![Santa Cruz County Workforce Development logo]

Workforce Development Board
Business Services Committee
Wednesday, January 17, 2018
Watsonville Career Center
3:00 p.m.

18 W. Beach Street
Watsonville, CA 95076
(831) 763-8900
www.santacruzwib.com

Agenda

BUSINESS SERVICES COMMITTEE:

Marshall Delk, Chair
Santa Cruz County Bank

Elyse Destout, Vice-Chair
Photography by Elyse Destout

Gerlinde Brady
Cabrillo College

Dave Hood, President
First Alarm

Rob Morse, Manager
Pacific Gas and Electric Company

Carol Siegel, Employment Manager
Santa Cruz Seaside Company

Ron Slack, Owner
Fine Print Graphic Design

Andy Van Valer
SlingShotSV

DIRECTOR:
Andy Stone

I. **Call to Order/Welcome**

II. **Approval of Agenda**

III. **Public Comment**

IV. **Approval of Minutes from September 20, 2017 meeting ... 2-4**

V. **Contractor Activity Report**

VI. **Administration**
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A.2 Labor Market Information **.................................... 6**
A.3 Committee Member Roundtable**............................ 7**
A.4 Business Engagement Strategy **...................... 8-50**
A.5 Committee Member Recruitment**...................... 51**

VII. **Chairperson's Report**

VIII. **Adjournment**

Next WDB Meeting: **Workforce Development Board Meeting**
Wednesday, February 28, 2018 @ 8:30 a.m.
Best Western Seacliff Inn
7500 Old Dominion Ct.
Aptos, CA 95003

Next Committee Meeting:
Wednesday, April 18, 2018 @ 3:00 p.m.
Watsonville Career Center
18 W. Beach St., Watsonville

Workforce Development Board
Business Services Committee
Watsonville Career Center
18 West Beach Street, Watsonville
Wednesday, September 20, 2017, 3:00 p.m.

The Chair called the meeting to order at 3:05 p.m., and a quorum was established.

Committee Members in Attendance

Delk, Marshall
Destout, Elyse
Hood, Dave
Morse, Rob

Committee Members Absent

Siegel, Carol
Slack, Ron

Staff in Attendance

Paz-Nethercutt, Sara – WDB Sr. Analyst
Stone, Andy – WDB Director
Zeller, Brenda – WDB Administrative Coordinator

Guests

Guthrie, Anne – Goodwill Central Coast (GCC), Workforce Santa Cruz County (WFSCC)
Kelly, Ginaia – GCC, WFSCC
Livingstone, Todd – Watsonville/Aptos/Santa Cruz Adult Education (WASCAE)
Thomae, Teresa – Santa Cruz Small Business Development Center (SBDC)

Subject: Call to Order/Welcome

Discussion: Business Services Committee Chair Marshall Delk called the meeting to order and had members, staff, and guests introduce themselves.

Subject: Approval of Agenda

Action: It was moved to approve the September 20, 2017 Agenda.

Status:	Motion to Approve:	Rob Morse
	Motion Seconded:	Dave Hood
	Abstentions:	None
	Committee Action:	All in favor, motion passed.

Subject: Public Comment

There was no public comment.

Subject: Approval of May 24, 2017 Meeting Minutes

Action: It was moved to approve the May 24, 2017 Meeting Minutes.

Status:
Motion to Approve:	Elyse Destout
Motion Seconded:	Dave Hood
Abstentions:	None
Committee Action:	All in favor, motion passed.

Subject: V. Contractor Activity Report:

Anne Guthrie and Ginaia Kelly from GCC and WFSCC gave an update on staff member Sharolynn Ullestad's leave and the Rapid Response activities, job fairs, and on the job trainings conducted over Program Year (PY) 2016-17. They announced upcoming job fairs, including one for Dole employees affected by the layoff, a Santa Cruz Nutritionals job fair, and the Access to Employment Job Fair.

Teresa Thomae from the Santa Cruz SBDC gave an update on clients served under the Rapid Response grant.

Subject: VI. Administration Items:

A.1 – Committee Dashboard

Director Andy Stone presented the Committee Dashboard.

A.2 – Contract Updates

WDB Senior Analyst Sara Paz-Nethercutt gave a brief update on the business services related contracts with the SBDC and GCC.

A.3 – Committee Member Roundtable

Committee members gave brief updates on the status of their respective industries.

A.4 – Committee Member Recruitment

Chair Marshall Delk and Director Andy Stone stated that they had met with the Human Resources Director for Martinelli's. Dave Hood stated that he had a conversation with the President of Driscoll's. Elyse Destout stated that she has a connection with the owner of Muzzi Farms and would contact her.
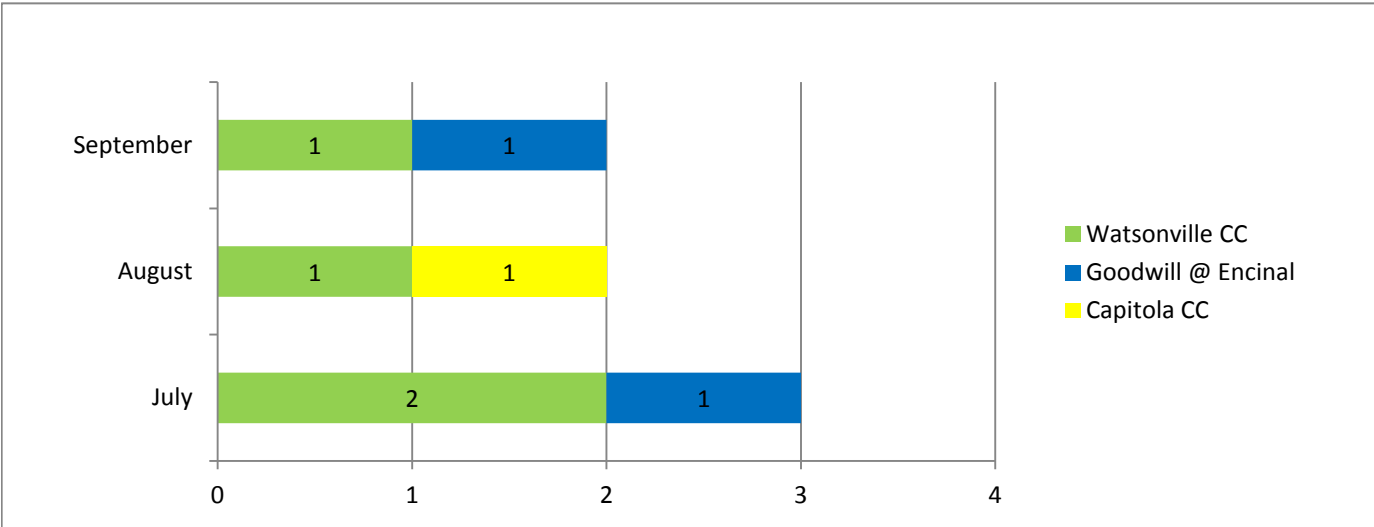
Meeting adjourned at 4:28 p.m.

Next Meeting: **Workforce Investment Board Meeting**
Wednesday, November 8, 2017 @ 8:30 a.m.
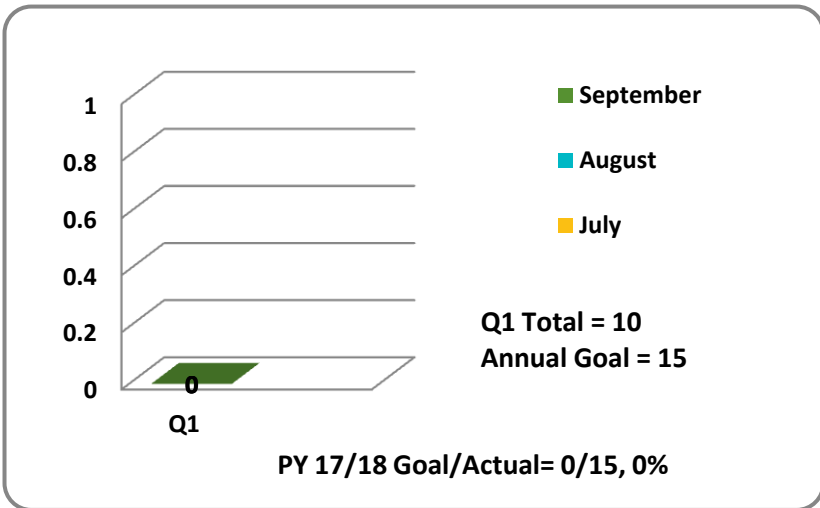**Simpkins Swim Center**
979 17th Ave.

Santa Cruz, CA 95062

Business Services Committee Meeting
Wednesday, January 17, 2018 @ 3:00 p.m.
Watsonville Career Center
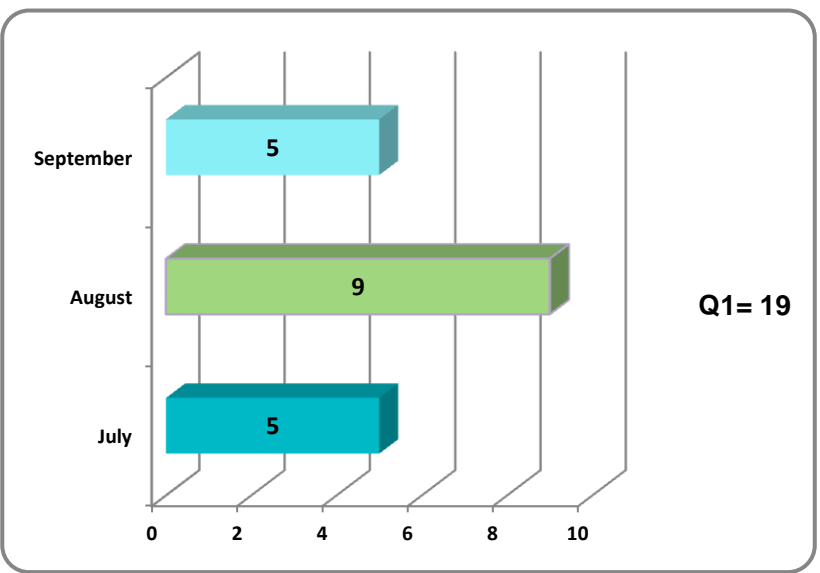**18 W. Beach St.**
Watsonville, CA 95076

SANTA CRUZ COUNTY
WORKFORCE
DEVELOPMENT

Program Year 2017-2018
July 1, 2017 - September 30, 2017

Hiring Events

Legend:
- Watsonville CC (green)
- Goodwill @ Encinal (blue)
- Capitola CC (yellow)

September: Watsonville CC 1, Goodwill @ Encinal 1
August: Watsonville CC 1, Capitola CC 1
July: Watsonville CC 2, Goodwill @ Encinal 1

Job Orders

Legend:
- September (green)
- August (cyan)
- July (yellow)

Q1: 0

Q1 Total = 10
Annual Goal = 15

PY 17/18 Goal/Actual= 0/15, 0%

OJT Contracts

Q1

ADULT: (none)
DISLOCATED WORKER: 2

Lay offs Averted

September: 5
August: 9
July: 5

Q1= 19

At-Risk Businesses Served

July: 3
August: 3
September: 2

Q1= 8
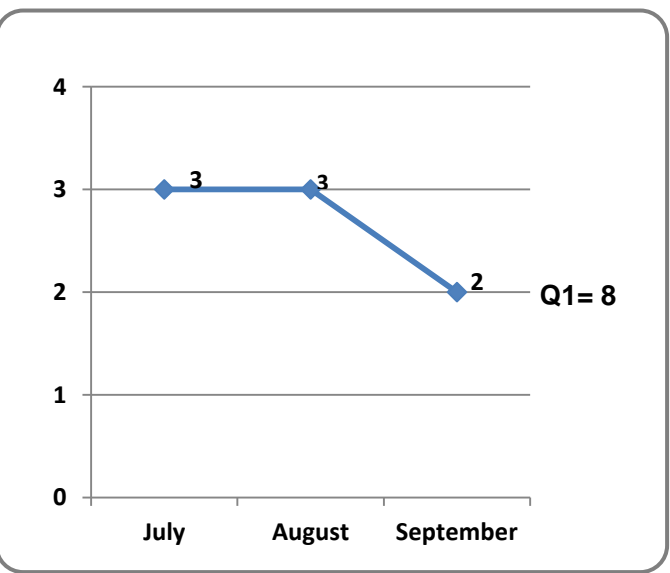
☐Action ☐Consent ☒Information ☐Discussion

A.2. Labor Market Information

COMMITTEE:	Business Services Committee	MEETING DATE:	January 17, 2018
STAFF NAME: Andy Stone, WDB Director			

SUMMARY:

Current status of labor market information will be presented by WDB Director, Andy Stone.

☐Attachment(s)

SUGGESTED MOTION: (if applicable)

N/A

COMMITTEE DATE	COMMITTEE APPROVAL: ☐Yes ☐No Other:
BOARD DATE	BOARD APPROVAL: ☐Yes ☐No Other:

☐Action ☐Consent ☒Information ☐Discussion

A.3 Committee Member Roundtable

COMMITTEE:	Business Services Committee	MEETING DATE:	January 17, 2018
STAFF NAME: Andy Stone, WDB Director; Sara Paz-Nethercutt, Sr. Analyst			

SUMMARY:

In order to determine its local focus and actionable items, committee members will conduct a round robin report out on their respective industry sector. Topics such as the latest developments in their industry, emerging issues or trends can be presented.

Industry:
*Financial Activities
*Hospitality
*Professional Services
*Trade

☐Attachment(s)

SUGGESTED MOTION: (if applicable)

N/A

COMMITTEE DATE	COMMITTEE APPROVAL: ☐Yes ☐No Other:
BOARD DATE	BOARD APPROVAL: ☐Yes ☐No Other:

☒Action ☐Consent ☐Information ☒Discussion

A.4 Business Engagement Strategy

COMMITTEE:	Business Services Committee	MEETING DATE:	January 17, 2018

STAFF NAME:	Andy Stone, WDB Director; Sara Paz-Nethercutt, Sr. Anaylst

SUMMARY:

As you may recall, Business U facilitated a business engagement strategic planning session in 2016. As a result of the feedback obtained at the session Business U prepared a plan for committee development.   The Business Engagement Plan was accepted as written at the committee meeting on November 16, 2016.

As a follow-up, the multi-page Strategic Plan prepared by Business U is attached to this agenda item and the Summary Action Plan can be found beginning on page 29 for recommendations to be considered by this committee.

☒Attachment(s)

SUGGESTED MOTION: (if applicable)

 I move to accept recommendations as developed by this committee and direct staff to take the necessary action.

COMMITTEE DATE	COMMITTEE APPROVAL: ☐Yes ☐No Other: Executive Committee
BOARD DATE	BOARD APPROVAL: ☐Yes ☐No Other:

Workforce Investment Board Santa Cruz County
Business Engagement Strategic Plan

Table of Contents

EXECUTIVE SUMMARY

A Strategic Business Engagement Plan (BEP) provides clear direction on how a workforce organization can maximize its efforts on engaging business as a partner (in sector strategies, career pathways and work-based learning), as a customer (with business services), and even as a funder (through social investment strategies, sponsorships and in-kind donations). This BEP is a living, breathing document that should continue to reflect the changing market needs of business and industry within Santa Cruz County and its region at large. The BEP has been developed for the Workforce Investment Board of Santa Cruz County (WIBSCC), and it has the potential to meet the scaling needs of coordinated efforts among all business/employer facing staff within their respective organizations to retain and grow businesses regionally. The BEP includes a combination of the following information:

       1) The current state of business engagement practices.
       2) Defined business engagement goals, objectives, strategies and metrics.
       3) Future looking recommendations to maximize business engagement.

WIOA: Focus on Business Engagement

The Workforce Innovation and Opportunity Act (WIOA) has an expanded role with respect to business engagement for workforce development boards and its staff (see Appendix A). There is a focus on: 1) regional coordination including sector strategies, sector initiatives, delivery of workforce services based on data (e.g., LMI); 2) a greater alignment with economic development and education to drive a collective response to labor market challenges; 3) prioritization of an employer-centric system: employer engagement strategies to strengthen business services; and 4) a soon to be announced business engagement metric(s).

Moreover, in support of overarching policy objectives as outlined in the California Workforce Development Board's Unified State Plan (2016-2020), there are four strategies (Figure 1) that align with business engagement. Outlining these strategies is a call-to-action to local workforce boards—how then do they organize business engagement efforts in support of these strategies? A first step is to define a business engagement "ideal state" (Figure 2) for their organization, and then align it with the framework to develop, implement and measure business engagement strategies and activities.

Figure 1: CA-Unified State Plan 2016-2020
Workforce Development Strategies

Ideal State Framework

An ideal state (click on Figure 2 to enlarge) for a regional market responsive business engagement team is one that is able to respond to regional market needs with a portfolio of offerings for businesses that are relevant in all business cycles—downsizing, stable, and growth. The result of working toward an ideal state is the retention and growth of regional businesses that spur increased employment opportunities and job seeker success. Business U used this framework to evaluate the WIBSCC and its service delivery organization as well as Workforce Santa Cruz County's (WSCC) current business engagement efforts as a means to develop initial recommendations that align with key business engagement metrics.

To gather objective data for the current state evaluation, Business U employed a combination of quantitative and qualitative research methods such as:

Figure 2: Market Responsive Ecosystem Framework

1. Business U's Market Responsive Baseline Assessment – sent via email to designated WIBSCC community partners as well as to business-facing staff of WSCC.
2. One-on-one telephone interviews were conducted with key stakeholders & partners.
3. A facilitated onsite strategy session with members of the WIBSCC board.

The triangulation of methods provided the opportunity to study current WSCC business engagement efforts, as well as identify overarching themes and practices, pinpoint challenges, and highlight salient barriers to effective business engagement. The full report of this assessment may be downloaded here.

BEP Sections and Recommendations

This BEP is divided into seven sections that reflect elements of the ideal state as defined above and to drive and support meaningful business engagement discussions with the WIBSCC, its Business Services Committee, WSCC staff, community and regional partners as well as with the active membership that comprise the WSCC partnership. You will find in each section of the BEP, a definition for that section, followed by a SWOT (i.e, strengths, weaknesses, opportunities and threats) analysis, business engagement recommendations, goals, objectives, strategies and metrics when appropriate.

At the end of the BEP on page 28, there is an action plan summarizing the goals, objectives, and strategies that Business U is recommending to maximize business engagement, including a designated priority level as shown in Figure 3. The Summary Action Plan will serve as a road map for WIBSCC board members, staff and its Business Services Committee to further discuss the recommendations and timeline, and to reprioritize as they deem necessary.

Figure 3: Recommendations Priority Legend & Timeframe

Priority Level		Business U's Recommended Timeframe
🔴	High Priority	1st Quarter (7/1/16 – 9/30/16)
🟡	Medium Priority	2nd Quarter (10/1/16 – 12/31/16)
🟢	Low Priority	3rd/4th Quarter (1/1/17 – 6/30/17)

Section 1: VISIONARY LEADERSHIP: THE FOUNDATION

This section of the plan is the foundational structure of the BEP because it identifies key goals and objectives that align with the organization's business engagement vision and mission, and the key metrics needed to track progress. Business engagement is defined as engaging business as a partner (in sector strategies, career pathways and work-based learning), as a customer (with business services) and as a funder (through social investment strategies, sponsorships and in-kind donations).

SWOT Analysis: Business Engagement Current State
Visionary Leadership

Strengths	Weaknesses
There was a strong awareness among the interviewees in the one-to-one interviews of the various partners and organizations that serve business and industry within the county. The SBDC has a very strong presence, as does Cabrillo College and the Chambers of Commerce—these organizations were named during many of the interviews as organizations that serve business and industry. Among WSCC, its board and staff, and the partners, there is a cultural will to develop a coordinated effort for business engagement that aligns with WIOA. There are several sector strategy initiatives taking place across the region with an effort to positively affect employment. A number of efforts target the development of workers to meet the needs of business & industry such as K-12 pipeline development; Agriculture Academy; Tech Program. Current WIBSCC strategic goals include key elements of business engagement and the Business Services Committee is proactively seeking strategies to execute successfully. There is an integration of TANF-funded staff as part of the business engagement team.	Nearly one third (29%) of those stakeholders interviewed during the one-to-one interviews said that they did not partner with other regional organizations around business engagement thus creating a siloed approach to business outreach. Transactional approaches are used rather than attempting to work together to solve problems for business growth and retention. The Board values are not defined which leaves room for interpretation. Current metrics do not reflect the market impact of efforts in business engagement.
Opportunities	**Threats**
Develop a clear vision of business engagement and roles of partners via consensus building sessions. Educate organizations about the services and assets each bring to businesses within the service area. The WIBSCC's strategic plan recommends surveying businesses to shape services, identify skills gaps and raise awareness of service offerings; this could be accomplished during day-to-day consultations with business and industry. There is an opportunity to coordinate business engagement across the region.	Missed state and federal funding opportunities that are regionally focused.

Recommendations

Recommendation 1.1

The WIBSCC should consider developing a formal Mission and Vision for the business engagement team. The "team" is defined as the service delivery arm of the board and staff (WSCC) that interfaces with employers/businesses; and focuses their efforts exclusively on the value propositions of its services to the business community.

Mission Draft: Workforce Santa Cruz County is responsive to the needs of industry by providing a robust portfolio of services, solutions and strategies that support the retention and growth of businesses in Santa Cruz County spurring increased employment opportunities and job seeker success.

Vision Draft: The Workforce Santa Cruz County business engagement team is top of mind among regional businesses as a high valued partner in helping them grow, compete and thrive. Because of our work, Santa Cruz County businesses continually add workers to their payrolls reducing unemployment rates and enhancing the economic sustainability of our region.

Recommendation 1.2

So that the WSCC can align its service delivery with the values of the WIBSCC, it is recommended that a definition be developed for each of the current values so that there is no room for interpretation. The values highlighted in red below are ones that Business U believe also pertain to business engagement.

Current WIBSCC Values:
- Private business leadership
- Meaningful engagement
- Collaboration and maximizing resources
- Opportunities for youth
- Healthy businesses
- More jobs, lower unemployment rates and higher living standards

Values Recommended Drafts:

Meaningful Engagement – We interface with business and industry to continually identify their most immediate needs and provide either a workforce solution directly, or refer to a regional partner that can solve and anticipate challenges that stand in the way of retaining employees and growing their business.

Collaboration & Maximizing Resources – We seek to collaborate with a wide range of organizations within the community that provide business solutions for growth and retention. We do this by including the resources of our community partners in our portfolio of services to expand our reach and coordinate our business engagement efforts.

Healthy Businesses – We strive to understand what businesses need with each interaction to ensure that we provide solutions, services and strategies that will remove the barriers that prevent them from thriving in the community and competing regionally.

Recommendations 1.3

The WIBSCC should finalize an initial set of business engagement goals and objectives that focus the efforts of the service delivery business engagement team (WSCC) and that they are aligned with the Mission, Vision and Values as well as include key strategies and metrics. Appendix B provides a draft Business Engagement Scorecard that summarizes key

performance metrics and how to capture measurable data. Appendix C contains a draft standardized needs assessment to be used when interacting for the first time with a new business customer.

Goal #1: Improve WSCC 's market position among high growth sector businesses within Santa Cruz County.

Objective 1.1: By (insert date), WSCC will improve awareness of its services, business solutions and strategies among high growth sector businesses by (insert percentage).

Objective 1.2: By (insert date), WSCC will improve its market penetration rate among high growth sector businesses by (insert percentage).

Objective 1.3: By (insert date), WSCC will improve brand equity among high growth sector businesses by achieving a customer satisfaction rating (insert rating) of (insert percent) or more of its current customers.

Strategies:
- Leverage the upcoming Capitola Merchant Survey to capture a baseline assessment of WSCC's market position.
- Finalize the standardized needs assessment draft to capture market position (see Appendix C).
- Develop a baseline for market penetration rates of high growth sectors in Santa Cruz County (see Appendix B).

Key Metrics:
- WSCC Brand Awareness – overall and by sector
- WSCC Brand Comprehension – overall and by sector
- WSCC Market Penetration Rates – overall and by sector
- WSCC Customer Satisfaction Rates – overall and by sector

Goal #2: Enhance regional collaboration among employer/business facing organizations to retain businesses in the area and increase job growth.

Objective 2.1: By (insert date), WIBSCC and WSCC will have contributed to the growth of (insert number) jobs within the County among high growth sector businesses.

Strategies:
- Identify a list of high growth sector businesses for outreach.
- Implement a standardized needs assessment and use it to understand and help remove the barriers for business growth (Appendix C).
- Use data from the standardized needs assessment to identify job growth projections (Appendix C).
- Use the standardized needs assessment to support businesses with layoff aversion (Appendix C).
- Identify and partner with community organizations to refer services that will solve businesses immediate challenges.
- Work with entrepreneurs to grow employment opportunities.

Key Metrics:
- Needs assessment: identified barriers to business growth and referrals to key partners to help remove them.
- Job placements by high growth sector.
- Job placements with entrepreneurs.
- Work-share solutions implemented to avert layoffs.

Goal #3: Focus the development of sector strategies and career pathways on high growth and emerging sectors to solve key industry needs that will grow the regional economy.

Objective 3.1: By (insert date), WSCC will identify skills gaps in the region and share information with WIBSCC.

Objective 3.2: By (insert date), WIBSCC will identify sector strategies to address skills gaps in the region.

Strategies:
- Use current research noted in the WIBSCC Strategic Plan such as EMSI and BLS data to gather the types of questions that need to be posed to business and industry to validate skills gaps.
- Use a standardized needs assessment to evaluate the ongoing skills gaps reported by businesses, locally and regionally (See Appendix C).
- Develop a feedback loop to sector strategy committees/groups that provides data about the region's needs using both the current research noted in the WIBSCC Strategic Plan and the ongoing results of the needs assessment.

Key Metrics:
- Metrics should be defined based on the sector strategies employed. Review the Jobs for the Future PowerPoint as an additional resource to identify sector strategy metrics. The WIBSCC can discuss these metrics to determine which are applicable for specific initiatives.

Goal #4: Build the capacity of the business engagement team that aligns with a cultural and operational structure that supports and implements both transactional and transformational relationship building approaches with regional employers and businesses.

Objective 4.1: By (insert date), the WIBSCC will host a professional development event.

Strategies:
- Identify potential community and regional partners to join the business engagement team and its coordinate outreach efforts.
- Include/invite community and regional partners to professional development business engagement events to align, share, and develop collective goals.
- Deploy the Business Engagement Self-assessment (Appendix E) and aggregate data to pinpoint professional development opportunities for team members and regional engagement partners to build capacity.
- Ensure that a standardized set of protocols and processes are agreed upon in order to coordinate efforts and key outcomes for professional development events.

Key Metrics:
- The number of referrals provided to partner organizations to solve business challenges

Section 2: REGIONAL VERTICAL NETWORK: EXPANDED SERVICE PORTFOLIO

WIOA points to multiple ways that the workforce system will need to respond to business and industry with a regional focus on business services. A solid first step is for workforce boards to create within their local service delivery a structure for coordinating efforts among all workforce staff that interface with business and industry, followed by integrating local partners such as chambers of commerce, economic development, education, small business development centers and other organizations that serve business and industry. This allows regional, coordinated efforts to achieve an ideal state (Figure 2 above) for a business engagement team that is able to respond to market needs with a broad portfolio of offerings that is relevant in all business cycles—start-up, downsizing, stable, and growth.

The first step in developing a coordinated cross-vertical team is to create an asset map—identifying the resources organizations have at their disposal to serve business and industry, including specific services housed within their respective portfolios.

This section of the plan contains foundational elements that support a regional asset map. It identifies the resources and services partners in workforce development, education, and economic development have to engage businesses as a customer, partner and/or funder.

Business U's research uncovered a host of valuable partner services. While Table 1 below lists the resources belonging to specific organizations, this is not an exhaustive or static listing of regional services—as more partners join coordinated engagement efforts with additional resources (e.g., funding incentives, subsidized programs), the region's asset map will expand. It is imperative that a market responsive business engagement team is made aware of the resources, services, initiatives and tools available in their region to support and maximize engagement efforts. Businesses welcome this local knowledge to help solve their immediate needs as well as identify anticipated challenges that may prevent them from growing their companies and retaining employees.

Table 1: Asset Map – Updated June 2016

Organization	Services Provided
Santa Cruz Chamber of Commerce	Business fairs; leadership training; "Small Business Day" (event); Community calendar; and advertising platforms for local businesses via our website.
Goodwill Central Coast	On-the-job training contracts; training in high growth sectors (hospitality & tourism); recruiting assistance; funding for subsidized workers under SmartHire; Onsite recruiting assistance; but our main focus is recruitment.
CA EDD	Information on tax incentives for hiring; business taxes; labor market data; and the labor exchange network (CalJobs).
Santa Cruz County Office of Education	We work with youth and try to place them in a job.
Human Service Department, Employment & Benefit Services Division	We do not offer services to businesses. We offer services to citizens and our partners help us get them employed.
Community Action Board	We work through the WIB to offer employment subsidies; support entrepreneurs through the Chamber; and provide business fairs and job matching.
Workforce Santa Cruz County	Layoff Aversion; Rapid Response; Job Fairs; Specialized recruitment.
CET – Center for Employment & Training	We offer in demand training in the following fields: 1) Green Building Construction; 2) Custodial Services; 3) Welding Fabrication; 4) Medical Clerk; 5) Retail Operations; and businesses can use our facility to conduct interviews.

Pajaro Valley Chamber of Commerce	Networking opportunities; advocacy with local government on "pressing issues"; "Passport to Work" job matching—this program pairs students with available jobs.
Santa Cruz County Economic Development	Access to Ombudsman for permits and land buys & referrals to banks for financing
City of Santa Cruz Economic Development	Permit assistance; façade improvement; mural and sign program; "Grow Santa Cruz" loan program; parking assistance; open counter for online permitting, which helps businesses see where they might want to locate based on applicable fees.
Cabrillo College Corporate Training	We provide training and consultation services mostly around soft skills and customized training for business needs.
City of Capitola Economic Development	Access to city staff to ask questions to businesses, and a database of commercial property sites that businesses can access to find a location.
SBDC (at Cabrillo College)	Free of charge assistance to small business owners in Santa Cruz County, from pre-venture to legal steps to establish a business, and from writing business plans to obtaining financing.
El Pájaro Community Development Corporation	Develops micro-businesses by helping low-income minority entrepreneurs via resources, instruction, bilingual/bicultural business training, business incubation, professional consulting and coaching.
Monterey Bay Economic Partnership	Focused initiatives including workforce development, high tech, hosts events
Santa Cruz Works	Local science and tech community support
Santa Cruz Community Credit Union	Micro-loans and business financial support
Cabrillo Career Technical Education	Training for incumbent workers
Cabrillo College Foundation	Events
United Way (Financial Committee)	Nonprofit partnership
Human Care Alliance	Nonprofit Collaborative
Department of Rehabilitation	Placement services
Employment development Department	Workforce development services
Dominican Hospital Foundation	Industry partner
Santa Cruz County Business Council	Advocacy for area businesses
Aptos Chamber and Scotts Valley Chamber	Business led organization partner
UCSC	Education partner

SWOT Analysis: Business Engagement Current State
Regional Vertical Network

Strengths	Weaknesses
There are a multitude of available and valuable services within the region to support the growth and retention of business & industry. SBDC received a grant from the County to help advance food production businesses by educating potential business owners on the ability to have a home kitchen certified as a production facility.	There are currently siloed approaches without the use of standardized protocols for business outreach and engagement both within the WSCC and among its partners. There may need to be a deeper understanding of sector partnerships, as 43% of partners interviewed defined it as targeting individual efforts to high growth sectors. Outreach protocols to business do not currently include processes to identify business' current challenges.

Opportunities	Threats
Organized efforts around business engagement would prevent communication fatigue with current and perspective business customers.	Siloed interactions may create loss of market penetration.
There is a need within the county to examine high growth sectors and convene businesses to ask deeper questions around worker shortfalls. If shortfalls are found, career pathways could be designed.	
Business-facing organizations would benefit through a standardized protocol for referrals and follow-up to businesses as a means to understand how to increase their interactions and decrease their expectations—the foundation for building transformational relationships with business and industry.	
Leverage the regional sector strategies currently taking place with other workforce boards to communicate the strategic work of the Board, staff and partners in growing the economy.	
In the past, Cabrillo College Corporate Training led a health care industry partnership to upskill workers and meet business needs in nursing and other health care roles, but this has since ended. As one respondent pointed out, these need to be real, sector-driven needs: *"You can't just manufacture the opportunity" for a sector strategy; it must be based on knowledge of the market."* A standard needs assessment would help organizations have real-time data to evaluate market trends.	

Recommendations

Goal #2: Enhance regional collaboration among employer/business facing organizations to retain businesses in the area and increase job growth.

Objective 2.1: By (insert date), WIBSCC and WSCC will have contributed to the growth of (insert number) jobs within the County among high growth sector businesses.

Strategies:
- Convene partner organizations that interface with business and industry to develop a standardized protocol for referrals, feedback, and follow-up to businesses.
- Add questions to standardized needs assessment to continually ask businesses about workforce challenges and applicant skill shortfalls (See Appendix C).
- Identify a list of high growth sector businesses for outreach.
- Implement a standardized needs assessment and use it to understand and help remove barriers for business growth (Appendix C).
- Use data from the standardized needs assessment to identify job growth projections (Appendix C).
- Use the standardized needs assessment to support businesses with layoff aversion (Appendix C).
- Identify and partner with community organizations to refer services that will solve businesses immediate challenges.
- Work with entrepreneurs to grow employment opportunities.

Key Metrics:
- Referrals among partners within the business engagement team to solve issues
  - How many received?
  - How many given?
- Decrease of skills gaps based on needs assessment responses.
- Results from the Needs assessment: barriers to business growth and referrals to key partners to remove them.
- Job placements by high growth sector.
- Job placements with entrepreneurs.
- Work share solutions implemented to avert layoffs

Section 3: UNDERSTANDING THE MARKET: TYPES OF DATA SETS

This section pertains to the use of data including identification of the region's high growth sectors and the business composition within the region, as well as how business and industry perceive the WSCC and its partners. A market responsive team has real-time data at its fingertips to anticipate business needs and track industry trends.

The WIBSCC developed its four-year strategic plan based on regional economic and workforce information that was analyzed to identify industry sectors and occupational clusters that are high growth, including sectors projecting skills shortages, as well as their economic vitality to the region. Secondary data used for this analysis included a wide range of federal, state and local sources including U.S. Census and Bureau of Labor Statistics, California's Employment Development Department and local chamber and economic development organizational plans. This collective data was used to determine annual demand occupations.

Moreover, according to EMSI data (2013-2017 WIBSCC Strategic Plan), it is projected that by 2017, Santa Cruz County will increase its total number of jobs from 116,756 to 121,522; a net gain of 6,943 jobs representing a 4.1 percent job growth rate. This data can be used as a resource to help establish goals for improving job growth projections.

Additionally, it would be helpful to use a standardized needs assessment to continually validate secondary research sources in real time. (Appendix C).

SWOT Analysis: Business Engagement Current State
Understanding the Market

Strengths	Weaknesses
There are a wide range of federal, state and local data sources used to inform strategies.	There is a lack of ongoing primary data to validate trends and needs.
	There is no market perception data or process to capture.
	There is no standardized needs assessment tool.
	There is no feedback loop in current workflow processes to ascertain market impact and business perceptions of services.
Opportunities	**Threats**
Convene partners to develop and use a standardized needs assessment tool.	Funding cuts would inhibit the organization's ability to capture data and interface with business and industry effectively.
Leverage the City of Capitola's "merchant surveys" to add questions that will help ascertain workforce needs.	

Recommendations

Goal #2: Enhance regional collaboration among employer/business facing organizations to retain businesses in the area and increase job growth.

Objective 2.1: By (insert date), WIBSCC and WSCC will have contributed to the growth of (insert number) jobs within the County among high growth sector businesses.

Strategies:
- Convene partner organizations that interface with business and industry to develop a standardized protocol for referrals, feedback, and follow-up to businesses.
- Add questions to standardized needs assessment to continually ask businesses about workforce challenges and applicant skill shortfalls (See Appendix C).

- Identify a list of high growth sector businesses for outreach.
- Implement a standardized needs assessment and use it to understand and help remove barriers for business growth (Appendix C).
- Use data from the standardized needs assessment to identify job growth projections (Appendix C).
- Use the standardized needs assessment to support businesses with layoff aversion (Appendix C).
- Identify and partner with community organizations to refer services that will solve businesses immediate challenges.
- Work with entrepreneurs to grow employment opportunities.

Key Metrics:
- Referrals among partners within the business engagement team to solve issues
  - How many received?
  - How many given?
- Decrease of skills gaps based on needs assessment responses.
- Results from the needs assessment: barriers to business growth and referrals to key partners to remove them.
- Job placements by high growth sector.
- Job placements with entrepreneurs.
- Work share solutions implemented to avert layoffs

Goal #3: Focus the development of sector strategies and career pathways on high growth and emerging sectors to solve key industry needs that will grow the regional economy.

Objective 3.1: By (insert date), WSCC will identify skills gaps in the region and share information with WIBSCC.

Objective 3.2: By (insert date), WIBSCC will identify the sector strategies to address skills gaps in the region.

Strategies:
- Use current research noted in the WIBSCC Strategic Plan such as EMSI and BLS data to gather the types of questions that need to be posed to business and industry to validate skills gaps.
- Use a standardized needs assessment to evaluate the ongoing skills gaps reported by businesses, locally and regionally (See Appendix C).
- Develop a feedback loop to provide data to sector strategy committees/groups to keep them inform of the region's needs by using in combination current research noted in the WIBSCC Strategic Plan and ongoing results from the needs assessment.

Key Metrics:
- Metrics should be defined based on the sector strategies employed. Review the Jobs for the Future PowerPoint as an additional resource to identify sector strategy metrics. The WIBSCC can discuss these metrics to determine which are applicable for specific initiatives.

Section 4: BUSINESS ENGAGEMENT TEAM STRUCTURE: STANDARDIZED PROCESSES

A process is a collection of activities or steps that takes inputs and creates outputs that are of value to a customer. This section of the report defines team roles and responsibilities (within the workforce organization) and/or with its community partners. It ensures standardized protocols for prospecting, outreach and fulfillment of business needs.

Business U's research uncovered the following job titles of business-facing teams in Santa Cruz County that exemplifies the diverse roles within various organizations that interface with business and industry in some capacity.

Full Time:
Directors
Managers
Administrative Staff
City Manager
Community Development Officer
Membership Relations Director
Project Manager
CEO
Business Services Representatives
Job Placement Assistants
Employment Program Representative
Work Experience Specialist
Job Developer
Program Director for Employment Programs
Assistant Director

Economic Coordinator
Economic Manager

Part Time:
Employment Program Representative
Economic Coordinators
City Manager
Community Development Director
Senior Planner

Adjunct / Volunteer Roles:
Board member
Undergraduate Interns
Instructors
Contractors

SWOT Analysis: Business Engagement Current State
Business Engagement Team Structure

Strengths	Weaknesses
The total number of full time business facing staff in the region is 19. The number of part time business-facing staff in the region is 59, which includes contracted staff from the SBDC, instructors, undergraduate interns, and a fleet of Chamber-based board members who are "evangelists."	The 78 business-facing staff are, for the most part, working in silos and there are no systems in place to leverage and coordinate efforts. Without coordinated processes for prospecting outreach fulfillment of business' needs, there is a missed opportunity to collect real time data and evaluate. Communication & compassion fatigue may be occurring due to a lack of among businesses.
Opportunities	**Threats**
Coordinated regional teams provide more reach in the service area and lay the foundation to implement transformational relationship approaches with businesses.	Siloed interactions may create loss of market penetration.

Recommendations

Goal #2: Enhance regional collaboration among employer/business facing organizations to retain businesses in the area and increase job growth.

Objective 2.1: By (insert date), WIBSCC and WSCC will have contributed to the growth of (insert number) jobs within the County among high growth sector businesses.

Strategies:
- Convene partner organizations that interface with business and industry to develop a standardized protocol for referrals, feedback, and follow-up to businesses.
- Add questions to the standardized needs assessment to continually ask businesses about workforce challenges and applicant skill shortfalls (See Appendix C).
- Identify a list of high growth sector businesses for outreach.
- Implement a standardized needs assessment and use it to understand and help remove the barriers for business growth (Appendix C).
- Use data from the standardized needs assessment to identify job growth projections (Appendix C).
- Use the standardized needs assessment to support businesses with layoff aversion (Appendix C).
- Identify and partner with community organizations to refer services that will solve businesses immediate challenges.
- Work with entrepreneurs to grow employment opportunities.

Key Metrics:
- Referrals among partners within the business engagement team to solve issues
    - How many received?
    - How many given?
- Decrease of skills gaps based on needs assessment responses.
- Results from the Needs assessment: barriers to business growth and referrals to key partners to remove them.
- Job placements by high growth sector.
- Job placements with entrepreneurs.
- Work share solutions executed to avert layoffs

Goal #3: Focus the development of sector strategies and career pathways on high growth and emerging sectors to solve key industry needs that will grow the regional economy.

Objective 3.1: By (insert date), WSCC will identify skills gaps in the region and share information with WIBSCC.

Objective 3.2: By (insert date), WIBSCC will identify the sector strategies to address skills gaps in the region.

Strategies:
- Use current research noted in the WIBSCC Strategic Plan such as EMSI and BLS data to gather the types of questions that need to be posed to business and industry to validate skills gaps.
- Use a standardized needs assessment to evaluate the ongoing skills gaps reported by businesses, locally and regionally (See Appendix C).
- Develop a feedback loop to provide data to sector strategy committees/groups to fully inform of the region's needs using both the current research noted in the WIBSCC Strategic Plan and the ongoing results of the needs assessment.

Key Metrics:
- Metrics should be defined based on the sector strategies employed. Review the Jobs for the Future PowerPoint as an additional resource to identify sector strategy metrics. The WIBSCC can discuss these metrics to determine which are applicable for specific initiatives.

Section #5: COMMUNICATIONS: TRANSFORMATIONAL RELATIONSHIPS

How effective is the organization in developing a strong presence and conducting outreach to ensure that businesses value its services, information and resources? This section of the plan pertains to brand management, marketing and communications to achieve these goals.

Managing customers' brand experiences is a proactive process in which systems are developed in accordance with customer needs and are monitored frequently, just as any other programmatic objectives. These systems are customer-centric versus funding-stream based. Every brand touch point is an opportunity to not only communicate with customers, but to consistently demonstrate the organizations' value to its target audiences.

Business U conducted an evaluation of outreach processes asking WSCC staff and partners various questions pertaining to engagement efforts and communications. First, respondents were asked all of the ways in which they are **engaging businesses** with service offerings. The bar graph below denotes the responses on how business-facing organizations are currently conducting outreach.

*Current Business Outreach Tactics*
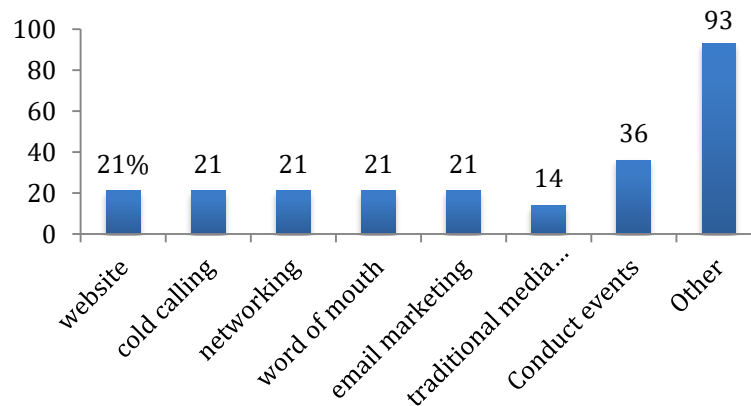
Additionally, the websites from each organization that participated in the interviews were evaluated based on the two following questions. Results from the interviews are depicted in the pie-charts below:
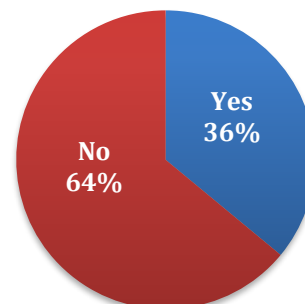
  1) Does the website have a clear entry point for businesses?
  2) Does the website contain specific calls to action for businesses?

*Website Evaluation Results*

Entry Points

No 43%
Yes 57%

Calls to Action

Yes 36%
No 64%
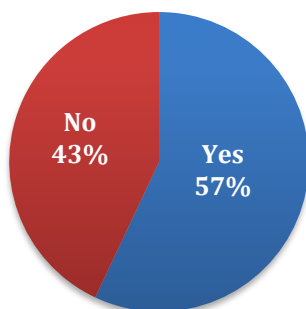
It is the opinion of Business U that most of the websites reviewed have a 'government' feel to them. They are informational, however limited with actionable opportunities for businesses to engage. If businesses know what they are looking for, they will most likely be able to find it, but for businesses that are unaware of the services offered through the County's regional partnerships, they are more than likely to bounce off the sites quickly. There was no Google Analytic data available to verify bounce rates and usage of the sites.

Respondents were also asked about their use of social media (results are reported in the graph below). While the majority of organizations used at least one form of social media – the most popular being Facebook – several noted that: 1) they did not have control over the content; 2) the site was only used for job seekers and not for businesses; 3) and/or that they were not updating regularly. There is a need to integrate social media strategies into the overall Business Engagement Plan to make sure that platforms are in place to communicate with businesses over these networks.

Social Media Platform Usage
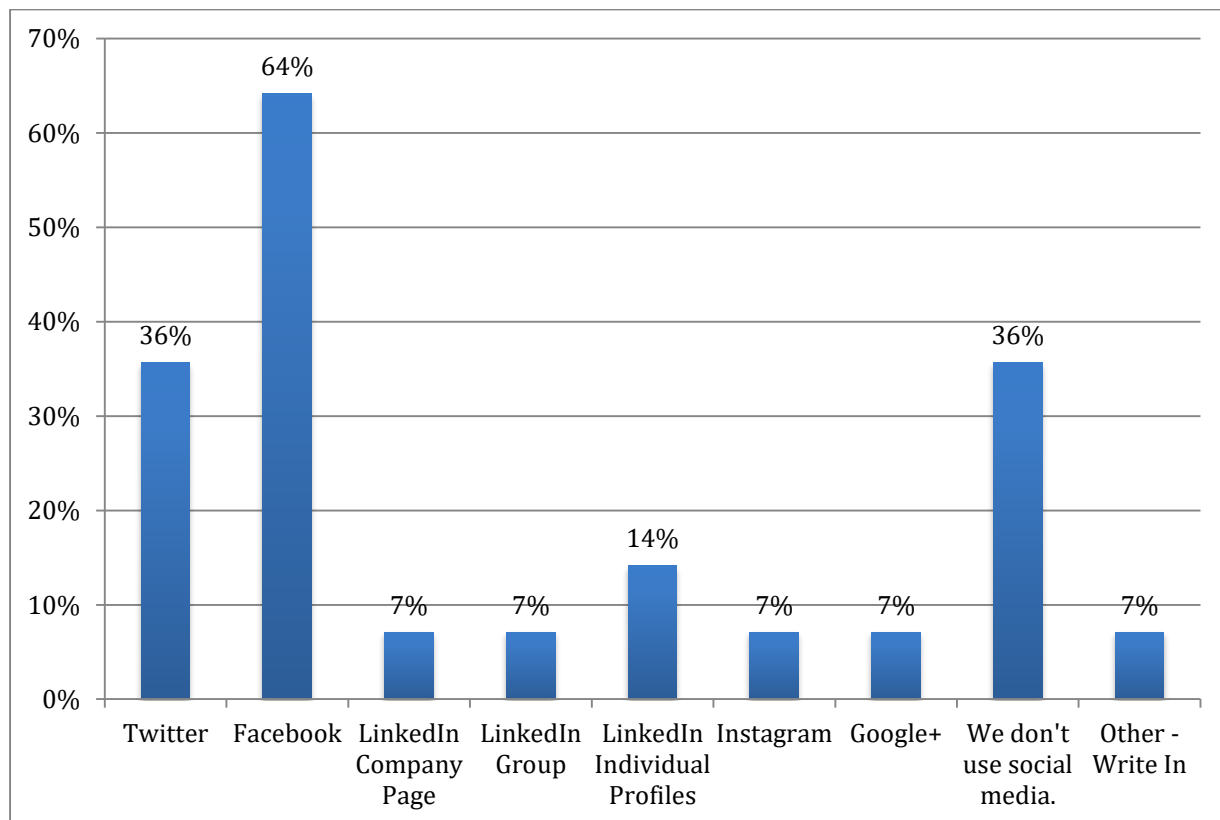
SWOT Analysis: Business Engagement Current State
Communications

Strengths	Weaknesses
57% of regional websites have entry points for business and industry.	64% of those surveyed have no calls to action for business and industry on websites and there are similar challenges with collateral materials.
While the majority of organizations use at least one form of social media – the most popular being Facebook – several noted that they did not have control over the content, and that it was only used for job seekers and not for businesses, or that they were not updating/posting regularly.	Most of the websites are "very government" in look and feel with limited actionable opportunities for businesses to engage.

Opportunities	Threats
There is a need to integrate social media strategies into the overall Business Engagement Plan to make sure that platforms are in place to communicate with businesses over these networks.	Loss of market potential. Loss of business engagement opportunities.
57% of organizations have newsletters that can be used in a cross promotional strategy.	
Professional development is required to help staff and partners understand how to develop effective target audience messaging for businesses.	
Professional development is required to help staff and partners understand how to use third-party credibility to engage new prospective business customers.	
A social media strategy should connect each organization's platforms through following, shares, likes of content targeted just for business & industry.	
A regional Business Engagement Network branded portal would provide a single point of entry for businesses in the region to all services and incentives.	
WSCC Board can engage with the plan by delivering community presentations at chambers and associations.	
Opt-in forms on websites would help develop a proactive data base and interest list of prospective businesses.	

Recommendations

Achieving market position requires a high degree of alignment to create consistent brand touch points—the place where customers connect with the brand. These can include human touch points such as face-to-face interactions, automated touch points like kiosks and voice response units, and virtual touch points in the form of a website and social media platforms. The sum of these interactions creates the experience and perception about the organization and directly affects a customer's understanding and evaluation of a brand.

There are two overarching opportunities to reposition the organization to build market position among business and industry:

1) repositioning strategies on the organization's website using B2B (business-to-business) tactics to communicate

2) developing a regional network of business services that is included in its portfolio of service offerings.

Because the recommendations require substantial narrative explanations, Business U has included the explanations upfront in this section, followed by a summary of additional Goals, Objectives, and Metrics that pertain to branding, marketing and communications.

Standardized Communications Toolkit

A standardized communications toolkit will support the organization's efforts in B2B outreach that include the following items.

➢ **Fact Sheet** – a one-page electronic fact sheet using effective messaging, the business engagement mission statement, and a quick list of comprehensive services and value propositions for engagement with contact information.

➢ **Standardized PowerPoint Presentation** – a standard presentation that includes speakers' notes which summarizes the focus and value of how the organization supports business and industry as a customer and partner.

➢ **Standard Virtual Touch Point Guide** – guidelines that standardize all voicemail messages and email bylines for the business engagement team members.

➢ **Customized Folders** – a customized folder to include fact sheets and leave behinds after a business engagement team member conducts the needs assessment.

Website Reframing

Appendix D illustrates an initial wireframe for a re-branding and repositioning the organization in the market as a valuable partner for business and industry.

B2B Social Media

As a starting place to create a robust online footprint, the WSCC's staff and partners should have a fully completed LinkedIn profile. LinkedIn is an excellent tool for building a professional network and making connections with potential new business customers through existing contacts. The staff and partners should link to WIBSCC board members and each other, as well as network partners such as chambers, education and economic development. Consider developing a company specific page that focuses only on business services.

Given that it will be important to showcase expertise in understanding the needs of Santa Cruz County's high growth sector businesses, blogs and Slideshare are also recommended as part of the social media mix. Blogs provide an opportunity to highlight data and knowledge of the region and work with partners across the region. Slideshare is an easy tool to post presentations and publications that expands organic search engine for the website.

Identify a central repository (e.g., Google Docs) for business engagement team members to upload content and promotional postings for distribution through the business-targeted social media accounts. Content items for example can include upcoming events, partner news from chambers and economic development, and data/tips pertaining to the region's businesses.

All of the social media accounts associated with the organization can be housed in a Social Media Newsroom (SMN) with automated feeds from the latest posts. A SMN targets the news media and provides support for proactive public relations efforts. An example of a SMN is shown to the right.
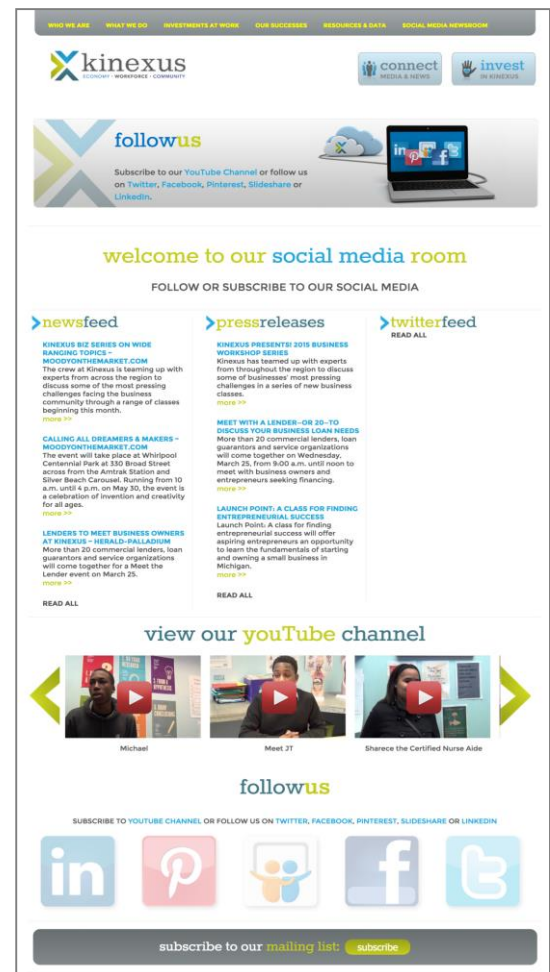
Campaigns & Success Stories

Word-of-mouth advocacy is attributed to 20-50 percent of all brand recommendations. There are three types of content that should be included in sharing successes: 1) **educational content** to identify problems that are solved in order to appeal to prospective customers and funders or partners to engage with the brand; 2) **expertise content** showcasing the value of the solutions applied to the problem for business and industry; and 3) **evidence content** data or "the proof" in the overall impacts that the WSCC brand is making within the region.

Rather than going through the expense of building a storytelling back-end system to upload stories and innovations, there is a national workforce campaign that could be leveraged to showcase these successes led by the National Association of Workforce Boards (NAWB) called Workforce Investment Works. This model provides a very simple formula for capturing and sharing stories that are segmented by customer type such as business/industry; youth; and job seekers.

Noted below is an example of how success stories from the national campaign website housed by the National Association of Workforce Boards can flow automatically to a local organization's website through a RSS feed. The WSCC could upload stories to the national website with a feed going into the WSCC website to display success stories to build third party credibility.

Story feed from the National Campaign site: www.WorkforceInvestmentWorks.com to a local website in Maryland

RSS Feed also allows publication on local websites

iFrame Referrals

An iFrame is a graphic frame that is placed at the top of a website. It is used to demonstrate complex brand architectures as well as promote cross referrals to other organizations within a "parent company" or network brand. An example of an iFrame is the California Community Colleges Economic and Workforce Development programs (EWD)

as shown below—it includes multiple technical assistance, training, and partnership calls to action within ten high growth sectors.

As you can see to the right of this page, a website depicts a high growth sector (e.g., advanced manufacturing), which is associated with a sub-brand of the EWD, called the Centers for Applied Competitive Technologies (CACT). When a visitor clicks on one of the industry programs, they are taken to that sub-brand's website; as an example, clicking on advanced manufacturing will take the visitor to the CACT website at www.CACT.org. This allows for cross referrals among the sector programs and it generates additional traffic for all of the sector websites.

Based on website analytics for this strategy, during the past two years, the various sector programs averaged a 74 percent (74%) increase in cross referrals as a result of implementing an iFrame strategy.

This same strategy may be applied to the WSCC business engagement partners' websites to cross promote their various services and resources. Moreover, this is another touch point to engage and inform business and industry.

eMarketing

Over the last few years, digital marketing has undergone a substantial transformation, becoming an increasingly important medium for creating an online brand experience. It is recommended that an eMarketing strategy is executed that grows a database of business customers for ongoing communications via a regular eNewsletter or eBlast updates.

Sections of a business eNewsletter could contain:
- High Growth Sector Updates
- Service and/or Resource Highlight of the Month
- Business Customer Success Story of the Month (promoting its ROI using a partner service(s)
- Sector Strategies
- Economic Development Incentives
- Educational Initiatives

Public Relations

A media kit can be developed and placed in the organization's website Social Media Newsroom for reporters, along with press releases and social media releases that can be distributed to the news media. These communication pieces should be retooled as blogs and eNewsletter articles to build credibility and showcase the initiatives that support business and industry.

Additionally, traditional costs of media buying can be alleviated with the use of cause-related marketing. An example of this strategy is noted at this link (needs updating).

Digital Media

Communications trends in 2016 include a host of digital media strategies that can be considered for maximizing business engagement including the use of video to tell customer stories across multiple platforms and using digital media like eMagazines to showcase larger concepts and to increase impact on key audiences. Videos can be uploaded

to the campaign website mentioned in the previous section (Workforce Investment Works) to feed into the organization's website, added to eMarketing outreach efforts, and used in eMagazines.

In addition, an eMagazine format allows for interactivity and could be used to showcase regional initiatives and partner contributions through infographics, calls to action and video messaging. An example of an interactive eMagazine for one of the California Community Colleges EWD initiatives may be viewed here https://ca-hwi.org/hwi_studenthealth/

Goal #5. Prioritize and deploy marketing and communications strategies to build a highly recognized and utilized brand among Santa Cruz County's regional businesses.

Objective 5.1: By (insert date) the WIBSCC and WSCC will deploy a set of re-branding strategies to support the organization in building a strong market position among high growth sectors in Santa Cruz County.
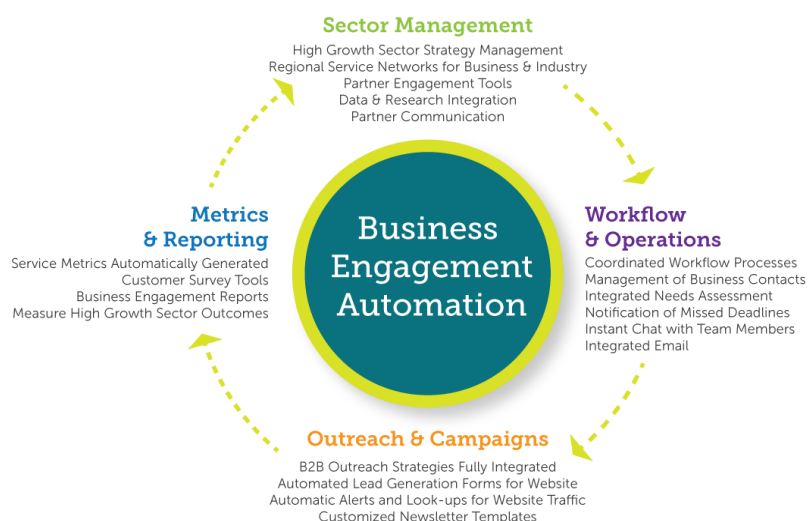
Strategies:
- Discuss and agree upon a portal sitemap (see Appendix D for a Draft Site Map).
- Use an eMarketing system to capture opt-in contacts from the portal.
- Segment eMarketing lists based on Santa Cruz County's high growth sectors.
- Create an eNewsletter template to highlight successes, stories, and solutions for high growth sector businesses.
- Develop a social media plan using B2B platforms such as LinkedIn and Twitter.
- Follow partner social media accounts and cross promote content.
- Develop a content management plan for eMarketing and social media.
- Create a launch press release for the portal with campaign announcements.
- Develop a media plan using cause-related marketing to alleviate the high costs of media buys.
- Create a communications toolkit for the board and staff to conduct community presentations including a 60 second commercial, customized folders and marketing materials, and key speaking points, including "elevator" pitches.

Key Metrics:
- Market position metrics including brand awareness, comprehension, value and usage.
- Referral sources of incoming new business customers
- Website analytics such as Google Analytics
- Social media analytics using a management tool such as HootSuite
- Click through and open rates for eMarketing campaigns
- Ad reach and visibility
- Leveraged funding through cause-related marketing

Section #6: TECHNOLOGY: CUSTOMER RELATIONSHIP MANAGEMENT

This section of the plan provides an overview of current technology used to manage business relationships. Noted below is a graphical representation of key operational and outreach functions that technology should automate in order to support efficiencies both within workforce organizations and among its partner organizations.

Sector Management
High Growth Sector Strategy Management
Regional Service Networks for Business & Industry
Partner Engagement Tools
Data & Research Integration
Partner Communication

Business Engagement Automation

Workflow & Operations
Coordinated Workflow Processes
Management of Business Contacts
Integrated Needs Assessment
Notification of Missed Deadlines
Instant Chat with Team Members
Integrated Email

Metrics & Reporting
Service Metrics Automatically Generated
Customer Survey Tools
Business Engagement Reports
Measure High Growth Sector Outcomes

Outreach & Campaigns
B2B Outreach Strategies Fully Integrated
Automated Lead Generation Forms for Website
Automatic Alerts and Look-ups for Website Traffic
Customized Newsletter Templates

SWOT Analysis: Business Engagement Current State
Technology

Strengths	Weaknesses

Based on the interview, four organizations within Santa Cruz County are using CRM technologies; these include NEOSerra (widely used by SBDC nationally); Chamber WebLink (a common CRM tool for Chambers of Commerce); Salesforce.com (configurable CRM geared to for-profit organizations with defined sales cycles); and a proprietary MIS system used to track participants, but not businesses.
 	
Several other technologies were also in use:
   – SmartSheets (shared cloud-based spreadsheets)
   – MailChimp (used to house business contact database)
   – Outlook email (used to house business contacts)
   – City records (stored in proprietary system)
   – Evernote
 	
The number of business contacts median was 750 with the least being 42 and the most being 2000+.
	Half (50%) the organizations interviewed rely, at least partially, on excel spreadsheets to house business customer data and track interactions. Two reported using an Access database to track business customers. These are not effective tools to manage business relationships and are cumbersome to manage, monitor and measure.
	
	Sources for the business contacts are not driven by business engagement outreach strategies. With the exception of website sign-up forms, many of these require one-to-one contact and/or data entry in order to build the database. Many are generated through business startup activities related to requirements such as permits, licensing, fictitious name, etc., while others are historical lists of past customers, which only shrink over time as staff turnover impacts the quality of the list. Respondents did have a good sense of the number of contacts; only two organizations did not have this answer available.

Opportunities	**Threats**
Organize efforts around a single CRM platform and/or one that has modern API capabilities in order to connect the system(s) for managing, monitoring and measuring business engagement to support a regional approach.	Duplication of effort. Lack of reporting collectively in the region to manage and monitor goals and objectives.

Recommendations

Goal #6. Convene partners to discuss current CRM tools, costs (shared), benefits, and shortfalls.

Objective 6.1: By (insert date), identify a common CRM platform to manage, monitor and measure business engagement.

Strategies:
- Develop a list of key technology features that are of high value for partners.
- Identify workflow processes that can be automated based on standardized protocols and referral processes.

Key Metrics:
- Automation of metrics include:
    - market penetration
    - types of business engagement activities
    - referrals among partners
    - customer satisfaction
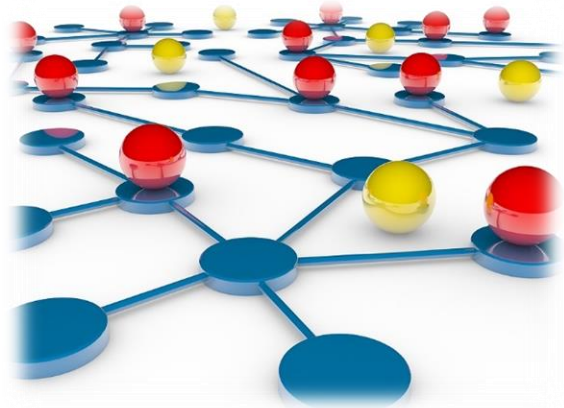
Section #7: PROFESSIONAL DEVELOPMENT: SKILL REQUIREMENTS

This section identifies the necessary skills of a high performing business engagement team to help ensure that there is a professional development plan in place to build capacity.

It is difficult to shift from working with job seekers (supply side) or even hunting for job orders to engaging a business as a customer and partner (demand side) using consultative sales techniques—these two customer groups require completely different practitioner skills and operational processes. Professional development is a critical component to support outreach efforts, and equally important, to train business services team to have the skills businesses expect.

If the business engagement team does not make a great first impression, then businesses will certainly question the team's ability to help them find the "right" talent to increase productivity and grow their businesses. Along with the important skill sets you need in a job description (Table 2) and the skills and ability to implement activities needed on the job (Table 3), a successful business services' team also incorporates the following six relationship building guiding principles in their day-to-day engagement practice as noted in the graphic on the right of this page.

ACTIVELY LISTEN	CUSTOMER INSIGHT	TAKE OWNERSHIP
• Feel • Felt • Found	• Provide value-add analytics • Leverage data • Asset map	• Manage the customer experience • Demonstrate commitment

KEEP PROMISES	ASK FOR FEEDBACK	ADMIT MISTAKES
• Collaborate • Deliver • Increase portfolio of service	• Recovery tool • Don't shy away from what you'll hear	• Own • Learn • Correct

Table 2. Skill Sets

Business Engagement Skill Set: Job Description
Excellent written and oral communication
Ability to use technology including a CRM platform
Provide customer service in a manner that exemplifies the organization's values
Employ sales techniques that focus on building long term relationships with business and industry
Ability to form partnerships and maintain on-going relationships with community partners and employers
Ability to leverage regional resources

Table 3: Business Engagement Activities

Business Engagement On the Job Skills & Activities
Create a list of key data points needed for business engagement outreach.
Design and use a needs assessment with the required elements to identify key challenges and solutions to build sustainable business relationships.
Identify regional strategies that enhance communication, coordination, and the collaborative alignment of education, workforce, and economic development.
Explain the main differences between a "solutions" and a "show and tell" selling approach.
Engage business using consultative selling.
Examine technology strategies that are best used for engaging business as a customer or partner.
Apply labor market data to inform decision making and business engagement action plans.
Identify psychographic data points that provide objective details about key motivators to move a business or employer to take action with a workforce, education or economic development organization.
Demonstrate the five-step approach to engage an employer as a customer or partner effectively.
Implement systematic change to increase the capacity and coordination of regional partners to engage the business community.
Describe the elements required in a market responsive regional business engagement portfolio.

Map regional assets to effectively broaden a business engagement service portfolio.
Coordinate a systematic regional approach to maximize sustainable business engagement.
Identify essential communication tools to engage businesses successfully.
Identify the differences between a Vendor vs. Partner "selling" mentality.
Understand how to deploy, monitor, and measure B2B outreach efforts.
Design a process map that includes the required elements in a high performing market responsive business engagement team.
Find common ground among education, workforce, and economic development missions and their central goals to establish collective initiatives to prevent the splintering of collaborative efforts.
Use performance accountability data to measure collective impact on business services initiatives.
Lead efforts to engage a diverse range of businesses to develop effective linkages with regional partners that support economic growth of a region.
Identify regional venture philanthropies to accelerate the growth and spread of the regional agenda.

SWOT Analysis: Business Engagement Current State
Professional Development

Strengths	Weaknesses
There is a cultural will of staff to align with WIOA with a business engagement focus.	There needs to be operational processes, protocols and referral systems to ensure no duplication of effort among staff that manage various funding streams.
Staff and board members understand the importance of data collection.	
There was excellent feedback from Board members during the Business U strategy session about what is most important to businesses when working with workforce organizations supporting transformational relationship building approaches.	
Opportunities	**Threats**
Align cultural will of staff to align WIOA with operational processes.	Duplication of effort.
	Lack of reporting collectively in the region to manage and monitor goals and objectives.

Recommendations

It is recommended that Business U support WSCC's business engagement team members and their partners in enhancing their skills through its Business Engagement Boot Camp learning event. The event will be tailored to align with the adopted strategies within the Business Engagement Plan and to support the successful execution of performance outcomes.

Recommendations 7.1

Business U recommends a professional development event to support the WSCC in carrying out the strategies for business engagement as directed by the WIBSCC.

Goal #4: Build the capacity of the business engagement team that aligns with a culture and operational structure that supports and implements both transactional and transformational relationship building approaches with regional employers and businesses.

Objective 4.1: By (insert date), the WIBSCC will host a professional development event.

Strategies:
- Identify potential community and regional partners to join the business engagement team and its coordinate outreach efforts.
- Include/invite community and regional partners to professional development business engagement events to align, share, and develop collective goals.
- Deploy the business engagement self-assessment, and aggregate data to pinpoint professional development opportunities for team members and regional engagement partners to build capacity (see Appendix D).
- Ensure that a standardized set of protocols and processes are agreed upon in order to coordinate efforts and key outcome of any professional development event.

Key Metrics:
- The number of referrals provided to partner organizations to solve business challenges

SUMMARY ACTION PLAN: TACTICAL EXECUTION

To summarize the recommendations found in each of the Business Engagement Plan's seven Sections, Business U is submitting an action plan and timeline below to be discussed further with the WIBSCC Board, Business Services Committee, and the WSCC team members to identify additional priorities and to rate each one accordingly.

Priority Level		Business U's Recommended Timeframe
🔴	High Priority	1st Quarter (7/1/16 – 9/30/16)
🟡	Medium Priority	2nd Quarter (10/1/16 – 12/31/16)
🟢	Low Priority	3rd/4th Quarter (1/1/17 – 6/30/17)

Summary Action Plan

Goals	Objectives	Strategies	Priority
Goal #1 Improve the market position of WSCC among high growth sector businesses within Santa Cruz County.	Objective 1.1: By (insert date), WSCC will improve awareness of its services, solutions and strategies among high growth sector businesses by (insert percentage). Objective 1.2: By (insert date), WSCC will improve its market penetration rate among high growth sector businesses by (insert percentage). Objective 1.3: By (insert date), WSCC will improve brand equity among high growth sector businesses by achieving a customer satisfaction rating of (insert rating expectations) with (insert percentage) or more of its current customers.	Leverage the Capitola Merchant Survey to capture a baseline assessment of WSCC's market position. 🔴 Create a standardized needs assessment to capture market positions (see Appendix C). 🔴 Create a baseline of market penetration rates among high growth sectors in Santa Cruz County (see Appendix B). 🟡	🔴 🔴 🟡
Goal #2 Enhance regional collaboration among employer/business facing teams to retain businesses in the area and increase job growth.	Objective 2.1: By (insert date) WSCC will have contributed to the growth of (insert number) jobs within the County among high growth sector businesses.	Identify a list of high growth sector businesses for outreach. 🟡 Use a standardized needs assessment (Appendix C) to: 🟡 1. evaluate barriers standing in the way business growth 2. continually evaluate skills gaps issues 3. identify job growth projections 4. support businesses with layoff aversion. Convene partner organizations that interface with business and industry to develop a standardized protocol for referrals, feedback, and follow-up to businesses; and to cross refer to partners to solve businesses immediate growth challenges. 🟡 Work with entrepreneurs to grow employment opportunities. 🟡	🟡 🟡 🟡 🟡

Goals	Objectives	Strategies	Priority
Goal #3 Design sector strategies and career pathways with high growth sectors and emerging sectors to solve key industry needs.	Objective 3.1: By (insert date), WSCC will identify skills gaps in the region. Objective 3.2: By (insert date), WSCC will identify the sector strategies to address skills gaps in the region.	Use current research on file to see what types of questions need to be posed to business and industry to validate skills gaps. Use a standardized needs assessment to evaluate the ongoing skills gaps of regional businesses (See Appendix C). Develop a feedback loop to provide data to sector strategy committees/groups to keep them informed about the region's needs.	🟡 🟡 🟢
Goal #4 Build the capacity of the business engagement team to align culturally and operationally by implementing transactional and transformational relationship building approaches with regional employers and businesses.	Objective 4.1: By (insert date), WSCC will host a professional development event.	Identify a list of partners to include on the business engagement team. Implement the business engagement self-assessment tool (Appendix E). Review self-assessment tool results and develop curriculum that supports the desired outcomes. Ensure that a standardized set of protocols and processes are key outcomes of the event.	🔴 🔴 🔴 🔴
Goal #5 Prioritize and deploy marketing and communications strategies to build a highly recognized and utilized brand among Santa Cruz County's regional businesses.	Objective 5.1: By (insert date) WSCC will deploy a set of re-branding strategies to support the organization in building a strong market position among high growth sectors in Santa Cruz County.	Discuss and agree upon a portal sitemap (see Appendix D for a Draft SiteMap). Utilize an eMarketing system to capture opt-in contacts from the portal. Segment eMarketing lists based on Santa Cruz County's high growth sectors. Create an eNewsletter template to highlight successes, stories, and solutions for high growth sector businesses. Develop a social media plan using B2B platforms such as LinkedIn and Twitter. Follow partner social media accounts and cross promote content. Develop a content management plan for eMarketing and social media. Create a launch press release for the portal and campaign announcement.	🔴 🔴 🔴 🔴 🔴 🔴 🔴 🔴

Goal	Objective	Action	Status
		Develop a media plan using cause-related marketing to alleviate the high costs of media buying.	🔴
		Create a communications toolkit for the board and staff to conduct community presentations including a 60-second commercial, customized folders, marketing materials with key speaking points including an elevator pitch.	🔴
Goal #6 Convene partners to discuss current CRM tools, costs (shared), benefits and shortfalls.	Objective 6.1: By (insert date) WSCC identify a common CRM platform to manage, monitor and measure business engagement.	Develop a list of key technology features that are of high value for partners.	🟢
		Identify workflow processes that can be automated based on standardized protocols and referral processes.	🟢

NEXT STEPS: REVIEW WEBINAR

Business U recommends the following next steps:

1. Schedule a webinar briefing with the WIBSCC board, its designated staff, and the partners from WSCC to review the Summary Action Plan recommendations.

2. Due to the simultaneous release (June 30, 2016) of the final regulations for the Workforce Innovation and Opportunity Act and the submission of the Business Engagement Strategic Plan, Business U will also review during the webinar how the plan aligns with the final rules that pertain to employer and business engagement.

3. Schedule a call with Andy Stone and Sara Paz-Nethercutt to discuss implementing Phase Two of the WIBSCC Business Engagement Strategic Plan.

BusinessU
Maximizing Business Engagement™

Appendix A
WIOA Fact Sheet

(Note the Next Steps on page 31 above regarding the release (June 30, 2016) of the final regulations for the Workforce Innovation and Opportunity Act and the simultaneous submission of the Business Engagement Strategic Plan.)

The Workforce Innovation & Opportunity Act (WIOA), "is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy."

Local Board Role

- Serves as a strategic convener to promote and broker effective relationships between the Chief Local Elected Official(s) and economic, education, and workforce partners throughout the local area.

- Responsible for developing a strategy to continuously improve and strengthen the workforce development system through innovation in, and alignment and improvement of, employment, training, and education programs to promote economic growth.

- Board Members must actively participate and collaborate closely with the required and other partners of the workforce development system, including public and private organizations. This is crucial to the Local Board's role to integrate and align a more effective, job-driven workforce development system.

Local Board: Five New Functions & Duties

- Career pathways development with education to lead efforts in the local area
- Identification and dissemination of proven and promising practices
- Technology to enhance accessibility and effectiveness of services
- Coordination with education and training providers
- Accessibility for individuals with disabilities

Expanded Board Functions & Duties

- **Workforce Research and Regional Labor Market Analysis**
  Expanded to: *"Carry out analyses of the economic conditions in the region" and "to conduct research, data collection and analysis on the workforce needs of the regional economy."*

- **Employer Engagement**
  Expanded to: *"Ensure activities meet the needs of Employers" and "to Develop and Implement proven and promising strategies to meet employment and skill needs"*

- **Convening, Brokering and Leveraging**
  Previously stated: "Connecting, Brokering and Coaching"

- **Program Oversight**
  Adds: "Ensure appropriate use and management of funds"

- **Selection of Operators and Providers**
  Adds: "Consumer Choice" requirements

Additional Board Responsibilities

Application for initial designation of local area

Develop, convene and implement industry or sector partnerships

Regional coordination and planning, including submission of a regional plan

Integrated employment opportunities to persons with disabilities

Standing Committees

- WIOA authorizes Boards to establish standing committees (SC)

- Encourages the use of SC to expand opportunities for stakeholders to participate in board-decision making, particularly for representatives of organizations that may no longer sit on the Local Board but continue to have a stake in the success of board decisions.

- Committees expand the capacity of the board in meeting required functions.

- May establish standing committees that include individuals who are not formal members of the board, but who have expertise to advise on issues that support the board's ability to attain the goals of the State, local and regional plans, and the objective of providing customer focused services to individuals and businesses.

- Standing committees must be chaired by a member of the Local Board.

DOL Encourages Three Standing Committees (other standing committees identified and appointed by the CLEO)

1. Standing committee to provide information and assist with operational and other issues relating to the one-stop delivery system
2. Standing committee to provide information and to assist with operational and other issues relating to the provision of services to individuals with disabilities
3. Youth Standing Committee

Notable Changes from WIA to WIOA

- ✓ Prioritizes services to out-of-school youth and expands eligibility

- ✓ Emphasis on training and subsidized work experiences for both adults and youth in in-demand occupations with career pathways in high growth industries

- ✓ Establishes common performance measures

- ✓ A national brand for use by the workforce system

✓ Use of technology to access services

✓ *Streamlines board composition and structure with changes in name (WIB to WDB), mandated members, roles and responsibilities*

✓ Designation of regions and regional coordination: local boards engage in regional planning culminating in a regional plan; regional service delivery strategies, sector initiatives; delivery of workforce development services based on data (i.e., labor market and economic intelligence); and the establishment of a regional administrative cost-sharing arrangement.

✓ Greater alignment with economic development and education to drive a collective response to labor market challenges.

✓ Prioritizes an employer-centric system: employer engagement strategies to strengthen business services.

✓ Expands the workforce system to include 4 core programs: integration with EDD (Wagner-Peyser), adds Temporary Assistance for Needy Families (TANF) and others as partners with mandated cost-sharing requirements. Aligns youth and adult performance.

Business U: Recommendations – additional roles

WIBSCC Business Engagement Role	WSCC Business Engagement Role
Use regional data to identify business' key challenges related to retention and growth.	Use the Standard Needs Assessment as a daily practice when consulting with businesses to identify immediate needs. Note: aggregating assessment data from sectors will also serve to anticipate possible challenges providing the business engagement team with the local knowledge they need to find solutions.
Identify key sector strategies and desired outcomes.	Provide WIBSCC with real time data from needs assessments to help make informed decisions.
Serve as brand ambassadors and conveners by engaging and connecting other businesses in the region with the WSCC services, resources and incentives.	Interact in the field with business and industry with services and solutions.
Identify and approve business engagement strategies for the WSCC.	Carry out the business engagement strategies as identified by the WIBSCC

Appendix B
Business Engagement Scorecard
Alignment of Goals & Objectives with Metrics

Goal	Objectives	Metrics	Data Sources
Goal #1 Improve the market position of WSCC among high growth sector businesses within Santa Cruz County.	Objective 1.1: By (insert date), WSCC will improve awareness of its services, solutions and strategies among high growth sector businesses by (insert percentage).	Initial baseline from Capitola Merchant Survey: Overall & By Sector Needs Assessment Results: Overall & By Sector	Capitola Merchant Survey Results Needs Assessment Results from Q32 – 34 (Appendix C) EMSI data on total number of businesses within service region & staff records of number of current business customers/partners: Overall & By Sector Results of Customer Satisfaction Surveys
	Objective 1.2: By (insert date), WSCC will improve its market penetration rate among high growth sector businesses by (insert percentage).	Baseline and ongoing market penetration rates of current business customers and/or partners: Overall & by Sector	
	Objective 1.3: By (insert date), WSCC will improve brand equity among high growth sector businesses by achieving a customer satisfaction rating of (insert rating expectations) with (insert percentage) or more of its current customers.	Customer Satisfaction Surveys: Overall & by Sector	
Goal #2 Enhance regional collaboration among employer/business facing teams to retain businesses in the area and increase job growth.	Objective 2.1: By (insert date) WSCC will have contributed to the growth of (insert number) jobs within the County among high growth sector businesses.	Referrals among partners within the business engagement team to solve issues: # Received # Given Outcomes of Service # Job placements by high growth sector. # Job placements with entrepreneurs. # Layoffs Averted	Data captured by working with individual companies

Goal	Objectives	Metrics	Data Sources
Goal #3 Design sector strategies and career pathways within high growth sectors and emerging sectors to solve key industry needs.	Objective 3.1: By (insert date), WSCC will identify skills gaps in the region. Objective 3.2: By (insert date), WSCC will identify the sector strategies to address skills gaps in the region.	Metrics should be defined based on the sector strategies undertaken. Jobs for the Future PowerPoint can be used as a guideline for future discussions.	Data captured by working with individual companies
Goal #4 Build the capacity of the business engagement team to align culture and operations to implement both transactional and transformational relationship building approaches with regional employers and businesses.	Objective 4.1: By (insert date), WSCC will host a professional development event.	Referrals among partners within the business engagement team to solve issues: # Received # Given Outcomes of Service	Data captured by working with individual companies
Goal #5 Prioritize and implement marketing and communications strategies to build a highly recognized and utilized brand among Santa Cruz County's regional businesses.	Objective 5.1: By (insert date) WSCC will deploy a set of re-branding strategies to support the organization in building a strong market position among high growth sectors in Santa Cruz County.	Market position metrics including brand awareness, comprehension, value and usage. Referral sources of incoming new business customers Website analytics Social media Click through and open rates for eMarketing campaigns Advertising Leveraged funding through cause-related marketing	Needs Assessment Needs Assessment Google Analytics HootSuite Analytics eMarketing platform or CRM Reach & Visibility per media outlet Dollar amount discounted by media and/or in-kind donations
Goal #6 Convene partners to discuss current CRM tools, shared costs, benefits and desired features.	Objective 6.1: By (insert date) WSCC identify a common CRM platform to manage, monitor and measure business engagement.	Referrals among partners within the business engagement team to solve issues: # Received # Given Outcomes of Service	Data captured by working with individual companies

Appendix C
Standardized Needs Assessment

General Information: Research (Web/Search)	
Workforce Organization	
Name of Business	
Address	
General Phone Number	
Website Address	
Primary Contact: Name	
Title	
Email	
Direct Phone Number	
Secondary Contact: Name	
Title	
Email	
Direct Phone Number	
Initial Visit Date	
Outreach Representative	
Type of Business (NAICS Code)	
Single Location or Multiple Sites	
Repeat Customer or First Time Consultation	
Referral Source	
Number of Employees Currently	
Number of Employees last year	
Current Employee Retention Rate	
Tour Scheduled	
Tour Completed	
Probing Questions	
What are your business plans for growing your company?	
What has been the greatest challenges facing your company in the past six months?	
What about your company's greatest achievement?	
Are the projected employment needs of your business increasing, stable, or decreasing?	
Where do you get information about your industry?	

Where you see the most growth occurring within your organization?	
What are your immediate business needs?	
What are your immediate workforce needs?	
Many of our clients are experiencing problems with X. How is this affecting your organization?	
What's holding your organization back from reaching its revenue/profit/production goals?	
Career Pathway Probing Questions	
What policies most affect your industry?	
What are the skills gaps you've identified with your workforce?	
What opportunities does your company have to get in front of your future workforce to promote your industry and your company?	

Market Position Probing Questions

Brand Awareness

Prior to my contacting you, had you ever heard about our organization?
- o   Yes (go to next question)
- o   No
- o   Maybe

Referral Source

How did you learn about our services?
- o   Website
- o   Social Media: _____
- o   Advertising: _____
- o   Other: _____

Brand Comprehension

What do you know about our organization?

Brand Usage

Have you engaged with our organization before?
- o   Yes (go to next question)
- o   No

Brand Value

What has been your past experience with our organization?

Competitor Question
1. What services do you historically use to meet your workforce needs?
2. Has the service been effective? If not, why not?

Business Cycle Questions: Company Specific

Where do you see the most growth in your company and why?	(Research the company before your first visit to organize your questions not easily obtained on the company's website)
What are your new ventures or future growth plans?	
Do you want to expand? When? What's holding you back from reaching these goals?	
What keeps you up at night in terms of meeting your organization's mission or goals?	

Communication Preferences

What is your preference when it relates to follow up communications with me/my organization?	
Is there a best time during the day to connect with you?	
How do you want me to contact you to share industry information?	
Would you like me to periodically email you industry information?	

Additional Questions

What are your best sources for qualified candidates?	
Many of our customers are experiencing problems with "X". How is this affecting your organization?	
What is your employee retention plan?	
What can I/my organization do to help you meet your goals/succeed?	
How will the minimum wage increase affect your organization/business/company?	
How has the drought affected your business?	
What resources do you access to get candidates for your open positions?	
What else would you like me to know about your company/business/organization?	
Do you have a wish list of support services to help make your organization run more efficiently?	
How are your growing your workforce?	
What are the employee qualities that you would like to foster?	

Notes:

**Appendix D
Draft Site Map**

Current Website

Embedded in County Site

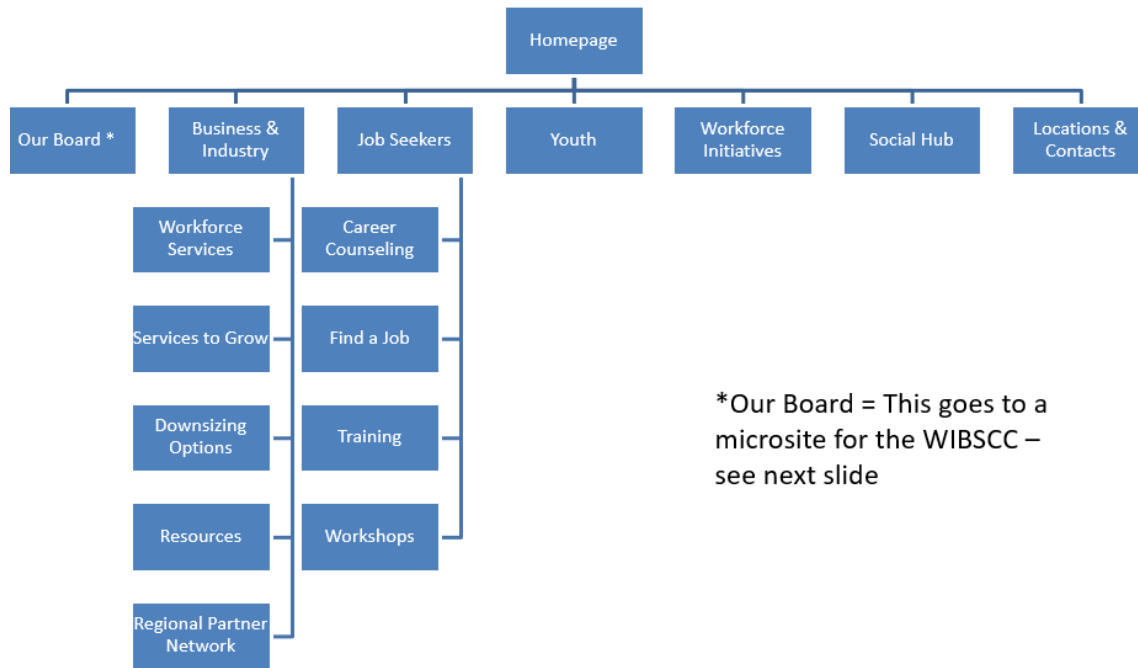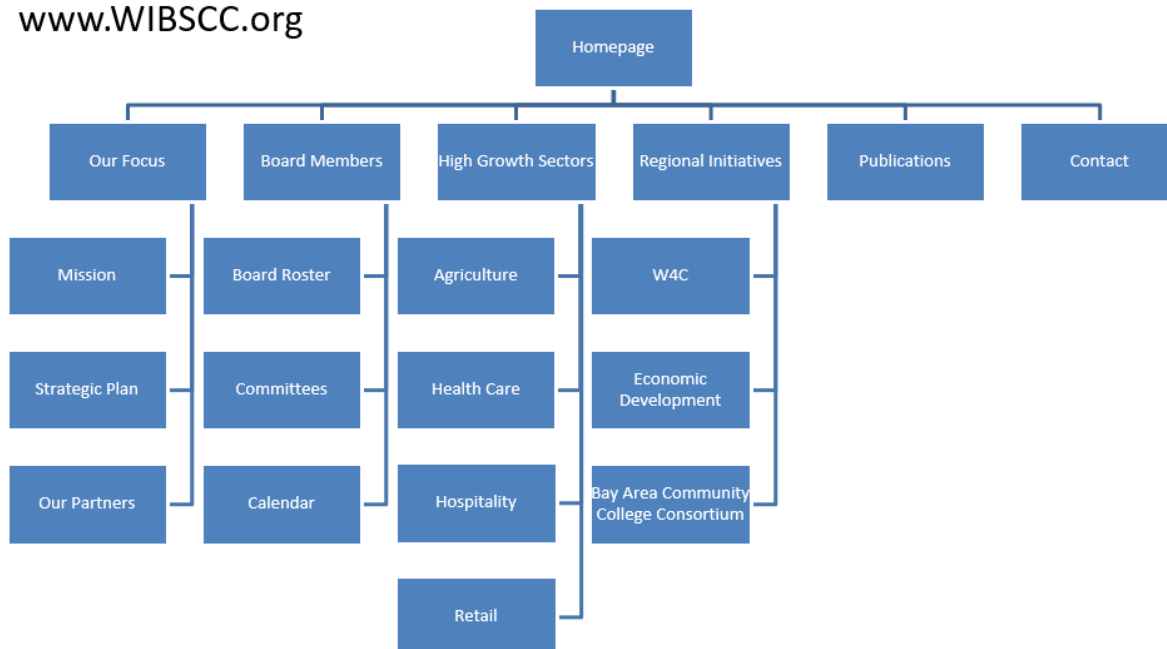Brand architecture not clear

Modernize design needed: logos & website

Text Heavy

Value Propositions & Calls to Action missing

Recommended Site Map
WSCC Entry Point
www.WSCC.org

```
                              Homepage
    ┌──────┬──────────┬──────────┬─────────┬──────────────┬──────────┬────────────┐
 Our Board *  Business &   Job Seekers  Youth    Workforce    Social Hub  Locations &
             Industry                              Initiatives              Contacts

             Workforce     Career
             Services      Counseling

             Services to   Find a Job
             Grow

             Downsizing    Training
             Options

             Resources     Workshops

             Regional Partner
             Network
```

*Our Board = This goes to a microsite for the WIBSCC – see next slide

Recommended Site Map
WIBSCC Entry Point
www.WIBSCC.org

```
                              Homepage
    ┌──────────┬──────────────┬──────────────────┬──────────────────┬──────────────┬──────────┐
  Our Focus   Board Members   High Growth Sectors  Regional Initiatives  Publications  Contact

  Mission     Board Roster    Agriculture          W4C

  Strategic   Committees      Health Care          Economic
  Plan                                             Development

  Our Partners Calendar       Hospitality          Bay Area Community
                                                   College Consortium

                              Retail
```

Appendix E
Business Engagement Self-Assessment

Reflect on each statement below and check the appropriate box as it relates to your current business engagement behaviors and activities.	Agree	Disagree	Not Sure
1	Most of my business customers are disengaged and are not giving me the buy-in I need to move my agenda forward.			
2	Most of my interactions with employers are compliance-driven.			
3	My business customers believe that I have their best interest at heart.			
4	My business customers trust my expertise to help solve their issues.			
5	I agree that to build trust and credibility with current/potential customers I need to reduce my expectations when meeting with them, even if that means walking away without checking any items on my agenda.			
6	I make a concerted effort to increase my interactions with businesses even if they've communicated that they don't have a current need for any of my services.			
7	If I want my business customers to respond to me differently, then I have to change my approach and engagement strategies.			
8	I have taken an inventory of my existing business relationships and what I need to do to build a deeper, trust-worthy and credible relationship.			
9	I believe that businesses are more motivated in partnering with those workforce and education organizations who understand market-driven principles to ensure the resources they're expending are minimized and used strategically.			
10	I examine data so that I can share insights with my business customers about their sector.			
11	I measure what is important to my business customer regardless of whether my funding stream requires it.			
12	After I meet with an employer, I believe that I have shared valuable information that will support the business in its overall goals.			
13	I use a list of standard questions that I ask every prospective business customer.			
14	I can successfully uncover challenges or conflict with my business customers so that it results in an opportunity to proactively provide additional services to help meet their overall business goals.			
15	I make an effort to speak the language of business.			
16	When approaching a new business, I craft an opening statement that includes some fact as to how my organization's mission aligns with something that is important to their business.			
17	I believe that my current business customers are experiencing "compassion fatigue" as a result of being approached by similar missions and agendas from other organizations.			
18	I make a point of building more than one relationship within any given organization.			
19	I can articulate my customers' current business goals and what they want to achieve in the next one to three years.			
20	My actions communicate that I have an understanding of my business customers' current issues and are committed to find solutions to help solve their problems, even if that means partnering with other organizations.			

☒Action ☐Consent ☐Information ☒Discussion

A.5 Committee Member Recruitment

COMMITTEE:	Business Services Committee	MEETING DATE:	January 17, 2018
STAFF NAME: Andy Stone, WDB Director; Sara Paz-Nethercutt, Sr. Analyst			

SUMMARY:

As you may recall from the BSC meeting on September 20, 2017 the Workforce Innovation and Opportunity Act (WIOA) WDB established standing committees must include other individuals appointed by the Local WDB who are <u>not</u> members of the Local WDB and who have demonstrated contributions, experience and expertise in the field of workforce development and as determined by the local WDB.

At this meeting, the Committee will continue to discuss potential strategies and actions to ensure that the WDB meets the standing committee membership requirements of WIOA.

☐Attachment(s)

SUGGESTED MOTION: (if applicable)

I move to accept the Committee Member Recruitment update.

COMMITTEE DATE	COMMITTEE APPROVAL: ☐Yes ☐No Other:
BOARD DATE	BOARD APPROVAL: ☐Yes ☐No Other: