounds is crucial to improving career opportunities for all. The RPU will continue to work with regional K-12 and adult education providers to address these disparities.

Figure 11. Educational Attainment (Population Ages 25+) (2018)¹⁰

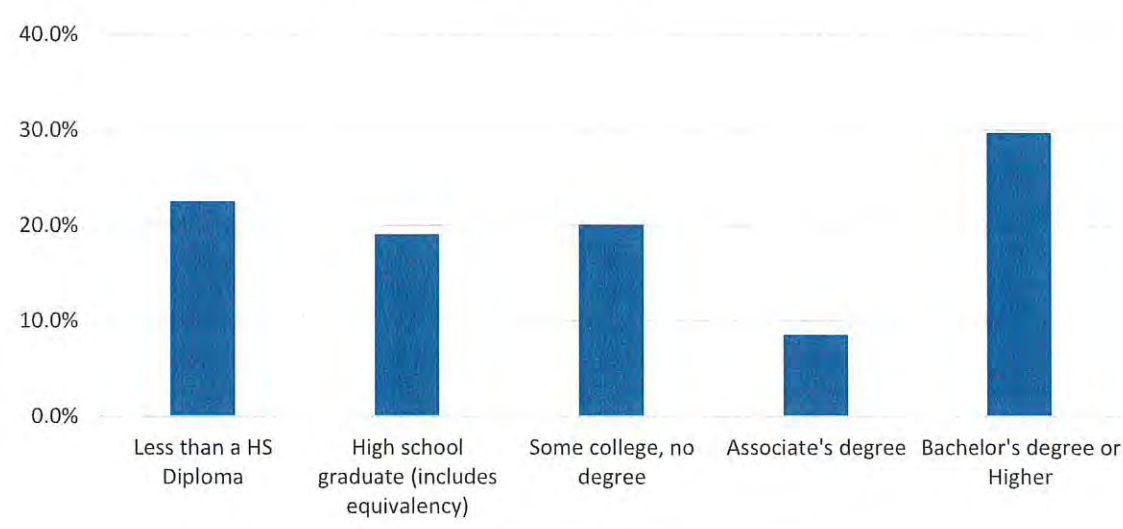
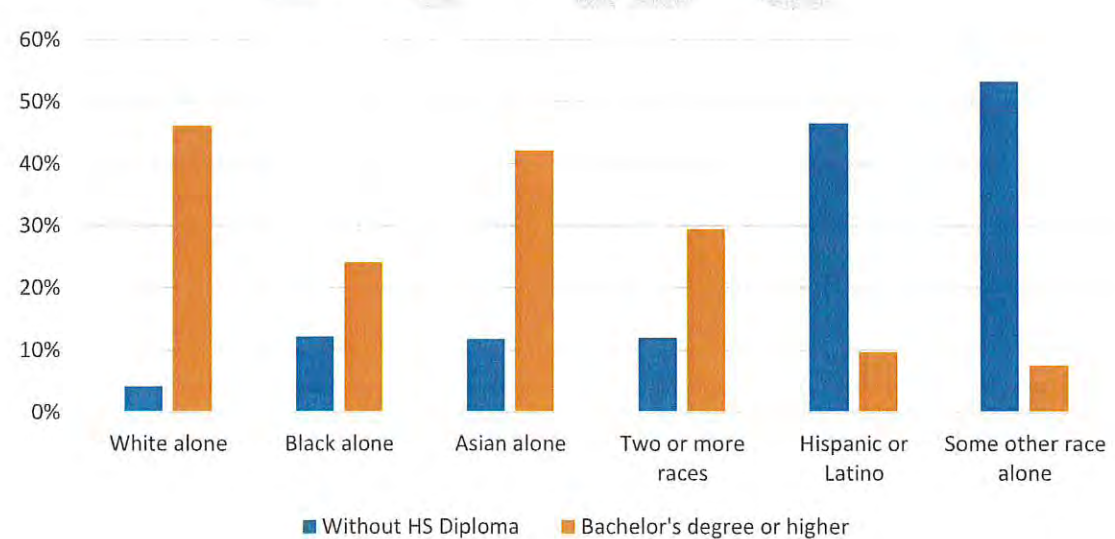


Figure 12 Educational Attainment by Race and Ethnicity (Population Ages 25+) (2018)¹¹



¹⁰ American Community Survey 5-Year Estimates (2013-2018). United States Census Bureau.

¹¹ American Community Survey 5-Year Estimates (2013-2018). United States Census Bureau.

Fostering Demand-Driven Skills Attainment

The North Central Coast RPU frequently catalyzes conversations between regional employers and regional education providers. The RPU knows that direct connections and communications between the supply and demand side of the talent economy can alleviate inefficiencies and increase the effectiveness of education and training programs available. Besides serving as the connector between these two groups, the RPU works to sponsor events like career fairs to help students get face—or screen time—with regional employers.

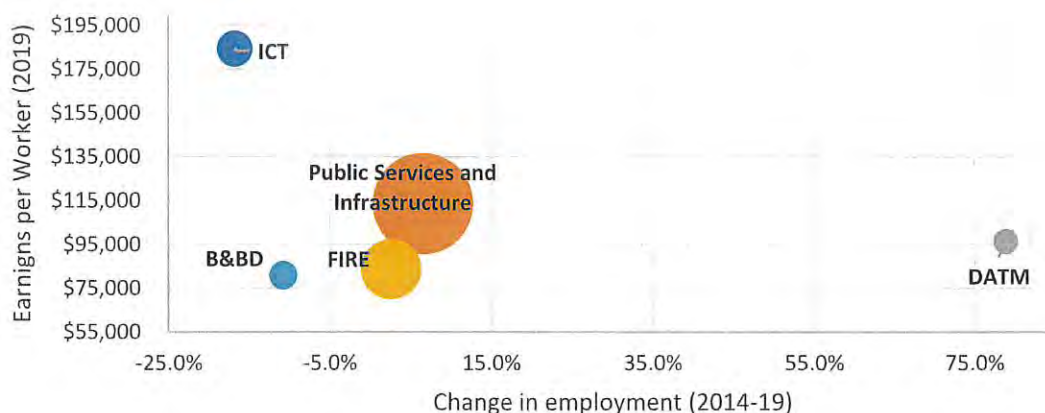
Focusing on opportunities that will provide workers with sustainable-wages and upward career mobility in established and growing sectors in the region is a top priority of the RPU. The RPU also recognizes that connecting job-seekers and High Road employers will play a crucial role in the North Central Coast Region's recovery from the COVID-19 pandemic. This section of the Regional Plan identifies key industry clusters and sustainable-wage occupational pathways within those industry clusters. This data will serve as guidance for the RPU and partners in the region.

Regional Industry Clusters

Industry clusters are important because they provide a coherent picture of the local economy and opportunities for development or growth. Industry clusters can also have multiplier effects, as firms within clusters attract similar workforces, attracting more employers and creating a feedback loop that strengthens the local labor market. Focusing on specific industry clusters allows the RPU and other workforce development stakeholders to leverage the region's economic comparative advantages and develop robust education and training programs to support a qualified workforce. The North Central Coast RPU uses the data below to help inform, develop, and revise programs and initiatives.

Two of the five highest-earning industry clusters declined in size between 2014 and 2019. Figure 13 highlights the five highest-earning industry clusters in the North Central Coast region where workers in these clusters earn between \$83,500 and \$184,400 per year (including benefits) on average. These high-earning clusters, including Biotechnology and Biomedical Devices, Information and Communications Technology (ICT), and Finance, Insurance, Banking, and Real Estate (FIRE) often require highly educated and technologically-skilled workers.

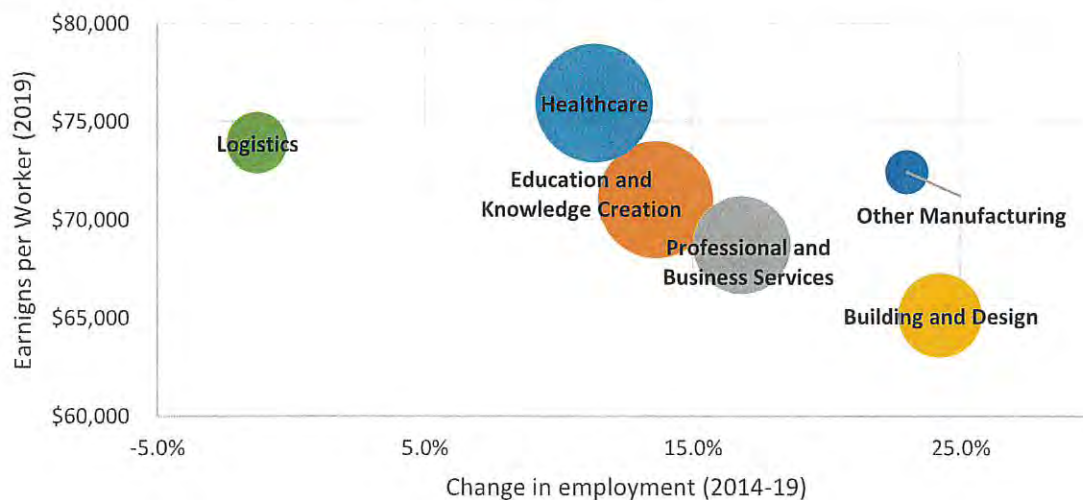
Figure 13. Highest-Earning Industry Clusters in North Central Coast Region¹²



*Size of Bubble Reflects Relative Number Employed in Industry

Mid-earning industry clusters saw strong growth between 2014 and 2019. Of the six industry clusters with average annual earnings between \$76,000 and \$65,000 per year, Logistics is the only industry cluster that declined in employment between 2014 and 2019. The highest growth industry clusters were Building and Design and Other Manufacturing, which includes the production of durable goods and materials (Figure 14).

Figure 14. Mid-Earning Industry Clusters in North Central Coast Region¹³



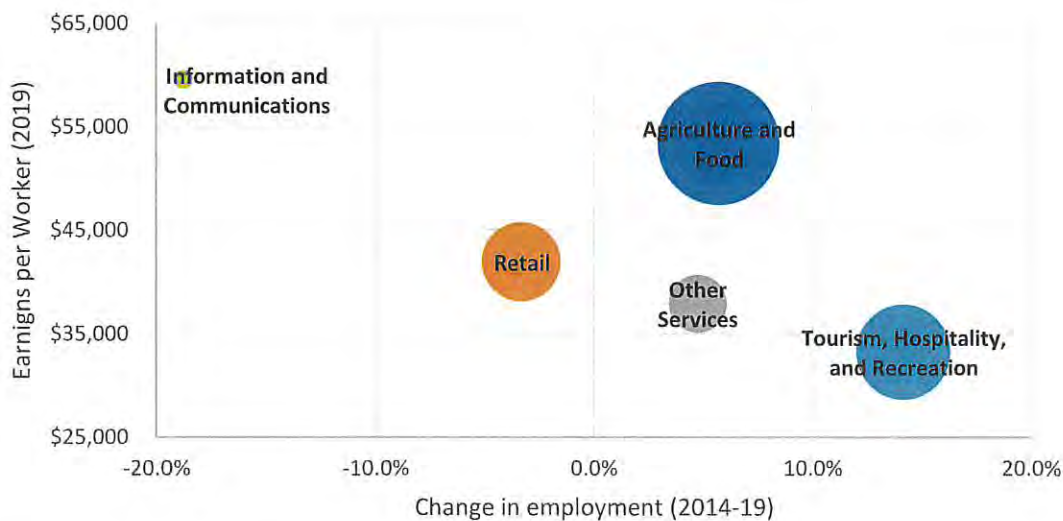
*Size of Bubble Reflects Relative Number Employed in Industry

¹² Emsi 2020.3

¹³ Emsi 2020.3

Workers in the five lowest-earning industry clusters in the North Central Coast region earn an average of \$33,000 to \$60,000 annually. Aside from Tourism, Hospitality, and Recreation, which grew by 14% between 2014 and 2019, these industry clusters saw moderate and even negative growth before the pandemic (Figure 15). Importantly, these industry clusters have also been among the hardest hit by the COVID-19 pandemic.

Figure 15. Lowest-Earning Industry Clusters in North Central Coast Region¹⁴



*Size of Bubble Reflects Relative Number Employed in Industry

Career Pathways and Opportunities

While the COVID-19 pandemic has reshaped national and regional economies, there remain several pathways and opportunities in resilient industries and occupations for workers entering, re-entering, or advancing in the workforce. The following analysis highlights some of the key occupations and career pathways within key industries selected for their pre-pandemic growth, wages, resilience, and upward mobility.

These pathways highlight two of the RPU's target industry clusters (Healthcare and Building and Design) along with two other key industry clusters (Finance, Insurance, Banking, and Real Estate and Professional and Business Services). This section also includes two growth industry clusters with relatively small footprints in the region but have exhibited strong recent growth and present opportunity for development in the future. These industries were selected for their relatively high average earnings, and entry-level roles that typically provide living wages and strong potential for upward mobility.

¹⁴ Emsi 2020.3

HEALTHCARE

The Healthcare industry cluster includes industries and firms that provide medical diagnoses and treatment and includes allied health roles. Table 1 highlights a few key pathways within healthcare that offer family-sustaining wages and upward mobility. Community colleges and other training institutions in the North Central Coast region offer a range of healthcare opportunities to students. Healthcare is also a central focus of the Slingshot 4.0 RPI in the North Central Coast region. The Slingshot 4.0 RPI plans to develop a region-wide Healthcare strategy with industry champions from each local region to develop benchmarks and tracking systems to better monitor the progress of Healthcare-related employment initiatives. This effort will also include a survey of the professional development training programs available within the region. Table 8 on page 24 provides greater detail into regional openings and completions for top occupations within healthcare.

Number of Jobs in North Central Coast Region: 36,900

Table 1. Healthcare Career Pathways ¹⁵

	Entry-Level	Mid-Level	Senior Level
Patient Services <i>This segment includes workers who attend and provide medical care to patients</i>	<u>Certified Nurse Assistant CNA</u> Median Hourly Earnings: \$18.80 Typical Education: Postsecondary nondegree award	<u>Licensed Practical and Licensed Vocational Nurses</u> Median Hourly Earnings: \$29.35	<u>Registered Nurse</u> Median Hourly Earnings: \$66.85 Typical Education: Bachelor's degree
Medical Administration <i>This segment includes activities centered around the administration of healthcare activities</i>	<u>Medical Secretaries and Administrative Assistant</u> Median Hourly Earnings: \$21.25 Typical Education: High school diploma or equivalent	<u>Health Technologists and Technicians</u> Median Hourly Earnings: \$26.57	<u>Administrative Services and Facilities Managers</u> Median Hourly Earnings: \$42.89 Typical Education: Bachelor's degree

¹⁵ EMSI 2020.3

Diagnostic Services <i>This segment works to find and diagnose the root causes of medical ailments</i>	<u>Medical Assistants</u> Median Hourly Earnings: \$19.25 Typical Education: Postsecondary nondegree award	<u>Radiological Technologists and Technicians</u> Median Hourly Earnings: \$51.74	<u>Physician's Assistant</u> Median Hourly Earnings: \$71.99 Typical Education: Master's degree
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BUILDING & DESIGN

The Building & Design industry cluster consists of firms and industries that design, construct, and repair buildings and infrastructure. Table 2 below highlights three career pathways that offer accessible entry-points, living wages, and upward mobility. Education and training providers around the North Central Coast region offer a range of programs to help students prepare for careers in Building and Design fields. Table 7 on page 22 highlights regional completions and annual openings for key occupations within the industry cluster. The RPU's also facilitate a pre-apprenticeship program which gives participants relevant hands-on experience and OSHA and first-aid certifications.

Number of Jobs in North Central Coast Region: 14,600

Table 2. Building and Design Career Pathways ¹⁶

	Entry-Level	Mid-Level	Senior Level
Design and Pre-Construction <i>This segment includes the drafting, designing, and planning stages of the construction process</i>	<u>Architectural and Civil Drafters</u> Median Hourly Earnings: \$31.27 Typical Education: Associate's degree	<u>Project Management Specialists</u> Median Hourly Earnings: \$32.71	<u>Civil Engineer</u> Median Hourly Earnings: \$53.56 Typical Education: Bachelor's degree
Construction <i>This segment includes the foundation work, wiring, and building process</i>	<u>Construction Laborers</u> Median Hourly Earnings: \$22.34 Typical Education: No formal education credential	<u>Electrician</u> Median Hourly Earnings: \$31.03	<u>Construction Managers</u> Median Hourly Earnings: \$51.74 Typical Education: Bachelor's degree

¹⁶ EMSI 2020.3

Maintenance & Operations	<u>General Maintenance and Repair Workers</u>	<u>First-Line Supervisors of Mechanics, Installers, and Repairers</u>	<u>General and Operations Managers</u>
<i>This segment includes maintenance, repair, and operational activities required to maintain facilities and infrastructure</i>	Median Hourly Earnings: \$21.66	Median Hourly Earnings: \$36.01	Median Hourly Earnings: \$51.91
	Typical Education: High school diploma or equivalent		Typical Education: Bachelor's degree

PROFESSIONAL AND BUSINESS SERVICES

Firms in Professional and Business Services industries provide a range of services, including legal, accounting, landscaping, consulting, and other specialty services. Table 3 provides a few examples of career pathways within the Professional and Business Services industry cluster. These pathways offer accessible entry-points, living wages, and strong opportunities for wage growth and upward mobility.

Number of Jobs in North Central Coast Region: 21,000

Table 3. Professional and Business Services Career Pathways ¹⁷

	Entry-Level	Mid-Level	Senior Level
Legal	<u>Legal Secretaries and Administrative Assistants</u>	<u>Paralegals and Legal Assistants</u>	<u>Lawyers</u>
<i>This segment includes careers that provide legal services to individuals and organizations</i>	Median Hourly Earnings: \$21.44	Median Hourly Earnings: \$24.80	Median Hourly Earnings: \$66.75
	Typical Education: High school diploma or equivalent		Typical Education: Doctoral or professional degree

¹⁷ EMSI 2020.3

Administrative <i>This segment includes the support and administrative services provided to a wide range of companies</i>	<u>Billing and Posting Clerk</u> Median Hourly Earnings: \$22.34 Typical Education: High school diploma or equivalent	<u>Project Management Specialist</u> Median Hourly Earnings: \$32.71	<u>General and Operations Managers</u> Median Hourly Earnings: \$51.91 Typical Education: Bachelor's degree
Accounting <i>This segment includes accounting, bookkeeping, and auditing services</i>	<u>Bookkeeping, Accounting, and Auditing Clerks</u> Median Hourly Earnings: \$23.56 Typical Education: High school diploma or equivalent	<u>Project Management Specialist</u> Median Hourly Earnings: \$32.71	<u>Accountants and Auditors</u> Median Hourly Earnings: \$37.14 Typical Education: Bachelor's degree

FINANCE, INSURANCE, BANKING, AND REAL ESTATE (FIRE)

The Finance, Insurance, Banking, and Real Estate industry cluster includes industries and firms that specialize in financial management and transactions, insurance and actuarial activities, and real estate transactions. Table 4 highlights several career pathways across a range of industries within the cluster. Each of these pathways has entry-points that are accessible to high school or community college graduates, offer living wages, and have opportunities for career progression and advancement.

Number of Jobs in North Central Coast Region: 8,200

Table 4. Finance, Banking, Insurance, and Real Estate (FIRE) Career Pathways ¹⁸

Entry-Level	Mid-Level	Senior Level
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¹⁸ EMSI 2020.3

Banking <i>This segment includes the staff that work at banks, credit unions, and other financial institutions available to the public</i>	<u>Tellers</u> Median Hourly Earnings: \$16.12 Typical Education: High school diploma or equivalent	<u>Loan Officer</u> Median Hourly Earnings: \$26.20	<u>General and Operations Manager</u> Median Hourly Earnings: \$51.91 Typical Education: Bachelor's degree
Real Estate <i>This segment includes activities centered around real estate transactions</i>	<u>Property, Real Estate, and Community Association Managers</u> Median Hourly Earnings: \$34.52 Typical Education: High school diploma or equivalent	<u>Real Estate Sales Agent</u> Median Hourly Earnings: \$30.83	<u>Real Estate Brokers</u> Median Hourly Earnings: \$64.26 Typical Education: High school diploma or equivalent
Insurance <i>This segment includes roles within the insurance industry</i>	<u>Insurance Claims and Policy Processing Clerks</u> Median Hourly Earnings: \$21.41 Typical Education: High school diploma or equivalent	<u>Insurance Sales Agents</u> Median Hourly Earnings: \$19.79	<u>Claims Adjusters, Examiners, and Investigators</u> Median Hourly Earnings: \$39.24 Typical Education: Bachelor's degree

Growth Industries and Pathways

The following industry clusters and career pathways are highlighted because they currently employ a relatively small share of the workforce, but their recent growth, wages, and innovative fields make these industry clusters potential growth opportunities for the region. While opportunities in these industries may presently be fewer and further between, the RPU monitors employers and stakeholders in these industries, prepared to offer support in training and preparing a workforce to meet any rising demand.

INFORMATION AND COMMUNICATIONS TECHNOLOGY

While the Information and Communications Technology (ICT) industry cluster has seen an overall employment decline in recent years, specific industries within the cluster have seen strong growth and offer opportunities for niche specialization. The growth in ICT has primarily

been driven by custom computer programming and services, though there has also been some growth within manufacturing of specialized audio, video, and broadcasting equipment.

Number of Jobs in North Central Coast Region: 3,200

Table 5. Information and Communication Technologies Career Pathways ¹⁹

	Entry-Level	Mid-Level	Senior Level
Computer Systems <i>This sector includes the design, testing, creation, and support for various computer systems.</i>	<u>Computer User Support Specialists</u> Median Hourly Earnings: \$29.68 Typical Education: Some college, no degree	<u>Web Developers and Digital Interface Designers</u> Median Hourly Earnings: \$42.36	<u>Software Developers and Software Quality Assurance Analysts and Testers</u> Median Hourly Earnings: \$52.34 Typical Education: Bachelor's Degree
Sales <i>This segment includes the sales and support services provided to the computer service providers</i>	<u>Customer Service Representatives</u> Median Hourly Earnings: \$18.87 Typical Education: High school diploma or equivalent	<u>Sales Representatives of Services</u> Median Hourly Earnings: \$25.10	<u>Sales Managers</u> Median Hourly Earnings: \$44.72 Typical Education: Bachelor's Degree

BIOTECHNOLOGY AND BIOMEDICAL DEVICES

With just over 2,000 workers in the Biotechnology and Biomedical Devices (B&BD) industry cluster, this cluster is small but shows promising areas of growth and specialization. Between 2014 and 2019, industries like Drugs and Druggists' Sundries Merchant Wholesalers, Medicinal and Botanical Manufacturing, and Medical Laboratories have seen notable growth. The growing cannabis sector is likely a driving force behind some of these industries.

Number of Jobs in North Central Coast Region: 2,100

Table 6. Biotechnology and Biomedical Devices Career Pathways²⁰

	Entry-Level	Mid-Level	Senior Level
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¹⁹ EMSI 2020.3

²⁰ EMSI 2020.3

Operations <i>This sector includes the day-to-day management of operations</i>	<u>Shipping, Receiving, and Inventory Clerks</u> Median Hourly Earnings: \$17.87 Typical Education: High school diploma or equivalent	<u>Business Operations Specialist</u> Median Hourly Earnings: \$32.71	<u>General and Operations Managers</u> Median Hourly Earnings: \$51.91 Typical Education: High School Diploma
Sales <i>This segment includes the sales and support services provided to the manufacturers</i>	<u>Customer Service Representatives</u> Median Hourly Earnings: \$18.87 Typical Education: High school diploma or equivalent	<u>Sales Representatives</u> Median Hourly Earnings: \$31.74	<u>Sales Managers</u> Median Hourly Earnings: \$52.56 Typical Education: Bachelor's degree

Target Industry Occupational Gap Analysis

Examining the pipeline of regionally-developed talent and comparing it to the regional demand for respective occupations is a useful method for gauging the region's ability to produce and develop talent. The RPU will work with regional employers in these industry clusters to verify and remediate any talent gaps.

A review of the 20 most common occupations among the Building and Design industry cluster reveals that several occupations are likely under-supplied by regionally-developed talent. Table 7 highlights that there are five annual openings for Bookkeeping, Accounting, and Auditing Clerks for every relevant regional completion. Other occupations, such as Construction Laborers, may not require specific training programs, but folks who complete those programs may have an advantage in the job market relative to those who do not.

Table 7. Regional Supply and Demand for 20 Most Common Building and Design Occupations

SOC Code	Description	2019 Jobs	Avg. Annual Openings	Regional Completions²¹	Annual Openings per Completion
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	5,879	1,054	0	-
43-9061	Office Clerks, General	5,585	898	0	-

²¹ Regional completions and openings are matched by a Classification of Instructional Programs (CIP) and Standard Occupation Code (SOC) crosswalk developed by the Department of Education. Regional completions are aggregated and tabulated by EMSI.

43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	3,947	532	76	7.0
11-1021	General and Operations Managers	3,834	371	997	0.4
43-3031	Bookkeeping, Accounting, and Auditing Clerks	3,631	492	94	5.2
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	2,250	284	0	-
47-2031	Carpenters	1,804	240	0	-
47-2061	Construction Laborers	1,532	225	18	12.5
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	1,352	234	4	58.5
47-2111	Electricians	1,039	163	36	4.5
47-2141	Painters, Construction and Maintenance	684	91	0	-
47-2152	Plumbers, Pipefitters, and Steamfitters	652	118	0	-
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	639	87	124	0.7
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	586	99	0	-
47-2081	Drywall and Ceiling Tile Installers	440	74	0	-
13-1051	Cost Estimators	435	59	972	0.1
11-9021	Construction Managers	409	43	949	0.0
47-2181	Roofers	378	55	0	-
47-2051	Cement Masons and Concrete Finishers	307	46	0	-
47-2161	Plasterers and Stucco Masons	295	48	18	2.6

Healthcare is another target industry cluster with several occupations that may be under-supplied by regionally-developed talent. For example, there are more than eight openings for every regional completion for programs applicable to Nursing Assistants, and there are nearly four openings annually for every Dental Assistant completion (Table 8). Since not all training programs are included in this table, and regional completions vary significantly year over year—particularly when considering the impacts of the pandemic on enrollments—it will be important to gather more detailed data from training and education providers themselves to accurately identify challenges and opportunities.

The Healthcare industry cluster is also the primary industry cluster identified in the North Central Coast Region's Slingshot 4.0 RPI. The RPI includes a thorough review of the relevant training and education programs available throughout the region. This review will help better illuminate any gaps and opportunities for existing or new Healthcare programming. The 4.0 RPI also includes greater partnership and communication with regional education, economic development, and industry partners. This enhanced communication will ensure that all stakeholders are working together to get workers trained and into open healthcare positions.

Table 8. Regional Supply and Demand for 20 Most Common Healthcare Occupations

SOC Code	Description	2019 Jobs	Avg. Annual Openings	Regional Completions	Annual Openings per Completion
31-1128	Home Health and Personal Care Aides	8,875	1,911	48	39.8
43-9061	Office Clerks, General	5,585	898	-	-
29-1141	Registered Nurses	4,336	313	217	1.4
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	3,947	532	76	7.0
37-2012	Maids and Housekeeping Cleaners	3,033	432	-	-
43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,370	269	-	-
31-9092	Medical Assistants	1,802	254	371	0.7
43-4171	Receptionists and Information Clerks	1,782	277	-	-
31-1131	Nursing Assistants	1,328	201	25	8.1
43-6013	Medical Secretaries and Administrative Assistants	1,274	178	52	3.4
21-1093	Social and Human Service Assistants	1,233	180	189	1.0
31-9091	Dental Assistants	972	126	33	3.8
29-2061	Licensed Practical and Licensed Vocational Nurses	897	88	61	1.4
43-3021	Billing and Posting Clerks	764	100	94	1.1
11-9111	Medical and Health Services Managers	733	94	-	-
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	681	91	193	0.5
29-1292	Dental Hygienists	661	63	18	3.5
29-1228	Physicians, All Other; and Ophthalmologists, Except Pediatric	582	61	15	4.0
11-9151	Social and Community Service Managers	515	66	1,261	0.1
29-1123	Physical Therapists	372	32	-	-

Sectoral Strategic Planning and Development

The North Central Coast region is a newly formed RPU that is working to increase collaboration and cooperation across new members, partners, and organizations. Despite its nascency, the region already has a few initiatives and collaborations. One such initiative is a pre-apprenticeship program that serves as an entry point into a range of Building and Design careers. There are also several opportunities for residents of one county to participate in out-of-county programs and several local initiatives geared towards target industry clusters.

While the RPU is still largely in the preliminary planning and organization stage, the RPU and local leadership have a common set of goals around driving sector-specific initiatives in in-demand industries. The first goal for the RPU is to assess programs and opportunities available at the local level. Once the extent of local programs in existence is known, the RPU aims to

identify opportunities for expanding well-performing local programs into region-wide offerings. Additionally, there is an opportunity for this process to reveal gaps in regional opportunities and addressing any gaps or deficiencies.

Another goal of the North Central Coast RPU is to continue to understand the region in the context of the surrounding environment and the larger state. The North Central Coast region's proximity to the Bay Area—a central powerhouse of economic and innovation activity in the state and the country—is not unnoticed. The North Central Coast RPU continues to work with the Bay Area Community College Consortium to best understand the talent needs of the broader part of the state.

The North Central Coast RPU is also looking to set up a joint venture between the four community colleges in the region (Cabrillo College, Gavilan College, Hartnell College, and Monterey Peninsula College). This joint venture aims to develop educational programs together, work with employers on a regional and local scale, and enhance programs in key industry clusters and in-demand occupations across the region. Ultimately, this joint venture would facilitate cooperation and collaboration across community colleges, removing any geographical or programmatic territorial concerns.

Enabling Upward Mobility for All Californians

The COVID-19 pandemic has laid bare and exacerbated existing inequalities. In a region like the North Central Coast region with high costs of living and a high proportion of lower-skill and lower-wage workers, job quality and upward mobility have elevated importance. Improving job quality and the ability for upward career progression for those in entry-level roles will be essential determinants of the North Central Coast region's recovery. This section of the Regional Plan focuses on how the North Central Coast region can improve the economic security for its residents through support and collaboration with High Road employers and improving accessibility to High Road jobs for historically underserved populations.

Throughout this report, several industry clusters and career pathways were highlighted. The North Central Coast RPU prioritizes training programs within these select industry clusters and career pathways so that the result of the programs is often a High Road job, regardless of the employer. In cases where a High Road job may not be a typical outcome for that occupation, the RPU aims to work specifically with employers who support the tenets of High Road employment; living wages, benefits, good working conditions, and adequate hours with predictable scheduling.

High Road Workforce System and Job Quality

Job quality is an important measure of a region's labor market. A region may have a lot of jobs, but if most of those jobs pay low wages and require relatively little skill and education, the regional workforce and economy is likely to suffer. To determine job quality, the research team

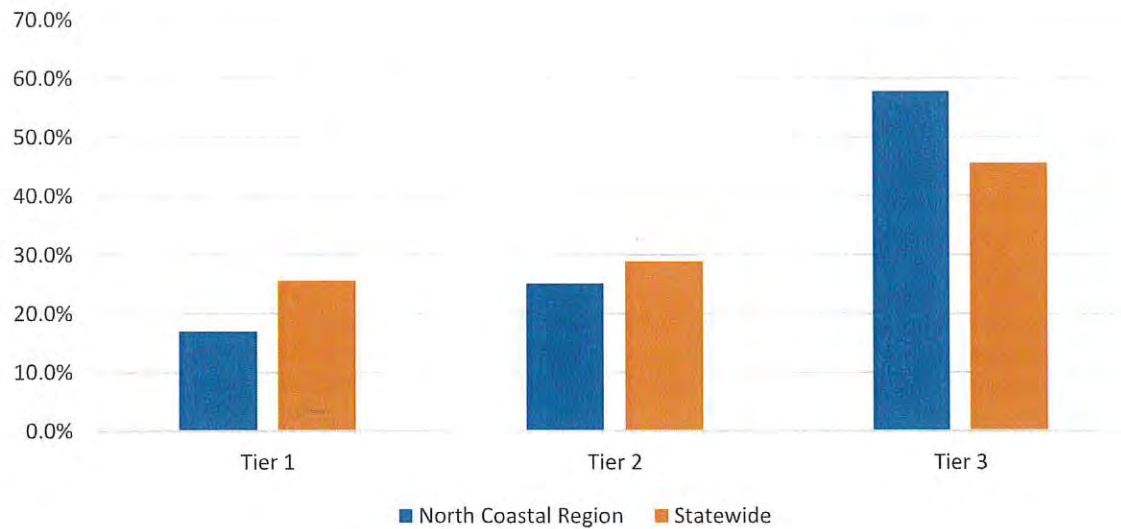
examined wage data from the Bureau of Labor Statistics' Occupational Employment Statistics (OES). Occupations within 3-digit NAICS industries were assigned tiers based on median annual earnings. Looking at occupations within specific industries allows for differentiation between a medical equipment sales representative and a sales representative of office products. Since wages are strongly correlated with a job's skill, education, and experience requirements, wages provide an intuitive metric to assess job quality.

Table 9. Job Quality Definitions

Tier 1 Occupations	Tier 2 Occupations	Tier 3 Occupations
<p>Tier 1 occupations are typically the highest-paying, highest-skilled occupations in the economy. This occupational category includes positions such as managers (e.g., Chief Executives and Sales Managers), professional positions (e.g., Lawyers and Physicians), and highly skilled technology occupations, such as scientists, engineers, computer programmers, and software developers.</p>	<p>Tier 2 occupations are typically the middle-skill, middle-wage occupations. This occupational category includes positions such as technicians, teachers, office and administrative positions (e.g., Accounting Clerks and Secretaries), and manufacturing, operations, and production positions (e.g., Assemblers, Electricians, and Machinists).</p>	<p>Tier 3 occupations are typically the lowest-paying, lowest-skilled occupations that have historically provided the largest portion of employment in the region. These occupations include positions such as security guards, foodservice and retail positions, building and grounds cleaning positions (e.g., Janitors), and personal care positions (e.g., Home Health Aides and Child Care Workers).</p>

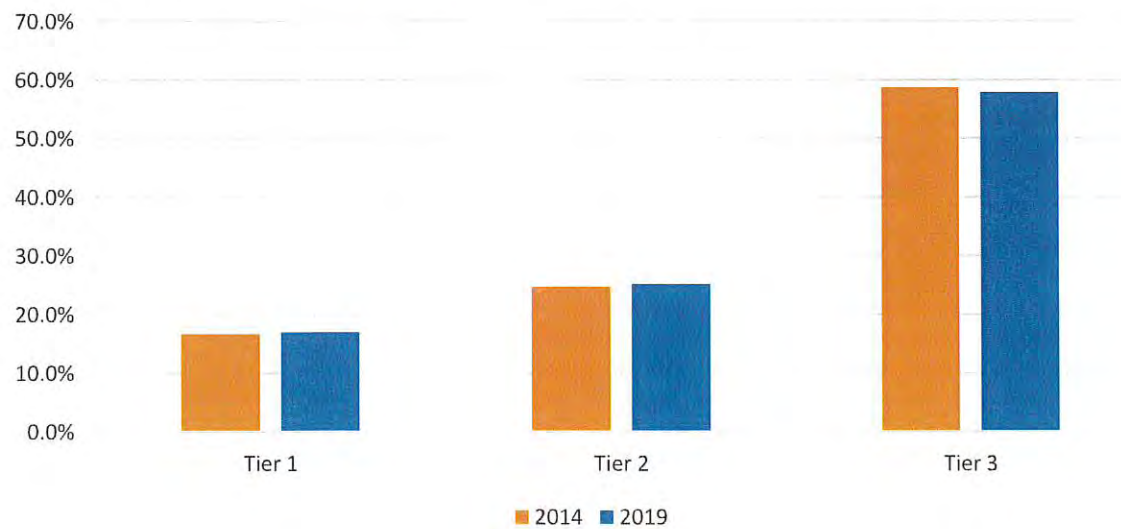
Job quality in the North Central Coast region is lower than the statewide average. The region has 27% more lower-skill, lower-paying Tier 3 jobs than the statewide average. More than half (58%) of all jobs in the region are Tier 3. The North Central Coast region also has 34% fewer higher-skill, higher-paying Tier 1 jobs (Figure 16).

Figure 16. Job Quality (2019)²²



Between 2014 and 2019, the North Central Coast region saw a slight increase in job quality. The share of higher-skill, higher-paying Tier 1 and Tier 2 jobs increased as a proportion of the overall labor market while the share of lower-skill, lower-paying Tier 3 jobs declined (Figure 17). The growth in job quality in the North Central Coast region is similar to that seen statewide.

Figure 17. Change in Job Quality (2014-2019)²³



²² Emsi 2020.3

²³ Emsi 2020.3

Job Volatility

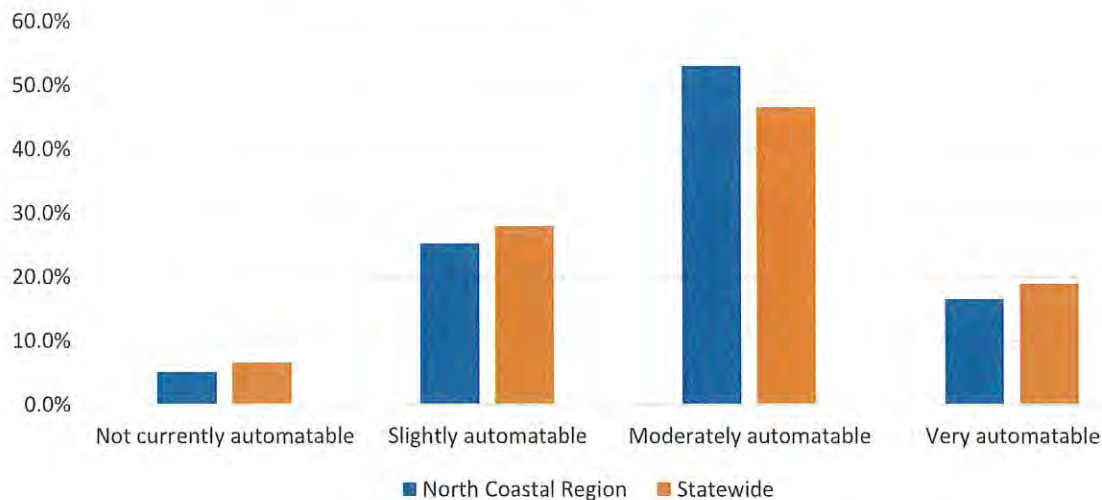
The research team developed a job volatility index that ranks occupations based on the share of their skills and abilities that can be replaced by modern technology. To do this, the research team examined O*NET data that contains occupation-level survey data on 26 different skills. These skills were examined on their relative importance to the job and their complexity. The scores for each of these skills were then aggregated within each occupation, resulting in a metric that demonstrates the relative risk an occupation has of change due to technological advancement.

Tier 1 Automation Volatility	Tier 2 Automation Volatility	Tier 3 Automation Volatility	Tier 4 Automation Volatility
Tier 1 occupations have a very low share of activities that can be replaced or heavily augmented by technology within five years. These occupations include Coaches and Scouts, Surgeons, and Chief Executives.	Tier 2 occupations have some tasks that can be automated, though automation will likely expand these roles rather than replace them. These occupations include Pest Control Workers, Graphic Designers, and Energy Auditors.	Tier 3 occupations have a moderate share of work that can be replaced by technology. These occupations include Landscaping and Groundskeeping Workers, Dishwashers, and Travel Agents.	Tier 4 occupations are the most at risk of automation. A large share of work activities can be replaced or heavily augmented by technology within five years. These occupations include Slaughterers and Meat Packers, and Sewing Machine Operators.

A majority (53%) of occupations in the North Central Coast region fall under the 'Moderately Automatable' category. This category includes Farmworkers and Laborers, Cashiers, and Retail Salespersons. For many of these roles, automation already exists in some capacity; there are self-driving tractors, self-checkouts, and abundant online shopping. While these technologies are unlikely to entirely replace these roles in the near future, they may suppress hiring and wages over time as technologies decline in costs. The North Central Coast region also has a greater share of these workers than the statewide average (Figure 18). A recent survey of employers revealed that many businesses have already adopted or are considering adopting additional automation of tasks or roles within their company. Tracking job volatility due to

automation will become an increasingly important metric as technology advances, and the RPU will consider this metric in future planning.

Figure 18. Occupational Volatility Due to Progressing Technology



The North Central Coast RPU and its local members believe that High Road jobs that offer living wages, benefits, and support the quality of life are an essential component of workforce development. The RPU has worked to enhance the awareness and availability of high-quality jobs and is working to develop strategies, including working with community colleges to drive High Road jobs forward. The RPU strives to support and promote opportunities that lead to high-quality jobs and formalizing these commitments in the future.

To date, the RPU has conducted several research efforts to understand where High Road jobs are and the pathways that provide entryways into these occupations. This knowledge is the first step in prioritizing job quality. The research allows the RPU to work deliberately with employers and community colleges to help fill gaps in training and skills that lead to these High Road jobs.

The North Central Coast RPU is also thinking about job quality in the context of the post-COVID-19 economy. Data, including some of the data in this regional plan, reflect devastating losses among many lower-paid and lower-quality employment opportunities. The RPU sees this disruption as a call to action and an opportunity to help workers transition to entry points among in-demand and higher-quality positions. With research in-hand, the RPU can lead the development and support of specific programs that lead to high-quality jobs.

Survey data from regional employers also suggests that many businesses are looking to re-shore their supply chains, increasingly looking for suppliers within the state and the North Central Coast region. Should this trend continue, the North Central Coast region may see an increase in demand for the production and distribution of raw materials and input goods, bolstering demand for typically well-paying manufacturing and distribution roles. The RPU will continue to monitor the situation and act proactively to ensure there is a workforce that is prepared to meet these new demands.