



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.

**Workforce Development Board
Wednesday, May 22, 2024 @ 8:30am**

In-Person Meeting

**Location: Seacliff Inn
7500 Old Dominion Ct., Aptos, CA 95003**

Call to Order/Welcome

Non-agenda public comment

Board Member Spotlight – moderated by Marshall Delk

Chairperson’s Report

Consent Items (action required):

1. Approval of Minutes: March 20, 20242-7
2. Eligible Training Provider Draft Monitoring Reports PY 23/24 8
3. Proposed WDB Meeting Calendar PY 24/259-10

Action Items (action required):

4. Proposed Slate of WDB Officer Candidates PY 24/25..... 11

Report Items (no action required):

5. WDB Plan Updates 12-13
6. WDB Staff Updates..... 14
7. WIOA Final Performance PY 2022 15-16

Presentation: State of the Workforce Report, Josh Williams, BW Research Partnership 17

**Board Member Breakout session- Reflections on the State of the Workforce Report:
(15 minutes)** 18

Adjournment

Next Meeting: **Workforce Development Board-Executive Committee
July 26, 2024 (Friday – special meeting) @8:30 am
Location: TBD**

**Workforce Development Board
October 23, 2024 @8:30 am
Location: TBD**

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.

Consent Item 1: Approval of Meeting Minutes

(Action required) – Andy Stone

Recommendation

Approve the March 20, 2024 WDB Full Board meeting minutes.

Suggested motion

I move to approve the March 20, 2024 WDB Full Board meeting minutes.



**Workforce Development Board
Full Board Meeting
Seacliff Inn Aptos
7500 Old Dominion Ct, Aptos
Wednesday, March 20, 2024 8:30 a.m.**

Item 1 Attachment

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

The Chair called the meeting to order at 8:39 a.m., and a quorum was established. All participants attended in person.

Committee Members in Attendance

Cuevas, Christina
De La Garza, MariaElena
Delk, Marshall
Destout, Elyse – Vice Chair
Detlefs, Peter
Herrera-Mansir, Carmen
Holmquist-Gomez, Laura
Liebetrau, LeNae
Miller, Chris
Morse, Rob – Chair
Setzler, Katie
Siegel, Carol
Sumano, Raymundo
Vereker, Dustin

Committee Members Absent

Ayyad, Alia
Dodge, Daniel
Hebard, Sean
Nagamine, Janet
Reushel-DiVirgilio, Suzette
Roth, Shaz
Saavedra, Eric

Staff in Attendance

Diaz-Rivas, Brenda
Gray, Lacie
Gutierrez, Elizabeth
Kieu, Nathan
Paz-Nethercutt, Sara
Stone, Andy
Villalobos, Marcy

Guests

Becerra, Ivan – Goodwill Central Coast
Dorsy, Denise – Department of Rehabilitation
Estrada, Vivian – EDD
Herrera, Valerie
Lewis, Joshua - Suenos
Munoz, Beatriz - Suenos

MEMBERS:

Rob Morse, Chair
Monterey Bay Epic Adventures

Elyse Destout, Vice Chair
Photography by Elyse Destout

Alia Ayyad
Center for Employment Training

Christina Cuevas
Cabrillo College Board of Trustees

MariaElena De La Garza
Community Action Board

Marshall Delk
Santa Cruz County Bank

Peter Detlefs
County of Santa Cruz

Daniel Dodge
Cabrillo College Federation of Teachers

Sean Hebard
Carpenters Local 505

Carmen Herrera-Mansir
El Pajaro CDC

Laura Holmquist-Gomez
Five Star Catering

LeNae Liebetrau
Department of Rehabilitation

Chris Miller
ScratchSpace, LLC

Janet Nagamine
Hikari Farms

Suzette Reushel-DiVirgilio
Health Improvement Partnership of Santa Cruz County

Shaz Roth
Pajaro Valley Chamber of Commerce and Agriculture

Eric Saavedra
Watsonville/Aptos/Santa Cruz Adult Education

KatieSetzler
Palo Alto Medical Foundation

Carol Siegel
Santa Cruz Seaside Company

Raymundo Sumano
Sumano's Bakery

Dustin Vereker
Discretion Brewing

DIRECTOR:
Andy Stone

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Subject: Public Comment

Board member Chris Miller shared information on the Amazon Web Services (AWS) meetup being held on April 2nd. Board member Carmen Herrera-Mansir shared information on the Dia del Empresario Latino event being held on April 14th. Brief introductions by members and staff.

Subject: Board Member Spotlight

New Board member Raymundo Sumano spoke of his business, Sumano's Bakery.

Subject: Chairperson's Report

Chair Rob Morse thanked Nathan Kieu and staff for their work on the economic summit and reminded Board members to respond to stipend email.

Subject: Presentation – WIOA

Suenos presented award to WIOA participant Valerie Herrera.

Business Services Manager, Nathan Kieu, presented award to the City of Watsonville.

Goodwill Central Coast Program Manager, Ivan Becerra, shared the success story of WIOA award recipient Debbie Alvarez (not present).

Subject: Action Items:

Item 1 – Approval of Meeting Minutes

Action: It was moved to approve the December 6, 2023 WDB Full Board meeting minutes.

Status:	Motion to Approve:	Carol Siegel
	Motion Seconded:	Marshall Delk
	Abstentions:	MariaElena De La Garza, Christina Cuevas, Carmen Herrera-Mansir, Dustin Vereker

Committee Action	All in favor, minus abstentions, motion passed
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Item 2 – Re-contracting PY 24/25 WIOA Services

WDB Director Andy Stone requested acceptance to re-contract with the current WIOA service providers, Goodwill Central Coast and Santa Cruz County Office of Education and shared the recommended allocations for PY 24/25 (five percent cut).

Action: It was moved to accept the PY 24/25 re-contracting recommendations, authorize Executive Committee of this Board to modify and approve the final allocation amounts and direct staff to move forward with contract negotiations.

Status:	Motion to Approve:	Christina Cuevas
	Motion Seconded:	Dustin Vereker
	Abstentions:	MariaElena De La Garza

Committee Action	All in favor, minus abstentions, motion passed
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Item 3 – WIOA PY 23/24 Contractor Local Program Monitoring

Sr. Human Services Analyst Sara Paz-Nethercutt presented the drafted monitoring reports for Goodwill Central Coast and Santa Cruz County Office of Education - Suenos. Highlights mentioned: Goodwill Central Coast had zero findings and Suenos only had two fiscal findings and a programmatic finding.

Action: It was moved to accept the PY 23/24 local program monitoring reports as drafted by WDB staff.

Status: Motion to Approve: Carol Siegel
 Motion Seconded: Christina Cuevas
 Abstentions: None

Committee Action All in favor, motion passed

Item 4 – WDB Officer Nominating Committee PY 24/25

Board member Carol Siegel shared that every year the Full Board must appoint a nominating committee to recommend a slate of WDB officer candidates. Board member Marshal Delk shared his experience being on the Business Services Committee. WDB Director Andy Stone noted that there is no longer a Business Services Committee but only a CEDS Committee.

Nominating Committee consists of the following:

- The immediate past Chair, and one member of the Executive Committee
- Two at-large members from the WDB membership
- And at least one member from the prior year's Nominating Committee

Action: It was moved to form a WDB Officer Nominating Committee and recommend a Slate of Candidates for Election at the WDB's May 22, 2024 meeting.

Status: Motion to Approve: Dustin Vereker
 Motion Seconded: Peter Detlefs
 Abstentions: None

Committee Action All in favor, motion passed

Subject: Report Items:

Item 5 – Plan Updates

Operational Plan Update

WDB Director Andy Stone spoke on the operational objectives.

Goal 1 – WDB Associate Human Services Analyst Brenda Diaz-Rivas shared that she was developing an action plan to capture WIOA participants' experience and provided an update on the Foster Youth program through the Santa Cruz County Office of Education. WDB Director Andy Stone shared that the WDB does not currently have an entrepreneurship program to offer as it must be accredited. Board member Carmen Herrera-Mansir shared that El Pajaro CDC offers an entrepreneurship program and inquired about accreditation requirements, and mentioned she would like to share info on this program at a future meeting.

Goal 2 – WDB Business Services Manager Nathan Kieu provided updates on his outreach targeted to the construction industry and shared that he has met with construction companies and discussed topics such as project labor agreements. He also spoke on the success of the Economic Forecast event with the Santa Cruz Chamber of Commerce.

Goal 3 – WDB Director Andy Stone spoke on the new WDB member orientation process and shared that new Board member Suzette Reushel-DiVirgilio was paired with Chair Rob Morse as her mentor. Business Services Manager, Nathan Kieu stated that the 2024 State of the Workforce report will be focused on bio-tech and non-profit organizations.

AJCC Continuous Improvement Plan

Reports were provided to the Board for review.

Action: No action taken, report item only.

Item 6 – Workforce Development Board Staff Updates

WDB Sr. Human Services Analyst, Sara Paz-Nethercutt provided updates on the following:

- Regional Equity and Recovery Partnership (RERP) – Program is funded by State not WIOA funds. Program offers certificates in Phlebotomy, Construction, Community Health Worker, Culinary Arts, and IT. Currently there are 14 individuals enrolled and can serve a total of 32 individuals. The program offers a \$4,200 scholarship.
- Prison to Employment (P2E) – Program recently launched and can serve a total of 6 justice involved individuals by placing them in an OJT or a transitional job. Currently no enrollments. Program will run through December 2025. Sara informed the Board that interested individuals can email info@workforcescc.com for more info and to apply and that she would provide an email to Board members with more program details.

WDB Business Services Manager, Nathan Kieu provided updates on the following:

- CEDS update - budget will be presented at next Full Board meeting for approval.

WDB Associate Human Services Analyst Brenda Diaz-Rivas provided updates on the following:

- ETPL monitoring concluded last week and working on report.

Action: No action taken, report item only.

Subject: Break-out Session: To discuss predictions for 2024

Breakout sessions were held amongst Board members to engage in an interactive session and gather feedback by a facilitator chosen by the group.

Questions:

- How do you believe AI will impact your workforce? Are there skill gaps or areas where employees need additional training?
- How do you foresee AI disrupting your industry in the coming years? Are there opportunities for innovation and growth?

Team Blue - Carmen shared:

Question 1:

How do you believe AI will impact your workforce? Are there skill gaps or areas where employees need additional training?

Question 2:

How do you foresee AI disrupting your industry in the coming years? Are there opportunities for innovation and growth?

Will affect admin – employee onboarding	Disruptive for tech – automation for website development
AI - learning inf tech (communication skills, critical thinking)	Simplify some of tech work and admin

Team Green – Marshall shared:

Question 1: How do you believe AI will impact your workforce? Are there skill gaps or areas where employees need additional training?	Question 2: How do you foresee AI disrupting your industry in the coming years? Are there opportunities for innovation and growth?
Translating in Spanish	Tap younger workforce to help train more seasoned workforce
Helpful with email communications	Gap between those with access and those without will increase
Making financial decisions/statistical/data	
Grant proposals	
Automated customer service	
Creative	

Team Red – Vivian shared:

Question 1: How do you believe AI will impact your workforce? Are there skill gaps or areas where employees need additional training?	Question 2: How do you foresee AI disrupting your industry in the coming years? Are there opportunities for innovation and growth?
Opportunity in job opportunities – bridge errors to user and platform	Frustration in accuracy and quality
Benefits to business by accuracy and efficiencies and precision, less waste	Compliance policies in place
Advantages in a warehouse environment	Learning curve to use AI effectively
Less human contact/less personal touch	Embrace technology and excellent skill with people
Could impact customer satisfaction or dissatisfaction	
Minimize human error	

Action: No action taken, informational item only.

Subject: Committee Member Announcements:

None

Meeting adjourned at 10:35 a.m.

**Next Meeting: Workforce Development Board Meeting
Wednesday, May 1, 2024 @ 8:30 am**

Consent Item 2: Eligible Training Provider Draft Monitoring Report PY23/24

(Action required) – Brenda Diaz-Rivas

Recommendation

Accept the PY 23/24 local ETPL monitoring report as drafted by WDB staff.

Background

1. Workforce Development Board (WDB) Staff monitored the Eligible Training Provider List (ETPL) training vendors in February and March 2024 for the 2023-2024 program year.

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

- Overview of the monitoring process and objectives, services provided, and program performance.
- Completion and discussion with the Monitor of Training Vendor Monitoring Guide and participant list.
- Completion of the Non-Discrimination and Equal Opportunity Monitoring Guide.
- An on-site walk through of the facility and classrooms.
- Interview with key staff providing services funded by the Workforce Innovation and Opportunity Act (WIOA).
- Interviews with participants receiving WIOA funded services.
- 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.

Of the six (6) vendors monitored, Truck Driving Institute had one (1) finding and one (1) area of concern. Watsonville Aptos Santa Cruz Adult Education had one (1) area of concern. Both schools have responded to the finding/area of concern and have been resolved. All six (6) completed drafted reports are attached via this link: <https://bit.ly/3WBJoCK>

Suggested motion

I move to accept the PY 23/24 local ETPL monitoring report as drafted by WDB staff.

Consent Item 3: Proposed WDB Meeting Calendar PY 24/25

(Action required) – Andy Stone

Recommendation

Approve the proposed WDB Meeting Calendar for PY 24/25

Suggested motion

I move to approve the proposed WDB Meeting Calendar for PY 24/25

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

2024/2025 FY – WDB Meeting Calendar (Pending Board Approval)

All dates are Wednesdays, except where noted:

July 26, 2024 – Executive Committee (Friday – special meeting)

September 25, 2024 – Executive Committee

October 23, 2024 – WDB Full Board

December 4, 2024 – Executive Committee

January 15, 2025 – WDB Full Board

February 26, 2025 – Executive Committee

March 19, 2025 – WDB Full Board

May 7, 2025 – Executive Committee

May 28, 2025 – WDB Full Board

WDB Full Board meetings and Executive Committee meetings begin at 8:30 am.

MEMBERS:

Rob Morse, Chair
Monterey Bay Epic Adventures

Elyse Destout, Vice Chair
Photography by Elyse Destout

Alia Ayyad
Center for Employment Training

Christina Cuevas
Cabrillo College Board of Trustees

Maria Elena De La Garza
Community Action Board

Marshall Delk
Santa Cruz County Bank

Peter Detlefs
County of Santa Cruz

Daniel Dodge
Cabrillo College Federation of Teachers

Sean Hebard
Carpenters Local 505

Carmen Herrera-Mansir
El Pajaro CDC

Laura Holmquist-Gomez
Five Star Catering

LeNae Liebetrau
Department of Rehabilitation

Chris Miller
ScratchSpace, LLC

Janet Nagamine
Hikari Farms

Suzette Reushel-DiVirgilio
Health Improvement Partnership of Santa Cruz County

Shaz Roth
Pajaro Valley Chamber of Commerce and Agriculture

Eric Saavedra
Watsonville/Aptos/Santa Cruz Adult Education

Katie Setzler
Palo Alto Medical Foundation

Carol Siegel
Santa Cruz Seaside Company

Raymundo Sumano
Sumano's Bakery

Dustin Vereker
Discretion Brewing

DIRECTOR:
Andy Stone

Action Item 4: WDB Officer Nominations PY 24/25

(Action required) – Andy Stone

Recommendation

Approve the proposed Slate of 2024-25 Officer Candidates as indicated below for election at this WDB meeting.

Background

Each year, the WDB Nominating Committee recommends a slate of officers to fill the WDB's elected leadership positions for the upcoming program year. At the Executive Committee meeting on February 28th, 2024, the immediate past WDB Chair, Carol Siegel, agreed to Chair this year's nominating committee.

The Nominating Committee, consisting of the following WDB members, Carol Siegel, Marshall Delk, Suzette Reuschel-DiVirgilio, Carmen Herrera-Mansir and Chris Miller developed the following slate of candidates listed for Program Year 2024-25 (July 1, 2024 through June 30, 2025), for election at this WDB meeting:

Next Steps

The proposed slate of WDB Officer Candidates, for PY 2024-25 is as follows with final appointment at this WDB meeting:

<u>Workforce Development Board</u>	<u>Executive Committee Members</u>
Chair – Rob Morse Vice Chair – Elyse Destout	Chair – Rob Morse Vice Chair – Elyse Destout Prior WDB Chair – Carol Siegel Executive Committee Member At-large – Tracy Adolfo Executive Committee Member At-large – Marshall Delk Executive Committee Member At-large – Dustin Vereker

Changes and additional nominations may be made from the floor.

Suggested motion

I move to approve the proposed Slate of 2024-25 Officer Candidates.

Report Item 5: Plan Updates

(No vote required) – Andy Stone

Background

1. Director's Operational Plan Update:

On September 20, 2023 the WDB approved the WDB Director's Program Year (PY) 2023-24 Operational Plan which lays out the specific actions for the program year designed to ensure that the board's priorities are met. The attached scorecard represents the PY 2023-24 goals and action steps.

The WDB Director's Operational Plan incorporates the goals referenced below:

Operational Goals for Workforce Santa Cruz County

Goal 1: Jobseekers have the competitive skills to earn a sustainable wage with opportunities for career pathways.

Goal 2: Santa Cruz County businesses have the talent needed to thrive now and into the future.

Goal 3: Santa Cruz County Workforce Development supports community partners to positively impact the region's economic vitality.

2. AJCC Continuous Improvement Plan Update: <https://bit.ly/4bpRCCE>

Next Steps

The WDB Director will report on the Plans' progress at each Workforce Development Board meeting.

**Item 5 Attachment - Workforce Development Board of Santa Cruz County
OPERATIONAL PLAN STATUS REPORT Program Year (PY) 2023-2024**

	<i>Status</i>	<i>2023-24 Operational Targets</i>	<i>YTD</i>
<u>Goal 1</u> Jobseekers have the competitive skills to earn a sustainable wage with opportunities for career pathways.	✓	<ul style="list-style-type: none"> • Identify strategies to better connect current and former Foster Youth to Workforce Development Services • Add an entrepreneurship training option for WIOA eligible clients • Develop and launch a new public engagement process to inform the WDB's annual planning 	<p>Stakeholder group met in January. Providing informational meetings for service providers.</p> <p>Shared Venture's Futuro program with WIOA participants. Identified an online training option.</p> <p>Hired an new Associate Analyst to coordinate this work.</p>
<u>Goal 2</u> Santa Cruz County businesses have the talent needed to thrive now and into the future.	✓	<ul style="list-style-type: none"> • Conduct outreach to construction businesses and identify opportunities for new sector partnerships and workforce development programs • Host a county-wide economic forecast event 	<p>Business Services Manager conducting targeted outreach to construction businesses.</p> <p>Partnered with Santa Cruz Chamber host event on 2/15/24.</p>
<u>Goal 3</u> Santa Cruz County Workforce Development supports community partners to positively impact the region's economic vitality.	✓	<ul style="list-style-type: none"> • Increase awareness of Workforce Santa Cruz County services by creating new videos highlighting client and business success stories • Develop a WDB member orientation process that connects new appointees with experienced board members • Draft and release the 2024 State of the Workforce Report 	<p>Created two videos. Presented at March 20 WDB meeting.</p> <p>Suzette Reuschel-DiVirgilio has paired with Rob Morse for a trial run.</p> <p>To be presented at WDB meeting on May 22 and report to be completed by 6/30/24.</p>

✓ on track to meet planned target for the year

✗ not on track to meet planned target for the year

Report Item 6: Workforce Development Board Staff Updates

(No vote required)

WIOA Career Services – Sara Paz-Nethercutt:

1. America's Job Center of California (AJCC) Certification Process & Timeline
2. WIOA Youth Individual Training Account (ITAs) policy- coming soon PY24/25

Business Services- Nathan Kieu:

1. Business Services Survey Implementation
2. Dientes – Apprenticeship Update
3. Santa Cruz County Small Business Summit – May 3rd

Report Item 7: WIOA Final Local Performance PY 2022

(No vote required)

The Employment Development Department (EDD) calculated the Program Year (PY) 2022 (July 1, 2022- June 30, 2023) performance scores for all Local Workforce Development Areas (Local Areas) for the Workforce Innovation and Opportunity Act (WIOA) and were released on February 29, 2024.

In alignment with Employment Development Department (EDD) Directive, WSD20-02, *Calculating Local Area Performance and Nonperformance*, the state is requiring Local Areas to achieve a score of 50% or higher for each of the following individual measures for PY 2022:

- Employment Rate 2nd Quarter After Exit
- Employment Rate 4th Quarter After Exit
- Median Earnings 2nd Quarter After Exit
- Credential Attainment

At the end of the PY, the actual performance numbers for the year are adjusted using the Statistical Adjustment Model (SAM) which factors in *data on economic conditions of the local area and the populations served during the program year*. This determines the adjusted levels of performance for the program year, against which the local areas' actual results are compared.

The local area performance outcome is essential in determining its continued designation (as a local area) and whether sanctions should be applied by the state for nonperformance.

Santa Cruz local area is currently meeting all WIOA federal performance measures. For the complete performance scores by program reference the following attachment:

*NOTE: The Performance Score for all performance indicators in the Adult, Dislocated Worker, Youth programs are included in the attachment. However, the Measurable Skill Gains (MSG) performance indicator is not being considered in performance success for PY 2022 . It is included in the table to provide context for the future when the MSG indicator will be reviewed for performance.

Item 7 Attachment 1

WIOA Final Local Performance Scores PY 2022

Adult Measures	Local Area Negotiated Goal	Actual Performance Level	Adjusted* Performance Score	Met State Target?
Employment 2nd Q post exit	75%	75.4%	80.9%	YES
Employment 4th Q post exit	71%	77.4%	93.1%	YES
Median Earnings^	\$8,200	\$12,033	144.5%	YES
Credential Attainment	65.5%	68.5%	112.6%	YES
Measurable Skill Gains	60%	59.9%	80.5%	YES
DW Measures	Local Area Negotiated Goal	Actual Performance Level	Adjusted* Performance Score	Met State Target?
Employment 2nd Q post exit	70%	72.9%	94.6%	YES
Employment 4th Q post exit	70%	77.1%	102.3%	YES
Median Earnings^	\$11,000	\$10,449	76.1%	YES
Credential Attainment	68.6%	68.3%	110.6%	YES
Measurable Skill Gains	65%	61.0%	134.6%	YES
Youth Measures	Local Area Negotiated Goal	Actual Performance Level	Adjusted* Performance Score	Met State Target?
Education ,Training or Employment 2nd Q post exit	79%	78.1%	91.3%	YES
Education ,Training or Employment 4th Q post exit	79%	86.3%	112.3%	YES
Median Earnings^	\$3,900	\$4,487	101.1%	YES
Credential Attainment	77%	77.8%	102.6%	YES
Measurable Skill Gains	77%	61.0%	87.3%	YES

*Adjusted using Statistical Adjustment Model (SAM)

^2nd Q after exit

State of the Workforce Report



Josh Williams is the founder and president of BW Research. He manages the firm's California office. Josh has worked in the applied research industry for over 20 years as an analyst, project manager, and research director, and founded BW Research in 2006. Josh remains committed to research and analyses that drives better policies and investment, improves programs and strategies, and expands economic opportunity for all. The firm was founded and remains grounded in the philosophy that robust evidence and reliable data should drive effective planning and decision making.

Josh's work at BW Research is focused on understanding and measuring how the world of work is changing and what it means for households, students, workers, and businesses. He has had numerous public speaking engagements communicating insights on recent research findings and their impact on employment, education, and the economy. His recent work has examined how employment and economic development could change as regional and statewide economies transition from the status quo to a low carbon future, how regions have been impacted by the COVID-19 pandemic and their best opportunities for recovery and rebuilding, and how educational and employment pathways are evolving as our communities respond to automation, artificial intelligence, and the emerging technologies of our generation.

At BW Research, Josh, often combines secondary data modeling with his expertise in primary research and survey design. He received his B.A. from George Washington University in International Economics, and his M. A. from California State University, Long Beach in Economics. When he is not actively involved in research, coaching rugby, or spending time with his family, he tries to spend more time in the ocean or the mountains.

Break-out Session: State of the Workforce Presentation

(No vote required) – Rob Morse

Purpose: Board Members to engage in an interactive session, comprised of small groups participating in a focused discussion

Break-out Session format: Groups will be created based on the color of dot board members were given upon arriving at today's meeting. Each small group will decide on a facilitator to lead the focused discussion. Small group breakout sessions will continue for 15 minutes to examine and consider the focus group question(s) and gather the group feedback. The results of the group discussions will then be reported out by the group facilitator to the full board at the end of the breakout session period. This round robin discussion format is expected to encourage contributions from all Board members.

Focused Discussion Question(s):

- What are your reactions to the State of the Workforce Presentation?
- What is something that you would like to know that was not featured in this presentation?