Executive Committee Meeting, Wednesday, October 28, 2026 @ 8:30 AM Agenda

October 28, 2026 8:30am - 10:30am PDT
500 Westridge Dr., Watsonville, CA 95076

START 8:30am

1. **Call to Order / Welcome** — 8:30am
2. **Non-agenda public comment**
3. **Chairperson's Report**
4. **Action Items (vote required):**
   a. **Approval of the Minutes: April 29, 2026** — Andy Stone
      - Action Item: Approval of Meeting Minutes.docx
      - Draft Minutes 4-29-26
   b. **Proposed 2027 Meeting Calendar** — Andy Stone
      - Action Item: Proposed WDB Meeting Calendar 2027.docx
      - Proposed 2027 Meeting Calendar
   c. **Workforce Innovation & Opportunity Act Local Policies: Revised Fiscal Policy** — Sara Paz-Nethercutt
      - Action Item_Local Fiscal Policy.docx
      - Action Item_Attach 1_draft_Fiscal Policy Cash Management 26-01 (10.1.26).pdf
   d. **WDB Meeting Planning: December 9, 2026** — Andy Stone
      - Action Item _WDB December 9.2026_Meeting Planning.docx
5. **Report Items (no vote required):**
   a. **Operational Plan and Continuous Improvement Plan Updates PY2026/2027** — Andy Stone, Sara Paz-Nethercutt

Kathleen Campbell

Report Item: Plan Updates.docx

Report Item_Attach 1_Operational Plan Report.docx

Report Item: AJCC / CI Plan PY26/27-Q1(10.28.2026) Att 2.pdf

b. **Staff Updates**

Andy Stone
Sara Paz-Nethercutt

Report Item: WDB Staff Updates.docx

6. **Adjournment**

a. **Next Workforce Development Board Meeting: December 9, 2026 @ 8:30 am**

Location: 500 Westridge Dr. (Community Room), Watsonville

b. **Next Executive Committee Meeting: TBD @ 8:30 am**

Location: 500 Westridge Dr. (Career Center Classroom), Watsonville

c. **Disclaimer**

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.

END
10:30am

Action Item: Approval of Meeting Minutes

(Action required) – Andy Stone

Recommendation

Approve the April 29, 2026 Executive Committee meeting minutes

Suggested motion

I move to approve the April 29, 2026 Executive Committee meeting minutes.

DRAFT Meeting Minutes

The Chair called the meeting to order at 8:35 AM, and a quorum was established. All participants attended in-person.

Board Members in Attendance

Ayyad, Alia

Bartels, Elyse - Vice Chair

Morse, Rob - Chair

Siegel, Carol

Vereker, Dustin

Board Members Absent

Adolfo, Tracey

Staff in Attendance

Diaz-Rivas, Brenda - WDB Associate Human Services Analyst

Gutierrez, Elizabeth - WDB Administrative Aide

Paz-Nethercutt, Sara - WDB Sr. Human Services Analyst

Stone, Andy - WDB Director

Vaiz, Mary Lou - WDB Clerical Support

1. Call to Order / Welcome
The meeting was called to order.

2. Non-agenda public comment
None

3. Chairperson's Report

Chair Rob Morse announced he will be absent from the May 20, 2026 meeting. Vice Chair Elyse Bartels will facilitate the meeting.

Board members who attended the National Association of Workforce Boards conference in March shared updates and key takeaways from the event.

4. Action Items (Vote Required):

a. Approval of the Minutes: February 4, 2026

Action: A motion was made to approve the February 4, 2026, Executive Committee meeting minutes.

Status: Motion to Approve: Elyse Bartels

Motion Seconded: Dustin Vereker

Objections: None

Abstention: Carol Seigel

Committee Action: Motion carried

b. Proposed WDB Meeting Calendar 2026

Chair Rob Morse announced that the Workforce Development Board (WDB) meeting calendar will transition to a January–December calendar year schedule rather than the previous July–June program year cycle.

Action: A motion was made to recommend that the Full Workforce Development Board (WDB) approve the proposed WDB Meeting Calendar for the remainder of the 2026 calendar year.

Status: Motion to Approve: Elyse Bartels

Motion Seconded: Carol Siegel

Objections: None

Abstentions: None

Committee Action: Motion carried unanimously

c. Eligible Training Provider Draft Monitoring Reports PY25/26

Brenda Diaz-Rivas reported that local monitoring had been completed for six training vendors. No findings were identified, and one area of concern was addressed.

Committee members discussed and clarified the monitoring process and requirements.

Action: A motion was made to recommend that the Full WDB accept the PY 2025-2026 local Eligible Training Provider List (ETPL) monitoring report as drafted by WDB staff.

Status: Motion to Approve: Carol Siegel

Motion Seconded: Elyse Bartels

Objections: None

Abstentions: None

Committee Action: Motion carried unanimously

d. Workforce Innovation and Opportunity Act Local Policy: Revised ETPL Policy

Brenda Diaz-Rivas reported that the WIOA ETPL Local Policy was revised to align with the most recent state directive guidance.

Updates include:

- Performance data and Registered Apprenticeship Programs will now be reviewed by the state every two years rather than annually.
- Training providers without WIOA-enrolled students during the program year will now have an opportunity to explain the lack of enrollment before removal from the ETPL.
- The requirement for training providers to complete the Implement Training Provider Assurances Form and Business Letter has been removed.

Action: A motion was made to recommend that the Full WDB approve the WIOA ETPL policy revision as drafted by WDB staff.

Status: Motion to Approve: Dustin Vereker

Motion Seconded: Elyse Bartels

Objections: None

Abstention: Alia Ayyad

Committee Action: Motion carried

e. Proposed WIOA Budget PY26/27

Andy Stone reported that the proposed PY 2026–2027 budget is provisional and based on PY 2025–2026 funding levels plus expected carry-in funds. He noted that $140,000 is recommended for apprenticeship programs. Final allocations will be presented at the first meeting of the next program year in September.

Action: A motion was made to recommend that the Full WDB approve a provisional WIOA budget of $5,001,838 for PY 2026-27, based on PY 2025-26 funding levels, including a dedicated allocation of $140,000 from the Adult and Dislocated worker training services for On-the-Job Training (OJT) supporting apprenticeships.

Status: Motion to Approve: Carol Siegel

Motion Seconded: Elyse Bartels

Objections: None

Abstentions: None

Committee Action: Motion carried unanimously

f. WDB Meeting Planning: May 20, 2026

Action: A motion was made to direct that the WDB staff include the following items in the May 20, 2026 meeting agenda:

1. Workforce Achievement Awards
2. State of the Workforce Report with Josh Williams

Status: Motion to Approve: Elyse Bartels

Motion Seconded: Carol Siegel

Objections: None

Abstentions: None

Committee Action: Motion carried unanimously

5. Report Items (No Vote Required):

a. Proposed Slate of WDB Officer Candidates PY26/27

Carol Siegel reported that the nominating group met, voted, and agreed upon a proposed slate of officer candidates to present to the full Board for final approval.

The nominating group included:

- Carol Siegel
- Dustin Vereker
- Kristin Brown
- Laura Holmquist-Gomez

b. Operational Plan and Continuous Improvement Plan Updates PY25/26

1. Operational Plan Update

Andy Stone reported that all goals have been met. Board member Kristin Brown has been facilitating monthly industry sector roundtables. Previous sessions focused on the healthcare and education sectors, and upcoming discussions will focus on finance, insurance, and real estate sectors.

c. Staff Updates

Director’s Update — Andy Stone

1. James Irvine Foundation

Andy Stone reported that the organization advanced to round two of the application process for $1 million in funding.

Some ideas of the initiative are:

- Education and tools for leaders and elected officials to engage businesses in ways that benefit lower-income communities.
- Community benefit agreements connected to development projects.
- Local hiring commitments.
- Childcare trust development for employees.
- Potential affordable housing contributions.

The initiative would focus on the Pajaro and Salinas Valleys and include community engagement, education, and marketing components.

Additional efforts include expanding human-centered design approaches to address challenges related to CalFresh and Medi-Cal work requirements in the Pajaro Valley. The initiative aims to convene businesses, government agencies, and community organizations to help residents retain benefits while transitioning to living-wage employment.

2. Legislative Update

Andy Stone reported that staff will continue monitoring updates related to the Stronger Workforce for America Act of 2026.

WIOA Career Services — Sara Paz-Nethercutt

1. WIOA Program Services Procurement: Sara Paz-Nethercutt reported that the required four-year procurement process for program services is almost completed with contracts going before the Board of Supervisors on May 19, 2026 for approval.
2. WIOA Section 188 Nondiscrimination and Equal Opportunity Monitoring State monitoring conducted by the Employment Development Department (EDD) is currently underway. Staff will report back on any findings.

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

1. James Irvine Foundation - Public Workforce Capacity Fund: Brenda Diaz-Rivas reported that Human Centered Design is in phase two. Each team is completing a survey and a prototype showcase will be held at the end of May utilizing what they have learned.
2. Community Engagement: Staff are collaborating with community-based organizations and county partners to participate in mandatory training for Benefits Representatives regarding CalFresh work requirements. Staff will provide information about WDB and WIOA services available to participants.

d. WIOA Final Local Performance Scores PY24/25

Sara Paz-Nethercutt reported that the preliminary report released on January 30, 2026 was presented because the final scores became available the previous day and EDD will be

publishing the final scores.

The Santa Cruz Local Area exceeded all locally negotiated WIOA federal performance measures. Performance goals are negotiated every two years, and updated goals for the upcoming cycle will be negotiated later this year. Additional updates will be provided at the full Board meeting.

6. Adjournment

The meeting adjourned at 10:24 am.

a. Next Workforce Development Board Meeting: May 20, 2026 @ 8:30 am
Location: 500 Westridge Dr. (Community Room), Watsonville

b. Next Executive Committee Meeting: TBD @ 8:30 am
Location: 500 Westridge Dr. (Career Center Classroom), Watsonville

c. Accessibility

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Action Item: Proposed WDB Meeting Calendar 2027

(Action required) – Andy Stone

Recommendation

Approve the proposed Workforce Development Board (WDB) Meeting Calendar for 2027.

Background

Each year, the Workforce Development Board establishes a meeting calendar for the upcoming year to ensure compliance with public meeting requirements and to provide members with advance notice of key dates.

Suggested motion

I move to recommend that the Full Workforce Development Board approve the proposed WDB Meeting Calendar for 2027.

Workforce Santa Cruz County

2027
WDB Meeting Calendar
All meetings are on Wednesdays at 8:30

Executive Committee

February 10, 2027
May 5, 2027
July 21, 2027 – Planning Meeting
August 11, 2027
November 10, 2027

Workforce Development Board

March 10, 2027
May 26, 2027
September 22, 2027
December 8, 2027

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Action Item : Local WIOA Fiscal Policy Revision

(Action required) – Sara Paz-Nethercutt

Recommendation

Recommend that the full Workforce Development Board approve the Workforce Innovation and Opportunity Act (WIOA) local fiscal policy revision, as drafted by staff.

Background

From time to time, Workforce Innovation and Opportunity Act (WIOA) local policies need to be updated. To ensure WIOA compliance the following County Fiscal policy needs to be updated:

1. Fiscal 26-01, Cash Management Policy

Next Steps

Policy revision will go in effect upon approval by the Workforce Development Board at its December 9, 2026 meeting.

Suggested motion

I move to recommend that the full Workforce Development Board approve the WIOA revised local fiscal policy, as drafted by staff.

Workforce Santa Cruz County

WIOA Cash Management Policy

Policy Memorandum Fiscal 26-01

Date: October 1, 2026

To: All WIOA subrecipients who have a subaward in the form of a subgrant, including Contracted Service Providers (WIOA service providers).

Purpose: To provide guidance and establish procedures for the cash management for the WIOA grants

Rescissions: None.

References: 2 CFR 200.302 (b)(6) and 2 CFR 200.305; Employment Development Department (EDD), Workforce Services Directive WSD26-01, CalJOBS Cash Request (July 3, 2026); Cash Management Improvement Act Agreement (CMIA)

Background:

The purpose of this policy is to ensure that the Human Services Department (HSD) of Santa Cruz County (SCC) complies with federal cash management standards as specified in 2 CFR 200.302 & 200.305 and Employment Development Directives as referenced above.

The Cash Management Improvement Act Agreement
The State of California distributes funding to counties based on The Cash Management Improvement Act Agreement[1] between the State of California and the Secretary of the Treasury, United States Department of the Treasury. The State is the entity that ensures that the County is in compliance with the Cash Management Act for the programs the County passes through funds for.

Deposited Revenues
EDD sends Federal and State revenues to the Santa Cruz County's (SCC) Auditor-Controller's office. The Auditor-Controller requests coding from HSD on the same day cash is received. WIOA revenues are deposited to "Fed-WIB Work Invest Admin" (Acct 391600-40943).

Timing
In order to minimize the time elapsing between the transfer of funds and disbursement, the following policies and procedures will be followed by HSD:

- Monitor the fiscal activity (draw downs and payments) for grants on a continuous basis.
- Cash advances are not utilized in the WIOA group grants.
- Routinely posting to accounting systems to generate up-to-date cash availability data.

Reconciliations
The WIOA 391600 Reconciliation is prepared on a monthly basis to ensure that all revenues and expenditures are properly tracked to the WIOA grants and any other related funding within the index. The Recoding Database tracks the Expenditures and Revenues within 391600 to specific grant numbers, allocated to specific funding years and unique Account IDs.

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Policy and Procedure:

A. Local Workforce Development Board (WDB) fiscal agents and subrecipients shall minimize the time elapsing between receipt of WIOA funds and disbursement to maintain a minimum cash balance.

B. Santa Cruz County WDB operates on a cost reimbursement basis only. Requests to draw down cash from EDD are prepared by fiscal staff, reviewed by the Accountant responsible for WIOA and authorized by the Chief or Assistant Chief of Fiscal Services before the cash draws are initiated. Cash draws must be submitted through the cash drawdown web portal (CalJOBSSM) in accordance with the EDD policy. Only limited fiscal staff members are provided with access to the EDD portal to initiate cash requests.

C. Santa Cruz County WDB drawdown of WIOA funds are to be done monthly for reimbursement of expenditures that were incurred in the preceding month. Likewise, the same methodology is followed when paying SCC subrecipients and contractors. Within the Recoding Database (dedicated system for WIOA), each grant has its own set of GL accounts and produces financial statements monthly. Expenditure transactions are posted to the GL accounts and grants to which they relate as they occur. The financial statement is run for each grant in the Recoding Database to determine the amount to be drawn.

D. The amount to be drawn or requested from the EDD is determined on a monthly basis, by deducting expenditures to date from the amount received to date. The difference is the amount to be requested.

E. The requested draw is remitted directly to SCC's Auditor-Controller's office typically within 2-7 business days of the request, after funds are made available by the Department of Labor (DOL). When the requested draw reaches the County, the Auditor-Controller's office contacts HSD Fiscal for the coding to be provided for WIOA.

F. When the funds have been recorded by the Auditor-Controller's office in the main books of the county (Finance Enterprise), it needs to be simultaneously entered in the Recoding Database. Accounting records pertaining to drawdowns and supporting documentation must be retained for at least three to five years.

G. Exception to policy
There are no exceptions to this policy.

Inquiries: Any questions regarding this policy memorandum may be directed to the WDB Director.

This policy authorized by: the Executive Committee of the Workforce Development Board on <<date>> and Workforce Development Board on <<date>>.

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Action Item: WDB December 9, 2026 Meeting Planning

(Action required) - Andy Stone

Background

At this meeting, the Executive Committee will consider if it would like to add any additional agenda items to the December 9, 2026 WDB Full Board meeting agenda.

Suggested motion

I move to direct that the WDB staff include the following items in the December 9, 2026 WDB meeting agenda.

Report Item: 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.

The attached PY 2026–27 Operational Plan Report provides an update for the current year's operational plan targets.

2. AJCC Continuous Improvement Plan 2025-2027, PY26-27, Q1 Update is attached.

Next Steps

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

OPERATIONAL PLAN STATUS REPORT Program Year (PY) 2026-2027

	2026-27 Goals & Progress	*2026-27 Activities*
Priority 1: **Job Quality and Economic Mobility** **2030 Goal:** Thirty percent (30%) of all WDB assisted placements meet or exceed the county living wage. Champion: Sara Paz-Nethercutt	**2026-27 Goal:** • Eighteen percent (18%) of placements meet the living wage standard ($42.98/hr). **2025-26 Outcome:** Achieved goal of 16% (at $38.99/hr.)	✓ Create a Dental Assistant to Dental Hygienist campaign ✓ Host a Living-Wage Job Fair with career ladder opportunities. ✓ Publish one new career ladder
Priority 2: **Employer and Small Business Engagement** **2030 Goal:** Two industry sector partnerships and deliver value-added services to at least 500 unique businesses by 2030. Champion: Kathleen Campbell	**2026-27 Goal:** • Identify industry for future sector council. • Deliver value-added services to at least 100 businesses. **2025-26 Outcome:** Maintained healthcare sector council and provided services to 70 businesses (goal was 75)	✓ Continue Monthly Industry Roundtable meetings ✓ Plan and host a State of the Workforce luncheon event ✓ Execute a marketing campaign for Job Blast job posting service
Priority 3: **Skills Gaps and Training Alignment** **2030 Goal:** Fifty percent of training enrollments support the top 10 high demand occupations by 2030. Champion: Andy Stone	**2026-27 Goal:** • Fifty percent of training enrollments support the top 10 high demand occupations. **2025-26 Outcome:** 82.5% of training enrollments were in the top 10 occupations. Truck Drivers (51.7%), Medical Assistants (14.1%), Registered Nurses (9.2%), Dental Hygienists (4.2%), and Dental Assistants (3.3%)	✓ Proactively identify and add Police and Sheriffs Patrol Officer training program to the local Eligible Training Provider List.

✓ on track to meet planned target for the year

✗ not on track to meet planned target for the year

County of Santa Cruz AJCCs
Certification Indicator Assessment
Continuous Improvement Plan 2025-2027, PY 2026/2027, Status: Q1, 7.1.2026-9.30.2026

Indicator	Continuous Improvement Goals and Recommendations	Target Action Items	PY 2026 Status/Target Completion Date [fill-in quarterly]
1. **The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.** ☑	**Comprehensive:** • Promote the "Workforce Santa Cruz" branding (logo) with the America's Job Center of California (AJCC) branding (logo) at the new career center location (e.g., pop-up banners, posters, and marketing materials). • Obtain (County/DOR) assistance in creating flexible accessible AJCC site space for people with disabilities. • Review program design to ensure procedures and practices reduce unnecessary administrative barriers to serving customers seeking employment and training services. (TEGL10-23). • Encourage customers to use the "Comment Card" for resource room continuous improvement feedback immediately after receiving center services.	• Review materials and website **quarterly** for necessary updates. • **Implement Assistive Device Staff Guide for serving people with disabilities. Staff guide has been added to Dropbox and posted in the AJCC.** • Through the Racial Equity Workshop series, use that lens in PY2026/27 to examine service delivery to ensure equitable access to all job seekers. Create action plan for top three issues to be examined. • Create marketing materials, including staff talking points, to encourage customers to use the comment cards (or QR comment cards). Review and train all AJCC and Sueños staff on comment card parameters to enable them to be able to encourage customers to use the comment cards for all types of feedback; Track comments under GCC KPIs.	• Branding materials reviewed and updated as necessary. • Assistive Device Staff Guide implemented • By end of PY26/27 Q4. • New staff have been trained on how to encourage customers to use the comment cards. Tracking comments is on-going.
	Sueños: • Continue to work on updating the local assistive device list.	• Research assistive devices available to add to the local assistive device list for WIOA customer use.	• Local assistive device list updated.
	Comprehensive, Sueños: • Provide AJCC staff training for working with diverse customers, including individuals with disabilities, cultural difference, and individuals with barriers to employment; expand equal access to community for in-person and virtual services. • Develop a written limited English proficiency local plan which lists the criteria already in practice • Provide human centered design (HCD) training for staff to utilize the principles within their AJCC and overall program design improvements; develop changes to services and program design, when necessary • Continue to expand the reach of in-person and virtual services with CBOs, partners, and libraries.	• **Create training plan by gathering staff input on any specific training that is needed; provide staff with at least one training session each quarter.** • WDB staff to take the lead on establishing a Limited English Proficiency (LEP) Plan • HCD Phase 3, Implementation, to be completed in PY2026/27 for three (3) areas: Mentorship program for frontline staff; warm handoff referral framework; a continuous improvement training for all staff. • Promote business engagement and industry sector engagement for PY2026/27. Update Career Coaching Competencies to increase focus on business services, including opportunity to earn a Business Services Certification (Workforce 180.)	• Training plan has been created for 2026-27 with multiple trainings every quarter. • TBD • By end of PY26/27 Q4. • Update Competencies by end of PY26/27 Q2; Promote business engagement ongoing
2. **The AJCC actively supports the One-Stop system through effective partnerships.**	**Comprehensive:** • Assign staff (GCC Community Engagement Coordinator) to update the Integrated Service Delivery Guide (ISDG) to be used by AJCC staff partner for program services orientation and overall guide to services.	• **GCC Staff, Community Engagement Coordinator will maintain and distribute updated ISDG quarterly.**	• **Quarterly**

☑	• Create a WIOA partner poster and/or partner resource board at the comprehensive AJCC site to market the various partner services.	• **GCC Staff, Community Engagement Coordinator will review and maintain WIOA partner board in the Watsonville Comprehensive AJCC.**	• **Ongoing.**
	Sueños: • Update the Integrated Service Delivery Guide (ISDG) to be used by AJCC staff partner for program services orientation and overall guide to services.	• **Provide new information for the ISDG as needed.**	• **Ongoing.**
	Comprehensive; Sueños: • Develop opportunities for WIOA partners to build effective partnerships and continue learning about local programs useful for workforce customers; for example, Community Engagement staff could resume Workforce Learning Collaborative, partner round table meetings or something with similar purpose. • Develop a more robust "resource" page on the workforcescc.com website for staff and public to access for community and partner referrals.	• **CCOps to lead the structure review of various meetings with partners to ensure that there are no gaps and discuss the best format for the various partner meetings to ensure information sharing** • WDB staff with input from WIOA Contractors will evaluate website "resource" page for updated information on accessibility.	• Discussion at OSO meeting: decision made to maintain current structure. • By end of PY26/27 Q2.
3. **The AJCC provides integrated, customer-centered services.** ☑	Comprehensive: • Use Lean continuous process improvement methodology to improve the customer-centered program design at the new 500 Westridge building. • Develop customer flow strategy for Employment Development Department (EDD) co-location move to 500 Westridge. • Provide WIOA overview training to co-located County staff to improve the integrated customer flow; encourage community engagement staff from the WDB and WIOA contracted service providers to collaborate on aligning and integrating the delivery of partner program services. • Work on identifying/integrating/coordinating co-location, cross information, and direct access opportunities for new 500 Westridge site.	• HSD projects to be implemented this year, which will impact customer-center program design at 500 Westridge. • EDD to collaborate with WDB staff on creating a customer flow once co-location date is planned. Move is still pending. • **Goodwill will coordinate with county staff to provide 500W onsite (co-located) staff with training through the OSO and Workforce Learning Collaborative meetings.** • **Use Roundtable and OSO meetings to identify /integrate/coordinate services at 500W site. Use meetings as an opportunity to share available resources at the 500W site.**	• By end of PY26/27 Q4. • TBD • Quarterly • Quarterly
	Sueños: • Standardize the way in which AJCC Sueños staff routinely identify themselves as Workforce Santa Cruz County staff instead of Santa Cruz County Office of Education (COE) staff.	• **During onboarding, train new hires on the Workforce Santa Cruz County branding requirements.**	• **Ongoing.**
	Comprehensive; Sueños: • Review the WIOA Partner Memorandum of Understanding (MOU) with AJCC staff, on an annual basis, or as needed, for the integrated customer flow. • Offer/Arrange staff training for providing excellent customer service.	• Establish timeline for reviewing the WIOA MOU with AJCC staff. • Offer Customer Service training in PY2026/27.	• Review MOU @ January 2027 CCOps meeting • By end of PY26/27 Q4.

4. **The AJCC is an on-ramp for skill development and attaining industry-recognized credentials that meet the needs of targeted regional sectors and pathways.** ☑	**Comprehensive:** • Continue to request and obtain Jobs EQ Reports for occupations in high demand to assist with helping customers navigate career pathways. • Implement a tracking mechanism for training and employment outcomes, e.g., on the Lean Daily Management Board (DMB) to promote and see the value of their contribution to these measures.	• Promote participant skill development using the WDB High Demand Occupations list and Career Pathways flyers to coincide with the WDB operational plan priorities. Ensure Staff training and mentorship for use of materials in participant case management. • **Using the weekly case management board (Lean DMB), GCC staff will create KPIs for tracking and improving the training and employment outcomes.**	• LMI training held in Q1; deeper dive LMI training for contractors occurred 10.15.26. • **Ongoing.**
	Sueños: • Implement a local Individual Training Account (ITA) policy for youth training scholarships. • Establish staff training benchmarks to include attending specific training for effective case management, navigating career pathways and best practices for supporting customer successful completion of education and training programs.	• Review local WIOA Youth ITA policy for continuous accessibility improvements necessary for the 18–24-year-old demographics. • **Implement Sueños Staff Career Coaching Competencies Framework in PY2026/27, including necessary staff training.**	• Local WIOA Youth ITA policy training completed. • **Sueños Staff Career Coaching Competencies Framework completed and implemented.**
	Comprehensive; Sueños: • Develop a strategy for appropriate referrals from the Adult/Dislocated Worker program to the WIOA Youth program for individuals between the ages of 18-24 for possible co-enrollments in the WIOA Youth program.	• **Review existing referral processes, using Lean methodology, between WIOA Adult and Youth programs to increase enrollment numbers and to eliminate bottlenecks for an enhanced customer experience.**	• **Staff met and reviewed the process. Developing an info session for staff to come together and discuss how to best capture co-enrollments in Q2.**

5. **The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.** ☑	**Comprehensive:**
	• Develop a business services strategy that includes the following:
	  ○ Creating a local list of employers offering entry level and high-quality jobs for customers and participants that could be used for *On-the-Job* (OJTs) and *Transitional Jobs* (TJs) placements.
	  ○ Refining current *Business Services Employer Feedback Procedure* for a consistent system for seeking employer feedback on all delivery of WIOA services; refining current employer survey and improving response rate.
		• WDB reclassified Business Services Manager position to Workforce Development Manager. Contractor staff and WDB new hire will plan and implement strategic employer engagement.
		WDB pending hiring candidate who will oversee business services strategy for PY2026/27.
			• New WD Manager hired in August 2026; will plan and implement strategic employer engagement.

	Sueños: • Consider separating the youth WEX progress questions from the employer satisfaction questions on the WIOA Youth survey. Currently one "survey" is used to obtain all information from the WEX employer. ~~Business Services Manager~~ could have purview over all the employer satisfaction surveys providing data points to contracted service providers for program services improvements.	• WDB reclassified Business Services Manager position to Workforce Development Manager. WDB pending hiring candidate who will oversee business services strategy for PY2026/27.	• New WD Manager hired in August 2026; will plan and implement strategic employer engagement

	{Note: For OJT/TJs the employer is provided a monthly participant progress report].
	• Create a business services written strategy that includes the following:
	  ○ Eliminating repeat requests for employer feedback and capturing employer opinions by one workforce entity (contractor or WDB staff) for continuous program service improvements
	  ○ Creating a local list of employers offering entry level and high-quality jobs for customers
	  ○ Increasing partnerships with industry leaders, workforce professionals, education and training providers that will increase WEX, training, Career Cluster Academy panelists, job shadowing and employment opportunities for customers.
	  ○ Integrating business service manager employer contacts with WEX specialist contacts to minimize redundant employer contacts and eliminate WEX specialists unsolicited calls to businesses to offer WEX placements.		

	Comprehensive; Sueños:
	• Strengthen relationship with ~~Business Services Manager~~ to increase connections with employment opportunities in local high demand occupations (see below for strategies)
	• Develop a business services strategy that includes the following:
	  ○ Training AJCC staff on connecting labor market conditions, regional economy, high demand occupations, sector strategies, and career pathways to promote quality jobs (e.g. annual state of the workforce; quarterly economy update).
	  ○ Building AJCC staff awareness of the local business services available (other than Rapid Response), including high road partnership.
		• WDB reclassified Business Services Manager position to Workforce Development Manager. Contractor staff and WDB new hire will plan and implement strategic employer engagement. WDB pending hiring candidate who will oversee business services strategy for PY2026/27.
		Pending hiring, GCC and Sueños staff will meet to strategize on how to coordinate their employer services and the needs of their job seekers.
		• **Request staff training from WDB staff on the State of the Workforce report, including applying the local labor market economy, sector strategies, and career pathways information to case manager WIOA participants.**
			• New WD Manager hired in August 2026; will plan and implement strategic employer engagement
			• **WDB director to provide State of the Workforce Training to staff on November 9, 2026.**

6. **The AJCC has high-quality, well-informed, and cross-trained staffing.** ☑	**Comprehensive; Sueños:** • Continue to improve opportunities to build relationships and better integrate the WIOA partners and contractor (AJCC) staff; improve opportunities to provide updates on center activities and discuss strategies for AJCC improvements; for example, updating the *Integrated Service Delivery Guide* (ISDG), One-Stop Operator quarterly meetings, Workforce Learning Collaborative, partner round table meetings. [refer to Indicator 2 continuous improvement opportunity] • Include partner program services cross-training and capacity building and/or professional development opportunities on the annual training calendar. Include	• **CCOps to lead the structure review of various meetings with partners to ensure that there are no gaps and discuss the best format for the various partner meetings to ensure information sharing; WDB staff with input from WIOA Contractors will evaluate website "resource" page for updated information on partner resources.** • **CCOps to take the lead to develop PY2026/27 training calendar.**	• Discussion at OSO meeting: decision made to maintain current structure. • Training plan has been created for 2026-27 with multiple trainings every quarter.

	ongoing/annual training on labor market information (LMI), and serving individuals with barriers to employment, including customer with disabilities.		
	Sueños: • Work with the CalJOBS administrator to create Lean standard work for specific youth program CalJOBS data entry functionality; eliminate the single source of CalJOBS trainer knowledge for Sueños staff. • Implement the Advanced Individual Fund Tracking (AIFT) functionality in CalJOBS for the WIOA youth Individual Training Accounts (ITAs).	• **Cross-train Sueños staff on WIOA youth specific CalJOBS data entry** • Review AIFT functionality and consult with CalJOBS administrator for specific voucher case management reports.	• **Sueños staff were cross-trained on WIOA youth specific CalJOBS data entry** • AIFT functionality reviewed with CalJOBS administrator.
7. **The AJCC achieves business results through data-driven continuous improvement.** ☑	**Comprehensive:** • Continue to use Lean continuous improvement methodology for service enhancements derived from the customer/employer feedback. • Use the AJCC Certification Continuous Improvement (CI) Plan to identify Key Performance Indicators (KPIs) to measure effectiveness of services	• Run a targeted customer feedback campaign to determine a specific service enhancement. Share any feedback with staff. • Using the KPIs, choose a goal for improving and tracking the effectiveness of a program service.	• By end of PY26/27 Q3 • By end of PY26/27 Q2.
	Sueños: • Use Lean continuous improvement methodology for service enhancements derived from the customer/employer feedback.	• Run a targeted customer feedback campaign to determine a specific service enhancement. Share any feedback with staff.	• By end of PY26/27 Q3.
	Comprehensive; Sueños: • Establish mechanism to capture WIOA performance indicators for all core program partners. • Encourage customers to use comment card to capture satisfaction opinions, not just for complaints but for compliments too. • Enhance customer satisfaction survey process and increase survey return rate. • Establish one system to collect and respond to satisfaction data from employers who used the AJCC business services.	• **Maintain standing agenda item to OSO meetings to discuss WIOA partner performance.** • Create marketing materials, including staff talking points, to encourage customers to use the comment cards (or QR comment cards). • Determine customer satisfaction survey response rate and establish an increase % as a KPI. • Determine employer satisfaction survey response rate and establish an increase % as a KPI.	• **Ongoing** • By end of PY26/27 Q2. • By end of PY26/27 Q2. • By end of PY26/27 Q2.

KEY			
☑	**on track to meet planned target for the year**	☒	**in danger of not meeting target for the year.**
This is FINAL CI Plan under WSD23-05 for PY 2026			

America's Job Centers of California (AJCC):

- Comprehensive AJCC located at 500 Westridge Dr., Watsonville, CA
- Sueños, also known as Specialized AJCC, located at Sequoia High School, 229 Green Valley Rd, Freedom, CA

Report Item: Staff Updates

(No vote required)

Director's Updates – Andy Stone

1. WIOA Program Training Funds Update
2. James Irvine Foundation Grant Updates

WIOA Career Servicies – Sara Paz-Nethercutt:

1. WIOA Program Services local contractor monitoring underway
2. WIOA State (EDD) Program & Fiscal monitoring underway
3. WIOA Section 188 Nondiscrimination and Equal Opportunity State (EDD) monitoring underway