



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, December 3, 2025 @ 8:30 am

Location: Workforce Santa Cruz County Career Center
500 Westridge Dr. – Community Room
Watsonville, CA 95076

Call to Order/Welcome

Non-agenda Public Comment

Chairperson's Report

Board Member Spotlight – Facilitated by Dustin Vereker

Consent Items (vote required):

1. Approval of Minutes: September 24, 2025 2-8
2. WIOA Local Program Services: New/Revised Policies 9

Action Items (vote required):

3. WIOA Program Services Procurement Results/PY2026/27 Award Recommendations
..... 10-12

Report Items (no vote required):

4. WDB PY2025/2026 Operational Plan and CI Plan Updates 13-14
5. WDB Staff Updates 15

Presentation: County of Santa Cruz Strategic Plan (Initiatives), Sven Stafford, Principal Administrative Analyst, County Executive Office 16

Board Member Breakout Session – Strategic Plan Discussion 17

Adjournment

Next Meeting: **Workforce Development Board-Executive Committee**
February 4, 2026 @ 8:30 am
Location: Workforce Santa Cruz County, Career Center Classroom
500 Westridge Dr., Watsonville, CA 95076

Workforce Development Board
March 4, 2026 @ 8:30 am
Location: Community Room
500 Westridge Dr., Watsonville, CA 95076

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 September 24, 2025 WDB Full Board meeting minutes.

Suggested motion

I move to approve the September 24, 2025 WDB Full Board meeting minutes.

**Workforce Development Board
Full Board
500 Westridge Dr, Watsonville CA 95076
Career Center Computer Lab
Wednesday, September 24, 2025, 8:30 a.m.**

**500 Westridge Drive
Watsonville, CA 95076
(831) 763-8900**

The Chair called the meeting to order at 8:38 a.m., and a quorum was established. All participants attended in-person.

Committee Members in Attendance

Bartels, Elyse (Vice Chair)
Brown, Kristen
Corpuz, Frances
De La Garza, MariaElena
Delk, Marshall
Hernandez, Felipe
Holmquist-Gomez, Laura
Morse, Rob (Chair)
Rodriguez, Annabelle
Rodriguez, Francisco
Rodriguez, Isidro
Roth, Shaz
Pedersen, Alexander
Siegel, Carol
Sumano, Raymond
Van Den Heuvel, Casey
Vereker, Dustin

Committee Members Excused

Ayyad, Alia
Detlefs, Peter
Diaz, Alma
Dodge, Daniel
Herrera-Mansir, Carmen
Liebetrau, LeNae
Setzler, Katie
Shields, Bryan

Staff in Attendance

Diaz-Rivas, Brenda – Associate Human Services Analyst
Gutierrez, Elizabeth - WDB Administrative Aide
Kieu, Nathan – Business Services Manager
Paz-Nethercutt, Sara – WDB Sr. Human Services Analyst
Stone, Andy – WDB Director
Vaiz, Mary Lou – WDB Clerical Support

Guests

Becerra, Ivan
Brito, Mirian
Estrada, Vivian
Frasca, Lizbeth
Froylan-Soto, Karla
Lewis, Joshua

MEMBERS:

Rob Morse, Chair
Monterey Bay Epic Adventures

Elyse Bartels, Vice Chair
Business Owner

Alia Ayyad
Center for Employment Training

Kristen Brown
Santa Cruz Chamber of Commerce

Frances Corpuz
Sproutling and Company

MariaElena De La Garza
Community Action Board

Marshall Delk
West Coast Community Bank

Peter Detlefs
County of Santa Cruz

Alma Diaz
Employment Development Department

Daniel Dodge
Cabrillo College Federation of Teachers

Felipe Hernandez
Fourth District Supervisor

Carmen Herrera-Mansir
El Pajaro CDC

Laura Holmquist-Gomez
Five Star Catering

LeNae Liebetrau
Department of Rehabilitation

Annabelle Rodriguez
Cabrillo College

Francisco Rodriguez
Monterey Bay Labor Council

Isidro Rodriguez
Watsonville, Aptos, Santa Cruz Adult Education

Alexander Pedersen
Santa Cruz County Small Business Development Center

Shaz Roth
Pajaro Valley Chamber of Commerce and Agriculture

Katie Setzler
Palo Alto Medical Foundation

Carol Siegel
Santa Cruz Seaside Company

Bryan Shields
Carpenters Local 646

Raymundo Sumano
Sumano's Bakery

Casey Van Den Heuvel
Sheet Metal Workers Local 104

Dustin Vereker
Discretion Brewing

DIRECTOR:
Andy Stone

Lopez, Roberto
 Michael, Jack
 Ming, Racy
 Mitchell, Jennifer
 Moskalyk, Andriy
 Munoz, Beatrice
 Ortiz, Nayeli

Subject: Non-Agenda Public Comment

It was noted that Community Action Board is celebrating its 60th anniversary with a Gala on October 18, 2025, at The Grove in Santa Cruz.

Subject: Chairperson's Report

No report.

Subject: Presentation

The Workforce Achievement Awards were presented to two recipients.

Subject: Consent Items

Item 1 – Approval of May 28, 2025, Meeting Minutes

Item 2 – WIOA Local Program Services: Revised and New Policies

Action: It was moved to approve the consent items, including the May 28, 2025, meeting minutes and the revised and new local program services policies, as drafted by the Workforce Development Board.

Status:	Motion to Approve:	Casey Vane Den Heuvel
	Motion Seconded:	Laura Holmquist-Gomez
	Oppositions:	None
	Abstentions:	Marshall Delk

Committee Action: All in favor; motion carried.

Subject: Action Items

Item 3 – WIOA Program Year 2025-26 Budget

An update was provided on the allocation for the WIOA budget, and the Financial Report was reviewed. The total available funding for PY 2025–26, including carry-in funds, was reported as \$4,503,221. The training allocation for On-the-Job Training (OJT) remains at \$140,000.

Action: It was moved to approve the updated WIOA budget for PY 2025-26.

Status: Motion to Approve: Carol Siegel
 Motion Seconded: Casey Van Den Heuvel
 Oppositions: None
 Abstentions: None

Committee Action: All in favor; motion carried.

Item 4 – WDB Bylaws Update

Adjustments to the WDB's operating practices were reported as follows:

- Simplifying the committee structure by eliminating several standing committees (e.g., Youth Council) and retaining only two: the Executive Committee and the Comprehensive Economic Development Strategy (CEDS) Committee.
- Establishing a new process for electing Executive Committee members, as committee chairs are no longer automatically seated.
- Allowing the WDB Chair to appoint business representatives as Chair and Vice-Chair of the CEDS Committee, rather than assigning those roles to the WDB Chair and Vice-Chair.
- Modifying one at-large membership category to be included within "Workforce Representatives."

Action: It was moved to approve the staff-recommended updates to the WDB Bylaws and to have staff take the next steps (County Counsel review and Board of Supervisors approval) for finalizing the Bylaws.

Status: Motion to Approve: Marshall Delk
 Motion Seconded: Dustin Vereker
 Oppositions: None
 Abstentions: None

Committee Action: All in favor; motion carried.

Item 5 – WDB Strategic Plan 2025-2030

The Santa Cruz County Workforce Development Board (SCCWDB) identified three strategic priorities through 2030:

- **Job Quality & Economic Mobility:** Ensuring individuals gain access to stable, well-paying jobs with clear opportunities for growth.
- **Employer and Small Business Engagement:** Strengthening relationships with local businesses, particularly small to mid-sized employers, to better align workforce services.
- **Skills Gaps & Training Alignment:** Closing the gap between available training programs and the skills employers need, especially within growing industries.

The full Strategic Plan was provided at: <https://bit.ly/3lvRbNg>

Action: It was moved to approve the Strategic Plan for 2025-2030.

Status: Motion to Approve: Casey Van Den Heuvel
 Motion Seconded: Elyse Bartels
 Oppositions: None
 Abstentions: None

Committee Action: All in favor; motion carried.

Item 6 – Top Ten (10) Occupations for PY 2025-2026

To meet the strategic priority of Skills Gaps & Training Alignment, staff reported that a percentage of enrollments must align annually with the Top Ten Occupations. Data was reviewed to support the selection of each occupation, including career pathways and entrepreneurial opportunities. Staff developed a demand score to identify the following occupations:

1. Registered Nurses
2. Medical Assistants
3. Dental Hygienists
4. Carpenters
5. Plumbers, Pipefitters & Steamfitters
6. Dental Assistants
7. Heavy and Tractor-Trailer Truck Drivers
8. Electricians
9. Police and Sheriff's Patrol Officers
10. First-Line Supervisors of Construction Trades and Extraction Workers

Action: It was moved to approve the Top Ten Occupations for PY 2025–26, as identified by staff.

Status: Motion to Approve: Casey Van Den Heuvel
 Motion Seconded: Annabelle Rodriguez
 Oppositions: None
 Abstentions: None

Committee Action: All in favor; motion carried.

Item – 7 Plan Updates

1. Operational Plan Update

Through the 2025 strategic planning process, WDB staff and the Executive Committee identified three strategic priorities. Champions will present progress updates at future board meetings. The Operational Plan Status Report for PY 2025–26 was reviewed. The new priorities are:

- Job Quality & Economic Mobility
- Employer & Small Business Engagement
- Skills Gaps & Training Alignment

These priorities replace the previous Operational Plan.

No action; report item only.

Item 8 – Workforce Development Board Staff Updates

Legislative (Andy Stone):

- WIOA is board-funded through this fiscal year.
- Medical and CalFresh benefits may create referrals into WDB programs to meet work-hour requirements.
- WIOA legislation is pending reauthorization.

WIOA Career Services (Sara Paz-Nethercutt):

- The WIOA Program Services Procurement was released on July 14, 2025. A pre-bidders' conference was held with five interested parties.
- Bids are due by September 30, 2025.
- On December 3, 2025 a request for awards will be presented to WDB for approval.
- Contract negotiations will begin July 1, 2026.

Business Services (Nathan Kieu):

- The Comprehensive Economic Development Strategy (CEDS), approved by the Board of Supervisors, is ready for submission to the Economic Development Agency.
- A Board Agenda Management System (Boardable) is being procured to streamline and modernize agenda processes, with a planned launch in November.
- Launchpad CRM will be implemented to improve service delivery in Santa Cruz County.
- A Businesses Services Toolkit is being developed to provide employers with clear access to WDB services.
- Joby is currently recruiting three participants for its Aircraft Maintenance Technician apprenticeship program.

Community Engagement / ETPL (Brenda Diaz-Rivas):

- *James Irvine Foundation Public Workforce Capacity Fund:*
 - Human-Centered Design (HCD) sessions have begun. An HCD learning lab will take place in the coming weeks.
 - Two WDB staff members are participating in a five-month Peer Learning Group, with Irvine-funded partners to share insights, best practices, and challenges.
 - Racial Equity – the contract with vendor TKM has been executed.
 - Approval was obtained from the Program Officer to allocate \$43,000 from the Public Workforce Capacity Fund Grant toward innovative Human-Centered Design projects.
- Under the Community Engagement Initiative, a presentation will be delivered to PVUSD staff regarding available services and the MENtors program, which supports justice-involved fathers in becoming mentors.

No action; report item only.

Item 9 – Eligible Training Provider List (ETPL) 2024-25 Annual Report

The five attachments were shared. There is no longer a wait list for participants.

Overall Training Outcomes for PY 2024–25:

- Total Participants: 96 enrolled in WIOA-funded training programs
- Completion Rate: 63.5% (61 completions out of 96)
- Successful Completions: 52 completed training and met performance measures
- Employment Outcomes: 12 entered employment post-training
- Average Wage: \$36.55 per hour across completions

No action; report item only.

Meeting Adjournment

The meeting adjourned at 10:28 a.m.

Next Meetings:

Executive Committee

November 5, 2025 @ 8:30 a.m.

Location: 500 Westridge Dr.,
Career Center Classroom,
Watsonville, CA 95076

Workforce Development Board

December 3, 2025 @ 8:30 a.m.

Location: 500 Westridge Dr.,
Community Room,
Watsonville, CA 95076

Consent Item 2: WIOA Local Program Services New/Revised Policies

(Action required) – Sara Paz-Nethercutt

Recommendation

Recommend approval of the Workforce Innovation and Opportunity Act (WIOA) local program services, and fiscal policy revisions, as drafted by staff.

Background

From time to time, Workforce Innovation and Opportunity Act (WIOA) local policies need to be updated. The following local program policies require revisions:

1. 16-01, rev. 4, Adult/Dislocated Worker (A/DW) Priority of Service and Wait List Policy [implementing Veterans Priority of Service updates, as per new EDD Directive WSD24-15]

To ensure WIOA compliance the following County Fiscal policies need to be updated:

2. Fiscal 25-01, Property Management, Inventory Control, and Disposition Policy
3. Fiscal 25-02, Payroll and Time Distribution Policy
4. Fiscal 25-03, Audits and Audit Resolution Policy

The link to view the policies is found here: <https://bit.ly/48qpCPY>

Next Steps

Policy revisions will go in effect upon approval by the Workforce Development Board.

Suggested motion

I move to approve the WIOA revised local program services and fiscal policies, as drafted by staff.

Action Item 3: WIOA Program Services Procurement Results/ PY26/27 Award Recommendations

(Action required) – Sara Paz-Nethercutt

Recommendation

Accept the Workforce Innovation and Opportunity Act (WIOA) award recommendation and authorize the Workforce Development Board (WDB) Staff to proceed with next steps in the procurement process.

Background

At its' March 19, 2025 meeting, the WDB approved the timeline and issuance of a Request for Proposal (RFP) for the following WIOA services areas:

Service Area 1: Adult & Dislocated Worker, Rapid Response program services

Service Area 2: Youth services

The RFP was subsequently released on July 14, 2025.

As part of the process, the WDB worked with the County's General Services Department's Purchasing Division (GSD) to conduct the RFP procurement process.

This RFP contracting allows for a one-year contract with three additional one-year options for renewal, for a total possible term of four years. This procurement process provides for a potential contract that could extend from PY 2026-27 through PY 2029-30 based on a contractor cost analysis and overall performance. A new procurement process will need to be conducted every four years as required by the WIOA, utilizing the County procurement process.

Results of Competitive Process

As a result of the RFP process managed by GSD two (2) service areas were scored from the following bidders: America Works of California; Arbor E & T, LLC, dba Equus Workforce Solutions; DB Grant Associates; Goodwill Central Coast; Myndhack, and Santa Cruz County Office of Education.

GSD has outlined the evaluation committee results in the attached memo dated October 30, 2025 . The following outcome has been certified by GSD:

Service Area 1-Adult, Dislocated Worker Program Services: Goodwill Central Coast
Service Area 2-Youth Services: Santa Cruz County Office of Education

Next Steps

1. WDB Staff will enter into contract negotiations with the recommended vendors for PY 26/27.
2. WDB staff will request contract approvals from the Board of Supervisors no later than May 27, 2026.

Suggested motion

I move to accept the award recommendations from the Procurement and authorize the WDB Staff to enter into contract negotiations with the recommended vendors for PY 26-27.



County of Santa Cruz

General Services Department Purchasing Division

701 OCEAN STREET, SUITE 330, SANTA CRUZ, CA 95060-4073

(831) 454-2210 Fax: (831) 454-2710

Purchasing@santacruzcountyca.gov

**TO: Andy Stone, Workforce Development Board Director,
Sara Paz-Nethercutt, Workforce Development Board Sr. Analyst**

FROM: Shauna Soldate, GSD Central Purchasing, Purchasing & Logistics Manager

DATE: October 30, 2025

**SUBJECT: EVALUATION RESULTS FOR REQUEST FOR PROPOSAL 25P1-001,
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
Service Area 1: Adult Dislocated Worker Program Services
Service Area 2: Youth Program Services**

25P1-001 for the Workforce Innovation and Opportunity Act (WIOA) RFP was released 07/14/2025. Within this solicitation, two Service Areas were identified. The County identified two sub-committees made up of three evaluators per sub-committee to evaluate the service areas as follows:

Service Area 1: Adult Dislocated Worker Program Services

A three-member Evaluation Committee evaluated and scored four (4) submittals received from

- America Works of California, Inc.
- Arbor E&T LLC DBA Equus Workforce Solutions
- DB Grant Associates, Inc.
- Goodwill Central Coast

Service Area 2: Youth Program Services

A three-member Evaluation Committee evaluated and scored four (4) submittals received from:

- Arbor E&T LLC DBA Equus Workforce Solutions
- DB Grant Associates, Inc.
- Myndhack
- Santa Cruz County Office of Education

The sub-committee for **Service Area 1: Adult Dislocated Worker Program Services**, scored the proposal response from **Goodwill Central Coast** the highest at **93.17** points out of a possible 105 points. The second-place score was **Arbor E&T LLC DBA Equus Workforce Solutions**, who scored **89.33** points.

The sub-committee for **Service Area 2: Youth Program Services**, scored the proposal response from **Santa Cruz County Office of Education** the highest at **96.67** points out of a possible 105 points. The second-place score was **Arbor E&T LLC DBA Equus Workforce Solutions** who scored **81.67** points.

GSD Central Purchasing considers any score in the 90%-100% percentile range to be excellent; 80% to 89% range to be good; 70% to 79% range to be fair; and anything below 70% to be unacceptable. The highest scored proposal response for each modality was at 84% or higher. GSD Central Purchasing deems these proposal responses as good quality that meet or exceed the basic needs set forth in this RFP.

GSD Purchasing recommends awards to the following vendors:

- Service Area 1: Adult Dislocated Worker Program Services: **Goodwill Central Coast**
- Service Area 2: Youth Program Services: **Santa Cruz County Office of Education**

Your department may proceed with contract negotiations with the vendors as stated above. Please be advised that the commencement of any resulting contract is contingent upon County of Santa Cruz Board of Supervisors approval.

Contact me at (831) 454-2526 if you have any questions on the solicitation process or any information contained therein. Thank you for your assistance in this process.

Sincerely,



Shauna Soldate
Shauna.Soldate@santacruzcountyca.gov

10/30/2025
Date

Report Item 4: Plan Updates

(No vote required) – Andy Stone

Background

1. Operational Plan Update:

The Workforce Development Board conducted a comprehensive strategic planning process in 2025, including community engagement, surveys, and labor market analysis. At its April 16, 2025, meeting, the Workforce Development Board conducted a prioritization exercise to identify key areas for focus. The Board identified three strategic priorities:

1. **Job Quality & Economic Mobility:** increasing access to living-wage jobs.
2. **Employer & Small Business Engagement:** strengthening connections with local employers.
3. **Skills Gaps & Training Alignment:** ensuring training matches high-demand occupations.

At the September 24, 2025, Workforce Development Board meeting, direction was provided to inform the strategic plan activities and operational goals for the current Program Year. The attached PY 2025–26 Operational Plan Report outlines our progress with meeting these goals.

2. AJCC Continuous Improvement Plan 2025-2027, PY25/26, Q1 Update:

<https://bit.ly/4iopcNt>

Next Steps

Staff will report on the Plans' progress at each Workforce Development Board meeting.

**Item 4 Attachment 1 - Workforce Development Board of Santa Cruz County
OPERATIONAL PLAN STATUS REPORT Program Year (PY) 2025-2026**

	2025-26 Goals & Progress	2025-26 Activities
<p>Priority 1: Job Quality and Economic Mobility</p> <p>2030 Goal: Thirty percent (30%) of all WDB assisted placements meet or exceed the county living wage.</p> <p>Champion: Sara Paz-Nethercutt</p>	<p>2025-26 Goal:</p> <ul style="list-style-type: none"> Sixteen percent (16%) of placements meet the living wage standard (\$38.99/hr). <p>Progress: Annual Work Plan created; Outreach materials, resources and promotions in progress.</p>	<ul style="list-style-type: none"> ✓ Make Living Wage Target Visible ✓ Promote Living-Wage Job Opportunities. ✓ Build Career Ladders That Result in Living Wage Jobs
<p>Priority 2: Employer and Small Business Engagement</p> <p>2030 Goal: Two industry sector partnerships and deliver value-added services to at least 500 unique businesses by 2030.</p> <p>Champion: Nathan Kieu</p>	<p>2025-26 Goal:</p> <ul style="list-style-type: none"> Maintain active healthcare sector council. Deliver value-added services to at least 75 businesses. <p>Progress: Attending health sector council events. Established CRM to maintain outreach efforts and connected with 10/75 businesses to date.</p>	<ul style="list-style-type: none"> ✓ Identify Host an Industry Sector Roundtable (Hospitality Focus) ✓ Setup a Customer Relationship Management (CRM) system to track business engagement and establish Outreach Calendar ✓ Identify Develop a Business Services Toolkit
<p>Priority 3: Skills Gaps and Training Alignment</p> <p>2030 Goal: Fifty percent of training enrollments support the top 10 high demand occupations by 2030.</p> <p>Champion: Andy Stone</p>	<p>2025-26 Goal:</p> <ul style="list-style-type: none"> Forty percent of training enrollments support the top 10 high demand occupations. <p>Progress: WDB approved Top 10 Local Occupations. Identifying grant opportunities for short-term training and bridge programs.</p>	<ul style="list-style-type: none"> ✓ Eliminate Barriers to Training Success by Expanding Support Services and Creating Bridge Programs ✓ Draft Publish Annual Labor Market Snapshot Featuring Board's Top 10 Occupations ✓ Proactively Identify and Add Training Programs for Top 10 Local Occupations.



on track to meet planned target for the year



not on track to meet planned target for the year

Report Item 5: Workforce Development Board Staff Updates

(No vote required)

Legislative & Grants Update – Andy Stone

1. CalFresh Work Requirement Information
2. [Employment and Training Pathways Program \(ETPP\)](#)
3. Boardable Agenda Management System

WIOA Career Services – Sara Paz-Nethercutt:

1. Regional Equity and Recovery Partnerships (RERP) grant concluded- September 30, 2025
2. Prison to Employment (P2E) grant extended through December 31, 2026 - funding amount unchanged
3. WIOA monitoring: State Employment Development Department (EDD) Fiscal & Program; Local Contractors Fiscal & Program: Goodwill Central Coast; Santa Cruz County Office of Education

Community Engagement/Eligible Training Provider List (ETPL) – Brenda Diaz-Rivas:

1. The James Irvine Foundation - Public Workforce Capacity Grant

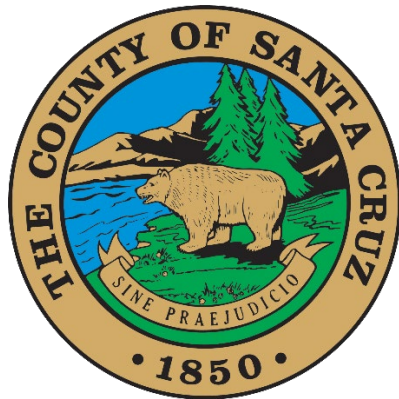
County of Santa Cruz Strategic Plan 2032



Sven Stafford is a Principal Administrative Analyst in the County Executive Office. He will provide an update on the County's Strategic Plan 2032, which will guide the next six years of collective action. The plan builds on the progress and lessons from the 2018–2024 plan and continues the County's commitment to a healthy, safe, and more affordable community.

His presentation will outline the roadmap for Strategic Plan 2032, including project phases, key milestones, and upcoming opportunities for community, partner, and staff engagement. He will describe how the County is incorporating updated data, broader partnerships, and community voices to ensure the plan reflects current needs and long-term priorities.

Sven will also cover how the Strategic Plan aligns with the WIOA strategic plan, with a focus on measurement, accountability, and shared priorities across systems. As part of the session, the Board will take part in an exercise identifying what helps and what hinders progress toward building the workforce we want in Santa Cruz County.



The update will highlight how the plan is grounded in the County Equity Statement and informed by frameworks such as Health in All Policies and Results Count to support measurable results, fairness, and accountability.

The full Strategic Plan 2032 project site and materials are available at:
<https://www.santacruzcountycalifornia.gov/VisionSantaCruz/StrategicPlanandEquityFramework/StrategicPlan2032.aspx>

Break-out Session: Advancing WDB Strategic Priorities

(No vote required) – Rob Morse

Purpose:

To support implementation of the WDB's 2025–2030 Strategic Plan by engaging Board members in targeted discussion around the three adopted priority areas:

1. **Job Quality & Economic Mobility**

Goal: 30% of WDB-assisted placements meet or exceed the county living wage.

2. **Employer and Small Business Engagement**

Goal: Two sector partnerships and 500 businesses served.

3. **Skills Gaps & Training Alignment**

Goal: 50% of training enrollments support the top 10 high-demand occupations.

This session will provide an opportunity to identify implementation challenges, envision bold solutions, and explore how members and their organizations can contribute to achieving the Board's strategic goals.

Break-out Session Format:

Following a brief orientation by WDB Chair Rob Morse, members will divide into groups, each focused on one of the strategic priorities. Each group will engage in open discussion using a shared set of guiding questions. Notes will be collected to inform future planning, and members will be invited to share the progress of their individual or organizational commitments at a future WDB meeting.

Focused Discussion Questions:

- **What challenges might prevent us from meeting our goals within this priority area?**
- **In a perfect world, without constraints, what help could make a huge difference in meeting these goals?**
- **How can you (as an individual or through your organization) help the WDB in meeting this priority?**