

SAN BENITO COUNTY WORKFORCE INVESTMENT BOARD FIVE YEAR STRATEGIC PLAN



SAN BENITO WORKFORCE INVESTMENT BOARD

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SECTION I: VISION

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

Describe the vision for bringing together key stakeholders in workforce development, including business and industry employers, organized labor, economic development specialists and education experts to identify the workforce challenges facing the local area, and also develop innovative strategies and solutions that effectively leverage resources to address regional workforce challenges.

San Benito County is located in the Coast Range Mountains of the state, and is approximately 40 miles east of Monterey, CA and 50 miles southeast of San Jose, CA. It consists of the two incorporated cities of Hollister and San Juan Bautista, the four unincorporated towns of Aromas, Bitterwater, Dunneville, New Idria, Paicines, Panoche, Tres Pinos, and the populated area known as Llanada. The 2010 Census listed the county's population at 55,269 making it the 16th smallest of California's 58 counties, and with 1,390 square miles it is 24th in geographical size. Nearly two-thirds of the county's population lives in the county seat of Hollister.

The Workforce Investment Board of San Benito County (SBWIB) is a nested board wholly incorporated into the county governmental structure. The WIB is part of the Community Services and Workforce Development Department of the county, which runs one One-Stop Career Center located in Hollister. The SBWIB is the smallest WIB in the state in terms of Workforce Investment Act (WIA) monetary allocation, receiving just over \$673,000 in Program Year 2012-13.¹ The SBWIB currently has representatives from the required private sector, public sector, education community, economic development organizations, and organized labor. The SBWIB meets quarterly at a minimum with the Executive Committee empowered to take action on behalf of the entire WIB outside of setting policy.

SBWIB's mission is to provide a variety of trainings, services, and resources to the unemployed, under-employed, and dislocated workers, which will raise the education and skill levels of the workforce to ensure their continued success in the workplace. The vision of the SBWIB is that San Benito County will have a trained, skilled, and relevant workforce that meets the needs of employers and increases the quality of life in the community.

The SBWIB strives to remove employment barriers through training programs designed to provide the region's employers with a skilled workforce. The SBWIB representatives from the various sectors form the strategic body, which discusses and decides upon the county's job training design and programmatic focus. In

¹http://www.edd.ca.gov/jobs_and_Training/pubs/wsin11-48.pdf

addition, the Programs, Planning and Business Services Committee (PPBSC) further meets to discuss strategies on how to address San Benito's workforce challenges.

State Priorities:

Armed with the newly researched competitive and emergent regional industry sectors (BW Research Partnership's Economic and Workforce Information Report), as well as past studies focused on regional labor market information (LMI), the SBWIB and PPBSC are ideally situated to address the skills gaps that exist for skilled workers in the competitive and emergent industries.²The LMI, which will drive future decisions, will be detailed in Section II, while the Business Services Plan, designed to address the skills gaps, will be detailed in Section III.

In addition, over the next 12-16 months, the SBWIB will be developing regional workforce and economic development networks that will be designed to address the workforce education and training priorities.

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

As detailed further in Section II of this Plan, the industries the SBWIB will focus on are those that will make a significant impact on the region's economy in the coming years. As identified in the LMI study commissioned by the SBWIB, and conducted by BW Research Partnership, the industries the SBWIB will focus on include:

1. Manufacturing
2. Construction and Real Estate
3. Arts, Entertainment, Tourism, and Retail

²<http://www.calmis.ca.gov/htmlfile/county/sbenito.htm>

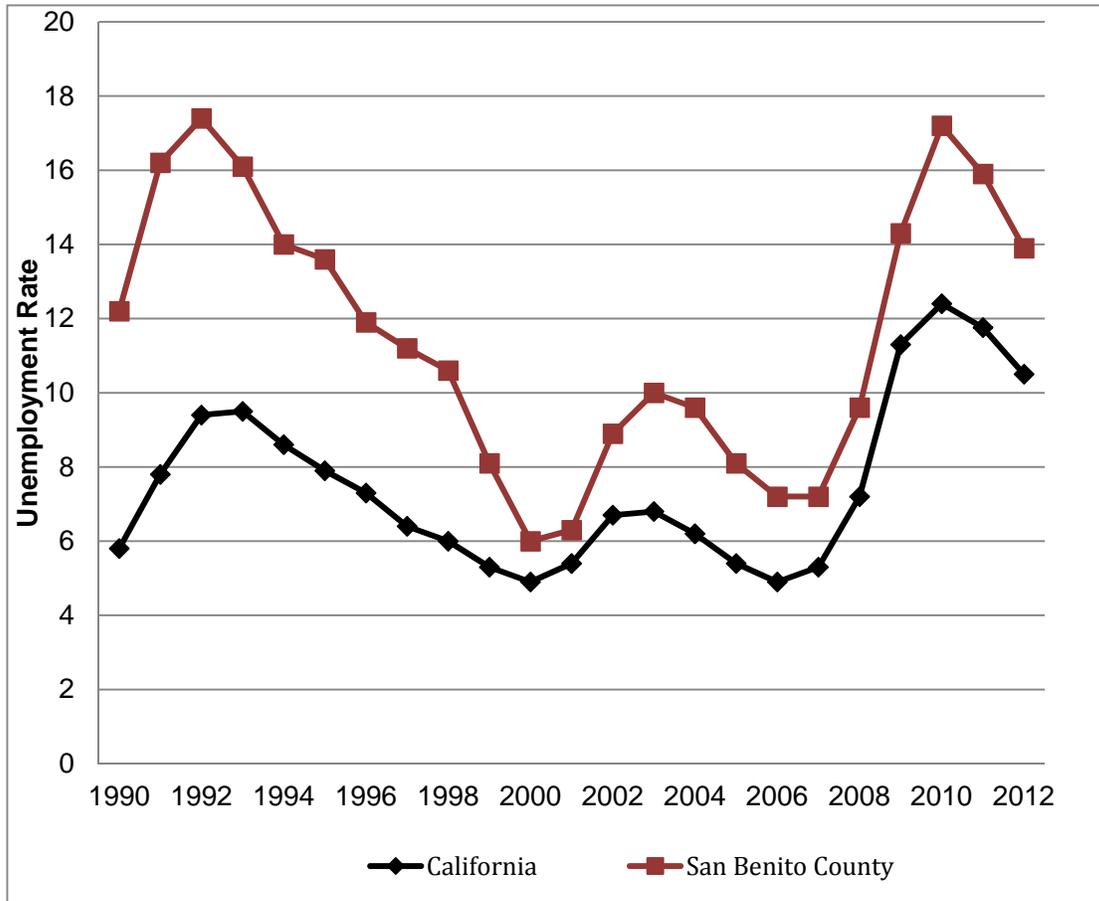
SECTION II: ECONOMIC AND WORKFORCE INFORMATION ANALYSIS

System Alignment and Accountability Goal: Support system alignment, service integration and continuous improvement, using data to support evidence-based policymaking.

Coordinate and develop high quality, actionable LMI data that assesses regional industry and occupational trends and needs and include a “skills gap” analysis.

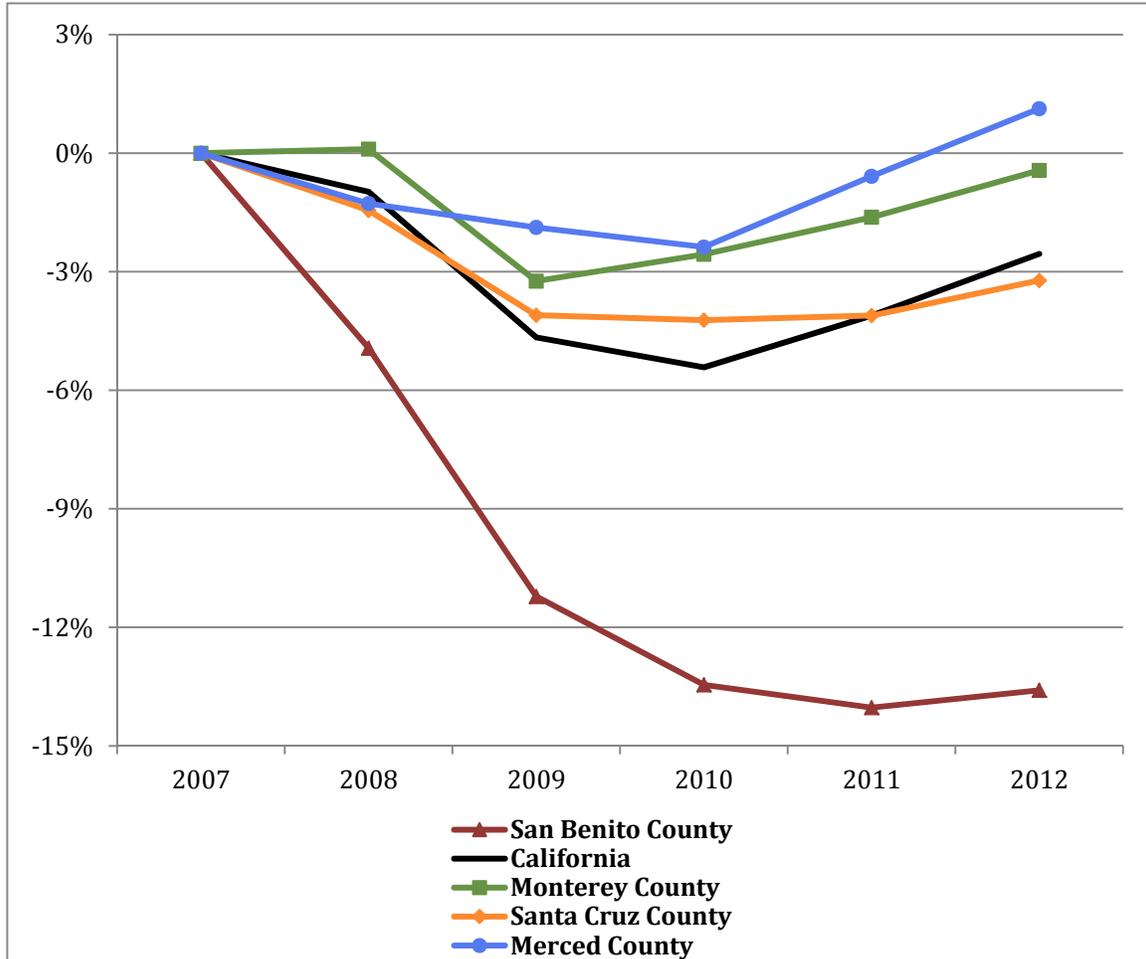
San Benito County, like other communities across California and the nation, is looking to rebound from the economic downturn often referred to as the “great recession” that began in 2008. This time of economic transition provides policy makers and workforce developers an opportunity to see how the county’s economy has been impacted and how to develop new strategies and thinking about supporting employers and getting people back to work.

The tables below show San Benito County’s historic unemployment rate, showing annual averages, from 1990 to 2012. Over that 22-year period, the county has never faced an unemployment rate at or below the state’s average, generally remaining several percentage points above. This overall employment picture shows a community that has generally faced a very loose labor market with more people than available jobs.



From 2007 to 2010, employment in San Benito County experienced a substantial decline even greater proportionally than what was experienced in the rest of California or in the country. Neighboring counties, such as Monterey and Merced, saw a small decline in overall employment between 2007 and 2010 and have since returned or come close to pre-recession employment levels.

Over the last twenty years, San Benito has faced relatively high levels of unemployment and not enough job creation. The great recession was particularly painful for San Benito, and in a matter of three years, the County lost one in every eight jobs.



Countywide Workforce Profile

The term “demand-driven” is often used in the workforce development world to indicate the importance of developing and providing programs and services that are responsive to the needs of employers. To provide a workforce development system that is truly demand-driven, that foundation must be built upon a comprehensive understanding of the county’s employers and their behavior as it relates to recruiting, hiring and developing talent. This profile will include a description of how the region’s industries, occupations and skills are changing to meet the needs of employers who are constantly adapting to the desires of their customers.

San Benito Industry Clusters of Importance

An emphasis on industry clusters in a given region has several advantages; they allow us to move beyond the general industry assessment to identify regional economic drivers, shared resources that are needed (including human resources), and a better understanding of the markets in which employers compete and cooperate. Analyses of industry clusters are valuable tools to understanding how the regional economy is segmented in terms of differing growth expectations, workforce needs, and infrastructure requirements.

Michael Porter, a Harvard economist and pioneer of industry cluster research, defined an industry cluster as a geographic concentration of inter-connected companies and institutions working in a shared industry. This definition has been expanded over the years to account for employers in shared technologies, supply chains, services, and/or customers whose competition and/or collaboration create opportunities for new business creation, increased regional wealth, and new employment. Oftentimes, industry clusters are not in the same or even closely matched industry classifications structures.

There remain three key reasons for focusing on industry clusters:

1. **An emphasis on industry clusters allows you to more effectively engage with employers** who are focused on their industry, related technologies, and customers, but who may be less focused on overall regional economic trends. An emphasis on industry clusters allows you to better understand the priorities and workforce needs of the employers that are driving growth in the county's economy.
2. A deeper understanding of the relevant industry clusters in San Benito provides valuable information for **job-seekers and current workers who are looking to develop new skills and find career pathways** that allow them to stay productive and in demand with regional employers. One of the key challenges for job-seekers working to stay relevant and useful for potential employers is to get them to understand how they can be valuable for employers. Education on the key industry clusters in San Benito provides job-seekers a valuable foundation for understanding what skills and abilities they should work toward and what employment opportunities connect to stronger pathways and greater career fulfillment.
3. The county-specific industry clusters approach provides an employer-driven perspective to understanding the skills employers are looking for and how to better connect education and training to local and countywide workforce development strategies.

San Benito's Profiled Industry Clusters

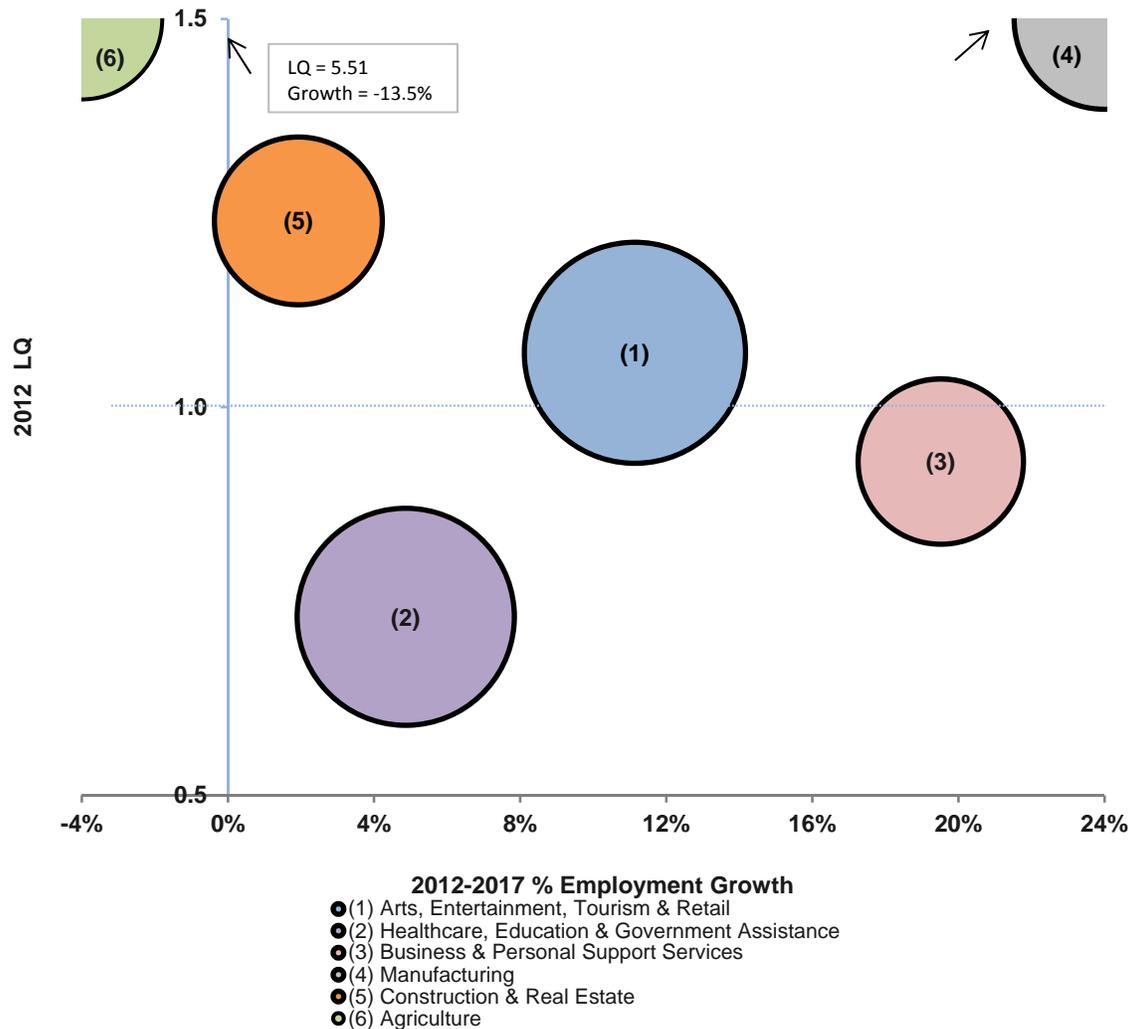
The following industry clusters were developed based on analysis of San Benito's economy and the identification of the industries and employment opportunities that are available within the County:

- Arts, Entertainment, Tourism & Retail (1) consists of all employers in retail trade as well as those involved in food services, accommodations and arts, entertainment and recreation. From a workforce perspective, this is a sizable employer cluster with a large portion of jobs in entry-level customer service and sales.
- Healthcare, Education & Government Assistance (2) is one of the larger industry clusters in the county and unlike the other industry clusters is

almost completely population-serving. Employment in this industry is largely driven by demographics, and the budget priorities of local, state, and national legislative bodies. This cluster includes private and public education, healthcare and social assistance and government.

- Business & Personal Support Services (3) is a particularly important cluster for San Benito given the large number of small and medium-sized businesses that are found in the county. The Business & Personal Support Services cluster in San Benito County is comprised of administrative, support & waste management services as well as other related private sector services.
- Manufacturing (4), along with agriculture, is the industry cluster with the highest concentration of employment in San Benito. Unlike agriculture, it is expected to see considerable increases in employment over the next five years. This cluster includes all manufacturing from food manufacturing to computer and electronics product manufacturing.
- Construction & Real Estate (5) includes all construction activities from construction of buildings to specialty trade contractors as well as all real estate services, which include rentals and leasing services.
- Agriculture (6) has been a foundational employer in San Benito throughout most of its history. This cluster definition includes agriculture, forestry fishing and hunting, although in San Benito almost all employment is directly connected to Agriculture.

The figure below reveals several pieces of key information regarding San Benito's industry clusters. The size of the sphere shows the relative size of each cluster, in terms of current employment. The vertical axis indicates the relative employment concentration of the cluster in comparison to the California average.³ The horizontal axis indicates the expected growth in overall industry cluster employment from 2012 to 2017.



³ A location quotient (LQ) of 1.0 indicates that a region has the average employment for a given industry cluster in comparison to the California economy. An LQ of 2.0 indicates the regional has twice the average employment for a given industry cluster in comparison to the country's economy.

As the industry cluster chart shows, the two clusters that have the highest concentration in San Benito, manufacturing and agriculture are going in opposite directions in terms of expected employment. Manufacturing is expected to see considerable growth in San Benito over the next five years, while agriculture is expected to see considerable declines in total employment. While these industry forecasts are seldom if ever completely accurate, the significant differences in the direction of total employment between these two important clusters in San Benito is worth noting.

San Benito County Occupations

Occupational Tiers

The unemployment rate, number of jobs created, number of people employed, and number of people unemployed – all these general statistics have some value when you are looking at San Benito's overall economy, but they also hide some critical information as well, starting with the **reality that not all jobs are equal**. A part-time job that pays minimum-wage with limited training and on-the-job skill development is considerably less valuable than a high-paying, full-time position with full benefits that continually develops and trains an individual for increasing levels of responsibility.

A recent study by David Autor⁴ revealed the changes in the nation's occupational profile. Autor provided an in-depth examination of the quality and quantity of the jobs that employers have demanded over the last 30 years. In his analysis, Autor developed an occupational segmentation that BW Research also uses in regional occupational analyses. This occupational segmentation technique delineates all occupations into one of three tiers. The occupational tiers are broadly defined as follows:

Tier 1 Occupations include managers (Chief Executives, Financial Managers, and Sales Managers), professional positions (Lawyers, Accountants, and Physicians) and highly-skilled technical occupations, such as Scientists, Computer Programmers, and Engineers. These occupations are typically the highest-paying, highest-skilled occupations in the economy. In 2012, the average earnings for Tier 1 occupations in California was \$38.17 an hour or approximately \$79,400 a year (assuming a 40 hour work week for the entire year).

Tier 2 Occupations include sales positions (Sales Representatives), teachers, and librarians, office and administrative positions (Accounting Clerks and Secretaries), and manufacturing, operations, and production positions (Assemblers, Electricians, and Machinists). These occupations have historically provided the majority of

⁴[The Polarization of Job Opportunities in the US Labor Market: Implications for Employment and Earnings](#), April 2010.

employment opportunities and could be referred to as middle-wage, middle-skill positions. In 2012, the average wage for Tier 2 occupations in California was \$21.22 an hour or approximately \$44,100 a year (assuming a 40 hour work week for the entire year).

Tier 3 Occupations include protective services (Security Guards), food service and retail positions (Waiters, Cooks, and Cashiers), building and grounds cleaning positions (Janitors), and personal care positions (Home Health Aides and Child Care Workers). These occupations typically represent lower-skilled service positions with lower wages that require little formal training and/or education. In 2012, the average wage for Tier 3 occupations in California was \$11.96 an hour or approximately \$24,900 a year (assuming a 40 hour work week for the entire year).

Dr. Autor’s research on occupational tiers revealed that Tier 2 occupations have been declining considerably since the mid-1970s as many of these jobs have been lost to automation or more recently offshored to less expensive labor markets. The great recession only expedited this long run trend as nationally and regionally Tier 1 and Tier 3 jobs increased during the recession while Tier 2 jobs declined. While this trend is true for the country as a whole, it is not entirely accurate in San Benito, however, we are seeing considerably more churn and change in Tier 2 occupations.

The table below reveals that approximately 45 percent of San Benito County’s jobs can found among Tier 2 occupations, with just below a third in Tier 3 and about 15 percent in Tier 1. San Benito County has more Tier 3 occupations proportionally than California as a whole but actually has less Tier 3 occupations proportionally than either Monterey or Merced.

Table 1: Overall Occupational Tiers by Region⁵

Overall	Occupational Tiers		
	Tier 1	Tier 2	Tier 3
San Benito County	15.3%	44.3%	31.8%
California	19.4%	43.3%	28.2%
Monterey County	13.4%	34.3%	42.1%
Santa Cruz County	19.3%	41.3%	31.2%
Merced County	10.4%	44.3%	36.2%

It should be noted that not all occupations fit into one of the three occupational tiers. Approximately 10 percent of all occupations are not placed into one of the three tiers.

⁵ Source: EMSI Complete Employment 2013.2

An analysis of San Benito’s occupations by tiers and industry reveals an interesting profile of where jobs are located within the region. Just under forty percent of all Tier 1 San Benito County occupations are found in one of two industry clusters Healthcare, Education, & Government Assistance (25%) as well as Manufacturing (15%),

It should be noted that San Benito County’s average annual earnings per job is \$41,700 for 2013, about 82 percent of the national average.. An earning per job index of 1.00 indicates average annual earnings of \$41,700 for a given occupation while an index score of 2.00 indicates average annual earnings of \$83,400 for a given occupation.

Table 2: Overall Occupational Tiers for San Benito County Industries⁶

Industry Description	Occupational Tiers			Earnings Per Job Index
	Tier 1	Tier 2	Tier 3	
Arts, Entertainment, Tourism & Retail	12.6%	14.2%	37.4%	0.79
Healthcare, Education & Government Assistance	25.0%	21.1%	12.6%	1.41
Business & Personal Support Services	6.7%	7.1%	20.8%	0.58
Manufacturing	14.5%	19.2%	6.0%	1.34
Construction & Real Estate	13.0%	20.2%	1.9%	0.74
Agriculture	2.4%	3.9%	18.5%	0.94

The table below illustrates San Benito’s occupational composition by industry clusters. Industry clusters such as Manufacturing and Construction & Real Estate have a larger portion of occupations in Tier 1 compared to Tier 3, while all other industry clusters in San Benito have more Tier 3 than Tier 1 occupations.

Table 3: Occupational Tier Composition within Industries in San Benito County⁷

Industry Description	Occupational Tiers		
	Tier 1	Tier 2	Tier 3
Arts, Entertainment, Tourism & Retail	9.5%	30.8%	58.3%
Healthcare, Education & Government Assistance	19.5%	47.5%	20.4%
Business & Personal Support Services	9.0%	27.4%	57.8%
Manufacturing	16.3%	62.5%	14.0%
Construction & Real Estate	16.9%	76.1%	5.1%
Agriculture	3.4%	15.9%	54.4%

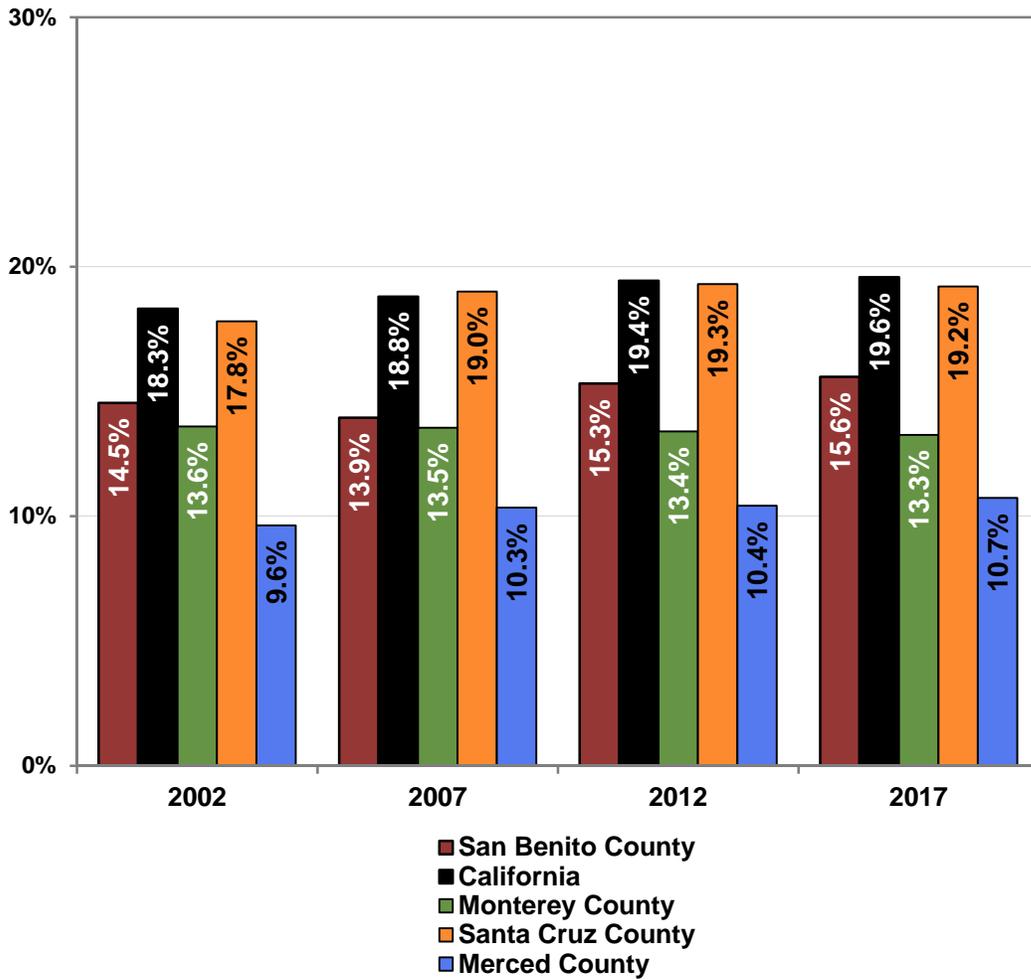
⁶ Source: EMSI Complete Employment 2013.2

⁷ Source: EMSI Complete Employment 2013.2

The following three figures reveal the overall occupational demand, both within San Benito County as well as within California and the neighboring counties for the three occupational tiers. As the figures reveal, California has experienced an increase in Tier 1 and Tier 3 occupations of the total occupational pool while Tier 2 occupations have declined and are expected to decline.

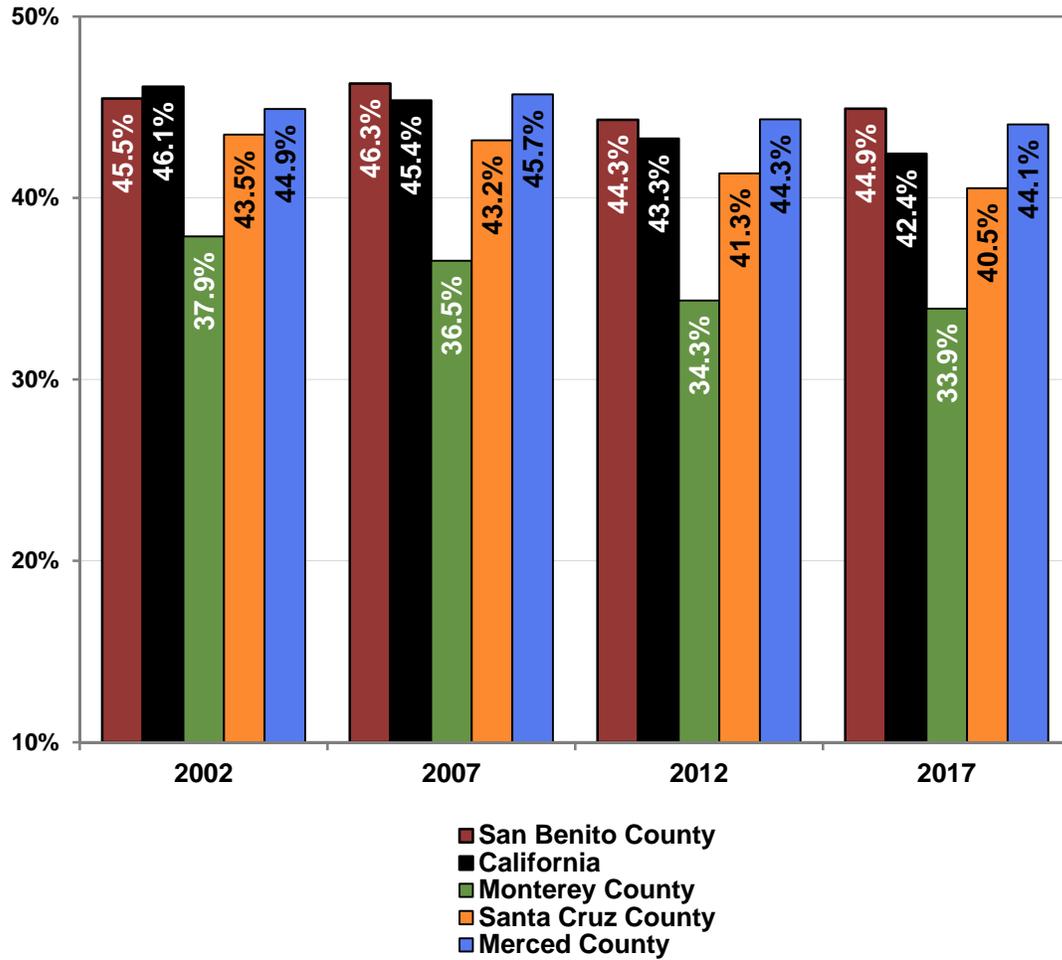
In San Benito, Tier 1 occupations have and are expected to remain flat in terms of their proportion of Countywide employment while Tier 2 is declining, Tier 3 is increasing.

Figure 1: Tier 1 Occupation Share of Total Employment by Region from 2002 to 2017⁸



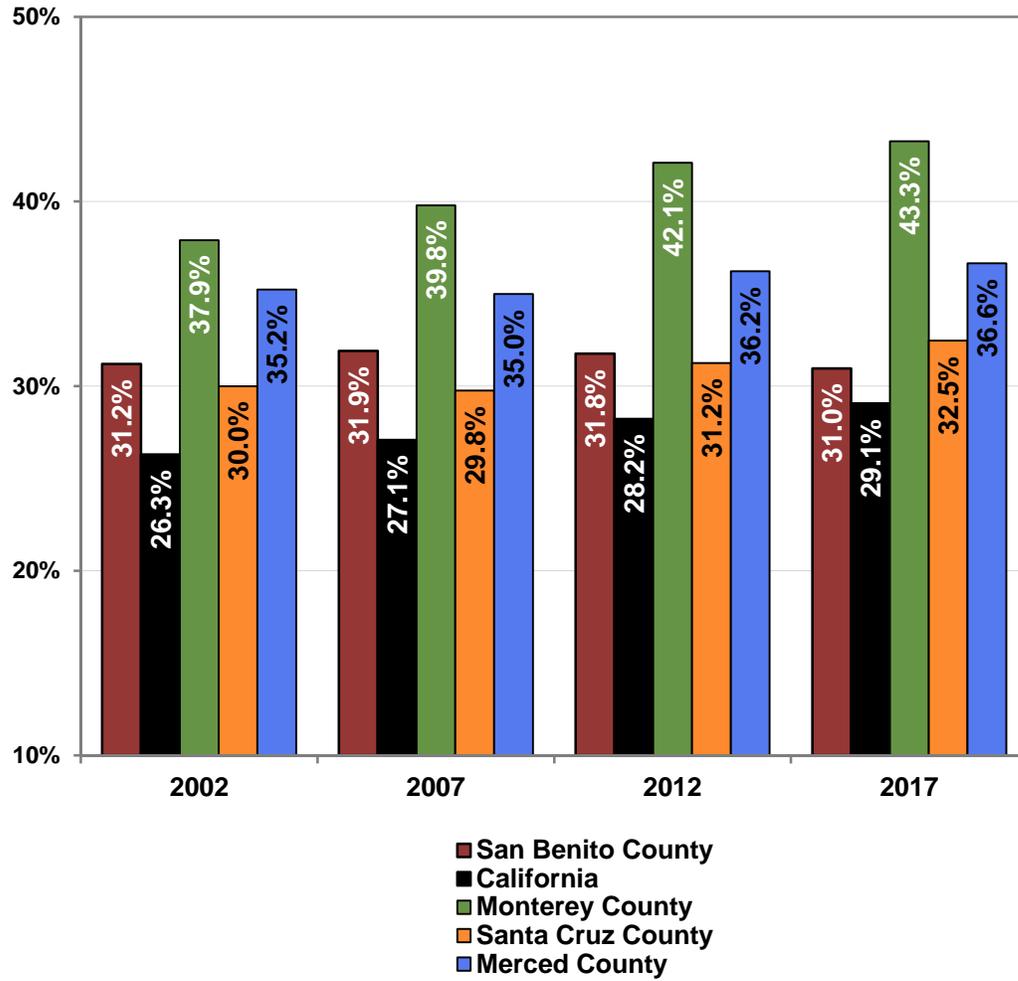
⁸ Source: EMSI Complete Employment 2013.2 – Combined occupational tier definitions do not capture all employment.

Figure 2: Tier 2 Occupation Share of Total Employment by Region from 2002 to 2017⁹



⁹ Source: EMSI Complete Employment 2013.2

Figure 3: Tier 3 Occupation Share of Total Employment by Region from 2002 to 2017¹⁰



¹⁰ Source: EMSI Complete Employment 2013.2

Key Occupations for San Benito County

The tables on the following three pages identify the San Benito County occupations in each tier with the most job openings (new jobs + replacement jobs) expected from 2012 to 2017. The table includes both the growth percentage, which indicates the proportional increase in demand for that occupational category, as well as the earnings index, which indicates the proportional average earnings for each occupation in comparison to the 2012 average earnings in San Benito of \$41,700 annually. For example, an earnings index of 1.00 indicates that occupational category has an average earnings of \$41,700, while an earnings index of 2.0 indicates an annual average earnings of \$83,400 for that occupational category.

Table 4: Key Tier 1 Occupations for San Benito County¹¹

SOC Description	2012 Jobs	Growth 2012-2017	% Growth	Total Job Openings (new + repl.)	Earnings index
Registered Nurses	161	111	69%	325	2.71
Property, Real Estate, and Community Association Managers	120	81	68%	256	0.70
Personal Financial Advisors	63	96	152%	236	1.36
Managers, All Other	159	32	20%	156	1.20
Management Analysts	78	41	53%	124	1.49
General and Operations Managers	307	-33	-11%	96	2.97
Financial Managers	79	22	28%	84	2.33
Business Operations Specialists, All Other	82	13	16%	83	1.99
Appraisers and Assessors of Real Estate	50	19	38%	82	0.75
Accountants and Auditors	178	-22	-12%	67	1.40
Industrial Production Managers	37	20	54%	60	2.55
Industrial Engineers	43	15	35%	59	2.27
Coaches and Scouts	36	17	47%	58	0.69
Lawyers	70	2	3%	51	2.50
Sales Managers	64	6	9%	46	2.93
Marriage and Family Therapists	13	11	85%	44	0.80
Financial Analysts	30	11	37%	43	1.66
Electronics Engineers, Except Computer	24	11	46%	41	2.67
Musicians and Singers	38	7	18%	39	0.90
Architectural and Engineering Managers	33	6	18%	35	3.58

¹¹ Source: EMSI Complete Employment 2013.2 & California Employment Development Department (EDD) Occupational Employment Projections 2012.

Table 5: Key Tier 2 Occupations for San Benito County¹²

Description	2012 Jobs	Growth 2012-2017	% Growth	Total Job Openings (new + repl.)	Earnings index
Real Estate Sales Agents	398	228	57%	775	0.56
Butchers and Meat Cutters	34	115	338%	281	0.94
Packaging and Filling Machine Operators and Tenders	97	100	103%	260	0.52
Food Batchmakers	53	88	166%	247	0.60
Heavy and Tractor-Trailer Truck Drivers	305	14	5%	211	0.88
First-Line Supervisors of Retail Sales Workers	303	34	11%	198	0.69
Securities, Commodities, and Financial Services Sales Agents	56	64	114%	194	1.07
Insurance Sales Agents	103	52	50%	187	1.09
Stock Clerks and Order Fillers	232	30	13%	184	0.54
Electricians	116	-41	-35%	176	1.40
Office Clerks, General	264	14	5%	173	0.80
Meat, Poultry, and Fish Cutters and Trimmers	14	70	500%	167	0.62
Inspectors, Testers, Sorters, Samplers, and Weighers	79	60	76%	162	0.95
Team Assemblers	170	29	17%	151	0.74
Real Estate Brokers	81	42	52%	150	0.93
Self-Enrichment Education Teachers	49	55	112%	133	0.65
Police and Sheriff's Patrol Officers	137	-5	-4%	121	2.13
Carpenters	237	-42	-18%	117	0.97
Helpers--Production Workers	73	34	47%	116	0.53
Customer Service Representatives	139	15	11%	112	1.00

¹² Source: EMSI Complete Employment 2013.2 & California Employment Development Department (EDD) Occupational Employment Projections 2012.

Table 6: Key Tier 3 Occupations for San Benito County¹³

Description	2012 Jobs	Growth 2012-2017	% Growth	Total Job Openings (new + repl.)	Earnings index
Cashiers	399	177	44%	756	0.61
Retail Salespersons	471	128	27%	546	0.49
Laborers and Freight, Stock, and Material Movers, Hand	353	130	37%	506	0.67
Combined Food Preparation and Serving Workers, Including Fast Food	277	107	39%	375	0.52
Maids and Housekeeping Cleaners	167	118	71%	324	0.48
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	97	56	58%	275	0.52
Childcare Workers	392	-24	-6%	211	0.47
Food Preparation Workers	111	61	55%	210	0.53
Packers and Packagers, Hand	196	31	16%	209	0.47
Personal Care Aides	58	90	155%	198	0.57
Industrial Truck and Tractor Operators	120	43	36%	171	0.76
Landscaping and Groundskeeping Workers	203	21	10%	157	0.56
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	260	10	4%	152	0.55
Security Guards	48	52	108%	136	0.71
Hairdressers, Hairstylists, and Cosmetologists	99	46	46%	135	0.44
Refuse and Recyclable Material Collectors	13	49	377%	134	1.07
Home Health Aides	28	57	204%	133	0.50
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	1,137	-559	-49%	127	0.44
Waiters and Waitresses	186	-83	-45%	105	0.45
Nursing Aides, Orderlies, and Attendants	43	37	86%	97	0.78

Most of the analyses in this portion of the Plan focus on the changes in San Benito County that have occurred from 2007 through the end of 2012. This time frame allows the SBWIB to look at the economy right before the great recession and ask how this significant downturn in the economy impacted the region's workforce needs. Looking forward, the study focused on 2012 to 2017, using 2012 as the base year and 2017 as the farthest out among the forecasts utilized for this report. Armed with this data, the SBWIB can better assess the needs of its regional workforce and better focus funding and strategies to those needs.

¹³ Source: EMSI Complete Employment 2013.2

SECTION III: BUSINESS SERVICE PLAN

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

The SBWIB shall establish a Business Service Plan that integrates local business involvement with workforce initiatives.

Programs, Planning and Business Services Committee: The PPBSC is responsible for reviewing and advising the SBWIB on all matters relating to program planning including the preparation of draft and final local plans, budgets, Requests for Proposals (RFP), evaluation of RFP responses, incorporation of selected proposals into the Business Services Plan, recommendations on the awarding of contracts to service providers, indentifying eligible intensive services and training providers, as well as making recommendations on local policy on Individual Training Accounts (ITAs).

Currently, the SBWIB Vice Chair sits as the Chair of the PPBSC and is joined by six other members of the SBWIB. Three members from the private sector represent the following industries: construction, manufacturing, life sciences, and medical services. Three members from the public sector include: a developmental disability service provider, and representatives from two organized labor unions. There will be a concerted effort given to expanding the sub-committee to fully represent the various voices needed to effectively represent the variety of workforce needs and constituencies as reflected on the larger SBWIB.

The PPBSC will be tasked with further development and recommendation for the Business Service Plan in an effort to increase employer involvement in the activities of SBWIB. The goal of the PPBSC will be to ensure the programs and initiatives undertaken by the SBWIB are in conformance with the stated needs of the region and identified skills gaps of the regional workforce. The committee will endeavor to recommend required revisions to the goals and strategies of the SBWIB in order to maximize efficiency, leverage scant resources, and provide outstanding service to all business stakeholders in the region.

SBWIB Services: *A description of the types of services SBWIB offers to businesses, including a description of how SBWIB intends to:*

- 1. Determine the employer needs in the local or regional area;*
- 2. Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop delivery system; and*
- 3. Leverage and braid other resources through education, economic development and industry associations to support OJT and other CT ventures.*

The SBWIB, in conjunction with the PPBSC, will engage the business community through their Business Services representatives in the One-Stop Career Center. Armed with the identified industries as detailed in Section II of this Plan, the Business Services representatives will begin the process of establishing not only linkages with the identified occupational industry clusters, but begin to establish networks to leverage resources across the identified industries. This sector mapping approach will allow the SBWIB to identify employer needs in a given industry, employment challenges, specialized skills gaps, and growth opportunities throughout the region. The identified clusters include: Manufacturing, Construction and Real Estate, and Arts, Entertainment, Tourism, and Retail.

The SBWIB will strive to braid multiple resources to address the employment needs of the region. From apprenticeship training, On-the-Job Training (OJT) and Customized Training, to employer sponsored job training and other organizations and agencies (i.e. EDD), which have missions in line with SBWIB's, the SBWIB, PPBSC, and the Business Services representatives of the One-Stop Career Center, will all work in concert to bring innovative employment training strategies to bear on the high growth industries of the region. Part of that effort will be to identify needed apprenticeship programs for the identified sector and working with Galivan College to establish complimentary programs. To date Galivan only has two apprenticeship programs for Drywalling and Carpentry. It will be incumbent upon the SBWIB and PPBSC to identify and pursue other sources of funding which would allow for the expansion of these kinds of programs.

Recently the regional Economic Development Corporation (EDC) in San Benito County has experienced a churn in the post of Executive Director. Currently the EDC is not functioning, and the local and regional Chambers of Commerce are not necessarily stepping into the void to attract and promote business expansion and investment in San Benito County. This is an opportune time for the SBWIB to step into that void and become a true convener and engine for economic growth, but with limited resources SBWIB will be challenged to do so. Nonetheless, in the face of a complete lack of an EDC presence, the SBWIB is ideally situated to fill the vacuum, and search out other partners with which to leverage job-training resources for local business clientele.

Describe how SBWIB intends to accomplish the following:

- 1. Identify the workforce training and educational barriers that hinder job creation in the local area or regional economy;*
- 2. Identify skill gaps in the available labor force that contribute to the lack of local business competitiveness; and*
- 3. Identify priority sectors that would likely contribute to job growth in the local area or regional economy if the investments were made for training and educational programs.*

In recent years the SBWIB has engaged in a providing a "full body scan" of the community including designing strategies to prepare the local workforce for the

jobs that do currently exist, seeking out ways to avert layoffs and keep business open, attracting quality businesses willing to work with the local population, and working with middle and high schools to engage youth in discussions around exciting careers.

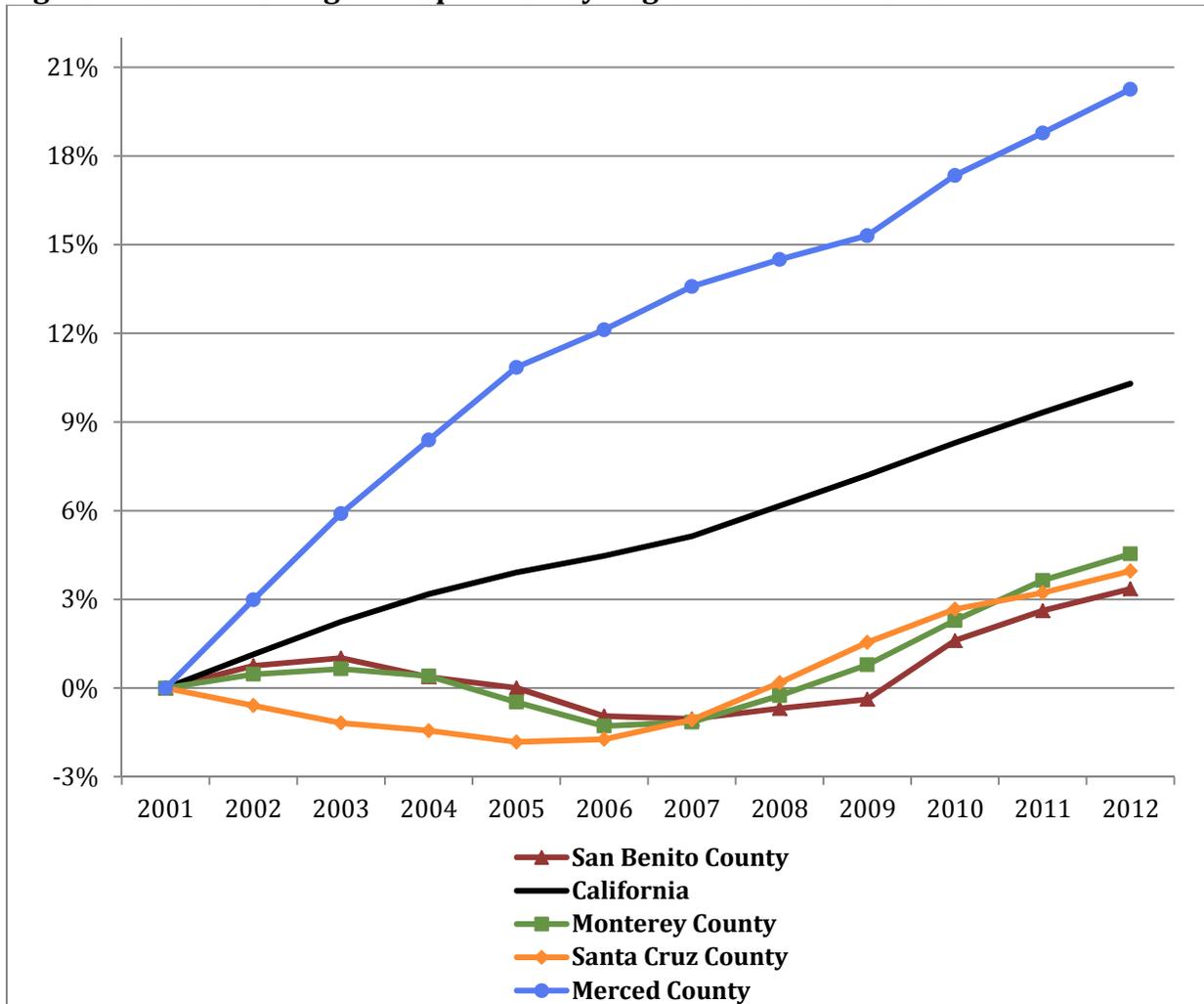
Undermining these efforts, are several contractions: the structure of the SBWIB itself, uneven or limited knowledge of SBWIB members about roles, responsibilities, and expectations, a lack of community awareness as to the value of the WIA system, community apathy, a lack of communitywide economic development strategies outside of the SBWIB itself, and limited staff resources especially in terms of WIA allocations. Specifically, a lack of robust funding for the need identified in the region is the single most frequently identified factor that hinders a region-wide strategy and ability of the SBWIB to address the workforce needs in the community.

With that said, the SBWIB has created with Galivan College a strong relationship to identify the educational barriers of the region, and will be developing a business/industry working group to identify specific training barriers for local programs.

A look at San Benito's regional population demographics gives insight into some of the challenges the region faces in terms of skill gaps and needed strategies to alleviate such disparities.

Over the last 12 years, San Benito County’s overall population has grown at a rate considerably slower than California as a whole. In fact San Benito experienced a decline in total population from 2003 to 2007 and has generally experience little to no growth in population from 2001 to 2009, with a slight uptick in population from 2009 to 2012.

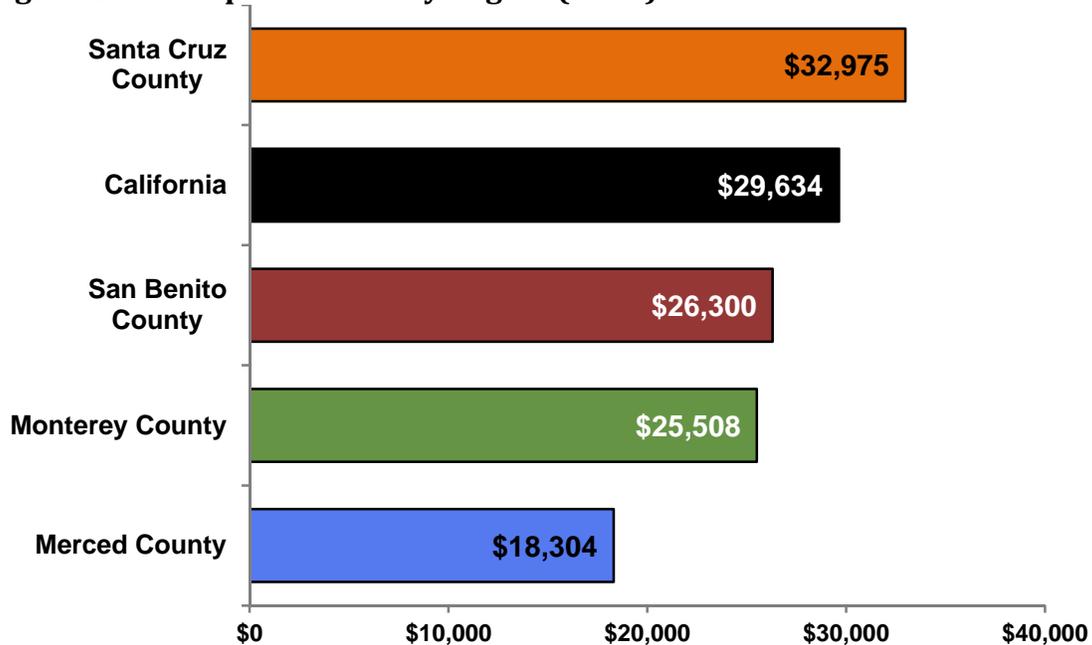
Figure 4: Overall Change in Population by Region from 2001 to 2012¹⁴



¹⁴ Source: EMSI Complete Employment 2013.2

Examining per capita income by region, San Benito is below the California average but slightly ahead of Monterey County and 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.

Figure 5: Per Capita Income by Region (2011)¹⁵

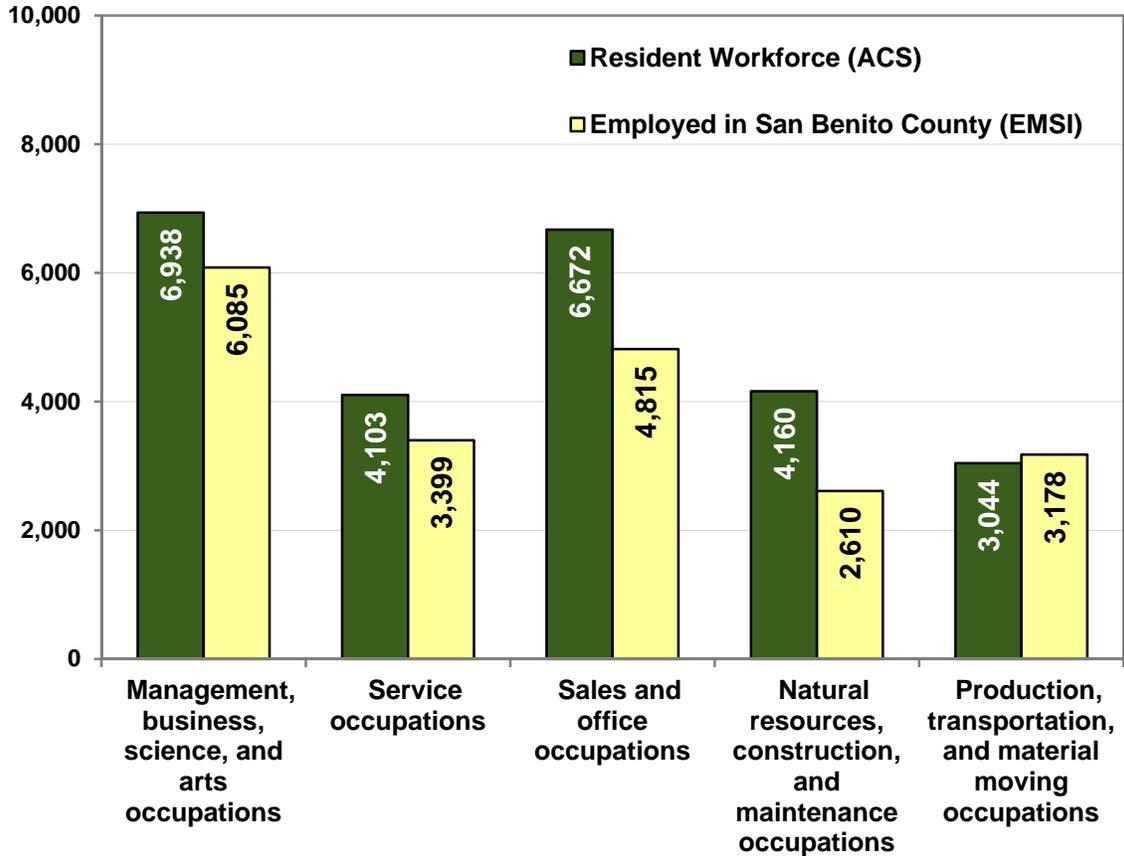


There are several ways of examining the skills gap in San Benito County. One way is to examine and compare how residents of San Benito in the labor force (identified as the resident workforce) and those working or employed in San Benito County (regardless of where they live) look in terms of the general occupational categories and skills that they provide.

Overall, San Benito County has more employed residents than it does available jobs in the County, approximately 25,000 employed residents and 20,000 jobs in County. The only general occupational skill category that has a higher level of jobs than residents that are working in them are those largely Tier 2 and Tier 3 occupations found in manufacturing (production occupations) and logistics (transportation and material moving occupations).

¹⁵ Source: ACS 2011 5-year estimates.

Figure 6: Resident Workforce vs. Employer Workforce for the County¹⁶



Therefore, it will be incumbent upon the SBWIB to continually seek out strategies and partnerships to establish well-funded and well thought-out training programs in the high job growth, priority sectors of manufacturing and logistics. In addition, the SBWIB will also remain focused on the other identified high growth sectors of Construction & Real Estate, and Art, Entertainment, Tourism & Retail.

¹⁶ Source: EMSI Complete Employment 2013.2 and American Community Survey (ACS) 5-year estimates.

SECTION IV: 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.

Describe the 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:

- 1. Increase the number of career pathway programs in demand industries;*
- 2. Increase the number of adult basic education students who successfully transition to postsecondary education, training or employment and reduce the time students spend in remediation;*
- 3. Increase the number of underprepared job seekers and displaced workers who enter and successfully complete education and training programs in demand industries and occupations;*
- 4. Develop and implement a strategic layoff aversion strategy that helps retain workers in their current jobs and provides rapid transitions to new employment minimizing periods of unemployment; and*
- 5. Expand the availability of and participation in “Earn and Learn” models such as apprenticeships, OJT and other CT where workers can build skills while working.*

Galivan College is the only community college in the region of San Benito County. Much of the community college’s funding has been reduced at the state level to comport with the Governor’s austerity measures enacted over the last couple of budget cycles. Due to this reduction in funding, the Adult Education programs at Galivan have been all but completely decimated, reduced, or eliminated.

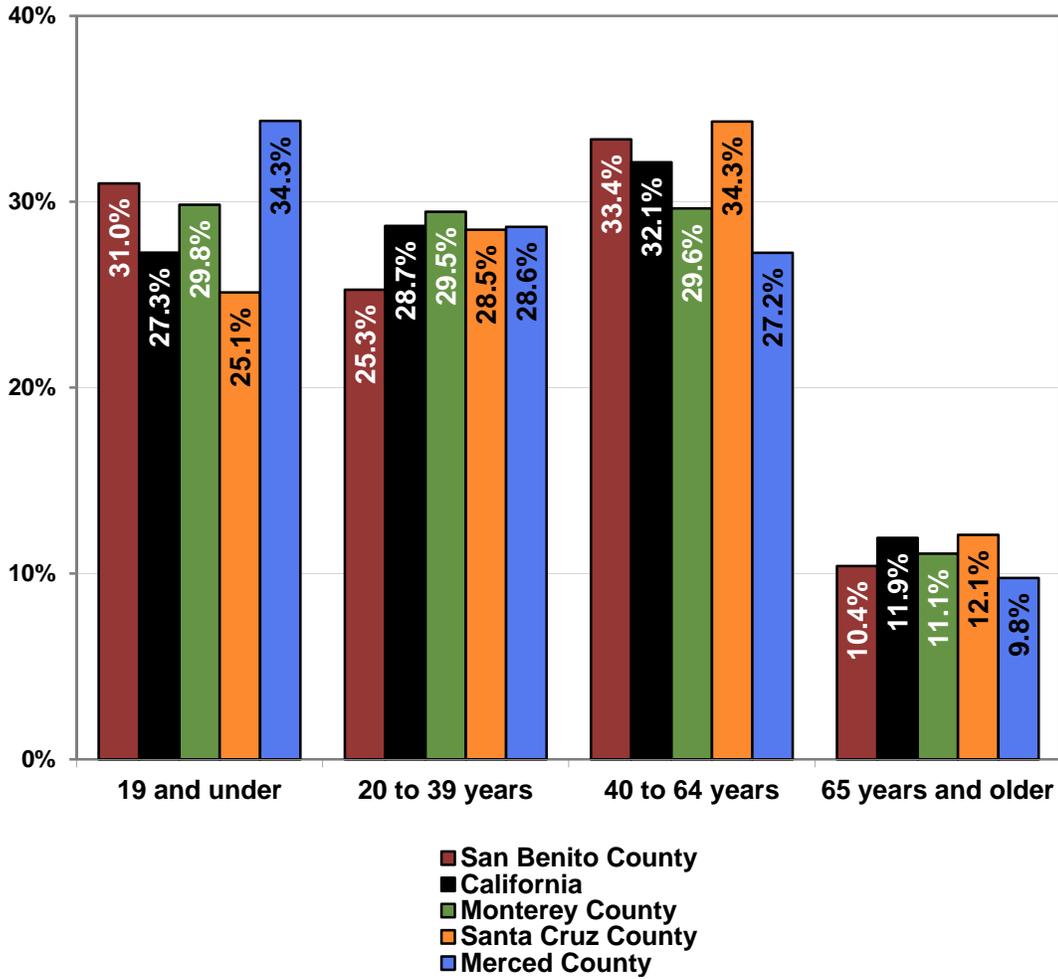
Given SBWIB is California’s smallest WIB in terms of funding, it is highly unlikely SBWIB will be able to step in and fully reestablish the Adult Education programs in the region alone. Therefore, SBWIB will be charged with partnering with Galivan, and the K-12 educational system to identify alternative sources of funding which could become the seed capital for more programs.

Additionally, representatives from Galivan College cite 90% of all incoming students from the K-12 educational system are below proficiency in Math skills, while 80% are deficient in English skills. Remediation is a key function of Galivan’s curriculum. The preparation of the current workforce is under strain, and it will be a main charge of the SBWIB and PPBSC to identify funding and aggressively pursue those sources whether they be federal, state, or approaching the local business community to assist.

In addition to the education challenges faced by the region, the demographics of San Benito County also present it with a unique set of challenges. The figure below

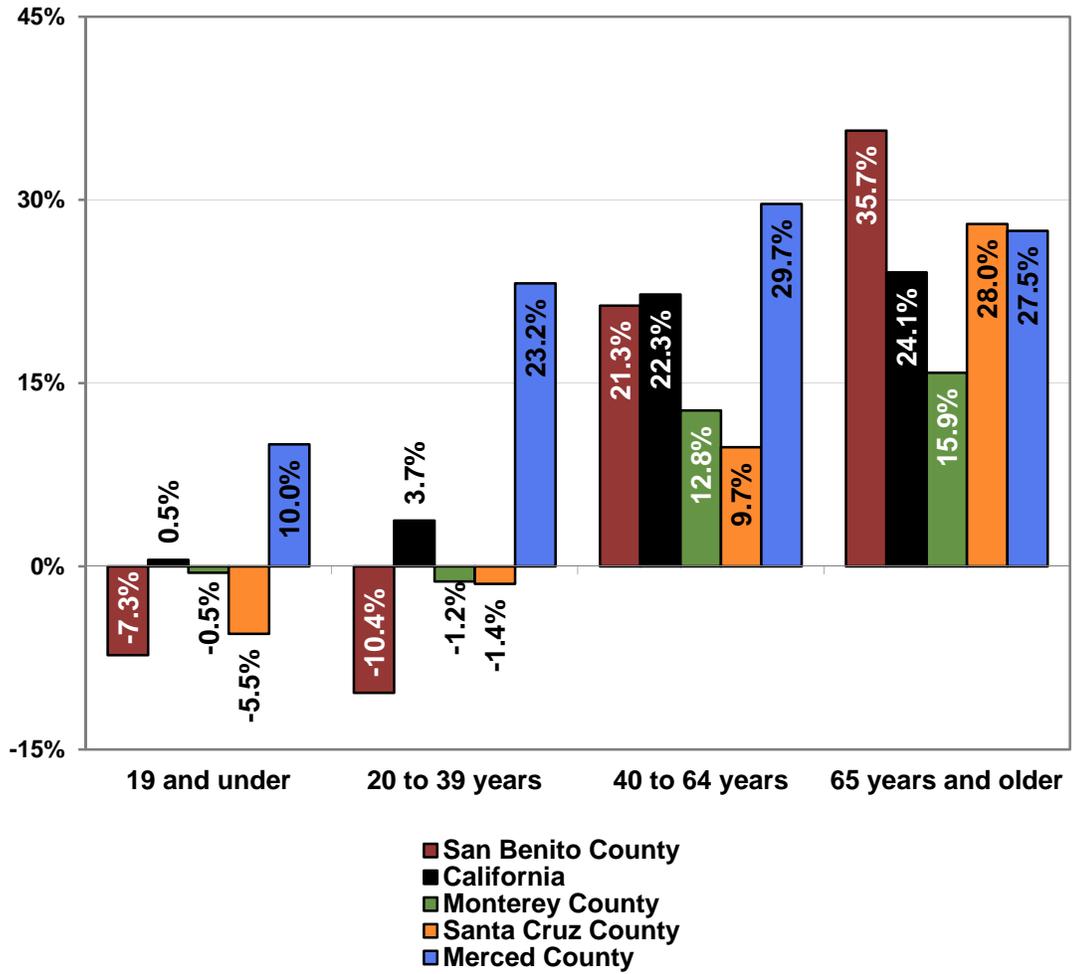
shows the 2012 age distribution of San Benito County as well as California and the three neighboring counties. Overall, San Benito has a larger portion of its population 19 years old or younger (31% vs. 27%) compared to California, but a smaller portion of its population 20 to 39 years old (25% to 29%) and 65 years and older (10% vs. 12%).

Figure 7: Age Distribution by Region (2012)



From 2001 to 2012, San Benito has seen its population get considerably older. If these trends continue, San Benito will go from a County that was largely younger than the state average, to one that is largely older than the state average.

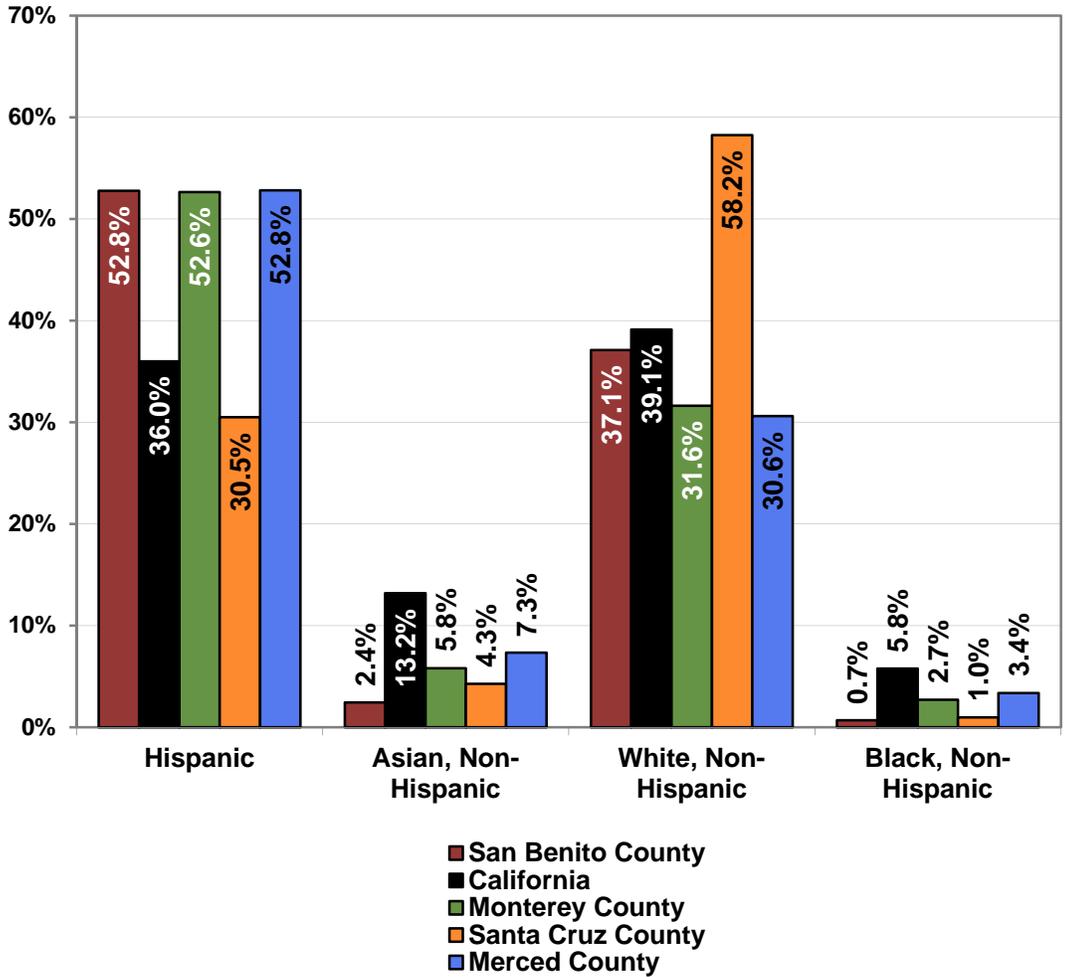
Figure 8: Change within Age Cohorts by Region from 2001 to 2012¹⁷



¹⁷ Source: EMSI Complete Employment 2013.2

The figure below illustrates the 2012 ethnic resident profile of San Benito County, California and the three comparable counties. It should be noted that the totals from the ethnic groups do not equal 100 percent, as those residents that fall into the “all other” category were not included in this figure.

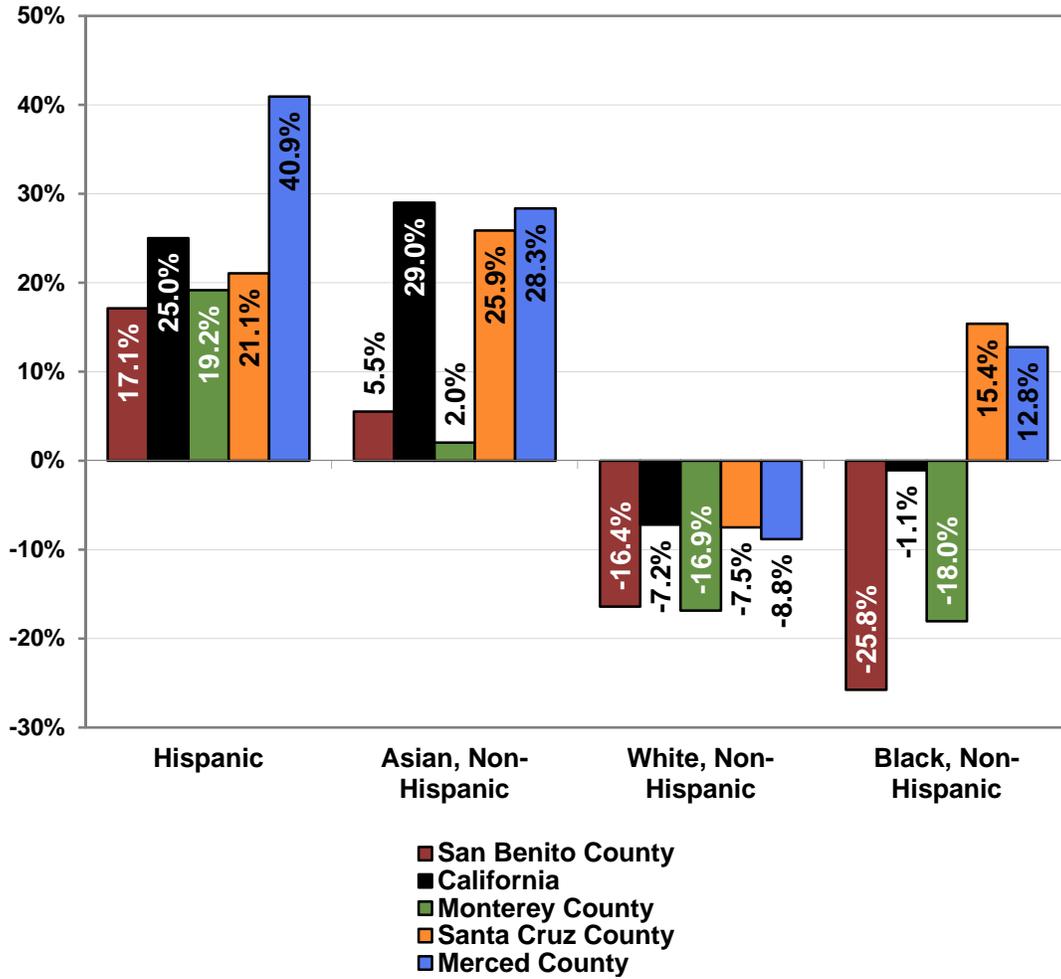
Figure 9: Ethnicity by Region (2012)¹⁸



¹⁸ Source: EMSI Complete Employment 2013.2, “All Other” category excluded.

The figure below describes the change in ethnic populations from 2001 to 2012 in San Benito County, California and the three comparable Counties. As the results show, the county has followed the statewide trend of increasing Hispanic and Asian populations while generally experiencing a decline in White, Non-Hispanic and Black, Non-Hispanic populations.

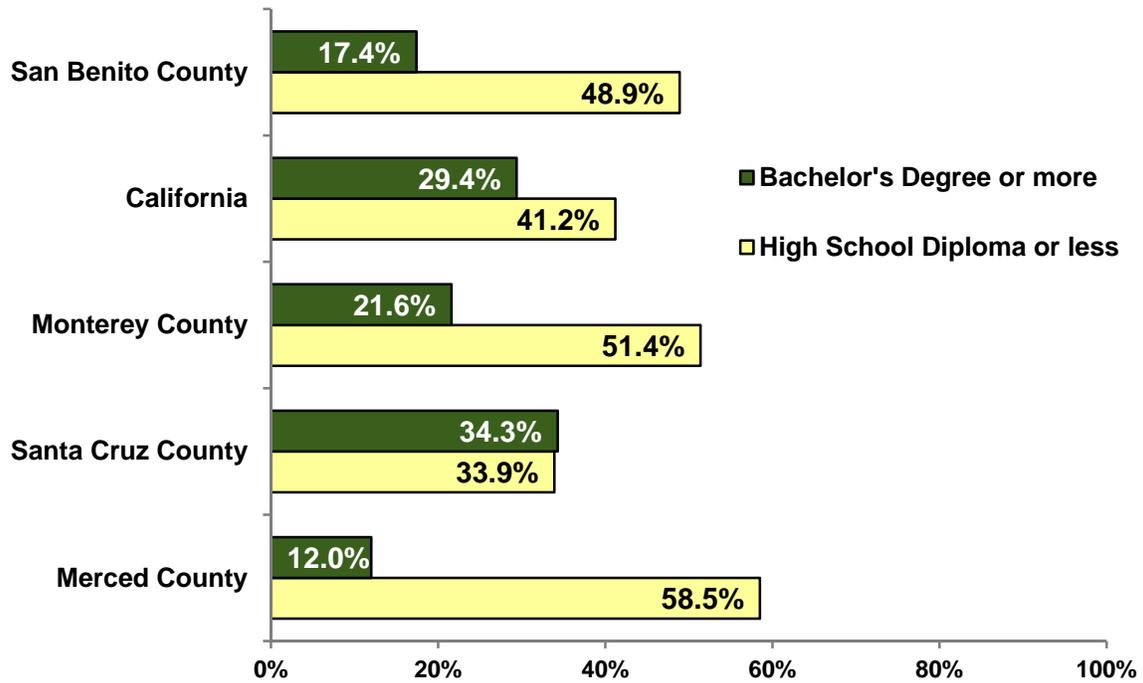
Figure 10: Change within Ethnicity Cohorts by Region from 2001 to 2012¹⁹



¹⁹ Source: EMSI Complete Employment 2013.2, "All Other" category excluded (the category experienced over 100 percent growth from 2001 to 2012 across all regions).

In terms of educational attainment, San Benito County has a 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 except for Merced. With 15 percent of San Benito’s occupations, classified at Tier 1, the County has a relatively low percentage of residents with a Bachelor’s degree or higher.

Figure 11: Educational Attainment for Residents 25 and over by Region (2011)²⁰



Obviously, SBWIB has its work cut out for it in terms of successfully addressing the needs of its adult workforce and transitioning them into either OJT or Customized Training opportunities, apprenticeship programs, or some other form of “Earn and Learn” program.

An example of past success for SBWIB, and a model to replicate for high demand occupational sectors going forward, is the creation of the Clean Energy Technology Training Center (CETTC). The CETTC focuses on creating a world-class green workforce by providing local access to training and educations. The partners of the initiative included both private and public entities (SBWIB, and the International Brotherhood of Electrical Workers to name two).

Working closely with Galivan, SBWIB and PPBSC will need to create an accepted uniform skills assessment form to assess a potential One-Stop Career Center client’s readiness for postsecondary education programs. SBWIB and PPBSC will also need to seek out potential partners who can also assist in a braided strategy to create more pathways for jobseekers to receive needed training and remedial education.

²⁰ Source: American Community Survey (ACS) 5-year estimates 2011

The One-Stop Career Center staff will need to continue its intensive case management for all incoming jobseekers. As stated before, with the limited number of WIA dollars allocated to San Benito, the mission of the SBWIB in relation to the stated need are incongruent, and case management becomes harder as the need in the region rises. This was painfully evident in the recession in the latter part of the first decade of the twenty-first century. However, SBWIB will begin to devote training resources to those jobseekers looking to enter the identified high-growth priority career sectors.

Sitting as the only regional collection of business, education, organized labor, and job training professionals in the region, SBWIB is the only body equipped with the ability to reach out to the regional business community, identify the needs of the economy, assess the educational realities that face the education system, identify the skills gaps and leverage funding to address those shortages. Part of this strategy will be to look at innovative approaches to career experience attainment, by partnering with businesses on the creation of internship programs for both adult and youth jobseekers. By working closely with the business community, especially in the identified high-growth industries, not only will SBWIB staff be able to identify internship possibilities, they will also be able to market the OJT and Customized Training models as viable earn and learn opportunities for jobseekers in the system.

Through the renewed efforts of the Business Services staff of the One-Stop Career Center, it is envisioned that staff will have a better feel for current business strains and challenges, and will be able to better address their needs in terms of early detection of lay-off aversion tactics. By identifying the business climate challenges, and identifying the resources being accumulated under the SBWIB auspices of existing as the one and only regional job training and education convener, SBWIB will be in a better position to deploy the already limited resources in a more efficient manner to businesses in need.

SBWIB remains the sole resource for the regional workforce to attain skills training in a comprehensive manner. The development of the Business Services Plan as identified in Section III of this Plan will go a long way in setting the San Benito workforce on the path to continued recovery and ultimately prosperity.

SECTION V: 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 post-secondary vocational training, further education, and/or a career.

Describe the vision for increasing the educational, training, and career attainment of youth, consistent with the following state priorities:

1. *Increase the number of high school students who complete a challenging education, including math gateway coursework and industry-themed pathways that prepare them for college, “Earn and Learn” training through apprenticeships, OJT, etc., and other postsecondary training; and*
2. *Increase the opportunities for high school students and disconnected youth to transition into postsecondary education and careers.*
3. *The vision should include the following:*
 - a. *A description of the local areas or region’s eligible youth population and any special or specific needs they may face which are unique to the local area or region;*
 - b. *Youth activities available in the local area or region (identify successful providers such as Jobs Corps);*
 - c. *A description of the WIB’s strategies to promote collaboration between the workforce investment system, education, human services, juvenile justice, Jobs 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;*
 - 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 membership of such bodies and the functions and responsibilities in establishing priorities and services for youth);*
 - e. *A 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;*
 - f. *Practices used to ensure continuous quality improvement in the youth program; and*
 - g. *The WIB’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 the youth most in need of assistance, such as out-of-school youth, homeless youth, youth in*

foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farmworker youth, youth with disabilities and other at-risk youth).

The Youth Council (Council) sits not only as an advisor to the SBWIB, but also sits as a youth policy maker, and systems builder. The Council has identified several priorities over the past two years in terms of areas of focus. One of those priorities is career preparation for the region's youth.

Through a vigorous outreach effort, the Council has identified the following strategies for engaging youth in the region and getting them into internships, OJT opportunities and other postsecondary education opportunities:

1. Create entrepreneurship opportunities with regional economic development associations and businesses;
2. Integrate college prep coursework within the educational curriculum; specifically focusing on soft skills training , and development of client-centered vocational plans;
3. Secure and leverage in-kind resources (career keynote speakers, job shadowing, internships, OJTs, listings of regional businesses and individuals willing to participate in Hire-A-Youth programs);
4. Increase training funding by 25-50%; reassess the allotment of work experience hours; and
5. Participate in community-wide career fairs at all school locations; gather brochures from all participating colleges; have the One-Stop Career Center host college representatives who will give presentations on what colleges are looking for in the incoming classes of students.

Additionally, the Council has identified another set of strategies for reaching youth in terms of academic readiness:

1. Creation of mentoring networks (e.g. Puente at Galivan College);
2. Increase youth awareness of and use of resources such as on-campus tutoring using class announcements and free digital marketing techniques;
3. Participate in Resource Fairs in order to engage and discuss with youth college and training opportunities;
4. A renewed focus on entry level jobs through vocational training skills attainment; Regional Occupational Program; continually think outside of the box in terms of youth engagement;
5. Solicit business sponsorships for career-oriented clubs; and
6. Partner with on and offsite organizations that provide after school programs and tutoring.

With 31% of the county's population being 19 or younger (see Section IV, Figure 7), and many of the youth graduating from the K-12 system with significant deficiencies in both English (80%) and Math (90%), and much of the regional economy still

depressed from the lean years of the recession, it is especially difficult to engage youth in the region., and provide them with career training opportunities in a business environment not financially robust enough to hire them.

However, unlike in the adult program/economic development arena, there are other organizations charged with assisting the youth of the region. Notwithstanding the K-12 and postsecondary educational systems, Head Start runs a program, as well as the establishment of the Community Foundation for San Benito County's *YOUth Matter!* program which attempts to engage youth in decisions about the county's future, benchmarks their responses for future year's comparisons, and share the opinions of local youth.

The YMCA, Hollister Youth Alliance, and the United Way have all used the *YOUth Matter!* survey to map out strategies. The Council will marshal resources to assist in this youth mapping initiative and bolster the successful engagement activities of the region. In addition, the Council has also published its Youth Services Directory which compiles all of the regional youth activities and service providers in the county.

The Council is WIA-mandated (WIA Title I, Chapter 2 Section 117(h)(4))²¹, and consists of several members which represent various interests in youth engagement, employment, training, education, and juvenile justice. However, as the rest of the WIA-funded system in the county is, the Council is extremely limited in its ability to create sustainable partnerships with business representatives with only approximately \$200,000 to serve all of the identified needs and gaps in the youth population. With that said, however, the Council will work closely with the SBWIB to identify business partners in the high-growth priority business sectors with which to partner and establish the Earn and Learn opportunities sought by the state. This will entail the implementation of a quality assessment and improvement plan to evaluate the level of engagement attained and benchmark against past performance.

²¹<http://www.doleta.gov/usworkforce/wia/wialaw.pdf>

SECTION VI: ADMINISTRATION

System Alignment and Accountability Goal: Support system alignment, service integration and continuous improvement using data to support evidence-based policymaking.

1. *Describe how the WIB is a community leader on workforce issues compared with other organizations;*
2. *Describe how the local planning process took into account the entire workforce training pipeline for the relevant regional economy, including partners in K-12 education, career technical and vocational education, the community college system, other postsecondary institutions, and other local workforce investment areas;*
3. *Describe how the local planning process involved key stakeholders, including the major priority-sector employers in the relevant regional economy and organized labor (include written documentation of stakeholder involvement);*
4. *Describe the process used by the WIB to provide an opportunity for public comment, including comment by representatives of businesses, and comment by representatives of labor organizations, and input into the development of the Local Plan, prior to submission of the plan – include with the Local Plan any such comments that represent disagreement with the plan;*
5. *Identify the entity responsible for the disbursement of grant funds, providing a description of the competitive process used to award grants and contracts in the region for activities carries out under the plan;*
6. *Describe the local One-Stop system including as an attachment a list of the One-Stop locations in the region;*
7. *Provide a comprehensive list of all services provided in each One-Stop in the region;*
8. *Describe the WIB’s strategies to ensure that the full range of employment and training programs and services delivered through the One-Stop delivery system are accessible to, and will meet the needs of, dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and persons with disabilities);*
9. *Describe the WIB’s 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;*
10. *Describe the strategies in place to ensure that sufficient system resources are being spent to support training of individuals in priority sectors;*
11. *Describe how WIA funds will be used to leverage and braid other federal, state, local 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?);*
- 12. Describe how the WIB 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;*
 - 13. Describe how the WIB is serving UI and TAA program service recipients;*
 - 14. Describe how the WIB recognizes opportunities to prepare workers for “green jobs” related to other sources of federal funding;*
 - 15. Describe the policies in place to integrate the federal registered and state DAS-approved apprenticeship programs and the Job Corps in the local One-Stop system;*
 - 16. Provide a copy of the WIB’s Bylaws; and*
 - 17. Describe the process by which the Local Plan will be updated to include new and relevant information.*

As stated earlier in several sections of the Plan, with the dissolution of the regional EDC, the SBWIB stands alone as the lone community leader on workforce issues. There simply is not another organization designed or equipped to perform such a function in the county.

SBWIB engaged an independent contractor to perform the gathering of all information included in this Plan. The consultant conducted numerous stakeholder interviews to solicit feedback on local and state priorities. Detailed discussions with representatives from the local education systems, both K-12 and postsecondary education, informed the Plan in terms of education pipeline, challenges and strategies. The Plan was posted on the SBWIB’s website for 30 days beginning on May 31, 2013. Notice was also posted in the local newspaper.

Going forward the PPBSC will not only establish new but also maintain and nurture existing feedback loops established with local and regional employers on the planning process for programs and strategies. The SBWIB is the identified entity designated to disburse grant funds. Funds are granted through a competitive RFP process. The RFP is distributed by SBWIB and the evaluation of the RFPs is also conducted by the SBWIB, specifically by the PPBSC.

There is only one One-Stop Career Center in the county. The Center is located within the county building in Hollister where the remainder of the Community Services and Workforce Development Department of the county is also located. Inside of the Center are located representatives from the county, as well as the mandatory partners including, but not limited to: the California Department of Vocational Rehabilitation, County Office of Education, EDD, Galivan College, and many others. The Center is located at: 1111 San Felipe Road in Hollister, CA 95023. The Center is wholly nested within the county structure itself and is not operated by an outside entity.

Listing of services offered in the One-Stop Career Center:

- Assistance Starting a Business
- Business Resource Library
- Career Training
- Child Care Resource and Referral
- Computer Work Stations
- Downsizing Aversion Referrals
- Employee Retention and Coaching
- First Month's Rental Assistance
- Forms Assistance
- Interview Assistance
- Interview Facility
- Job Description Development
- Job Placement Assistance
- Job Search Workshops
- Jobs Search Assistance
- LMI
- Management Workshops & Seminars
- OJT
- Pacific Gas and Electric Assistance or Propane
- Re-Training Courses
- Recruitment Activities
- Referrals
- Referrals for Other Services
- Rehabilitation Assessment
- Resume Assistance
- Retraining Information, Opportunities, and Schools
- Senior Employment Services
- Skills Training
- Special Applicant Screening
- Stop Eviction Assistance
- Unemployment Insurance
- Vocational and Career Assessment

Small business is the lifeblood of not only San Benito County, but the nation as a whole. No more important than anywhere else, the SBWIB understands the need to create, sustain and grow small business in order to establish an infrastructure designed to support the workforce of the region. The depressed economic and business attraction efforts in the region make it all the more important for SBWIB to establish and maintain strong linkages with small businesses in the region.

From entrepreneurial opportunities, to retail establishments, the SBWIB will be working with local business owners and associations to identify workforce and

skills needs. The SBWIB has discussed creating a task force to do just this, and with its plans to establish business networks throughout the region, they will feed their findings and accomplishments into the larger strategies established in the Plan. However, to beat the same refrain, funding is an issue for the SBWIB. With only \$600,000 to expend for all of the workforce training, services, and activities in the region, realistic plans need to be established, and efficient use of the funding will first need to be vetted at the PPBSC and then with need the full SBWIB's final decision on any expenditure. These decisions will now be viewed through the newly established lens of the priority sectors as established in this Plan.

With funding being the main impediment for the region to accomplish its stated goals, it is incumbent upon the SBWIB to continually seek out funded partners who will assist the WIB in accomplishing its stated goals. This is an ongoing obstacle and a well-established goal of the region. Braiding not only services, but leveraging funding sources is inherent in the region's workforce strategic fabric. Being wholly nested within the county structure allows the SBWIB to benefit from certain funding not tied to WIA (i.e. TANF, etc.), and making sure there is strategic alignment with such programs is also a priority of the SBWIB.

To ensure jobseekers are appropriately provided quality training, the SBWIB has discussed the need to evaluate the service providers on the Eligible Training Provider List (ETPL). Establishing benchmark criteria for local training institutions and specifically for the emerging employment sectors identified in this Plan, will be a goal in the coming year for the SBWIB.

EDD is a full partner within the One-Stop Career Center, and any assistance needed with Unemployment Insurance, claimants can always avail themselves of Wagner-Peyser staff. Additionally, Trade Adjustment Assistance recipients can also receive assistance at the One-Stop Career Center.

The Green Economy has been on the radar of the SBWIB for several years now, as evidenced by the creation of the above-referenced Clean Energy Technology Center. Finding additional opportunities to partner locally and regionally with other counties and initiatives is always at the forefront of the SBWIB's collective focus.

Union representation in the region is very limited and apprenticeship programs in non-union trades is virtually non-existent. During the recession, the construction industry experienced a significant decline, and consequently the number of apprenticeship classes has declined over the past two years. However, since January 2013 classes are once again beginning to increase. There are now one pre-apprenticeship class, one metal lathers class, and two framing classes. The SBWIB, with representatives from organized labor, will continue to work with the trades to establish more courses and programs.

This plan will be annually revisited by the PPBSC and SBWIB to identify areas of focus, and areas in need of revision. The annual revision will include a re-evaluation

of the priority high-growth sectors, and the applicability of them to the region's economy as established by LMI. Additionally, the PPBSC and SBWIB will make recommendations as to which portions of the Plan they wish to update and how they seek to modify the Plan's strategies, and will seek the public's input on a yearly basis through a public comment process.

Copies of the SBWIB bylaws are attached.

SECTION VII: MEMORANDA OF UNDERSTANDING

WIA requires an executed MOU between the WIB and each of the One-Stop partners concerning the operation of the One-Stop delivery system. A copy of each MOU must be included with the Local Plan pursuant to WIA Section 118(b)(2)(B).

If the Local Plan identifies specific services that are delivered by a One-Stop partner, the MOU with that partner shall describe what the relationship is and contain the required elements below. A copy of an executed MOU shall be included for every required partner program identified in WIA.

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

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

- 1. The services to be provided through the One-Stop system;*
- 2. How the services and operating costs will be funded (please include any Resource Sharing Agreements);*
- 3. The methods used for referral of individuals between the One-Stop operator and partners;*
- 4. The duration of the MOU;*
- 5. The procedures that have been developed for amending the MOU;*
- 6. Other provisions as deemed necessary by the WIB; and*
- 7. The WIB's policy for identifying individuals who should be referred immediately to training services.*

Due to the number and length of each MOU, the MOUs currently in effect are not included in this document during the Public Comment period. However, copies of the following MOUs are kept on file with the County of San Benito and will be made available to the public upon request:

- Aromas-San Juan Unified School District
- Gavilan College
- Go Kids, Inc.
- Green Thumb (Experience Works)
- State of California Department of Rehabilitation
- State of California's Employment Development Department
- San Benito County Health and Human Services Agency
- San Benito County Office of Education
- San Benito – Economic Development Corporation

- San Benito High School
- Santa Clara County Regional Occupational Program – South (SCROP)
- Small Business Development Corporation (SBDC)

SECTION VIII: LOCAL WIA COMMON MEASURES PERFORMANCE GOALS

WIA SECTION 136(b) COMMON MEASURES	2012/13 STATE GOAL	2013/14 LWIA GOAL
<u>ADULT</u>		
Entered Employment	59.0%	73%
Employment Retention	81.0%	75.5%
Average Six-Months Earnings	\$13,700	\$10,500
<u>DISLOCATED WORKER</u>		
Entered Employment	64.5%	70%
Employment Retention	84.0%	77%
Average Six-Months Earnings	\$18,543	\$13,500
<u>YOUTH COMMON MEASURES</u>		
Placement in Employment or Education	72.0%	65%
Attainment of a Degree or Certificate	60.0%	61%
Literacy and Numeracy	54.0%	40%

ATTACHMENT 1

ONE-STOP CAREER CENTER LOCATIONS

1111 San Felipe Road
Hollister, CA 95023
831-637-5627

ATTACHMENT 2

SAN BENITO WORKFORCE INVESTMENT BOARD BYLAWS

TO BE INSERTED