



**Workforce Development Board**  
**Santa Cruz Best Western Seacliff Inn**  
**7500 Old Dominion Ct., Aptos**  
**September 11, 2019, 8:30 a.m.**

18 W. Beach Street  
 Watsonville, CA 95076  
 (831) 763-8900  
[www.santacruzwb.com](http://www.santacruzwb.com)

**Agenda**

**I. Call to Order/Welcome/Introductions**

**II. Public Comment**

**III. Consent Items**

C.1 Approval of May 29, 2019 Meeting Minutes .....**2-7**

C.2 Data Dashboard ..... **8**

C.3 AJCC Hallmarks of Excellence Assessments/Action Plans..... **9**

C.4 WIOA Local Area Memorandum of Understanding ..... **10**

C.5 Eligible Training Provider List (ETPL)draft monitoring report ... **11**

C.6 ETPL Annual Report ..... **12-15**

C.7 Contractor Activity Report ..... **16-21**

C.8 Incumbent Worker Training Policy..... **22**

C.9 CEDS Plan Update..... **23-24**

C.10 WIOA Career Center Operator PY 19/20 ..... **25**

**IV. Presentation**

P.1 Future of Working + Learning ..... **26**  
 Dr. Parminder K. Jassal, Ph.D., Innovate + Educate

**V. Administration**

A.1 Strategic Plan Report ..... **27-28**

A.2 WDB Member Recruitment Update ..... **29**

**VI. Chairperson’s Report**

**VII. Adjournment**

**MEMBERS:**

- Carol Siegel, Chair**  
Santa Cruz Seaside Company
- Rob Morse, Vice Chair**  
Pacific Gas and Electric Company
- Alia Ayyad, Director**  
Center for Employment Training
- Diane Berry-Wahrer, Supervisor**  
California Department of Rehabilitation
- Katie Borges, Director of Human Resources**  
Palo Alto Medical Foundation
- Christina Cuevas, Program Director**  
Community Foundation of Santa Cruz County
- MariaElena De La Garza**  
Executive Director  
Community Action Board
- Marshall Delk, Vice President**  
Santa Cruz County Bank
- Elyse Destout, Owner**  
Photography by Elyse Destout
- Yuko Duckworth**  
Employment Program Manager  
Employment Development Department
- Candice Elliott**  
Principal Consultant, Fortress and Flourish
- Sean Hebard**  
Carpenters Local 505
- Carmen Herrera-Mansir**  
Director, El Pajaro CDC
- Mark Hodges, Director,**  
Regional Occupational Program  
Santa Cruz County Office of Education
- Todd Livingstone, Assistant Director**  
Career and Technical Education  
Watsonville/Aptos Adult Education
- Barbara Mason,**  
Economic Development Coordinator  
Santa Cruz County Economic Development
- Chris Miller, President**  
ScratchSpace, Inc.
- Elisa Orona, Executive Director**  
SC Health Improvement Partnership
- Francisco Rodriguez, President**  
PVFT Union, Local 1936
- Bryce Root, Founder**  
The Root Group
- Shaz Roth, President/CEO**  
Pajaro Valley Chamber of Commerce  
and Agriculture
- Glen Schaller, Political Coordinator**  
Monterey Bay Central Labor Council, AFL-CIO
- Dustin Vereker, Chief Beer Ambassador**  
Discretion Brewing Company

**DIRECTOR:**  
Andy Stone

*Mission: Santa Cruz County Workforce Development supports the Community by cultivating economic vitality and assisting Jobseekers by creating programs to train, educate, and support the workforce to develop key and timely skills. We assist Business to secure the talent they need to thrive now, and into the future.*

*The County of Santa Cruz does not discriminate on the basis of disability, and no person shall, by reason of a disability, be denied the benefit of the services, programs, or activities. This meeting is located in an accessible facility. If you are a person with a disability and require special assistance in order to participate in the meeting, please call (831) 763-8900 (TDD/TTY- 711) at least 72 hours in advance of the meeting in order to make arrangements. Persons with disabilities may request a copy of the agenda in an alternative format. As a courtesy to those affected, please attend the meeting smoke and scent free.*



Action Consent Information Discussion

## C.1 Approval of Meeting Minutes

<b>COMMITTEE:</b> WDB Full Board	<b>MEETING DATE:</b> September 11, 2019
<b>STAFF NAME:</b> Andy Stone, WDB Director; Laurel Gazza, Administrative Aide	

**SUMMARY:**

Requesting Consent approval of the May 29, 2019 Full WDB meeting minutes.

Attachment(s)

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**SUGGESTED MOTION: (if applicable)**

I move to approve the May 29, 2019 Full WDB Board meeting minutes.

<b>COMMITTEE DATE</b>	<b>COMMITTEE APPROVAL:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No Other:
<b>BOARD DATE</b>	<b>BOARD APPROVAL:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No Other:



**Workforce Development Board  
Full Board Meeting  
Best Western Seacliff Inn  
7500 Old Dominican Ct., Aptos  
Thursday, May 29, 2019 8:30 a.m.**

C.1 Attachment

18 W. Beach Street  
Watsonville, CA 95076  
(831) 763-8900  
[www.santacruzwb.com](http://www.santacruzwb.com)

**Chair Carol Siegel called the meeting to order at 8:32 a.m., and a quorum was established. Members, staff and guests present introduced themselves.**

**Board Members in Attendance**

Berry-Wahrer, Diane  
Cuevas, Christina  
De La Garza, MariaElena  
Delk, Marshall  
Elliott, Candice  
Hartmann, Andy  
Herrera-Mansir, Carmen  
Livingstone, Todd  
Mason, Barbara  
Morse, Rob  
Roth, Shaz  
Schaller, Glen  
Siegel, Carol  
Vereker, Dustin

**Board Members Absent**

Ayyad, Alia  
Borges, Katie  
Destout, Elyse  
Duckworth, Yuko  
Hebard, Sean  
Hodges, Mark  
Rodriguez, Francisco  
Root, Bryce

**MEMBERS:**

Carol Siegel, Chair  
Santa Cruz Seaside Company  
**Rob Morse, Vice Chair**  
Pacific Gas and Electric Company  
**Alia Ayyad, Director**  
Center for Employment Training  
**Diane Berry-Wahrer, Supervisor**  
California Department of Rehabilitation  
**Katie Borges, Director of Human Resources**  
Palo Alto Medical Foundation  
**Christina Cuevas, Program Director**  
Community Foundation of Santa Cruz County  
**MariaElena De La Garza**  
**Executive Director**  
Community Action Board  
**Marshall Delk, Vice President**  
Santa Cruz County Bank  
**Elyse Destout, Owner**  
Photography by Elyse Destout  
**Yuko Duckworth**  
**Employment Program Manager**  
Employment Development Department  
**Candice Elliott, Principal Consultant**  
Fortress and Flourish  
**Andy Hartmann, Business Manager/  
Financial Secretary**  
IBEW Union, Local 234  
**Sean Hebard**  
Carpenters Local 505  
**Herrera-Mansir, Carmen**  
El Pajaro CDC  
**Mark Hodges, Director,**  
**Regional Occupational Program**  
Santa Cruz County Office of Education  
**Todd Livingstone, Assistant Director**  
**Career and Technical Education**  
Watsonville/Aptos Adult Education  
**Barbara Mason,**  
**Economic Development Coordinator**  
Santa Cruz County Economic Development  
**Francisco Rodriguez, President**  
PVFT Union, Local 1936  
**Bryce Root, Founder**  
The Root Group  
**Shaz Roth, President/CEO**  
Pajaro Valley Chamber of Commerce  
and Agriculture  
**Glen Schaller, Political Coordinator**  
Monterey Bay Central Labor Council, AFL-CIO  
**Dustin Vereker, Chief Beer Ambassador**  
Discretion Brewing Co.

**DIRECTOR:**  
Andy Stone

**Staff in Attendance**

Barr, Belinda – WDB Business Services Manager  
Beardsley, David – WDB Sr. Admin Analyst  
Chevalier, Katy – EBSD Program Manager  
Gazza, Laurel – WDB Administrative Aide  
Gray, Lacie – WDB Sr. Analyst  
Paz-Nethercutt, Sara – WDB Sr. Analyst  
Stone, Andy - WDB Director

**Guests**

Brown, David – Santa Cruz County CAO office  
Constable, Andy – Santa Cruz County Economic Development  
Detlefs, Peter – Santa Cruz County Economic Development  
Guthrie, Burr – Watsonville/Aptos/Santa Cruz Adult Education  
Huffaker, Matt – City of Watsonville  
Macias, Nohemi – SCCOE, Suenos  
Mears, Hayley - MBEP  
Moskalyk, Andriy - EDD  
Moss, Denise – Cabrillo College  
Napoli, Brandon – Cabrillo College SBDC  
Petersen, Kimberly – HSD  
Rohlfing, Eileen - EDD  
Rodriguez, Annabelle - GOAL, Cabrillo College  
Schneider, Daniel – EDD  
Smith, Angela – Workforce Santa Cruz County  
Ullestad, Sharolynn – Eckerd Connects  
Unitt, Rebecca – City of Santa Cruz  
Winter, Amanda – Eckerd Connects

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**Subject: II. Public Comment**

There was no public comment

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**Subject: III. Approval of March 27, 2019 Meeting Minutes**

**Discussion:** Chair Carol Siegel called for the March 27, 2019 minutes to be approved.

**Action:** It was moved to approve the March 27, 2019 Meeting Minutes

**Status:** Motion to Approve: Marshall Delk  
Motion Seconded: Christina Cuevas  
Abstentions: None  
Committee Action: All in favor, motion passed.

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**IV. New WDB Board Member Introductions:**

Done following call to order.

**Subject: V. Consent Items:**

- C.1 – Data Dashboard**
- C.2 – AJCC Hallmarks of Excellence Action Plan Update**
- C.3 – Proposed PY 19/20 Budget, Re-Contracting**
- C.4 – Local Monitoring Reports**
- C.5 - Affiliate AJCC Certification**
- C.6 – Proposed PY @019/20 WDB Meeting Calendar**
- C.7 – WIOA Policies Update**
- C.8 – Career Center Update**
- C.9 – Career Center/One-Stop Operator Procurement**

**Action:** It was moved to approve the Consent Agenda

**Status:** Motion to Approve: Rob Morse  
Motion Seconded: Christina Cuevas  
Abstentions: None  
Committee Action: All in favor, motion passed.

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**Subject: VI. Presentation –** Adam Fowler, Director of Research at Beacon Economics, gave a presentation on the current State of the Workforce for Santa Cruz County, which included data on current industry trends, the need to ramp up training and apprenticeship programs, and how a lack of housing availability affects the employment market in the area.

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**Subject: VII. Administration items:**

**A.1 – Strategic Plan Report**

**Discussion:** Director Andy Stone went over the current progress with the Strategic plan and stated that they were on track to meet all operation goals.

**Action:** It was moved to accept the WDB Director’s Strategic Operational Plan Update for PY 18-19

**Status:** Motion to Approve: Christina Cuevas  
Motion Seconded: Rob Morse

Abstentions: None  
Committee Action: All in favor, motion passed

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### **A.2 – WDB Officer Nominations PY 2019/20**

**Discussion:** WDB Director Andy Stone stated that the slate of officer candidates for PY 2019/20 were approved by the Executive Committee and that Denise Moss would be replacing Andy Hartmann as Vice-Chair of the Career Services Committee.

**Action:** It was moved to approve the 2019-20 slate of candidates for officers of the Workforce Development Board.

**Status:** Motion to Approve: Glen Schaller  
Motion Seconded: Andy Hartmann  
Abstentions: None  
Committee Action: All in favor, motion passed

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### **A.3 – WDB Member Recruitment Update**

**Discussion:** WDB Director Andy Stone stated that at the current time there would only be one vacancy left on the board, following the confirmation of current candidates Elisa Orona and Chris Miller.

**Action:** It was moved to accept the WDB Member Recruitment Update.

**Status:** Motion to Approve: Christina Cuevas  
Motion Seconded: Diane Berry-Wahrer  
Abstentions: None  
Committee Action: All in favor, motion passed

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## **VIII. Committee Reports:**

Marshall Delk, Chair of the Business Services/CEDS Committee reported on the current status of the committee.

Elyse Destout, Chair of the Career Services Committee, was not present. WDB Director Andy Stone mentioned the presentation given at the last committee meeting by the Human Care alliance, on wage inequity in the non-profit sector.

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**Subject: IX. Chairperson's Report**

Chair Carol Siegel presented a WDB Certificate of Appreciation to resigning board member Andy Hartmann for his years of service to the board and to the Career Services Committee.

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**Meeting adjourned at 10:19 a.m.**

**Next Meeting: Executive Committee Meeting  
Wednesday, August 28, 2019 @ 8:30 a.m.  
Location TBD**

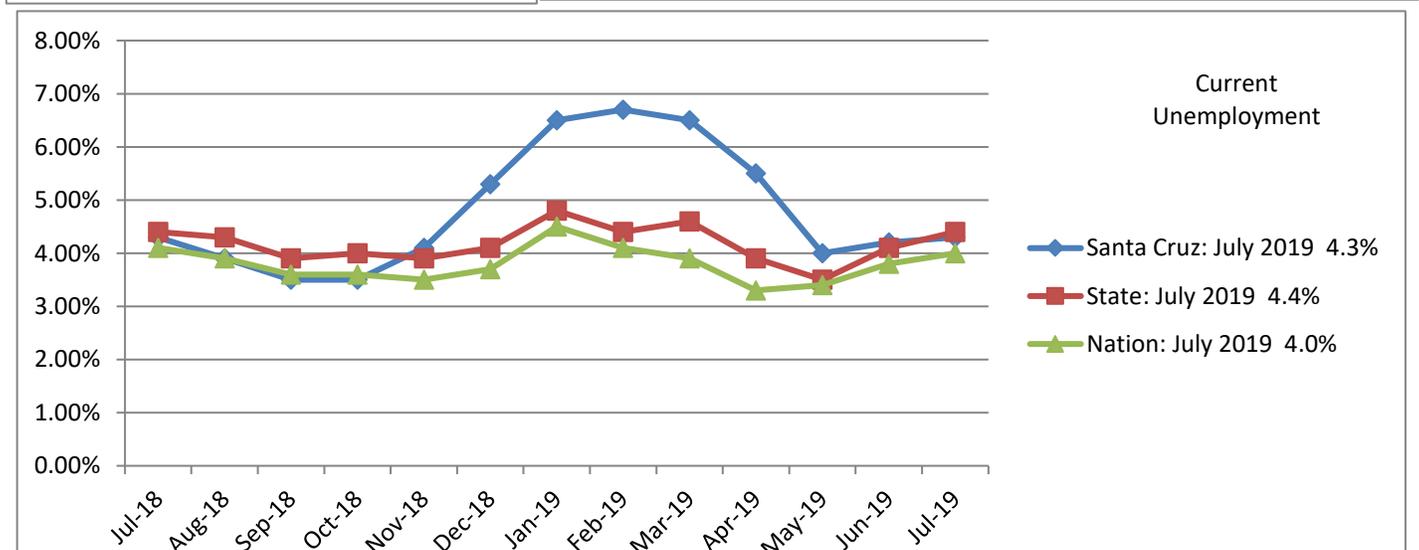
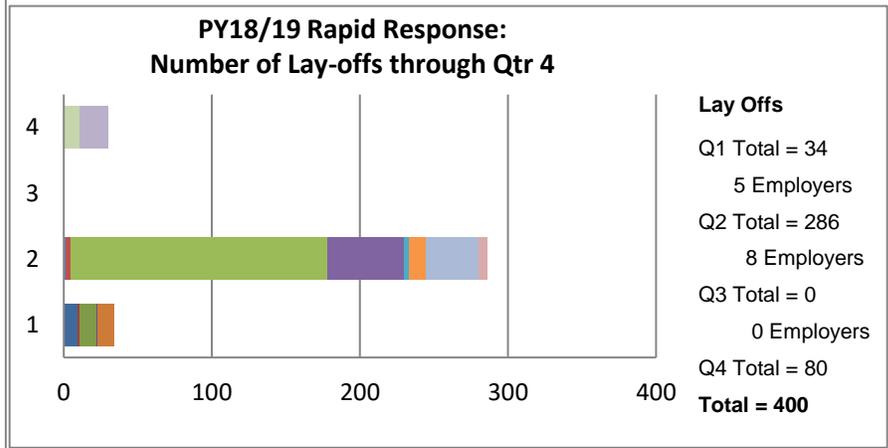
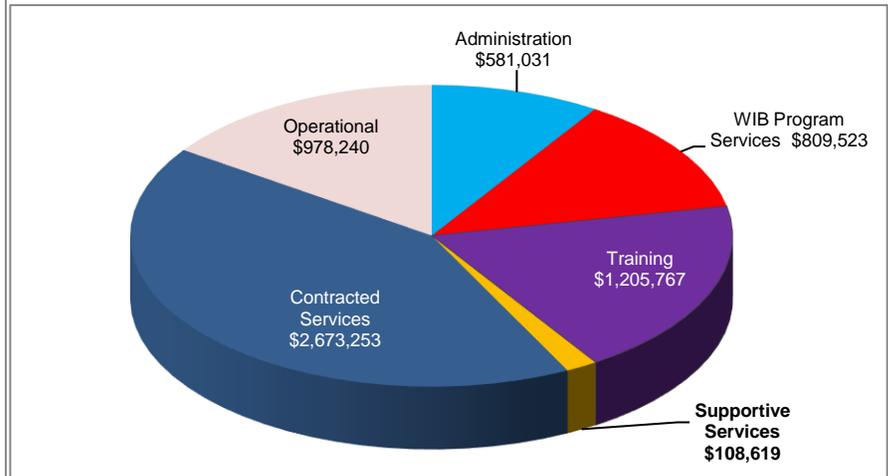
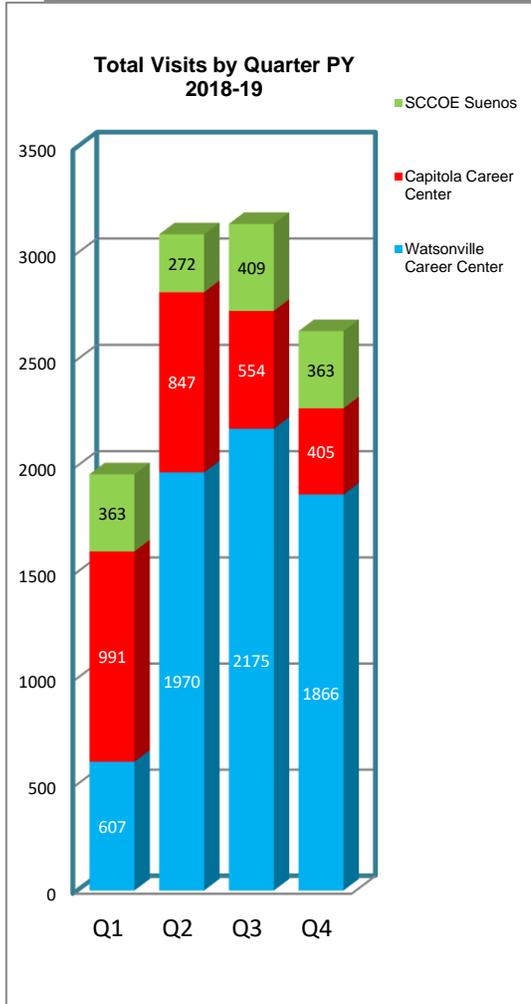
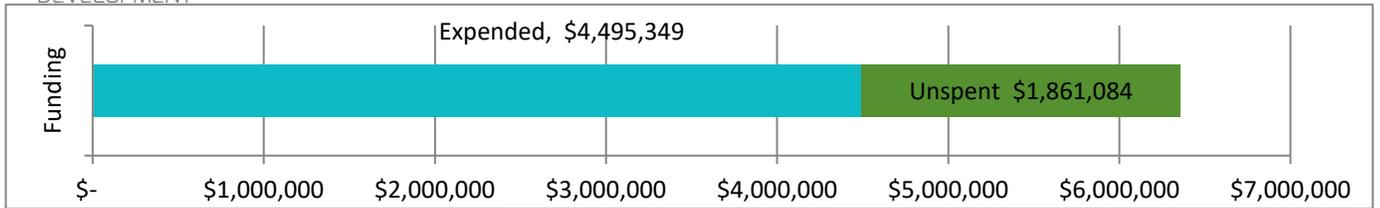
**Workforce Development Board  
Wednesday, September 11, 2019 @ 8:30 a.m.  
Best Western Seacliff Inn  
7500 Old Dominican Ct.  
Aptos, CA 95003**

## C.2 Data Dashboard

July 1, 2018 to June 30, 2019



**Program Year (PY) 2018-19 Budget: \$6,356,433**





Action Consent Information Discussion

### C.3 Hallmarks of Excellence Plans

<b>COMMITTEE:</b> Workforce Development Board	<b>MEETING DATE:</b> September 11, 2019
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<b>STAFF NAME:</b> Sara Paz-Nethercutt, Sr. Analyst
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**SUMMARY:**

On September 11, 2018, the WDB approved the Hallmarks of Excellence Assessment and Certification Action Plan for the Comprehensive AJCC. Using the criteria and procedures established by the State Board, the independent and objective assessment will be conducted every three (3) years and will be due again to the State in 2021. Comprehensive AJCC rankings are listed in the attached chart.

Currently, our local area has not attained the Hallmarks of Excellence Comprehensive AJCC certification and a recommendation was approved to have the local area focus on the areas underlined above to improve and attain a satisfactory ranking. The action plans (provided in the link here: <https://bit.ly/2jSXFea>) represent the completed PY 2018-19 plan and the new PY 19/20 plan for your committee review.

With State Directive WSD18-11, dated March 14, 2019, local areas were required to conduct the certification process and assessment of the affiliate and specialized AJCC sites. The complete Hallmarks Assessments and an action plan for each site are attached. Also included in the chart are the the complete ranking list for each site.

This certification process was submitted by the deadline of June 30, 2019 and will only be in effect for two (2) years in order to align with the comprehensive AJCC certification due in 2021.

Attachment(s)

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**SUGGESTED MOTION: (if applicable)**

I move to approve the AJCC Hallmarks of Excellence Assessments and direct staff to work on the respective action plans.

<b>COMMITTEE DATE</b> 08/28/19	<b>COMMITTEE APPROVAL:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Other:
<b>BOARD DATE</b>	<b>BOARD APPROVAL:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No Other:



Action Consent Information Discussion

SANTA CRUZ COUNTY  
**WORKFORCE**  
DEVELOPMENT

## C.4 WIOA Partner MOU

<b>COMMITTEE:</b> Workforce Development Board	<b>MEETING DATE:</b> September 11, 2019
<b>STAFF NAME:</b> Sara Paz-Nethercutt, Sr. Analyst	

### SUMMARY:

#### Background

As you may recall, under the Workforce Innovation and Opportunity Act (WIOA), local boards with the agreement of the chief elected official, are required to develop and enter into a Memorandum of Understanding (MOU) between the local board and one-stop core required partners. At its June 8, 2016 meeting, the Workforce Development Board granted the chair permission to sign the MOU as required under the Act. In September 2017, the mandated partners added a cost sharing agreement to that MOU. Under EDD guidance Directive WSD, 16-22, June 14, 2017, this same methodology was applied to the affiliate AJCC site at the Capitola Employment Development Department.

#### Update:

On April 30, 2019, Employment Development Department (EDD) Workforce Services issued a directive (WSD18-12) requiring all the MOUs now be consolidated. The initial MOU needs to be updated every three (3) years and WDB staff have, with mandated partner collaboration, completed a review and attached the consolidated MOU for the board.

WDB staff have submitted a draft version to the state as required by the directive deadline of June 30, 2019. Final signed version will be submitted no later than September 30, 2019. County Counsel and Risk Management as well as mandated partners have signed the document. At its August 28, 2019 meeting, WDB Executive Committee authorized the WDB chair to sign the MOU on behalf of the board so that it can be submitted to the Board of Supervisors at the September 10, 2019 meeting for final authorization.

The consolidated MOU can be found here: <https://bit.ly/347IUaU>

Attachment(s)

### **SUGGESTED MOTION: (if applicable)**

I move to ratify the Executive Committee's action to approve the MOU.

<b>COMMITTEE DATE</b> 08/28/19	<b>COMMITTEE APPROVAL:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Other:
<b>BOARD DATE</b>	<b>BOARD APPROVAL:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No Other:



Action Consent Information Discussion

SANTA CRUZ COUNTY  
**WORKFORCE**  
DEVELOPMENT

## C.5 ETPL Draft Program Monitoring PY 2018-19

<b>COMMITTEE:</b> Workforce Development Board	<b>MEETING DATE:</b> September 11, 2019
<b>STAFF NAME:</b> Lacie Gray, Sr. Analyst	

### SUMMARY:

Workforce Development Board (WDB) staff monitored the Employment Training Provider List (ETPL) training vendors that met the criteria this year for monitoring in May and June 2019 for the 2018-2019 program year:

- +headquartered locally and to which we sent a customer for training or
- +headquartered in another area not monitored by that area's WDB and to which we sent a customer for training.

The Eligible Training Provider List (ETPL) program monitoring process includes:

- 1)Overview of the monitoring process and objectives, services provided, and program performance.
- 2)Completion and discussion with the Monitor of Training Vendor Monitoring Guide and participant list.
- 3)Completion of the Non-Discrimination and Equal Opportunity Monitoring Guide.
- 4)An on-site walk through of the facility and classrooms.
- 5)Interviews with key staff providing services funded by the Workforce Innovation and Opportunity Act (WIOA).
- 6)Interviews with participants receiving WIOA funded services
- 7)Review of school materials that may include: personnel policies and procedures, proof of insurance, marketing materials, school catalog, registration forms, curricula related to participant training, job prep, English as a Second Language, documents related to and in support of services provided to participants receiving WIOA funded services, including student files, or other participant activities.

For the six (6) vendors monitored, there were no findings. All six (6) complete reports are attached via this link: <https://bit.ly/2kiFAqo>. Final letters were sent in July to providers.



Attachment(s)

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### **SUGGESTED MOTION: (if applicable)**

I move to approve the ETPL monitoring reports as drafted by WDB staff.

<b>COMMITTEE DATE</b> 08/28/19	<b>COMMITTEE APPROVAL:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Other:
<b>BOARD DATE</b>	<b>BOARD APPROVAL:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No Other:



Action Consent Information Discussion

## C.6 ETPL Annual Report PY 2018-19

<b>COMMITTEE:</b> Workforce Development Board	<b>MEETING DATE:</b> September 11, 2019
<b>STAFF NAME:</b> Andy Stone, WDB Director; Lacie Gray, Sr. Analyst	

**SUMMARY:**

The Workforce Development Board (WDB) staff has reviewed the training placements from Program Year (PY) 2018-19 in order to gauge the performance of each Eligible Training Provider List (ETPL) vendor (Attachment 1). Although the WDB has 18 schools eligible to provide training, the attached chart (Attachment 2) lists the expenditures for only those schools that were attended during the 2018-19 Program Year. Additionally, the charts (Attachment 3) indicate the top five schools in terms of enrollments, and the top five schools' Individual Training Account expenditures for PY 2018-19.

Attachment(s)

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**SUGGESTED MOTION: (if applicable)**

I move to accept the annual ETPL Report for PY 2018-19.

<b>COMMITTEE DATE</b> 08/28/19	<b>COMMITTEE APPROVAL:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Other:
<b>BOARD DATE</b>	<b>BOARD APPROVAL:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No Other:

**PY 2018-2019 ETPL Performance by Training Vendors of WDB Santa Cruz County**

School	Percentage of Total	Provider Activity Participation 2018-19				Completions 2018-19				
		Adult	DW	Other	Total	Successful Completions	Credential Attained	Entered Employment	Training Related	Average Wage
Advanced (aka Alliance) Computer Training School	3.8%	5	3	0	8	6	0	3	2	\$21.27
Amfasoft	1.4%	0	3	0	3	1	0	0	0	N/A
Cabrillo College	41.3%	55	33	0	88	26	3	5	2	\$19.91
Central Coast College	0.5%	1	0	0	1	0	0	0	0	N/A
Division of Apprenticeship Standards	0.5%	1	0	0	1	0	0	0	0	N/A
Goodwill Central Coast	0.5%	1	0	0	1	0	0	0	0	N/A
MTS Training Academy	4.7%	8	2	0	10	6	3	5	5	\$19.00
Dharma Management (aka OSC Computer Training)	3.3%	1	6	0	7	6	1	4	4	\$15.19
Santa Cruz County Office of Education (ROP-now Career Technical Education Partnership)	9.9%	18	3	0	21	17	0	10	9	\$17.50
The Cosmo Factory Cosmetology Academy	0.0%	0	0	0	0	0	0	0	0	N/A
Truck Driver Institute	21.6%	34	12	0	46	25	1	23	22	\$22.12
UCSC Extension Silicon Valley	7.0%	2	13	0	15	7	0	3	3	\$51.97
Watsonville Institute of Cosmetology	2.3%	5	0	0	5	3	0	1	1	\$18.00
Watsonville/Aptos/Santa Cruz Adult Education	3.3%	6	1	0	7	7	0	2	2	\$15.56
<b>Totals</b>	<b>100.0%</b>	<b>137</b>	<b>76</b>	<b>0</b>	<b>213</b>	<b>104</b>	<b>8</b>	<b>56</b>	<b>50</b>	<b>\$22.28</b>

C:6 Attachment 1

The top five schools in terms of Individual Training Account (ITA) expenditures for PY 2018-19 were:

School/Provider Name	Participants	ITA Expenditures	% of ITA Expenditures	Average cost of training* per participant	Average Wage
TRUCK DRIVER INSTITUTE	46	\$159,125	29%	\$ 3,459.24	\$22.12
SANTA CRUZ COUNTY OFFICE OF EDUCATION (ROP-now Career Technical Education Partnership)	21	\$77,032	14%	\$ 3,668.19	\$17.50
CABRILLO COMMUNITY COLLEGE DISTRICT	88	\$58,417	11%	\$ 663.83	\$19.91
GOODWILL CENTRAL COAST	1	\$43,573	8%	\$ 43,572.55	N/A
REGENTS OF THE UNIVERSITY OF CA SANTA CRUZ	15	\$40,488	7%	\$ 2,699.17	\$51.97

\*Cost to vendors only, does not include supportive services amounts

#### WIA Adult and DW Training Expenditure Status

PROVIDER	FY 18/19	% OF TOTAL
ADVANCED COMPUTER TRAINING SCHOOLS, INC.	\$37,875	6.9%
AMFASOFT CORPORATION	\$8,033	1.5%
CABRILLO COMMUNITY COLLEGE DISTRICT	\$58,417	10.6%
CALIFORNIA COAST UNIFORMS	\$5,609	1.0%
CENTRAL COAST COLLEGE OF BUSINESS DATA PROCESSING	\$5,000	0.9%
DHARMA MGMT. INC	\$29,547	5.3%
GOODWILL CENTRAL COAST	\$43,573	7.9%
MTS TRAINING ACADEMY	\$36,637	6.6%
REGENTS OF THE UNIVERSITY OF CA SANTA CRUZ	\$40,488	7.3%
SANTA CRUZ COUNTY OFFICE OF EDUCATION	\$77,032	13.9%
TRUCK DRIVER INSTITUTE	\$159,125	28.8%
WATSONVILLE INSTITUTE OF COSMETOLOGY	\$24,000	4.3%
WATSONVILLE/APTOS ADULT SCHOOL - PVUSD	\$27,088	4.9%
<b>Total Training Providers</b>	<b>\$552,422</b>	<b>100.0%</b>

The top five schools in terms of enrollments for PY 2018-19 were:

School Name	# of Enrollments	Enrollments
Cabrillo College	88	41%
Truck Driver Institute	46	22%
Santa Cruz County Office of Education (ROP now CTEP)	21	10%
UCSC Extension Silicon Valley	15	7%
MTS Training Academy	10	5%

PROVIDER	TOTAL	% OF TOTAL
<b>Cabrillo College</b>	<b>88</b>	<b>41.3%</b>
<b>Truck Driver Institute</b>	<b>46</b>	<b>21.6%</b>
<b>Santa Cruz County ROP</b>	<b>21</b>	<b>9.9%</b>
<b>UCSC Extension Silicon Valley</b>	<b>15</b>	<b>7.0%</b>
<b>MTS Training Academy</b>	<b>10</b>	<b>4.7%</b>
Advanced (aka Alliance) Computer Training School	8	3.8%
Dharma Management (aka OSC Computer Training)	7	3.3%
Watsonville/Aptos/Santa Cruz Adult Education	7	3.3%
Watsonville Institute of Cosmetology	5	2.3%
Amfasoft	3	1.4%
Central Coast College	1	0.5%
Division of Apprenticeship Standards	1	0.5%
Goodwill Central Coast	1	0.5%
The Cosmo Factory Cosmetology Academy	0	0.0%
<b>TOTAL</b>	<b>213</b>	<b>100.0%</b>



Action  Consent  Information  Discussion

## C.7 Contractor Activity Reports

<b>COMMITTEE:</b> Workforce Development Board	<b>MEETING DATE:</b> September 11, 2019
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<b>STAFF NAME:</b> WDB and CalWORKs Employment Services Staff
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**SUMMARY:**

Reports outlining each workforce services contractor's financial, federal (if applicable), and contract performance are attached.

Attachment(s)

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**SUGGESTED MOTION: (if applicable)**

<b>COMMITTEE DATE</b> 08/28/19	<b>COMMITTEE APPROVAL:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Other:
<b>BOARD DATE</b>	<b>BOARD APPROVAL:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No Other:

## C.7 Attachment 1

### WIOA Youth - Financial and Performance Report for Program Year 2018-19

#### Youth - Budget v. Expenditures (Through 3/30/2019)

SCCOE - Sueños	In-School	Out-of-School	Total
<b>Budget</b>	<b>\$193,750</b>	<b>\$581,250</b>	<b>\$775,000</b>
<b>Invoiced Amount</b>	\$143,134.76	\$349,702.73	\$492,837.49
Balance	<b>\$50,615.24</b>	<b>\$231,547.27</b>	<b>\$282,162.51</b>
Percent Invoiced	<b>73.8%</b>	<b>60.1%</b>	<b>63.5%</b>

Work Experience-Direct to Youth	In-School	Out-of-School	Total
<b>Budget</b>	<b>\$33,831.12</b>	<b>101,493.36</b>	<b>\$135,324.48</b>
<b>Invoiced Amount</b>	<b>\$20,633.21</b>	<b>\$23,418.61</b>	<b>\$44,051.82</b>
Balance	<b>\$13,197.91</b>	<b>\$78,074.75</b>	<b>\$91,272.66</b>
Percent Invoiced	<b>60.9%</b>	<b>23%</b>	<b>32.5%</b>

#### Youth – Federal Performance Goals (Through 3/30/2019)

Measure	Target Performance Level	Performance through 3 <sup>rd</sup> Quarter	3 <sup>rd</sup> QTR % of Target Achieved	Met 80% Target?
<b>Education ,Training or Employment 2nd Qtr post exit</b>	65.4%	100%	152%	YES
<b>Education ,Training or Employment 4th Qtr post exit</b>	62.0%	81.3%	131%	YES
<b>Credential Rate</b>	53%	90.4%	170%	YES

#### Youth - Contract Objectives (Through 3/30/2019)

SCCOE – Sueños Contract Objectives	Annual Plan	Q3 Target	Q3 Actual	% Annual Plan
Cumulative Enrollments	150	96	67	45%
Youth Secondary diploma or equivalent	11	3	16	145%
Placement in unsubsidized employment or post-secondary education	60	40	58	97%
Credential Attainment (excludes secondary diploma or equivalent)	50	35	13	26%
Youth Retention in Employment, Education or Training	49	32	42	86%

## C.7 Attachment 2

### WIOA Adult/DW - Financial and Performance Report for Program Year 2018-19

Adult/Dislocated Worker - Budget v. Expenditures (Through 3/30/2019)

Goodwill Central Coast	WIOA Adult	WIOA DW	Total
<b>Budget</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$600,000</b>
<b>Invoiced Amount</b>	\$190,431.72	\$186,615.31	\$377,047.03
Balance	<b>\$109,568.28</b>	<b>\$113,384.69</b>	<b>\$222,952.97</b>
Percent Invoiced	<b>63.4%</b>	<b>62.2%</b>	<b>62.8%</b>

Adult – Federal Performance Goals (Through 3/30/2019)

Adult Measures	Target Performance Level	Performance through 3 <sup>rd</sup> Quarter	3 <sup>rd</sup> QTR % of Target Achieved	Met 80% Target?
<b>Employment 2nd Q post exit</b>	64%	88.6%	138%	YES
<b>Employment 4th Q post exit</b>	60.5%	82.5%	136%	YES
<b>Median Earnings</b>	\$5,200	\$9292	120%	YES
<b>Credential Attainment Rate</b>	53%	84.4%	159%	YES

Dislocated Worker - Federal Performance Goals (Through 3/30/2019)

DW Measures	Target Performance Level	Performance through 3 <sup>rd</sup> Quarter	3 <sup>rd</sup> QTR % of Target Achieved	Met 80% Target?
<b>Employment 2nd Q post exit</b>	68%	82.2%	120%	YES
<b>Employment 4th Q post exit</b>	65%	76.7%	118%	YES
<b>Median Earnings</b>	\$7,700	\$11,928	154%	YES
<b>Credential Attainment Rate</b>	57%	81.5%	142%	YES

Adult/Dislocated Worker - Contract Performance Outcomes (Through 3/30/2019)

Goodwill Central Coast Contract Objectives	Annual Plan		Actual		% Annual Plan	
	Adult	DW	Adult	DW	Adult	DW
New Training Enrollments	98	65	109	36	111%	55%
Successful Training Completions	54	51	43	23	79%	45%
Entered Employment	52	47	51	16	98%	34%

### C.7 Attachment 3

#### Cabrillo Student Resource and Support Network(SRSN) WIOA Financial and Performance Report for Program Year 2018-19

Cabrillo SRSN - Budget v. Expenditures Q3 (Through 3/30/2019)

Cabrillo SRSN	WIOA Adult	WIOA DW	Total
<b>Budget</b>	<b>\$37,500</b>	<b>\$37,500</b>	<b>\$75,000</b>
<b>Invoiced Amount</b>	\$27,474.11	\$27,205.90	\$54,680.01
Balance	<b>\$10,025.89</b>	<b>\$10,294.10</b>	<b>\$20,319.99</b>
Percent Invoiced	<b>73.2%</b>	<b>72.5%</b>	<b>72.9%</b>

Cabrillo SRSN - Contract Performance Objectives Q3 (Through 3/30/2019)

Cabrillo SRSN Contract Outcomes	Annual Plan		Actual		% Annual Plan	
	Adult	DW	Adult	DW	Adult	DW
New Training Enrollments	21	16	34	16	161%	100%
Successful Training Completions	9	9	6	5	66.7%	55.5%

**Workforce Services for Business  
WIOA Financial and Performance Report for Program Year 2018-19**

Eckerd Business Services - Budget v. Expenditures (Through 6/30/2019)

<b>Eckerd Modality 2</b>	<b>WIOA Adult</b>	<b>WIOA DW</b>	<b>WIOA Youth</b>	<b>Rapid Response</b>	<b>Total</b>
<b>Budget</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$100,000</b>
<b>Invoiced Amount</b>	\$24,482	\$23,714	\$24,561	\$23,181	\$95,939
Percent Invoiced	97.9%	94.9%	98.2%	92.7%	95.9%
Remaining Budget	\$518	\$1,286	\$439	\$1,819	\$4,061

Underspend primarily due to Eckerd staffing delays in 2018.

Eckerd Business Services - Contract Performance Objectives (Through 6/30/2019)

<b>Eckerd Modality 2 Contract Outcomes</b>	<b>Actual</b>	<b>Annual Goal</b>	<b>% Achieved</b>
Businesses Utilizing Incumbent Worker Training	0	2	0.0%
Businesses Utilizing Workforce Services	148	158	93.7%
Work Experience Worksites	24	45	53.3%
On-the-Job-Training Enrollments	5	24	20.8%

Incumbent Worker Training (IWT) Policy was approved by Workforce Development Board on May 29, 2019 and Eckerd did not focus on IWT in June.

Eckerd secured about half of target Work Experience Worksites in second-half of program year due to increasing staff by 0.5 FTE, expanding worksite targets to non-profits, and improving worksite agreement processing.

Eckerd identified 23 OJT positions with employers over the program year. Unfortunately, only 5 OJT participant enrollments were successful.

**Workforce Services for Business**  
**WIOA Financial and Performance Report for Program Year 2018-19**

Small Business Development Center (SBDC) Layoff Aversion - Budget v. Expenditures  
(Through 6/30/2019)

SBDC Layoff Aversion	Actual
<b>Budget</b>	<b>\$44,000</b>
<b>Invoiced Amount</b>	\$43,998
Percent Invoiced	<b>100.0%</b>
Remaining Budget	<b>\$2</b>

SBDC - Contract Performance Objectives (Through 6/30/2019)

SBDC Layoff Aversion Contract Outcomes	Actual	Annual Goal	% Achieved
Number of new at-risk businesses to be served	40	40	100.0%
Number of actual jobs retained or layoffs averted	61	60	101.7%



Action Consent Information Discussion

SANTA CRUZ COUNTY  
**WORKFORCE**  
DEVELOPMENT

## C.8 Incumbent Worker Training Policy Update

<b>COMMITTEE:</b> WDB Full Board	<b>MEETING DATE:</b> September 11, 2019
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**STAFF NAME:** Belinda Barr, WDB Business Services Manager

**SUMMARY:**

Incumbent worker training (IWT) provides both employers and workers with the opportunity to build and maintain a quality workforce. The program is designed to meet the needs of an employer or group of employers to retain a skilled workforce or avert layoffs. The Workforce Innovation and Opportunity Act (WIOA) sets criteria to determine which workers, or groups of workers, are eligible for IWT services and the cost sharing required for IWT projects and employers.

The Employment Development Department released an Incumbent Worker Training Final Directive on July 2, 2019. Material differences to the IWT Policy last approved by the Workforce Development Board on May 29, 2019 are primarily:

- (1) less restrictions on employer eligibility and
- (2) more detail on performance and reporting requirements.

The attached Incumbent Worker Training Policy is updated for the WDB Board to review. The CEDS Committee approved the updated policy on August 7, 2019.

The link to Incumbent Worker Training Policy is found here: <https://bit.ly/2IZ8HPU>

Attachment(s)

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**SUGGESTED MOTION: (if applicable)**

I move to approve the updated Incumbent Worker Training Policy.

<b>COMMITTEE DATE</b> 08/28/19	<b>COMMITTEE APPROVAL:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Other:
<b>BOARD DATE</b>	<b>BOARD APPROVAL:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No Other:



Action Consent Information Discussion

SANTA CRUZ COUNTY  
**WORKFORCE**  
DEVELOPMENT

## C.9 CEDS Plan Update

<b>COMMITTEE:</b>	WDB Full Board	<b>MEETING DATE:</b>	September 11, 2019
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<b>STAFF NAME:</b>	Belinda Barr, WDB Business Services Manager
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### SUMMARY:

The next CEDS Five-Year Plan is due to the Economic Development Administration (EDA) in May 2020. Regions are required to update their CEDS at least every five years to qualify for EDA grants. The most recent CEDS plan can be found at: <https://bit.ly/2kiH8Re>. An EDA developed summary of the CEDS can be found at: <https://www.eda.gov/ceds/>.

On August 8, 2018 the BS/CEDS Committee approved \$35,000 to contract to develop the next CEDS Five-Year Plan and \$5,000 for WDB staffing. The staff funds are composed of \$2,500 for meetings management and \$2,500 for contract and CEDS Plan oversight. The budget is attached for reference. Ratios were apportioned to specific jurisdictions based on relative population size (according to the 2010 United States Census).

The CEDS Committee approved the following CEDS budget report on August 7, 2019.

Attachment(s)

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### **SUGGESTED MOTION: (if applicable)**

I move to accept the 2019-2020 CEDS budget report.

<b>COMMITTEE DATE</b>	08/28/19	<b>COMMITTEE APPROVAL:</b>	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	Other:
<b>BOARD DATE</b>		<b>BOARD APPROVAL:</b>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Other:

**Program Year 2019-20 CEDS Budget**  
(July 1, 2019 - June 30, 2020)

<b>Jurisdiction</b>	<b>Population (Census 2010)</b>	<b>% of County Population- (Based on 2000 Census population data)</b>	<b>19/20 Approved Contributions (Based on 2000 Census population data)</b>
City of Capitola	9,918	3.78%	\$1,511.99
County of Santa Cruz	129,739	49.45%	\$19,778.64
City of Santa Cruz	59,946	22.85%	\$9,138.74
City of Scotts Valley	11,580	4.41%	\$1,765.37
City of Watsonville	51,199	19.51%	\$7,805.26
<b>Total</b>	<b>262,382</b>	<b>100.0%</b>	<b>\$40,000</b>

<b>2019-20 CEDS Operations Budget</b>	
County Staff Services	5,000.00
CEDS Plan Development (contract)	35,000.00
<b>Total Budgeted Expenditures</b>	<b>40,000.00</b>



Action Consent Information Discussion

SANTA CRUZ COUNTY  
**WORKFORCE**  
DEVELOPMENT

### C.10 One-Stop Operator Procurement PY 2019-20

<b>COMMITTEE:</b> Workforce Development Board	<b>MEETING DATE:</b> September 11, 2019
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**STAFF NAME:** Andy Stone, WDB Director; Lacie Gray, Sr. Analyst

**SUMMARY:**

Eckerd Connects, the vendor selected through a competitive process to provide One-Stop/Career Center Operator services for 2018-19, determined that continuing to provide services for 2019-20 was not feasible. In order to have a new One-Stop Operator in place by July 1, 2019, as required in keeping with the Employment Development Department Directive WSD16-14, the Workforce Development Board (WDB) staff implemented a procurement process outlined below. The Workforce Development Board approved this process as its May 29, 2019, meeting.

Due to the timing of the announcement from Eckerd Connects and the beginning of the fiscal year (July 1, 2019), this item was submitted for approval directly to the WDB before going to any committee. WDB staff asked for permission from the WDB, and was granted, to contract with the competitively selected provider, put the purchase order contract in place for services to be ready on July 1, 2019, and to bring the item back for formal approval of the selected provided at the WDB's September 11, 2019, meeting.

The procurement for \$75,000 was released May 15, 2019, and responses/bids were due May 31, 2019. One response was received from Winter Works LLC. The bid was considered responsive and an agreement was negotiated. The purchase order was executed, and services began, on July 1, 2019. No gap in service was experienced.

The procurement will return for final approval to the WDB at its September 11, 2019, meeting. The Career Center Committee was set to act upon this item at its July 24, 2019, meeting but it was cancelled due to the lack of a quorum. As such, this item was forwarded to the Executive Committee on August 28, 2019, for approval before being sent to the full WDB for your review today.



Attachment(s)

**SUGGESTED MOTION: (if applicable)**

I move to ratify the procurement and selection of the One-Stop Operator.

<b>COMMITTEE DATE</b> 08/28/19	<b>COMMITTEE APPROVAL:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Other:
<b>BOARD DATE</b>	<b>BOARD APPROVAL:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No Other:

**Workforce Development Board  
Guest Presenter  
September 11, 2019**

**P.1 Future of Working + Learning**



**Dr. Parminder K. Jassal**

*Founding Director*

Work + Learn Futures, Institute for the Future

Dr. Jassal is the founding director of the Learn and Work Futures Lab at the Institute for the Future, fellow with the Forum on the Future of Education and Employment, and co-founder of SocialTech.ai that supports working learners. Parminder investigates the future through three intersecting lenses: the innovations of open economies; the changing role of people in their environments; and the relationship between learning and working. Through new research and research-inspired prototyping, Parminder applies foresight to promote positive culture shifts and improve inequities. Her early perspectives are shaped by experiences at Fortune 50 companies such as at Ford Motor Company, Atlantic Richfield Oil Company, and Lucent Technologies along with co-founding start-ups like Technology Solutions and Consulting, Bombay House Restaurant, and East Indian Trading Cafe.

Prior to the Institute of the Future, Parminder was named Founding Executive Director of ACT Foundation in 2012. She oversaw the organization's unique role as an operating foundation, strategic investor, and incubation partner in support of the New Learning Economy and Rise of Working Learners (published). Dr. Jassal previously served as a program officer supporting postsecondary success for low-income young adults at the Bill & Melinda Gates Foundation and in Economic Development leading workforce innovation at Greater Louisville Inc.

From being born in London to completing high school in India to graduating as a product of public higher education in the United States, Parminder's life reflects the world economy. Parminder fluently speaks three languages and has worked and serves on boards across the globe. Her post-secondary experiences began with an A.S. at Southwestern Community College in Creston, Iowa. While transitioning from the for-profit to the philanthropic sector, Parminder earned her Doctorate in Higher Education with a focus on Technology and Economics from the University of Louisville.



Action Consent Information Discussion

SANTA CRUZ COUNTY  
**WORKFORCE**  
DEVELOPMENT

## A.1 Strategic Plan Update

<b>COMMITTEE:</b> Workforce Development Board	<b>MEETING DATE:</b> September 11, 2019
<b>STAFF NAME:</b> Andy Stone, WDB Director	

### SUMMARY:

On September 11, 2018 the WDB approved the WDB Director's Program Year (PY) 2018-19 Operational Plan which lays out the specific actions for the program year designed to ensure that the Strategic Plan's goals are met. The attached scorecard represents the updated PY 2019-20 outcomes for the approved goals and action steps.

Both the Strategic Plan and the WDB Director's Operational Plan incorporate the Strategic Goals referenced below.

#### Strategic Goals for Workforce Santa Cruz County

**Goal 1:** Increase effectiveness of local and regional workforce development system to better meet job seekers, business and community needs

**Goal 2:** Align workforce development strategies to support local economic development

**Goal 3:** Develop strategic relationships with educators, employers and community partners

Attachment(s)

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### **SUGGESTED MOTION: (if applicable)**

I move to adopt the WDB Director's Operational Plan update for PY 19-20

<b>COMMITTEE DATE</b> 08/28/19	<b>COMMITTEE APPROVAL:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Other:
<b>BOARD DATE</b>	<b>BOARD APPROVAL:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No Other:

**A.1 Attachment - Workforce Development Board of Santa Cruz County  
STRATEGIC PLAN STATUS REPORT Program Year (PY) 2019-2020**

	<i>Status</i>	<i>2019-20 Target</i>	<i>2019-20 Operational Goals to meet Target</i>	<i>YTD</i>
<p><b><u>Goal 1</u></b></p> <p><b>Increase effectiveness of local and regional workforce development system</b></p>		<p><b>Deliver three WDB approved projects</b></p>	<ul style="list-style-type: none"> <li>• Identify future Career Training and Education trends</li> <li>• Provide a training for WDB and staff on engaging at-risk youth</li> <li>• Provide a local presentation outlining the business case for local employers to upskill their own employees</li> </ul>	
<p><b><u>Goal 2</u></b></p> <p><b>Align workforce development strategies to support local economic development</b></p>		<p><b>Partner with economic development to help employers attract and retain talent</b></p>	<ul style="list-style-type: none"> <li>• Begin first Incumbent Worker Training contract</li> <li>• Partner with Economic Development to Convene Agriculture Sector and develop future trends report</li> <li>• Convene local economic development/business development partners to explore potential Business Resource Network</li> </ul>	
<p><b><u>Goal 3</u></b></p> <p><b>Develop strategic relationships with educators, employers and community partners</b></p>		<p><b>Build partnerships with Cabrillo College and County Probation</b></p>	<ul style="list-style-type: none"> <li>• Partner with Cabrillo College to hold an on-campus job fair</li> <li>• Launch Prison 2 Employment Initiative with County Probation</li> </ul>	

 on track to meet planned target for the year

 not on track to meet planned target for the year



Action Consent Information Discussion

SANTA CRUZ COUNTY  
**WORKFORCE**  
DEVELOPMENT

## A.2 WDB Member Recruitment Update

<b>COMMITTEE:</b>	WDB Full Board	<b>MEETING DATE:</b>	September 11, 2019
<b>STAFF NAME:</b> Andy Stone, WDB Director			

### SUMMARY:

The Workforce Innovation and Opportunity Act (WIOA) requires that the WDB have a Local Business representation majority of 51%. Our current Board representation requirement is thirteen (13) business members and there is currently one (1) business vacancy.

According to the Department of Labor's Training and Employment Guidance Letter WIOA 27-14, a majority of members must be business representatives who are owners, chief executive or operating officers, or other business executives, or employers with optimum policy making or hiring authority. They are to be representatives of businesses, including small businesses, or organizations representing businesses, that provide employment opportunities in the local area in in-demand industry sectors or occupations (as defined in WIOA section 3(23)). These representatives are uniquely suited to communicate the emerging workforce needs of employers in high-growth, in-demand sectors to the Local Board.

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

Attachment(s)

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### **SUGGESTED MOTION: (if applicable)**

I move to accept the WDB Member Recruitment Update.

<b>COMMITTEE DATE</b>	08/28/19	<b>COMMITTEE APPROVAL:</b>	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	Other:
<b>BOARD DATE</b>		<b>BOARD APPROVAL:</b>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Other: